

Notice of Meeting and Agenda



Cabinet

Venue: Council Chambers,
Midlothian House, Dalkeith, EH22 1DN

Date: Tuesday, 03 September 2019

Time: 11:00

Director, Resources

Contact:

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Further Information:

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1 Welcome, Introductions and Apologies

2 Order of Business

Including notice of new business submitted as urgent for consideration at the end of the meeting.

3 Declaration of Interest

Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

4 Minute of Previous Meeting

4.1 Note of Inquorate Special Meeting of the Cabinet of 24 June 2019

4.2 Minute of Special Meeting of the Cabinet of 25 June 2019

5 Public Reports

- | | | |
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| 5.1 | Inspection of Midlothian Council Cowan Court Extra Care Housing Facility - Report by Joint Director, Health and Social Care | 5 - 14 |
| 5.2 | A summary of the Care Inspectorate and Education Scotland Inspections of Early learning and Childcare, November 2018-June 2019 - Report by Acting Head of Education | 15 - 22 |
| 5.3 | Further Inspection (Record of Visit ROV) of Hawthornden Primary School - Report by Acting Head of Education | 23 - 38 |
| 5.4 | Midlothian Residential Service for Young People - Report by Head of Children's Services | 39 - 52 |
| 5.5 | Education Scotland Inspection Report on the External Review of Training in Modern Apprenticeships in Social Services Children and Young People - Report by Acting Head of Education | 53 - 78 |
| 5.6 | Amendment to School Session Dates for the Academic Year 2019_20 - Report by Director, Education, Communities and Economy | 79 - 82 |
| 5.7 | Prevent Peer Review - Report by Head of Children's Services | 83 - 102 |
| 5.8 | New Build Council Housing – Local Letting Initiative - Report by Joint Director, Health and Social Care | 103 - 106 |
| 5.9 | Mayfield Homeless Families Project - Report by Joint Director, Health and Social Care | 107 - 118 |

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(A) TO CONSIDER RESOLVING TO DEAL WITH THE UNDERNOTED BUSINESS IN PRIVATE IN TERMS OF PARAGRAPHS 1 AND 6 OF PART 1 OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973 - THE RELEVANT REPORTS ARE THEREFORE NOT FOR PUBLICATION; AND (B) TO NOTE THAT NOTWITHSTANDING ANY SUCH RESOLUTION, INFORMATION MAY STILL REQUIRE TO BE RELEASED UNDER THE FREEDOM OF INFORMATION (SCOTLAND) ACT 2002 OR THE ENVIRONMENTAL INFORMATION REGULATIONS 2004.

6 Private Reports

- 6.1** Minute of Education Appointment Committee - Depute Head Teacher, Beeslack High School
- 1. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office-holder or applicant to become an office-holder under, the authority.
- 6.2** Minute of Education Appointment Committee - Depute Head Teacher, Lasswade High School
- 1. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office-holder or applicant to become an office-holder under, the authority.
- 6.3** Minute of Education Appointment Committee - Depute Head Teacher, St David's RC High School

- 1. Information relating to a particular employee, former employee or applicant to become an employee of, or a particular office holder, former office-holder or applicant to become an office-holder under, the authority.

6.4 Irrecoverable Debt Write-Off - Report by Head of Finance and Integrated Service Support

- 6. Information relating to the financial or business affairs of any particular person (other than the authority).

6.5 Senior Leadership Review – Report by Chief Executive (To Follow)

7 **Date of Next Meeting**

Tuesday 15 October 2019 at 11 am



Inspection of Midlothian Council Cowan Court Extra Care housing Facility Report by Allister Short, Joint Director, Health and Social Care

1 Purpose of Report

This report provides an overview of the recent Care Inspection report on Cowan Court Extra Care Housing facility inspection.

2 Background

- 2.1 Midlothian Health and Social Care Extra Care housing facility was inspected in February 2019 by the Care Inspectorate, as a registered Extra Care Housing facility for people aged over 55. The report was published on Monday 22nd April 2019 and is in the process of being distributed to all Elected Members of the Cabinet for their information. The inspection covered two key areas of the National Care Standards attributed to care home services. These include:

- Quality of Care and Support
- Quality of staffing

Cowan Court provides an extra care housing service to enable people who require care and support to live at home with increased flexibility and independence to maintain their daily living skills in a supported environment. The model of care is well received and there is a growing demand on this service with an extensive waiting list. There has been the introduction of converting one of the existing units into an intermediate care facility to enable a period of intermediate care for individuals where there have been housing difficulties following a hospital discharge. This is proving very positive for those that have used the intermediate care flat as they have had the opportunity to try extra care housing while seeking housing solutions without needing to go in to a care home.

- 2.2 Following the inspection, a report was published that details findings and outlines any areas for recommendation and/or requirements for improvement. An action plan, with a specified timescale was developed to address identified areas for improvement. This action plan has been implemented to track and monitor progress, and identify that timescales are being met. There were no previous recommendations or requirements and there were none following this inspection either. It was highlighted that staffing levels need to be reviewed however this was already underway and agreement has been given to carry out consultation with staff against the proposed new staffing structure which will provide increased senior cover 7 days a week including evenings.

2.3.1 The inspection report grades the areas of inspection from 1 (Unsatisfactory), to 6 (Excellent). This inspection report graded the two areas as follows:

Quality of care and support	5	Very good
Quality of staffing	5	Very good

3 Conclusion

The Care Inspectorate outlined at the beginning of the inspection report that they are not asking services to submit a self-assessment for this inspection year. Instead, they will ask services for their improvement or development plan and discuss any improvements they may have made or intend to make since the last inspection.

The Inspector met with residents, their relatives and stakeholders who *“praised the quality of the service and the compassion shown by the care staff, supported by a very affective management oversight of the service”*.

On visiting the service the Care Inspectorate reported that the care plans were of a high standard and were actively involved in their compiling their care and support plan. It was also acknowledged that tenants had access to a range of activities and were well connected to the local community.

4 Report Implications

4.1 Resource

There are no financial and human resource implications associated with this report.

4.2 Risk

The Care Inspectorate inspect all registered services on a regular basis with announced and unannounced inspections. A report is published which informs all stakeholders about the key strengths of the service, areas for improvement and sets out the main points for action.

Following the publication of that report it is accessible to the public via the Care Inspectorate website, and by requesting a hard copy. It is also on display in Cowan Court for staff and visitors to access and review progress.

4.3 Policy

Strategy

As Extra housing is proving both very popular and beneficial in promoting and maintaining independent living skills there are a number of new projects for Extra care housing in progress. There is the replacement of the extra care housing in Gore Avenue, Gorebridge which will be individual bungalows and 1 intermediate care flat. There is a new build at Newmills, Dalkeith of 40 units with these hopefully coming into operation by the spring of 2021. Also Viewpoint Housing are building a 40 unit facility in Eskbank which should also be in operation in the spring of 2021. We have an Extra Care housing Project group that meet regularly to monitor, plan and have an overview off all developments and ongoing service demands.

Consultation

Copies of the Inspection report have been made available to Elected Members, and staff members, and notified to families/carers and other interested parties.

Equalities

There are no apparent equalities issues.

Sustainability

The Midlothian Older People strategy 2016-2019 focuses on improving access to services and exploring opportunities to keep people safe and well in their own home and community. This underpins the vision and contribution of Cowan Court Extra Care housing and the future projects that are being developed.

5 Technology issues

There are no Technology issues arising from this report.

6 Recommendations

The Cabinet is asked to note the content of the report and progress made and pass forward onto PRS.

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Cowan Court Extra Care Housing Housing Support Service

1 Pentland Way
Penicuik
EH26 8BF

Telephone: 01968 664 141

Type of inspection:

Unannounced

Completed on:

25 February 2019

Service provided by:

Midlothian Council

Service provider number:

SP2003002602

Service no:

CS2012314382

About the service

This service registered with the Care Inspectorate on 16 September 2013.

Cowan Court is a purpose-built extra care housing development. The development includes a two-storey building providing 32 extra care flats for older people. Tenants can make use of a number of communal lounges, dining area and gardens.

As recorded in its information booklet: 'It enables people with varying physical and mental health care needs, including dementia, to enjoy prolonged independence in a safe, caring, socially active supportive environment.'

'Cowan Court has a dedicated on-site team consisting of a support supervisor, care and support an administrator, domestic assistants and a handy person. Care and support staff provide a 24/7 service, responding flexibly to the needs identified in individual care and support assessments.'

The care is provided by Midlothian Council.

What people told us

All of those we spoke with; residents, their relatives and stakeholders praised the quality of the service and the compassion shown by the care staff, supported by a very affective management oversight of the service.

Self assessment

We are not asking services to submit a self-assessment for this inspection year. Instead, we will ask services for their improvement or development plan and discuss any improvements they may have made or intend to make since the last inspection.

From this inspection we graded this service as:

Quality of care and support	5 - Very Good
Quality of staffing	5 - Very Good
Quality of management and leadership	not assessed

What the service does well

The outcomes people wished to achieve with the support of the service varied depending on their individual circumstances. Some were prompting for medication; others were more comprehensive in terms of their support needs. All of the care plans agreed with people were person centred, ensuring they were tailored to meet their specific needs and to maintain their independent living.

The care related documentation we sampled was found to be of a high standard. It was evident that residents, their relatives and health professionals were actively involved in the assessment of needs and developing a personal plan. The care planning reflected the culture of promoting independence and choice as much as possible.

People told us of how kind and caring the support staff were, many of whom have used the service for several years and have established positive working relationships. They very much appreciated and valued the time they had with their care workers.

Residents had good opportunities to be involved in a variety of activities held both within the service and in the wider community. Activities included computer skills and a dementia support group.

Staff felt supported by their line manager and they performed well as a team with a positive management oversight of the service.

We carried out a safer recruitment audit and our findings told us that they were adhering to their relevant policies and procedures well and had a system to monitor those registered with the Scottish Social Services Council (SSSC).

Staff completed regular refresher training to continuously meet peoples' care needs and this was reflected within the staff personal development plans we sampled.

What the service could do better

The current staffing levels at the time of our inspection meant that there were only three care workers on duty in the morning and two in the afternoon and evening. Although we had no immediate concerns with regards to staffing levels, we were conscious that some people's care plans and risk assessments detailed that people should not use their mobility aids without supervision. With the current staffing structure, there was a lack of confidence that this could be achieved for all people all of the time.

We were made aware that the service provider was undertaking a review of the staffing structure. Given the above assessment, any forthcoming review must take into account the individual care needs of residents.

The manager had identified areas for improvement in terms of the recording of medication administered to residents as and when required following an external audit. Various re-fresher training was forthcoming for staff. We will follow this up at our next inspection.

The service was in the process of developing a continuous improvement and development plan which included the views of people who use the service.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

What the service has done to meet any requirements we made at or since the last inspection

Previous requirements

There are no outstanding requirements.

What the service has done to meet any recommendations we made at or since the last inspection

Previous recommendations

There are no outstanding recommendations.

Inspection and grading history

Date	Type	Gradings	
30 Apr 2018	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	5 - Very good
		Management and leadership	Not assessed
14 Mar 2017	Unannounced	Care and support	5 - Very good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	5 - Very good

Date	Type	Gradings	
23 Mar 2016	Announced (short notice)	Care and support	4 - Good
		Environment	Not assessed
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate
27 Mar 2015	Announced (short notice)	Care and support	4 - Good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	4 - Good

To find out more

This inspection report is published by the Care Inspectorate. You can download this report and others from our website.

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and help services to improve. We also investigate complaints about care services and can take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

You can also read more about our work online at www.careinspectorate.com

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ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿੱਚ ਉਪਲਬਧ ਹੈ।

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A summary of the Care Inspectorate and Education Scotland Inspections of Early learning and Childcare, November 2018-June 2019

A range of funded providers were inspected including partner nurseries, Midlothian Sure Start centres, a playgroup, a Children's Centre and local authority settings. The settings that were inspected in this period were:

Bonnyrigg Primary School Nursery, Danderhall Primary School Nursery, Gorebridge Primary School Nursery, Mayfield Nursery School, Paradykes Primary School Nursery, Roslin Primary School Nursery, Strathesk Primary School Nursery, Danderhall Playgroup, Hawthorn Children and Families Centre, Newbattle Community Nursery, Happy Days Eskbank, Happy Days Hardengreen, Pinnochios Penicuik and Sure Start Family Learning Centres at Paradykes, Woodburn and Penicuik.

Report by Maria Lloyd, Acting Head of Education

1 Purpose of Report

The report provides a summary of the outcomes of the above inspections in Early Learning and Childcare settings for three and four year olds as carried out by the Care Inspectorate and Education Scotland in the Nov 2018-June 2019 and follows on from the report to Cabinet in January 2019.

2 Background

2.1 A total of 16 inspections took place in the time period from 23rd November 2018 to 29th June 2019. Four of these inspections were carried out by Education Scotland. The reports were published in that time period and have been distributed to all Elected Members and Church Representatives on the Cabinet for their information. Reports are published on the Care Inspectorate website <http://www.careinspectorate.com/> and Education Scotland site.

2.2 During the inspections, the Care Inspectorate gather evaluations of 4 core Quality Indicators to keep track of how well all Scottish Early Learning and Childcare settings are doing, these are:

- Quality of Care and Support
- Quality of Environment
- Quality of Staffing
- Quality of Leadership and Management

If inspected by Education Scotland evaluations are focused on quality indicators (QI). For a short inspection, i.e. Bonnyrigg Primary School, the QIs are 2.3 Learning, teaching and assessment, and 3.2 Securing Children's progress. The QIs for a full inspection are 1.3 Leadership of change, 2.3, 3.1 Ensuring wellbeing, equality and inclusion and 3.2.

During a CI inspection, a setting may be inspected on two or more indicators. A six-point scale is used to describe the quality of the setting with either inspection:

6	Excellent	Outstanding or sector leading
5	Very good	Major strengths
4	Good	Important strengths, with some areas for improvement
3	Adequate	Strengths just outweigh weaknesses
2	Weak	Important weaknesses – priority action required
1	Unsatisfactory	Major weaknesses – urgent remedial action required

Summary of inspection grades: (See Appendix 1 for the inspection grades for individual settings)

November 2018 - June 2019

	Total no. of settings inspected on this indicator	Adequate	Good	Very Good	Excellent
Care and Support	13	3	3	6	1
Environment	10	1	4	5	0
Staffing	5	3	2	0	0
Leadership and Management	9	5	2	2	0

2.3 The following common key strengths were indicated by the inspection teams:

- Practitioners knew children very well and are nurturing, responsive and respectful to their individual needs and interests.
- Practitioners are involved in constant self-evaluation of the service. This results in improvements to the service and outcomes for children and their families.
- Practitioners promote outdoor play and are aware of the benefits for children's health and wellbeing. Balancing between challenge and safety enabling children to make decisions to learn the skills needed to keep themselves safe.
- Practitioners are skilled in extending children's learning. They support them to have ownership of their environment which has a positive impact on the outcomes and experiences.
- Practitioners encourage children to be independent.

2.3.1 The following areas were highlighted for improvement:

- Practitioners being consistent in their approach to meeting individual children's needs and ensure the focus is on the development of learning for all children.
- Providers and practitioners must adhere to the policies and procedures required of them.

2.4 The Care Inspectorate has a duty to support improvement in settings with adequate gradings, and this informs how and when they make requirements and recommendations to a setting following an inspection.

- A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Service Reform (Scotland) Act 2010, its regulations, or orders made under the Act, or a condition of registration.
- A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.
- Midlothian settings and partner providers received a number requirements and recommendations which will be met within the agreed timescales.

Please see Appendix 2 demonstrating what action has been undertaken since last inspection for each area with an Adequate grading.

3 Report Implications

3.1 Resource

There are no financial and human resource implications associated with this report.

3.2 Risk

The Care Inspectorate and Education Scotland visit a sample of Early Learning and Childcare settings each year to find out how they are performing. A report is published which informs parents about the key strengths of the setting, its capacity for further improvement and sets out the main points for action.

Following the publication of that report further visits may be made to the setting by Midlothian Council's Early Years Team to assist improvement and monitor progress.

Monitoring, review and evaluation of progress by Midlothian Council's Early Years Team is the control measure in place to reduce the risk of failure of the setting to demonstrate its capacity to improve.

With changes to Early Learning and Childcare with expansion to 1140 hours by 2020 and publication of a National Standard, we need to ensure settings we are in partnership with are graded good or above. To ensure this happens we have created a clear Improvement protocol which gives coherent guidance and team support to allow settings to move towards good.

For all settings a time framed improvement action plan is established in line with the LA expectations and our partnership contracts.

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

- ☐ Community safety
- ☐ Adult health, care and housing
- ☒ Getting it right for every Midlothian child
- ☒ Improving opportunities in Midlothian
- ☐ Sustainable growth
- ☐ Business transformation and Best Value
- ☐ None of the above

3.4 Impact on Performance and Outcomes

The provision of high quality, early learning and childcare supports the delivery of two of the GIRFEMC outcomes for 2017/18 to 2019/20:

- Children and young people are supported to be healthy, happy and reach their potential.
- Inequalities in learning outcomes have reduced.

The settings will continue to improve their work in line with their improvement plans and Midlothian Council's Early Years Team will continue to challenge and support the settings in relation to developing and implementing a range of quality improvement strategies.

3.5 Adopting a Preventative Approach

The Education (Scotland) Act aims to take preventative action in order to close the attainment versus deprivation gap by implementing key policies and programmes which are designed to target support to children and young people from disadvantaged communities. Midlothian is highly committed to closing the attainment gap which compliments the strategies employed by Midlothian which are highlighted in the National Improvement Framework report which was presented to Council on 3 November 2015.

3.6 Involving Communities and Other Stakeholders

Copies of the reports have been made available to Elected Members, parents and carers of children currently in the settings and other interested parties.

3.7 Ensuring Equalities

The Improvement Plans will be screened for equalities implications.

3.8 Supporting Sustainable Development

The Improvement Plans allow for sustainable development and improvement.

3.9 IT Issues

There are no IT implications.

4. Recommendations

Cabinet is requested to:

- (i) Note the content of the summary of the inspection reports.
- (ii) Congratulate the pupils, parents and staff connected with these reports.
- (iii) Pass this report to the Performance, Review and Scrutiny Committee for its consideration.

13 August 2019

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Appendix 1

Inspection information for individual settings

Setting	LA / FP	Date of inspection	Care and Support	Environment	Staffing	Leadership and Management	Link to Care Inspectorate report	Summary of actions since inspection
Newbattle Community Nursery	FP	29/11/2018	Adequate	Good	Not inspected	Not inspected	Link	<p>Good news in terms of there being no requirements but adequate grading due to care plan recommendation</p> <p>Supported setting to address recommendation to include further details in children's care plans</p> <p>Completed wellbeing audit for all funded providers to ensure that they were following MLC guidance on care plans</p> <p>Nursery manager attended SQIP training and action plan put in place</p> <p>Ongoing regular support visits from Principal Teacher</p>
Happy Days Nursery Eskbank	FP	05/01/2019	Adequate	Adequate	Adequate	Adequate	Link	<p>4 requirements in January 19 which had all been met by the time the report was published in March 19</p> <p>Previously 2 weak and 2 adequate gradings; improved grade.</p> <p>Setting not involved in Expansion pilot due to gradings from CI</p> <p>SGM, EY Manager and PT met with nursery owners and advised that they were subject to service improvement protocol</p> <p>Action plan created and regularly reviewed with Principal Teacher</p> <p>Significant change in engagement from provider – PT had previously struggled for engagement but has subsequently delivered whole team training, completed unannounced visits and</p>

Setting	LA / FP	Date of inspection	Care and Support	Environment	Staffing	Leadership and Management	Link to Care Inspectorate report	Summary of actions since inspection
								Provided ongoing regular support visits Nursery manager attended SQIP training and Expansion information session.
Gorebridge Primary school Nursery	LA	14/01/2019	Adequate	Good	Adequate	Adequate	Link	One requirement addressed shortly after inspection Action plan created, requirement addressed and ongoing work to ensure recommendations are met and actions sustained. Ongoing regular support visits from Principal Teacher Support visits from SGM with HT and DHT to review SQIP and action plan progress. Support and action planning from Equity and Excellence lead based in the nursery (funded by SG)
Pinocchios Nursery Penicuik	FP	30/01/2019	Good	Adequate	Good	Adequate	Link	No requirements Last inspection 4 adequates – therefore improvement from before Adequate gradings where setting had not made enough progress with previous recommendations EYs Manager met with Area Manager to express concerns and discuss improvement protocol Action plan created ECERs tool used to support setting to provide baseline to improve environment Early Years Support team supporting staff with strategies to manage children's behaviour Early Years Officer timetabled to support setting one day per week since June

Setting	LA / FP	Date of inspection	Care and Support	Environment	Staffing	Leadership and Management	Link to Care Inspectorate report	Summary of actions since inspection
Strathesk Primary School Nursery	LA	27/03/2019	Adequate	Good	Not inspected	Adequate	Link	<p>One requirement which was met after the inspection visit and follow up training given by locality PT</p> <p>Action plan created with PT and progress monitored on a regular basis.</p> <p>Setting challenged by SLT changes</p> <p>Ongoing regular support visits from Principal Teacher</p> <p>Revisit by CI in June 19 and improvement noted.</p> <p>SGM supporting with leadership and wider action plan for session ahead.</p>
Danderhall Playgroup	FP	29/04/2019	Very Good	Very Good	Adequate	Adequate	Link	<p>No requirements - good</p> <p>Adequate for staffing and leadership due to recruitment process which had not been followed correctly due to communication issues with committee. This was addressed and training and systems supported</p> <p>Principal Teacher met with nursery manager to discuss safer recruitment procedures</p> <p>Ongoing regular support visits from PT</p>

Appendix 2

Early Learning and Childcare – Improvement Support

As detailed in the Elected Member's report, 6 of our funded providers have received evaluations that were less than "good" since November 2018. Although higher than the previous Elected Member's report, we have maintained the percentage of providers that are inspected as good or above in all care inspectorate evaluation themes (84% of funded providers in June 2019 and 85% of funded providers in November 2018). We have received anecdotal feedback from other local authorities that they have experienced an increase in providers being evaluated as less than good in recent inspections. By comparison, we have reviewed neighbouring Local Authorities' providers for the same time period as the elected members report and found that 7 out of the 22 ELC services inspected received quality evaluations of less than good (this includes 3 providers with weak evaluations).

In accordance with the National Standard, which sets the expectation that all early learning and childcare providers receive a minimum of good in care inspectorate evaluations, the funding agreement for partner providers is being revised. All funded providers who are evaluated as less than good, will be subjected to an improvement period to ensure that all funded providers are supported to deliver high quality early learning and childcare.

During the 2018/19 school session, all funded providers (local authority and partner providers) received regular touch base meetings from the learning community principal teachers. Settings that have received less than good in CI evaluations, received enhanced support from the early years learning community teams. This has included bespoke training to staff teams, increased visits from Principal Teachers, directing practitioners to relevant CPD opportunities, co-constructing action plans and intensive support to address the requirements of the inspection report. A summary of actions taken for the 6 funded providers who received adequate evaluations has been added to the table below.

For the next school session, we have developed a new support offer to all funded providers. This will provide more support to those settings that are at risk of not meeting the national standard requirements (including good or better in all Care Inspectorate themes) and those settings supporting children from our highest priority CPP areas. To evidence improvements in the ELC environments, the learning community team will use the internationally recognised ITERS and ECERS rating scales alongside How Good is Our Early Learning and Childcare self evaluation material. Principal teachers will be supported by an Early Years Officer who will be able to provide increased on the ground support to funded providers.

We also understand that the Scottish Government are funding the Care Inspectorate to provide additional support to funded providers that are rated as less than good although we are yet to see what this will look like.



Further Inspection (Record of Visit ROV) of Hawthornden Primary School

Report by Maria Lloyd, Acting Head of Education

1 Purpose of Report

This report outlines the outcome of the above further inspection as carried out by Education Scotland which was communicated in their letter dated 16 June 2019.

2 Background

2.1 Hawthornden Primary School was inspected in May 2019. The report was published on 16 June. A copy is included in appendix one.

2.2 During the school's inspection in June 2017, Education Scotland identified a number of areas for improvement which were agreed with the school and Council Officers. As they were not sufficiently confident at that time about the school's capacity to continue to improve, they visited the school again in May 2019.

2.3 The main points for action from the original inspection in June 2017, which formed the focus of the further visit were:

- 1. Staff should improve the quality of learning, teaching and assessment across the school to ensure all children are making the best possible progress in their learning.**

In May 2019, the inspection team identified the following strengths and progress during their further visit:

- All teaching and support staff were eager to improve the quality of teaching and learning across the school and the Enhanced Nurture Base (ENB).
- Senior Leaders recognise and take prompt actions to make improvements.
- There has been a necessary focus on improving literacy and numeracy. As a result of the steps put in place the quality of learning and teaching is improving across the school.
- Children are responding well to better organised learning opportunities and are more enthused and involved in deciding what they need to learn next.
- Teachers have regular meetings with senior staff to discuss children's progress and address any barriers to successful learning.
- Consistency in planning and assessment through more effective monitoring of practice by the senior management team is leading towards children making better progress in their learning.
- Significant changes have been made to how children learn in primary one.

- Imaginative use of the environment for learning is resulting in a more exciting and purposeful place for children to learn.
- Staff across the two classes work very well as a team.
- Staff are highly organised, resources are well-prepared and different techniques are in place to keep children eager to learn.
- There are plans in place to extend more active learning across the other classes in the school

The following areas were identified for further development during the visit:

- Continue to develop consistency in learning and teaching across the school.
- Continue to ensure all lessons are meeting the learning need of all children. Senior staff have been advised of ways to address this to ensure all children have their learning needs met to make consistent progress.

2. To raise attainment in literacy and numeracy staff need to improve the use of assessment information during the course of their teaching to meet the individual needs of children.

In May 2019, the inspection team identified the following strengths and progress during their further visit:

- It is clear that the school now has a shared understanding and commitment to raising attainment for all learners. Since the previous inspection, more children are now making better progress in literacy and numeracy.
- Most children are expected to make appropriate progress in numeracy at early and first levels with a majority making appropriate progress at second level.
- Significantly, all children who attend the Enhanced Nurture Base (ENB) have made progress in learning from the time they have attended the school.
- The senior leadership team has developed a three year plan to improve the teaching and learning of literacy and numeracy.
- The introduction of the Midlothian Understanding Maths Programme and a maths recovery programme is supporting staff to identify and address gaps in children's learning.
- New approaches to teaching reading have been put in place. There are early indications that these are having a positive impact on children's progress in reading.
- Positive feedback from children's literacy focus groups is telling us that children now enjoy reading more.
- Staff in the school are working together to improve children's skills in writing.

- Senior staff are introducing and refining approaches to assessment and the tracking of children's progress. Staff use in-house assessments and standardised assessments including Scottish National Standardised Assessments are supporting teacher professional judgements. They are now well-placed to develop further these assessment approaches to support planning and teaching to meet the needs of all learners.

The following areas were identified for further development during the visit:

- The school recognises that writing is an area for continued development.
- To improve further, staff should continue to build their skills in the use of assessment procedures. This should include interrogating attainment data in order to address any differences which may affect children's ongoing progress.

3. Develop flexible curricular pathways, to ensure that there are shared standards and expectations across the school so that children make the best possible progress in their learning.

- The staff team have worked well together to create progression pathways across literacy, numeracy, health and wellbeing and social studies. These are now ensuring a more consistent approach in delivery of these areas of the curriculum in all classes.
- Children's work on "Equalities and Planet Earth " drew on children's literacy and technology skills by making a short video, writing an article for a newspaper, researching information on planet earth and the effect of natural events on the environment.
- The inspection team noted that the school could make more use of the school's outdoor environment to widen children's experiences further.
- We have asked the senior leadership team to keep under review the development of the outstanding curricular pathways to ensure maximum impact and consistency.

4. Ensure that the specialist provision is better integrated within the school so that children, particularly on part-time placements achieve their full entitlement to a broad general education.

- Following a local authority review of its provision for children with social, emotional and behavioural needs, the school has taken significant steps to improve the integration of children who attend the specialist provision within their mainstream schools. An important aspect of the local authority and school review of provision is social inclusion. Staff now ensure that children have opportunities to socialise with their peers in the playground, in mainstream classes and school events as far as possible.
- Children who attend the ENB have access to a full curriculum including a base class within their mainstream primary school. Children in the ENB access visiting specialist teachers including physical education and art to ensure their curriculum entitlement. All children who attend ENB now have regular multi-agency reviews of their progress which are meeting their needs in a more co-ordinated way.
- Planning to reduce barriers to learning and support children's inclusion in their mainstream school has improved.

- The school recognises that it would be helpful to provide an overview of each child's progress in achieving experiences and outcomes of Curriculum for Excellence (CFE). This will help to clarify children's progress and identify gaps in learning skills, particularly in writing and number bonds.
- Teachers should continue to ensure that they are confident about standards for achievement of CFE levels through moderation activities with mainstream colleagues.

2.6 Conclusion

As outlined in the inspection letter, Education Scotland is confident that the school has the capacity to continue to improve. As a result Education Scotland will not return to the school with regard to this particular inspection.

3 Report Implications

3.1 Resource

Areas for development will be in the school's improvement plan and will be monitored through the quality assurance process.

3.2 Risk

Education Scotland visits a sample of nursery, primary and secondary schools every year to find out how they are performing. A report is published which informs parents about the key strengths of the school, its capacity for further improvement and sets out the main points for action.

Monitoring, review and evaluation of progress by School Group Managers and Senior Education Managers is the control measure in place to reduce the risk of failure of any school to demonstrate its capacity to improve. In the case of this report, the school will continue to receive the same level of support as other schools as detailed in the 3-18 Improvement Team's quality assurance calendar. This will ensure that the school continues to improve.

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

- ☐ Community safety
- ☐ Adult health, care and housing
- ☒ Getting it right for every Midlothian child
- ☒ Improving opportunities in Midlothian
- ☐ Sustainable growth
- ☐ Business transformation and Best Value
- ☐ None of the above

3.4 Impact on Performance and Outcomes

The setting will continue to improve its work in line with its improvement plan and the Education Service will continue to challenge and support the setting in relation to developing and implementing a range of quality improvement strategies.

3.5 Adopting a Preventative Approach

The Education (Scotland) Act aims to take preventative action in order to close the attainment versus deprivation gap by implementing key policies and programmes which are designed to target support to children and young people from disadvantaged communities. Midlothian is highly committed to closing the attainment gap which compliments the strategies employed by Midlothian which are highlighted in the National Improvement Framework report which was presented to Council on 3 November 2015.

3.6 Involving Communities and Other Stakeholders

Copies of the report have been made available to Elected Members, parents of children currently in the school and other interested parties.

3.7 Ensuring Equalities

The School Improvement Plan will be screened for equalities implications.

3.8 Supporting Sustainable Development

The School Improvement Plan allows for sustainable development and improvement.

