Notice of Meeting and Agenda

Performance, Review and Scrutiny Committee

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

Date: Tuesday, 18 September 2018

Time: 11:00

John Blair
Director, Resources

Contact:
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Further Information:

This is a meeting which is open to members of the public.

> **Audio Recording Notice: Please note that this meeting will be recorded. The recording will be publicly available following the meeting. The Council will comply with its statutory obligations under the Data Protection Act 1998 and the Freedom of Information (Scotland) Act 2002.**

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   Minutes of Previous Meeting

5   Public Reports

6   Private Reports

No business to be discussed

7   Date of Next Meeting

The next meeting will be held on Tuesday 30 October 2018 11 am

Minute of Meeting

Performance, Review and Scrutiny Committee

Date	Time	Venue
5 June 2018	11.00am	Council Chambers, Midlothian House, Buccleuch Street, Dalkeith

Present:

Councillor Johnstone	Chair
Councillor Alexander	
Councillor Cassidy	
Councillor Hardie	
Councillor Lay-Douglas	
Councillor McCall	
Councillor Munro	
Councillor Russell	
Councillor Smaill	
Councillor Winchester	
Councillor Wallace	

Also in Attendance:

Kenneth Lawrie	Chief Executive
Kevin Anderson	Head of Customer and Housing Services
Mike Broadway	Democratic Services Officer

1   Apologies

1.1   Apologies were received from Councillor Johnstone and Parry.

1.2   In the absence of the Chair, Councillor McCall was appointed by the Committee and took the Chair.

2   Order of Business

The order of Business was as set out on the Agenda

3   Declarations of Interest

No declarations of interest were intimated.

4   Minutes of Previous Meetings

4.1   The minute of the meeting of 24 April 2018 was submitted and approved as a correct record.

Councillor Smaill reported that following the last meeting he had a meeting with Allister Short regarding Newbyres and the financial background and he was satisfied that we are achieving value for money and greater flexibility as a result.

Councillor McCall also reported that as requested she had received some follow up information from Kevin Anderson.

5   Public Reports

Agenda No	Title	Submitted by:
5.1	Inspection of Bilston Primary School and Nursery Class	Head of Education
Outline and summary of item		

There was a report presented by the Head of Education outlining the outcome of the Inspection of Bilston Primary School and Nursery Class in January 2018 which was communicated in their letter dated 24 April 2018.

The Head of Education advised the Committee that Education Scotland are trying out some new approaches to inspection and this inspection followed one of the new approaches called the short, more focussed school visit. This involved visiting the school for two and a half days with fewer inspectors with the two working week notification period. The visit had a specific focus on raising attainment and achievement and how a school was addressing the need to close the equity gap; and the quality of teaching, learning and assessment. Education Scotland published a statement about the confidence they had in the school's capacity for improvement.

Noted below are the evaluations for Bilston Primary School and Nursery Class:

Nursery

QI 1.1 Self-evaluation for self-improvement	Good
QI 3.2 Securing Children's Progress	Good

School

QI 1.1 Self-evaluation for self-improvement	Satisfactory
QI 3.2 Raising attainment and achievement	Satisfactory

Decision

The Performance Review and Scrutiny Committee noted:

- (i) The content of the inspection report
- (ii) That Education Scotland are trying out some new approaches to inspection and this inspection followed one of the new approaches called the short, more focussed school visit as outlined in section 2.2
- (iii) The key strengths outlined in the report
- (ii) The significant areas for improvement
- (iii) The background factors outlined in section 2.5
- (iv) That Education Scotland would not return to the school in connection with this inspection

Agenda No	Title	Submitted by:
5.2	**Inspection of Dalkeith High School**	**Head of Education**

Outline and summary of item

There was a report presented by the Head of Education outlining the outcome of the inspection of Dalkeith High School in February 2018 as carried out by Education Scotland, which was communicated in their letter dated April 2018.

This Inspection was the full inspection model lasting 5 days. Education Scotland published a statement about the confidence they had in the school's capacity for improvement. Noted below are the evaluations for Dalkeith High School:

School

QI 1.3 Leadership of change	Good
QI 2.3 Learning, teaching and assessment	Good
QI 3.1 Ensuring wellbeing, equality and inclusion	Satisfactory
QI 3.2 Raising attainment and achievement	Good

Several Councillors commented favourably on this good report. The Head of Education in responding to a comment by Councillor Smaill advised that comparison data on raising attainment and achievement could be included in the attainment reports.

Decision

The Performance Review and Scrutiny Committee noted:

- (i) The content of the inspection report.
- (ii) The key strengths outlined in the report.
- (iii) The areas for improvement outlined in the report.
- (iv) That Education Scotland would not return to the school in connection with this inspection.
- (v) Future attainment reports would include comparative data on raising attainment and achievement.

Action

Head of Education

Agenda No	Title	Submitted by:
5.3	**Inspection of Midlothian Council Highbank Intermediate Care Service**	**Joint Director, Health and Social Care**
Outline and summary of item		

There was a report presented by the Head of Health and Older People's Services providing an overview of the Care Inspection report on Highbank Intermediate Care facility. Also provided was a summary of the action plan for the service improvements.

Midlothian Health and Social Care Intermediate Care Service was inspected in March 2018 by the Care Inspectorate, as a registered Care Home for people aged over 65.   The inspection covered two key areas of the National Care Standards attributed to care home services which were Quality of Care and Support and Environment.   The inspection report graded the two areas as follows:

Quality of care and support	4	Good
Environment	3	Adequate

The Head of Health and Older People's Services advised the Committee that the Care Inspectorate advised that they would never receive more than a 3 for Highbank as it was not fit for purpose. She also advised that a report would be presented to June Council on the re-provision of Highbank intermediate care facility.

Thereafter she responded to a question raised by Councillor Wallace on timescale for the re-provision of this service.

Decision

The Performance Review & Scrutiny Committee noted the content of the report and progress made.

QUARTER 4 PERFORMANCE REPORTS

Agenda No	Title	Submitted by:
5.4	**Adult and Social Care**	**Head of Adult and Social Care and Head of Health and Older People's Services**
Outline and summary of item		
The Quarter 4 Performance Report 2017/18 for Adult Social Care was presented by the Head of Adult and Social Care and the Head of Health and Older People's Services highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report. Thereafter the Head of Adult Services responded to questions and comments raised by the members of the Committee which included: • The additional £20 million pounds from the Scottish government for services to tackle issues around alcohol and drug misuse. • The waiting time for Occupational Therapy Services and the options for reducing this waiting time. • An update on the progress of the Falls Strategy.		
Decision		
To note the report.		

Councillor Hardie left the meeting 11.25 am

Agenda No	Title	Submitted by:
5.5	**Customer and Housing Services**	**Head of Customer and Housing**
Outline and summary of item		
The Quarter 4 Performance Report 2017/18 for Customer and Housing Services was presented by the Head of Customer and Housing Services highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report. Thereafter the Head of Customer and Housing Services responded to questions raised by members of the Committee which included: • The impact of Universal Credit and the low figures in Rent Arears. • The number of households who receive DHP and the possible housing options available to them		
Decision		
To note the report.		

Agenda No	Title	Submitted by:
5.6	**Children's Services**	**Head of Children's Services**

Outline and summary of item

The Quarter 4 Performance Report 2017/18 for Children's Services was presented by the Head of Children's Services highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report.

Thereafter the Head of Children's Services responded to questions and comments raised by members of the Committee which included:

- The increase in the percentage of children that are 'Looked After at Home' and the Committee were advised that a Looked After and Accommodated at Home Reviewing Officer has been appointed and would carry out some analysis of the figures over the summer period.
- Improving for the Future - Self Directed Support and an update on this within Children's Services.
- The Sickness Absence figures and that stress was one of the main reasons for sickness absence.

Decision

To note the report.

Agenda No	Title	Submitted by:
5.7	**Communities and Economy**	**Head of Communities and Economy**

Outline and summary of item

The Quarter 4 Performance Report 2017/18 for Communities and Economy was presented by the Head of Communities and Economy highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report.

Thereafter the Head of Communities and Economy responded to questions and comments raised by members of the Committee which included:

- Increase in charges and looking at opportunities in maximising charges.
- Trading Standards and progressing the partnership with East Lothian Council.
- Test purchasing and the issues around this and ensuring appropriate safe guards are in place.
- Development of the Business Improvement District within Dalkeith Town Centre.

Decision

To note the report.

Councillor Munro left the meeting 12 noon

Agenda No	Title	Submitted by:
5.8	**Education**	**Head of Education**
Outline and summary of item		

The Quarter 4 Performance Report 2017/18 for Education was presented by the Head of Education highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report.

Thereafter the Head of Education responded to comments and questions raised by members of the Committee which included:

- A good time to be 2 scheme and the information on location of eligible families being difficult to obtain.

- Exclusions and the commitment to reducing exclusions and the activities in place for children who are excluded.

- Sustainable destinations and how this was monitored and tracked.

- Removal of the internal assessments and how this would be approached by education.

- Cornbank Primary School and the achievement of the children in being awarded the green flag for the sixth time. The importance of Eco Schools and this being encouraged across all Midlothian Schools.

Decision
To note the report.

Councillor Baird left the meeting 12.18 pm

Agenda No	Title	Submitted by:
5.9	**Commercial Operations**	**Head of Commercial Operations**
Outline and summary of item		

The Quarter 4 Performance Report 2017/18 for Commercial Operations was presented by the Head of Commercial Operations highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the Report.

Thereafter the Head of Commercial Operations responded to questions and comments raised by Members which included:

- Collapse of Crummock and how this would affect Midlothian and the recruitment of additional road workers.

- The ability to maintain the conditions of the roads and the money from the Scottish Government for the severe winter conditions and Midlothian's share, £149,000.

- Any additional support available through the Bellwin Scheme.
- Congratulations to the service on keeping the roads gritted during the severe winter and the speedy response of the Roads team in repairing pot holes when reported.
- Also congratulations to the Roads Services team being finalists for the best Council performer in the Roads, Highways and Winter Maintenance category.

Decision
To note the report.

Agenda No	Title	Submitted by:
5.10	**Finance and Integrated Service Support**	**Head of Finance and Integrated Service Support**

Outline and summary of item
The Quarter 4 Performance Report 2017/18 for Finance and Integrated Service Support was presented by the Head of Finance and Integrated Service Support highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report. Councillors expressed their congratulations on the achievements of this service in being short listed for a National Living Wage Award and also the Healthy Working Lives Gold Award.

Decision
To note the report.

Agenda No	Title	Submitted by:
5.11	**Property and Facilities Management**	**Head of Property and Facilities Management**

Outline and summary of item
The Quarter 4 Performance Report 2017/18 for Property and Facilities Management was presented by the Head of Commercial Operations highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report.

Thereafter the Head of Property and Facilities Management responded to questions and comments raised by Members which included:

- Congratulations on the Newbattle High School Centre.
- The demolition of buildings which are no longer in use and the security in place for these empty buildings.

- The external wall installation scheme.

- The low uptake on the school meals and the reasons for this.

- The leisure facilities membership uptake and that the Tonezone was widely advertised. Also promoted was the Teenzone, junior and student membership.

- The new Leisure Management System (Legend).

Decision
To note the report.

Agenda No	Title	Submitted by:
5.12	**Midlothian Council including SMP update**	**Chief Executive**

Outline and summary of item

The Chief Executive presented the Midlothian Council Quarter 4 Performance report detailing the delivery of Midlothian Council's priorities through the Community Planning Partnership and the Single Midlothian Plan. The Council Transformation Strategy and Individual Service Plans outlined how Midlothian Council would deliver its contribution to the Single Midlothian Plan. The Chief Executive highlighted further on some of the successes and also some of the challenges as detailed in the report. He also stated the importance of Midlothian's exceptionalism and the financial pressures faced with Midlothian being the fastest growing Council.

Councillor Wallace congratulated the Chief Executive on his new appointment. He also commented on the Newbattle Centre and that this was a fantastic facility for Midlothian.

Decision
To note the report.

Agenda No	Title	Submitted by:
5.13	**Balanced Scorecard 2017/18**	**Chief Executive**

Outline and summary of item

The Chief Executive presented the Quarter 4 Balanced Scorecard Indicators 2017/18 highlighting each of the perspectives were supported by a number of key measures and indicators which ensured that the Balanced Scorecard informed ongoing performance reporting and helped to identify areas for further improvement.

The Chief Executive briefly explained the content of this summary performance report for 2017/18 which covered the three key priorities in the single Midlothian Plan: Reducing the gap was Health Outcomes; Economic Circumstances and Learning Outcomes.   The report then provides detail under the 5 key themes within the single Midlothian Plan and a series of indicators in relation to learning and growth, internal processes and financial health of the organisation and he

highlighted that a number of these would only be finalised after the financial accounts are completed.

Decision
To note the report.

Agenda No	Title	Submitted by:
5.14	**2016/17 Local Government Benchmarking Results**	**Chief Executive**

Outline and summary of item

The Chief Executive presented this report providing the Committee with the Local Government Benchmarking Framework (LGBF) overview of the Council's performance against the indicators for 2016/17.

In summary, whilst there are questions about the relevance, comparability and reliability of some of the indicators, there was nevertheless clear value in a number of the indicators, particularly those that are direct measures of performance. These show some areas of strength and some areas for improvement in Midlothian.

Full details of the 16/17 Benchmarking results were shown in an Appendix to the report, the table below provided a high level summary of performance across the four quartiles. It was noted that there were 5 indicators for which the data was not available yet and at this time half of the indicators were in the top two quartiles.

Scottish ranking	Percentage % of indicators falling within each quartile 2016/17
1st and 2nd Quartile (ranked 1-16)	34/68 50%
3rd and 4th Quartile (ranked 17-32)	34/68 50%

Thereafter the Chief Executive responded to a question raised by Councillor Smaill on the high cost of waste collection.

Decision
To note the 2016/17 LGBF comparison results detailed in Appendix 1 to the report.

6   Private Reports

No private reports were submitted for discussion.

7   Date of Next Meeting

The next meeting will be held on Tuesday 18 September 2018 at 11 am.

Inspection of Midlothian Council Care at Home service

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

1   Purpose of Report

This report provides an overview of the planning in place to meet required actions following a repeat inspection in April 2018 from the Care Inspectorate regarding Midlothian Council's Care at Home service. This subsumes the remaining actions due to be updated for Care at Home quarterly review. At the meeting of Cabinet on 4 September 2018 the content of this report and the progress made was noted and referred to this Committee

2   Background

2.1   Midlothian Council Care at Home service was inspected in August 2017, and an additional inspection was undertaken in April 2018, over a period of two weeks by the Care Inspectorate. The recent report was published on 10th August 2018 by the Care inspectorate and was distributed to all Elected Members of the Cabinet for their information. The inspection covered three key areas of the National Care Standards attributed to care at home services. These include:

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

2.2   Following the recent inspection a report was published that details the areas of its findings and outlines areas for recommendation and/or requirements. A revised action plan with specific timescales for completion, has been developed to address all areas for improvement. This action plan is regularly updated, to track and monitor improvements.

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

2.3.2

Quality of care and support	3	Adequate
Quality of staffing	3	Adequate
Quality of Management and Leadership	2	Weak.

The Care Inspectorate noted that there had been progress made since the last inspection in August 2017, including the service meeting two pre-existing requirements. However, they did not feel it was sufficient to achieve the levels required for next grade. These grades remain the same as the last inspection.

3   Conclusion

The Care Inspectorate reported in their findings from visiting clients and speaking to family members that people said*:*

"I am very happy with the service that I receive, excellent staff, always friendly and efficient".

"Excellent service, girls are brilliant".

However, some people commented on the inconsistencies of the care quality, arrival times of staff, visit times not being long enough and too many different carers.

The report also states:

"that people had a personal plan in their home. This is important as it lays out what the person needs help with, what the person's preferences are and how this person wishes to be supported. Having a copy of this to refer to is important to maximise good outcomes for people. However, people's preferences were not always recorded and sometimes enough detail of people's backgrounds was not recorded".

Additionally the care Inspectorate reported *"there had been a lot of focus improving care planning and, because of this, the service had not managed to keep up with its reviews of people's care. Regular reviews are important to be sure that people have been heard and to ensure best outcomes. We have repeated the requirement about reviews in order to give the service more time to complete this".*

4   Report Implications

4.1   Resource

There has been a focus on achieving improved quality in relation to Care Inspectorate requirements, including the appointment of a new Care at Home manager (secondment) and project management support to ensure planning is in place and outcomes delivered on time. The Planning Officer for Older People is liaising closely with the Care at Home team to ensure adherence to the action plan.

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 the report it is accessible to the public via the Care Inspectorate website, and by requesting a hard copy. It will also be on display in the Care at Home base for staff and visitors to access and review progress. There are risks with the current service

2

around inconsistency of carers and the requirement to have all care plans updated every 6 months or when there is a significant change to the clients care and support needs. Risk is also around poor care could be delivered to people. We have not had a quality assurance officer in post since February 2018 due to staff changes – however we now have this post filed again and this quality assurance officer will play a key role in carrying out spot checks, audits and coordinating the reviews of all support plans.

4.3 Policy

Strategy

The Care at Home service has responded to the inspection with a revised action plan responding to all the requirements and recommendations, with clear timescales and outputs to deliver to the plan.
The plan of actions is informed also by the rebalancing care agenda ensuring people can live as well as possible in their own homes in their communities. This includes working together with other key partners such as primary care services, allied health professionals, private and voluntary sector services within health and social care and our acute partners to deliver alternatives to acute care avoiding inappropriate hospital admissions.

There are now a total of six requirements and two recommendations from the recent inspection, there are no new requirements but there is 1 new recommendation which is around safe staffing. This recommendation has been challenged with the Care Inspectorate and Midlothian Council HR department. The service has followed safe recruitment practice however there seems to be lack of clarity on Midlothian Council HR policy around internal candidates and references. The Care Inspectorate expect 2 references for internal candidates where 1 is sufficient for HR however this is not explicit in Midlothian Council HR policy.
There were 9 requirements from the previous inspection and 1 recommendation. The current requirements are for the following issues:-
1. Complaints and concerns – improvement needed on how these are followed through.
2. Management overview – improvement required to ensure staff are regularly supervised, and all practice issues dealt with appropriately and timeously.
3. Incidents and accidents are reported and responded to appropriately.
4. Incidents reported to the Care Inspectorate through the eforms system.
5. Care plans and risk assessments reviewed according to the requirements (every 6 months).
6. Auditing framework in place with regular audits carried out on a number of areas such as training matrix, sickness, medication issues, staffing and care plan reviews.

3

Further improvement is required to meet all of the requirements and recommendations and we are hopeful there will be significant improvement in these areas to improve the grades at the next inspection which could be due within the next three months. The Care Inspectorate have advised these need to be met by 10th September 2018.

Work streams are in place to ensure relevant timescales are met by 10th September 2018. This includes ensuring all care plans/reviews, including risk assessments for all clients (approximately 350), are current and reflect the client's choices and wishes.

The requirement to have a live training matrix that reports on all mandatory training completed for all care staff (approximately 180) has presented challenges.   Learnpro is being developed by Midlothian Council Business services to produce the required reports in time for re-inspection.

There has been a lack of consistency in leadership over the past 18 months. A new manager took up post in June 2018, and has already demonstrated a conscientious commitment to drive change within the service, to improve the quality of care and support, as well as improving management information systems.

There is additional dedicated project management expertise assigned to the team to ensure all the information systems have effective and accurate reporting functions to provide up to date data on the service.

The core management team meet on a regular basis to review progress made against tasks to ensure timescales are met. All outstanding actions from previous action plan are incorporated in the revised plan, and a further update will be provided in next quarter.

Progress is also discussed at one to one supervision sessions between the Service Manager and the Registered Manager, then communicated to Care Team Supervisors and staff which includes regular staff newsletters and large team meetings. There are regular team meetings with the action plan as a standing agenda item to monitor and review the progress against actions.

Consultation

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

Equalities

4

There are no evident equalities issues.

Sustainability

There is an ongoing review of Care at Home services within Midlothian to establish opportunities to develop "outcome focussed" effective and efficient Care at Home services. This supports the Midlothian Older People strategy 2016 – 2019 which focusses on improving access to services and exploring opportunities to keep people safe and well in their own home and community.

The planning officer for older people has set up a focus group for individuals in receipt of the care at home service and family members to discuss concerns and complaints. We have received feedback about the service and this group will assist to inform where improvements need to take place and highlight areas of good practice as well. We feel this particular area of work demonstrates out commitment to improve the quality of the service to ensure Midlothian citizens receives the best possible service.