3.9 IT Issues

There are no IT implications.

4 Recommendations

Cabinet is asked to:

- (i) Note the content of the inspection report.
- (ii) Congratulate the staff, pupils and parents on the very positive outcome of this further Education Scotland visit.
- (iii) Note the key strengths and progress outlined in the report.
- (ii) Note the areas for improvement outlined in the report.
- (iii) Note that Education Scotland will not return to the school with regard to this particular inspection.
- (iv) Pass this report to the Performance, Review and Scrutiny Committee for its consideration.

12 August 2019

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Further inspection: record of visit (ROV)

Purpose and audience

- This document (called the Further Inspection – Record of Visit or ROV) is provided within one working week of the publication of the letter to support the headteacher/head of setting in leading improvement. The findings and evidence in the ROV provide detail which will be helpful in guiding further planning and implementation of improvement.
- The ROV is provided for use by the education authority and headteacher/head of setting to which it refers. It is a technical document designed for use by education professionals.
- The ROV is not intended to be copied and distributed in its entirety. Headteachers/heads of setting should use their judgement in sharing particular sections of the document confidentially with others as appropriate to their areas of responsibility and interests.

Contents

- The ROV is the set of notes used by the inspection team for the discussion of findings meeting on the final day of the continuing engagement visit. It may also contain further information that was prepared in advance of the meeting but which may not have been required in the discussion.
- The information in this ROV has been checked and edited to ensure that individual members of staff below appropriate levels of seniority and individual learners, or small groups of learners, cannot be identified and that it conforms to Scottish Government guidelines on the disclosure of data.
- The ROV is not an exclusive record of all of the evidence which underpins the evaluations as expressed in the published letter, and should not be regarded as such.

Sources of evidence for the ROV

- In all inspections, inspectors visit learning activities in contexts appropriate to the establishment. They observe learning experiences and teaching, and talk to staff and children about learning and achievement, and other aspects as appropriate to the inspection. Inspectors evaluate children's achievements in different aspects of the curriculum, using direct observation, sampling of learners' work, and additional data as appropriate to the sector. Inspectors also have a range of professional discussions with staff who have responsibility for managing the educational provision, and other staff as appropriate. They take account of stakeholders' views, including those gathered through pre-further inspection questionnaires when these are used in a further inspection, and discussions with parents and other members of the community, as appropriate to the sector.
- Further inspections begin with the senior staff of the establishment sharing their self-evaluation evidence with the inspection team, showing how they are bringing about

improvement. This evidence contributes to evaluations of the progress made since the original inspection.

- The ROV may contain references to the way that Curriculum for Excellence is being taken forward in the context of the establishment. This may include progress in planning, prioritising and reviewing the curriculum, through the use of self-evaluation and improvement planning, and in applying key ideas and principles from Curriculum for Excellence. It may also include how the setting is working with partners and with its own staff to enable them to learn together to develop their understanding of Curriculum for Excellence ideas and put them into practice, supported by a plan for continuing professional development. There may be references to how Curriculum for Excellence Experiences and Outcomes are being used to improve learning and achievement and how individual teachers are contributing to literacy and/or numeracy and aspects of health and wellbeing. The ROV may also refer to how staff identify and measure improvements in learners' experiences and in standards of achievement; how they communicate with and involve parents, and how they collaborate to plan and support learners' progress. The extent to which references to Curriculum for Excellence are made in the ROV will depend on the range and nature of the areas for improvement which were previously set out in the letter sent to parents following the original inspection and which are used to shape the further inspection.

Further inspection: record of visit (ROV)

School/Setting Name	Hawthornden Primary School
Education Authority	Midlothian Council
MI undertaking visit	Liz Paterson
Date(s) of visit	W/b 13 May 2019
Publication date of original letter	20 June 2017
Letter publication date	18 June 2019
ROV sharing date (date ROV is sent out to EA/HT/HoC/CPPC)	21 June 2019

Area for Improvement 1

Improve the quality of learning, teaching and assessment across the school to ensure all children are making the best possible progress in their learning.

Strengths and progress identified during the visit:

- The senior management team recognise the need for staff to be clearer about the key features of high quality learning and teaching. This was highlighted in the self-evaluation discussion at the beginning of the inspection. To support this, new guidelines were developed as well as more opportunities for professional dialogue. As a result, the quality of learning and teaching is improving across the school. Children are responding well to better organised learning opportunities and are more enthused and involved in deciding what they need to learn next.
- Significant changes have been made to how children learn in Primary 1. Imaginative use of the environment for learning by staff is resulting in a more exciting and purposeful place to learn. Staff across the two classes work very well as a team. Staff are highly organised, resources are well-prepared and different techniques are in place to keep children engaged in their learning. There is now a much better focus on promoting learning through play across the primary 1 curriculum. On arrival each morning, children are immediately engaged during their soft start time with tasks available to reinforce their previous learning. As a result, children are busy, motivated, and challenged in their learning. There is a conscious effort to plan children's challenges within play, which are well-differentiated. There is a positive start in extending this approach into Primary 2.
- There is now a calendar with a series of activities in place to monitor planning, assessment and moderation across the school. There has been a necessary focus on improving literacy and numeracy. The use of Education Scotland's benchmarks combined with Midlothian

Council's own systems are helping improve staff confidence in what children should be able to achieve at a level.

- Teachers have regular meetings with senior staff to discuss children's progress and address any barriers to successful learning. Consistency in planning and assessment through more effective monitoring of practice by the senior management team is leading towards children making better progress in their learning. Staff told us these meetings with senior team members were challenging but are helping them know the children in their class much better in terms of their attainment and progress.
- Additionally, there are now greater opportunities for staff to evaluate their practice and provision through peer to peer observations through their "Shared Classroom Experience" sessions through refraction, coaching and mentoring approaches. As a result, there are now greater opportunities for staff to evaluate their practice and provision through peer to peer observations through these sessions using coaching and mentoring approaches. Senior school leaders are now following through actions from these classroom visits.

Areas for further development identified during the visit:

- Through lesson observations, we found that some inconsistencies in learning and teaching remain. This is evident when lessons do not always meet the needs of groups of children or individuals. Staff need to reflect on their practice and ensure that there is appropriate challenge and support in every lesson every time.
- Ensure that consistency in improvements is ongoing and there is a continuing focus on teacher judgements, moderation and assessment.
- To support staff further, well-considered approaches such as modelling of good classroom practice, discussion on what a good teaching episode contains will offer valuable support to staff to continually develop their practice and as a result improve outcomes for learners.

Area for Improvement 2

To raise attainment in literacy and numeracy staff need to improve the use of assessment information during the course of their teaching to meet the individual needs of children.

Strengths and progress identified during the visit:

- It is clear that the school now has a shared understanding and commitment to raising attainment for all learners. The senior leadership team has developed a three year plan to improve the teaching and learning of literacy and numeracy. The depute headteacher remits have been reviewed to ensure a focus upon improving attainment across all stages in the school. Numeracy and literacy coordinators have been appointed to support classroom teachers with approaches to planning, teaching and assessment. Staff are becoming more familiar with the local authority progression frameworks and the national benchmarks and this is helping to improve consistency in planning and teacher professional judgement across all classes. The introduction of the Midlothian Understanding Maths Program and a maths recovery programme is supporting staff to identify, and address gaps in children's learning. A

number of new approaches to teaching reading have been put in place. There are early indications that these are having a positive impact on children's progress in reading. Positive feedback from children's literacy focus groups has also helped to shape future reading and writing initiatives. The school recognises that writing is an area for continued development.

- From figures supplied by the school which the inspection team reviewed, most children are making good progress in literacy. In numeracy, most children at early and first level and the majority at second level are making appropriate progress. Predicted levels of attainment for June 2019 suggest that most children will make appropriate progress in literacy with the exception of writing at second level where a majority are expected to achieve this measure. Most children are expected to make appropriate progress in numeracy at early and first levels with a majority making appropriate progress at second level. All children who attend the ENB have made progress in learning from placement.
- Staff are beginning to analyse data more effectively and this is supporting discussions with senior and middle leaders regarding progress through, and achievement of a Curriculum for Excellence (CfE) level. Staff speak very positively about the impact of Pupil Progress Meetings where they have the opportunity to discuss attainment with senior leaders. They believe that this process is supportive but also challenging and is helping to raise attainment in literacy and numeracy for all children.
- Senior staff are introducing and refining approaches to assessment and the tracking of children's progress. A calendar providing an overview of summative assessments is in place and this is regularly reviewed during progress meetings. Staff use in-house assessments and standardised assessments including Scottish National Standardised Assessments to support teacher professional judgements. Staff are at the early stages of gathering together CfE experiences and outcomes to develop holistic assessments in literacy and numeracy. They are now well-placed to further develop these assessment approaches to support planning and teaching to meet the needs of all learners.

Areas for further development identified during the visit:

- Staff should continue to build their skills further in the use of assessment procedures to support children's progress. Staff should also evaluate how well they involve young people in discussing their progress and attainment, to equip them to take more responsibility for leading their learning.
- Generally, children are making appropriate progress in literacy and numeracy. However, whilst attainment is improving overall, there is significant headroom to increase attainment further to ensure all children achieve their best. There is scope to improve the pace and level of challenge, particularly at first level in literacy and numeracy.
- All staff to develop further their approaches to interrogating attainment data. This should include; analysis of cohort performance focussing on prior learning and next steps, increasing and decreasing trends in aspects of literacy and numeracy and exploring fully variations in predicted levels of attainment.

Area for Improvement 3

Develop flexible curricular pathways, to ensure that there are shared standards and expectations across the school so that children make the best possible progress in their learning.

Strengths and progress identified during the visit:

- Progression pathways have been developed for literacy, numeracy, health and wellbeing and social studies. Helpful guides for literacy, numeracy and health wellbeing are ensuring a more consistent approach in delivery of these areas of the curriculum. Staff are more confident and there is an increasing focus on current research to help staff improve the wider curriculum across the school.
- Through a clear development in the progression pathway for literacy, writing is improving across the school but there still remains a need to review the progression pathway for writing for children at second level to better engage children and meet their learning needs. Literacy skills are more evident in other curricula areas such as social subjects. Children's work on Equalities in P6 drew on children's literacy and technology skills by making a short video, writing an article for a newspaper, researching information on planet earth and the effect of natural events on the environment.
- Children in P7 have taken part in a STEM project with Edinburgh College and a national media organisation are helping to improve children's understanding of the relevance of their current learning and the potential possibilities in the future as they develop the necessary skills for the world of work.

Areas for further development identified during the visit:

- Progression pathways for the remaining curricular areas in Science, Expressive Arts, Religious and Moral Education and Technologies are currently under development with a focus on making links across experiences and outcomes. We have asked the senior leadership team keep this under close review to ensure maximum impact and consistency.
- Continue to find ways to explore outdoor learning across all classes of the school.

Area for Improvement 4

Ensure that the specialist provision is better integrated within the school so that children, particularly on part-time placements achieve their full entitlement to a broad general education.

Strengths and progress identified during the visit:

- Following a local authority review of its provision for children with social, emotional and behavioural needs, the school has taken significant steps to improve the integration of children who attend the specialist provision. The school has a clearer vision and purpose to enable children who attend the Enhanced Nurture Base (ENB) to return to their mainstream school and provide them with the support they need to remain there and make a successful transition to their mainstream secondary school. An important aspect of the local authority and school review of provision is social inclusion. Staff now ensure that children have

opportunities to socialise with their peers in the playground, in mainstream classes and at lunch as far as possible. Children are now supported to participate in class workshops and whole school projects and events including assemblies, sports days and a residential experience. Parents told inspectors that their children's attendance and engagement with school and learning had improved significantly through the support of ENB staff.

- All children who attend the ENB now have access to a full curriculum including a base class within their mainstream primary school. Children in the ENB now have access to visiting specialist teachers including physical education and art to ensure their curriculum entitlement.
- The school has recently put in place systems to track and monitor children's progress in line with their main school. Teachers and staff in the ENB are becoming more confident in their understanding of children's progress in literacy, numeracy and health and wellbeing.
- Planning for children's learning is now done routinely in consultation with either children's home school or teachers at Hawthornden Primary School. All children have individual learning and behaviour targets which are reviewed regularly. Senior leaders and ENB staff are exploring ways to increase children's awareness of what they need to do to improve in their learning and their involvement in the learning process in line with school expectations. They recently introduced 'My targets' and 'learning logs' to ensure that children and their parents are more aware of their achievements and next steps in learning.
- All children who attend ENB now have regular multi-agency reviews of their progress which are meeting their needs in a more co-ordinated way. Planning to reduce barriers to learning and support children's inclusion in their mainstream school is now more robust and a central aim of multi-agency meetings is to plan children's return to their mainstream schools at an early stage in their placement at ENB. Planning for transitions to mainstream secondary school now takes account of children's prior learning and teachers know children's working levels within CfE. In the best examples, individualised education programmes (IEPs) now record children's progress in achieving their individual targets.

Areas for further development identified during the visit:

- Continue to embed coordinated approaches to supporting children back into mainstream education. Develop further networking across support provisions when new staff are in place. In doing so, identify and share best practice in supporting children to re-engage with mainstream school and provide professional development to support their learning and wellbeing.
- The school recognises that it would be helpful to provide an overview of each child's progress in achieving experiences and outcomes of CFE. This will help to clarify children's progress and identify gaps in learning skills, particularly in writing and number bonds. Teachers should continue to ensure that they are confident about standards for achievement of CFE levels through moderation activities with mainstream colleagues.
- Develop consistent approaches to ensuring that children understand what they need to do to improve in their learning. This could include sharing targets for improvement within their

learning logs, adopting consistent approaches to evidencing progress including clarifying which skills they have achieved and including children's views on their progress. Ensure consistent approaches to monitoring and recording children's progress towards achieving targets set within IEP's.

Safeguarding

Details of any additional strengths or areas for improvement since last inspection.

- The school has clear procedures for safeguarding which reflect Midlothian policy.
- Continue to explore ways to reduce incidents of bullying in school including identifying and targeting areas of concern.
- Ensure that follow –up to incidents of concern are clearly recorded in the concern forms so that actions taken by the school, including informing parents, are clear.

What happens next?

The school/setting has made good progress since the original inspection. We are confident that the school has the capacity to continue to improve and so we will make no more visits in connection with this inspection. The local authority will inform parents about the school's/setting's progress as part of its arrangements for reporting on the quality of its schools.



Report Title: Midlothian Residential Service for Young People

Report by: Joan Tranent, Head of Children's Services

1 Purpose of Report

This report outlines the outcome of the above unannounced Inspection carried out by the Care Inspectorate in June 2019

2 Background

2.1 Midlothian Residential Services consists of two houses in Dalkeith and Gorebridge. The service is currently registered to provide care to nine young people aged from 10 years to 21 years.

2.2 The Care Inspectorate is the independent scrutiny and improvement body for care services in Scotland. They inspect all registered care services and local authority social work departments on a regular basis to ensure that providers are meeting standards required and are working to improve the quality of care for everyone. Every time they inspect these services they produce an inspection report.

2.3 Based on the findings of this Inspection the Care Inspectorate awarded the following grades on the two areas it inspected:

Quality of Care and Support –	Grade 3 - Adequate
Quality of staffing -	Grade 4 - Good

2.4 The Inspection Team noted the following strengths with regard to the quality of Care and Support:

- For some young people who used the service over the past year we could see improvements in their wellbeing related to physical health, being active, feeling nurtured and employment opportunities.
- Positive experience of care and support was reflected in most of the feedback. They particularly reflected on the relationships they have with key staff, the opportunities they have to be active and quite specific support to 'feel safe'.
- There was good evidence of efforts to involve and include young people in day-to-day and bigger decision from individual care issues and recruitment of staff to moving house.
- What we observed during the inspection was genuine warmth and respect between staff and young people. We also observed and read about patience and respect in more challenging encounters.

2.5 The Inspection Team reported that the authority could do better in the following area with regard to the quality of Care and Support:

- There is a need to improve knowledge and practice in relation to risk and vulnerability in young people and how this is managed in group living environments.
- There is a specific issue around the implementation of 'continuing care' in the service. The emphasis of a procedural, skills development approach is having an impact on both the experience of young people and the understanding of staff.
- The Inspection Team advised that there was an over emphasis on timetables, education and independence with less reflection on the importance of relationships and understanding stages of development.

2.6 The Inspection Team reported the following strengths in relation to Quality of Staffing:

- A key improvement over the past year is the consistency in clear teams of staff employed within each house, this has improved the sense of working together and improve the support experienced by staff.
- Supervision and team meetings re working well and provide formal support for staff. There was good evidence of debriefing following incidents.

2.7 The Inspection Team reported that the authority could do better in relation to Quality of Staffing:

- There were limited opportunities for practitioners and managers to improve their knowledge around residential care and learn from research.
- There has been loss of key staff which impacts on relationships with the young people as well as a loss of experience.

3 Summary

The grading for Quality of Care and Support is very disappointing and was challenged as it was felt that the narrative was contradictory at times. This is a very challenging and complex area of work where we have reduced the number of beds to nine, (as a result of our early intervention work) resulting in the staff group having to manage risk, whilst also trying to meet the needs of young people aged from 10 to 21 years of age.

The continuing care agenda is one we are fully committed to however ensuring we can offer young people the opportunity to 'stay put' post 16 years of age is an ongoing issue that requires robust planning and a

clear understanding of acceptable behaviours that does not place our younger people at an increased level of risk. At the time of this inspection there were 3 young people who were over 16 (= 33%). This said there are many positives within the report that should be acknowledged and built on.

The Inspectors noted no requirements.

The Inspectors noted two recommendations:

To ensure young people are protected from harm the service must improve its assessment and management of risks.

To ensure young people experience consistent care and support as they get older the provider should review their approach to continuing care, promoting a shared understanding.

Report Implications

4.1 Resource

There are no resource issues arising from this report.

4.2 Risk

The Care Inspectorate regulate all care services in Scotland using the [National Care Standards](#), set out by the Scottish Government, as a benchmark for how each type of service should perform. These standards are the minimum that children and young people should expect when using care services.

If the standards are not being fully met, the Care Inspectorate would note this in the inspection report and require the service manager to address these. The Care Inspectorate could impose an additional condition on the service's registration if the provider persistently, substantially or seriously fails to meet the standards or breaches a regulation. They also have the power to issue an improvement notice detailing the required improvement to be made and the timescale for this.

Monitoring, review and evaluation of progress by officers in Children's Services is the control measure in place to reduce the risk of failure of the care services and to demonstrate their capacity to improve.

4.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

- ☐ Community safety
- ☐ Adult health, care and housing
- ☒ Getting it right for every Midlothian child
- ☐ Improving opportunities in Midlothian
- ☐ Sustainable growth
- ☐ Business transformation and Best Value
- ☐ None of the above

4.4 Impact on Performance and Outcomes

Performance and outcomes will continue to be measured through the quarterly reporting, review and evaluation process.

4.5 Adopting a Preventative Approach

The Service will continue to improve its work in line with its improvement plan. The Education, Communities and Economy Directorate will continue to challenge and support the Service in relation to developing and implementing a range of quality improvement strategies.

4.6 Involving Communities and Other Stakeholders

As part of their inspection process the Care Inspectorate spoke with four young people.

4.7 Ensuring Equalities

The recommendations have been added to the existing improvement plan.

4.8 IT Issues

There are no IT issues.

5 Recommendations

Cabinet are requested to:

1. Note the content of the report.
2. Forward the report to Performance, Review & Scrutiny

Date: 12th August 2019

Report Contact: Joan Tranent

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Background Papers: Care Inspectorate Report June 2019

Midlothian Residential Service for Young People

Care Home Service

23 Ladybrae
Gorebridge
EH23 4HT

Telephone: 0131 270 7500

Type of inspection:

Unannounced

Completed on:

14 June 2019

Service provided by:

Midlothian Council

Service provider number:

SP2003002602

Service no:

CS2003011085

About the service

Midlothian Residential Service for Young People was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 01 April 2011.

The service is provided by Midlothian Council and consists of two houses in Dalkeith and Gorebridge. The service is currently registered to provide care to nine young people aged from 10 years to 21 years.

What people told us

We spoke with four young people during the inspection and received four Care Standards Questionnaires (CSQs). Young people were largely positive but they did have some concerns about their care. The views of young people are reflected in the findings presented in this report.

Self assessment

A self assessment was not requested as part of this inspection.

From this inspection we graded this service as:

Quality of care and support	3 - Adequate
Quality of environment	not assessed
Quality of staffing	4 - Good
Quality of management and leadership	not assessed

Quality of care and support

Findings from the inspection

For the young people who have used the service over the last year outcomes and experiences have been mixed. For some we could see improvements in their wellbeing related to physical health, being active, feeling nurtured and employment opportunities. For others it was still too early to see significant improvements.

At times, negative experiences and outcomes associated with risk taking behaviour and more serious incidents of harm have overshadowed the positive experiences of care and support. We found that for those who have moved on from the service the outcomes were less positive.

Positive experience of care and support was reflected in most of the feedback we received from young people. They particularly reflected on the relationships they have with key staff, the opportunities they have to be active and quite specific support to 'feel safe'.

In relation to care and support we identified the following key strengths during the inspection visit which will help the service to address areas for improvement.

Relationships between staff and young people – The evidence for this as a strength came from discussions with most staff and young people and a number of the records we looked at. What we observed was genuine warmth and respect between staff and young people. We also observed and read about patience and respect in more challenging encounters.

Hearing the voice of young people – There was good evidence of efforts to involve and include young people in day-to-day and bigger decisions from individual care issues and recruitment of staff to moving of house. The latter experience reflected a thoughtful and considerate approach to a significant change. The move was well-managed and used as a developmental opportunity for relationships and a sense of belonging.

We identified the following areas where improvement is necessary:

Peer relationships and risk management – There was some evidence of negative relationships between young people within the service and management of these not protecting young people from risk or showing a clear cognisance of vulnerabilities. There is a need to improve knowledge and practice in relation to risk and vulnerability in young people and how this is managed in a group living environment **(see recommendation 1)**.

Care planning – There is a specific issue around the implementation of 'continuing care' in the service. The understanding of the young people affected was mixed and confused. The emphasis of a procedural, skills development approach is having an impact on both the experience of young people and the understanding of staff. The principle of staying put where you live and level of care continuing was not broadly understood nor reflected in some documentation. There was genuine confusion and distress for individual young people and the service needs to reflect on this and focus on the key principle of continuing care and step away from introducing an unnecessary formal contractual relationship between young people and the people who care for them **(see recommendation 2)**.

Relational care and other theoretical underpinning – There was less reflection on the importance of relationships and understanding stages of development than we would have expected from the staff we spoke with and there was an over emphasis on timetables, education and independence. Without relationships with carers and a clear understanding of the developmental stages of young people, we were concerned that this emphasis would place unrealistic expectations on young people and what can be achieved without the foundation of relationships.

In summary, the key strengths of the service were just outweighing the weaknesses. Areas for improvement are having an impact on the experiences and outcomes for young people and will continue to do so if they are not addressed. In light of this an evaluation of adequacy is appropriate for care and support.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 2

1. To ensure young people are protected from harm the service must improve its assessment and management of risk.

This is to ensure care and support is consistent with the Health and Social Care Standards, which state that 'My human rights are protected and promoted and I experience no discrimination.' (HSCS 1.2) and 'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities.' (HSCS 3.20).

2. To ensure young people experience consistent care and support as they get older the provider should review their approach to continuing care, promoting a shared understanding.

This is to ensure care and support is consistent with the Health and Social Care Standards, which state that 'I experience high quality care and support based on relevant evidence, guidance and best practice.' (HSCS 4.11).

Grade: 3 - adequate

Quality of environment

This quality theme was not assessed.

Quality of staffing

Findings from the inspection

We identified the following key strengths in relation to staffing:

The development of coherent teams for each house - This was consistently mentioned by long-standing staff as the one key improvements over the past year. There are clear teams of staff employed at each service and less working across services, this has improved a sense of working together and improved the support experienced by staff. This has also seen the development of clearer identities and highlighted a difference in the journey for each service.

There is little doubt that this development in itself has been influential in the delivery of more predictable and consistent care for young people described above. We recognised this development but there is a need to be cautious as further developments around the rota and the staffing structure are newer and the service will not know the impact of these until further down the line **(see also areas for improvement)**.

Supervision and team meetings – In their ethos and improvement plan there is a commitment to developing positive cultures within the service and we are convinced that the necessary structures need to be in place to emphasise the cultural messages. In this respect we are satisfied that supervision and team meetings are working well and will provide the formal support points for staff. This is further supported by senior meetings. Consistent recording and review of actions in all meetings could be improved. Debriefing following incidents was also good where we saw evidence of this.

We identified the following key areas for development in relation to staffing:

Improving development opportunities related directly to RCC theory and practice – There were limited opportunities for practitioners and managers to improve their knowledge around residential care and specifically what has been learned from research about different ways of working or how practice in RCC is informed by child development theories. The risk to the service is greater where recruiting experienced staff and turnover has seen staff with significant experience moving on. Increasing knowledge gives staff more confidence and awareness of the importance of their role and more importantly young people will experience care which is underpinned by what is collectively known across the sector. The service has been through an existential journey for a number of years and this has been understandably focused on delivery of good care within existing resources. Updating their improvement plan should include how the service will address this finding.

Turnover of staff – Most staff reflected on the loss of key staff and for some there was a direct reference to the ending of important relationships for young people. The approach to selection and development is viewed positively and in the early stages, we will look to see the impact of this on turnover at the next inspection. It will be important for the service to gather evidence from staff who have left and those who have stayed so they can get a good picture of the specific issues around turnover for Midlothian.

In summary, it will be difficult for the service to build on the existing strengths and maximise wellbeing for young people if the areas for improvement are not addressed. Strengths do outweigh weaknesses and these strengths will have a positive impact for young people. This is consistent with an evaluation of good.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 4 – good

Quality of management and leadership

This quality theme was not assessed.

What the service has done to meet any requirements we made at or since the last inspection

Previous requirements

There are no outstanding requirements.

What the service has done to meet any recommendations we made at or since the last inspection

Previous recommendations

There are no outstanding recommendations.

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at www.careinspectorate.com.

Enforcement

No enforcement action has been taken against this care service since the last inspection.

Inspection and grading history

Date	Type	Gradings	
19 Jul 2018	Unannounced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	4 - Good

Date	Type	Gradings
1 Sep 2017	Unannounced	Care and support 4 - Good Environment Not assessed Staffing 4 - Good Management and leadership Not assessed
28 Oct 2016	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing Not assessed Management and leadership 5 - Very good
23 Nov 2015	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 5 - Very good
28 Oct 2014	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 4 - Good
7 Mar 2014	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 4 - Good Management and leadership 3 - Adequate
23 Sep 2013	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 4 - Good Management and leadership 3 - Adequate
26 Feb 2013	Unannounced	Care and support 3 - Adequate Environment 3 - Adequate Staffing 4 - Good Management and leadership 3 - Adequate
17 Aug 2012	Unannounced	Care and support 3 - Adequate Environment 3 - Adequate Staffing 4 - Good Management and leadership 2 - Weak

Date	Type	Gradings
12 Jan 2012	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good 3 - Adequate 4 - Good 4 - Good
21 Mar 2012	Re-grade	Care and support Environment Staffing Management and leadership
		Not assessed Not assessed Not assessed 3 - Adequate
5 Mar 2012	Re-grade	Care and support Environment Staffing Management and leadership
		Not assessed Not assessed Not assessed 1 - Unsatisfactory
7 Jun 2011	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good 3 - Adequate 4 - Good 4 - Good
21 Dec 2010	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good 2 - Weak Not assessed Not assessed
18 May 2010	Announced	Care and support Environment Staffing Management and leadership
		5 - Very good 4 - Good Not assessed Not assessed
10 Feb 2010	Unannounced	Care and support Environment Staffing Management and leadership
		5 - Very good 4 - Good Not assessed Not assessed
16 Sep 2009	Announced	Care and support Environment Staffing Management and leadership
		4 - Good 4 - Good 4 - Good 4 - Good

Date	Type	Gradings	
31 Mar 2009	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate
11 Feb 2009	Announced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	2 - Weak
		Management and leadership	2 - Weak

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অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿੱਚ ਉਪਲਬਧ ਹੈ।

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Education Scotland Inspection Report on the External Review of Training in Modern Apprenticeships in Social Services: Children and Young People.

Report by Maria Lloyd, Acting Head of Education

1 Purpose of Report

The report outlines the outcome of the above inspection as carried out by Education Scotland which was communicated in their report of July 2019. This inspection was an external review and was part of a national sample. A copy is included in appendix one.

2 Background

2.1 External Review Process

External reviews are structured according to the quality framework External quality arrangements for the evaluation of Modern Apprenticeship Off-the-Job and On-the-Job training, which can be found on Education Scotland's website.

Reviews involve the ten core quality indicators, which provide the minimum requirements for Education Scotland to evaluate the delivery centre against the high-level questions. There is scope for review teams to use other quality indicators in the framework in a proportionate way, depending on identification of risk or excellence or analysis of a centre's context.

Reviewers report the outcome of external review visit in terms of strengths and areas for further development with grades awarded for each of the high-level questions. After each review visit to a centre, the team provide verbal feedback on key strengths and areas for development to senior managers and contractors. The Lead Inspector (LI) for the visit will discuss and agree with the review team provisional grades from the six point scale to assign a grade to each of the high-level questions.

These grades will be incorporated into the national report on the industry sector. The national report will have grades for each of the high-level questions. It will reflect findings from all of the delivery centre visits and will be published after all the review visits have taken place by Education Scotland on behalf of the Scottish Government.

This report contains the grades awarded by the team for the high-level questions:

- Grade 1 excellent – Outstanding and sector leading
- Grade 2 very good – Major strengths
- Grade 3 good – Important strengths with some areas for improvement
- Grade 4 satisfactory – Strengths just outweigh weaknesses
- Grade 5 weak – Important weaknesses
- Grade 6 unsatisfactory – Major weakness

2.2 The External Review in Midlothian

The review of Midlothian Council by Education Scotland took place during April and May 2019. The team examined learning and teaching and other important activities that impact on the quality of the apprentice experience. They evaluated these against the three high level principles of Outcomes and Impact, Service Delivery and Leadership and Quality Culture; using the ten reference quality indicators outlined in External quality arrangements for the review of Modern Apprenticeship Off-the-Job and On-the-Job training April 2017.

The team found two examples of excellence which they describe in their report.
The external review team talked with apprentices, staff at all levels and employers.

The report for Midlothian Council was published in 30 July 2019 and has been distributed to all Elected Members and Church Representatives on the Cabinet for their information.

2.3 The Centre and Its Context

In carrying out the external review of Midlothian Council, Education Scotland took the following context fully into account.

Midlothian Council delivers vocational education and training for the early learning and childcare workforce across the local authority which also includes professional updating training for external delivery partners. The centre is approved by the Scottish Qualifications Agency (SQA) to deliver Scottish Vocational Qualifications (SVQs) in Social Services (Children and Young People) at Scottish Credit Qualification Framework (SCQF) level 7. The Modern Apprenticeship (MA) Social Services (Children and Young People) programme is funded by Skills Development Scotland (SDS) and registered with the Scottish Social Services Council (SSSC).

Midlothian Council are actively involved in South East Improvement Collaborative (SEIC) and also work in partnership with secondary schools and colleges to support the delivery of programmes. The centre is expanding their contract to meet the proposed in of early learning and childcare provision across the local authority including the delivery of Foundation Apprenticeships (FA) in early learning and childcare.

At the time of the review the centre had 45 apprentices in training.

2.4 Outcomes of external review

Many areas of positive practice were noted in the report. The following particular strengths were indicated by the inspection team:

- Centre staff take good account of local authority priorities and are responding well to the planned expansion of early learning and childcare. The MA programme is linked to local authority policy with an emphasis on children's rights and wellbeing.
- Centre managers and assessors support and encourage apprentices well to complete their MA programme. This includes peripatetic placement supervisors and setting based mentors who provide helpful support to apprentices within the workplace. Almost all apprentices make good progress in achieving their goals.
- Arrangements for quality assurance are effective within the centre and satisfy awarding body requirements. Centre staff have developed detailed handbooks for apprentices, mentors, placement supervisors and managers which are used well within workplace settings. Placement supervisors encourage apprentices to document their experiences in reflective accounts and provide assistance in evaluative writing techniques.
- The centre has strong strategic links and collaborative arrangements in place with a number of partners. Centre staff have established good links with Edinburgh College and provide important professional updating training to all early learning and childcare practitioners within the local authority and these development opportunities are also available to external delivery partners.
- The centre's vision, entitled "Midlothian, the best place to grow and learn in", is underpinned well by values of equality, empathy, respect, trust and integrity. Staff are highly motivated and committed to delivering a high quality training experience for apprentices which aligns well with vision of the centre.

Signposting Excellent Practice

During the Education Scotland external review, the centre submitted examples of what it considered to be excellent practice and the review team also identified examples worthy of dissemination.

- Induction programme (provisional)
- Mentoring programme (provisional)

The following areas for development were noted by the inspection team:

- Assessors do not formally assess apprentices until after their three month induction period. During this period there are no opportunities for apprentices to use their workplace experience to contribute towards unit and core skills evidence.
- Centre staff do not carry out initial assessments of additional support requirements until after the induction programme is complete. This limits opportunities to provide appropriate early interventions to support apprentices.
- There are no opportunities for apprentices to have their prior learning accredited to enable quicker qualification progression. Apprentices with relevant prior knowledge and experience feel frustrated with the pace of their learning.
- Most apprentices are unclear on how they are achieving their core skills elements within their programme.
- Assessors do not use reflective accounts produced by apprentices during induction to generate unit and core skills evidence. This is a missed opportunity to provide additional support for apprentices on commencement of their qualification.
- Assessors are unaware of the placement supervisor role and how these arrangements support apprentices within workplace settings.
- Apprentices are not clear on how the various staff roles and responsibilities contribute to the delivery of the MA programme.
- There is insufficient consultation with training staff to help learners plan next steps in learning and suggest improvements to the programme.

Grades were awarded in the following areas:

Outcomes and Impact	
How well are apprentices progressing and achieving relevant high quality outcomes?	Good
How well do we meet the needs of our apprentices and stakeholders?	Good
Delivery of Training	
How good is our delivery of training?	Very Good
How good is our management of training delivery?	Very Good
Leadership and Quality Culture	
How good is our strategic leadership?	Good

2.5 Background factors as outlined by the Local Authority

As part of the 1140 Expansion Plan the Early Years Team created a Workforce Development team to support the delivery of 1140 hours by 2020. The MA programme was created to ensure we were proactive about training our own staff and meet our staffing target. This is the first full year of delivery working with the Council SVQ team and colleagues in Life Long Learning and Employability. To date we have nearly 100 MAs in training.

2.6 Conclusion

Education Scotland have concluded that the Modern Apprentice Workforce Development Team working with the SVQ team and LLE have a strong capacity to improve and enhance provision and service delivery.

3 Report Implications

3.1 Resource

There are no financial and human resource implications associated with this report.

3.2 Risk

Education Scotland visits a sample of Local Authorities regularly to review how they are performing. A national report is published which informs stakeholders about service delivery, key strengths and, its capacity for further improvement and sets out the main points for action.

Monitoring, review and evaluation of progress by School Group Managers and Senior Education Managers is the control measure in place to reduce the risk of failure of the service and to demonstrate its capacity for improvement.

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

- ☐ Community safety
- ☐ Adult health, care and housing
- ☒ Getting it right for every Midlothian child
- ☒ Improving opportunities in Midlothian
- ☒ Sustainable growth
- ☒ Business transformation and Best Value
- ☐ None of the above

3.4 Impact on Performance and Outcomes

The service will continue to improve its work in line with its Workforce improvement plan and the Education Service will continue to challenge and support the setting in relation to developing and implementing a range of quality improvement strategies.

3.5 Adopting a Preventative Approach

To achieve the Scottish Government 1140 hours, we are committed to training and recruiting appropriate staff. The Modern Apprenticeship scheme is helping us to do this and we will continue to engage with this.

3.6 Involving Communities and Other Stakeholders

Copies of the report have been made available to Elected Members and other interested parties.

3.7 Ensuring Equalities

The Workforce Improvement Plan will be screened for equalities implications.

3.8 Supporting Sustainable Development

The Workforce Improvement Plan allows for sustainable development and improvement.

3.9 IT Issues

There are no IT implications.

4 Recommendations

Cabinet is asked to:

- (i) Note the content of the inspection report which will be part of a national report.
- (ii) Pass this report to the Performance, Review and Scrutiny Committee for its consideration; and
- (iii) congratulate the Workforce Development team, SVQ team and LLE on the key strengths and areas for improvement highlighted in the report.

06 August 2019

Report Contact: Julie Fox

E-mail: Julie.Fox@midlothian.gov.uk

Appendix: Education Scotland Inspection report on the external review of training in Modern Apprenticeships in Social Services: Children and Young People.

Midlothian Council

A report by HM Inspectors on the external review of training in Modern Apprenticeships in Social Services: Children and Young People

July 2019

The external review process

Key features of external review

External reviews will be structured according to the quality framework External quality arrangements for the evaluation of Modern Apprenticeship Off-the-Job and On-the-Job training, which can be found on Education Scotland's website.

Reviews will involve the ten core quality indicators, which provide the minimum requirements for Education Scotland to evaluate the delivery centre against the high-level questions. There will be scope for review teams to use other quality indicators in the framework in a proportionate way, depending on identification of risk or excellence or analysis of a centre's context.

Reviewers will report the outcome of external review visits in terms of strengths and areas for further development with grades awarded for each of the high-level questions. After each review visit to a centre, the team will provide a verbal feedback on key strengths and areas for development to senior managers and contractors. The Lead Inspector (LI) for the visit will discuss and agree with the review team provisional grades from the six point scale to assign a grade to each of the high-level questions.

These grades will be incorporated into the national report on the industry sector. The national report will have grades for each of the high-level questions. It will reflect findings from all of the delivery centre visits and will be published after all the review visits have taken place by Education Scotland on behalf of the Scottish Government.

This report contains the grades awarded by the team for the high-level questions:

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- Grade 3 good – Important strengths with some areas for improvement
- Grade 4 satisfactory – Strengths just outweigh weaknesses
- Grade 5 weak – Important weaknesses
- Grade 6 unsatisfactory – Major weaknesses

Grades will be awarded in the following areas:

- **Outcomes and Impact**
 1. How well are apprentices progressing and achieving relevant, high quality outcomes?
 2. How well do we meet the needs of our apprentices and stakeholders?
- **Delivery of training**
 3. How good is our delivery of training?
 4. How good is our management of training delivery?
- **Leadership and quality culture**
 5. How good is our strategic leadership?

Introduction

The external review

The review of Midlothian Council by Education Scotland took place during April and May 2019

We examined learning and teaching and other important activities that impact on the quality of the apprentice experience. We evaluated these against the three high level principles of Outcomes and Impact, Service Delivery and Leadership and Quality Culture; using the ten reference quality indicators outlined in External quality arrangements for the review of Modern Apprenticeship Off-the-Job and On-the-Job training April 2017.

We found two examples of excellence which we describe in this report.

The external review team talked with apprentices, staff at all levels and employers.

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Midlothian Council are actively involved in South East Improvement Collaborative (SEIC) and also work in partnership with secondary schools and colleges to support the delivery of programmes. The centre is expanding their contract to meet the proposed in of early learning and childcare provision across the local authority including the delivery of Foundation Apprenticeships (FA) in early learning and childcare.

At the time of the review the centre had 45 apprentices in training.

Outcomes of external review

Grades were awarded in the following areas:

Outcomes and Impact	
How well are apprentices progressing and achieving relevant high quality outcomes?	good
How well do we meet the needs of our apprentices and stakeholders?	good
Delivery of Training	
How good is our delivery of training?	very good
How good is our management of training delivery?	very good
Leadership and Quality Culture	
How good is our strategic leadership?	good

Outcomes and Impact

1. How well are apprentices progressing and achieving relevant, high quality outcomes?

How effective is the centre at achieving and maintaining high levels of service delivery?

Areas of positive practice

- Centre staff take good account of local authority priorities and are responding well to the planned expansion of early learning and childcare. The MA programme is linked to local authority policy with an emphasis on children's rights and wellbeing.
- At the end of Quarter 2 (2018-19), there were four pathfinder apprentices in training, and almost all apprentices are making good progress in achieving their goals.
- The centre is on target to meet SDS contractual requirements and is increasing the number of MA starts to meet a proposed expansion of provision of early learning and childcare across the local authority.
- The centre has a dedicated team who deliver MA starts based on demand identified by the Council Workforce Group. Programme delivery is shared across two council departments and almost all apprentices make good progress in achieving their goals.
- The centre team manages system and administration requirements well. They provide accurate forecasting, reporting and monitoring of apprentice progress.
- There are low levels of apprentices withdrawing from the MA programme.

Areas for development

- Assessors do not formally assess apprentices until after their three month induction period. During this period there are no opportunities for apprentices to use their workplace experience to contribute towards unit and core skills evidence.

How well do centres adhere to statutory principles and guidance?

Areas of positive practice

- Arrangements for quality assurance are effective and satisfy awarding body requirements. There are robust procedures in place to ensure assessment strategies, standardisation, and Career Long Professional Learning (CLPL) are fully compliant with quality assurance arrangements.
- Centre staff are aware of the requirements of local authority equality and diversity procedures and policies. They signpost these effectively to apprentices at induction and are proactive in ensuring they are promoted well as part of the MA programme.
- During induction, centre staff ensure apprentices have sufficient knowledge of health and safety, safeguarding and child protection which is reinforced and developed further as they progress through their qualification.

Areas for development

- Centre staff do not carry out initial assessments of additional support requirements until after the induction programme is complete. This limits opportunities to provide appropriate early interventions to support apprentices.

2. How well do we meet the needs of our stakeholders?

How well do apprentices make progress and achieve individual outcomes?

Areas of positive practice

- All apprentices participate in a comprehensive and well-structured initial induction programme over a three month period, including an appropriate balance of on and off-the-job training within different workplace settings. A small team of workforce development principal teachers, seconded from the local authority, lead the induction programme effectively to prepare apprentices for their designated workplace settings.
- Centre staff take good account of emerging priorities and have developed a number of useful professional updating courses for early learning and childcare managers and practitioners. All apprentices benefit from participating in these CLPL activities which are also delivered more widely across the local authority.
- Early learning and childcare managers within settings value the centre's rigorous approach to the recruitment and selection of apprentices. They also benefit from additional staffing arrangements, including mentoring and placement supervisory staff, which provide opportunities to refresh the professional knowledge of the team through information sharing during discussions with apprentices.
- Contract liaison staff monitor apprentice data effectively and accurately track apprentice progress to ensure contractual requirements are met.

Areas for development

- Apprentices do not formally commence their SVQ activities and assessments until after the initial three induction month period. The centre is fully aware of the area for development and have actively introducing actions to address the issue.

Delivery of training

3. How good is our delivery of training?

How well does training meet the needs of apprentices and employers?

Areas of positive practice

- Midlothian Council have recently introduced their own comprehensive MA training programme based on their specific employer need within the local authority. This includes a three month induction programme, a three month transition award programme and a notional 12 month on-the-job SVQ component. These flexible arrangements provide apprentices with sufficient opportunities to develop their practice within the workplace.
- Centre managers and assessors support and encourage apprentices well to complete their MA programme. This includes peripatetic placement supervisors and setting based mentors who provide helpful support to apprentices within the workplace.
- All apprentices are motivated and are progressing their own learning well. They are gaining relevant on and off-the-job experience which is preparing them well for employment beyond their apprenticeship.
- Centre staff have developed detailed handbooks for apprentices, mentors, placement supervisors and managers which provide helpful information on the MA programme and outline clearly roles and responsibilities. These beneficial guides are used well by mentors and placement supervisors within workplace settings.
- All apprentices enter into a service level agreement at the start of their programme which provides information on their employment expectations on completion of the programme.
- Early learning and childcare managers and assessors discuss the optional units with apprentices that best reflect their assigned workplace settings. Apprentices value these opportunities to personalise their own learning.
- Placement supervisors encourage apprentices to document their experiences in reflective accounts and provide assistance in evaluative writing techniques. Apprentices complete reflective accounts after each progress meeting and agree actions with placement supervisors to consolidate their learning.
- Workforce development principal teachers support mentors and placement supervisors well and provide regular formal training workshops to equip early learning and childcare staff with appropriate skills to support apprentices within their workplace settings.

Areas for development

- There are no opportunities for apprentices to have their prior learning accredited to enable quicker qualification progression. Apprentices with relevant prior knowledge and experience feel frustrated with the pace of their learning.
- Most apprentices are unclear on how they are achieving their core skills elements within their programme.
- Assessors do not use reflective accounts produced by apprentices during induction to generate unit and core skills evidence. This is a missed opportunity.

How well is training delivered?

Areas of positive practice

- Assessors plan and deliver off-the-job training well, with a particular emphasis on ensuring learning is consolidated before progressing to the next activity or task. They include a good mix of staff delivery, lively discussion, questioning and sharing of ideas.
- Centre staff deliver a comprehensive schedule of engaging learning activities, with effective use of Information and Communication Technology (ICT), which are used to good effect to motivate apprentices.
- In all teaching sessions, staff encourage apprentices to share their workplace experience through class discussions. All apprentices are enjoying their programme and find their on and off-the-job training relevant and appropriately challenging.
- The learning environment is spacious and welcoming and apprentices use this area regularly for personal reflection and quiet study time. Centre staff are flexible, encouraging and approachable and support apprentices well.
- Relationships between all centre staff and apprentices are very purposeful and mutually respectful. This helps to promote a positive learning environment and supports apprentices in making good progress towards their goals.
- All apprentices value the professional knowledge and expertise of staff within the centre.
- Workforce development principal teachers and assessors use their professional knowledge well to contextualise learning, including core skills, and often cite informative examples from personal experience to illustrate practice.
- Regular reviews between apprentices and centre staff are used well to monitor and track progress. Apprentices use these reviews to provide assessors with helpful feedback on their progress which is used effectively to jointly plan next steps and workplace activities.
- Early learning and childcare managers and practitioners are very satisfied with the MA programme and would recommend the programme to prospective applicants.
- Assessors make good use of e-portfolio arrangements to record evidence and track progress. Assessors find this approach helpful in providing immediate access to review evidence and supply timeous feedback on submissions.

Areas for development

- Assessors do not carry out the screening of core skills requirements until after the three month induction stage. This is a missed opportunity to provide additional support for apprentices on commencement of their qualification.

How well do staff reflect on provision to improve training?

Areas of positive practice

- Centre staff regularly evaluate the delivery of the programme based on feedback from apprentices and early learning and childcare managers and practitioners. They use a broad range of effective methods to gather useful feedback to help plan for improvement.
- A broad range of internal stakeholders attend regular meetings to inform the design of the MA programme. For example, centre managers have established a Nursery

Education Group for early learning and childcare managers to ensure the programme meets the needs of the authority.

- Trainers and assessors have introduced changes to the planning and delivery of the programme as a result of evaluating feedback. Mid and end-of-unit reviews provide useful evaluations and are effective in providing information to plan for improvement.
- Assessors attend regular standardisation meetings to share effective practice and develop a consistent approach to assessment. Centre staff use external verification reports well to reflect on delivery and plan for improvement.
- Centre staff have developed a useful competency framework for apprentices which is mapped closely to the national occupational standards. Early learning and childcare managers, practitioners and apprentices are using the framework well to reflect on learning.
- Early learning and childcare managers and practitioners speak very enthusiastically about the relationships with assessors and workforce development principal teachers.
- As a result of feedback from apprentices, workforce development principal teachers involved in the induction programme, are currently undertaking assessor training which will help gain a better understanding of evidence gathering and core skills requirements, enabling them to provide additional support to apprentices.

Areas for development

- Assessors are unaware of the placement supervisor role and how these arrangements support apprentices within workplace settings.

4. How good is our management of training delivery?

How well does the centre work with partners to improve outcomes for apprentices?

Areas of positive practice

- The centre has strong strategic links and collaborative arrangements in place with a number of partners including close liaison with Developing Young Workforce (DYW) colleagues. For example, the centre forms part of the South East Improvement Collaborative (SEIC), a regional collaborative, which meets regularly to discuss early learning and childcare practice. Centre staff benefit from their involvement in practitioner sub-groups to share knowledge and effective practice.
- Centre staff work collaboratively with local authority colleagues to ensure the apprenticeship programmes meets the needs of the settings, including training of staff within settings. For example, mentors benefit from regular training and attend meetings to share practice and experience.
- Centre staff have established good links with Edinburgh College who provide useful work placement experiences for students interested in early learning and childcare career opportunities. The centre supports a college devised programme, entitled Careers in Care, by providing work placement opportunities for full-time students.
- Centre staff provide important professional updating training to all early learning and childcare practitioners within the local authority and these development opportunities are also available to external delivery partners.
- Centre staff engage well with schools within the authority and regularly attend events, such as career fairs and roadshows to promote early learning and childcare

as an attractive career option. Centre staff are supporting school colleagues with the delivery of modules within National 5: Childcare and provide vital current knowledge and understanding which helps improve the course.

Areas for development

- None identified.

Leadership and Quality Culture

5. How good is our strategic leadership?

How appropriate and influential are the contracted provider's vision, values and aims?

Areas of positive practice

- The centre's vision, entitled "Midlothian, the best place to grow and learn in", is underpinned well by values of equality, empathy, respect, trust and integrity. Staff are highly motivated and committed to delivering a high quality training experience for apprentices which aligns well with vision of the centre.
- Midlothian Council's strategic planning takes good account of the increase in early learning entitlement of 1140 hours per year from August 2020.
- Staff are led well and use the competency framework based on national occupation standards effectively to measure the progress of apprentices against organisational internal performance expectations.
- There is a culture of support across the centre which promotes an ethos of continuous improvement. All staff engage well with practitioners in settings to provide professional update training which helps to foster a culture of quality assurance and enhancement.
- Staff within the centre have developed a useful workforce development framework which is used well to forward plan the expansion of early learning and childcare provision across the local authority.
- The planning and delivery of the MA programme is aligned well to meet the needs of local authority early learning and childcare settings.
- Senior leaders take good account of emerging priorities within early learning and childcare and provide staff with useful updates which are communicated well across the local authority.

Areas for development

- None identified.

How effective is leadership for partnership working and delivery of training?

Areas of positive practice

- Trainers and assessors work closely as a team to improve outcomes for apprentices. This teamwork aligns well with centre's ethos of quality improvement and enhancement.
- Centre training and assessment staff are highly motivated and provide effective support for apprentices during their on-the-job training. The centre is resourced well and apprentices benefit from an extended network of support from mentors, placement supervisors within local authority early learning and childcare settings.
- All assessors track apprentice progress and individual milestone achievements well. They engage pro-actively in action planning and self-assessment activities which helps inform improvement.
- Senior managers engage well with partners to provide assistance for the early learning and childcare expansion programme within the local authority. For example,

delivery staff attend regular meetings with SEIC to share knowledge and expertise and review cross boundary arrangements. Within SEIC, staff engage well in working groups on childminding practice, quality and workforce developments which helps provide important updating for practitioners.

- Senior managers take good account of skills investment planning and other useful labour market intelligence data which helps provide clear strategic direction, particularly in relation to the proposed increase in early learning and childcare provision.

Areas for development

- Apprentices are not clear on how the various staff roles and responsibilities contribute to the delivery of the MA programme.

How well do leaders secure improvements in the quality and impact of training?

Areas of positive practice

- Overall, apprentices have sufficient opportunities to contribute to the evaluation of the MA programme.
- Informal meeting arrangements with delivery and contract liaison staff are used well to contribute to improvements in programme delivery and outcomes for apprentices.
- Contract liaison staff use regular progress review meetings to ensure apprentices reflect on their performance.

Areas for development

- There is insufficient consultation with training staff to help learners plan next steps in learning and suggest improvements to the programme.

Capacity for Improvement

How good are our internal evaluation and self-reflection activities to ensure we have the capacity to improve and enhance our provision and delivery?

Centre staff take good account of local authority priorities and are responding well to the planned expansion of early learning and childcare. The MA programme is linked to local authority policy with an emphasis on children's rights and wellbeing.

Centre managers and assessors support and encourage apprentices well to complete their MA programme. This includes peripatetic placement supervisors and setting based mentors who provide helpful support to apprentices within the workplace. Almost all apprentices make good progress in achieving their goals. However, Apprentices do not formally commence their SVQ activities and assessments until after the initial three induction month period.

Arrangements for quality assurance are effective within the centre and satisfy awarding body requirements. Centre staff have developed detailed handbooks for apprentices, mentors, placement supervisors and managers which are used well within workplace settings. Placement supervisors encourage apprentices to document their experiences in reflective accounts and provide assistance in evaluative writing techniques. However, assessors are missing opportunities to use these reflective accounts to generate unit and core skills evidence.

Apprentices with relevant prior knowledge and experience feel frustrated with the pace of their learning. These apprentices believe they would benefit from an accelerated programme option which recognises and accredits their prior learning to enable quicker qualification progression.

The centre has strong strategic links and collaborative arrangements in place with a number of partners. Centre staff have established good links with Edinburgh College and provide important professional updating training to all early learning and childcare practitioners within the local authority and these development opportunities are also available to external delivery partners.

The centre's vision, entitled "Midlothian, the best place to grow and learn in", is underpinned well by values of equality, empathy, respect, trust and integrity. Staff are highly motivated and committed to delivering a high quality training experience for apprentices which aligns well with vision of the centre. Apprentices are not clear on how the various staff roles and responsibilities contribute to the overall delivery of the programme.

Signposting excellent practice

During the Education Scotland external review, the centre submitted examples of what it considered to be excellent practice and the review team also identified examples worthy of dissemination.

Induction programme (provisional)

Mentoring programme (provisional)

What happens next?

This report will inform the national report.

Andrew J Fogarty
HM Inspector

Further information

For further information about Education Scotland, the external review methodologies, or other information about reviews, see <https://education.gov.scot/>

Appendix 1

Glossary of terms

CLPL	Career Long Professional Learning
DYW	Developing the Young Workforce
ELC	Early Learning and Childcare
FA	Foundation Apprenticeships
ICT	Information and Communication Technology
IV	Internal Verifier/Verification
MA	Modern Apprenticeship
SCQF	Scottish Credit and Qualification Framework
SDS	Skills Development Scotland
SEIC	South Eastern Improvement Collaborative
SQA	Scottish Qualifications Authority
SSSC	Scottish Social Services Council
SSCYP	Social Services (Children and Young People)
SVQ	Scottish Vocational Qualification

Appendix 2

THE SCOTTISH CREDIT AND QUALIFICATIONS FRAMEWORK

This Framework diagram has been produced to show the mainstream Scottish qualifications already credit rated by SQA and HEIs. However, there are a diverse number of learning programmes on the Framework, which, due to the limitations of this format, cannot be represented here. For more information, please visit the SCQF website at www.scqf.org.uk to view the interactive version of the Framework or search the Database.



SCQF Levels	SQA Qualifications			Qualifications of Higher Education Institutions	Apprenticeships & SVQs
12			↑	Doctoral Degree	Professional Apprenticeship
11				Masters Degree, Integrated Masters Degree, Post Graduate Diploma, Post Graduate Certificate	Graduate Apprenticeship Professional Apprenticeship SVQ
10				Honours Degree, Graduate Diploma, Graduate Certificate	Graduate Apprenticeship Professional Apprenticeship
9				Bachelors / Ordinary Degree, Graduate Diploma, Graduate Certificate	Graduate Apprenticeship Technical Apprenticeship SVQ
8		Higher National Diploma		Diploma Of Higher Education	Higher Apprenticeship Technical Apprenticeship SVQ
7	Advanced Higher, Awards, Scottish Baccalaureate	Higher National Certificate		Certificate Of Higher Education	Modern Apprenticeship SVQ
6	Higher, Awards, Skills for Work Higher	↑	↓		Modern Apprenticeship Foundation Apprenticeship SVQ
5	National 5, Awards, Skills for Work National 5				Modern Apprenticeship SVQ
4	National 4, Awards, Skills for Work National 4	National Certificate	National Progression Award		SVQ
3	National 3, Awards, Skills for Work National 3				
2	National 2, Awards	↓			
1	National 1, Awards				



Amendment to School Session Dates for the Academic Year 2019/20

Report by Dr Mary Smith, Director, Education, Communities and Economy

1 Introduction

The purpose of this report is to inform Cabinet of a change that has been made to the school session dates for the academic year 2019/20.

2 Background

School session dates for the academic year 2019/20 were approved by Cabinet on 10 April 2018. In the last few weeks of the last term of 2018/19 the Scottish Government informed us that they and the Westminster Government had agreed that the 2020 May Day Bank Holiday on Monday 4 May should move to Friday 8 May to coincide with the 75th anniversary of VE Day. They requested that Scottish Local Authorities would reflect this, if possible, in their 2019/2020 school session dates.

We as a council are closely linked to the armed forces and fully support and believe in paying due respect to those who fought and died for this country. So, although notice was short, officers in the Education Service considered there was enough time for parents to make alternative arrangements, so that our Communities would be not be adversely affected, if we informed them of the change immediately. We also believed that our Communities would support this decision.

By the time we received the request there was insufficient time to carry out consultation or to obtain approval from Cabinet or Council prior to informing schools and parents. We checked with City of Edinburgh Council, with whom we seek to align our school session dates, that they were making this change and they confirmed that they had agreed to this. So with the support of the Council Leader and Provost, we decided to make the change and to inform Cabinet subsequently.

The revised school dates for the academic year 2019/20 are in appendix 1 of this report.

3 Report Implications

3.1 Resource

There are no resource issues arising from this report.

3.2 Risk

By aligning with neighbouring authorities risk implications are mitigated with regard to pupil attendance at school.

3.3 **Single Midlothian Plan and Business Transformation**

Themes addressed in this report:

- ☐ Community safety
- ☐ Adult health, care and housing
- ☐ Getting it right for every Midlothian child
- ☐ Improving opportunities in Midlothian
- ☐ Sustainable growth
- ☐ Business transformation and Best Value
- ☒ None of the above

3.4 **Impact on Performance and Outcomes**

Not applicable.

3.5 **Adopting a Preventative Approach**

Not applicable

3.6 **Involving Communities and Other Stakeholders**

This revision to the 2019/20 school sessions dates has been communicated to schools' communities including union representatives.

3.7 **Ensuring Equalities**

The proposed report will have a neutral effect on equalities groups.

3.8 **Supporting Sustainable Development**

Not applicable.

3.9 **IT Issues**

There are no IT issues arising from this report.

4 **Recommendation**

- Cabinet is recommended to note the revised school session dates for 2019/20 as set out in the attached Appendix.
- Endorse that Officers issue a FAQ to unions and staff to explain the decision and also to give guidance on any issues arising from this change of date.

Report Contact:

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Appendix 1 – School Session Dates 2019/20

MIDLOTHIAN COUNCIL

EDUCATION, COMMUNITIES AND ECONOMY

SCHOOL SESSION DATES 2019 /20

TERM 1	Staff Resume	Thursday **	15	August	2019
	Pupils Resume	Monday	19	August	2019
Mid Term	Autumn Holiday	Monday	16	September	2019
	All Break	Friday	11	October	2019
	Staff Resume	Monday*	21	October	2019
	Pupils Resume	Tuesday	22	October	2019
	Term Ends	Friday	20	December	2019
TERM 2	Staff Resume	Monday*	6	January	2020
	Pupils Resume	Tuesday	7	January	2020
Mid Term	All Break	Friday	7	February	2020
	All Resume	Monday	17	February	2020
	Term Ends	Friday	3	April	2020
	<i>Good Friday</i>	<i>10th April</i>			
	<i>Easter Monday</i>	<i>13th April</i>			
	All Resume	Monday	20	April	2020
TERM 3	May (VE) Day	Friday	8	May	2020
	All Resume	Monday	11	May	2020
	Victoria Day	Monday*	18	May	2020
	Term Ends	Friday	26	June	2020

*** Staff In-Service Days:** Thursday 15th & Friday 16th August 2019,
Monday 21st October 2019,
Monday 6th January 2020,
Monday 18th May 2020.



Prevent Peer Review Report

Report by Joan Tranent, Head of Children's Services

1 Purpose of Report

- 1.1 The purpose of this report is to report to Cabinet the findings from the Prevent Peer Review team who visited Midlothian Council on the 8th and 9th May 2019.

2 Background

- 2.1 The Scottish Prevent peer review process is a sector-led improvement model which aims to evaluate the delivery of Prevent outcomes in a local authority, identifying good practice and making positive recommendations for improvement. The process was developed by the Scottish Government in collaboration with the UK Government and Scottish local authorities in order to support local authorities deliver the Prevent Duty¹.

The Prevent Duty came into force in July 2015 (and in September 2015 for higher and further education institutions) and required specified authorities – including local authorities – to have '*due regard to the need to prevent people from being drawn into terrorism*'. There is a statutory requirement for a Single Point of Contact, SPOC, to lead on Prevent, Joan Tranent, Head of Children's Services is Midlothian Council's SPOC.

The peer reviews are intended to be a constructive and supportive process with the central aim of helping local authorities and partners improve how they deliver Prevent outcomes. It is not an inspection or audit and is an entirely voluntary process available to local authorities.

The peer review approach is based on mature reflection, constructive self-assessment and critical friend challenge. It has two objectives: firstly, to support the development of an informed view, adequately evidenced, of how an area is doing in terms of delivering the Prevent Duty in partnership, and secondly, to identify practical actions to improve outcomes and productivity.