5   Technology issues

There are no Technology issues arising from this report.

6   Recommendations

Performance Review & Scrutiny Committee is asked to note the content of the report and progress made.

13th August 2018

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5

Midlothian Council - Domiciliary Care - Care at Home
Support Service

Fairfield House
8 Lothian Road
Dalkeith
EH22 3AA

Telephone: 0131 271 3942/3940

Type of inspection:
Unannounced

Completed on:
17 May 2018

Service provided by:
Midlothian Council

Service provider number:
SP2003002602

Service no:
CS2004062598

HAPPY TO TRANSLATE

About the service

Midlothian Council Domiciliary Care is registered as a Care at Home Service. It provides a service to adults and older people living in their own homes within Midlothian. The reablement and complex care services are located at Fairfield House, situated close to the town centre in Dalkeith. The Midlothian Enhanced Rapid response and Intervention Team (MERRIT) is based at Bonnyrigg Health Centre.

Staff are divided into four teams with differing roles. The MERRIT care team is part of a multi disciplinary team. The team deals with emergency and crisis situations on a short-term basis. Carers offer personal care and some domestic assistance. They provide 24 hour response for service users with personal alarms and they are heavily involved with responding to and the prevention of falls. The service aims to prevent hospital or care home admission. This team also assists individuals who are having a trial discharge from hospital.

The reablement team focuses on new requests for a care service or service users who have been in hospital for more than two weeks. The team offers personal care and support for a maximum of six weeks working with the service user to improve or maintain their independence. If services are required after six weeks, the team will have established what assistance the person needs in the longer term and organises the ongoing care and support.

The Complex Care teams offer support to individuals who require more individualised assistance on a longer term basis.

The service states that it aims:

"To provide a personal care and home support service for individuals and their carers in the individual's own home to enable them to remain at home for as long as they wish to do so.

To prevent admission and re-admission to hospital, and where people are being discharged from hospital to support them to leave hospital with minimum delay.

To support people leaving hospital to return to independence as soon as they are able."

This service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011.

The service told us that on 31 December 2017 it provided a service to 368 people.

What people told us

Before the inspection we sent out questionnaires. We received 71 completed questionnaires. Most people were happy with the overall quality of the service, though four people disagreed and many people made individual comments about the service.

We also visited 13 people in their own homes and called 23 on the telephone.

People said: "I am very happy with the service that I receive, Excellent staff, Always friendly and efficient, Excellent service, girls are brilliant".

However, some people commented on the inconsistencies of the care quality and of the arrival times of staff. Also, that the visit times were not long enough and people said they had many different carers. One person said "Having different carers is detrimental ..." and "It's like roulette, don't know who is coming".

Self assessment

The Care Inspectorate did not ask the service for a self assessment this year.

From this inspection we graded this service as:

Quality of care and support	3 - Adequate
Quality of staffing	3 - Adequate
Quality of management and leadership	2 - Weak

Quality of care and support

Findings from the inspection

The service is performing at an adequate level. We have repeated one previous requirement under this theme.

Since the last inspection we recognise that there have been improvements. At this inspection the service has met two previous requirements under this theme.

However, many people said they did not get regular carers and this was upsetting. Relatives told us that they were surprised that people with dementia or forgetfulness were given many different carers.

We saw that people had a personal plan in their home. This is important as it lays out what the person needs help with, what the person's preferences are and how this person wishes to be supported. Having a copy of this to refer to is important to maximise good outcomes for people. However, people's preferences were not always recorded and sometimes enough detail of people's backgrounds was not recorded.

People were complimentary about the kindness and dedication of their regular carers. We saw that carers were knowledgeable and competent in the jobs. We could not always see this level of detail matched in the personal plan. Personal plans need to detail which creams a person gets and where each of these creams needs to go.

Risk assessments did not always include risks of falling out of bed or risk of developing pressure sores. Risk assessments need to be more detailed and completed fully.

We saw people cared for in bed, using bed rails to reduce the risk of falling out of bed and using pressure relieving mattresses to maintain good skin health. We have asked that the service reviews responsibilities for the safe monitoring of this equipment and we will look at this next time.

We saw that there had been a lot of focus improving care planning and, because of this, the service had not managed to keep up with its reviews of people's care. Regular reviews are important to be sure that people have been heard and to ensure best outcomes. We have repeated the requirement about reviews in order to give the service more time to complete this.

Requirements

Number of requirements: 1

1. The provider must review service users' care plans at least once every six months and when there is a significant change in the service user's health, welfare or safety needs or when requested to do so by the service user or their representative. The provider must invite all significant people, including third parties with legal responsibilities, to the review meetings. The provider must do this by 10 September 2018.

This is to ensure that care and support is consistent with the Health and Social Care Standard (HSCS) 2.17 which states 'I am fully involved in developing and reviewing my personal plan, which is always available to me' (HSCS 2.17)

This is to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) 2011 (SSI 2011/210) Regulation 5 (1) and (2) - Personal Plans.

Recommendations

Number of recommendations: 0

Grade: 3 - adequate

Quality of staffing

Findings from the inspection

The service was performing at an adequate level. We made one recommendation from the previous inspection and made one new recommendation under this theme.

We heard mostly that people's needs were met and people were very positive about the care staff that helped them. We saw when we went out with staff to people's homes that care staff treated people with compassion, kindness and respect. However, we also heard from some people and their relatives that some care staff were not as helpful, skilled or as polite as they would expect.

We would expect care quality to get better by improving staff support through supervision and observed staff practice. We saw that care staff did not get as much supervision as was planned. We have repeated a recommendation about observed staff practice.

Some staff told us they felt well supported while other staff told us they did not. Some staff told us that they could speak to their manager whenever they needed to and were complimentary about the new support plan which helped staff give better care and support. Other staff were very critical about how the service operates.

Some staff said that the scheduling of visits needed to improve. Staff were concerned about how service changes were at times, negatively affecting people receiving a service, in particular people with dementia. Some staff told us that people do not always get the same carers. Some staff told us that care staff doing over time often replaced regular staff meaning that people did not get their regular carer which could be confusing and upsetting.

Staff's concerns were also about the change to their work conditions. Some staff told us that they had been expected to walk many miles daily between visits or found it impossible to get to places in the time allowed. Some staff and relatives said that the communication between office and care staff needed to improve as they felt concerns or requests were not acted upon.

Also, scheduled work could change without notice. Some staff said that they felt unsupported and, for some, morale was low.

We looked at the way staff were recruited and found that safety checks for staff were not always stored according to best practice. We have made recommendation about this.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 2

1. It is recommended that the service follows best practice in Safer Recruitment. This is to ensure care and support is consistent with the Health and Social Care Standard which states 'I am confident that people who support and care for me have been appropriately and safely recruited' (HSCS 4.24).

2. It is recommended that the provider regularly checks staff's competence through observed practice. This is to ensure care and support is consistent with the Health and Social Care Standards which state that 'I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes' (HSCS 3.14)

Grade: 3 - adequate

Quality of management and leadership

Findings from the inspection

The service was performing at a weak level. We have repeated four previous requirements and made one new requirement under this theme.

We were pleased to see that auditing processes have now started to be developed. This is an improvement from the previous year.

However, we found that further improvements were still needed in this area. Audits need to be specific about the individual samples checked, they need to record outcomes and they need to include timescales and who is responsible for taking any actions. We also found that audits were not completed regularly enough across all four teams and, when actions were identified, changes did not always occur. We have repeated a requirement about audits.

An improvement in this area would help to improve quality across the whole of the service, increasing better outcomes for people.

We also found that the service did not have an overview of key areas of service delivery. This limits the manager's quality monitoring which reduces the capacity for the service to improve and limits improved outcomes for people. We have made a requirement about this.

We saw that there were many missed visits, accidents and incidents and we have discussed this with the service. We expect that the service reports to us certain significant events but there were times when this had not happened. The management of this area of service delivery needs to be looked at as matter of urgency. We have repeated two previous requirements in these areas.

We found that carers' needs and rights were not always recognised and awareness of this needs to be developed. We discussed this with the service at the time.

We looked at the way the service manages its concerns, complaints and compliments. We were surprised to see that there was little data held in one place. During our inspection we heard that there were compliments received but we also saw in different places examples of dissatisfaction that were not recorded as such. This does not give the service a true overview of service satisfaction. These systems need to improve so that the service can make real improvements for people. We have repeated a previous requirement in this area.

We were concerned that poor performance in this theme was constraining performance for the service as a whole.

Requirements

Number of requirements: 5

1. The provider must (a) maintain an overview of all areas of service delivery including reviews, staff supervision and observed practice; and (b) implement any identified actions required to ensure service user's health, welfare and safety needs are continuously being met. The provider must do this by the 10 September 2018.

This is to ensure care and support is consistent with Health and Social Care Standards which state that 'I use a service and organisation that are well led and managed' (HSCS 4.23).

This is in order to comply with regulation 3 and 4 of the Social Care and Social Work Improvement Scotland (Requirements for Care Services) 2011, SSI 2011/210; - Principles and Welfare of Users; make proper provision for the health, welfare and safety of service users.

2. The provider must ensure all incidents involving service users are appropriately acted on, reported, recorded and followed up. The provider must start this immediately and have this fully in place by the 10 September 2018.

This is to ensure care and support is consistent with Health and Social Care Standards which state that 'I use a service and organisation that are well led and managed' (HSCS 4.23).

This is in order to comply with regulation 4 (welfare of users) of the Social Care and Social Work Improvement (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

3. The provider must ensure that the service complies with all aspects of the Care Inspectorate Guidance on Notification Reporting. The service must start this immediately and have this in place fully by the 10 September 2018.

This is to ensure care and support is consistent with Health and Social Care Standards which state that 'I use a service and organisation that are well led and managed' (HSCS 4.23).

This is to comply with The Public Services Reform (Scotland) Act 2010, Section 53 (6) SCSWIS may at any time require a person providing any social service to supply it with any information relating to the service which it considers necessary or expedient to have for the purposes of its functions under this Part.

4. The provider must (a) develop and implement appropriate auditing systems for internal processes including:- auditing all aspects of actual service delivery, completed daily recording documents, completed medication records, care plans and associated risk assessments, checking any planned targets are being met in relation to reviews, team meetings, 1:1 supervision, appraisals, training undertaken and competency checks; and (b) audit all accidents and incidents on a monthly basis to identify any trends.

The provider must do this by the 10 September 2018.

This is to ensure care and support is consistent with Health and Social Care Standards which state that 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes'(HSCS 4.19).

This is to comply with the Social Work Improvements Scotland (Requirements for Care Services) 2011 (SSI 2011/210) Regulation 4(1) (a) Welfare of users - a provider must make proper provision for the health, welfare and safety of service users.

5. The provider must put systems in place to follow through all concerns or comments and evidence the actions taken and changes made to the care and support as a result. The provider must do this by 10 September 2018.

This is to ensure care and support is consistent with Health and Social Care Standards which state that 'I use a service and organisation that are well led and managed' (HSCS 4.23).

Recommendations

Number of recommendations: 0

Grade: 2 - weak

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

Previous requirements

Requirement 1

The Provider must ensure that each service user has an accurate, up to date care plan, which sets out how the service user's health, welfare and safety needs are to be met in sufficient detail to enable the care and support to be carried out consistently by each carer in the way the service user chooses and needs the care and support to be carried out. Information to include current health conditions and guidance on how to communicate with service users who have communication difficulties. Service users and their representatives to be included in the care planning process. Care plans to be signed and dated by service users or representatives as well as the service representative to evidence approval of the plan. This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI2011/210) Regulation 5 (2) (b) (i) (ii) (iii) Personal Plans.
Timescale for implementation: within 16 weeks from receipt of this report.

This requirement was made on 21 August 2013.

Action taken on previous requirement
This requirement has been met.

Met - outwith timescales

Requirement 2

The Provider must ensure that where there is an identified risk to service users or staff which is not assessed through the general risk assessment, a specific risk assessment must be completed to manage and reduce the risk. Service users and their representatives to be included in the risk assessment process and review. Care plans and risk assessments to be signed and dated by service users or representatives as well as the person undertaking the assessment. Completed risk assessment documentation to be held within the service users care plan for care staff, the service user and representatives to refer to.
This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI2011/210) Regulation 4 (1) A provider must (a) make proper provision for the health, welfare and safety of service users.
Timescale for implementation: within 16 weeks from receipt of this report.

This requirement was made on 21 August 2013.

Action taken on previous requirement
This requirement has been met.

Met - outwith timescales

Requirement 3

The provider must ensure there are clear procedures to follow to make sure all incidents are reported, recorded and processed to completion. - Procedures recorded to include actions and considerations undertaken directly following the incident, identifying further immediate action required, who must be informed, end outcomes and actions to minimise future risks. - The process to be formally closed by the manager once all completed to satisfaction. This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011(SSI 2011/210) Regulation 4 (1) (a) Welfare of users - a requirement that the provider ensures the health, welfare and safety of service users.
Timescale for implementation: 24 hours from receipt of this report.

This requirement was made on 31 July 2014.

Action taken on previous requirement
This requirement has not been met.

Not met

Requirement 4

The provider must ensure that incidents, adult protection issues and care staff performance issues that are deemed notifiable to the Care Inspectorate are duly reported to the Care Inspectorate, including detailed information and updates, within the required timescales as detailed within the Care Inspectorate Guidance on Notification Reporting. The service to ensure all incident and complaints processes include consideration as to whether the Care Inspectorate, Social Work and/or other bodies require being informed. This is also to comply with The Public Services Reform (Scotland) Act 2010, Section 53 (6) SCSWIS may at any time require a person providing any social service to supply it with any information relating to the service which it considers necessary or expedient to have for the purposes of its functions under this Part.
Timescale: This was required at the time of inspection and on an ongoing basis.

This requirement was made on 21 August 2013.

Action taken on previous requirement
This requirement has not been met.

Not met

Requirement 5

The provider must develop appropriate auditing systems for internal processes relevant to the service to support quality assurance processes. This to include:- Auditing all aspects of actual service delivery through computer systems, completed daily recording documents, completed medication records, care plans and associated risk assessments.
Checking planned targets are being met through monthly audits in relation to six month reviews, team meetings, 1:1 supervision, appraisals, training undertaken and competency checks.
All accidents and incidents to be audited on a monthly basis to identify any trends. This is to comply with the Social Work Improvements Scotland (Requirements for Care Services) 2011 (SSI 2011/210) Regulation 4(1) (a) Welfare of users - a provider must make proper provision for the health, welfare and safety of service users.
Timescale for implementation: within 16 weeks from receipt of this report.

This requirement was made on 20 August 2012.

Action taken on previous requirement
This requirement has not been met.

Not met

Requirement 6

The provider must ensure that service users' service reviews take place as required and stated within the current legislation of once in every 6 month period and when there is a significant change in the service user's health, welfare or safety needs or when requested to do so by the service user or their representative. The provider must ensure it invites all significant people, including third parties with legal responsibilities, to the review meetings. This is to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) 2011 (SSI 2011/210) Regulation 5 (2)(iii) Personal Plans

Timescale for implementation: within twelve weeks of receipt of this report.

This requirement was made on 20 November 2012.

Action taken on previous requirement
This requirement has not been met.

Not met

Requirement 7

The provider must put systems in place to follow through all concerns or comments and evidence the actions taken and changes made to the care and support as a result.
This is in order to comply with: SSI 2011/210 Regulation 4 (1)(a) - a requirement to make proper provision for the health, welfare and safety of service users.

Timescale for implementation: within twelve weeks of receipt of this report.

This requirement was made on 21 August 2013.

Action taken on previous requirement
This requirement has not been met.

Not met

Requirement 8

The provider must ensure the new medication policies and procedures are put in place as soon as possible. All staff must be trained in the updated policy and procedures.
This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI2011/210) Regulation 4 (1) A provider must (a) make proper provision for the health, welfare and safety of service users.

Timescale for implementation: within 12 weeks from receipt of this report.

This requirement was made on 17 August 2015.

Action taken on previous requirement

This requirement has been met.

Met – outwith timescales

Requirement 9

The provider must ensure that all staff receive training appropriate to the work they are to perform and to meet identified individual service user needs. A training programme must be developed based on training needs identified from training records and the organisational training requirements as laid down in the Community Care Learning and Development Framework. The provider must supply the Care Inspectorate with a copy of the training programme along with dates when training topics are to be delivered.
This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI2011/210) Regulation 4 (1) (a) A provider must make proper provision for the health, welfare and safety of service users; Regulation 15 (b) (1) Staffing - a provider must ensure that persons employed in the provision of the care service receive training appropriate to the work they are to perform.

Timescale for implementation: the training programme to be submitted to the Care Inspectorate within 6 weeks from receipt of this report.

This requirement was made on 17 August 2015.

Action taken on previous requirement
This requirement has been met.

Met – outwith timescales

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

Previous recommendations

Recommendation 1

The provider should ensure quality assurance spot checks on care staff which include observation of practice are undertaken as per the organisation's learning and development framework.
National Care Standards. Care at Home - Standard 4: Management and staffing.

This recommendation was made on 17 August 2015.

Action taken on previous recommendation
 This has not been met.

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	
24 Aug 2017	Unannounced	Care and support Environment Staffing Management and leadership	3 - Adequate Not assessed 3 - Adequate 2 - Weak
21 Jun 2016	Unannounced	Care and support Environment Staffing Management and leadership	3 - Adequate Not assessed 3 - Adequate 3 - Adequate
7 Jul 2015	Unannounced	Care and support Environment Staffing Management and leadership	3 - Adequate Not assessed 3 - Adequate 3 - Adequate
31 Jul 2014	Unannounced	Care and support Environment Staffing Management and leadership	4 - Good Not assessed 4 - Good 3 - Adequate
21 Aug 2013	Announced (short notice)	Care and support Environment Staffing Management and leadership	3 - Adequate Not assessed 3 - Adequate 3 - Adequate

Date	Type	Gradings	
20 Nov 2012	Announced (short notice)	Care and support	4 - Good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	4 - Good
18 Nov 2010	Announced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	Not assessed
12 Jan 2010	Announced	Care and support	4 - Good
		Environment	Not assessed
		Staffing	4 - Good
		Management and leadership	4 - Good

Inspection report

SPSO Annual Report on Scottish Welfare Fund Independent Reviews

Report by: Kevin Anderson, Head of Customer and Housing Services

1   Purpose of Report

The purpose of this report is to provide Performance Review & Scrutiny Committee with an update regarding the Scottish Public Services Ombudsman (SPSO) reviews relating to Midlothian Council's Scottish Welfare Fund appeal cases handled by the SPSO for 2017/ 18 and published in the Annual Report.   At the meeting of Cabinet on 4 September 2018 this report was noted and referred to this Committee.

2   Background

2.1   The Scottish Welfare Fund (SWF) is a national scheme Midlothian Council delivers on behalf of the Scottish Government. The Scottish Welfare Fund offer two types of grant assistance as a safety net for people on a low income, or the most vulnerable people.

- Crisis grants may help for those in crisis because of a disaster, like a fire or flood, or an emergency such as losing money or having to visit a sick child in hospital.
- Community care grants may help for those about to leave care to live in the community, or to help to provide a safe and secure home for your family.

Midlothian Council uses the Scottish Government Guidance and criteria in determining applications. Customers who have been refused a SWF claim by the council can ask for this to be reviewed and the reasons for disagreeing with the decision and to provide any additional information or relevant documentation. A different decision maker will give the claim reconsideration and if the claimant still disagrees they can then ask the SPSO to review the case.

2. 2   The Scottish Public Services Ombudsman (SPSO) acts as the Scottish Welfare Fund (SWF) Independent Reviewer and will look at whether the council made the decision it should have. The SPSO available outcomes are to:

- not to change the council's decision
- to overturn the council's decision in part, or in full (i.e. make a different decision) or
- to send the case back to the council to remake their decision.

2.3 Scottish Welfare Fund Review Statistics

The report provides information on customer appeals the SPSO received between 1 April 2017 and 31 March 2018 and Appendix 1 provides an account of the appeals data about Midlothian Council that the SPSO has looked at and published on their website in July 2018.

It is notable that there has been a significant decrease in the number of enquiries from Midlothian in the past year and of the 4 cases, one of these was partially upheld.

The SPSO full Annual Report across all local authorities is presented in Appendix 2.

3 Report Implications

3.1 Resource
The SPSO monitoring and reporting activity has no additional resource requirements.

3.2 Risk
Failure to meet the statutory requirements as they relate to SWF claim handling and SPSO reporting presents a risk which is mitigated by a continuing focus on existing governance and reporting structures.

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
This report does not relate directly to the key priorities within the Single Midlothian Plan; however the approach taken for complaints supports the ongoing improvement agenda across a number of the thematic areas.

3.5 Impact on Performance and Outcomes
The annual report and review will provide a number of benefits which include an improved understanding of the process, clarity about the criteria, and statistical data that provides the opportunity for benchmarking analysis.

3.6   Adopting a Preventative Approach

The Council is proactively responding to improvement opportunities noted as part of the complaints process.

3.7   Involving Communities and Other Stakeholders

The Council is using the evidence from complaints as another form of customer feedback to assist in its delivery of services.

3.8   Ensuring Equalities

Whilst not directly impacting on equalities, information is provided about the SWF into a legible format or language to accommodate additional needs or those whose first language is not English. This is in line with the Equalities Act 2010.

3.9   Supporting Sustainable Development

There are no sustainability issues with regard to this report.

3.10   IT Issues

There are no IT issues

4.   Recommendations

Performance Review & Scrutiny Committee is recommended to note the SPSO Annual Scottish Welfare Fund Independent Review Report 2017/18 (appendix 2) and the Midlothian specific outcomes in appendix 1.

Date: 31 July, 2018

Report Contact:
Name: Kevin Anderson, Head of Customer and Housing Services
Tel No: 0131 271 3225
kevin.anderson@midlothian.gov.uk

Appendix 1

2017/18 SWF Review Statistics

Appendix 2

SPSO Annual Report on the Scottish Welfare Fund Independent Review Service

2017-18 SWF review statistics

The statistics below provide information about the reviews received from applicants in your area and compare these to the overall picture of reviews across Scotland. For comparison purposes, we have also included last year's figures.

We record cases as upheld where we change the council's decision. Uphold rates are therefore a useful indicator of how councils are performing as they illustrate how regularly we assess that a different decision should have been made. For councils with very low numbers of SPSO reviews, the uphold rates and comparisons are likely to be less representative. However, recording the uphold rates helps create a baseline for comparison in future years.

The average uphold rates in 2017-18 were (last year's figures in brackets):

- 35% (32%) for crisis grants

- 52% (43%) for community care grants.

The tables below summarise the total number of enquiries we handled, cases that we closed before decision and decision outcomes. Examples of the reasons for closing applications before making a decision include where applicants have contacted us before asking for a first tier review, before receiving their first tier decision (premature) or have chosen to withdraw their review request (Not duly made or withdrawn).

Authority	Midlothian Council
Total Enquiries	4 (13)

	Midlothian Council – cases closed pre-decision		
Outcome	Community Care	Crisis	Total
Advice only	0 (2)	0 (3)	0 (5)
Not duly made or withdrawn	0 (1)	0 (0)	0 (1)
Out of jurisdiction	0 (0)	0 (1)	0 (1)
Premature	0 (1)	0 (1)	0 (2)
Total	0 (4)	0 (5)	0 (9)

Application Type	Total Decisions	Not Upheld	Upheld	Uphold Rate	National Average Uphold Rate
Crisis	2 (1)	2 (1)	0 (0)	0% (0%)	35% (32%)
Community Care	2 (3)	1 (2)	1 (1)	50% (33%)	52% (43%)
Total	4 (4)				

Suggestions for Improvement

Where we identify potential or actual failings, we record suggestions for improvements which we highlight directly to councils. We do this for all cases, whether or not we uphold them. For transparency, we include these in our decision letters to applicants.

We have outlined the findings we have recorded for your council broken down by the 'findings subject' and whether or not they were material to the decision. For clarity, findings which are material to the decision cause us to disagree with the overall decision, whereas non-material findings are general suggestions for improvement.

This information provides detail around the areas of your casework where we considered improvements could be made, and we anticipate this will be used for identifying areas of focus for learning. As a result of feedback from councils on our annual letter last year, we have amended the covering letter we send to councils with each decision to include more detailed information about our findings. Examples of our findings and further information regarding the findings categories are contained within our annual report. Councils have also been provided with detailed case by case feedback throughout the year.

We hope you find this helpful. If you would like to discuss this with them, or how we might provide learning support, please get in touch with the SWF team 0800 014 7299.

Authority	Midlothian Council
Total findings	3 (3)

	Findings: Material to Decision	
Subject	%	Total
Incorrect interpretation of information	100% (0%)	1 (0)
Guidance not followed correctly	0% (100%)	0 (1)
Total	100% (100%)	1 (1)

	Findings: Not Material to Decision	
Subject	%	Total
Communication issues – written	50% (50%)	1 (1)
Guidance not followed correctly	0% (50%)	0 (1)
Positive feedback	50% (0%)	1 (0)
Total	100%	2 (2)

You have no idea how much this is going to help get me through

The outcome is much appreciated and will make a huge difference to my client's quality of life

I find speaking to some Government departments really daunting, especially when you have mental health problems, and I came off the phone thinking 'that was easy'

You're a life saver. Legend

I am delighted with the outcome and very pleased with the service both members of staff provided

SPSO's Annual Report on the **Scottish Welfare Fund** Independent Review Service

2017 – 18

Contents

Our values

information

> We work independently and fairly

> We are people-focused and value integrity and respect

> We value learning and improvement

Ombudsman's introduction

ROSEMARY AGNEW
SCOTTISH PUBLIC SERVICES OMBUDSMAN

Our strategic vision states that the SPSO **"contributes actively and positively to Scotland's development and delivery of first class public services: putting people and learning at the heart of what we do by being innovative and world-leading in our approach to complaints, reviews and standards".** This is important to us, and by applying it, we deliver a service that reflects our values (set out opposite).

This approach is especially apparent in the review of Scottish Welfare Fund decisions (SWF). Our SWF work has a direct impact on some of the most vulnerable people in Scotland. But to us, the service is about much more than reviewing decisions. Putting people at the heart of what we do means being fair to both applicants and councils in equal measure.

> If we overturn a council's decision, we explain why to promote learning and improvement.

> If we spot opportunities to improve the SWF scheme, for the benefit of all, we act on them.

> If we identify wider learning, we share it.

In short, our SWF work is not just about benefits and rules; it is about treating all people with respect and dignity, whether they are applicants seeking help, or the hard working council officers handling the applications.

In the SPSO's second annual report of the Scottish Welfare Fund Independent Review Service, we tell you about our own excellent performance **(handled 764 applications, 99.9% of Crisis Grant applications in 1 working day, 99.4% of Community Care Grants in 21 working days)** and about how we used the learning from our findings to promote wider improvement. Three significant examples of this are:

1. Highlighting the inconsistency of applicants being able to ask for an SPSO review verbally, but having to make their first tier review to the council in writing.

2. Not all councils have Freephone numbers. We see this as a barrier to providing an accessible service.

3. Contributing to the Government's review of the Statutory Guidance. Most of our suggestions were accepted and implemented.

Looking forward to 2018-19, we will develop our approach further. This includes:

> Exploring ways in which we can publish more information about our decisions.

> Supporting councils to develop methods for quality assuring their case work.

> Developing a decision-making tool to help councils achieve consistency in decision-making.

We hope you enjoy reading, and welcome comments and feedback.

The Scottish Welfare Fund Independent Reviewer

About the Scottish Welfare Fund

The Scottish Welfare Fund is a national scheme. Local Authorities (councils) deliver it on behalf of the Scottish Government. It is a safety net for people on a low income, offering two types of assistance to the most vulnerable people in Scotland:

information

> Crisis Grants: these help people who are in crisis because of a disaster or emergency.

> Community Care Grants: these help people establish or maintain a settled home within the community.

The reviewer role

The Scottish Public Services Ombudsman (SPSO) acts as the Scottish Welfare Fund (SWF) Independent Reviewer. What this means in practice is that if someone has:

(i) applied to the council for a Crisis Grant (CG) or Community Care Grant (CCG) and

(ii) asked the council to review their decision (we call this a tier 1 review) and

(iii) is unhappy with the council's decision,

they can come to us for an independent review of that decision.

The SPSO can look at whether the council made the decision it should have. We can decide:

> not to change the council's decision

> to overturn the council's decision in part, or in full (i.e. make a different decision) or

> to send the case back to the council to remake their decision.

When we overturn a decision, we instruct councils to make awards which will either alleviate crisis situations, or provide essential items to help applicants set up or to continue to live independently in the community.

We also make suggestions for improvements where we identify poor practice.

Our total budget during 2017-18 was £435,000. A small proportion of this resource is targeted towards learning and improvement activities to support the development of best practice in councils.

Meet the Team

The SWF Review team is comprised of six members of staff, covering the whole of Scotland. This includes our team manager Alison Jack, four case reviewers and a team assistant. They have a broad range of experience including SWF decision-making, money advice, teaching, complaints handling and training. We welcome opportunities to liaise with our stakeholders so please get in touch if you have any questions about our service.

Alison Jack, Team Manager

SPSO performance

Applications to SPSO

Work received

	2017-18	2016-17
Total contacts	**1,172**	**1,078**
Advice, support, signposting	424	310
Review applications	748	768

Applications handled

	2017-18	2016-17
Total	**764**	**768**
Closed before review	158	331
Closed at review	606	437

Cases carried forward

	2017-18	2016-17
Cases carried forward at year end	19	34

The number of cases closed at review increased by 38.7% from last year, and we had less work in hand at the end of the year. This is significant because cases we close at review make a determination and require considerably more resources than cases closed before review.

Application outcomes

	2017-18	2016-17
Community Care Grants decision changed	**164**	98
Community Care Grants decision NOT changed	**151**	132
Crisis Grants decision changed	**102**	66
Crisis Grants decision NOT changed	**186**	141
Community Care Grant cases referred back to council to make new decision	**3**	–

Although we closed 606 review applications, we only count the ones that we closed with a "decision". In addition to the figures above, in 5 cases (3 CG and 2 CCG) applications were withdrawn by the applicant.

SPSO performance

As you can see, over half of CCG decisions were changed, an increase of 9% on the previous year. In contrast, although CG numbers were up by 45, the proportion we changed was relatively stable at 35%.

Community Care Grants

Decision changed		Decision NOT changed	
2017-18 **52%**	2016-17 **43%**	2017-18 **48%**	2016-17 **57%**

Crisis Grants

Decision changed		Decision NOT changed	
2017-18 **35%**	2016-17 **32%**	2017-18 **65%**	2016-17 **68%**

Reconsiderations

Councils and applicants can ask us to review and reconsider our decisions. The SPSO is not required to do this: we introduced it as a voluntary stage as a quality measure. We use reconsiderations as an opportunity to learn and improve our service. Someone not involved in the original decision carries out the review.

2017-18

No. requests received	% of all decisions made	Decision changed: *new information received*		Decision changed: *reviewer disagreed with original decision*		SPSO decision NOT changed	
		Number	% of all requests	Number	% of all requests	Number	% of all requests
21	3.5%	6	28.6%	1	4.8%	14	66.7%

2016-17

No. requests received	% of all decisions made	Decision changed: *new information received*		Decision changed: *reviewer disagreed with original decision*		SPSO decision NOT changed	
		Number	% of all requests	Number	% of all requests	Number	% of all requests
37	8.5%	2	5.4%	2	5.4%	33	89.2%

As you can see, reconsideration requests fell significantly compared to the previous year. We attribute this largely to having changed the way we communicate to manage expectations more effectively. We clarify at the outset what our uphold rates are and explain our decisions more fully over the phone at the end of the process. There was an increase in the proportion of cases changed at the reconsideration stage: this was due to a rise in the number of cases where we received new information during the reconsideration process, which was material to the decision. The proportion of cases where the reviewer disagreed with the original decision remained stable.

Review performance

Performance indicators

We recognise the importance of making decisions quickly as many applicants are in urgent need. As seen below, we exceeded all of our targets by a significant margin.

2017-18 Indicator	Target	Achieved
PI-1 Crisis Grant applications determined within 1 working day	95%	99.3%
PI-2 Community Care Grant applications responded to within 21 working days	95%	99.4%
PI-3 cases requested for reconsideration, decision is correct	95%	99.8%

2016-17 Indicator	Target	Achieved
PI-1 Crisis Grant applications determined within 1 working day	95%	99.5%
PI-2 Community Care Grant applications responded to within 21 working days	95%	97.8%
PI-3 cases requested for reconsideration, decision is correct	95%	94.6%

We count the working days from the point we have all the information we need to make a robust decision. PI-1 and PI-2 were set following a public consultation. PI-3 is a voluntary quality indicator we set for ourselves.

Case handling times

In addition to measuring and monitoring performance against targets, we also measure and monitor average case handling times. This includes the time taken for councils to provide us with information and time for enquiries with applicants and other third-parties.

Achieved 2017-18

Crisis Grants in 5 working days	100%	3% ↑
Community Care Grants in 30 working days	88%	11% ↑
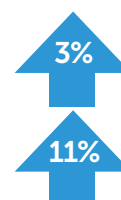
Achieved 2016-17

Crisis Grants in 5 working days	97%
Community Care Grants in 30 working days	77%

We allow councils one day to provide us with information about Crisis Grants and four days for Community Care Grants.

SPSO performance

Quality of service

We are committed to delivering the highest quality service we can. We do this in several ways:

1	Quality assurance of cases by senior decision-makers not involved in delivery of the SWF review service
2	Quality assurance of telephone calls
3	Reconsiderations
4	Customer service complaints
5	Feedback and engagement

We used the following methods to gather feedback and improve our service in 2017-18:

> We quality assured 10% of our case load and made the following improvements as a result:
>> Simplifying the explanation in decisions about how we assess priority
>> Agreeing a structured approach to ensure consistency in assessment against criteria
>> Explaining our decision more fully to applicants over the phone.

> We piloted seeking customer feedback differently. This was because traditional written survey methods received only a 9% response rate. We realised we took 69% of applications verbally but were seeking feedback in written form. Therefore we trialled an "in process" methodology which involved contacting applicants at three points in the process: initial contact, during the investigation, and post decision. We wanted to see whether we could improve response rates and get a more balanced view of our service that was less influenced by the outcome of decisions (often referred to as decision bias). At the time of writing, the results are being analysed, but early indications are that we have increased the feedback rate from 9% to 28% and that we are getting a more meaningful view of our service.

> We received 27 pieces of unsolicited positive feedback from applicants and their representatives throughout the year. This type of feedback makes our day! Check out the report's inside back cover for more examples:
>> Thank you so much for your assistance with this application. Your decision is exceptionally clear and well-constructed and my client is absolutely delighted with your decision.
>> Thank you for your help on the phone – it made the process very easy.
>> The member of staff was really helpful and explained the process really clearly. They also took time to listen to her and she felt that she was being taken seriously.

Review performance

Quality of service

> We received four complaints about our service:

>> We upheld two: one on a technical communication issue and one on our verbal communication with the applicant. We apologised and fed back to staff on both occasions.

>> All four complaints were handled at stage 1 of the complaints procedure and responded to within two working days.

> We have two sounding boards. Our SWF local authority sounding board comprises eight councils covering urban and rural areas. Our third-sector sounding board gives us direct feedback about our service and wider issues with the SWF. Members are organisations who work on behalf of vulnerable groups including Women's Aid, Lone Parent Scotland, Citizen's Advice Scotland and the Scottish Refugee Council. The sounding boards are an opportunity for SPSO to receive feedback and share information about our service, and issues and experiences of users.

Accessibility

We never stop looking for ways to make our service as accessible as possible. We listen to feedback and take active steps to look for ways to be more accessible, especially recognising that applicants who come to us are often vulnerable and in crisis situations.

> Our diversity information from a 20% sample of casework, showed 57% of people reported a mental or physical disability. This is significantly higher than the Scottish Health Survey (2008-2016) which reported that 33% of adults have long-term limiting health condition or disability.[1]
>
> information

We take applications in a variety of ways. At 69%, by far the most well used route to making a review request is through our Freephone number. We believe that this ability to be able to take applications verbally is critical to the accessibility of our service.

Going forward, we will be considering how we make our service more accessible to British Sign Language (BSL) users as part of the SPSO's BSL Action Plan.

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[1] http://www.gov.scot/Topics/People/Equality/Equalities/DataGrid/Disability

SPSO performance

Breakdown of contact types

2017–18
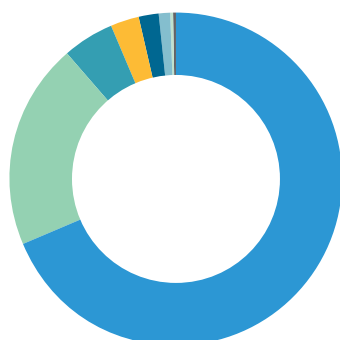
		Number	%
■	TELEPHONE	514	69%
■	WEB-FORM	153	20%
■	LETTER	34	5%
■	HARD COPY FORM	19	3%
■	EMAIL	16	2%
■	SPSO CONTACT FORM	10	1%
■	FAX	1	0.1%
■	VISIT	1	0.1%
		748	100%

2016–17
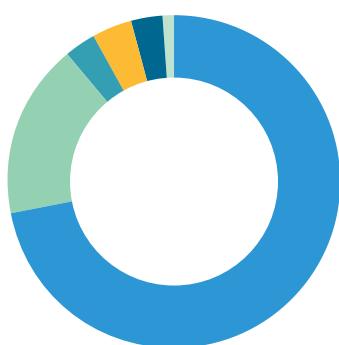
		Number	%
■	TELEPHONE	554	72%
■	WEB-FORM	130	17%
■	LETTER	23	3%
■	HARD COPY FORM	30	4%
■	EMAIL	23	3%
■	SPSO CONTACT FORM	0	0%
■	FAX	8	1%
■	VISIT	0	0%
		768	100%

Advice, support and signposting

We always try to help people by giving them advice and/or signposting them to another source of assistance. As you can see, 95% of the people we offered advice or support to were signposted to their local council. A significant number of these were referred to their local council because they had not yet made an application.

Worryingly, some applicants told us they were knowingly contacting us instead of their local council because they had no credit on their mobile phone and their local council did not have a Freephone number. In these cases, we asked councils to make contact with the applicants concerned.

	2017-18		2016 -17	
SIGNPOSTED TO:	**Number**	**%**	**Number**	**%**
Local council	403	95%	277	89%
SWF general enquiries	11	3%	18	6%
Other	8	2%	14	3%
CAB	1	0.2%	1	0.3%
Financial Ombudsman	1	0.2%	0	0
TOTAL	424		310	

SWF and council performance

Review numbers

As set out earlier in this report, 2017-18 saw a 38.7% increase in the number of reviews coming to the SPSO. The 606 reviews we decided was the highest since the SWF began in 2013 (local councils handled tier 2 before the SPSO took over the review function in April 2016).

Community Care Grants Independent / Tier 2 reviews by financial year

	2013/14	2014/15	2015/16	2016/17	2017/18
Upheld	73	123	118	99	164
Not upheld	64	207	203	131	151
Referred back to the council [2]					3
Total	**137**	**330**	**321**	**230**	**318**

Crisis Grant independent/tier 2 reviews by financial year

	2013/14	2014/15	2015/16	2016/17	2017/18
Upheld	10	49	92	66	102
Not upheld	16	51	72	141	186
Total	**26**	**100**	**164**	**207**	**288**

The increasing number of review requests we receive is encouraging as it suggests that people are aware of their rights and are accessing the service. However, these figures should be considered in context. It is important to recognise that only a miniscule proportion of applicants reach the independent (tier 2) stage. Figures from 2016-17 show us:

Community Care Grants

1 [3]	2	3	4	5
No of applications	No of 1st tier reviews	1st tier review as a % of all applications	No of SPSO reviews	SPSO reviews as a % of all applications
67,480	**3,806**	**5.6%**	**230**	**0.3%**

Crisis Grants

1	2	3	4	5
No of applications	No of 1st tier reviews	1st tier review as a % of all applications	No of SPSO reviews	SPSO reviews as a % of all applications
164,970	**2,607**	**1.6%**	**207**	**0.1%**

2 There is no direct comparison for this figure as it was not an option used by councils prior to 2016-17.

3 http://www.gov.scot/Topics/Statistics/Browse/Social-Welfare/swf/SWF31Dec2017

SWF and council performance

While we monitor applications and their outcomes carefully, what we see is still only a small proportion of claims made to the SWF, so it is important that we consider these figures with caution when considering the scheme as a whole.

We are committed to using our casework as much as we can to identify opportunities for learning and improvement across the wider delivery of the SWF, so continue to identify areas to explore. We cover this in more detail later in the report under "Learning, improvement and engagement".