The UK Government has published statutory Prevent Duty guidance for Scotland which outlines what is expected of specified authorities under the duty and highlights the following as being key areas of delivery:

Leadership – includes understanding the risk of radicalisation; ensuring proper governance structures; and communicating the importance of the duty.

Capabilities – includes effective training; a referral process; and relevant policies and processes.

Partnership – includes how the authority works with the local CONTEST group; other collaborative initiatives; and how the council links with national networks.

Information Sharing – includes having relevant agreements in place; and whether the understanding of threat and risk is maintained and kept up to date.

Whilst there are fourteen aspects within the self-assessment framework, this report will present findings and recommendations based on the four key areas of delivery as shown above.

- 2.2** The peer review hosted by Midlothian Council is the fifth such review held in Scotland after a successful pilot exercise in February 2018. As such, the overall aims of the review were twofold; firstly to support the council through identifying good practice and making suggestions for improvement; and secondly, continuing to develop the process to ensure its effectiveness and relevance for Scottish local authorities.

- 2.3** The review consisted of six stages as highlighted in the attached report and required the completion of the self-assessment tool.

The self-assessment framework forms the basis of Prevent peer reviews. It includes statutory obligations from the Prevent Duty, along with good practice and aspects relating to the multi-agency support mechanism provided to vulnerable individuals (Prevent Professional Concerns – PPC). The framework comprised of 14 aspects where evidence was provided to the review team. The attached report offers more detail around the presented evidence.

The review team presented their findings to a group of senior leaders including the Chief Executive and Cllr Muirhead on the 9th May 2019.

2.4 Summary of Findings:

2.4.1 Leadership Good Practice

The review team found clear evidence of the strong leadership demonstrated by the Prevent SPOC with an enthusiasm to see the successful implementation of Prevent which was reflected by the other staff interviewed as part of this review. Crucially the SPOC is a visible and accessible member of staff with expertise being in an area of council business which is aligned to the Prevent strategy.

The leadership shown by the SPOC and deputy SPOC has been very positive for the organisation and this has been complemented by the support shown by the Chief Executive, combined with that of an elected member and staff in relevant business areas.

Areas for Improvement:

Midlothian Council may also wish to consider involving East Lothian Council within any enhanced Prevent group to widen the benefits already seen through the shared services approach seen in public protection.

The review team were of the opinion that the enthusiasm demonstrated by the council would be enhanced through establishing clear expectation and outcomes for staff throughout the organisation who have responsibility for delivering Prevent in their respective business areas. This process could be owned by the Prevent group which would ensure performance monitoring and feedback.

2.4.2 Capabilities – Good Practice

The review team found that the council's understanding of their responsibilities in relation to the hosting and chairing of a PPC multi-agency panel meeting was good and, crucially, there was an understanding of the risk involved and how this should be mitigated in collaboration with partners.

There was evidence that Prevent is considered within IT and venue hire policies. The review team were particularly impressed with the approach to IT and that this had assisted with the identification of a potential vulnerability which could then be mitigated.

Areas for Improvement:

The implementation of training across the organisation has been positive, but the review team recommends that there is now an opportunity to carry out a full stocktake and evaluation of training undertaken so far. This could identify what will be required in the future and will also, through a training needs analysis, identify any potential gaps in business areas.

Any review of Prevent training should give consideration to any opportunities to collaborate with East Lothian Council, together with other local partners. Midlothian Council may also wish to utilise Scottish Government funding to support any training events or initiatives.

2.4.3 Partnership – Good Practice:

Midlothian Council were found to have located their implementation of the Prevent Duty within a partnership environment which maximises the benefits of already existing structures such as the shared public protection facilities. The appreciation of the benefits of partnership working will provide a positive opportunity to develop delivery in the future.

Areas for Improvement:

The council may also give consideration to strengthening links with the community and third sector groups in order to establish a positive dialogue about Prevent and ensure that any community tensions are effectively monitored. However, it is acknowledged that all external engagement about Prevent should be driven by need and proportionate to local threat and risk, so this recommendation will need to be carefully considered in relation to the local context. At the very least the strengthening of links will enable the SPOC to be better aware of local tensions which may have an impact on Prevent delivery.

2.4.4 Information Sharing - Good Practice

Midlothian Council recognised the need for a suitable Prevent Information Sharing Agreement to be in place and this is being worked on. The review team found that the absence of a completed document has not precluded information sharing between statutory bodies and there is evidence that referrals are made appropriately and multi-agency work undertaken where necessary. This process has certainly been enhanced by the shared and co-located public protection arrangements.

Areas for Improvement:

The absence of an ERTLP document was also noted and on-going work is intended to plug this gap and ensure the council are informed of local threat and risk through this process.

3 Report Implications

An action plan which is attached to this report has been devised which highlights all the suggested areas of improvements. The SPOC will ensure that the actions are taken forward and that the Prevent Group play an active part in driving forward improvements.

3.1 Resource

At this time we are requesting no further resources.

3.2 Risk

The risks are mitigated by ensuring that we continue to roll out proportionate awareness training of Prevent to staff, third sector agencies and residents within our communities. It was identified through this review that we should consider undertaking a full stocktake and evaluation of training undertaken so far. This would help us identify what will be required in the future and will also, through a training needs analysis, identify any potential gaps in business areas.

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

- ☒ Community safety
- ☒ Adult health, care and housing
- ☒ Getting it right for every Midlothian child
- ☐ Improving opportunities in Midlothian
- ☐ Sustainable growth
- ☐ Business transformation and Best Value
- ☐ None of the above

3.4 Key Priorities within the Single Midlothian Plan

3.5 Impact on Performance and Outcomes

The actions from the plan shall be monitored and reported on via the Contest Group.

3.6 Adopting a Preventative Approach

This report addresses the Council's policy to ensure Midlothian is a safe place to grow, live and work, manages risk and provides effective governance.

3.7 Involving Communities and Other Stakeholders

The report and its findings shall be shared with the voluntary sector and other relevant stakeholder groups

3.8 Ensuring Equalities

The report does not have any equalities implications.

3.9 Supporting Sustainable Development

3.10 IT Issues

3.11 Consultation

Midlothian Council staff were involved as were relevant stakeholders during this process and moving forward I will liaise with staff and other agencies as and when required to disseminate the learning.

4. Summary

Overall this was a positive review of our systems and leadership in relation to our Prevent duties. The report highlighted suggested areas for improvement which will be progressed by the SPOC through the Prevent group.

5 Recommendations

Cabinet is requested to:

1. Consider and note the attached peer review report and action plan.
2. Thank those who participated in this review.

12 August 2019

Report Contact:

Joan Tranent

0131 271 3721

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Background Papers:

ACTION PLAN - PREVENT PEER REVIEW JULY 2019

	By Whom	Timescale	RAG	Narrative
Leadership				
1. Prevent group membership group to be reviewed				
2. Group to establish clear outcomes and action plan and establish a more robust governance process				
3. Discuss with East Lothian possibility of shared Prevent group				
4. Develop a Prevent communication plan				

Capabilities				
5. Undertake a training needs analysis of the organisation				
6. Review current referral process				
7. Review existing IT policy to ensure the council's obligations under the Prevent duty are reflected				
8. Review commissioning and procurement processes ensuring Prevent obligations are clearly reflected and adhered to				

Partnership				
9. Discuss with local partners and CONTEST group whether to hold an exercise to ensure existing arrangements are effective				
10. Strengthen links with community and third sector groups about Prevent				

Information Sharing				
11. Develop a more formal process to share and document the local threat level and risk and highlight actions to mitigate risks				
12. Develop a system in the absence of an ERTLP where appropriate council officers are informed of local threat and risks.				



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Prevent Peer Review Report

Midlothian Council

May 2019

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1. Executive Summary

This is a report on the Prevent peer review hosted by Midlothian Council on 8th and 9th May 2019.

The Scottish Government has worked closely with the UK Government and Scottish local authorities to design and implement a peer review process to enhance the support available to councils and partners in their delivery of the Prevent Duty and other legislative requirements established by the Counter Terrorism and Security Act 2015.

The peer review hosted by Midlothian Council is the fifth such review held in Scotland after a successful pilot exercise in February 2018. As such, the overall aims of the review were twofold; firstly to support the council through identifying good practice and making suggestions for improvement; and secondly, continuing to develop the process to ensure its effectiveness and relevance for Scottish local authorities. To this end any feedback that Midlothian Council wishes to provide will be gratefully received.

The review team found that Midlothian Council have a clear and positive intention to engage with the Prevent strategy and deliver their obligations under the Counter Terrorism and Security Act 2015. There was evidence to illustrate the strong leadership demonstrated by the SPOC, together with the fact that SPOC's role and seniority within the organisation is located at the right level.

Midlothian Council have taken important steps towards developing internal processes necessary for the effective implementation of Prevent. This could be seen through the existence of processes covering such aspects as referrals; training; and the Prevent Professional Concerns (PPC) process. Together with the presence of established internal and multi-agency groups, these steps present a real opportunity for future development with the need for an effective governance process to manage and direct future performance.

Key Findings:

- Midlothian Council can demonstrate a clear desire to engage with the Prevent agenda and an enthusiasm to deliver in a proportionate and considered way. The leadership of the SPOC, together with staff perspectives voiced during interview, highlighted a willingness to deliver Prevent obligations and fit these in with the wider council's delivery of services.
- The key challenge for the council is to use this positive approach to Prevent in order to implement an effective and formalised governance structure that manages delivery and encourages accountability and collaboration. Identifying success and gaps in performance is a central element of Prevent delivery for all specified authorities and it is recommended that Midlothian Council seeks to establish such processes in the future.
- Overall, the review team was of the opinion that the previous activity undertaken by the council since 2015 has provided the foundations for future success and all recommendations made in this report can be taken forward through existing

groups and business area functions, thus avoiding any increase in demand for resources.

Acknowledgments

The Scottish Government is grateful to Midlothian Council for hosting this review and hopes that it was beneficial to staff and partners. The peer review team were warmly welcomed by council staff and partners and would like to thank everybody they met for their time and contributions. The team would particularly like to thank the Single Point of Contact, Joan Tranent, for collating and providing evidence to the review team and for her support during the review itself.

2. Prevent Peer Reviews – Background

The Scottish Prevent peer review process is a sector-led improvement model which aims to evaluate the delivery of Prevent outcomes in a local authority; identifying good practice and making positive recommendations for improvement. The process was developed by the Scottish Government in collaboration with the UK Government and Scottish local authorities in order to support local authorities deliver the Prevent Duty¹.

The Prevent Duty came into force in July 2015 (and in September 2015 for higher and further education institutions) and required specified authorities – including local authorities – to have ‘*due regard to the need to prevent people from being drawn into terrorism*’.

The peer reviews are intended to be a constructive and supportive process with the central aim of helping local authorities and partners improve how they deliver Prevent outcomes. It is not an inspection or audit and is an entirely voluntary process available to local authorities.

The peer review approach is based on mature reflection, constructive self-assessment and critical friend challenge. It has two objectives: firstly, to support the development of an informed view, adequately evidenced, of how an area is doing in terms of delivering the Prevent Duty in partnership, and secondly, to identify practical actions to improve outcomes and productivity.

The UK Government has published statutory Prevent Duty guidance for Scotland which outlines what is expected of specified authorities under the duty and highlights the following as being key areas of delivery:

- **Leadership** – includes understanding the risk of radicalisation; ensuring proper governance structures; and communicating the importance of the duty.

¹ **Disclaimer:** The recommendations offered in this report are based on the discussions and evidence considered during the Prevent peer review. This document is intended to be advisory and as such judgement and discretion should be exercised over how best to implement. It covers the substance of the review and there may be elements that have not been considered.

- **Capabilities** – includes effective training; a referral process; and relevant policies and processes.
- **Partnership** – includes how the authority works with the local CONTEST group; other collaborative initiatives; and how the council links with national networks.
- **Information Sharing** – includes having relevant agreements in place; and whether the understanding of threat and risk is maintained and kept up to date.

Whilst there are fourteen aspects within the self-assessment framework, this report will present findings and recommendations based on the four key areas of delivery as shown above.

3. Review Process

The peer review team consisted of:

- Mark McCall – Service Manager, Safer Communities, Fife Council (Lead Peer)
- Odette Robson – Head of Safer Communities, North Yorkshire County Council
- Ritchie Johnson – Director of Business Services, Aberdeenshire Council
- Stuart Fletcher – Safeguarding and Vulnerability Team, Scottish Government (Review Manager).

The review consisted of six stages:

Stage 1: Self-Assessment – Midlothian Council provided a review of their Prevent delivery set against the fourteen key aspects of the Prevent Duty.

Stage 2: Evidence Review – key documents were provided to support the self-assessment and these were reviewed by the team to identify key lines of enquiry.

Stage 3: On-Site Review – the peer review team visited Midlothian Council for a two-day review on 8th and 9th May 2019 and held interviews with key stakeholders.

Stage 4: Presentation of key findings – at the conclusion of the on-site work initial findings were presented to a group of senior representatives from Midlothian Council.

Stage 5: Review Report – This report sets out the key findings and recommendations for Midlothian Council. Whilst the focus is on the local authority, many of the findings will be applicable to the wider partnership.

Stage 6: Follow-up support – Midlothian Council may wish to seek further support or peer mentoring to explore any of the issues highlighted within this report. The Scottish Government welcomes any further opportunities to support the council in this regard.

4. Self-Assessment Framework

The self-assessment framework forms the basis of Prevent peer reviews. It includes statutory obligations from the Prevent Duty, along with good practice and aspects relating to the multi-agency support mechanism provided to vulnerable individuals (Prevent Professional Concerns – PPC). The framework comprises the following aspects which Midlothian Council used to formulate the evidence provided to the review team:

1. The organisation can demonstrate active engagement with Prevent partners; has appointed a single point of contact (SPOC) for Prevent; and is aware of the different channels through which support for Prevent delivery can be obtained.
2. A representative of the local authority is engaged with the local CONTEST group and oversees the delivery of Prevent in collaboration with other local partners.
3. The local authority is engaged with the local CONTEST group which has considered and agreed a local Prevent implementation plan informed by the ERTLP.
4. The organisation has sufficient partnership contacts to enable the identification and mitigation of threats and risks that emerge outside of the ERTLP process (for example, community tensions following a terrorist incident).
5. The organisation has an agreed training programme in place and has conducted an internal training needs analysis to effectively target Prevent awareness raising according to staff roles.
6. The organisation has an agreed process in place for the referral of those identified as being at risk of radicalisation and information concerning this process is accessible to all staff.
7. There are suitable processes and policies in place to enable the formation of a Prevent Professional Concerns (PPC) multi-agency panel where required and a chairperson has been identified who will oversee the meeting and actions.
8. The organisation has agreed an Information Sharing Protocol (ISP) with relevant local partners to support both Prevent Case Management (PCM) and Prevent Professional Concerns (PPC) processes.
9. There is a venue hire policy in place to ensure the organisation's venues and resources are not used by extremists.
10. There is an effective IT policy in place to prevent users of the organisation's networks from accessing extremist materials.
11. The organisation has implemented the Prevent Duty across its school estate and in relevant policy areas that affect young people.

12. Prevent has been embedded within commissioning and procurement processes and Prevent is given consideration in the organisation's relationship with arms-length companies where relevant.
13. The organisation has a communications plan in place to proactively communicate the reality and impact of Prevent work to senior management, elected members and front-line staff.
14. The organisation engages with a range of community groups, both faith based and secular, to encourage an open and transparent dialogue on the Prevent agenda.

5. Summary of Findings

In order to effectively capture the results of the review, the fourteen aspects as shown within the self-assessment above have been grouped into the four key delivery areas of Leadership; Capabilities; Partnership; and Information Sharing. Identified good practice and suggested areas of improvement are shown within each area.

Leadership

Good practice:

- The review team found clear evidence of the strong leadership demonstrated by the Prevent SPOC with an enthusiasm to see the successful implementation of Prevent which was reflected by the other staff interviewed as part of this review. Crucially the SPOC is a visible and accessible member of staff with expertise being in an area of council business which is aligned to the Prevent strategy.
- The creation of a deputy SPOC role is recognised to be a positive development and will greatly assist the organisation in consolidating progress made to date.
- The leadership shown by the SPOC and deputy SPOC has been very positive for the organisation and this has been complemented by the support shown by the Chief Executive, combined with that of an elected member and staff in relevant business areas.
- The review team found that the structures and processes established by the shared public protection service has ensured that Prevent has been established as a recognised part of the safeguarding landscape.

Suggested areas of improvement:

- The review team recognised that the council's Prevent group was a positive forum to allow for the discussion of issues. However, it is recommended that the focus and membership of this group are reviewed in order to identify clear outcomes and drive activity. In addition, this group provides a clear opportunity to establish a more robust governance process around Prevent performance and

reporting could be made upwards to the established public protection and CONTEST groups.

- Midlothian Council may also wish to consider involving East Lothian Council within any enhanced Prevent group to widen the benefits already seen through the shared services approach seen in public protection.
- The review team were of the opinion that the enthusiasm demonstrated by the council would be enhanced through establishing clear expectation and outcomes for staff throughout the organisation who have responsibility for delivering Prevent in their respective business areas. This process could be owned by the Prevent group which would ensure performance monitoring and feedback.
- The suggested review of the Prevent group could also include the development of an action plan with which to measure progress and report performance. The action plan could draw from the self-assessment; the findings of this review; and any local threat and risk which needs to be mitigated. Consideration could also be given to establishing a Prevent communications plan which could identify how internal and external messaging could be designed and circulated.
- The suggested communications plan could seek to ensure that Prevent information is more prominently located on the internal intranet and could be highlighted via a brief internal campaign led by the Chief Executive and SPOC. Further information could be include reference to local activity, together with threat and risk.

Capabilities

Good practice:

- The review team found that a referral process has been developed and shared as a diagram and guidance note across the organisation. The referral pathway provides information as to the SPOC's contact details (for East and Midlothian) and outlines the process used after an initial referral to identify whether a case will progress to a multi-agency panel or be dealt with via other means. The existence of such a process is a positive development, particularly in highlighting the role played by the SPOC as a conduit for progressing concerns.
- Through the interviews conducted with staff there was evidence that staff understand the process and know what to do if they have a concern regarding an individual.
- Midlothian Council has obviously invested significant effort in the provision of staff training since the legislation was enacted in 2015 and the existence of eLearning and Prevent as a standing part of public protection training was a notable example of good practice. The public protection training was also shown to be linked to the staff appraisal system which is a useful way to ensure compliance.
- The review team found that the council's understanding of their responsibilities in relation to the hosting and chairing of a PPC multi-agency panel meeting was good and, crucially, there was an understanding of the risk involved and how this should be mitigated in collaboration with partners.
- There was evidence that Prevent is considered within IT and venue hire policies. The review team were particularly impressed with the approach to IT and that this had assisted with the identification of a potential vulnerability which could then be mitigated.

Suggested areas of improvement:

- The implementation of training across the organisation has been positive, but the review team recommends that there is now an opportunity to carry out a full stocktake and evaluation of training undertaken so far. This could identify what will be required in the future and will also, through a training needs analysis, identify any potential gaps in business areas.
- Any review of Prevent training should give consideration to any opportunities to collaborate with East Lothian Council, together with other local partners. Midlothian Council may also wish to utilise Scottish Government funding to support any training events or initiatives.
- The existence of a referral process is positive, but this report recommends that work is now undertaken in conjunction with the Prevent Delivery Unit East (PDUE) and the Scottish Government to ensure that it is fit for purpose. This would benefit from having revised police procedure included (Police Gateway Assessment – PGA), alongside information that clearly outlines the role of police and local authorities in the taking of decisions relating to the PPC process and closure of a case.
- The existing IT policy covers restrictions in place to stop users viewing content that may be extreme or radicalising in nature, but does not make any explicit reference to the council's obligations under the Prevent Duty. Midlothian Council may wish to revise this policy to ensure that this is fully reflected.
- The review team found that the council's approach to the PPC referral was positive and that consideration should be given to undertaking a de-brief of this process to capture any learning for council staff and relevant external partners.
- Midlothian Council should also take the opportunity to review commissioning and procurement processes to ensure that Prevent obligations are properly reflected and adhered to.

Partnership

Good practice:

- Midlothian Council were found to have located their implementation of the Prevent Duty within a partnership environment which maximises the benefits of already existing structures such as the shared public protection facilities. The appreciation of the benefits of partnership working will provide a positive opportunity to develop delivery in the future.
- The council is a visible and engaged partner within the national SPOC network and the local CONTEST group. Both of these structures are important ways in which a collaborative approach to Prevent delivery can be maintained and the fact that a peer review has been hosted also bears testimony to the desire of the council to participate in national initiatives. The council was also found to have ownership of relevant actions contained within the CONTEST implementation plan.

Suggested areas of improvement:

- The review team suggests that Midlothian Council may wish to consider holding an exercise with local partners to review existing arrangements in order to ensure effective collaboration, joint governance and mutual support. This activity could be led by the CONTEST group, or alternatively the previously suggested refreshed CONTEST Prevent group could undertake this task as a core part of their development.
- The council may also give consideration to strengthening links with community and third sector groups in order to establish a positive dialogue about Prevent and ensure that any community tensions are effectively monitored. However, it is acknowledged that all external engagement about Prevent should be driven by need and proportionate to local threat and risk, so this recommendation will need to be carefully considered in relation to the local context. At the very least the strengthening of links will enable the SPOC to be better aware of local tensions which may have an impact on Prevent delivery.

Information Sharing

Good Practice:

- Midlothian Council recognised the need for a suitable Prevent Information Sharing Agreement to be in place and this is being worked on. The review team found that the absence of a completed document has not precluded information sharing between statutory bodies and there is evidence that referrals are made appropriately and multi-agency work undertaken where necessary. This process has certainly been enhanced by the shared and co-located public protection arrangements.
- A review of a recent PPC referral was shown to have identified improvements in the sharing of information and the review team were of the opinion that this was positive in showing the organisation's desire to improve processes involved in Prevent delivery.

Suggested areas of improvement:

- The review team found that informal information sharing takes place in relation to local threat and risk and is undertaken with the police and other partners. It is recommended that this process is approached in a more formal manner and work undertaken to document issues with actions taken to mitigate any evident risks. It is suggested that the CONTEST Prevent group could lead on this work.
- The absence of an ERTLP document was also noted and on-going work is intended to plug this gap and ensure the council are informed of local threat and risk through this process.

6. Next Steps and Further Support

All recommendations are presented as suggestions that Midlothian Council may wish to consider in order to build upon their current delivery of Prevent. The Scottish Government is keen to provide further support to the council and partners in the following ways:

- **SPOC Network:** The existing network can be utilised to provide further support should Midlothian Council wish to seek advice or good practice from other areas of Scotland. Whilst the network is divided on a geographical basis, the council's SPOC is welcome to attend or dial in to meetings taking place in other areas of the country.
- **Peer to Peer Mentoring:** An expert peer may be identified from elsewhere in Scotland or the rest of the UK that could assist with a particular issue or theme. The Scottish Government is happy to facilitate an introduction of peers and support further discussion, either remotely or face to face, dependent on circumstances.
- **SPOC Knowledge Hub:** The Scottish Government will continue to support the current online knowledge hub that has been created for Prevent SPOCs. Questions to other SPOCs can be posted on this facility, along with information that may benefit the wider network.
- **Further Peer Review:** The Scottish Government may be able to facilitate a follow-up review at a later date should the authority wish to independently measure progress made on any aspect.

Appendix A

Participating Agencies

Midlothian Council

- Prevent Single Point of Contact
- Senior Education Manager
- Contingency Planning Officer
- Information Governance/Security Services Lead
- Service Manager
- Public Protection Manager

Police Scotland

- Detective Sergeant, Prevent Delivery Unit



New Build Council Housing – Local Letting Initiative

Report by Allister Short, Joint Director, Health and Social Care

1. Purpose of the Report

- 1.1** This Report proposes a Local Letting Initiative (LLI) to be used for the allocation of housing at Castlelaw Crescent, Bilston.

2. Background

- 2.1** In May 2016 Midlothian Council revised its Housing Allocation Policy. As part of the changes it was proposed that a Local Letting Initiative will be developed for each new build housing site prior to the allocation of properties. It is important that we make best use of our housing stock, which includes how these are allocated. Scottish Government guidance requires that houses are let in a way that gives reasonable preference to those in greatest housing need, which makes best use of the available stock and helps to sustain communities.

- 2.2** The Scottish Government publication “Social Housing Allocations – A Practice Guide” refers to Local Lettings Initiatives, noting that legislation allows Registered Social Landlords to operate separate allocations policies for different parts of their stock. However, a Local Lettings Initiative cannot take into account:

- (i) how long a household has been resident in the area
- (ii) previous rent arrears which are no longer outstanding
- (iii) age of applicant
- (iv) income of applicant
- (v) ownership of property (this is subject to change shortly as part of the Housing (Scotland) Act (2014))

- 2.3** Midlothian Council has previously used a Transfer Led Local Lettings Initiative to allocate new build housing in communities. This helped to create a vacancy chain whereby transfer tenants would be able to move into a new build property and their existing home could be reallocated to an applicant on the Housing List. However, the 2011 Inspection Report of the Scottish Housing Regulator noted using this method meant that sometimes the Council did not always allocate properties through its LLI to households with a recognised housing need. Consequently LLIs for new build properties must clearly address housing need.

2.4 Table 1 shows the total housing mix of the development. It shows that 8 properties are being built on this site which is estimated to be completed in October/November 2019.

Table 1: Housing Mix at Castlelaw Terrace, Bilston

Property Type	Number of Properties
1 Bed, 2 Person Cottage Flat	8
Total	8

2.5 In order to allocate these units in a way that ensures a balanced and sustainable community it is recommended that the following criteria are used to allocate the first let of these units. The Housing Services team will allocate properties in the following order of priority until all properties have been allocated:

- (i) Allocate to existing council housing tenants who are on the General Needs List and are resident in Bilston.
- (ii) Allocate to existing council housing tenants who are on the General Needs List and are resident in Roslin.
- (iii) Allocate to existing council housing tenants who are on the General Needs List and are resident in Loanhead.
- (iv) Allocate to existing council housing tenants who are on the General Needs List and are resident in Auchendinny.
- (v) Allocate to Housing List Applicants who have chosen Bilston as one of their area choices whilst ensuring that at least 6 out of 8 lets (75% of lets) are made to households who are currently resident in the Bilston, Roslin, Loanhead or Auchendinny area as of August 2019 and have chosen this area as one of their area choices.

To ensure sustainability of tenancies properties will be allocated to households on the Housing List who do not have a history of anti-social behaviour.

3 Report Implications

3.1 Resource

There are no resource implications within this Report.

3.2 Risk

If the Council does not take into account the views of stakeholders and the analysis of letting outcomes in relation to the Housing Allocation Policy and Local Letting Initiatives it will fail to take into consideration local needs which could have negative consequences for the community.

In addition, there is a risk to the Council where the Housing Allocation Policy does not comply with legislation or guidance from the Scottish Housing Regulator. Further guidance concerning how the Housing (Scotland) Act 2014 impacts upon housing allocation policy and practice is due to be published.

3.3 Key Priorities within the Single Midlothian Plan

The themes addressed in this report impact on the delivery of the Single Midlothian Plan outcome measures in homelessness and stable and balanced communities. Early intervention and tackling inequalities are key priorities for Midlothian Council and the Community Planning Partnership and these proposals meet those objectives.

- ☐ Community safety
- ☒ Adult health, care and housing
- ☒ Getting it right for every Midlothian child
- ☐ Improving opportunities in Midlothian
- ☒ Sustainable growth
- ☐ Business transformation and Best Value
- ☐ None of the above

3.4 Impact on Performance and Outcomes

The core aim in the revised Housing Allocation Policy is to offer applicants to Midlothian Council flexibility in the type and location of housing they wish to apply for. A key strength of the management of council housing in Midlothian is tenancy sustainment and introducing a Local Letting Initiative for new build developments will ensure a sustainable community.

3.5 Adopting a Preventative Approach

The policy is based on a clear framework for prioritising applicants based on housing need and the reasonable preference criteria set out in legislation and aims to provide affordable, quality housing for people in need. The Council's Housing Allocation Policy is currently being reviewed.

3.6 Involving Communities and Other Stakeholders

The use of Local Lettings Initiatives for new build housing was recommended as part of the revisions to Midlothian Council's Housing Allocation Policy which was revised in May 2016. The key elements of the Local Letting Initiative for this development are consistent with the aims of the Policy. Consultation was carried out with service stakeholders, including Social Work Adult Care, Children and Families and Legal and Audit services in relation to this report. External consultation had also been carried out with the Registered Tenant Groups and Registered Social Landlords in Midlothian, the Housing Association Forum, tenancy support agencies, Midlothian Disability Access Panel, Shelter and the Armed Forces Covenant Liaison Officer.

Midlothian Council's Housing Allocation Policy and the Local Letting Initiative for this development will both be published documents which are available for tenants and housing list applicants to view.

3.7 Ensuring Equalities

The revised Housing Allocation Policy was subject to a full Equality Impact Assessment in accordance with the Council's Equalities Schemes to ensure equality of opportunity. The policy ensures that discriminatory practices and procedures are eliminated and that the needs of those with protected characteristics are taken into account when policies are being developed. The duties required of local authorities when letting their houses are set out in the Housing (Scotland) Act 1987, the Housing (Scotland) Act 2001 and the Housing (Scotland) Act 2014.

3.8 Supporting Sustainable Development

Not Applicable

3.9 IT Issues

Not Applicable

4 Recommendation

It is recommended that Cabinet:

- a) Approve a Local Letting Initiative outlined in Section 2.5 of this Report for the allocation of housing at Castlelaw Crescent, Bilston to ensure the creation of a sustainable, balanced community.

Date: 8th August 2019

Report Contact: Stephen Clark, Housing Planning and Performance Manager

Tel No. 0131 271 3506

Email: stephen.clark@midlothian.gov.uk



Mayfield Homeless Families Project

Report by Allister Short, Joint Director Health and Social Care

1 Purpose of Report

This report seeks Cabinet approval to use an existing council-owned building for use as temporary accommodation for homeless families in Midlothian.