Which councils does SPSO get reviews about?

Authority	Community Care Grants	Crisis Grants	Total
Aberdeen City Council	0 (1)	3 (2)	3 (3)
Aberdeenshire Council	5 (4)	12 (11)	17 (15)
Angus Council	2 (0)	4 (0)	6 (0)
Argyll and Bute Council	3 (0)	2 (0)	5 (0)
Clackmannanshire Council	2 (0)	1 (0)	3 (0)
Comhairle nan Eilean Siar	0 (0)	0 (0)	0 (0)
Dumfries and Galloway Council	11 (9)	8 (3)	19 (12)
Dundee City Council	20 (13)	8 (12)	28 (25)
East Ayrshire Council	15 (8)	3 (2)	18 (10)
East Dunbartonshire Council	6 (9)	3 (4)	9 (13)
East Lothian Council	2 (0)	1 (1)	3 (1)
East Renfrewshire Council	4 (2)	0 (2)	4 (4)
Falkirk Council	4 (2)	0 (1)	4 (3)
Fife Council	9 (3)	3 (4)	12 (7)
Glasgow City Council	147 (85)	126 (78)	273 (163)
Inverclyde Council	5 (4)	1 (0)	6 (4)
Midlothian Council	2 (3)	2 (1)	4 (4)
North Ayrshire Council	1 (3)	1 (1)	2 (4)
North Lanarkshire Council	18 (28)	29 (35)	47 (63)
Orkney Islands Council	0 (0)	0 (0)	0 (0)
Perth and Kinross Council	4 (3)	5 (3)	9 (6)
Renfrewshire Council	4 (2)	11(5)	15 (7)
Scottish Borders Council	3 (0)	1 (0)	4 (0)
Shetland Islands Council	0 (0)	0 (0)	0 (0)
South Ayrshire Council	1 (7)	9 (4)	10 (11)
South Lanarkshire Council	23 (26)	8 (16)	31 (42)
Stirling Council	1 (5)	0 (1)	1 (6)
The City of Edinburgh Council	12 (6)	32 (12)	44 (18)
The Highland Council	6 (1)	11 (4)	17 (5)
The Moray Council	0 (0)	0 (0)	0 (0)
West Dunbartonshire Council	6 (4)	1 (2)	7 (6)
West Lothian Council	2 (2)	3 (2)	5 (4)
Total	**318 (230)**	**288 (207)**	**606[4] (437)**

4 This figure includes decisions on some of the cases carried forward from the previous year.

SWF and council performance

As the previous table shows, in 2017-18 we received review requests about 29 out of the 32 councils, and issued decisions about 28 of them. Interesting as these are, view these figures with caution as they are not directly comparable with each other as the number of applications decided will vary according to size of council area, population size and demographic differences.

We received most review requests from applicants in Glasgow, North Lanarkshire and The City of Edinburgh. This is similar to last year's pattern, although there has been an increase in reviews from applicants living in Edinburgh and a reduction from applicants in South Lanarkshire. We will continue to monitor trends year-on-year. (Last year's figures are in brackets.)

More significant is the uphold rate: the number of times we find that the council should have made a different decision. Our uphold rates are a key measure of how councils are performing. We have written to each council that received at least one decision from us, to inform them of their uphold rate and how this compares to the national average. These figures can be found on our website.[5]

Where the numbers of reviews are very low, the comparison with the overall average is not particularly significant. However, recording uphold rates overall helps with comparison purposes and allows us to track trends.

COMMUNITY CARE GRANTS	CRISIS GRANTS
318 decisions	**288** decisions
151 not upheld	**186** not upheld
164 upheld: uphold rate 52% (last year 43%)	**102** upheld: uphold rate 35% (last year 32%)
3 referred back to council	

You can see from the data that there were increases in our uphold rates for both CG and CCG in comparison to last year. We continue to monitor this, but the most likely reason for the change is an increase in the number of cases we uphold because we have new information that the council could not reasonably have had access to.

We discuss our findings in more detail on page 15. This covers both why we disagree with decisions and suggestions for improvement.

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5 www.spso.org.uk/scottishwelfarefund/statistics

SPSO findings

Overview

When conducting reviews, we focus on whether the correct decision was made. Equally important, we also make findings about councils' decision-making.

Material findings identify where we consider the council made an error which causes us to disagree with the overall decision

Non-material findings identify poor practice but which didn't affect the correctness of the decision

Material findings are included as reasons for our decisions. We feed these and our non-material findings back to councils on a case-by-case basis and in an annual letter. They also inform our feedback to the Scottish Government on the SWF Guidance.

In 2017-18 we made 912 findings:

302 material

610 non-material

All Findings 2017-2018

Subject	%	Total
Communications issues – written	32	295
Guidance not followed correctly	20	185
Incorrect interpretation of information	15	139
Positive feedback	9	80
Insufficient information/ inquisitorial failure	8	72
New information provided	6	54
Internal council recording issue	6	52
Other	2	20
Timescales	1	8
Communications issues – verbal	1	3
Incorrect information	1	4
Total	101%[6]	912

information

The most common material finding (which caused us to disagree with the council's decision) during 2017-18, was that there had been **an incorrect interpretation of the available information** when considering the application.

The next most common reason was that the **statutory guidance had not been followed.**

The most common 'non-material' finding in 2017-18 concerned **written communication**, particularly, councils not providing clear reasons for their decision in decision letters to applicants.

6 Does not add up to 100 because of rounding

SPSO findings

We also identify and feed back when we find examples of good practice.

Material findings

Subject	%	Number
Incorrect interpretation of information	38	115
Guidance not followed correctly	26	78
Insufficient information/ inquisitorial failure	17	50
New information provided	18	53
Incorrect information	1	2
Other	1	3
Internal council recording issue	1	1
Total	**102%[7]**	**302**

81% of material findings were for three reasons:

1 Incorrect interpretation of information

2 Guidance not followed correctly

3 New information provided

Here are a few examples:

Incorrect interpretation of information

> The council assessed the circumstances of the application were not exceptional as the applicant had previously applied for a Crisis Grant after spending some of his money on travel. We disagreed as, on this occasion, the travel costs were accrued getting to and from hospital in relation to a serious, acute condition. We found the circumstances were different and could not be assessed as being 'normal' to the applicant as described in section 7.23 of the guidance.

> The council assessed that the applicant and their daughter were not under exceptional pressure as they were receiving family support. We disagreed and assessed the support did not remove the impact of the difficulties faced (including a bereavement and having to relocate to Scotland). Overall, we assessed that the applicant could be deemed to be facing exceptional pressure.

7 Does not add up to 100 because of rounding

SPSO findings

Guidance not followed correctly

> The council assessed that the applicant should be awarded for 14 days as he had a gap in income of unknown duration in line with section 7.8 of the guidance. The applicant knew his benefit payment date when he applied, and this was 20 days from the date of his application. We therefore disagreed that a 14 day award should be made, as he should be paid until his next benefit payment in line with section 7.24 of the guidance which was for a period of 20 days.

> The council refused the application on the basis that they did not consider there was any immediate need as the applicant had been on the housing list for 18 months and therefore had had time to plan a move. We did not consider that the guidance supported refusing an application on the basis that an applicant should have been planning for their move; particularly when they are not aware of when they may be offered a suitable property. Due to his circumstances, we assessed that the applicant was facing exceptional pressure to maintain a settled home and therefore met the qualifying criteria.

Insufficient information/ inquisitorial failure

> We noted the original decision-maker stated in the decision-making notes that the application form did not note if the applicant's cooker had broken down, or what cooking facilities had been used in this period. No enquiries were made to establish these facts when assessing the case. We considered that at both the original and first tier decisions, the council decision makers could have obtained further information by contacting the applicant or his money advice worker to ask about the need for the cooker.

> The applicant applied for a Community Care Grant for clothing, stating the need had arisen because her son had gained a considerable amount of weight in a short time due to a change in medication. The council's decision-makers assessed that this application did not pass the initial eligibility checks and that clothing is an ongoing expense excluded from the fund (Annex A, 16). We disagreed with this assessment. The application contained the contact details of a nurse therapist working for the Child and Adolescent Mental Health Service (CAMHS), and when we spoke with her she was able to confirm the applicant's account of significant and sudden weight gain. On the basis of this information we upheld the review request as there was no record of a call having been made to gather information from this source.

SPSO findings

New information provided

> The council determined the applicant did not meet the qualifying criteria based on the information provided. The applicant provided further information during the review process, including that he had required a deep clean of his property due to it being in poor condition; that he had a multi-agency approach in place to support him; and that he had physical and mental health problems. We considered that he met the exceptional pressure qualifying criteria listed in section 8.14 of the guidance.

> The council decision makers assessed that as a single man with no reported health issues, the applicant did not meet the necessary high priority for the award of a washing machine. We acknowledged that the applicant provided very little detail in his application or his first tier review request. Having spoken with the applicant and his psychiatrist we were able to gather evidence of significant mental and physical health factors and as a result, assessed that the applicant met both the qualifying criteria and the necessary high priority level. This information was not reasonably available to the council when the decision was made.

Non-material findings

Subject	%	Number
Communications issues – written	48	295
Guidance not followed correctly	18	107
Positive feedback	13	80
Internal council recording issue	8	51
Incorrect interpretation of information	4	24
Insufficient information/ inquisitorial failure	4	22
Other	3	17
Timescales	1	8
Communications issues – verbal	1	3
Incorrect information	1	2
New information provided	1	1
Total	**102%[8]**	**610**

79% of non-material findings were in three categories:

1 Communications issues – written

2 Guidance not followed correctly

3 Positive feedback

8 Does not add up to 100 because of rounding

SPSO findings

Written Communication

This was an issue in a high proportion of cases. We anticipate there will be a reduction in the instances of poor written communication during 2018-19 as a result of the revised SWF guidance issued in February 2018.

> The decision-making notes at original decision and at first tier were clear and comprehensive. However, the original decision letter lacked clarity around how the decision maker had arrived at their decision and did not provide enough information to allow the applicant to effectively challenge the decision.

> In both decision letters the descriptions of the qualifying criteria had been shortened, which changed their meaning and was not factually accurate.

> Both the initial decision letter and first tier decision letter mentioned the need for there to be exceptional circumstances in order to receive an award, but there was no explanation provided as to why the applicant's circumstances were not assessed to be exceptional.

> The council's original decision letter did not contain any details of what the applicant applied for. Although it noted the reason for refusal was due to the applicant not providing information the council required to assess the application, the letter did not specify what further information the council required. The first tier decision letter also missed assessing all the items applied for.

Positive Feedback

> The first tier letter was clear and provided further details about the reason an award had been made and referred to the relevant SWF guidance. We also noted that at both stages in the decision-making process, the council tried to contact the applicant to obtain further information about his needs in order to consider the award amount.

> The council's first tier decision letter quoted the specific guidance relevant to exceptional awards, and explained why this application could not be considered as being exceptional due to the application history. The letter also identified the stage in the decision-making process where this assessment took place. We considered that this approach is in line with section 4.29 of the guidance and enabled the applicant to fully understand the decision.

> The council arranged for a liaison officer to visit to applicant's home to assess the need for items requested. They also spoke with the applicant's community psychiatric nurse to get further information about his mental health issues. The first tier decision letter provided full details of the rationale behind the decision and made reference to the guidance. The council also effectively referred the applicant to another organisation to provide him with crockery, cutlery, bedding and a duvet, as they had not met the council's priority level.

SPSO findings

Overlaps with other services

Due to the vulnerable nature of some applicants to the SWF, they may already be working with or have a need for support/ services from other council departments.

The SWF guidance is clear that a holistic approach should be applied but that the fund should not duplicate or substitute other provisions. The guidance adds that councils should consider how the grants fit with their existing services that offer help to similar client groups, and makes reference to social work services, support for young people leaving care, throughcare and aftercare for people with a conviction, and being consistent with tackling homelessness.

We have seen some very positive examples of holistic and integrated support being provided by councils, however, we have observed examples of cases where there has been confusion over which department should provide the assistance that is required. Examples include a riser chair for an applicant with a progressive illness, a deep clean of a property for an applicant who had been assessed as requiring this assistance by the social work department, and a walk-in shower for an applicant with epilepsy who had received an occupational therapy assessment. In some of these cases the support could seemingly be provided by different council budgets, however the guidance does not always preclude an award being made. It is important that delays in receiving much needed support are avoided; therefore a more joined up approach within councils would be helpful to ensure responsibility for provision of support is clear.
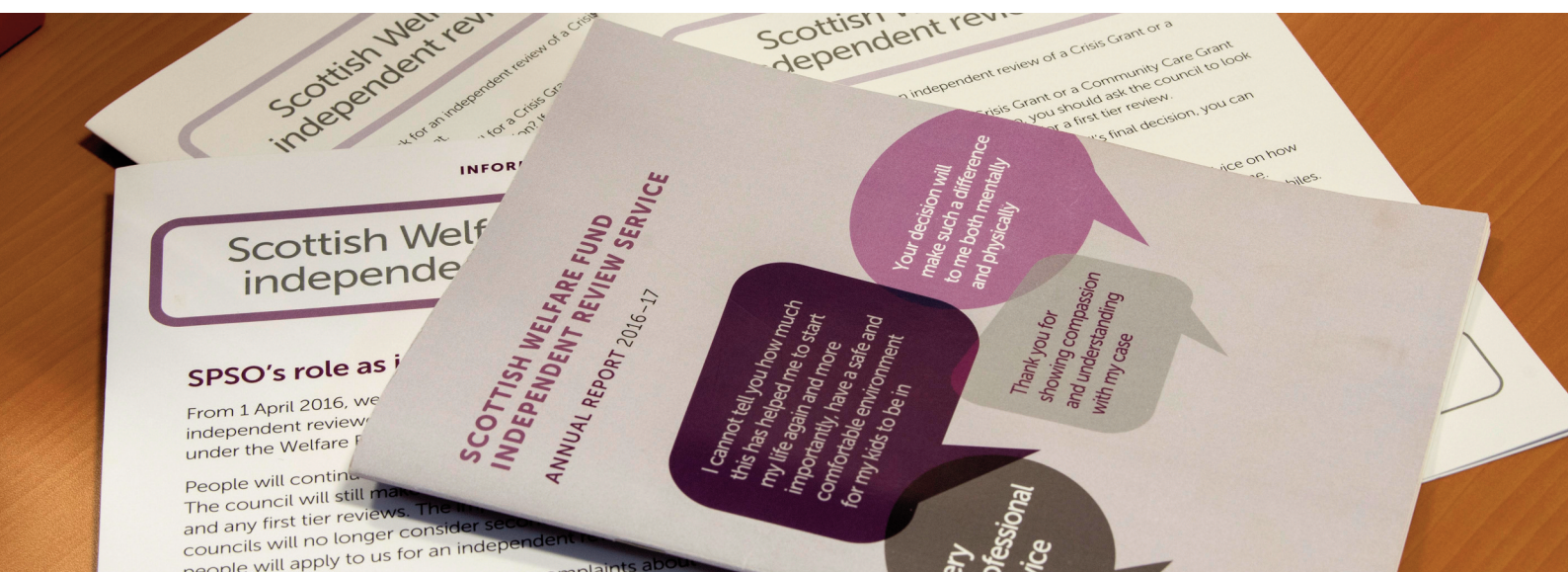
Learning, improvement and engagement

Identifying and promoting learning and improvement is integral to our role. We are deeply committed to enabling and driving public sector improvement and make people the focus of our service. We do this through, for example:

> ❯ Reporting trends and themes in the SPSO monthly commentary[9]
>
> ❯ Giving feedback to councils both case-by-case and in an annual letter
>
> ❯ Workshops for decision-makers
>
> ❯ An engagement event for people or groups with an interest in the SWF
>
> ❯ Giving feedback to the Scottish Government on the SWF guidance

Highlights include:

❯ We jointly delivered workshops for decision-makers in Edinburgh, Glasgow and Dundee with Scottish Government in November 2017. Having identified decision letters as a key area for learning, we focused on how councils might ensure that their decision letters contain the necessary information about their decision. Since then, we have noticed some examples of improvement in the quality of written communication, including having recorded a number of instances of transparent decision letters which provide clear reasons for the decision. We hope to see wider improvement during the coming year in light of the recent change to the guidance.

❯ Working with our colleagues in the SPSO's Improvement, Standards and Engagement team, in February 2018 we held our first engagement event. 61 delegates who have an interest in SWF attended the event including council staff and third sector representatives. We focused on quality assurance, clear decision-making, accessibility, and supporting staff. We have used the feedback gathered from the day to help inform our future events planning, and learning and development activity.

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9 https://www.spso.org.uk/ombudsmans-newsletter

Learning, improvement and engagement

> Part of assessing that councils make the correct decisions is how well they have adhered to the guidance. The Scottish Government are required to consult with us as part of the statutory consultation process when reviewing the guidance. Where we identify shortcomings in the guidance, we feed this back to the Scottish Government. Most of the changes we suggested during this year's consultation were accepted, and resulted in improvements to the guidance. The updated guidance was published in June 2018.

Changes to the guidance

SPSO made these suggestions to the Scottish Government:

> asked them to amend it to specify that sufficient information should be provided in decision letters to applicants. This change was incorporated in February 2018.

> a more flexible approach when applicants were experiencing benefits issues of an unknown duration as the recommended period of award (two weeks) was often not sufficient time for their benefits to be reinstated. Further clarification was also needed around the support that should be provided while benefits advances are in process, or where these cannot be accessed.

> remove inconsistency and unfairness. SPSO take review applications over the phone. It is inconsistent that up to this point, the 1st tier review has to be made in writing, putting some people at a distinct disadvantage. For example, we knew of someone who had to walk a considerable distance to deliver their review request by hand as they couldn't afford bus fares. The guidance now makes it clear that review applications can be made by email. **While we welcome this, we think it should go further to allow verbal applications.**

> Clarification was also issued about the existing guidance. This related to the qualifying criteria for providing support to those facing exceptional pressure. This followed concerns we raised about inconsistencies between councils' interpretation: some said it applied to individuals while some said it applied only to families. We were concerned that this approach was disadvantaging very vulnerable single people or parents with part time access to their children; and upheld a number of cases on this basis. It was emphasised that the test relates to the level of pressure faced and the impact this has on maintaining a settled home, and is not restricted only to families.

Case studies

Exceptional pressure / planned move

An applicant applied for a Community Care Grant for household items after obtaining a new tenancy. The council assessed that she did not meet the qualifying criteria as her move had been a 'planned move', and there was no evidence of overcrowding at her previous address. We disagreed with this assessment as the SWF guidance does not preclude planned moves. We also recognise that it is not always possible for moves to be budgeted for on a low income. When assessing the case, we took into account that there was social work involvement and charity support in place. This was due to substance misuse issues within the household and that the applicant herself had been known to Social Work Services as a child. It was noted that although the applicant's previous address was not overcrowded, there were other pressures within the home that made it unsuitable. We considered that she therefore met the qualifying criteria of an individual or family facing exceptional pressure and we awarded the items which met the necessary priority level.

Exceptional pressure / individual

An applicant applied to the council for a Community Care Grant after fleeing his home with minimal possessions after being subjected to years of domestic abuse. He was suffering from depression and anxiety and his mental health had deteriorated due to the upheaval in his personal life. He also was suffering from a number of physical health difficulties. The council assessed that he did not meet any of the qualifying criteria as set out in the SWF guidance, and in particular, noted that as he was an individual, he did not fit the criterion of a family under exceptional pressure. Taking into account the history of domestic abuse, upheaval in his personal life; and physical and mental health difficulties, we disagreed with this assessment, and considered that he was facing exceptional pressure to maintain a settled home despite being an individual. We awarded a washing machine, an electric cooker, a living room carpet a bedroom carpet, and curtains for his living room and bedroom.

Case studies

Disaster case

An applicant applied for a Crisis Grant for clothing, bedding and living expenses after his property had been severely damaged in a fire. The council declined the application as they were unable to verify that he was still living in the council area. They noted that the applicant had not provided a telephone number with the application, however he had included an email address, which he stated was his preferred method of contact. No attempts were made to email the applicant for further information. He subsequently provided a telephone number in his review request, and also noted that confirmation of the fire could be obtained by speaking to the emergency services. The first tier decision-maker attempted to verify the applicant's version of events with the fire department, but were unable to obtain the information required. The council subsequently did not uphold the first tier review request, because they stated they could not confirm that the fire had taken place. We disagreed with this assessment as after speaking with the applicant, we were able to verify that the fire had occurred as he provided contact details for his landlord. The landlord also confirmed that there was significant damage to the contents of the property. As a result, we were satisfied that the applicant had experienced a disaster and awarded the items which met the necessary priority level.

Religious freedoms / dignity and respect

An applicant applied for a Community Care Grant after securing a new tenancy for her family. This followed a period of homelessness after arriving in the UK as refugees. The family had fled their home country after suffering trauma during war. The council considered that they met the eligibility and qualifying criteria and awarded the items which they considered to meet high priority. They did not award curtains or kitchen flooring. We disagreed with the assessment that curtains did not meet high priority for this family. The applicant advised that the family were Muslim and due to her religious beliefs, the applicant must be covered and wear a headscarf in public. However, due to the property being overlooked, she had to remain covered and wear a headscarf in the home. Given the need for dignity and respect as an overall principle of the SWF guidance, we took into account the impact of having no curtains. We assessed that the lack of privacy due to being overlooked would affect the applicant's religious freedom and feelings of safety and security in the home. This was particularly true in light of the family circumstances. We therefore awarded curtains as we assessed that they met the necessary priority level based on the specific circumstances of the case.

Case studies

Lost money

An applicant applied for a Crisis Grant as she had suffered an epileptic fit and lost her bag with her purse and benefit payment. The council refused the application on the basis that she had received two Crisis Grants in the last 12 months; and they noted that one of these grants was due to lost money so assessed that this was an ongoing issue. We considered the facts and circumstances of the case and spoke with the applicant for further information. While we acknowledged that she had applied to the fund previously for lost money, we noted this application was a direct result of an epileptic fit. As a result, we did not consider that this could be assessed as being an ongoing feature of her expenditure and that the application should not be excluded due to the application history. We highlighted to the council that the guidance had not been followed and also advised that the council's decision letters did not provide sufficient detail for the applicant to understand the decision. As such, we upheld the applicant's review request and instructed the council to make an award of £75.19.

Award suitable for needs

An applicant applied for a community care grant after a relationship breakdown and moving to a new property with her young daughter. Her complex health conditions affected her significantly, and her daughter was helping care for her. The applicant provided the council with an Occupational Therapy (OT) report which confirmed the need for adaptations they would make to the property, and white goods with additional features which they could not provide. The council assessed that she met the eligibility and qualifying criteria and that it was a high priority that goods were awarded. They awarded a hob, single oven and fridge freezer, but refused the double oven and dishwasher. The applicant requested a first tier review on the basis that the items provided did not meet the applicant's needs set out in the OT report. The council revised their decision and made cash awards instead of standard goods, but did not alter the amount awarded. We did not completely agree. We assessed: (1) the award for a hob would not allow the applicant to purchase a hob which met her OT needs and that a higher award was appropriate; and (2) that the dishwasher met high priority on account of the risk to the applicant of scalding due to her neuropathy. We did not change the amounts awarded for the fridge freezer and oven as they were appropriate given the council's priority rating. Our assessment took into account section 4.46 of the guidance: "in making decisions, authorities need to balance the needs of the applicant against the needs of the budget, and take into consideration any specific needs due to equality considerations for example the need for adapted furniture because of a disability."
We also considered the associated positive impact on the health and wellbeing of her daughter who has a caring role.

Case studies

Low income assessment

An applicant applied for a Community Care Grant for a number of items after a securing a new tenancy following a period in temporary accommodation. She was working full time and lived with her adult daughter who suffers from anxiety and depression. The council assessed that the applicant was not on a low income therefore did not meet the eligibility criteria for a grant. We considered the facts and circumstances of the case and also reviewed the guidance which sets out low income indicators. In doing so, we agreed with the council's assessment that she did not meet the low income criteria. One of the indicators is being on an equivalent income to someone in receipt of means tested benefits, however, other factors can be taken into account and the full circumstances of the case should be considered. While we acknowledged she was repaying debts and also had higher housing and council tax costs than an applicant on means tested benefits, her income was still considerably higher. As such we agreed with the council's assessment and did not uphold the applicant's review request. However, we highlighted that the original decision letter did not clearly explain the decision; the first tier letter discussed qualifying criteria which was not relevant and she was signposted to a local credit union who could not provide the assistance she was seeking as they only lend to members. We highlighted these findings to the council.

Ongoing exclusion

An applicant, who was a private tenant, applied after spending her universal credit (UC) making up the shortfall between her housing allowance and her rent. She therefore had no money for living expenses. The council refused to make an award on the basis that the situation was ongoing, and was not an occasional or short term need. We agreed with the council's decision. The applicant had initially moved into the property whilst in full time work and had been living with her partner who had contributed to the rent. However, her ex-partner moved out of the property and for the last six months the applicant had been living on her own and out of work. During this time she had made three previous Crisis Grant applications for the same circumstances. Considering her current application in light of these previous applications, we assessed that her application was excluded at the eligibility stage of the decision-making process. Her rent had become unaffordable, and as a result of this, we noted that she had been making up the shortfall in her rent from her UC every month. We considered that this had become a feature of her expenditure, therefore was excluded.

I just want to thank you for helping this family in their crisis as the goods were delivered today and thanks to yourself there was so many tears of joy for the items received

Thanks for all the hard work you have put into this case – I know there was a lot of detail

Thank you for taking the time and being so kind about it

I have never appealed anything in my life because I thought there was no point. I am so grateful, honestly

Thank you so much for all your hard work

I have spoken to my client and he is very relieved

Honestly can't thank you enough

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in pursuance of section 17(1) and (3) of the Scottish Public Services Ombudsman Act 2002

Adult Social Care - Performance Report
Quarter One - 2018/19

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 outlines a major programme of service changes designed to promote prevention and recovery. Service priorities for the year ahead include 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 recover. The enablers to achieve include improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Care Packages.

1. Integration: The 2018-19 Delivery Plan for Health and Social Care in Midlothian was produced and the key actions summarised in 2018-19 Directions to the Council and NHS Lothian. The financial challenges facing the Partnership led to the establishment of a Transformation Board and the development of 11 key Project Plans which include Unpaid Carers, Care at Home, Care Homes and Learning Disability Services. The Primary Care Improvement Plan was approved and the Wellbeing Service, based in GP Practices, has now been put out to tender for a three year contract. A new initiative to strengthen links with the Voluntary sector was launched through a Voluntary Sector Summit involving 70 representatives of Voluntary organisations and Health and Social Care. Work is now underway to develop a new three year strategic plan while more detailed plans are being developed and implemented in areas such as mental health and improving the cancer journey utilising Scottish Government funding.

2. Inequalities: Action is focused on addressing the unfair and avoidable differences in people's health across social groups and between different population groups. Local activity being progressed includes the Community Health Inequalities Team working in homeless units, with people misusing drugs and alcohol, with women involved with criminal justice services, with unpaid carers, and others. The SPRING Service offering a structured programme for women who could benefit from support with mental health, substance use and experience of past or current trauma and/or abuse, and who may be involved in or are at risk of offending, and a number of other health and homelessness developments.

3. Criminal Justice: We have made further progress with the new Unpaid Work Service recently recruiting three new Unpaid Work Supervisors and Manager. The team are finalists in a national competition to encourage environmentally aware projects organised by VIBES. The Unpaid Work team have reached the final of this competition with their use of recycled materials to create a range of items and improve children's play areas. The Spring Service is developing with the social worker undergoing Mentalisation Bases Therapy in London: a way of working with people who have experienced trauma. A series of 4 half-day briefing sessions have taken place to increase the awareness and understanding of Safe and Together, two of which focused on engaging with perpetrators. The next step is a pilot of three cases. The Midlothian Criminal Justice team are not currently supervising any MAPPA extension cases in the community. Several individuals in custody will be supervised under the new arrangements on release.

4. Substance Misuse: MELDAP undertook a series of consultation events with services users as to what features they wanted to see included in the Recovery Hub. The most requested features were peer supporters/volunteers to meet and greet, improved access at evenings and weekend for activities, a welcoming environment and a fully fitted kitchen. A layout and facilities plan has been approved for the Hub which will include many of the features service user's requested. In November 2017 the Scottish government announced an additional £20 million pounds for services to tackle issues around alcohol and drug misuse. Since that announcement there had been no further information as to how the new monies will be disbursed to ADPs. The consequence of this is that work continued between MELDAP Service Managers to achieve a balanced budget with the priority of protecting service delivery. The refresh of the previous national strategies for drugs and for alcohol is due to be published in the summer/autumn of 2018.

1

5. Technology: The importance of technology in supporting and transforming work done by the Partnership is becoming increasingly apparent to the extent of exploring a "digital first" approach to redesign and development efforts. A Technology Enabled Care (TEC)/Digital Health and Social Care strategy group has been established and this has highlighted a gap in capacity and demand for 'innovation'. We need to explore digital maturity and align our efforts with national strategic direction but to secure the right enabling framework provided by Digital Services and eHealth we must articulate these developments appropriately (i.e. format and timeously) within a transformation roadmap if we are to secure the resources and commitment to Partnership goals.

6. Learning Disabilities: Key areas of work are the development of new day service provision within Midlothian and the programme of reviews of existing care packages. Work has been undertaken to understand the future housing needs for individuals affected by disability and ensure this is embedded into Midlothian Council's housing strategy and plans.

7. Self-Directed Support: Current focus of activities to support the implementation of Self Directed Support are: Enhancing support planning processes (including option2), updating eligibility criteria and budget allocation tools; continue to develop practice to embed principles of choice and control in the provision of support.

8. Older People: Older peoples services continue to develop and offer a range of health and Wellbeing services to support people with self-management and keeping themselves well at home such as the wellbeing service, Volunteer centre, Ageing well projects as well as statutory front line services supporting those with more complex needs such as Care at home, Primary care services and Care homes. Midlothian Older Peoples Assembly (MOPA) held one of its meetings in June that was well attended with around 70 people. The topics were around primary care and access to GP appointments and advising what other services and supports are available across the GP practices in Midlothian including pharmacy and physiotherapy. We have seen the introduction of the e-frailty work and the Red Cross taking on referrals from GP's for those who have moderate frailty and identifying what other supports can be in place to prevent hospital admissions and promote self-management and wellbeing. Other front line services continue to see the demand on their services grow with MERRIT referrals higher than they have even been and responding to over 125 falls every month. Dementia services also have a continual increase on referrals and real challenges in identifying care home placement for people living with dementia in Midlothian.

9. Carers: The new Carers (Scotland) Act 2016 was implemented on 1st April 2018. During the last quarter work focussed on ensuring duties and responsibilities under the legislation were in place for implementation. Areas of significant change developing from this include the establishment of a tool and processes for Emergency Planning, and the sharing of statutory responsibilities for the completion of Adult Carer Support Plans (ACSPs) with VOCAL Midlothian. Emergency Planning is in the early stages of use and sharing with Primary Care colleagues, and will be informed by feedback and review in due course. There is near agreement as to the arrangement and processes attached to VOCAL sharing responsibilities for the completion of ACSPs. This responsibility will also involve the requirement to provide Carer Census reporting to the Scottish Government. Progression of the Midlothian Carers Strategy and Action Plan 2017/19 has been impacted by implementation of the new Act. The Carers Strategic Planning group have re-formed to take stock of progress, and there is a plan to hold a review/consultation event in October 2018 to inform that process.

10. Mental Health: Attendance and demand at the Mental Health Access Points continues to grow, the overall trend of 61% of people who attend MAP are referred for Psychological Therapies assessment is fairly constant. SIMD data illustrates that MAP is reaching people in areas with higher levels of deprivation. Expansion and development of the model to include access into to all mental health services is being considered as part of Action 15 monies from Scottish Government's national Mental Health Strategy. Work is ongoing with a Health in Mind on of the main service providers to move away from place based delivery of services and support to more activities and groups happening in the community, fewer in the Orchard Centre - reaching out to people and communities; delivering in community settings & buildings offering people choice and accessibility, and contributing to breaking down stigma/barriers.

11. Adults with Long Term Conditions, Disability and Impairment: The Joint Physical Disability Planning Group's PD Action Plan has entered its third and final year. Many of the original actions have been achieved, others are ongoing and some new ones have been introduced to reflect emerging issues. Ongoing communication and sharing of information by Forward Mid through the Disabled Peoples Directory and quarterly newsletters is raising the profile of Disabled Peoples issues, while supporting those affected by PD. Café Connect continues to run as a successful peer support group. Audiology are now running Hearing Aid repair Clinics at Bonnyrigg Community Hospital on Mondays. Funding is still being sought to facilitate a sound proof booth for the Hospital, to allow full Audiology assessments to be carried out. Hearing Aid Maintenance Clinics are now also being run once a month in Dalkeith Library, supported by Audiology and volunteers. Initial meetings have taken place to plan for a public consultation to guide the creation of a local BSL (British Sign Language) plan.

Challenges and Risks
Funding pressures There is a continuing requirement to deliver a balanced budget by achieving major efficiencies despite the growing demand, particularly in relation to older people and 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. However, a number of service reviews and development work is underway to attempt to manage the challenges and respond in time to hospital discharges.

Suggested changes to priorities in Service Plan
18/19: No changes

Adult, Social Care PI summary - Quarter One 2018/19

Outcomes and Customer Feedback									

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	54	11	10		**Q1 18/19**: Data Only	⬇		Number of complaints received (cumulative)	19
	Average time in working days to respond to complaints at stage 1	17.88	22.17	9.25	🛑	**Q1 18/19**: Off Target The timescale for responding to Stage 1 complaints within 5 days continues to be a challenge, however, improvement this quarter.	⬆	5	Number of complaints complete at Stage 1	4
									Number of working days for Stage 1 complaints to be Completed	37
	Average time in working days to respond to complaints at stage 2	18.63	11.2	21	🛑	**Q1 18/19**: Off Target Service addressing issues.	⬇	20	Number of complaints complete at Stage 2	3
									Number of working days for Stage 2 complaints to be Completed	63
	Percentage of complaints at stage 1 complete within 5 working days	20.59%	0%	25%	🛑	**Q1 18/19**: Off Target Service continues to address issues and identify and progress complaints within timelines.	⬆	95%	Number of complaints complete at Stage 1	4
									Number of complaints at stage 1 responded to within 5 working days	1
	Percentage of complaints at stage 2 complete within 20 working days	57.89%	100%	33.33%	🛑	**Q1 18/19**: Off Target Service continues to address issues and identify and progress complaints within timelines.	⬇	95%	Number of complaints complete at Stage 2	3
									Number of complaints at stage 2 responded to within 20 working days	1

Making the Best Use of our Resources									

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£38.805m	£39.864m	£40.919m	🛑	**Q1 18/19**: Off Target Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan.	⬇	£39.722m		

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Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19			Short Trend	Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	10.53	2.95	4.17	🛑	**Q1 18/19**: Off Target Absence in some areas remains higher than target. Significant progress has been made previously with Newbyres Care Home, and work continues with the team in Highbank Intermediate Care facility, with improvements being achieved. Care at Home is a current focus. Performance review and monitoring is in place to ensure improvement and practice sustained.	⬆	10.53	Number of days lost (cumulative)	1,971.8
									Average number of FTE in service (year to date)	472.92

Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19			Short Trend	Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note				
04. Complete all service priorities	% of service priorities on target / completed, of the total number	89.47%	100%	100%	✅	**Q1 18/19**: On Target	⬆	90%	Number of service & corporate priority actions	34
									Number of service & corporate priority actions on tgt/completed	34
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95%	97%	94%	🛑	**Q1 18/19**: Off Target Continues to remain off target, but Service continues to work to address delayed invoice payment.	⬇	97%	Number received (cumulative)	5,803
									Number paid within 30 days (cumulative)	5,482
06. Improve PI performance	% of PIs that are on target/ have reached their target.	86.49%	80%	50%	🛑	**Q1 18/19**: Off Target 2 out of 4 priority indicators on target. The performance report also includes a further 11 data only indicators.	⬇	90%	Number on tgt/complete	2
									Total number of PI's	4
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 18/19**: On Target	▬	100%	Number of high risks reviewed in the last quarter	2
									Number of high risks	2

Improving for the Future

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19			Short Trend	Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note				
08. Implement improvement plans	% of internal/external audit actions progressing on target.	52.17%	0%	17.65%	🛑	**Q1 18/19**: Off Target It has been difficult to progress a number of audit actions, particular in the service area of Care at Home, due to the ongoing staff management review. Progress over the next 6 months should be evident as the new structure is embedded. A number of internal audit actions are cross	⬇	90%	Number of internal/external audit actions on target or complete	3
									Number of internal/external audit actions in progress	17

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					divisional, therefore, progress is reliant on progress in other areas.				

Adult, Social Care Action report Q1 - 2018/19

Midlothian

				Service Priority Actions		

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.1.1	01. Health Inequalities	Secure funding to maintain the Wellbeing Service and the Community Health Inequalities Team and expand service to 12 GP Practices.	31-Mar-2019	✅	100%	**Q1 18/19**: Complete Funding has been secured for 3 years. The service specification is currently advertised on the procurement portal. The service will expand to all 12 Midlothian Medical Practices on 1st November 2018.
ASC.P.1.2		Health and Homelessness action plan to be developed and approved.	31-Mar-2019	▶	50%	**Q1 18/19**: On Target Consultation with people living in homeless accommodation complete and report available. Planning event to take place on 30th November 2018.
ASC.P.1.3		Develop plan to support people engaged with the Criminal Justice System in their access to health information/services.	31-Mar-2019	▶	60%	**Q1 18/19**: On Target Multi-agency workshop took place on 29th May 2018 to consider the pathway for people leaving prison (with a focus on health and wellbeing). Various recommendations collated and areas of good practice identified. This will now be shared with both the East and Midlothian local planning groups.
ASC.P.2.1	02. Assessment and Care Management	Reduce the waiting times for occupational therapy and social work services	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Funding secured for 12 month fixed term OT post. Recruitment underway. Improvement in social work waiting lists evident.
ASC.P.2.2		Strengthen joint working with Health colleagues	31-Mar-2019	▶	10%	**Q1 18/19**: On Target Work in Penicuik continues in terms of multidisciplinary working and strengthening the participation of voluntary sector services. The approach will be rolled out to another area of Midlothian with continued support from the independent consultant.
ASC.P.2.3		Contribute to the development of Anticipatory Care Plans, including through the involvement of unpaid carers.	31-Mar-2019	▶	75%	**Q1 18/19**: On Target Allied to emergency planning. Established system in place. Early stages of utilising information to improve client outcomes. Testing and review next step.