2 Background

- 2.1 In December 2018 Midlothian Council published its Rapid Rehousing Transition Plan. Proposed actions include reducing the use of bed and breakfast accommodation. Currently an average of 47 households are accommodated in bed and breakfast accommodation every night in Midlothian. Provision of increased temporary accommodation units will help to reduce the use of bed and breakfast and associated costs.
- 2.2 In October 2018, Midlothian Council agreed to the refurbishment of the upper two floors of Jarnac Court in Dalkeith for use as a House in Multiple Occupation for homeless households. This project is still being progressed but there is a delay in progress due to the need to undertake some additional works to repair the external fabric of the building. The building is now planned to open for use as temporary accommodation in August 2020.
- 2.3 In addition, The Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2017 requires that families should not be housed in unsuitable accommodation, such as bed and breakfast accommodation or HMO type accommodation except in exceptional circumstances and for a maximum of 7 days. Many local authorities in Scotland breach this time limit. In Midlothian, despite significant reduction in use of bed and breakfast accommodation, the Council still makes use of units leased by bed and breakfast providers and private landlords. These are expensive and not ideally suited for families. Sometimes homeless families need to stay in a studio flat until longer term accommodation can be sourced. In recent years the annual expenditure on bed and breakfast accommodation for families has been approximately £250,000. Making use of other council-owned buildings for emergency accommodation would facilitate a significant reduction in spend on bed and breakfast accommodation.
- 2.4 Officers have identified specific accommodation which would be suitable for use as emergency homeless accommodation specifically for homeless families. There are blocks of maisonettes on Blackcot Road, Mayfield which are grouped as a block of 8 maisonettes in one building. This is unusual in Midlothian as most council properties accessed via a common stair are blocks of 6 flats or less. It is not

intended that families would stay in these properties for prolonged periods, it would be intended that most families would stay in the building for less than four weeks before being matched with longer term temporary accommodation.

- 2.5 Using these properties will generate enough revenue to provide an on-site concierge service within the building. This member of staff can undertake a variety of duties including:
- Providing access to households who require emergency accommodation out of hours.
 - Ensuring safety of occupants and appropriate supervision to ensure tenants are adhering to the conditions of their occupancy agreement.
 - Being available to answer queries.
- 2.6 Officers from the Housing Service were aware that two properties at the block of 8 properties at 39 Blackcot Road had recently become empty with the other 6 properties being all council tenants with no privately owned properties. Officers met with tenants within the building at an arranged meeting date to explain their interest in using this building for a temporary accommodation project. Midlothian Council would not ask any tenant to move against their wishes and will provide support in order that these households can be rehoused quickly in alternative council housing. Of the 6 tenants Officers spoke to, 5 tenants are willing to move. One tenant wishes to remain in the building but is supportive of the other properties in the building being used for temporary accommodation. Officers recommend progressing with the use of 39 Blackcot Road for use as temporary accommodation for families. The target date for use of this building as temporary accommodation is by December 2019 but this is dependent on suitable housing being identified for the current tenants to move to.
- 2.7 In order to support the rehousing project, Appendix 1 of this Report details support being provided to tenants in order that they can move to alternative council or housing association accommodation. Key points include:
- Each tenant will complete a housing application form. Regardless of circumstances all households will receive 300 points which will put all tenants at 39 Blackcot Road at the top of the Housing List in Midlothian.
 - In the event that tenants at 39 Blackcot Road are shortlisted for the same property, the tenant who has been resident at 39 Blackcot Road for longest period will be given the offer for the property.
 - Midlothian Council will continue to undertake open market purchases and continue to build out new developments which should help to address concerns of others at the top of the housing list that they are being disadvantaged by their list position moving down.
 - If there are rent arrears, or any other debt owed to the Council e.g. council tax, court costs, rechargeable repairs, housing benefit overpayments, former tenant arrears, that amount will be deducted from the Home Loss payment.
 - Tenants can receive discretionary payments to cover the actual expenditure occurred in relocating. These payments are based on

receipts provided by households and therefore vary between households. Payments will cover expenditure such as floor coverings and decoration.

3 Report Implications

3.1 Resource

In February 2018 Midlothian Council approved the Housing Revenue Account Rent Strategy for 2019/20 – 2021/22 and this included £6 million for investment in temporary accommodation. This budget would be used to support the rehousing project for 39 Blackcot Road and fund any alteration and improvements made to the building in order that it can be used for homeless families.

The additional works identified for Jarnac Court will cost an additional £92,000 and will also be resourced via the budget identified for temporary accommodation.

3.2 Risk

Use of the property reduces the risk of the Council failing to achieve the intended aim of reducing the use of bed and breakfast accommodation for homeless households. Providing onsite staff support provides greater security to occupants and ensures that residents adhere to their occupancy agreement.

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report are:

- ☒ Community safety
- ☒ Adult health, care and housing
- ☐ Getting it right for every Midlothian child
- ☐ Improving opportunities in Midlothian
- ☒ Sustainable growth
- ☒ Business transformation and Best Value
- ☐ None of the above

3.4 Key Priorities within the Single Midlothian Plan

Midlothian Council and its Community Planning Partners have made a commitment to treat the following areas as key priorities under the Single Midlothian Plan:

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

The themes addressed in this report impact on the delivery of the Single Midlothian Plan outcome particularly in terms of priorities in relation to the delivery of affordable housing, homelessness and health and social care outcomes.

3.5 Impact on Performance and Outcomes

Changing the use of the building for the provision of homeless accommodation has a positive impact in terms of providing an improved quality of homeless accommodation.

3.6 Adopting a Preventative Approach

Addressing the needs of homeless clients will assist in moving the balance of services and resources into preventing the need for longer term or crisis support

3.7 Involving Communities and Other Stakeholders

Stakeholders including Midlothian Tenants Panel, Registered Social Landlords and voluntary organisations have expressed support for the aims of Midlothian's Rapid Rehousing Transition Plan including reducing bed and breakfast accommodation and improving the quality of accommodation.

3.8 Ensuring Equalities

An Equality Impact Assessment has not been undertaken in regard to this specific report. However, an Equality Impact Assessment was undertaken as part of the Rapid Rehousing Transition Plan ensuring that proposed actions have taken account of the needs of equality groups in relation to homelessness.

3.9 Supporting Sustainable Development

The proposed use of this building provides a use for an existing building in a residential area of Mayfield.

3.10 IT Issues

None.

4 Recommendations

It is recommended that Cabinet:

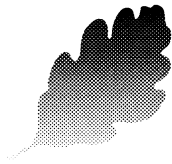
- a) Approve the conversion of 7 out of 8 properties at 39 Blackcot Road for use as homeless temporary accommodation for families.
- b) Approve the policy for rehousing existing residents.
- c) Note the revised timescale for the refurbishment of the upper floors of Jarnac Court for use as homeless accommodation.

Date 8 August 2019

Report Contact:

Name Stephen Clark Tel No 0131 271 3506

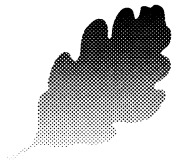
stephen.clark@midlothian.gov.uk



Department	Customer and Housing Services
Subject	Re-housing due to change of use of building
Objective	To provide guidance on the policy and procedure on the issues of allocations, removals and compensation to ensure there is clarity and certainty for residents and staff in general policy terms as we continue to respond to specific circumstances with each household directly.

Procedure No			
Issue No	1	Revision No	
Issue Date	August 2019	Revision Date	
Pages			

Version	Issued	Date	Comments	Initials
Draft				SC



1. **Housing Allocation Policy**

1.1 Background

The Council needs to amend its policy for the rehousing of residents who are required to move to alternative accommodation in order that the block of flats that they reside in can be converted for use as temporary accommodation for families who are homeless.

This procedure aims to explain the process of moving home, the likely changes, the legal process and the options available for tenants.

The information provided is intended to be as clear and accurate as possible although changes can occur. We will keep staff and tenants informed should changes arise.

All tenants have been visited by a member of the Project Team for Re-housing to discuss their willingness to move and to complete a housing application.

1.2 Health and Wellbeing

The loss of their home and moving from an existing neighbourhood can have a huge impact on individuals and result in considerable anxiety, concern and emotional distress. These responses are entirely natural and legitimate and must be allowed to be voiced and to influence policies and procedures.

Continuing effective communication and transparency are vital in providing reassurance and countering perceptions of any unfairness through consistency in the advice, information and recommendations offered to households;

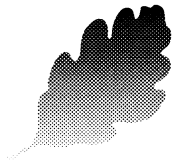
- residents should be able to rely on the proactive advocacy of representatives working on their behalf;
- residents should be given the time necessary to make informed decisions and to pursue all the support available to them and to have their queries and concerns about the process recognised and responded to;
- residents should have access to an appeals and review systems if they are unhappy with the advice and support they are receiving;

Some households are particularly vulnerable and require particular additional support through the relocation process. These include:

- individuals with no experience or no recent experience of moving home (for example elderly people or young people leaving home for the first time);
- individuals who are less familiar with housing processes and systems,
- people with health disabilities and support needs.

The support and advice provided to residents during the relocation process is essential in ensuring that the disruption and anxiety caused by losing their home and moving into a new property is minimised through

- the provision of information about policies and procedures involved
- household financial appraisals and advice about financial assistance,
- advice about grants and benefits entitlement;
- assistance in completing forms and legal paperwork;
- advice about legal rights and accessing solicitors;
- advice about utilities suppliers and energy efficiency;



- providing information, housing support services and occasionally practical assistance relating to removals and the moving process

1.3 Amendment to the existing Housing Allocation Policy

All households will have completed an application for housing which has been assessed for evident housing, medical and social needs.

All households at 39 Blackcot Road will be given 300 additional points which will put them at the top of housing lists in Midlothian, ensuring that they are given higher priority compared to other applicants. These additional points will apply to all areas in Midlothian and not just lets in the Mayfield area as a number of tenants preference is to move outwith Mayfield. Midlothian Council will continue to make a number of open market purchases and will try to focus some purchases in the areas that tenants from 39 Blackcot Road move to in order that other housing applicants at the top of the list in these areas do not feel that these households moving to the top of the list has been detrimental to their chances of being allocated a home. The housing service will also consider transfer of temporary accommodation units into permanent lets if they meet the requirements of the tenants requiring to be rehoused.

It is proposed that existing transfer tenants are provided with the same level of support and access to home loss payment/disturbance payments as tenants who were not existing transfer applicants as there is no guarantee that an applicant awaiting a transfer would be able or willing to move if they were offered accommodation without the additional support being provided to support a swift process of moving home.

In the event that tenants at 39 Blackcot Road are shortlisted for the same property, the tenant who has been resident at 39 Blackcot Road for longest period will be given the offer for the property.

It is not anticipated that there will be incidences of refusals as the housing service will only offer properties which meet their housing application choices. However applicants will be made aware that whilst they will not be suspended from being offered housing the building will start to be used by other occupants in the event that it takes a prolonged period of time to identify suitable alternative accommodation.

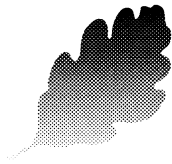
1.4 Support to Move

To help make the move as easy for tenants as possible, the council will arrange for a removal company to move furniture and belongings and undertake any necessary disconnection and reconnection of appliances. The company used by the Council will be a professional removal contractor who are fully insured, with experience of dealing with the needs of tenants.

Tenants are advised that they will need to organise other aspects of the move themselves, including for example, redirection of mail, broadband, television services, etc as the suppliers will only deal with the customer, not the Council. Tenants will be reimbursed for any associated costs.

As set out above, some disturbance expenses, for example removals, may be organised and paid for directly by the Council.

Other eligible disturbance and Home Loss payments will be processed and paid after tenants have terminated their current tenancy or returned the keys of their old home.



1.5 Claims and Compensation

Home Loss

Tenants receive a payment to compensate them for the process of having to relocate. This is a set amount to the tenant. Legally, secure tenants who move out of their homes, provided that they have lived there for at least 12 months and it's their only home will be eligible for a Home Loss payment of £1,500 per household. We will exercise discretion and provide that payment to all tenants, even if some families have not been resident for 12 months. This payment will be processed within 20 working days of receipt of a valid claim form being provided.

Disturbance Payments

Tenants can receive discretionary payments to cover the actual expenditure occurred in relocating. These payments are based on receipts provided by households and therefore vary between households.

Disturbance payments for costs incurred in moving and who have demonstrable detriment are payable. Tenants who wish to claim a disturbance payment will be required to produce a claim of their costs prior to payment. Examples of disturbance payments that tenants can claim include:

- Removal expenses (the Council arranges and pays for removals directly)
- Redirection of mail
- Telephone disconnection and reconnection
- Compensation for the value of carpet and curtains where no carpet and curtains are provided in replacement home.
- Decoration costs.
- Disconnection/reconnection of services
- The value of large items of furniture that cannot be dismantled or moved to the secure tenant's replacement property.
- We will not pay for costs for garden equipment or materials in the event that we allocate a property with a garden to a tenant who is being rehoused.

1.6 Housing Debt

Tenants must continue to pay their rent and any arrears, if applicable, on a weekly basis until their current tenancy comes to an end. If repayment arrangements are in place for rent arrears these must continue up until they move. The Arrears Team will take action against anyone who does not pay their rent and continue with recovery proceedings against those that are in breach of their tenancy agreement.

If there are rent arrears, or any other debt owed to the Council e.g. council tax, court costs, rechargeable repairs, housing benefit overpayments, former tenant arrears, that amount will be deducted from the Home Loss payment.

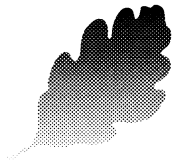
A tenant who moves may choose to move to a house or a new build property with a higher council tax or rent charge. Midlothian Council cannot compensate applicants if they move to a property with a higher council tax or rent charge but can advise on this prior to an applicant deciding to accept an offer of alternative accommodation.



Midlothian

Mayfield Homeless Families Project

Reference



APPENDIX 2:

HOME LOSS PAYMENT REQUEST

Date of Request: _____

Rent Acc. Number: _____

Tenant's Name: _____

DOB: _____

Address: _____

Postcode: _____

Date of Termination: _____ Keys Received: 1 Set ☐ 2 Sets + ☐

New Address: _____

Postcode: _____

Date of Entry: _____ Contact Phone Number: _____

E-mail Address: _____

ID of tenant checked: YES ☐

FOR PAYMENT INTO TENANT'S BANK ACCOUNT

Details required (all fields must be completed)

Name of Bank: _____

Bank Account No.: _____ (must be 8 digits)

Sort Code: _____

Name of Bank Account Holder: _____

If payment by cheque, please confirm if cheque to be collected or posted.

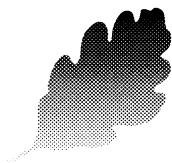
Collected ☐ Posted ☐ (X required method)

(Please advise tenant that if they wish to collect cheque they will be contacted by phone or e-mail to arrange collection date. Two forms of ID will be required, passport, driving licence, missive of let, utility bill etc). If cheque to be posted please confirm postal address:

Postcode: _____

Verified by: _____ (Print Name)

Authorised by (Line Manager): _____ (Print Name)

**TO BE COMPLETED BY RENT ARREARS TEAM**

Eligible Amount £1,500 (Tenant and also eligible Spouse/Civil Partner/Partner)

Deductions

	REFERENCE NO.	AMOUNT
Rent		£
Council Tax		£
Overpayment of Benefit		£
Sales Ledger		£

TOTAL DEDUCTION £**RESIDUAL BALANCE PAYABLE** £

Zero Debt Checked and Confirmed by _____ Date / /

Balance Offset Actioned by _____ Date / /

Paid into bank account? YES ☐Cheque posted/collected YES ☐Tenant contacted for collection Phone ☐ E-Mail ☐

Appointment made for collection of cheque Date _____

Cheque collected by: _____ (Print Name)

* ID verified by: _____ (Print Name)

Letter advising of deductions issued YES

*Two Forms of ID required these should be any of the following:

- Tenancy Agreement
- Driving Licence.
- Rent Card
- National Insurance Card
- Passport
- Bus Pass
- Utility Bill



Flytipping in Midlothian

Report by: Dr Mary Smith
Director Education, Communities & Economy

1.0 Purpose of Report

This report is to inform Cabinet of the enforcement powers available regards flytipping under the Environmental Protection Act 1990 (as amended) and to advise on the measures that are available to a variety of agencies including Midlothian Council, Police Scotland and Scottish Environment Protection Agency (SEPA) under that Act.

2.0 Background

2.1 Fly-tipping is the illegal dumping of waste and can vary significantly in quantity from a single bag of household waste to tonnes of construction and demolition waste, tyres etc. It is a serious criminal offence under the Environmental Protection Act 1990 (EPA) which, upon conviction, carries a fine of up to £40,000 and/or imprisonment.

Section 33 of The EPA, as applies in Scotland, states that a person shall not:

- (a) deposit controlled waste, or knowingly cause, or knowingly permit controlled waste to be deposited in or on any land unless a waste management licence, authorising the deposit, is in place and the deposit is in accordance with the licence;
- (b) treat, keep or dispose of controlled waste, or knowingly cause or knowingly permit controlled waste to be treated, kept or disposed of—
 - (i) in or on any land, or
 - (ii) by means of any mobile plant,
 except under and in accordance with a waste management licence;
- (c) treat, keep or dispose of controlled waste in a manner likely to cause pollution of the environment or harm to human health.

2.2 Where an individual is identified as having caused, or permitted flytipping to occur, Section 33A of the EPA1990 states that the following persons may take enforcement action and issue fixed penalty notices;

- an authorised officer of the local authority in the area of that authority
- a police constable
- an authorised officer of a waste regulation authority i.e., SEPA

- 2.3** A fixed penalty notice for flytipping, offers the opportunity to the recipient of discharging any liability to conviction for the offence, by payment of a monetary penalty of £200. The recipient of a fixed penalty notice has 14 days in which to pay the fine. The legislation also allows for fines up to £40,000 and / or imprisonment for a period up to six months upon summary conviction.

The Regulatory Reform (Scotland) Act 2014 gives SEPA the power to issue fines of between £500 and £40,000 in relation to environmental crimes without having to take offenders to court. SEPA also has powers to accept 'enforcement undertakings' in a wider range of circumstances, giving environmental offenders the opportunity to make an offer to correct their behaviour and make amends.

3.0 Current Enforcement Position

- 3.1** Fly-tipping is unsightly and can pose a significant threat to people, wildlife, the environment and the local economy and undermines legitimate waste businesses where unscrupulous operators undercut those operating within the law. Midlothian Council regularly receives reports of flytipping from a variety of sources including directly from members of the public and via the Dumb Dumpers hotline etc.
- 3.2** Fly-tipping costs significant sums of money to clear up every year and the Council actively investigates reported instances of fly-tipping on public ground to seek to establish evidence of who dumped the waste and / or who it originally belonged to, and then take appropriate action. The local authority deal with most cases of fly tipping on public land, whilst SEPA will investigate and enforce against larger, more serious and organised illegal waste crimes.
- 3.3** Environmental Health work closely with Waste Management services. Many incidents of flytipping involve materials where there is no opportunity to find any evidence of the perpetrator e.g., tyres, rubble, house building materials or garden waste and these are removed from public land at the earliest opportunity. Environmental Health focus on those events where it may be possible to detect evidence regards the perpetrator / source and investigate 100% of those cases.

In some instances there may be limited evidence identified, e.g., a single incidence of a name or address, and whilst this provides some indication of the potential perpetrator it offers limited opportunity for successful enforcement.

Information on the numbers of cases investigated are given in Table 1 below.

Table 1: Flytipping cases reported to Midlothian Council

Period	Cases reported to the LA	Cases investigated by Env. Health	Enforcement Action
2016	447 (March to December)	289 [full year]	16 fixed penalties 29 warning letters
2017	651	195	8 fixed penalties 24 warning letters
2018	503	94	8 fixed penalties 18 warning letters
2019 (up to 15.08.09)	381	56	5 fixed penalties 7 warning letters

Incidents may be dealt with in a variety of ways including, where there is sufficient evidence to identify the perpetrator:

- requiring the individual(s) to collect and remove the flytipped material and deliver it to a civic amenity site; thereby providing an opportunity for education, and removing the direct cost to the Local Authority of clearance
- by issue of a £200 fixed penalty notice (FPN), or
- in more serious cases referral to the Crown Office Procurator Fiscal Service with a view to prosecution.

The Local Authority has a responsibility to undertake the removal of flytipped material from public ground.

3.4 In terms of flytipping on private ground;

- rubbish deposited on private property becomes the responsibility of the land owner to ensure it is removed.
- landowners / occupiers that remove waste (including waste dumped illegally by a third party) from their property to another's land, unless that land has a waste management licence, authorising the depositing of such waste, are committing the offence of flytipping in terms of Section 33 of the Act.
- Section 59 of the EPA provides the waste regulation authority, (SEPA) or the waste collection authority, (the Council) powers to serve notice and require the occupier, or in certain circumstances the owner of land on which flytipping has taken place to remove the waste from the land and/ or take steps to eliminate or reduce the consequences of the waste. In such circumstances the landowner / occupier has the right of appeal and the court shall quash a notice if satisfied that the appellant neither deposited, nor knowingly caused, nor knowingly permitted the deposit of the waste.

4. Moving forward

- ### 4.1
- The reported incidents of flytipping in Midlothian remain at a significant level. The Council's Environmental Health Service has limited resources to address this.

Currently the Council is developing a programme with regards to flytipping that will seek to reinforce and inform Midlothian residents and visitors that flytipping in Midlothian is unacceptable and that all possible steps will be taken to identify and deal with offenders. Information includes:

- i) enforcement action will be taken where there is sufficient evidence,
- ii) the need for householders to ensure that anyone engaged to remove waste is a licensed carrier and that full company details and a written receipt are obtained,
- iii) the fact that deposited waste which can be traced back to an individual will be held as their responsibility unless they can provide full evidence of who they transferred this waste to,
- iv) the erection and / or replacement of signage at identified problem hot spots,
- v) investigation of the wider use of CCTV in hot spots to deter and subsequently identify and prosecute perpetrators,
- vi) the solutions for waste disposal that exist in Midlothian; civic amenity sites / bulky uplifts,
- vii) informing the public, regards how to report witnessed incidents of flytipping,
- viii) seeking to identify any underlying causes of increased dumping and thereafter put any available steps in place to mitigate illegal behaviour, and
- ix) ensuring landowners and occupiers are aware of their legal responsibilities.

Co-operation from all relevant agencies including Police Scotland and the Crown Office Procurator Fiscal Service (COPFS) with a view to securing and thereafter publicising prosecution cases will be critical to success. Engagement has taken place with Police Scotland to strengthen our joint working and maximise our limited resources. Engagement with COPFS is ongoing in relation to two potential enforcement cases.

5.0 Report Implications

5.1 Resource

Within Midlothian Council the primary enforcement responsibility for flytipping offences rests with Environmental Health.

Where flytipping contains or may contain evidence leading to the identification of suspects the investigation of flytipping is principally undertaken by the Environmental Wardens although all officers within Environmental Health are authorised for all enforcement tasks where qualifications, training and competencies allow.

The Council's approved financial strategy resulted in a reduction in Environmental Health's field inspection capacity of almost 35%. This coupled with the fact that Midlothian Council is the fastest growing local authority area and the significant increase in reports of out of control dogs leaves limited Environmental Warden resources to devote to flytipping cases.

5.2 Risk

It is recognised that the presence of flytipping has the potential to attract additional flytipping and there is a risk that if locations are not addressed promptly the situation will deteriorate.

5.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

- Community safety
- Getting it right for every Midlothian child
- Improving opportunities in Midlothian
- Sustainable growth

5.4 Key Priorities within the Single Midlothian Plan

The management of flytipping across the Midlothian area will contribute to the principal aim "Midlothian - a great place to grow".

5.5 Impact on Performance and Outcomes

Performance criteria will require to be reviewed in accordance with the flytipping campaign, criteria to continue to include:

- investigation / assessment of 100% of reported cases of flytipping on public ground
- removal of flytipping and proper disposal of material from public land with an agreed timescale.

5.6 Adopting a Preventative Approach

As indicated above the Council are currently developing a campaign with the aim of reducing fly-tipping through information and enforcement and will adopt measurement criteria to assess the success.

5.7 Involving Communities and Other Stakeholders

Community Councils and other organisations will be kept informed.

5.8 Ensuring Equalities

An EqIA has not been completed for the report but will be conducted as part of the above mentioned review of flytipping management and enforcement.

5.9 Supporting Sustainable Development

A reduction in flytipping would significantly contribute to ensuring the wellbeing and quality of life for people in Midlothian whilst improving the natural and built environment. It would also assist legitimate waste businesses to thrive.

5.10 IT Issues

There are no identified IT issues arising from this report.

6. Recommendations

Cabinet is recommended to;

- i) note the legislative powers available to Midlothian Council, Police Scotland and SEPA regards flytipping, and
- ii) note the current programme to reduce the impact of flytipping, and ensure limited resources are effectively used to target the most serious cases.

Date: 15 August, 2019

Report Contact:

Edel Ryan

Environmental Health Manager

0131 271 3742

edel.ryan@midlothian.gov.uk

Adult Social Care Performance Report Quarter One 2019/20

Item 5.11

Midlothian



Progress in delivery of strategic outcomes

"People in Midlothian will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time."

The Adult Health and Social Care service continues to undergo redesign as required by the Integration agenda. The 2016-19 Strategy and Delivery Plan outlined a major programme of service changes designed to promote prevention and recovery. Service priorities for the year included reducing avoidable admissions and unnecessary delays in acute hospitals; supporting people with long term conditions and dementia; reshaping substance misuse services; and promoting wellbeing and recovery. The enablers to achieve this included improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Learning Disability care packages.

1. Integration

Midlothian Health & Social Care Partnership is progressing work to implement the ambitions of the Strategic Plan. Local Planning Groups have prepared or are preparing their action plans in line with the Partnership values: prevention, recovery, co-ordinated care, supporting the person not just focussing on the condition. Working with colleagues at the Royal Infirmary there is work underway to investigate how we support people in their community to avoid an unnecessary hospital admission. Services such as Discharge to Assess are already demonstrating great achievements.

2. Inequalities

Tackling inequalities and ensuring a human rights focus on service delivery continues to be important to the delivery of the Midlothian H&SCP Strategic Plan. The Partnership has agreed that all planning groups and service area plans should reflect the Health & Social Care Standards ('My support, my life') published in 2018.

The new Standards set out what people should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and basic human rights are upheld. Care Inspectorate and Healthcare Improvement Scotland processes now relate to the Standards.

3. Criminal Justice

The Criminal Justice team moved into the new Number 11 recovery hub in June 2019. The Substance Misuse team has also moved into Number 11. A number of 'gatherings' have taken place to allow staff to get to know each other and begin thinking about how to work together to improve outcomes for individuals using services in the building. The Joint Mental Health Team have not yet moved into the building due to IT issues. It is hoped that they will have moved in by the end of August.

A successful Community Justice Consultation event took place in May and June. 450 responses were received from people who live and work in Midlothian. The results have been analysed by Laura Wahlberg, Community Justice Analyst, and a report is now available. This gives us excellent information on which to base decisions and will feed into the Community Justice Annual Report, due to be submitted to Community Justice Scotland at the end of September and the revised three year Community Justice Outcome Improvement Plan, due at the end of March 2020.

The Midlothian Safer Families service, that involves engagement with fathers who have been domestically abusive, continues to slowly expand, with two assessments currently being carried out and one man going through the programme.

Spring continues to flourish, within the confines of being a one day a week service. As usual there is a suspension of Spring during the summer holidays and it will recommence in August.

The Community Justice Coordinator is supporting a group of voluntary sector staff who will be based in Number 11 to become a team who will meet to allocate work and share ideas and resources. The workers in the team are employed by Health in Mind, MELD, Change, Grow, Live and NHS Lothian (CHIT).

4. Substance Misuse

No11 [our new Recovery Hub] was opened in June 2019. The Substance Misuse Team and some Criminal Justice staff are already operating from this resource. The plan is to phase-in staff from Mental Health and the 3rd Sector in the coming weeks. MELDAP continues to lead work in developing responses to changing drug trends. Quarter one of 2019/20 saw the publication of a leaflet regarding powdered Ecstasy ["Mandy"] that has been specifically been developed for young people. The Lothian Wide Workshop in relation to emerging drug trends is taking place on 2nd of August. The "drop in" clinic to offer patients who find keeping appointments challenging continues to be a success. This is a partnership with Nurses, Peers and Social Work. The aim is to keep more the chaotic population engaged and reduce unused appointments. This has ensured that currently no-one is waiting for access to the SMS Service. The service has been highlighted as good practice on STV and in the Guardian newspaper. A Health Needs Assessment is also underway to make recommendations for future use of our treatment and support provision.

5. Technology

Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We continue to proactively engage with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add. Last quarter we completed the Scottish Government's national digital maturity assessment on behalf of the H&SCP from the Council's perspective (NHS Lothian undertook their own assessment). Our business intelligence and analytics project to deliver an integrated operational resilience dashboard continues to progress well, if somewhat slower than desired. We are undertaking the necessary and important data privacy impact assessment with the council and NHS and seeking support from Digital Services and Lothian Analytic Services respectively as we seek to automate (and ultimately virtualize) data supply. The H&SCP was successful in our application for Scottish Government TEC funding securing ~£200k/annum for two (and possibly three) years – we have partnered with the Digital Health & Care Institute and the project was officially launched in June.

6. Learning Disabilities

Work is progressing to further develop community based services for people with Learning Disability and complex needs. A key aspect of this is the appointment of a Positive Behavioural Support Practitioner who is now engaging with key partners in progressing the recommendations of our Positive Behavioural Support Strategy. There is a continuing focus on the development of Day Services. The Day Service Redesign programme in Midlothian is already well advanced, but several areas including a review of our community based day services will commence in the autumn. The new service for younger people, based in Gorebridge, has now been operating for a year and will also be reviewed during August. We are now developing a specification for, and will shortly build, further housing for people with Learning Disability, Autism and Complex Needs as part of our Phase 3 Housing Programme.

7. Self Directed Support

Implementation plan being revised to align with the Scottish Government Self-Directed Support Implementation Plan for 2019 – 2021 and to take into account the recommendation in the Thematic Review of Self-Directed Support in Scotland undertaken by the Care Inspectorate.

8. Older People

Older people's services in Midlothian continue to provide a range of services and supports with the primary focus to enable individuals to live at home for as long as possible with a safe and supported approach while promoting positive outcomes. Care at home services is the largest challenge to continually increase the number of hours required each week due to increasing demand. Midlothian provide an additional 1000 hours of care per week compared to figures in 2017. However more hours are needed. A range of work is underway to explore a range of opportunities to meet this increase which is supported by a new highly experienced care at home manager. We have seen an improvement in the grades of care homes across Midlothian which is very positive and this too is supported by a dedicated care home support team where additional funding has been invested to enhance the multi-disciplinary team.

There are a number of service developments including new builds of extra care housing facilities in Gorebridge and Dalkeith which aim to come on stream in spring 2020. Day care and voluntary sector organisations that provide a range of services and supports to keep people connected in their communities and reduce the risk of isolation have demonstrated a huge commitment to work in partnership with each other always seeking to support individuals living at home. Plans for the re-provisioning of Highbank Intermediate care facility are progressing well with tentative designs drawn up. Community nursing has had some staffing challenges however these are now settled with a full complement in the team. Delayed discharge figures have seen a significant improvement in the first quarter and it is hoped this continues to be managed effectively.

9. Adults with Long Term Conditions, Disability and Impairment

Work has commenced to develop a 1 year action plan to take forward actions within the strategies plan and issues identified at the disabled people's assembly. Ongoing activity related to sensory impairment (hearing aid clinics and sensory champions).