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Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.3.1	03. Supporting Service Users Through the Use of Technology	Agree the viability of switching the current telecare provision from an analogue based system to a digital service.	31-Mar-2019		5%	**Q1 18/19**: On Target The technical specifications and details for this are still being developed at a national level workstream with the TEC programme and Local Digital Government Office. Local discussions with are scheduled to discuss known factors with East Lothian (who we contract our Alarm Receiving Centre from) and Digital Services.
ASC.P.3.2	03. Supporting Service Users Through the Use of Technology	Explore the use of assistive technology, such as telecare monitoring, for supporting people with learning disabilities in need of overnight support.	31-Mar-2019		25%	**Q1 18/19**: On Target Review work ongoing
ASC.P.3.3		Extend the care home video conferencing programme to pilot Out of Hours GP telehealth assessment at Drummond Grange for 6 months to evaluate the benefits to patients and services.	31-Mar-2019		10%	**Q1 18/19**: On Target Currently stalled due to an issue arising with NHS Out of Hours services regarding how calls are passed to them from NHS 24. Awaiting clarification of options to progress.
ASC.P.4.1	04. Carers	Demonstrate a strengthened approach to early identification and awareness raising of carers, including self-identification.	31-Mar-2019		25%	**Q1 18/19**: On Target Adult Carer Support Plans are now being progressed as a shared responsibility with VOCAL.
ASC.P.4.2		Monitor response to demand for completion of adult carer support plans to inform future service delivery.	31-Mar-2019		25%	**Q1 18/19**: On Target Practice processes being developed. Fast tracking referrals to VOCAL.
ASC.P.4.3		Progress implementation of the Carer's Emergency Planning toolkit.	31-Mar-2019		75%	**Q1 18/19**: On Target ENABLE toolkit adapted for use in Midlothian. Developed protocols in place. The methodology for Primary Care to access information being progressed.
ASC.P.5.1	05. Older People	Establish an integrated approach to discharge access pathways for intermediate care.	31-Mar-2019		25%	**Q1 18/19**: On Target Development of improved Pathways in progress with a project team identifying key areas.
ASC.P.5.2		Development of a project plan to progress the re-provision of Highbank Care Home into a purpose built intermediate care home.	31-Mar-2019		25%	**Q1 18/19**: On Target Proposal has now been approved by council to move forward with formal plan.
ASC.P.5.3		Encourage and support staff to consider suitable pathways as an alternative to care at home to prevent hospital admissions.	31-Mar-2019		25%	**Q1 18/19**: On Target Reablement working with the Volunteer centre passing referral to encourage individuals to access volunteers. SW's and OTs referring to alternative when undertaking assessments.
ASC.P.5.4		Develop detailed plans for the expansion of extra care housing in areas such as Dalkeith and Bonnyrigg.	31-Mar-2019		25%	**Q1 18/19**: On Target Plans are under way.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.5.5		Install a continuous improvement approach with the Care at Home in-house services and partnership approach with external providers.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Plans are underway and focussing on localities and sheltered housing. Also improved management information systems with in house services.
ASC.P.6.1		Recruit volunteer and peer support in the future development of the Mental Health Access Point.	31-Mar-2019	▶	20%	**Q1 18/19**: On Target Volunteers have been identified through the community development element of MAP. Processes and Standard Operating procedures are being developed to ensure safe and effective practice.
ASC.P.6.2	06. Mental Health	Develop new specialist employment project for people with mental health issues.	31-Mar-2019	▶	20%	**Q1 18/19**: On Target An Individual Placement and Support model has been agreed. Next steps are to secure funding to implement this model within the Joint Mental Health Team.
ASC.P.6.3		Develop a collaborative model of service delivery for the Recovery Hub which will bring together Mental Health, Substance Misuse and Criminal Justice Services, including third sector partners, together.	31-Mar-2019	▶	40%	**Q1 18/19**: On Target Operational Managers have met on a regular basis to discuss ways of achieving the required savings. Details of how the £20 million will be disbursed has still not been made clear, requiring further contingency planning to make the required savings if necessary. The refresh of the national strategy has been delayed which means that the links between national priorities, outcomes and funding is still not clear.
ASC.P.7.1		Establish plans for local provision of positive behavioural support service in Midlothian.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Working group established and options appraisal being undertaken.
ASC.P.7.2	07. Learning Disability	Baseline the number of care packages without assessment or review in agreed timescale and put in place an implementation plan to reduce the number outside timescale.	31-Mar-2019	▶	10%	**Q1 18/19**: On Target Initial work being undertaken to establish baseline figures. Further work ongoing.
ASC.P.7.3		Commissioning of new and existing day services to increase range of day service options available within Midlothian.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Plans in place for additional day services to be delivered in Midlothian from Q3 18/19.
ASC.P.7.4		Continue the programme of reviews of all high packages of care.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Work on reviews ongoing.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.8.1	08. Adults Offenders	Review the functions of Community Justice and Community Safety to develop an integrated service approach.	31-Mar-2019		25%	**Q1 18/19**: On Target Currently recruiting for a Community Safety and Justice Manager to develop and manage the new service.
ASC.P.8.2		Develop interventions to non-Court mandated domestic abuse perpetrators referred through the Safe and Together approach.	31-Mar-2019		25%	**Q1 18/19**: On Target Four briefing sessions on Safe and Together have been held, with the second two focusing on perpetrator work. Criminal Justice Social Work staff were involved in delivering the briefings. The plan is to test the Safe and Together/perpetrator work link by identifying 3 cases for a pilot.
ASC.P.8.3		Continue to implement and expand the Spring Service provision in line with funding.	31-Mar-2019		25%	**Q1 18/19**: On Target Spring now has a waiting list and has probably expanded as much as it can give the funding arrangements and the fact that it is a one day a week service. However, we are continuing to develop what is offered at Spring with the Spring Social Worker recently attending MBT training and an Occupational Therapist now employed to work within the service.
ASC.P.8.4		Continue to develop multi-agency arrangements to include violent offenders.	31-Mar-2019		25%	**Q1 18/19**: On Target Arrangements are in place but no MAPPA extension offenders are currently being managed in the community.
ASC.P.9.1	09. Adults with Long Term Conditions, Disability and Sensory Impairment	Develop the Midlothian Obesity and Type 2 Diabetes Strategy.	31-Mar-2019		50%	**Q1 18/19**: On Target Contributing to national framework. Midlothian also represented on East of Scotland Regional Planning Group around diabetes and obesity prevention and reversal. Locally work continues to increase referrals to the Weight Management Service and to a pre-diabetes lifestyle programme. There has also been Community Planning Partnership Board agreement for the development of a local Type 2 Diabetes Prevention Strategy.
ASC.P.9.2		Continued provision of sensory impairment awareness raising sessions.	31-Mar-2019		25%	**Q1 18/19**: On Target Training sessions continuing on an ongoing basis.
ASC.P.9.3		Contribute to the development of a plan for the new British Sign Language legislation.	31-Mar-2019		10%	**Q1 18/19**: On Target Initial discussions have taken place but a draft plan still being awaited and consultation event requires to be organised.
ASC.P.9.4		Evaluate the success of the revised Adaptation Policy for people with physical disabilities and collaborative working between Occupational Therapy and Housing.	31-Mar-2019		25%	**Q1 18/19**: On Target Ongoing, Bi-monthly meetings taking place between Housing and OTs to evaluate and monitor progress.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.10.1	10. Adults Substance Misuse	Reshape local services to reflect changes in funding and emerging National priorities.	31-Mar-2019	▶	40%	**Q1 18/19**: On Target Operational Managers have met on a regular basis to discuss ways of achieving the required savings. Details of how the £20 million will be disbursed has still not been made clear, requiring further contingency planning to make the required savings if necessary. The refresh of the national strategy has been delayed which means that the links between national priorities, outcomes and funding is still not clear.

Adult, Social Care PI Report 2018/19

Service Priority Performance Indicators

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.01.02a	01. Health Inequalities	Increase the number of staff trained in inequalities & poverty (cumulative)	88	22	27	📈	⬇	**Q1 18/19**: Data only Data for Q1		
ASC.P.2.1a	02. Assessment and Care Management	Average waiting time for occupational therapy services	15 weeks	7 weeks	18 weeks	🛑	⬇	**Q1 18/19**: Off Target There continues to be significant demand for services. A full system's review is planned to help reduce waiting times within the coming year. This is in addition to funding that has been secured for a 12 month fixed term Occupational Therapy post which will increase internal staff capacity.	6 weeks	
ASC.P.2.1b		Average waiting time for social work services	11 weeks	13 weeks	7 weeks	🛑	⬆	**Q1 18/19**: Off Target There continues to be significant demand for services. Improvement in social work waiting lists.	6 weeks	
ASC.P.2.4a		Improved reported outcomes by service users	94%	89.6%	94%	✅	▬	**Q1 18/19**: On Target Reviews include nine outcomes focussed questions. Not all questions are asked at each review. This measures the proportion of people who responded positively to at least 66% of the questions they were asked. For Q1 45 out of 48 people responded positively.	75%	
ASC.P.2.4b		Increase the % of people who feel they are participating more in activities of their choice	94%	87.88%	91%	✅	⬇	**Q1 18/19**: On Target 41 out of 45 people stated during review that their ability to participate in activities of their choice had not deteriorated.	75%	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.P.2.4c	02. Assessment and Care Management	The proportion of people choosing SDS option 1	5.8%	6.05%	6.38%			**Q1 18/19**: Data Only There is no target for self-directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. Includes those under the age of 18.		
ASC.P.2.4d		The proportion of people choosing SDS option 2	3.1%	4.28%	2.98%			**Q1 18/19**: Data Only There is no target for self-directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. Includes those under the age of 18.		
ASC.P.2.4e		The proportion of people choosing SDS option 3	85%	93.4%	84%			**Q1 18/19**: Data Only There is no target for self-directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. Includes those under the age of 18.		
ASC.P.2.4f		The proportion of people choosing SDS option 4	6.1%	3.82%	6.9%			**Q1 18/19**: Data Only There is no target for self-directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. Includes those under the age of 18.		
ASC.P.4.2a	04. Carers	Monitor the number of carers receiving an adult carer support plan of their care needs	New for 2018/19		37			**Q1 18/19**: Data Only		
ASC.P.5.5a	05. Older People	Number of Individuals receiving care at home	New for 2018/19		1,144			**Q1 18/19**: Data Only		

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19					Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note			
ASC.P.5.5b	05. Older People	Number of Individuals waiting for a 'Care at Home' package of care	New for 2018/19		104			**Q1 18/19**: Data Only At 30th June 2018 there were 104 clients waiting on a Care at Home package of care. 87 were new clients and 18 were waiting on a change to their existing package.			
ASC.P.5.5c		Reduce the number of patients delayed in hospital for more than 72 hours at census date	21	10	32			**Q1 18/19**: Data Only			
ASC.P.8.3a	08. Adults Offenders	Numbers accessing SPRING service (cumulative)	77	14	17			**Q1 18/19**: Data Only			
ASC.P.8.4a		Monitor the number of violent offenders with MAPPA involvement	0	0	0			**Q1 18/19**: Data Only Arrangements are in place but no MAPPA extension offenders are currently being managed in the community.			

Published Local Government Benchmarking Framework - Adult Social Care

Midlothian

Adult, Social Care

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
SW1	Corporate Indicator - Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£16.23	£16.99	£12.46	£23.81	£28.22	£25.90	£24.19	16/17 Rank 21 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 30 (Bottom Quartile).
SW2	Corporate Indicator - SDS spend on adults 18+ as a % of total social work spend on adults 18+(LGBF)	2.76%	2.18%	2.4%	2.78%	2.69%	3.95%	6.11%	16/17 Rank 9 (Second Quartile) 15/16 Rank 13 (Second Quartile). 14/15 Rank 17 (Third Quartile).
SW3	Percentage of service users 65+ with intensive needs receiving care at home. (LGBF)	36.34%	38.37%	53.57%	38.8%	32.24%	37.92%	39.45%	16/17 Rank 10 (Second Quartile) 15/16 Rank 10 (Second Quartile). 14/15 Rank 20 (Third Quartile).
SW4a	Percentage of adults receiving any care or support who rate it as excellent or good. (LGBF)	New measures for 2014/15				85.78%	73%	N/A	15/16 Rank 32 (Bottom Quartile) 14/15 Rank 12 (Second Quartile)
SW4b	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. (LGBF)					81.73%	85.7%	N/A	15/16 Rank 15 (Second Quartile) 14/15 Rank 28 (Bottom Quartile)
SW5	Corporate Indicator - The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£351.30	£382.20	£390.84	£392.51	£377.86	£392.00	£356.66	16/17 Rank 12 (Second Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 14 (Second Quartile).

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Customer and Housing Services Performance Report Quarter One 2018/19

Midlothian

Progress in delivery of strategic outcomes

Delivery of Strategic Outcomes

The primary objective is to work with our customers and partners to review and re-shape service delivery so that it is aligned to the priorities and outcomes of the Single Midlothian Plan and ensures that Midlothian Council resources are effectively utilised to provide essential services to communities with a partnership focus on those in greatest need. The aim is to set a clear direction and make demonstrable progress in transforming Midlothian Council from being solely a service provider to a tailored, more balanced and partnership approach to the delivery of services to communities.

The Customer Service Strategy defines the key drivers that will enable Midlothian Council to deliver 'customer service excellence' to our communities. It outlines the commitment to provide choice to the customer in the way services are accessed and provided. This includes innovation, partnership working and optimising the use of technology within resource constraints. The Strategy will help us to change the way we deliver services utilising the latest technologies and linking to national frameworks.

In adopting a Transformation approach, we have become more efficient and at the same time we have delivered changes resulting in improvements to 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 and better outcomes across Customer and Housing Services.

General Data Protection Regulations: Customer and Housing Services were compliant by the introductory date of 25 May, in the approach to managing personal data in accordance with the requirements of the new regulations, with employee awareness and training achieved by 96% of staff.

Housing: The Local Housing Strategy is being revised, as it is submitted to the Scottish Government on a five year basis, and sets out the Council's housing plans for developing, improving and managing the housing stock over that period. The Local Housing Strategy includes a Needs & Demand analysis to ensure that mainstream provision and also particular needs including homeless, young people leaving care, older people and people with disabilities or support needs are met, as well as those of existing tenants and families.

Customer Services

Digital Customer progress in the Online Payments and Services (OPAS) project solution was approved and the procurement process is now governed by the Project Board and implementation by a Project Team with members spanning across relevant services. A risk is if the procurement exercise is not strongly governed and resourced then Midlothian may not get value for money or a solution that meets respective requirements and aspirations.

Digital transformation of frontline services remains a challenge in providing flexible and responsive ways of work across our services to be adaptive for digital public services that match online retailers. Midlothian Council is to procure components for an Online Payments and Services (OPAS) solution through an Official Journal of the European Union (OJEU) procurement competition for suppliers utilising a range of digital devices and platforms wherever possible to develop and promote digital by design for online customers.

Revenues

There has been a significant increase in 12 monthly direct debit payers increasing from 16,318 to 17,853 between April 2017 and June 2018. The equivalent increase for 10 monthly direct debit payers was 12,412 to 12,469 over the same period. This will result in higher income levels.

Our income from Water Direct and Council Tax deductions for the period April to June 2018 was £156,221 compared to £168,636 for the same period last year. We have been on Universal Credit (UC) Full Service since March 2017. The number of Council Tax Reduction claims with Universal Credit increased from 158 in April 2017 to 1251 in June 2018. The transition to UC results in the deductions from legacy benefits ending and the Council having to request a new deduction from UC. This is currently a manual process with individual applications to DWP. It is expected the DWP move of Midlothian UC processing to the Dundee Service Centre will establish closer working relationships to improve this process.

All our recovery runs for Council Tax Reminders, Final Notices and Summary Warrants have been issued based on the same timetable as previous years. Our income from our Sheriff Officer is slightly down on the same period last year, but the 2018/19 Summary Warrant was sent in June 2018 and we should see an increase in receipts as a result.

Challenges and Risks

Financial Strategy
Customer and Housing Services has delivered part of the 2018/19 service savings and efficiencies identified across the revenues and housing teams. Remaining savings in Customer Services are incorporated into the new Digital Customer theme with actions planned to meet the target balances across housing and revenues services

Welfare Reform
The Universal Credit Programme closed gateways for legacy benefits, so existing benefits are no longer eligible for all new benefit claimants, except pension benefits. The migration of those remaining claimants on current benefit types continues until the digital rollout is complete for all of UK. The risk of income disruption to housing rent payments and Council Tax Reduction scheme is evident in the increased arrears, although this is currently within the bad debt provision anticipated.

Digital Customer
The Online Payments and Services (OPAS) project solution was approved and the procurement process is now governed by the Project Board and implementation by a Project Team with members spanning across relevant services. A risk is if the procurement exercise is not strongly governed and resourced then Midlothian may not get value for money or a solution that meets respective requirements and aspirations.

Homelessness
We have reduced B&B, and avoided out of area placements, by the reuse of former council properties to provide a more beneficial and supportive environment to homeless households. We will continue to reduce B&B through this approach and also in HRA Capital Plan provision for new build temporary accommodation. The Homeless Accommodation HMO project in the re-use of Jarnac Court will involve planned public consultation.

The Scottish Government established a Homelessness and Rough Sleeping Action Group (HARSAG) in 2017, which has made recommendations on ending rough sleeping and transforming the use of temporary accommodation through a Rapid Rehousing approach for homeless households, and also Housing First for people with complex needs.

The HARSAG recognises the fundamental role to be played by local authorities, housing providers, health and social care partnerships and the broad range of organisations that provide support. The HARSAG also recognises that in some localities the transition will not be straightforward and recommended a 5-year timescale for the transformation to rapid rehousing.

Rapid rehousing is about taking a housing led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long. Transition to a rapid rehousing approach means that some local authorities and partners will have to redress the balance of housing and support options that are available, and how quickly they are accessed. Proposals for a Rapid Rehousing Transition Plan in Midlothian shall be included in the Housing Allocation Policy review scheduled this year and reported onto Council as a requirement by Scottish Government.

Suggested changes to priorities in Service Plan

18/19:
1. Add new measure following Audit review of overpaid housing benefit debt reporting and to be included in the financial year performance.

Total value of HB overpayments identified during the quarter.
Total value of HB overpayments recovered during the quarter.
Total value of HB overpayments written off during the quarter.

2. Change in wording of BS.CHS.11 from " Total number of homeless households accommodated in Midlothian Temporary Accommodation" to " Number of homeless households accommodated in Midlothian Temporary Accommodation at quarter end (snapshot)"

Customer and Housing Services PI Summary Quarter One 2018/19

Outcomes and Customer Feedback

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	167	53	47		**Q1 18/19**: Data Only	⬇			
	Average time in working days to respond to complaints at stage 1	4.7	3.7	3.5	✅	**Q1 18/19**: On Target Improved performance.	⬆	5	Number of complaints complete at Stage 1	24
									Number of working days for Stage 1 complaints to be Completed	85
	Average time in working days to respond to complaints at stage 2	14.6	0	12.5	✅	**Q1 18/19**: On Target Improved performance	⬆	20	Number of complaints complete at Stage 2	2
									Number of working days for Stage 2 complaints to be Completed	25
	Percentage of complaints at stage 1 complete within 5 working days	64.9%	88.68%	70.83%	🛑	**Q1 18/19**: Off Target Service addressing issues.	⬆	95%	Number of complaints complete at Stage 1	24
									Number of complaints at stage 1 responded to within 5 working days	17
	Percentage of complaints at stage 2 complete within 20 working days	93.33%	0%	100%	✅	**Q1 18/19**: On Target	⬆	95%	Number of complaints complete at Stage 2	2
									Number of complaints at stage 2 responded to within 20 working days	2

Making the Best Use of our Resources

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£13.442m	£11.242m	£11.942m	🛑	**Q1 18/19**: Off Target Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan.	⬆	£11.385m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.76	1.11	1.40	✅	**Q1 18/19**: On Target	⬆	5.76	Number of days lost (cumulative)	219.47
									Average number of FTE in service (year to date)	156.95

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Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	91.67%	83.33%	71.43%	🛑	**Q1 18/19**: Off Target 5 out of 7 actions on target. Corrective actions contained in main report.	⬇	90%	Number of service & corporate priority actions	7
									Number of service & corporate priority actions on tgt/completed	5
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	98%	98%	✅	**Q1 18/19**: On Target	⬆	95%	Number received (cumulative)	1,364
									Number paid within 30 days (cumulative)	1,333
06. Improve PI performance	% of PIs that are on target/ have reached their target.	50%	63.64%	50%	🛑	**Q1 18/19**: Off Target 3 out of 6 indicators on target. Task action contained in body of report. There are a further 4 indicators which do not have targets, and are included for data only.	▬	90%	Number on tgt/complete	3
									Total number of PI's	6
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 18/19**: No high risks identified. All service specific risks reviewed each quarter.	▬	100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0

Improving for the Future

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target	33.33%	100%	100%	✅	**Q1 18/19**: Complete	⬆	100%	Number of internal/external audit actions on target or complete	3
									Number of internal/external audit actions in progress	3

Customer and Housing Services Action Report – Q1 2018/19

Midlothian

	Service Priority Actions					

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.1.1	01. Support people out of poverty and welfare dependency	Support financially vulnerable households in mitigating Welfare Reform impact.	31-Mar-2019		25%	**Q1 18/19**: On Target Awarded £953,888 in Discretionary Housing Payments to 1389 claimants to continue to mitigate the effects of Welfare Reform, including benefit cap and under occupancy charge.
CHS.P.1.2		Award Scottish Welfare Fund monies in line with criteria set for crisis grants and community care grants to meet the needs of vulnerable claimants.	31-Mar-2019		25%	**Q1 18/19**: On Target Awarded £92,678 to 30 June 2018. £49,398 community care grants and £43,280 crisis grants within budget allocation year to date.
CHS.P.2.1	02. Deliver further affordable housing	Designate housing for particular needs within existing and new build stock	31-Mar-2019		50%	**Q1 18/19**: On Target Sites have been identified for the development of extra care housing, bariatric provision, amenity housing, and wheelchair housing.
CHS.P.3.1	03. Homelessness has reduced, and people threatened with homelessness can access advice and support services	Prevent homelessness through the delivery of an education programme	31-Mar-2019		0%	**Q1 18/19**: Off Target No classes delivered due to exam preparation.
CHS.P.3.2		Access to homelessness advice & assistance.	31-Mar-2019		25%	**Q1 18/19**: On Target The number of households receiving advice and assistance is in line with previous seasonal trend.
CHS.P.3.3		Minimise re-let timescales for mainstream housing.	31-Mar-2019		15%	**Q1 18/19**: Off Target Improvement in performance compared to 2017/18 (average 50 days). Small number of properties delayed due to issues with capital work upgrades, or structural repairs. The condition of 3 properties required additional works due to damage from the outgoing tenants.
CHS.P.3.4		Minimise re-let timescales for temporary accommodation.	31-Mar-2019		15%	**Q1 18/19**: On Target Delays with small number of temporary houses and supported flats resulting in performance out with target. No trend noted form the delays (various separate reasons).

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Customer and Housing Services PI Report Q1 2018/19

Midlothian

					Service Priority Performance Indicators					

PI Code	Priority	PI	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Benchmark
					Value	Status	Short Trend	Note		
BS.CHS.P.1.1 a	01. Support people out of poverty and welfare dependency	Number of calls received regarding Scottish Welfare Fund	9,181	1,962	2,393	📈	⬇	**Q1 18/19**: Data Only 2393 Scottish Welfare Fund calls received		
BS.CHS.P.1.1 b		Number of calls leading to application to Scottish Welfare Fund	4,754	1,031	1,144	📈	⬇	**Q1 18/19**: Data only 1144 applications received - 677 awarded, 442 refused, 23 declined.		
BS.CHS.P.1.1 c		% of applications to Scottish Welfare Fund dealt with within 48 hours	92.3%	93.01%	94.14%	📈	⬆	**Q1 18/19**: Data Only 94.14% claims decided within 48 hours. 1077 applications on target from a total of 1144.		
CHS.P.1.1e		Average processing time for change of circumstances claim (internally calculated)	7 days	9 days	8 days	✅	⬇	**Q1 18/19**: On Target.	7 days	2015/16 Scottish Average - 7 days
CHS.P.2.1b	02. Deliver further affordable housing	Number of housing units provided for particular needs with existing and new build stock.	14	12	0	🛑	⬇	**Q1 18/19**: Off Target Sites have been identified for the development of extra care housing, bariatric provision, amenity housing, and wheelchair housing.	10	
P.SG.CHS.2.1 a		Number of social housing completions	88	10	69	✅	⬇	**Q1 18/19**: On Target 53 Units delivered by Housing associations for Social Rent, 16 Units for Mid Market Rent.	100	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.3.3a	03. Homelessness has reduced, and people threatened with homelessness can access advice and support services	Re-let time permanent properties (days)	50 days	45 days	45 days	✅	⬆	**Q1 18/19**: On Target	45 days	14/15 SHBVN peer group average 42 days
CHS.P.3.1a		Number of school homeless prevention presentations undertaken	30	8	0	🛑	⬇	**Q1 18/19**: Off Target No classes delivered due to exam preparation.	80	
CHS.P.3.2a		Number of customers accessing Advice and Assistance Service	834	210	211	📈	⬆	**Q1 18/19**: Data Only		
CHS.P.3.4a		Re-let time temporary accommodation properties	47	32	41	🛑	⬆	**Q1 18/19**: Off Target Delays with small number of temporary houses and supported flats resulting in performance out with target. No trend to the delays (variety of reasons).	35	

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Published Local Government Benchmarking Framework – Customer and Housing Services

Corporate Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£14.08	£13.65	£14.23	£14.09	£10.65	£10.94	£9.62	16/17 Rank 19 (Third Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 17 (Third Quartile).
CORP7	Corporate Indicator - Percentage of income due from council tax received by the end of the year %	93.0%	93.6%	93.9%	93.5%	93.8%	94.4%	94.5%	16/17 Rank 29 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 31 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£2.96	£3.01	£2.53	£2.66	£2.46	£1.67	£1.00	16/17 Rank 3 (TOP Quartile). 15/16 Rank 5 (TOP Quartile). 14/15 Rank 11 (Second Quartile).
C&L5a	Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	82.8%	N/A	78%	80.6%	77%	68.33%	66.67%	16/17 Rank 31 (Bottom Quartile). 15/16 Rank 31 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).

Housing Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	New measure for 2013/14			4.3%	6.57%	6.85%	6.39%	16/17 Rank 13 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 18 (Third Quartile).
HSN2	Percentage of rent due in the year that was lost due to voids	1.4%	1.3%	1.6%	1.6%	0.6%	0.8%	0.5%	16/17 Rank 4 (TOP Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).

Children's Services Performance Report Quarter One - 2018/19

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 solid and consistent improvement throughout 2017/18 and it is our intention to improve on this. Inspection reports and performance data evidence that we are improving outcomes for the most vulnerable children and young people within Midlothian.

Progress in quarter 1 in relation to one of our strategic outcomes to improve outcomes for our care experienced children and young people, we continue to make progress with our work with PACE (Permanence and Care Excellence programme). The programme commenced in October 2017 and by November 2018 we hope to reduce the length of time it takes to make a permanent decision around a child or young person's future planning from 10.8 months to 7.5 months. This is an ambitious target but one which shall reduce drift and delays in decision making.

Mental Health: Following the successful bid to the Early Action Lottery project which secured funding over the next 5 years to improve services in mental health for young people by helping local organisations collaborate to make the shift to early action and system changes so that people have better lives. As this work begins we have advertised for a project lead and interviews shall take place in August. Work is currently being undertaken on the production of a delivery plan with key milestones, which is required by the Lottery within six months of accepting the grant on 1st May 2018.

Participation: The Champions board continue to meet every fortnight and share their discussions and the need to change with their corporate parents. We have also rolled out the MOMO (mind of my own) app whereby young people can liaise with their worker via the app or share their views in relation to reviews or any other meeting they wish to contribute to. To date this has been a big success with some good quality feedback from young people.

Provide all children and young people with quality services: We had a larger than normal number of young people in secure care over the past year. Following on from this we are setting up a working group to consider alternatives to secure care. This will involve speaking with young people and professionals, visiting other local authorities and looking at relevant research.

Child Protection: During Q1 reporting we had 32 names on the child protection register which equate to 1.9% of the population of children within Midlothian against a national rate of 2.9%.

Looked after away from Home: There are 153 children and young people looked after out-with their family home both in and out-with Midlothian

Looked after at home – this figure has increased over the past 18 months and we are currently analysing the data to try and identify any trends or issues that may have supported an increase in this area of work.
We have also offered a one year secondment for a new team leader to ensure that all the children within this system have reviews and that there is a robust plan in place.

Scottish Child Abuse Inquiry: On 21 June 2018 the Deputy First Minister, John Swinney, extended the Inquiry's original terms of reference, substituting "as soon as is reasonably practicable" to replace "within 4 years" of October 2015, the date the Inquiry commenced, as a requirement to report, allowing more time for the Inquiry to complete its work. The Inquiry's remit is very wide, with a time span of from "within living memory" to the end of 2014, and covering foster care & any residential child care (including provision by religious organisations, boarding schools, voluntary organisations, local authorities, health authorities, and the state), and the child migrant programmes. Investigations thus far have identified over 70 institutions relevant to the Inquiry's task. It is anticipated that further institutions will be identified as investigations progress. We continue to work with the inquiry team and other neighbouring local authorities sharing good practice. Midlothian Council have had in excess of 12 Section 21 requests.

Challenges and Risks

Children's Services budget remains a significant and ongoing challenge. Whilst we are currently working on a business case to consider alternative solutions to secure care, we continue to receive often unexpected and unplanned referrals for young people who have complex and severe needs and who can no longer remain at home. These young people require a high level of specialised care and it is proving more difficult to identify suitable resources to offer this level of care. Given that they are under the age of 16 there are very few companies who are registered and able to offer this level of care to children. This results in placements being made in an emergency which are invariably much more expensive and almost always out-with Midlothian.

Residential - We have our two residential houses in Woodburn and Penicuik open with the capacity to take 10 children/young people between them. This area of work is always a challenge depending on the mix of young people who reside there. With only two houses there is little if any capacity to match young people into a placement as most young people are placed in an emergency or with little planning. The outcome of this can be that the house can become unsettled if a young person is placed in the only space available but doesn't get on with other residents. This means that sometimes we have to move people in an emergency in order to stabilise the home environment. These moves are not ideal however often allow for some space to regroup the staff and plan different strategies to manage any tensions between residents.

Further challenges are around workforce and the recruitment of experienced social workers. As a result of the service review there has been a high turnover of staff however recent application for vacancies has highlighted the gap in experienced workers applying for these positions. This area of concern has been highlighted with HR an learning and development to find out if this is only an issue within children's services or across the board.

Suggested changes to priorities in Service Plan

CS.P.4.1 - Establish a transition policy for children and young people who have severe and complex needs - To be **deleted** as this Action was completed in 2017
CS.P.2.2a Reduction of care experienced young people going into homeless accommodation **changed to** the number of care experienced young people going into homeless accommodation.
CS.P.4.1a - Reduction in usage of external resources on an unplanned basis **to be deleted** as not measureable.
CS.P.3.2a To be deleted as not measureable.
BS.CS.01 - Number of Stage 2 outcome focused assessment undertaken to be **deactivated** as no longer in use.
BS.CS.02 - Number of stage 3 outcome focussed assessment undertaken (cumulative) changed to Number of outcome focussed assessments undertaken as 3 no longer in used.

Children's Services PI summary 2018/19

	Outcomes and Customer Feedback								

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	33	4	9		Data Only			Number of complaints received (cumulative)	19
	Average time in working days to respond to complaints at stage 1	3	0	0		**Q1 18/19**: On Target		5	Number of complaints complete at Stage 1	0
									Number of working days for Stage 1 complaints to be Completed	0
	Average time in working days to respond to complaints at stage 2	18.33	18.75	15.67		**Q1 18/19**: On Target		20	Number of complaints complete at Stage 2	3
									Number of working days for Stage 2 complaints to be Completed	47
	Percentage of complaints at stage 1 complete within 5 working days	50%	0%	100%		**Q1 18/19**: On Target		95%	Number of complaints complete at Stage 1	0
									Number of complaints at stage 1 responded to within 5 working days	0
	Percentage of complaints at stage 2 complete within 20 working days	70.37%	100%	87.5%		**Q1 18/19**: Off Target 1 of 8 stage 2 complaints off target.		95%	Number of complaints complete at Stage 2	3
									Number of complaints at stage 2 responded to within 20 working days	2

Making the Best Use of our Resources

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£16.098m	£14.936m	£16.101m	🛑	**Q1 18/19**: Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan.	⬇	£15.313m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	10.79	3.34	2.80	🛑	**Q1 18/19**: Off Target Managers are committed to supporting staff at work and adjusting workload as and when appropriate. Absence management is undertaken by all managers to support staff to return to work with relevant supports in place.	⬆	7.40	Number of days lost (cumulative)	374.51
									Average number of FTE in service (year to date)	133.52

Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%	✅	**Q1 18/19**: On Target	▬		Number of service & corporate priority actions	6
									Number of service & corporate priority actions on tgt/completed	6
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	99%	99%	✅	**Q1 18/19**: On Target	⬆	95%	Number received (cumulative)	2,586
									Number paid within 30 days (cumulative)	2,558
06. Improve PI performance	% of PIs that are on target/ have reached their target.	100%	100%	80%	🛑	**Q1 18/19**: Off Target 4/5 Performance indicators currently on target.	⬇		Number on tgt/complete	4
									Total number of PI's	5
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 18/19**: No High risks currently within Childrens service.	▬		Number of high risks reviewed in the last quarter	0
									Number of high risks	0

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Improving for the Future

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	0%	100%	✅	**Q1 18/19**: On Target 3 audit actions for Complaints service on target for completion in 18/19.	⬆	90%	Number of internal/external audit actions on target or complete	3
									Number of internal/external audit actions in progress	3

Children's Services Action Report Q1 2018/19

Midlothian

	Service Priority Actions					

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.P.1.1	01. All care experienced children and young people are being provided with quality services	Continue to promote active participation from our CEYP to promote the work of the champions board through mentoring/work experience & leadership work	31-Mar-2019		25%	**Q1 18/19**: On Target MOMO (Mind Of My Own) app is being well used so that we are receiving quality feedback from young people about the service they receive. Since its inception in April 2018: - 31 Young People have their own MOMO account - 105 workers have a MOMO account - 87 MOMO express statement have been created.
CS.P.1.2		Implement alternative care arrangements for those young people who are at risk of secure care	31-Mar-2019		25%	**Q1 18/19**: On Target We have set up a working group to consider alternatives to secure care and also visiting other local authorities to learn from them.
CS.P.2.1	02. Inequalities in learning outcomes have reduced	Improve educational outcomes of our looked after at home children (LAC/LAAC & Kinship)	31-Mar-2019		25%	**Q1 18/19**: On Target Information on Secondary attainment shows an increase in Tariff score for CEYP leaving School in 16/17. Information on Primary attainment will be gathered in line with all primary attainment in Q1 18/19.
CS.P.2.2		Develop a strategy that supports care experience young people into further education and independent living.	31-Mar-2019		25%	**Q1 18/19**: On Target Information on Secondary attainment shows an increase in Tariff score for CEYP leaving School in 16/17. Information on Primary attainment will be gathered in line with all Primary attainment in Q1 18/19.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.P.3.1	03. Children and young people are supported to be healthy, happy and reach their potential	Engage children, young people, parents/carers and families in genuine participation, together co-designing a better mental health support system.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Mental Health sub group is well established with participation from young people. This will now become part of a bigger group where funding has been secured through the national lottery to develop an improved mental health support system over the next 5 years.
CS.P.3.2		Increase opportunities to work in collaboration with partners, identify opportunities to work with voluntary agencies and local community groups, including resource- sharing and co-location	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Hawthorn pilot in place at Penicuik with sure-start. Other areas now being considered based on the success of the original pilot.
CS.P.4.1	04. Disability	Establish a transition policy for children and young people who have severe and complex needs *REMOVE*	31-Mar-2019	▶	0%	**Q1 18/19**: To be deleted as this Action was completed in 2017

Children's Services PI Report Q1 2018/19

Midlothian

			Service Priority Actions								

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CS.P.1.1a	01. All care experienced children and young people are being provided with quality services	Number of people attending young champions group meetings	New for 2018/19		25%	📈	▬	**Q1 18/19**: Data Only 18 young people have attended the Champions Group		
CS.P.1.1b		Ensure ongoing scrutiny of Life Changes Trust Plan and anything off target is reported to GIRFEMC	100%	25%	25%	✅	⬇	**Q1 18/19**: On Target The Life Changes Trust Plan is scrutinized both by Midlothian Senior Managers and the Life Changes Trust Board to ensure progress	100%	
CS.P.1.2b		Number of young people in secure care over the year	2	1	1	📈	⬆	**Q1 18/19**: Data Only		
CS.P.1.2a		Number of Young People issued with a Movement Restriction Order Target	0	2	0	✅	▬	**Q1 18/19**: On Target		
CS.P.2.2a	02. Inequalities in learning outcomes have reduced	Number of care experienced young people going into homeless accommodation.	N/A					**Q1 18/19**: N/A Work to match Housing and Social work recording on homeless accommodation has begun, information will be available in Q2.		

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CS.P.2.2b		Increase in number of care experienced young people going to college/university/employment.	New for 2018/19		76.92	🛑	▬	**Q1 18/19**: Off Target Baseline data shows 76.92% of Care Experienced Young School leavers were in a positive destination in 16/17. Virtual comparator of 86.92 added as Target for year. Information from 17/18 School year will be available in Q3.	86.92	
CS.P.2.1a	02. Inequalities in learning outcomes have reduced	Number of qualifications each 16 year Care Experienced Young Person (CEYP) gains	169.4	N/A	N/A	📈	▬	**Q1 18/19**: Data Only Information not available this quarter. Data will be available in the Q2 release of Insight data.		
CS.P.2.1b		Number of CEYP continuing into 5th & 6th year	10	N/A	N/A	📈	▬	**Q1 18/19**: Data Only Information not available this quarter. Data will be available in Q2 following School commencement.		
CS.P.2.1c		Number of CEYP are on part time timetables	11	N/A	N/A	📈	▬	**Q1 18/19**: Data Only Information not available this quarter. Data will be available in Q2 following School commencement.		
CS.P.2.1d		Percentage of exclusion relate to CEYP over the school year – how many days?	6.8%	N/A	7.3%	📈	⬇	**Q1 18/19**: Data only Information from SEEMIS shows 7.3% of exclusion incidents in the 17/18 School year were CEYP.		
CS.P.3.1a	03. Children and young people are supported to be healthy, happy and reach their potential	Increased participation of children, young people, parents/carers and families.	New for 2018/19		25%	✅	▬	**Q1 18/19**: On Target Mental Health sub group is well established with participation from young people, Champions group meetings are consistently attended and MOMO rollout is increasing through service.	100%	
CS.P.3.2a		Evidence of resource sharing with other agencies. To be deleted as not measureable.	N/A					**Q1 18/19**: To be deleted as not measureable.		

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CS.P.3.2b	03. Children and young people are supported to be healthy, happy and reach their potential	Sure Start and Hawthorn Family Learning Centre - develop another pilot in another area.	New for 2018/19		25%	✅	▬	**Q1 18/19**: On Target Hawthorn pilot in place at Penicuik with sure-start. Other areas now being considered based on the success of the original pilot.	100%	
CS.P.4.1a	04. Disability	Reduction in usage of external resources on an unplanned basis *REMOVE*	N/A					**Q1 18/19**: To be deleted as not measureable.		

Published Local Government Benchmarking Framework - Children's Services

Midlothian

Children's Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CHN8a	Corporate Indicator - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£1,832.42	£2,404.40	£2,758.88	£2,465.38	£1,912.26	£2,951.54	£2,721.84	16/17 Rank 8 (Top Quartile) 15/16 Rank 10 (Second Quartile) 14/15 Rank 1 (TOP Quartile)
CHN8b	Corporate Indicator - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£256.05	£324.29	£270.30	£251.90	£313.99	£319.83	£327.09	16/17 Rank 19 (Third Quartile) 15/16 Rank 21 (Third Quartile) 14/15 Rank 23 (Third Quartile)
CHN9i	Balance of Care for looked after children: % of children being looked after in the Community (LGBF)	88.41%	87.32%	91.25%	91.91%	87.45%	90%	89.19%	16/17 Rank 15 (Second Quartile) 15/16 Rank 15 (Second Quartile) 14/15 Rank 20 (Third Quartile)
CHN22	Percentage of child protection re-registrations within 18 months	New measure for 2012/13		18%	14%	11%	14%	8%	16/17 Rank 23 (Third Quartile) 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 28 (Bottom Quartile).
CHN23	Percentage LAC with more than 1 placement in the last year (Aug-July)	New measure for 2011/12	21.74%	20.2%	18.45%	24.71%	14.8%	26.25%	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 4 (Top Quartile). 14/15 Rank 20 (Third Quartile).

Communities and Economy
Quarter One Performance Report 2018/19

Midlothian

Progress in delivery of strategic outcomes

The overarching aim of the Communities and Economy Service is to support, protect and develop the communities in Midlothian through demonstrable improvements in their economic, physical and social environments. We will achieve this by:

- Providing for optimal social, economic and physical environments for our communities.
- Growing the Midlothian economy through supporting new and expanding businesses, attracting inward investment and promoting key employment sectors.
- Acting as a key driver in the development of our most disadvantaged communities.
- Maintaining high standards of public health, consumer confidence and public safety.
- Maintaining overall environmental quality, meeting housing need, and promoting Midlothian as open for business through a pro-active and responsive planning service.

Progress in Q1 can be summarised under the following four headings.

Overall Strategy
- Approval by Council of the terms of the full City Deal for the Edinburgh and South East Scotland city region, which will bring substantial new investment to Midlothian.
- Response provided to Scottish Government's consultation on the Review of the Planning System.
- Approval by Council of the 2018/19 Food Service Plan and associated food enforcement policies.

Serving Communities
- Participatory budgeting activity, working with three primary schools to decide on allocation of funding to projects to reduce the cost of the school day; over 550 people involved.
- Provision of support to groups established through 'Pink Ladies', including working with a group to secure £20,000 of Military Covenant funding for intensive support to female family members of veterans.
- Support for the establishment of a clothing library and banking services in Penicuik Town Hall.
- Support for some 80 community organisations through funding, asset transfer, and one to one support/supervision; use of new community support agreement to help manage expectations and to evaluate the quality of support.
- Penicuik Business Improvement District: implementation of crime deterrence measured to support town centre businesses.
- Completion of air quality monitoring as part of the Annual Air Quality Progress reports.
- Preparation of the 'Missing Share Policy' to assist in the implementation of common repairs to property.
- Improved data sharing arrangement with Police Scotland to tackle the increasing incidence of out of control dog reports.