Challenges and Risks

Funding pressures

There is a continuing requirement to deliver a balanced budget by achieving major efficiencies despite the growing demand, particularly those with complex needs.

Capacity and Quality of Services

Increasing demand on Care at Home services continues to be a major challenge to deliver the care and support needed. This is heavily impacting on assisting hospital discharges and supporting people at home in the community who require increased care and support. This is supporting a shift in the balance of care, and keeping people safely at home for as long as is safely possible. The Care at Home team are developing a vision for the future, as well as considering appropriate structures for the teams moving forward.

Absence Management

Increasing levels of absence in service creates challenges for delivering effective and efficient service delivery. Work is targeted at teams with greater absence levels to maximise attendance and promote health and wellbeing in staff teams. Absence management monitoring is underway at local team and Head of service level, working with colleague from HR. Managers are actively supporting individuals through the Absence management process where required. A locum bank is being proposed to support carer absence in Newbyres Care Home and Highbank intermediate care facility, similar to the one already operational within Care at Home. This will aim to minimise agency use/spend where safe and possible.

Suggested changes to priorities in Service Plan

Q1 19/20: No changes

Adult Social Care



Successes and Challenges

Corporate Performance Indicators (latest)

3 10 0 6

Corporate PIs Off Target as at 31st July 2019

PIs 3

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

Average time in working days to respond to complaints at stage 1

Percentage of complaints at stage 1 complete within 5 working days

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

Service Plan Actions (latest)

1 30 0

Service Plan Actions Off Target as at 31st July 2019

Actions 1

Support the development of improved informatics for MERRIT

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

Service Plan PIs (latest)

0 2 2 26

Service Plan PIs Off Target as at 31st July 2019

PIs 0

No Off Target PIs

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

Service Risks (latest)

11

High Risks as at 31st July 2019

Risks 2

9 Risks at Medium and 2 are high

Capacity of voluntary and private sector to meet Council's requirements in relation to quality and cost of services

Meeting growing demands with constrained /reduced budgets, especially from external funders

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

Children's Services

Performance Report Quarter One 2019/20

Item 5.12

Midlothian



Progress in delivery of strategic outcomes

'Our vision is to improve families' lives by giving them the support they need, when they need it'

Children's Services have shown improvement throughout 2018/19 and it is our intention to improve on this. Inspection reports and performance data evidence improvement in many areas of work which in turn is improving the outcomes for most of our children and young people within Midlothian.

Permanence and Care Excellence Programme (PACE):

Scottish Government and the Centre of Excellence for Looked After Children view the level of change and improvement for Midlothian's most vulnerable children as a great achievement and have requested that we continue to be part of the PACE programme; and continue to share our learning with other Councils. We have already identified 4 further aims, which are being taken forward as separate work streams. Interestingly, the number of children in PACE has increased although whether this is due to sibling groups or other factors is still to be determined. The outcomes from this programme will not be fully realised for a few years, when we can then determine if the decisions we made were sustained and improved the outcomes for children, young people and their families.

Mental Health:

We have now completed the 100-day challenge where in partnership with Nesta and Healthcare Improvement, Scotland's Improvement Hub they supported Midlothian to catalyse their efforts to test ideas to improve the mental health and wellbeing of children and young people. The challenge involved 19 organisations including Midlothian Council staff, NHS Lothian, 3 schools and colleges, 11 voluntary sector and community groups, Police Scotland and Skills Development Scotland. This included 42 team members and 21 local leaders including elected members but more importantly it also involved 175 children, young people and their families. The final report identified recommendations, evidence and requests to the leadership group around the sustainability of continuing the learning from the tests of change and empowering staff to continue to identify further tests of change to test out new ideas.

Participation:

The Champions board continue to be a big success and recently held a successful care experienced event in Newtongrange, which seen 84 young people and 95 parents/carers/staff in attendance.

Child Protection:

During Q1 reporting we had 42 children (25 families) on our child protection register which equates to 2.4 per 1000 of the population compared with the national rate of 2.9. This figure has decreased from the last quarter and is below the national average. Nationally there has been a 3% increase in the number of child protection registrations from 2017, however within Midlothian there has been 25% decrease since 2017.

The implementation of the Safe and Together model continues with training of all staff being rolled out.

Looked after away from Home:

There are 154 children and young people looked after away from home both in and out-with Midlothian. This number is higher than the previous quarter (139 children & young people). The current rate per 1,000 of young people looked after in Midlothian is 7.7 which remains well below the national of 10.6. Nationally there has been a 1% decrease from 2017 to 2018 in the number of children and young people looked after away from home, within Midlothian there has been a 2% decrease.

Looked after at home:

There are 61 children and young people looked after at home. This is a reduction of 20 children from Q4 which a high percentage can be attributed to being reviewed and the development of a plan which no longer requires them to be on Compulsory Supervision Order at home. They have all been reviewed by the Interim Independent reviewing officer. The current rate per 1,000 of young people looked after at home in Midlothian is 3.1 which is lower than the national rate of 3.7. Nationally there has been a significant reduction of children looked after at home (26% reduction from 2008 - 2018) Within Midlothian this number has also decreased by 26%.

After August 2019, we will no longer have a dedicated reviewing officer for LAC at home. Instead, this work will be absorbed by the existing 2 FTE Independent Reviewing Officers posts.

Scottish Child Abuse Inquiry:

The team continues to work hard to ensure that we continue to meet deadlines with our submissions. To date we have had 21 Section 21 requests.

Whole Systems Funding:

We have secured funding from Scottish Government to strengthen our existing early intervention approach to youth offending with a focus on training. The funding will also be used to continue to develop supports and interventions.

Young Carers Service:

Following the decommissioning of Children1st, we are in the process of developing an internal young carer's service in partnership with a number of 3rd Sector providers across the Local Authority.

LAAC Educational Attainment Funding:

We have secured LAC educational funding for another year. This funding will be used to recruit a part time Educational Physiologist with a remit for all looked after children. We are also in the process of recruiting support workers to focus on the LAC at home with a view to increasing attainment. The number of people looked after at home in Midlothian is 3.1 which is lower than the national rate of 3.7. Nationally there has been a significant reduction of children looked after at home (26% reduction from 2008 - 2018) Within Midlothian this number has also decreased by 26%

Challenges and Risks

Young People with complex Needs:

Children's Services budget continues to remain a significant and ongoing challenge. This is as a result of several factors, such as secure care, young people who require a high level of specialised care and who have severe and complex needs and those young people who are 16+ and require somewhere to live. These 3 work streams are complex and difficult to plan for and all of them require significant amounts of funding.

Young people with severe and complex needs often come into care around 14/15 years of age when their parents despite their best intentions can no longer offer them adequate care due to their increased needs. To date we have opened two additional houses to accommodate 5 young people who cannot live independently and shall require ongoing support. We have commissioned two different agencies to provide their package of care and support. As a result of continuing care legislation this means that the 5 young people will have the right to reside in these houses until the age of 21.

Young People in Secure Care:

We currently have one young person in secure care.

Residential Care Homes:

We have our two residential houses in Woodburn and Lady Brae at Gorebridge. We continue to develop our continuing Care policy in line with the duties of the 2014 Act. Trying to accommodate 16-21 year old young people in both residential care and foster care is proving to be an ongoing challenge. As stated previously the impact on resources in terms of meeting the needs of younger children who require to be accommodated whilst making sure our young people are 'staying put' continues to pose a professional dilemma.

Continuing Care: The challenges of Continuing Care are significant and we are liaising with our own housing department, other local authorities and Scottish Government to identify a model that supports young people who are 16+ however as a result of their chaotic lifestyles are unable to continue residing with their foster carer, in their residential house or in homeless accommodation. Whilst legislation through the 2014 Act promotes continuing care the reality is very different. We are looking at various different models.

Suggested changes to priorities in Service Plan

Q1 19/20: No Changes

Children Services

Successes and Challenges

Midlothian 

Corporate Performance Indicators (latest)

● 2 ✓ 11 ? 0 📊 6

Corporate PIs Off Target as at 31st July 2019

PIs ● 2

Percentage of complaints at stage 2 complete within 20 working days

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

Service Plan Actions (latest)

▲ 0 ✓ 7 ? 0

Service Plan Actions Off Target as at 31st July 2019

Actions ▲ 0

No Off Target Actions

Service Plan PIs (latest)

● 1 ✓ 3 ? 1 📊 6

Service Plan PIs Off Target as at 31st July 2019

PIs ● 1

Measure the increase in number of care experienced young people going to college/university/employment

Service Risks (latest)

▲ 3

High Risks as at 31st July 2019

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

Customer and Housing Services Performance Report Quarter One 2019/20

Item 5.13

Midlothian



Progress in delivery of strategic outcomes

The pace and scale of change is accelerating with new legislation driving better integrated local services and collaboration to determine priorities at the most local level. Working together as a whole Council approach in a collective vision for our area and communities in Midlothian is built on shared understanding of local needs, circumstances and opportunities. Customer and Housing Services are driven by a consistent focus on performance and outcomes for our residents to apply effective support, challenge and scrutiny in monitoring our progress towards the objectives of the Single Midlothian Plan.

Access to Affordable Housing

Midlothian Council has been consulting with all tenants, housing list applicants and other key stakeholders on changes to the Housing Allocation Policy. A report on the consultation will be considered by elected members later in the year in order that the Policy continues to meet housing need and makes the best use of available housing.

Midlothian Council's Strategic Housing Investment Plan was approved during 2018. This sets out strategic investment priorities for affordable housing over a 5-year period. The Council continues to identify future sites for development as part of the programme of 1,000 new council homes being developed.

In Q1 the Council was able to hand the keys to new tenants in Danderhall, with 23 homes built by Miller Homes. These are the first council homes to be built as part of the plans for Shawfair in Midlothian.

Customer Services

An upgrade of telephony and the introduction of a Queuebuster call back solution will assist in periods of high demand. Libraries continue to see an increase in physical services especially in hub facilities at Loanhead and Newbattle coupled with an increase in usage of online services with the introduction of a new online newspaper and magazine service. A funding bid to the Scottish Library and Information Council (SLIC) School Library Improvement Fund for a bibliotherapist to work in both Lasswade and Newbattle joint public and school libraries has been successful. The aim of the project is to work with vulnerable young people using words and creative expression to increase their confidence. The ECALM (Every Child a Library Member) project has launched working closely with Registrar services to join every new baby registered within the authority.

Challenges and Risks

Homelessness

Demand on Homelessness Services continues to present a significant challenge with regard to the strategic objective of moving away fully from the use of bed and breakfast accommodation. In part, this is related to the significant shortage in the supply of affordable housing in Midlothian and the result is a significant length of time for many households spent in temporary accommodation. To address this, additional investment in temporary accommodation is being made in addition to investment in new affordable housing.

In order to develop actions relating to the Rapid Rehousing Transition Plan a Housing Options Development Officer is being recruited to develop further accommodation options and implement homeless prevention activities.

There is also the need to consider how best to accommodate homeless individuals who have complex needs. During 2019/20 the housing service will be developing its approach to providing 'housing first' to some individuals who need intensive housing support in order that they are able to sustain their tenancy.

Welfare Reform

The additional pressures presented by Welfare Reform are monitored in relation to income disruption to housing rent payments and Council Tax Reduction scheme, evident in increased arrears. The impact in Year 2 of Universal Credit Full Service in Midlothian, has demonstrated that although there continues to be an impact on rent arrears, the impact has been reduced which is likely to have been as a result of temporary accommodation reverting back to Housing Benefit and a reduction in the pace of new claimants applying to Universal Credit.

The Department for Work and Pensions have previously stated that up to 10,000 claimants would be moved to Universal Credit commencing with a pilot scheme to start in Harrogate on 24 July 2019. The process of moving people from the old system to the new system is known as 'managed migration'. All those in Harrogate moving to

Universal Credit will be personally supported by Jobcentre Plus staff to ensure they get the best possible service. The goal of the pilot is to learn as much as possible about how to help people to move onto Universal Credit. DWP have stated that they will increase numbers as slowly and gradually as necessary, expanding to further locations as required.

Whilst there is migration of housing costs entitlement to Universal Credit, the accurate and secure administration of Housing Benefit remains with Midlothian Council Revenues Services as required service provision for citizens across Midlothian. Audit Scotland published a Performance Audit report in May 2019 on the Council's Housing Benefit Service, which incorporated an agreed action plan to address the risks identified. Audit Scotland concluded that the proposed actions, including the increased automation of Local Council Tax Reductions notifications from DWP, will make a positive contribution to the continuous improvement of the service.

The number of applications received to the Scottish Welfare Fund for crisis grants and community care grants continues to increase with 1,400 applications received in quarter 1 (compared to 1,031 applications in quarter 1 last year). Demand and budget expenditure will continue to be monitored and priorities updated, if required.

Digital Customer

The Online Payments and Services (OPAS) project solution was approved and governed by a Project Team with members from relevant services however it has not been able to progress at this time. Online transactions are increasing across Council services with the recent Garden Waste project seeing an increase in online web forms and a successful library online assisted project. A new CRM is vital to give us the technology needed to make a shift to deliver more transactions online.

Suggested changes to priorities in Service Plan

Q1 19/20: No changes

Customer and Housing Services



Successes and Challenges

Corporate Performance Indicators (latest)

7 6 0 6

Service Plan Actions (latest)

3 9 0

Service Plan PIs (latest)

8 0 0 14

Service Risks (latest)

5

Corporate PIs Off Target as at 31st July 2019

PIs 7

% of service priorities on target / completed, of the total number

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 escalated and complete within 20 working days

Performance against revenue budget

% of internal/external audit actions progressing on target

Service Plan Actions Off Target as at 31st July 2019

Actions 3

Prevent homelessness through the delivery of an education programme

Minimise re-let timescales for mainstream housing.

Minimise re-let timescales for temporary accommodation.

Service Plan PIs Off Target as at 31st July 2019

PIs 8

Re-let time permanent properties (days)

Average processing time for new claims (internally calculated)

Average processing time for change of circumstances claim (internally calculated)

Percentage of housing units provided for particular needs with existing and new build stock.

Number of school homeless prevention presentations undertaken

Re-let time temporary accommodation properties

In-year recovery of overpayments - % of all HB overpayments identified during the financial year

All recovery overpayments - as a % of all HB overpayment debt

High Risks as at 31st July 2019

Risks 0

5 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

Communities and Economy Performance Report Quarter One 2019/20

Item 5.14

Midlothian



Progress in delivery of strategic outcomes

The overarching aim of the Communities and Economy Service is to support, protect and develop communities in Midlothian through demonstrable improvements in their economic, physical and social environments and the report below highlights successes and achievements for Q1 2019/20.

Planning

Planning permission was granted for -

- 1) residential development of approximately 272 dwellings on land to the northwest of Roslin; and
- 2) the erection of a new primary school and community facilities at Danderhall

Environmental Health

CAFS Working Group convened and met in February 2019 with view to ensuring that Midlothian Council complies with its duties under Scottish Government's Clean Air for Scotland (CAFS).

Investigation work in three (related) fly tipping cases resulting in enforcement action. Joint work with the police in a separate case with enforcement action pending.

Trading Standards

Participation in the national 'Shut out Scammers' week in April. Joint patrols throughout Midlothian with the police, looking for rogue traders. Participation in two 'Roadshows' to re-enforce the dangers of scams and rogue trading with the public.

Economic Development

Town centre Capital Fund – open for expressions of interest. 28 EOIs received for projects with total cost over £5m. Midlothian allocation £910k

MBTAG: Successful appointment of digital marketing coordinator to work with businesses for 20month project.

Successful appointment of travel trade consultant who will offer expert advice and training to help businesses grow their international markets.

Midlothian Tourism Forum – Welcomes new Chair Karen Calvert, first female chair of the group since constitution was adopted in 2005.

Tyne Esk LEADER

- Hosted visit from Rural Development Organisation Committee (RDOC) committee. Desk Officer visited two Tyne Esk Farm Diversification projects and cited one as one of the best examples of this type of project she had seen.
- Presentation at Scottish Parliament Rural Policy Cross Party Group, on the future of the fund post-Brexit.
- Tyne Esk Past, Present and Future event hosted at National Mining Museum of Scotland, lobbying for continuation of fund post-Brexit. Event opened by Cabinet Secretary for the Rural Economy Fergus Ewing MSP who praised Tyne Esk and wider LEADER for buoying rural development in Scotland since inception.
- Extension to John Muir Way co-operation project approved by Tyne Esk LAG. Project awaiting approval from fellow LAG before starting in Aug 19. The £50k Tyne Esk money allocated to this project was extra allocation from SG.

Communities Team

This team has been reviewed as part of LLE/Communities Review. However despite the uncertainty the Communities Team has provided support to Community Councils, local communities and groups. The Welfare Rights Team comes under this service and has also been subject to review with the Welfare Rights Manager leaving in this quarter.

Welfare Rights

The Welfare Rights Team offer internal departments and external advice staff and volunteers on welfare rights issues, in particular, the new requirements of the Welfare Reform Act. The team provide phone advice to external organisations, referral pathways to support in complex cases and chair the bi monthly Welfare Rights Forum which brings together statutory agencies EG: DWP, Scottish Social Security, SWF with Midlothian advice services to resolve local issues. This quarter the team has achieved in excess of £1m payments to those most in need in our communities.

Challenges and Risks

For all services within Communities & Economy the main challenge is working to the budget restrictions and ensuring the service have the skills, expertise and capacity to carry out the functions of that service.

Trading Standards

The Trading Standards Manager announced he was to retire and that it would take effect from 31st July 2019. Thus the Trading Standards section, will from 1st August 2019, comprise only two officers. A sharing arrangement is to be considered with colleagues from the Borders, primarily in relation to line-management matters. This relatively critical situation will bring succession planning to the forefront for the Trading Standards service in Midlothian, given the age of the remaining officers and the matter of recruitment of another officer, at whatever level, will have to be a priority in the near to medium term. The ability to maintain an effective Trading Standards service in Midlothian, as it very much generally is, will undoubtedly be the main challenge for the service over the next few months.

Planning

- Responding to changes to the Planning System which will result from the Scottish Government approving a new Planning Bill in June 2019.
- Mitigating the Scottish Government's decision to reject the Strategic Development Plan (SESplan2) for the Southeast of Scotland which leaves Midlothian and the other Council's in the region without an up to date strategic development plan.
- Maintaining a frontline Planning Service with vacant posts, uncertainty over future budgets and increasing demands and expectations of the service.
- Meeting the increasing customer demand for services arising from the upturn in the housing market and the progression of the Midlothian Local Development Plan and the allocation of new development sites.

Environmental Health

The Public Health Team is having to re-prioritise work due to staffing cuts. Reactive work is continuing, however there are pressure in dealing with programming planned work, including licensing work and new legislative duties, including private water supply risk assessment work and increased private water supply sampling. There are also pressures in trying to absorb some of the duties previously undertaken by posts which have been cut elsewhere in the authority.

Retaining the robustness of the 'fit and proper person test' for landlord registration due to loss of input from the Community Safety Team in this process. Engagement is ongoing with Police Scotland to seek assistance in strengthening this process.

An increasing number of 'out of control' dog's reports (140 in 2018/19 up from 29 in 2012/13) is taking up a significant amount of the Environmental Wardens' time. Given the serious consequences that can occur if an out of control dog becomes a dangerous dog all reports are initially classified as high risk and 100% of reported cases are investigated, documented, and enforcement action determined.

A large amount of enforcement work is being undertaken in terms of issuing written warnings and Dog Control Notices, where appropriate, to try and prevent an escalation in the behaviour of these dogs. Where a statutory notice is served repeated monitoring for compliance must be conducted.

Economic Development

Staffing review within the team has led to uncertainty, the review should conclude in Q2 2019/20.

Suggested changes to priorities in Service Plan

Q1 19/20: No Changes

Communities and Economy

Midlothian 

Successes and Challenges

Corporate Performance Indicators (latest)

5 8 0 6

Corporate PIs Off Target as at 31st July 2019

PIs 5

Percentage of complaints at stage 2 complete within 20 working days

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

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

Average time in working days to respond to complaints at stage 2

% of internal/external audit actions progressing on target

Key
PIs

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

Service Plan Actions (latest)

2 24 0

Service Plan Actions Off Target as at 31st July 2019

Actions 2

Draft a corporate climate change action plan.

Deliver the Council's regulatory functions with respect to food hygiene and standards regulations

Key
Actions

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

Service Plan PIs (latest)

2 26 2 9

Service Plan PIs Off Target as at 31st July 2019

PIs 2

% of food businesses deemed 'broadly compliant' with the food safety legislation

Percentage of tobacco retailers visited annually.

Key
PIs

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

Service Risks (latest)

7

High Risks as at 31st July 2019

Risks 0

7 Risks at Medium and 0 Risks are high

Key
Risks

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

Education

Performance Report Quarter One 2019/20

Item 5.15
Midlothian 

Progress in delivery of strategic outcomes

Q1 19/20: Ensuring Excellence and Equity for All Learners

The 2019/20 Education Service plan sets out to combine the indicators and actions of the NIF (National Improvement Framework). The NIF plan has been developed in line with the Single Midlothian Plan; the GIRFEC (Children's services plan 2017-2020) and the Education Service Plan (2019-20) and the South East Regional Collaborative (SEIC) Plan.

In August 2017, the following key requirements as outlined in the Education (Scotland) Act 2016 came into force: pupils experiencing inequalities of outcome; National Improvement Framework; Planning and Reporting. This National Improvement Plan for the Education Service provides a detailed narrative on the actions which were previously outlined in the Education service plan which was published in March 2018.

These duties related to the NIF in particular on education authority duties which are designed to enhance equity and support improvement within schools and across education authorities as provided for in the following statutory provisions. Therefore our priorities for 2019-20 to achieve our commitment to build achieving a World-Class Education Service, our self-evaluation processes have identified clear priorities for continued improvement. We have now transformed these priorities into clear plans of action, and agreed three main priorities areas for the 2019/20 are in line with the NIF. The four priorities going forward are:

- Improvement in attainment, particularly literacy and numeracy
- Closing the attainment gap between most and least disadvantaged children
- Improvement in children and young people's health and wellbeing
- Improvement in employability skills and sustained positive school leave destinations for all young people

Summary of successes:

Priority 1 Improvement in attainment, particularly literacy and numeracy

Whilst the achievement of CfE level data for schools is still being dealt with as experimental by the Scottish Government, we have improved our performance across the majority (10 out of 16) of the literacy and numeracy measures from 2017/18 to 2018/19 at stages P1, P4, P7 and S3. We are above the national average in 12 out of 16 measures

Curriculum for Excellence Achievement of a Level Data

ALL	P1			P4			P7			S3		
	17/18	18/19	N	17/18	18/19	N	17/18	18/19	N	17/18	18/19	Nat
L&T	93%	90%	87%	85%	89%	85%	84%	84%	84%	85%	91%	91%
Numeracy	87%	83%	85%	79%	79%	76%	75%	78%	75%	88%	89%	89%
Reading	87%	82%	81%	79%	74%	77%	79%	70%	79%	85%	88%	90%
Writing	84%	84%	78%	76%	77%	72%	76%	72%	73%	82%	90%	89%

The table above shows the % of pupils achieving the appropriate level for each literacy and numeracy measure in 2017/18, 2018/19 then against the national average from last session. The cells shaded green represent matched or an increase in the percentage reaching the appropriate level for their stage P1, P4, P7 or S3. In most measures there has been an improvement. The red shaded cells represent a drop from the previous year's figure and indicate areas for further analysis. However, these are based on teacher judgments and we will be able to compare to the standardised results (SNSA) when these are finalised and published.

The national averages for each measure at P1, P4, P7 and S3 for 2018 are not yet available but the national average for each measure in 2017/18 is added in the far right hand column for comparison. To summarise:

- At P1 stage (Early Years level CfE) only Writing maintained the same level of attainment from 2017/18 to 2018/19. Attainment is above the national average in all measures. This is due to an increased focus in this area by schools at early level.
- At P4 stage attainment has risen in all measures except Reading which has decreased by 3%. Attainment is above the national average in all measures except Reading where it is 3% below.

- At P7 stage attainment has risen in Numeracy, stayed the same in Listening and Talking and has decreased in Reading and Writing. Attainment is above the national average in Numeracy and Listening and Talking, but below in Reading and Writing.
- At S3 results were higher for all measures at SIMD bands 1-2 and 3-8 but at SIMD band 9-10 results were static with no statistically significant increase over the two year period. Attainment is above the national average in all measures except Reading where it is 2% below. S3 is a lead into SQA and therefore the work at this stage tends to move towards National level work which may account for this.

Priority 2 Closing the attainment gap between most and least disadvantaged children

A range of stakeholders were consulted about the use of PEF in schools. Use of this funding in Midlothian has supported schools to enhance teaching, support and specialist staffing and apply a range of interventions to support learners to attain and achieve, with most schools using it specifically to raise attainment and increase participation, leading to wider achievement. Schools have also developed shared use of PEF, for example Newbattle schools have top sliced their resources to fund staff to support schools and children across the whole area.

Curriculum for Excellence Data for Learners in Receipt of Free School Meals

FSM	P1		P4		P7		S3	
	18/19	3yr trend	18/19	3yr trend	18/19	3yr trend	18/19	3yr trend
L&T	76%	1.74	78%	13.90	66%	7.59	76%	4.26
Numeracy	66%	4.25	60%	2.22	53%	8.45	74%	-0.72
Reading	62%	3.44	61%	2.86	57%	4.53	74%	3.47
Writing	60%	7.06	55%	8.55	45%	7.30	70%	4.71

- The above table reflects the progress across three years in the attainment of learners in receipt of free school meals.
- The three year trend data for FSM learners shows an increase in CfE attainment except S3 Numeracy which has a decrease of -0.72%. This means that we continue to close the poverty related attainment gap.

Early Learning and Childcare and Family Learning

More than 2,000 three and four year old children in Midlothian received high quality early learning and childcare (ELC) provided by our growing team of committed early years staff.

Our vision sets out a quality universal provision and a family learning approach of high quality, multi-agency, child-centred provisions, tailored and responsive to the needs of the communities in which they sit. The vision brings together the expertise of early learning and childcare professionals, detailed knowledge of our communities and the priorities of our Community Planning Partnership (CPP) of prevention, early intervention and community capacity building. We have revisited our ELC values with our new team in light of expansion in early learning and childcare to 1140 hours by 2020.

Good Time to Be 2

An ongoing campaign to raise awareness about the opportunity for 2 year old places in ELC continues to ensure we have families who take up this offer. NAMS (Nursery Administration Management System) shows that 62% of eligible children have benefited from AGTTB2 funding this session.

Expansion

By 2020 all Midlothian Early Learning and Childcare settings will be providing 1140 hours flexibly to meet families' needs, to a high quality, fully accessible and affordable.

The council has now completed the fourth phase of piloting expanded hours places and by the end of the quarter, 561 children have taken up an 1140 place (19% of the total number of places taken up in Midlothian). The Council is on track to achieve 40% of 1140 hour places being delivered in August 2019 which is in line with Scottish Government expectations. To meet the increase in the number of staff required to deliver the entitlement in 2020. In session 19-20 almost all settings will offer pilot expanded places.

Planning for the early learning and childcare (ELC) expansion to 1140 hours per year is embedded within the Learning Estate Strategy to ensure a joined-up approach and enable maximum efficiency, as well as aligning short term plans with long term strategy. To support ELC providers in the private and voluntary sectors to expand their capacities in readiness for the 2020 entitlement, £1.5 million has been made available through our funded provider's capital grant scheme. Preparations are ongoing for the first two council outdoor ELC settings with the first to be opened in Vogrie Country Park later in 2019.

Priority 3 Improvement in children and young people's health and wellbeing

Exclusions

By the end of June Primary Exclusions 2019 stood at 117 exclusion incidents. Secondary Exclusions stood at 248 exclusion incidents. At this point this is an overall 10% reduction across Primary and Secondary compared to the same time last year. Secondary schools reduction at over 12 % with compared to last year. The table below outlines the 3 years trend for both exclusions and attendance

School Type	% Attendance 18/19 so far	Exclusions per 1,000 18/19	Attendance as at last year 17/18	Exclusions per 1,000 17/18	Attendance as at 2 yrs ago 16/17	Exclusions per 1,000 16/17
Primary	94.46	6.4	94.32	6.57	94.74	9.72
Secondary	89.92	25.4	89.84	37.75	90.10	38.01

There is a continued trend of reducing school exclusions in Midlothian. An evaluation and review of the Inclusion and Wellbeing Service to support all schools was conducted with subsequent recommendations put into place where possible in the interim in this academic year. This in conjunction with new government legislation has aided schools in reducing exclusions along with Midlothian Council focussed training, support and new documents rolled out across the authority and CIRCLE document to support inclusion. Secondary Schools have made great strides in reducing exclusions this academic year. LAC exclusions continue to be a focus for scrutiny with a reduction overall in this area.

In session 19/20 each Secondary School will receive further support and challenge around reducing these numbers further. This along with the full implementation of the recommendations of the inclusion and wellbeing service review will ensure continued progress.

Attendance

Attendance rates in 2018/19 for Primary were similar to last session but slightly down on the previous three years 2013-2015. Secondary school attendance has been lower for the last two sessions, dropping 3% since 2012. Attendance continues to be a focus for improvement with work focussing on developing with schools and Children Services an attendance strategy that is reactive to our analysis of the key factors affecting pupil attendance in the wide ranging contexts within Midlothian.

A strategy for improving attendance has been launched by the Principal Educational Psychologist as the lead officer. Universal and targeted approaches to improving school attendance have been planned beginning with an audit of what attendance and mental health initiatives are already in place within schools in Midlothian. Training to secondary DHTs on SEEMIS has been delivered, regular data on trends is provided to schools where requested, and common themes within primary schools where there has been improved attendance over the past four years have been identified. A professional learning event is planned to bring together Education staff and partners to look at practical ways to improve attendance, share good practice and highlight success in this area. Joint work between the Educational Psychology Service and Children and Families is underway to explore case studies of children who are looked after at home and their school attendance. The result of this work is that the attendance policy is being more consistently followed.

An attendance strategy and scrutiny group has been established and lead by the Principal Educational Psychologist. A well-established Secondary DHT Pupil support network also work with senior staff to address attendance and exclusion issues. A focus on 0% attendance following every holiday to ensure there are no Children missing from Education.

Mental Health

Support schools to implement a range of universal mental health initiatives

There is strong evidence that well-being is central to learning and school improvement. Schools that focus on well-being and mental health not only enables them to provide healthy and happy school environments for students and staff, they directly support the promotion of effective learning. Children and young people also take part in interventions such as the *Growing Confidence* programme, play therapy and nurture groups. Casework evaluations for LAC and SIMD 1 and 2 identified the NIF 3 priority as being a key area of EP impact. Several initiatives have been developed this session with the following outcomes;

Midlothian 100 Day Challenge

The EPS took part in the 100 day Challenge to explore and innovate service delivery for mental health. The EPs took part in two teams; primary to secondary transition working in St. David's Primary School and Looked After Children and Young People. The results of the 100 day challenge indicated high impact on children and young people in the short term. Working alongside the speech and language therapist, clinical psychologist, school nurse, inclusion and diversity Officer, Cyrenians and Children First, and together with St David's primary staff and pupils, an action research project aimed to improve well-being in a P6 class. Impact was measured by comparison of pre and post qualitative and quantitative data gathering.

Mental Health Days/Conferences

EPs have developed a suite of workshops including;

- Thinking Traps
- Solution focused thinking
- Mindfulness
- Confident Communication
- Building Resilience
- Self regulation

These have been delivered to support pupil Mental Health days in 3 High Schools this session. Evaluations have been positive and there are plans to deliver these again to the new cohort of senior pupils next session.

Anxiety Training for Staff

Authority wide training was co-delivered with a CBT therapist. This was a very popular training course and attracted a large number of participants. A further course was delivered as demand was so high. The short and long term feedback on this training was very positive.

Digital Well Being/Anxiety Management for Pupils

The EPS has provided additional service to Newbattle High School in the area of Digital Wellbeing and Anxiety Management. These initiatives have been rated as highly by the pupils taking part. A Digital Well Being workshop was jointly delivered by 2 EPs in a P7 class following a headstrong course. This very positively evaluated. Work with LLE and the University of Edinburgh in this area has begun.

Priority 4 Improvement in employability skills and sustained, positive school leaver destinations for all young people

Leaver initial destinations form the recent SSR report from the SG.

- Record number of S6 leavers going onto Higher Education 56.89%, up 6% on last year, closing the gap on Virtual 62.32% and National 60.77% figures.
- Positive destinations itself (97.7) above the Virtual (97.4) and National (97.1) comparators.

Summary of Other Achievement Awards Courses provided year on year by Midlothian Secondary Schools

Year	Courses offered	Number of Resulted Entries	Number of Passes
2014	46	98	79
2015	59	132	69
2016	95	212	159
2017	64	196	133
2018	80	208	128

The table above indicates that the number of Other Achievement awards offered in schools, has nearly doubled over the last five years, although a slight dip in numbers is noted in 2017. This represents the changing patterns of curriculum pathways in schools that are now more diverse and flexible, assisting schools to offer courses that add to skills and lead to better positive destination outcomes. Much of the improvement in positive destination is down to this hard work in our Secondary Schools working with SDS and partners. Examples of other award areas are Employability Award and Award in Volunteering Skills.

Highlights in terms of wider achievement and educational opportunities in schools includes:

- The number of young people achieving accreditation through LLE organised Youth Achievement Awards, Saltire and Dynamic Youth Awards continues to rise with 137 gaining awards in 2017/18. Duke of Edinburgh Awards have increased by 29% with 156 Awards gained. Young people who are not traditionally involved

with Duke of Edinburgh have accessed our Open programmes leading to increased confidence and skills for those taking part. Volunteer Duke of Edinburgh leaders in Midlothian contributed over 36,873 hours equating to £368,730 of time donated

- 156 Duke of Edinburgh Awards were gained an increase of 42%, where young people's volunteering contribution equated to 5,580 worth £22,599.
- 939 young people from all Midlothian high schools were supported in school work experience placements by LLE
- LLE have dedicated a developmental role for Science, Technology, Engineering and Maths into one of our Delivery Worker's roles. This has resulted in increased awareness of STEM and engagement with schools and Edinburgh University to utilise their facilities for staff training and CPD. Science Insights programmes are open to S5 pupils and S6 MYJET STEM programme offer pupils the opportunity to source STEM placements and we have successfully run STEM talks in primary schools based on Human Library approach which challenges traditional stereotypes. STEM Ambassadors promote STEM in a variety of settings
- Funding for over 60 Modern Apprenticeships was secured by LLE, including 20 places to support the workforce expansion required in early years settings. This will increase further in 2018/19
- LLE workshop staff delivered Skills for Work qualifications to over 130 high school pupils each week
- 3 Foundation apprenticeships are being ran by us and will coordinate delivery next year with Schools and Edinburgh College
- Partnership working the Regional DYW Group for example our excellent Live Job Fairs 400 live vacancies from 27 employers and over 300 young people attended.
- Strengthening school-business partnerships
- Expanding use of the online market place and guarantee for those in Midlothian. 200 Midlothian young people have signed for job alerts.

Challenges and Risks

Change to the Higher qualifications: There is a risk that Higher results will be affected next year as a result of new SQA Examination arrangements for Highers at S5 and S6. This will need to be mitigated through close monitoring of pupil progress in schools and work with Curriculum PT and SQA coordinators to gain intelligence of any issues around changes to coursework and the effect of increased exam content.

Ensuring good financial management and real-time information to ensure spending is accurately forecast and monitored within the year at both school and central points.

Further reduction in Devolved School Management (DSM) for schools which was implemented from April 2019 which will further reduce teacher numbers. This will impact on the choices for curricular options in Senior phase at Secondary schools and on absence cover.

Ongoing low uptake of Music instruction which could mean further financial issues going forward for the education budget if as predicted we continue to have a shortfall in income.

Reduction in central staff to ensure that schools are improving outcomes for learners and possible Inspection being graded poorer.

Ensuring the reduction in Communities and LLE (now merged and called Communities and Lifelong Learning) still meets the statutory requirements of delivering an adequate and efficient service.

Rate of demographic growth particularly in the early years and primary school rolls. Keep on track with the learning estate strategy across the council which is challenging due to less staff.

Ongoing work to prepare for the implementation of 1140 hours by 2020: One of the major challenges of the expansion will be the recruitment and training of sufficient staff, by the Council and also across our partner providers, particularly as all other local authorities will be doing the same at the same time.

Full implementation of the new Education (Scotland) act 2015 including preparing primary schools for the full implementation of 25hrs and Gaelic provision; and the requirements of the NIF as new reporting measures come into force.

The potential impact from Brexit could affect employability funding which supports elements of Education especially the third sector.

Suggested changes to priorities in Service Plan

Q1 19/20: No changes required.

Education

Midlothian



Successes and Challenges

Corporate Performance Indicators (latest)

5 8 0 6

Service Plan Actions (latest)

0 15

Service Plan PIs (latest)

6 2 0 1

Service Risks (latest)

7

Corporate PIs Off Target as at 31st July 2019

PIs 5

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

Average time in working days to respond to complaints at stage 2

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Service Plan Actions Off Target as at 31st July 2019

Actions 0

No Actions Off Target

Service Plan PIs Off Target as at 31st July 2019

PIs 6

Reduce exclusions in Primary schools

Reduce exclusions in Secondary schools

Improve Primary School attendance

Improve Secondary School Attendance

Continue to work towards a three year pattern of 95% Sustained Positive Destinations and reduce unknowns to under 100.

Percentage of Midlothian Care Experienced school leavers progressing to positive destinations

High Risks as at 31st July 2019

Risks 1

6 Risks at Medium and 1 at High

School Capacities/Catchment Areas/Demand for Pupil Places

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

Commercial Operations Performance Report Quarter One 2019/20

Item 5.16
Midlothian



Progress in delivery of strategic outcomes

Commercial Operations continues to consider how it can transform in order to improve outcomes for our communities by contributing to the Council's short to long term priorities whilst taking into account the significant financial challenges ahead.

To enable us to deal with future service demands of an increasing population the council needs to cut costs and redesign services. Progress in delivering outcomes across the key service areas that follow has been and will continue to be informed by applying the 'Delivering Excellence' continuous improvement approach (within the context of bottom up service reviews) of looking at how we do things with a focus on priorities and considering what could be changed or done differently.

In support of the Council's strategic approaches Commercial Operations are progressing the following transformational activities aimed at maximising the use of assets and creating flexibility across the workforce:

1. Development of the Street Scene/neighbourhood model for service delivery to involve local communities and/or the criminal justice teams.
2. Maximising the utilisation of the Council's fleet and passenger transportation arrangements (including third sector providers) by reducing costs and contributing to the environmental agenda in reducing the travel carbon footprint.
3. Changing the way that Council Staff travel on behalf of the Council.
4. Seeking commercialisation opportunities and trading with a wide range of organisations including the Private Sector and public sector partners.
5. Reducing the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises as detailed within a developed waste strategy.
6. Developing community participation opportunities with local organisations and groups, particularly in our parks and open spaces.

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

The structure of Commercial Operations is being geared towards co-location on one depot site in 2020. This will see a leaner management team (five senior managers reducing to three) and a workforce where job profiles will be more generic in nature allowing greater flexibility and cross skilling at all levels. Initially the post of waste services manager and Risk, Health & Safety and Civil contingencies will be merged from August, 2019. However, it is recognised that there are significant challenges in terms of recruiting into other skilled and professional positions particularly within the road services, vehicle maintenance and land service areas.

The development of the Waste Management Strategy will influence future direction of Waste Services and has been considered in the programme of cross cutting services review meetings. Once approved, the Strategy will ensure that Waste Services has sufficient plans in place to meet legislative and policy requirements to achieve landfill reduction targets. Long term disposal outlets for residual, food and dry recycle waste streams are secured although the dry recycle market in particular continues to be volatile.

We will continue to explore options for future service delivery through partnerships (e.g. waste facilities with City of Edinburgh and work through the Edinburgh, Lothian, Borders, and Fife (ELBF) for Road Services, shared services (e.g. Health and Safety with East Lothian) and co-production with community partners (e.g. grounds maintenance, and winter service).

Landscape and Countryside

Much of the focus continues within this service around securing funding and generating income to deliver on a range of measures to contribute to the Council's financial position.

In contributing positively to the council's improved health outcomes, with several play areas installed at Gorebridge Primary school and Nursery. A play area was also installed at Woodburn Terrace. In addition, the play area development work at Mayfield Nursery extension is going to be used as an exemplar by the care inspector and included in the best practice guide.

The Auld Gala Park area improvements have provided improved facilities for young people in this area of Scottish Index of Multiple Deprivation (SIMD).

Rosewell Park wheeled sport facility ground investigations have been completed prior to the tender process. Documentation for the contract is currently being developed.

Two sites were awarded Green Flags this quarter for Kings Park and Straiton Pond. This success was in the first submission for Straiton pond.

The service are working with Education to develop the Woodland Nursery school at Vogrie and other locations utilising our current facilities and staff resources.

The Ranger Service has generated a total of 2594 hours of volunteer time to maintain areas across the county.

Waste Services

In keeping with objectives of the waste strategy to continually increase recycling rates, food waste recycling was introduced internally to staff offices at Fairfield House and Midlothian House after a successful month's trial. Food waste collected will go to the food waste plant at Millerhill to create energy and agricultural fertiliser.

The pilot for a reuse cabin located at Stobhill recycling centre is now complete. The 'Making a difference' idea submitted by a member of the waste team offers local charities the chance to reuse furniture and other bulky items left in our recycling centre. So far around 2 tonnes of items have been put into the cabin for reuse.

The uptake of garden waste subscriptions is currently 17,067 households with 17,930 bins (ytd). Generating £627,550 of income to the Council.

SEPA has initially verified 2018 recycling rate at 58.2% (confirmation due September). This significantly improved from last year.

Travel and Fleet Services

An Intern from Business Partnership is working on the monitoring of fleet usage including usage of the pool transport. To provide more resource three co-Wheel Car Club vehicles have been bought in for pool usage. Driver CPC has picked up and is on track to meet the necessary requirement for statutory training for service drivers as well as providing an income stream for the training team.

Road Services

The Roads team have made a good start on the 2019/20 capital programme of carriageway and footway improvement schemes. 36 individual schemes have been identified in the programme and 6 have been completed in Q1 representing 1.85km and 0.71km of carriageway and footway resurfacing.

Funding was received from Cycling Scotland for the purchase of approximately ten bikes to be used by staff members for commuting to work. This initiative aims to encourage staff to leave their car at home and improve their health through cycling. Staff will be able to hire a bike for free for a period of one or two months. It is hoped that the initiative will encourage staff to get their own bike and change their travel behaviour after the hire period.

The team were successful in bidding to Transport Scotland Smarter Choices Smarter Places (SCSP) fund to a value of £80,000. This will take forward the active travel strategy and related sustainable travel initiatives and projects. In addition the team were also successful in bidding to Scotrail for a grant to market and publicise the electric Bike project for Dalkeith/ Eskbank Station. The Electric Bike Project is fully funded by SEStran with officer support from ourselves (SCSP funding).

In collaboration with Eskbank and Newbattle Community Council, a bid to the Town Centre Fund has moved to Stage 2 for a path from Newtongrange to Hardengreen. (Value £250,000).

The Active Travel Strategy was formally adopted by Midlothian Council.

Health, Safety and Civil Contingencies

The Health and Safety team have been preparing performance reporting information to reflect the H&S performance of the Council over the last year, finalising the Health, Safety and Wellbeing Strategy covering the next 4 year period.

The team delivered a programme of training which includes driver CPC training to meet a training need for the Council and to avoid having to purchase this training from external suppliers at cost to the Council. This insourcing activity has created cost savings for the Council.

In addition to the significant service improvements and efficiencies made by Health and Safety, the team have stabilised the income generated from commercial activities raising in excess of £11,000 in income. This income masks the true financial saving to the Council from the income work, as the training significantly reduces what would otherwise have required external spend.

The team provided the cross services lead to the no-deal exit from the European Union in the run up to the initial exit day of the 29 March 2019, since then the team have secured the £50,000 of government funding requested to support the Council's potential no deal Brexit preparations at that time.

Challenges and Risks

The services are progressing through a bottom up review process which will endeavour to ensure that the services are best placed to meet financial challenges as well as the challenge of a growing population. These reviews consider all aspects of the internal and external environment and ensure due consideration is given to the optimum vehicle for service delivery.

As part of the decisions taken to achieve a balanced budget for 2018/19 a number of posts within Commercial Operations were deleted. This is exacerbated as there are a number of posts where the staff members are approaching expected retiral. It is crucial therefore that robust plans are in place to ensure that cross skilling continues to be promoted where appropriate and that all opportunities to increase the availability of new talent is explored which will include bringing in young people and making best use of sharing of expertise with other partners, albeit adjoining authorities are reporting the same issues.

Key service challenges include:

Landscape and Countryside Services

Managing the restriction on the use of Glyphosate as well as customer expectations. Weed growth will be wide spread and very evident by August.

Managing the change required to meet savings and communicating changes to Councillors, Staff and the Public. In addition, managing the closure of Vogrie Golf Course and seeking businesses to take over the running and marketing of the Golf Course and the redeployment of staff and increasing Vogrie Country Park income by £70,000. Further to this, the bottom up review has resulted in a number of changes within the service which will require the support of staff and communities alike. For example with the saving of £40,000 from shrub bed maintenance.

The service is continuing to work closely with local communities in an effort to mitigate some of the changes which will impact on the visual amenity of Midlothian. This includes floral displays, grass cutting, allied to the positive work carried out by various groups in the parks around Midlothian. In Quarter 1 the majority of communities have taken on some floral maintenance in their communities.

Grass maintenance standards have been continued at previous levels which will otherwise result in an overspend situation for the section and it has been estimated this will be in the region of £75,000.

Continued challenges with the general lack of suitably skilled labour is impacting the work in the hard landscape squad. The team have had challenges in recruiting suitable staff this year and have lost two staff.

Difficulties in delivering the core path plan review with a reduction in staffing and dealing with community asset transfer requests and their implications consulting with Fields and Trust.

There may be challenges ahead in dealing with the impact of Ash die back on the Midlothian Tree stock.

Continued challenge in operating to budget for Galas and events, issues with charging event organisers that remains unresolved.

Waste Services

Absorbing the increasing number of new build housing and the impact of capacity on all collection routes as indicated in the outcome of the recent service review where no additional savings were sought.

The new charge for kerbside garden waste collections is expected to divert some garden waste to the residual waste stream and this may affect the recycling rate in 2019/20.

The increase in charges for kerbside trade waste collections may have an impact on customer retention and therefore projected income.

Midlothian Council is required to have litter zoned across council's land according to the revised methodology, before this June. However it has been put on hold until clarification on the use of OS maps and licencing agreement with Scottish Government for use of Ordinance Survey data and derived data.

Sickness Absence and staff reductions are challenging along with the Medium Term Financial Position and impending Management Restructure.

Travel and Fleet Services

There is an ongoing issue regarding recruitment of staff for the garage, although this is an industry wide problem and this will impact on the costs of maintaining the fleet as more work will have to be outsourced, this is a challenge we are continually experiencing with our apprenticeships. Challenge to reduce education services transport costs is ongoing and education are seeking a further reduction of £70,000 and will continue to monitor and reduce costs where possible.

Road Services

As Midlothian continues to grow in population, pressure on the existing road network intensifies. Ongoing constraints on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels. Currently 35% of the road network in Midlothian is deemed to be in need of maintenance treatment.

Regarding coordination of roadworks within Midlothian, new legislation and government requirements will be rolled out over the next 12 months, including a new Transport Bill, a One Scotland Gazetteer from the Improvement Service and a new version of the Scottish Road Works Register. Existing internal systems will require to be updated or replaced as appropriate and training provided for relevant staff, whilst maintaining Service level provision.

The issue of flood risk associated with a privately owned culvert carrying the Loanburn in Penicuik is ongoing with little progress being made by third parties to agree liabilities or commence culvert repairs. As required by legislation, the Service will continue to monitor water levels in the Loanburn and take appropriate measures (eg. provision of pumps and personnel) to mitigate flood risk to surrounding properties during periods of heavy rainfall. Ultimately, the Council will seek to recover our costs associated with this service provision once those liabilities have been resolved.

Levels of staff proving very difficult especially in summer holiday period where key members are off sick and in addition the loss of technicians and inspectors (planned) and management makes sustaining an acceptable service very difficult.

Due to less available funds to bid for to match fund Smart Choices Smart Places (SCSP) this year, we have had to terminate IBike project and recruit an Active travel marketing officer (Schools) to try and replicate that services as far as possible. The organisation of this is proving difficult in the timescales.

The loss of the Active Travel Marketing Officer will require recruitment for a post that will last Oct – June. This post is likely to continue year to year but will be difficult to recruit to. This post is essential in taking forward sustainable transport in Midlothian.

Health, Safety and Civil Contingencies

The capacity of the team to deliver against all of our priorities have been impacted as a result of a need to increase capacity in CPC driver training beyond the original programme in order to meet a greater element of the demand than had been envisaged at the outset of setting the team up to take on this new area of training.

The team have re-established the EU exit working group with the purpose of planning Council responses in the event of a no deal on 31 October 2019 following the UK Government's extension to Article 50. The group has been meeting fortnightly, this is expected to increase in frequency from August onwards as the countdown to the 31 October continues, unless conditions change.

The level of resourcing within the team presents an ongoing challenge to provide the desired income stream, adequately monitor health and safety performance and provide the range of support services provided by the team. A revised audit programme and management arrangement review programme have been developed to help manage workload and respond to the Health, Safety and Wellbeing Strategy highlighted above.

Suggested changes to priorities in Service Plan

Q1 19/20: No changes

Commercial Operations



Successes and Challenges

Corporate Performance Indicators (latest)

8 5 0 6

Service Plan Actions (latest)

1 18 0

Service Plan PIs (latest)

5 12 2 1

Service Risks (latest)

15

Corporate PIs Off Target as at 31st July 2019

PIs 8

% 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

Average time in working days to respond to complaints at stage 2

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Percentage of complaints escalated and complete within 20 working days

Performance against revenue budget

Service Plan Actions Off Target as at 31st July 2019

Actions 1

Develop additional workstreams to achieve income for the Council

Service Plan PIs Off Target as at 31st July 2019

PIs 5

Reduce the number of people killed or seriously injured on Midlothian's roads

Income achieved by sourcing third party opportunities through Land and Countryside working on hard and soft landscaping

Income achieved by Commercialisation

The percentage of Council fleet which is 'Green' (cumulative)

Reduce by £150,000 expenditure on Travel costs

High Risks as at 31st July 2019

Risks 0

15 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

Finance and Integrated Service Support Performance Report Quarter One 2019/20

Item 5.17

Midlothian



Progress in delivery of strategic outcomes

Finance and Integrated Service Support continues to have a strategic focus on securing the financial sustainability of the council, strengthening financial management together with nurturing a highly motivated and effective workforce. All of which are central to the achievement of the Council's priority outcomes and delivery of services to a growing county.

The key activities which support this are:

- a) The delivery of the Council's Medium Term Financial Strategy (MTFS) incorporating Capital Strategy and Capital Investment plans, Reserves Strategy and Treasury Management Strategy together with the development and implementation of a comprehensive Change Programme;
- b) The Workforce Strategy and the Workforce Plans;
- c) Delivery of the Integrated Service Support review, reducing the overall cost of providing the Finance and Integrated Support Services and ensuring the service is delivered within the approved budget.

These are supported by:

- The Digital Strategy and Digital Learning Strategy
- The Procurement Strategy and Contract Delivery Plan

The draft financial statements for 2018/19 reflect the implementation of the recommendations set out in EYs 2018 annual report. The actions, in so far as they impact on Finance and Integrated Service Support are also evidenced through the means of a specific action plan.

1: Financial Strategy - Achievements

- a) Successful recovery of the £3 million projected 2018/19 budget overspend. Positive outcome for the 2018/19 End of Year Financial reports of an underspend of £495,000 which was achieved by everyone working together, demonstrating strict financial discipline. The action taken to address the overspend was also noted positively in the Best Value Assurance Report;
- b) Successful completion and submission of the 2018/19 unaudited accounts in accordance with the statutory deadline;
- c) Completion and presentation of 2018/19 final outturn Financial Monitoring reports to Council in June 2019 as part of the robust scrutiny of financial performance;
- d) Completion of Financial Monitoring reports for Council as part of the robust scrutiny of financial performance
- e) Medium Term Financial Strategy 2019/20 to 2022/23 presented to Council 25 June 2019 and other political or senior officer forums which outlined future year's budget projections, the impact of change programmes and the financial implications of investment decisions and priorities.

2: Workforce Strategy - Achievements

- a) Revised Corporate Induction Programme launched allowing new staff to be aware of support available to them with clear messages regarding expected standards of behaviours in line with code of conduct;
- b) Implementation of new people policies: Sexual Harassment Policy, Carers Policy, Gifts & Hospitality Policy, Outside Interests/Special Interests Policy and Mental Health and Wellbeing Policy and accompanying E-learning modules;
- c) Successful council-wide health and wellbeing event held in June 2019 ensuring our workforce continue to have access to relevant information relating to their emotional and physical wellbeing. Wellness awareness workshops continue to be run across the council ensuring our staff have access to information to help them to positively impact their health and wellbeing.
- d) Commencement of a rolling programme of Mentally Healthy Workplace training for Managers.
- e) Selected to participate in the Equally Safe at Work accreditation programme run by Close the Gap. This will enable the council to progress its work on gender inequality;
- f) Work undertaken on promoting the EU Settlement Scheme in order to ensure that we comply with our legal requirements and to ensure that we have a workforce in place to deliver vital services to our communities;
- g) Implementation of Teachers backdated pay award;
- h) Approval at CMT March 2019 of the Introduction of a Salary Sacrifice Scheme which includes Salary Sacrifice Cars, Financial Wellbeing services and anytime access to the Cycle to Work initiative.

3: Digital Strategy and Digital Learning Strategy – Achievements

- a) Property Programmes - Commissioning and/or decommissioning of a number of sites to support the wider Property and School programme including Health and Social Care / Integrated Joint Board sites;
- b) Digital Enabled projects: - Leisure Management now implemented across all key sites. A new cashless catering system, which fully integrate with the current online school payments system has been procured;
- c) Digital Strategy Group has prioritised and aligned Council programmes / projects to the wider Digital Strategy, Digital Learning Strategy and National Transformation Programme (Local Government Digital Office);
- d) Continued Asset Management and Investment in Digital Foundations infrastructure and associated services –. Replacement of digital assets continues across the Corporate and School estate;
- e) CyberSecurity resilience -maintained and currently reviewing the latest Scottish Government CyberSecurity action plan that all Councils need to respond to. Compliance; Preparation and Planning of for PSN accreditation;
- f) Working with the Digital Office to manage a Digital Maturity Exercise on behalf of the Midlothian Council management team;
- g) Business Information and Analytics – introduction to new platform as a service in partnership with NSS, deployment of Tableau Dashboards (Investing in our Workforce, Complaints, Education and Health & Social Care).

4: Other Service Improvements

- a) The ISS review delivery plan is in place and on target to deliver a £1.2 million savings target for the current financial year.
- b) Work progressing with the Financial transactions project including quick import live for MidCare billing, Itrent payroll rationalisation complete with migration of 4 weekly to monthly payrolls, Timesheets replaced by data onloads across Sport & Leisure, LLE, Adults and Childrens Residential, scoping work completed to identify areas where E-Forms can be implemented and Control of Posts current "As is" processes mapped and documented.

Challenges and Risks

Growing Council

Population growth in Midlothian over the next 10-15 years will see Midlothian become the fastest growing Council in Scotland. 0-15 population increase, projected at 20% and 75+ population increase projected to increase by 100% between 2014 and 2039.

This brings the opportunity to support the Council vision of being 'A Great Place to Grow'. As a growing Council this brings the opportunity to redevelop parts of Midlothian, improve infrastructure with a focus on area targeting, improving economic opportunities, improving education and health outcomes.

This growth creates the opportunity to meet the housing need with 25% of new homes being built in the affordable housing bracket, in addition to the expansion in Council House building. This construction will directly support employment in construction and will see a steady increase in the volume of Council Tax received over time.

The approved, Capital Strategy sets out infrastructure required to meet those demographic pressures and includes the financial contributions Midlothian will make to the Edinburgh and South East Scotland City Region Deal.

Continued Service Transformation

Continue the significant transformation of service delivery to allow services to be provided within the reduced budget available. In the next 12 months this will require services to be reshaped, business processes to be reviewed and adapted technology solutions progressed, including the continued adoption of automation. These changes are set out in the service savings delivery plan and are designed to deliver savings of £1.2 million. Savings since inception of F&ISS are predicted to rise to £4.2million (which equates to 42% of the 2019/20 budget) and as such represents a considerable reduction in both financial and human resources.

Financial Sustainability

Given the continuing challenging grant settlements, representing a real terms reduction in core funding together with the impact of a rapidly growing population and greater demand for services, the Council has shifted to a Medium Term Financial Strategy. This complements the existing forward plans for HRA, Capital and Reserves. Delivery of savings plans, both within the MTFs and relating to previous slippage is key and this needs to be monitored closely. Values attached to proposals in the MTFs need to be reviewed further to ensure they sit correctly within a detailed delivery plan. It is important for the Council that the measures in the MTFs are fully developed (where necessary) at pace and also proceed to implementation at pace.

UK Decision to leave the EU

All Council services have been kept abreast of the risks associated with the UK leaving the EU and in particular the risks for a no deal scenario. Services have been directed towards UK Government guidance on how to prepare for a no deal and have been tasked with assessing the potential impact and identifying appropriate risk responses.

A Council Cross Service - Brexit Working Group has been set up in preparation for a potential No Deal exit from the European Union.

1: Financial Strategy

- a) The need to continue to strengthen financial sustainability and financial management by
- b) Complete statutory Audited Financial Statements by 30 September 2019;
- c) Prepare financial monitoring reports for quarter 1 and continue to work with budget holders to maintain effective control over expenditure;
- d) Continue work on developing cost projections and implementation of the approved saving measures to update the Medium Term Financial Strategy;
- e) Continued financial support for the Change Programmes and delivery of savings measures. Help shape and lead all strands of the programme, continue to revise savings profiles. Oversight of investment to support transformational change and the assessment of bids against the criteria used for the Capital Receipts Scheme;
- f) Review of the Capital Strategy and the affordability of investment plans principally to reflect the ongoing review of the Learning Estate Strategy.
- g) Continue to strengthen financial stewardship in a climate of reducing budgets and increasing service pressure;
- h) Review and update financial directives and associated documentation.

2: Workforce Strategy

Alongside the Medium Term Financial Strategy 2020/21 to 2022/3 we will continue to implement the Workforce Strategy 2017-2022. This includes a focus on the identified themes over the next five years. The Service Workforce Plans will need to be updated to align to the MTFS and detail the projected workforce actions over the same period.

- a) Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource;
- b) Securing the improvement in flexibility and productivity throughout the workforce;
- c) Continued development of the Workforce Strategy action plan;
- d) Ensuring service workforce plans are updated to reflect the MTFS;
- e) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
- f) Promoting compliance with our policy on the use of agency workers.
- g) Implementation of the Revised Business Travel and Subsistence Policy, which is a shift to the use of pool electric cars, following Closure of the Car Leasing Scheme;
- h) Complete the roll out of electronic pay slips, E-slip.
- i) Maintain attendance levels (2017/18 average days lost 7.5 which ranked the Council 2nd best in Scotland) supporting service areas with high or increasing absence levels to deliver interventions to support their service workforce strategies.

3: Digital Strategy and Digital Learning Strategy

- a) Increased threat of cyber/security attacks, e.g. denial of service, ransomware/hackers continues to be an ongoing challenge to mitigate risk and minimise service disruption;
- b) Securing, maintaining Digital skills and experience across the Digital Service teams in order to be able to respond, deliver and protect the organisation;
- c) Maintaining the integrity and compliance of Public Services Network (PSN) ensuring that the Digital Estate and associated technologies inclusive of Business Applications are all up to date and pass rigorous penetration testing which is currently taking place;
- d) Ensuring sustainable investment in digital assets at a time of financial constraints and reduction in resources including the Asset Management Programme:- Microsoft Exchange/Office 365 / Windows 10 upgrade is currently in the preparation and planning stage. Additional Communications and plan to be shared with Directors, Head of Service and Service managers;
- e) Regulatory changes proposed will impact on Council activities if not planned for – for example New Data Protection laws (GDPR) and other compliance requirements such as Payment Card Industry Data Security Standard (PCI-DSS);
- f) Pursuing the transformation of and innovation in service delivery by pursuing digital opportunities, including Automation, Artificial intelligence etc.

4: Procurement

- a) Maintaining service provision in response to a significant staff turnover in the team;
- b) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
- c) Completing the Purchase to Pay project;
- d) As the next stage of the Council's procurement journey, and similar to most other Councils the aim is to deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners;
- e) Deliver actions from Procurement Strategy;
- f) Prepare and submit an annual procurement report for 2018-19 to the Scottish Minister.

5: Service Improvements / Delivering Excellence

- a) Delivery of Change Programme and in particular the Integrated Service Support Savings target for 2019/20 of £1.2 million;
- b) Purchase to Pay – Managing transitional arrangements for processing invoices
- c) P2P – Invoice Approval – improving 100% first time data capture difficult due to variety and quality of invoice layouts/images.

Emerging Challenges:

The emerging challenge is to increase the pace in which change and improvement is being delivered, ensuring that there is clarity on priorities and that strategic outcomes are clearly defined and articulated.

Addressing the remaining £8 million budget gap leading to the delivery of a balanced MTFS covering the next 3 years which will support the delivery of a balanced budget for 2020/21.

Service workforce plans are aligned with the MTFS and so fully support the delivery of services.

Suggested changes to priorities in Service Plan

Q1 19/20: No changes

Finance & Integrated Service Support

Midlothian



Successes and Challenges

Corporate Performance Indicators (latest)

● 4 ● 9 ? 0 6

Service Plan Actions (latest)

▲ 1 ● 27 ? 0

Service Plan PIs (latest)

● 3 ● 0 ? 0 4

Service Risks (latest)

▲ 20

Corporate PIs Off Target as at 31st July 2019

PIs ● 4

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

Average time in working days for a full response for escalated complaints

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

Performance against revenue budget

Key PIs
● Off Target
● On Target
6 Data Only Indicator
? Data is not yet available

Service Plan Actions Off Target as at 31st July 2019

Actions ▲ 1

Achieve contract delivery targets set out in the Contract Delivery Plan

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

Service Plan PIs Off Target as at 31st July 2019

PIs ● 3

Corporate Indicator - Sickness Absence Days per Employee (All employees)

Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)

Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)

Key PIs
● Off Target
● On Target
6 Data Only Indicator
? Data is not yet available

High Risks as at 31st July 2019

Risks ▲ 5

15 Risks at Medium and 5 Risks are high

DS - Staffing levels and impact on service

DS - Limited staffing resources to meet the IT demands of the Council/inadequate forum for deciding which computer projects are a priority

DS - Compliance - Regulatory, Contractual and Legal

DS - Computer Business Continuity Management

INFOSEC - Access Control - Cyber Security Attack

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

Property and Facilities Management Performance Report Quarter One 2019/20

Item 5.18

Midlothian



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 kurling 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 develops 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 Kippilaw 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

Property & Facilities Management

Midlothian 

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

Midlothian Council

Annual Performance Report – 2019/20

Item 5.19

Midlothian



Community Planning partners have previously agreed the following ambitious vision for Midlothian:

“Midlothian – a great place to grow”.

Midlothian Council delivers its priorities through the Community Planning Partnership (CPP) and the Single Midlothian Plan. The Council Change and Transformation programme and individual Service Plans outline how Midlothian Council will deliver its contribution to the Single Midlothian Plan.

The top three priorities for 2019-22 are:

- Reducing inequalities in learning outcomes
- Reducing inequalities in health outcomes
- Reducing inequalities in economic circumstances

The Single Midlothian Plan incorporates five overarching thematic groups which support the achievement of outcomes. This thematic approach is used for quarterly reporting, the themes are as follows:

- Adult Health and Social Care - *Responding to growing demand for adult social care and health services*
- Community Safety & Justice - *Ensuring Midlothian is a safe place to live, work and grow up in*
- Getting it Right for Every Midlothian Child - *Improving outcomes for children, young people and their families.*
- Improving Opportunities for Midlothian - *Creating opportunities for all and reducing inequalities.*
- Sustainable Growth in Midlothian - *Growing the local economy by supporting business growth and responding to growing demand for housing in a sustainable environment.*

Over the course of quarter one we concluded the public consultation on the **Medium Term Financial Strategy (MTFS)**. In April 2019, the Council launched the Working With You, For You public consultation which informed the Medium Term Financial Strategy which was presented to Council in June 2019. A key discussion area was what people wanted Midlothian to be like in 2040. The output from the discussion highlighted the following key priorities:

- **A sense of belonging**
Pride in communities, working in partnership, transparency in decision making and accessibility in service provision.
- **A balanced infrastructure**
Manageable housing numbers, vibrant towns, protected green spaces, a clean, carbon neutral environment and improved community transport.
- **Learning and working together**
High quality education and training, jobs close to where people live, a main provider of local food production, maximising technological solutions.
- **Intergenerational opportunities**
Reimagined older people services, being able to grow old in the one community, with support and good access to health and social care.

In addition to the visioning exercise the following key themes were explored as part of the consultation programme:

- **Theme 1: One Council - Working with You, For You** - is underpinned by a commitment to deliver a one council strategy which reduces silo working within services, increases cross party working at a political level and uses holistic approaches which place individuals and communities at the heart of our work.

- **Theme 2: Preventative and Sustainable** - responds to Communities telling us strongly that they want to live in a clean, carbon neutral environment with protected green spaces and improved environmentally friendly community transport options.
- **Theme 3: Efficient and Modern** - recognises that Midlothian Council needs to adapt to change by doing things differently to get improved results and increasing financial sustainability by addressing inefficiencies.
- **Theme 4: Innovative and Ambitious** - recognises our ambition for Midlothian and to make sure it is a great place to grow, now and in the future.

Best Value

The Accounts Commission published its Best Value Assurance Report (BVAR) focusing on Midlothian Council on 4 July 2019. Key questions considered during the Best Value audit work were:

1. Does the council have clear strategic direction?
2. How well is the council performing?
3. Is the council using its resources effectively?
4. Is the council working well with its partners?
5. Is the council demonstrating continuous improvement?

The report commends the council and its partners for delivering high-profile projects in schools, housing and transport and it also found that the council must make significantly better progress against its Best Value obligations as it had not made satisfactory progress since the previous Best Value report in 2012. The report recognises the significant challenges for Midlothian in the medium to longer term and emphasised the urgent need for the council to put in place a medium-term financial strategy to underpin better financial and service planning as well as the need for elected members to show better leadership to deliver the necessary change and make difficult decisions about the future shape of services. The draft report was presented to Council in June and following publication by the Accounts Commission in July the final BVAR, with supporting action plan, will be presented at August Council.

Progress of Single Midlothian Plan Themes in 2019/20

Adult, Health and Care - Achievements

Responding to growing demand for adult social care and health services

"People in Midlothian will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time."

The Adult Health and Social Care service continues to undergo redesign as required by the Integration agenda. The 2016-19 Strategy and Delivery Plan outlined a major programme of service changes designed to promote prevention and recovery. Service priorities for the year included reducing avoidable admissions and unnecessary delays in acute hospitals; supporting people with long term conditions and dementia; reshaping substance misuse services; and promoting wellbeing and recovery. The enablers to achieve this included improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Learning Disability care packages.

Integration: Midlothian Health & Social Care Partnership is progressing work to implement the ambitions of the Strategic Plan. Local Planning Groups have prepared or are preparing their action plans in line with the Partnership values: prevention, recovery, co-ordinated care, supporting the person not just focussing on the condition and so on. Working with colleagues at the Royal Infirmary there is work underway to investigate how we support people in their community to avoid an unnecessary hospital admission. Services such as Discharge to Assess are already demonstrating great achievements.

Inequalities: Tackling inequalities and ensuring a human rights focus on service delivery continues to be important to the delivery of the Midlothian H&SCP Strategic Plan. The Partnership has agreed that all planning groups and service area plans should reflect the Health & Social Care Standards ('My support, my life') published in 2018. The new Standards set out what people should expect when using health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and basic human rights are upheld. Care Inspectorate and Healthcare Improvement Scotland processes now relate to the Standards.

Substance Misuse: No11 [our new Recovery Hub] was opened in June 2019. The Substance Misuse Team and some Criminal Justice staff are already operating from this resource. The plan is to phase-in staff from Mental Health and the 3rd Sector in the coming weeks. MELDAP continues to lead work in developing responses to changing drug trends. Quarter one of 2019/20 saw the publication of a leaflet regarding powdered Ecstasy ["Mandy"] that has been specifically developed for young people. The Lothian Wide Workshop in relation to emerging drug trends is taking place on 2nd of August. The "drop in" clinic to offer patients who find keeping appointments challenging continues to be a success. This is a partnership with Nurses, Peers and Social Work. The aim is to keep more of the chaotic population engaged and reduce unused appointments. This has ensured that currently no-one is waiting for access to the SMS Service. The service has been highlighted as good practice on STV and in the Guardian newspaper. A Health Needs Assessment is also underway to make recommendations for future use of our treatment and support provision.

Technology: Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We continue to proactively engage with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add. Last quarter we completed the Scottish Government's national digital maturity assessment on behalf of the H&SCP from the Council's perspective (NHS Lothian undertook their own assessment). Our business intelligence and analytics project to deliver an integrated operational resilience dashboard continues to progress well, if somewhat slower than desired. We are undertaking the necessary and important data privacy impact assessment with the council and NHS and seeking support from Digital Services and Lothian Analytic Services respectively as we seek to automate (and ultimately virtualize) data supply. The H&SCP was successful in our application for Scottish Government TEC funding securing ~£200k/annum for two (and possibly three) years – we have partnered with the Digital Health & Care Institute and the project was officially launched in June.

Learning Disabilities: Work is progressing to further develop community based services for people with Learning Disability and complex needs. A key aspect of this is the appointment of a Positive Behavioural Support Practitioner who is now engaging with key partners in progressing the recommendations of our Positive Behavioural Support Strategy. There is a continuing focus on the development of Day Services. The Day Service Redesign programme in

Midlothian is already well advanced, but several areas including a review of our community based day services will commence in the autumn. The new service for younger people, based in Gorebridge, has now been operating for a year and will also be reviewed during August. We are now developing a specification for, and will shortly build, further housing for people with Learning Disability, Autism and Complex Needs as part of our Phase 3 Housing Programme.

Self-Directed Support: Implementation plan being revised to align with the Scottish Government Self-Directed Support Implementation Plan for 2019 – 2021 and to take into account the recommendation in the Thematic Review of Self-Directed Support in Scotland undertaken by the Care Inspectorate.

Older People: Older people's services in Midlothian continue to provide a range of services and supports with the primary focus to enable individuals to live at home for as long as possible with a safe and supported approach while promoting positive outcomes. Care at home services is the largest challenge to continually increase the number of hours required each week due to increasing demand. Midlothian provide an additional 1000 hours of care per week compared to figures in 2017. However more hours are needed. A range of work is underway to explore a range of opportunities to meet this increase which is supported by a new highly experienced care at home manager. We have seen an improvement in the grades of care homes across Midlothian which is very positive and this too is supported by a dedicated care home support team where additional funding has been invested to enhance the multi-disciplinary team.

There are a number of developments including new builds of extra care housing facilities in Gorebridge and Dalkeith which aim to come on stream in spring 2020. Day care and voluntary sector organisations that provide a range of services and supports to keep people connected in their communities and reduce the risk of isolation have demonstrated a huge commitment to work in partnership with each other always seeking to support individuals living at home. Plans for the re-provisioning of Highbank Intermediate care facility are progressing well with tentative designs drawn up. Delayed discharge figures have seen a significant improvement in the first quarter and it is hoped this continues to be managed effectively.

Adults with Long Term Conditions, Disability and Impairment: Work has commenced to develop a 1 year action plan to take forward actions within the strategies plan and issues identified at the disabled people's assembly. Ongoing activity related to sensory impairment (hearing aid clinics and sensory champions).

Community Safety - Achievements

Ensuring Midlothian is a safe place to live, work and grow up in

Criminal Justice: The Criminal Justice team moved into the new Number 11 recovery hub in June 2019. The Substance Misuse team has also moved into Number 11. A number of 'gatherings' have taken place to allow staff to get to know each other and begin thinking about how to work together to improve outcomes for individuals using services in the building. The Joint Mental Health Team have not yet moved into the building due to IT issues. It is hoped that they will have moved in by the end of August.

A successful Community Justice Consultation event took place in May and June. 450 responses were received from people who live and work in Midlothian. The results have been analysed by Laura Wahlberg, Community Justice Analyst, and a report is now available. This gives us excellent information on which to base decisions and will feed into the Community Justice Annual Report, due to be submitted to Community Justice Scotland at the end of September and the revised three year Community Justice Outcome Improvement Plan, due at the end of March 2020.

The Midlothian Safer Families service, that involves engagement with fathers who have been domestically abusive, continues to slowly expand, with two assessments currently being carried out and one man going through the programme.

Spring continues to flourish, within the confines of being a one day a week service. As usual there is a suspension of Spring during the summer holidays and it will recommence in August.

The Community Justice Coordinator is supporting a group of voluntary sector staff who will be based in Number 11 to become a team who will meet to allocate work and share ideas and resources. The workers in the team are employed by Health in Mind, MELD, Change, Grow, Live and NHS Lothian (CHIT).

Road Services: The Roads team have made a good start on the 2019/20 capital programme of carriageway and footway improvement schemes. 36 individual schemes have been identified in the programme and 6 have been completed in Q1 representing 1.85km and 0.71km of carriageway and footway resurfacing.

Funding was received from Cycling Scotland for the purchase of approximately ten bikes to be used by staff members for commuting to work. This initiative aims to encourage staff to leave their car at home and improve their health through cycling. Staff will be able to hire a bike for free for a period of one or two months. It is hoped that the initiative will encourage staff to get their own bike and change their travel behaviour after the hire period.

The Travel team were successful in bidding to Transport Scotland Smarter Choices Smarter Places (SCSP) fund to a value of £80,000. This will take forward the active travel strategy and related sustainable travel initiatives and projects. In addition the team were also successful in bidding to Scotrail for a grant to market and publicise the electric Bike project for Dalkeith/ Eskbank Station. The Electric Bike Project is fully funded by SEStran with officer support from ourselves (SCSP funding).

In collaboration with Eskbank and Newbattle Community Council, a bid to the Town Centre Fund has moved to Stage 2 for a path from Newtongrange to Hardengreen. (Value £250,000).

The Active Travel Strategy was formally adopted by Midlothian Council.

Getting it Right for Every Midlothian Child - Achievements *Improving outcomes for children, young people and their families.*

Permanence and Care Excellence Programme (PACE): Scottish Government and the Centre of Excellence for Looked After Children view the level of change and improvement for Midlothian's most vulnerable children as a great achievement and have requested that we continue to be part of the PACE programme; and continue to share our learning with other Councils. We have already identified 4 further aims, which are being taken forward as separate work streams. Interestingly, the number of children in PACE has increased although whether this is due to sibling groups or other factors is still to be determined. The outcomes from this programme will not be fully realised for a few years, when we can then determine if the decisions we made were sustained and improved the outcomes for children, young people and their families.

Mental Health: We have now completed the 100-day challenge where in partnership with Nesta and Healthcare Improvement, Scotland's Improvement Hub they supported Midlothian to catalyse their efforts to test ideas to improve the mental health and wellbeing of children and young people. The challenge involved 19 organisations including Midlothian Council staff, NHS Lothian, 3 schools and colleges, 11 voluntary sector and community groups, Police Scotland and Skills Development Scotland. This included 42 team members and 21 local leaders including elected members but more importantly it also involved 175 children, young people and their families. The final report identified recommendations, evidence and requests to the leadership group around the sustainability of continuing the learning from the tests of change and empowering staff to continue to identify further tests of change to test out new ideas.

Participation: The Champions board continue to be a big success and recently held a successful care experienced event in Newtongrange, which saw 84 young people and 95 parents/carers/staff in attendance.

Child Protection: During Q1 reporting we had 42 children (25 families) on our child protection register which equates to 2.4 per 1000 of the population compared with the national rate of 2.9. This figure has decreased from the last quarter and is below the national average. Nationally there has been a 3% increase in the number of child protection registrations from 2017, however within Midlothian there has been 25% decrease since 2017.

The implementation of the Safe and Together model continues with training of all staff being rolled out.

Looked after away from Home: There are 154 children and young people looked after away from home both in and out-with Midlothian. This number is higher than the previous quarter (139 children & young people). The current rate per 1,000 of young people looked after in Midlothian is 7.7 which remains well below the national of 10.6. Nationally there has been a 1% decrease from 2017 to 2018 in the number of children and young people looked after away from home, within Midlothian there has been a 2% decrease.

Looked after at home: There are 61 children and young people looked after at home. This is a reduction of 20 children from Q4 which a high percentage can be attributed to being reviewed and the development of a plan which no longer requires them to be on Compulsory Supervision Order at home. They have all been reviewed by the Interim Independent reviewing officer. The current rate per 1,000 of young people looked after at home in Midlothian is 3.1 which is lower than the national rate of 3.7. Nationally there has been a significant reduction of children looked after at home (26% reduction from 2008 - 2018) Within Midlothian this number has also decreased by 26%.

Scottish Child Abuse Inquiry: There continues to be a lot of work being generated from this Inquiry. We are working hard to ensure that we continue to meet deadlines with our submissions. To date we have had 21 Section 21 requests.

Improvement in attainment, particularly literacy and numeracy

Whilst the achievement of CfE level data for schools is still being dealt with as experimental by the Scottish Government, we have improved our performance across the majority (10 out of 16) of the literacy and numeracy measures from 2017/18 to 2018/19 at stages P1, P4, P7 and S3. We are above the national average in 12 out of 16 measures

Curriculum for Excellence Achievement of a Level Data

ALL	P1			P4			P7			S3		
	17/18	18/19	N	17/18	18/19	N	17/18	18/19	N	17/18	18/19	Nat
L&T	93%	90%	87%	85%	89%	85%	84%	84%	84%	85%	91%	91%
Numeracy	87%	83%	85%	79%	79%	76%	75%	78%	75%	88%	89%	89%
Reading	87%	82%	81%	79%	74%	77%	79%	70%	79%	85%	88%	90%
Writing	84%	84%	78%	76%	77%	72%	76%	72%	73%	82%	90%	89%

The table above shows the % of pupils achieving the appropriate level for each literacy and numeracy measure in 2017/18, 2018/19 then against the national average from last session. The cells shaded green represent matched or an increase in the percentage reaching the appropriate level for their stage P1, P4, P7 or S3. In most measures there has been an improvement. The red shaded cells represent a drop from the previous year's figure and indicate areas for further analysis. However, these are based on teacher judgments and we will be able to compare to the standardised results (SNSA) when these are finalised and published.

The national averages for each measure at P1, P4, P7 and S3 for 2018 are not yet available but the national average for each measure in 2017/18 is added in the far right hand column for comparison. To summarise:

- . At P1 stage (Early Years level CfE) only Writing maintained the same level of attainment from 2017/18 to 2018/19. Attainment is above the national average in all measures. This is due to an increased focus in this area by schools at early level.
- . At P4 stage attainment has risen in all measures except Reading which has decreased by 3%. Attainment is above the national average in all measures except Reading where it is 3% below.
- . At P7 stage attainment has risen in Numeracy, stayed the same in Listening and Talking and has decreased in Reading and Writing. Attainment is above the national average in Numeracy and Listening and Talking, but below in Reading and Writing.
- . At S3 results were higher for all measures at SIMD bands 1-2 and 3-8 but at SIMD band 9-10 results were static with no statistically significant increase over the two year period. Attainment is above the national average in all measures except Reading where it is 2% below. S3 is a lead into SQA and therefore the work at this stage tends to move towards National level work which may account for this.

Early Years: Planning for the early learning and childcare (ELC) expansion to 1140 hours per year is embedded within the Learning Estate Strategy to ensure a joined-up approach and enable maximum efficiency, as well as aligning short term plans with long term strategy. To support ELC providers in the private and voluntary sectors to expand their capacities in readiness for the 2020 entitlement, £1.5 million has been made available through our funded providers capital grant scheme. Preparations are ongoing for the first two council outdoor ELC settings with the first to be opened in Vogrie Country Park.

The council is now in the fourth phase of piloting expanded hours places and by the end of the quarter, 561 children will be taking up an 1140 place (19% of the total number of places taken up in Midlothian). The Council is on track to achieve 40% of 1140 hour places being delivered in August 2019 which is in line with Scottish Government expectations. To meet the increase in the number of staff required to deliver the entitlement in 2020, 52 Modern Apprentices have begun their training this year and 32 practitioners are studying towards their HNC in childhood practice. Considerable progress has been made towards implementing the increase in hours, although much work remains to be done.

Improving Opportunities Midlothian - Achievements

Creating opportunities for all and reducing inequalities.

Customer Services: An upgrade of telephony and the introduction of a Queuebuster call back solution will assist in periods of high demand. Libraries continue to see an increase in physical services especially in hub facilities at Loanhead and Newbattle coupled with an increase in usage of online services with the introduction of a new online newspaper and magazine service. A funding bid to the Scottish Library and Information Council (SLIC) School Library Improvement Fund for a bibliotherapist to work in both Lasswade and Newbattle joint public and school libraries has been successful. The aim of the project is to work with vulnerable young people using words and creative expression to increase their confidence. The ECALM (Every Child a Library Member) project has launched working closely with Registrar services to join every new baby registered within the authority.

Positive Destinations: Record number of leavers going onto Higher Education 34.11%, up 3% on last year and 5% on 5 years ago, closing the gap on Virtual 37.92% and National 41.16% comparator figures. 1 in 3 (33%) of our leavers now going straight into Employment, above the Virtual (24%) and National (23%). Positive destinations itself (94.35) above the Virtual and on par with National figures.

Planning: Planning permission was granted for - 1) residential development of approximately 272 dwellings on land to the northwest of Roslin; and 2) the erection of a new primary school and community facilities at Danderhall

Economic Development: Town centre Capital Fund – open for expressions of interest. 28 EOI's received for projects with total cost over £5m. Midlothian allocation £910k

Midlothian Borders Tourist Action Group (MBTAG): Successful appointment of digital marketing coordinator to work with businesses for 20 month project. Successful appointment of travel trade consultant who will offer expert advice and training to help businesses grow their international markets.

Midlothian Tourism Forum – Welcomes new Chair Karen Calvert

Tyne Esk LEADER

- Hosted visit from Rural Development Organisation Committee (RDOC) committee. Desk Officer visited two Tyne Esk Farm Diversification projects and cited one as one of the best examples of this type of project she had seen.
- Presentation at Scottish Parliament Rural Policy Cross Party Group, on the future of the fund post-Brexit.
- Tyne Esk Past, Present and Future event hosted at National Mining Museum of Scotland, lobbying for continuation of fund post-Brexit. Event opened by Cabinet Secretary for the Rural Economy Fergus Ewing MSP who praised Tyne Esk and wider LEADER for buoying rural development in Scotland since inception.
- Extension to John Muir Way co-operation project approved by Tyne Esk LAG. Project awaiting approval from fellow LAG before starting in Aug 19. The £50k Tyne Esk money allocated to this project was extra allocation from SG.

Welfare Rights: The Welfare Rights Team offer internal departments and external staff and volunteers advice on welfare rights issues, in particular, the new requirements of the Welfare Reform Act. The team provide phone advice to external organisations, referral pathways to support in complex cases and chair the bi monthly Welfare Rights Forum which brings together statutory agencies EG: DWP, Scottish Social Security, SWF with Midlothian advice services to resolve local issues. This quarter the team has achieved in excess of £1m payments to those most in need in our communities.

Landscape and Countryside: Much of the focus continues within this service around securing funding and generating income to deliver on a range of measures to contribute to the Council's financial position.

In contributing positively to the council's improved health outcomes, with several play areas installed at Gorebridge Primary school and Nursery. A play area was also installed at Woodburn Terrace. In addition, the play area development work at Mayfield Nursery extension is going to be used as an exemplar by the care inspector and included in the best practice guide.

The Auld Gala Park area improvements have provided improved facilities for young people in this area of Scottish Index of Multiple Deprivation (SIMD).

Rosewell Park wheeled sport facility ground investigations have been completed prior to the tender process. Documentation for the contract is currently being developed.

Two sites were awarded Green Flags this quarter for Kings Park and Straiton Pond. This success was in the first submission for Straiton pond.

The service are working with Education to develop the Woodland Nursery school at Vogrie and other locations utilising our current facilities and staff resources.

The Ranger Service has generated a total of 2594 hours of volunteer time to maintain areas across the county.

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 kurling 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.

Sustainable Growth - Achievements

Growing the local economy by supporting business growth and responding to growing demand for housing in a sustainable environment.

Access to Affordable Housing: Midlothian Council has been consulting with all tenants, housing list applicants and other key stakeholders on changes to the Housing Allocation Policy. A report on the consultation will be considered by elected members later in the year in order that the Policy continues to meet housing need and makes the best use of available housing.

Midlothian Council's Strategic Housing Investment Plan was approved during 2018. This sets out strategic investment priorities for affordable housing over a 5-year period. The Council continues to identify future sites for development as part of the programme of 1,000 new council homes being developed.

In Q1 the Council was able to hand the keys to new tenants in Danderhall, with 23 homes built by Miller Homes. These are the first council homes to be built as part of the plans for Shawfair in Midlothian.

Waste Services: In keeping with objectives of the waste strategy to continually increase recycling rates, food waste recycling was introduced internally to staff offices at Fairfield House and Midlothian House after a successful month's trial. Food waste collected will go to the food waste plant at Millerhill to create energy and agricultural fertiliser.

The pilot for a reuse cabin located at Stobhill recycling centre is now complete. The 'Making a difference' idea submitted by a member of the waste team offers local charities the chance to reuse furniture and other bulky items left in our recycling centre. So far around 2 tonnes of items have been put into the cabin for reuse.

The uptake of garden waste subscriptions is currently 17,067 households with 17,930 bins (ytd). Generating £627,550 of income to the Council.

SEPA has initially verified 2018 recycling rate at 58.2% (confirmation due September). This significantly improved from last year.

Additional Areas of Interest

Internal Council actions/activities supporting the delivery of agreed outcomes

Delivering Excellence - A programme for change: Delivering Excellence is about looking at how we do things, with a focus on improving outcomes for our residents and our communities within the context of the financial and other challenges ahead. To do this, we need to think about: What our priorities are; What we can change or do differently; Which services can be improved and Which services we can stop.

Employee engagement and empowerment is at the core of the Delivering Excellence framework. Every council service is being asked to look at what it does, how much it costs, how it performs and how it could be changed and improved.

Medium Term Financial Strategy: The development and implementation of the Medium Term Financial Strategy is an important step-change and one which will provide greater certainty for the local communities we serve and our employees. The Working With You, For You public consultation has informed the strategy and this year, we have made the step change and presented a strategic budget – one which will invest in Midlothian to help it fulfil its potential to be a great place to grow.

1: Financial Strategy - Achievements

- a) Successful recovery of the £3 million projected 2018/19 budget overspend. Positive outcome for the 2018/19 End of Year Financial reports of an underspend of £495,000 which was achieved by everyone working together, demonstrating strict financial discipline. The action taken to address the overspend was also noted positively in the Best Value Assurance Report;
- b) Successful completion and submission of the 2018/19 unaudited accounts in accordance with the statutory deadline;
- c) Completion and presentation of 2018/19 final outturn Financial Monitoring reports to Council in June 2019 as part of the robust scrutiny of financial performance;
- d) Completion of Financial Monitoring reports for Council as part of the robust scrutiny of financial performance

e) Medium Term Financial Strategy 2019/20 to 2022/23 presented to Council 25 June 2019 and other political or senior officer forums which outlined future year's budget projections, the impact of change programmes and the financial implications of investment decisions and priorities.

Emerging Challenges

Growing Council: Population growth in Midlothian over the next 10-15 years will see Midlothian become the fastest growing Council in Scotland. 0-15 population increase, projected at 20% and 75+ population increase projected to increase by 100% between 2014 and 2039.

This brings the opportunity to support the Council vision of being 'A Great Place to Grow'. As a growing Council this brings the opportunity to redevelop parts of Midlothian, improve infrastructure with a focus on area targeting, improving economic opportunities, improving education and health outcomes.

This growth creates the opportunity to meet the housing need with 25% of new homes being built in the affordable housing bracket, in addition to the expansion in Council House building. This construction will directly support employment in construction and will see a steady increase in the volume of Council Tax received over time.

The Capital Strategy sets out infrastructure required to meet those demographic pressures and includes the financial contributions Midlothian will make to the Edinburgh and South East Scotland City Region Deal.

Homelessness: Demand on Homelessness Services continues to present a significant challenge with regard to the strategic objective of moving away fully from the use of bed and breakfast accommodation. In part, this is related to the significant shortage in the supply of affordable housing in Midlothian and the result is a significant length of time for many households spent in temporary accommodation. To address this, additional investment in temporary accommodation is being made in addition to investment in new affordable housing.

In order to develop actions relating to the Rapid Rehousing Transition Plan a Housing Options Development Officer is being recruited to develop further accommodation options and implement homeless prevention activities.

There is also the need to consider how best to accommodate homeless individuals who have complex needs. During 2019/20 the housing service will be developing its approach to providing 'housing first' to some individuals who need intensive housing support in order that they are able to sustain their tenancy.

Capacity and Quality of Services: Increasing demand on Care at Home services continues to be a major challenge to deliver the care and support needed. This is heavily impacting on assisting hospital discharges and supporting people at home in the community who require increased care and support. This is supporting a shift in the balance of care, and keeping people safely at home for as long as is safely possible. The Care at Home team are developing a vision for the future, as well as considering appropriate structures for the teams moving forward.

Road Services: As Midlothian continues to grow in population, pressure on the existing road network intensifies. Ongoing constraints on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels. Currently 35% of the road network in Midlothian is deemed to be in need of maintenance treatment.

Regarding coordination of roadworks within Midlothian, new legislation and government requirements will be rolled out over the next 12 months, including a new Transport Bill, a One Scotland Gazetteer from the Improvement Services, and a new version of the Scottish Road Works Register. Existing internal systems will require to be updated or replaced as appropriate and training provided for relevant staff, whilst maintaining Service level provision.

The issue of flood risk associated with a privately owned culvert carrying the Loanburn in Penicuik is ongoing with little progress being made by third parties to agree liabilities or commence culvert repairs. As required by legislation, the Service will continue to monitor water levels in the Loanburn and take appropriate measures (eg. provision of pumps and personnel) to mitigate flood risk to surrounding properties during periods of heavy rainfall. Ultimately, the Council will seek to recover our costs associated with this service provision once those liabilities have been resolved

Children's Services: Budget continues to remain a significant and ongoing challenge. This is as a result of several factors, such as secure care, young people who require a high level of specialised care and who have severe and complex needs and those young people who are 16+ and require somewhere to live. These 3 work streams are complex and difficult to plan for and all of them require significant amounts of funding.

Young people with severe and complex needs often come into care around 14/15 years of age when their parents despite their best intentions can no longer offer them adequate care due to their increased needs. To date we have opened two additional houses to accommodate 5 young people who cannot live independently and shall require ongoing support. We have commissioned two different agencies to provide their package of care and support. As a result of continuing care legislation this means that the 5 young people will have the right to reside in these houses until the age of 21.

Change to the Higher qualifications: There is a risk that Higher results will be affected next year as a result of new SQA Examination arrangements for Highers at S5 and S6. This will need to be mitigated through close monitoring of pupil progress in schools and work with Curriculum PT and SQA coordinators to gain intelligence of any issues around changes to coursework and the effect of increased exam content.

Midlothian Council

How we are performing

Corporate Performance Indicators (Latest)

 6  5  6  0



Off Target



On Target



Data Only Indicator



The Data is not available yet