Economic Development
- Tyne/Esk LEADER programme of Scottish Government and EU funding to support the rural economy in East and Midlothian: over 60% of funds now allocated to projects making it one of the highest performing LEADER programmes in Scotland.
- Activity through the Midlothian Borders Tourism Action Group to promote tourism across the two areas, including tourism businesses engagement and innovation events, analysis of data/trends to inform policy, launch of a new visitor pass, and a travel trade development programme to assist businesses.
- Promotion of two major events at Dalkeith Country Park in June; attendance in excess of 22,000.
- Co-ordinated response across relevant Council services to the sudden failure of Crummock (Scotland) Ltd, and other company closures, through activity with Skills Development Scotland include an event in Dalkeith to provide support and direction for former employees of Crummock.

- Continued support to the Midlothian Science Zone group and the Easter Bush Development Board, particularly in relation to strategic road access to the Bush employment and research centre.
- Digital Scotland Superfast Broadband roll out: continued work to reach coverage targets, and initial discussions with external partners on roll out of Local Full Fibre Networks.

Service Development and Improvement
- Review of the current Trading Standards partnership with East Lothian Council is underway and due for completion in Q3.
- Performance in the handling of planning applications and building warrant application remains high despite increases in number and pressure on resources.

Challenges and Risks

- Implementation of the Council's agenda for 'Delivering Excellence' and the approved financial strategy across all functions of Communities and Economy.
- Complete a service review of the Economic Development Section.
- Further establish the Trading Standards Partnership with East Lothian Council.
- Action to implement the provisions of the Community Empowerment Act 2015.
- Preparation of a corporate Climate Change Action Plan.
- Complete business cases to enable implementation of projects under the City Deal for the Edinburgh and South East Scotland City Region.
- Action on the master planning and related work towards redevelopment of Mayfield Town Centre.
- Measures to address the impact of the scale and speed of new housing development on infrastructure, most notably roads, public transport, schools/education, health services, and community facilities.
- Retain a focus on town centres, to commence the TH and CARS scheme at Penicuik, implement the provisions of the master plan at Newtongrange, and BiD development at Dalkeith.
- Complete the review of the Midlothian Biodiversity Action Plan.
- Continue to work with partners to tackle the strategic local transport issues at Easter Bush to enable further unconstrained planned development.
- Managing the consequences of changes in the benefits system through Welfare Reform.
- Finalise and implement the terms and operation of a scheme of effective participatory budgeting.
- Service review of the Environmental Health service to implement the Council's Financial Strategy.
- Service review of the Planning service to implement the Council's Financial Strategy.
- Completion of a new Midlothian Economic Development Strategy.
- Promote and secure the provision of small business units.
- Maintain performance levels in Business Gateway.
- Complete allocation of LEADER funding to eligible projects.
- Maintain performance levels in Building Standards.
- Improve performance in the handling of major planning applications.
- Maintain progress in the programme of preparation of supplementary guidance and planning guidance.
- Action to implement the changes consequent on the review of food safety regulation in Scotland.

Suggested changes to priorities in Service Plan

Q1 18/19:
Please delete the following actions and PI's:-
CE.P.4.2a
CE.P.7.4 and 7.4a
CE.P.10.3a
CE.P.11.13a

Communities and Economy PI summary Q1 2018/19

Outcomes and Customer Feedback

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	23	8	9	📈	Data only	⬇			
	Average time in working days to respond to complaints at stage 1	6.2	2.57	4.71	✅	**Q1 18/19**: On Target	⬆	5	Number of complaints complete at Stage 1	7
									Number of working days for Stage 1 complaints to be Completed	33
	Average time in working days to respond to complaints at stage 2	9.33	6	0	✅	**Q1 18/19**: On Target	⬆	20	Number of complaints complete at Stage 2	0
									Number of working days for Stage 2 complaints to be Completed	0
	Percentage of complaints at stage 1 complete within 5 working days	55%	85.71%	57.14%	🛑	**Q1 18/19**: Off Target Work is ongoing within the service and with Complaints Officer.	⬆	95%	Number of complaints complete at Stage 1	7
									Number of complaints at stage 1 responded to within 5 working days	4
	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	✅	**Q1 18/19**: On Target	▬	95%	Number of complaints complete at Stage 2	0
									Number of complaints at stage 2 responded to within 20 working days	0

Making the Best Use of our Resources

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£3.515m	£4.394m	£3.464m	✅	**Q1 18/19:** Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan.	⬆	£3.464m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.98	1.24	1.97	🛑	**Q1 18/19**: Off Target Long and mid term absence under review.	⬆	4.50	Number of days lost (cumulative)	155.52
									Average number of FTE in service (year to date)	78.93

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Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	75.75%	96.15%	91.67%	✅	**Q1 18/19**: On Target 44 of 48 actions on target.	⬆		Number of service & corporate priority actions	48
									Number of service & corporate priority actions on tgt/completed	44
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95%	95%	95%	✅	**Q1 18/19**: On Target	⬆	95%	Number received (cumulative)	88
									Number paid within 30 days (cumulative)	84
06. Improve PI performance	% of PIs that are on target/ have reached their target.	52.17%	86.54%	79.55%	🛑	**Q1 18/19**: Off Target 35 out of 44 Priority indicators on target. Action plans in place to meet targets Q2-4 18/19.	⬆		Number on tgt/complete	35
									Total number of PI's	44
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 18/19**: No high risks	▬		Number of high risks reviewed in the last quarter	0
									Number of high risks	0

Improving for the Future

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target	100%	0%	100%	✅	**Q1 18/19**: On Target Climate change reporting targets due in Q2.	▬	90%	Number of internal/external audit actions on target or complete	0
									Number of internal/external audit actions in progress	9

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Communities and Economy Action report Q1 2018/19

Midlothian

Service Priority Actions						

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.1.1	01. Delivering Excellence - Economic	Implement Delivering Excellence across the service	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Service reviews are on target, resource prioritisation and financial discipline all embedded into Service Manager meeting schedules.
CE.P.1.2		Complete a service review of Economic Development	31-Mar-2019	▶	50%	**Q1 18/19**: On Target Economic development service review drafted for submission to CMT in Q2, and implementation in Q3.
CE.P.1.3		Complete a review of the Environmental Health Service	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Initial assessment completed in context of VSER and vacancies; main review underway.
CE.P.1.4		Complete a review of the Planning Service	31-Mar-2019	▶	25%	**Q1 18/19**: On target Review is required to prepare for proposed arrangements under which the private development sector would fund elements of the service.
CE.P.1.5		Work with partner authorities to implement a City Deal for the Edinburgh and South East Scotland Region	31-Mar-2019	▶	50%	**Q1 18/19**: On Target Full City Deal agreed by all partners in June 2018 and due for formal signing in August 2018. Work will continue on completing business cases for all projects.
CE.P.2.1	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Engage with adjacent Local Authorities and other partners e.g. Scottish Enterprise to implement the range of actions contained in the Borders Rail Line Blueprint document	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Ongoing projects include tourism destination development, food and drink showcase completed, hotel study completed, website development ongoing. Masterplanning projects at Newtongrange well advanced.
CE.P.3.1	03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas	Implement the Tyne Esk LEADER Programme 2014 /20 in East Lothian and Midlothian eligible areas	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Two Local Action Group meetings were held during this quarter with two projects being assessed and approved. One was the LAG's first cooperation project that required more development work than standard applications require. One already funded project was also subject to a Scottish Government On The Spot inspection and was found to be a good quality project with robust documentation.

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Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.4.1	04. New jobs and businesses are located in Midlothian	Continue to promote and implement the business support provisions highlighted in Ambitious Midlothian (Midlothian Economic Recovery Plan)	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Implementation continuing including through Business Gateway, Supplier Development Programme, Regional Selective Assistance, BIDS and tourism initiatives.
CE.P.4.2		Prepare and publish full review of Midlothian Economic Development Strategy	31-Mar-2019	▶	25%	**Q1 18/19**: On Target This will be a product of the current review of the Economic Development Service.
CE.P.5.1	05. Maintain progress on the implementation of the Easter Bush Master Plan	Continue to liaise with the Scottish Government on transport infrastructure solutions to serve the planned development of Easter Bush. Provide the programme and secretariat function for the running of the Easter Bush Development Board	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Ground conditions survey of proposed A701/702 road scheme due for completion in August 2018. City deal programme projects completion of scheme in 2022. Funding package comprises City Deal, Council funding and developer contributions.
CE.P.6.1	06. Fewer people are victims of crime, abuse or harm	Deliver the Council's regulatory functions with respect to health and safety priority areas	31-Mar-2019	❌	15%	**Q1 18/19**: Off Target 100% of workplace incidents (requiring intervention) and service requests were attended to within time. No Planned campaign inspection work has been carried out in Q1.
CE.P.6.2		Deliver the Council's regulatory functions with respect to food hygiene and standards regulations	31-Mar-2019	❌	21%	**Q1 18/19**: Off Target Some inspections cannot be reported yet but are within the allowed 28 day window. At time of reporting high risk food hygiene inspections are 16% off target with medium and Low risk 28% off target. High risk food inspections will be conducted early in Q2. Medium risk food standards are 50% off target (3/6 inspections). 98% service requests attended to within time. In overall terms, 21% of the work achieved within time parameters.
CE.P.6.3		Implement the new Residential Caravan Site Licensing Regime	31-Mar-2019	▶	25%	**Q1 18/19**: On Target All caravan sites are currently licensed. Work is ongoing to bring all 4 sites into line with the requirements of the new licensing regime which comes into force in May 2019. All sites have been engaged with and inspections carried out.
CE.P.6.4		Identify mechanisms to further promote good dog control. Seek to introduce a Commercial Dog Walkers Registration Scheme	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Liaison with Police Scotland continues to ensure that all cases reported regards dog behaviour are investigated by the correct agency. A report proposing the introduction of a registration scheme for professional dog walkers is to be brought before Cabinet in 2018.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.7.1		Protect public health through the development of a mechanism to assist private sector owners to progress common repairs	31-Mar-2019		25%	**Q1 18/19**: On Target The review of the Midlothian Council Statement of Assistance is continuing. The 'missing share' procedural element has been developed. The process will provide a mechanism for repayment through a charging order being applied to the title deeds of any defaulting owner. The Missing Share procedure has been completed and will be submitted to Committee for approval as part of the Council's Statement of Assistance. Limited progress has been made on wider Statement of Assistance in Q1 due to other higher priority work.
CE.P.7.2		Ensure the Council works towards meeting the Clean Air for Scotland (CAFS) objectives	31-Mar-2019		25%	**Q1 18/19**: On Target Data for inclusion in The Midlothian Council Annual Progress report has been reviewed and corrected for bias. This will be submitted to Scottish Government for scrutiny in Q2. Convene a joint working group with relevant LA services including Development Management, Building Standards, Transportation, Environmental Health.
CE.P.7.3	07. There is a reduction in inequality in health outcomes	Deliver statutory duty to identify and secure remediation of contaminated land	31-Mar-2019		25%	**Q1 18/19**: On Target The Scotland Excel Framework continues to be used for securing contaminated land consultancy services and reactive work has continued. The peer review process for remediation in terms of development requires to be finalised – it is expected this will conclude in Q3.
CE.P.7.4		Deliver specific parts of the Joint Health Inequalities Partnership Plan *Remove*	31-Mar-2019		0%	*Remove*
CE.P.7.5		Support and meet the challenge to drive forward sustainable economic development. Set challenging performance targets for building warrant applications which benefit economic development.	31-Mar-2019		25%	**Q1 18/19**: On Target Building Standards continue to meet the challenge of providing a fast track building warrant application service for those application which are seen to provide economic benefit to the Midlothian area. Building Standards continue to engage through 'one to one' meetings with relevant housing developers and agents to understand the needs and challenges and assist where ever possible to make the building warrant process efficient and consistent.
CE.P.7.6		Continue to deliver a high quality customer focused Building Standards service.	31-Mar-2019		25%	**Q1 18/19**: On Target Midlothian Building Standards continues to provide a high quality standard of service to its customers, underpinned by clear and transparent communications. The service also understands its customer and stakeholder types and their differing needs. These insights and actions are taken and utilised to bring about a continuous improvement to the customer experience, which is regularly measured and assessed in the form of Customer Service Excellence audit. The service also has in place a continuous improvement plan, which form

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						part of the nationally adopted Performance Framework which is updated quarterly and submitted to the Scottish Government on an annual basis.
CE.P.8.1		Further establish the Trading Standards Partnership with East Lothian.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The TS Partnership is to undergo an evaluation process over Summer 2018. During the early part of Q3 a decision will be taken on its future. ELC did not proceed with the recruitment of a permanent replacement Principal TSO, however an agency officer was recruited at the end of May and will be ELC Team Leader/PTSO until September.
CE.P.8.2		Development of new performance measures and benchmarking within the Partnership, in conjunction with national Trading Standards' performance measures currently being considered.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The APSE benchmarking figures for 17/18 will be produced for both authorities, however each authority's PIs remain out of kilter with each other. It is to be hoped that the evaluation of the Partnership will address this issue.
CE.P.8.3	08. Trading Standards	Work relating to incidences of rogue trading (e.g. complaints about driveways, roofing etc.), intervening, disrupting, investigating and working with the police to combat.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The national launch (Scotland) of Operation Monarda 2018 took place in Midlothian at Dalkeith CAB on 18 May. This operation targets rogue traders and bogus callers. Two officers attended the launch and over two days TS officers joined police patrols across Midlothian to search for rogue traders and enforce or advise where necessary. An officer also participated in events at local supermarkets and a scam awareness day was held at Penicuik CAB. Press releases were put out through the Midlothian Advertiser and on the Council's, Police Scotland's and CAS's social media.
CE.P.8.4		Intelligence gathering. To maintain a good level of intelligence logging onto the Memex database.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The number of logs are lower than for the same quarter last year, but input remains good and generally above that of most other LAs.
CE.P.8.5		Routine risk assessed primary inspections to traders.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target
CE.P.8.6		Pro-active Trading Standards investigations i.e. initiated by officers and not initially resulting from a consumer complaint.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target
CE.P.8.7		Resolution of consumer complaints.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The completion rate continues to be maintained.
CE.P.8.8		Enhanced tobacco enforcement.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Routine advice visits to retailers have met the 20% target already (23%). The total number of tobacco/NVP retailers registered in Midlothian with the SG is down from 127 to 100. No test purchasing has been carried out, but it is hoped this can be organised for later in the year.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.8.9	08. Trading Standards	Collaborative work with the Community Safety Partnership, on consumer safety issues.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The Police LALO has handed over all call blockers (x50) to TS, so it is now TS's responsibility to allocate and install the devices to those in apparent need. Eight devices have now been installed. It is possible that with the numbers now held, some call blockers will be offered to East Lothian colleagues for installation with appropriately vulnerable residents.
CE.P.8.10		Develop the pest control service by expansion to non-residential property	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Performance will only be measureable following the main pest season (Summer).
CE.P.9.2	09. Midlothian is an attractive place to live, work and invest in	Complete adoption of Local Biodiversity action plan (LBAP) which through its implementation seeks to raise the profile of biodiversity issues in Midlothian	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The Local Biodiversity Action Plan (LBAP) has been drafted and is subject to consultation with our biodiversity partners. The Council's biodiversity partners have requested an extended period of time to respond to the consultation – agreeing the extension of time request has resulted in a delay in reporting the LBAP to elected members.
CE.P.9.3		Draft a corporate climate change action plan.	31-Mar-2019	✖	0%	**Q1 18/19**: Off Target The Climate Change Plan has not been drafted because of other work priorities.
CE.P.9.4		Investment and actions in town centre	31-Mar-2019	▶	25%	**Q1 18/19**: On Target A phase 2 bid has been submitted for the Penicuik Heritage project which if successful could secure £2.58m of external funding towards town centre improvements – in response the Heritage Lottery Fund has awarded the Council £1.96m of funding, a separate bid for £0.62m is pending consideration by Historic Environment Scotland. Environmental improvements and 5 high priority buildings, 14 medium priority buildings and 20 reserve buildings have been identified for improvement. The adoption of the MLDP advances planning policies to protect and enhance Midlothian's town centres.
CE.P.9.5		Manage the CO2 gas ingress to properties in Gorebridge	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Regular updates continue to be provided to residents and to local members. Melville Housing have engaged a Specialist Company to trial a remediation solution for their affected properties. If the trial is successful the information will be shared with the private sector owners.
CE.P.10.2	10. Poverty levels in Midlothian overall are below the Scottish average	Welfare Rights Team will train advice staff and volunteers on welfare rights issues, in particular, the new requirements of the Welfare Reform Act	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Some staff development has been undertaken advice is being offered to third sector partners by phone. However priority has been given to bringing in ESF arrangements and delivery of UC/ PIP services to the public which has reduced the level of training being delivered.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.10.3	10. Poverty levels in Midlothian overall are below the Scottish average	Welfare Rights Team will meet targets for ESF funded activities	31-Mar-2019	▷	25%	**Q1 18/19**: On Target ESF project went live on 1/4/18 and in Q1 24 caselink clients have been registered and receiving support.
CE.P.11.11		Deliver a Community Action Plan in each of the priority areas in partnership with the community planning partners	31-Mar-2019	▷	25%	**Q1 18/19**: On Target Three plans exist for Dalkeith, Gorebridge and Mayfield. All require further updating, especially Mayfield, to meet the requirements of the statutory guidance.
CE.P.11.12		Provide bespoke and online training via a new Learn Pro Module on the Community Empowerment Act	31-Mar-2019	▷	25%	**Q1 18/19**: On Target Training offered to 3500 staff via bulletin but uptake has been slow with only 20 completing the course to date. Will continue to promote to increase uptake.
CE.P.11.13		Work with Mayfield In It Together group to undertake assessment of options for redevelopment of Mayfield Town Centre	31-Mar-2019	▷	25%	**Q1 18/19**: On Target Preparatory work has started.
CE.P.11.2		Research in-school child poverty measures and interventions	31-Mar-2019	▷	25%	**Q1 18/19**: On Target Two research post-graduates have been recruited from Edinburgh University via NUS Dissertations for Good. The research will be to identify ways of increasing uptake of free school meals and maximising Pupil Equity Funding.
CE.P.11.3	11. Delivering Excellence - IOM	Deliver the actions in the child poverty plan, and prepare new plan to meet the requirements of the Child Poverty Act	31-Mar-2019	▷	25%	**Q1 18/19**: On Target Work has begun with Glasgow Caledonian University to ensure plans are in line with guidance.
CE.P.11.5		Provide support to the third sector and community groups to increase their capacity	31-Mar-2019	▷	25%	**Q1 18/19**: On Target 81 completed in first quarter. Community Support Agreements have been developed for groups that require extensive support.
CE.P.11.6		Test new approaches to funding that enable more community involvement in budgeting decisions	31-Mar-2019	▷	25%	**Q1 18/19**: On Target Work has commenced with Primary Schools to develop new models.
CE.P.11.8		Manage a clear process for asset transfers	31-Mar-2019	▷	25%	**Q1 18/19**: On Target 15 organisations are being supported through an expression of interest and one formal one being considered. Asset Transfer Framework prepared and presented to Council in August 17.
CE.P.11.9		Manage at least three capital programmes	31-Mar-2019	▷	25%	**Q1 18/19**: On Target Funding secured for two capital projects through the Scottish Government's Capital Regeneration Fund. Newtongrange project underway, Rosewell project delayed due to an unsuccessful lottery application.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
P.IOM.CE.1.2	11. Delivering Excellence - IOM	Reduce barriers to learning by poverty proofing the school day with the Child Poverty Action Group in 11 primary schools in the priority areas. Extend this offer to all primary schools.	31-Mar-2019	▶	63%	**Q1 18/19**: On Target Programme of work going well. 7 of the 11 schools have completed the Participatory Budgeting programme, the remaining 4 are scheduled for next term. Work receiving very positive feedback from the Scottish Government.
P.IOM.CE.4.1		Complete Neighbourhood Plans in all of the 16 Community Council areas. Agree a schedule of Neighbourhood Plan reviews	31-Mar-2019	▶	75%	**Q1 18/19**: On Target 15 Neighbourhood Plans Completed covering all 16 Community Council areas. Reviews ongoing, there is challenge to ensure the plans meet the requirements of Locality Planning in the priority communities.
P.IOM.CE.4.5		Manage clear processes for community groups to improve access to the CPP decision making as part of the Community Empowerment Act, including Participation Requests	31-Mar-2019	▶	50%	**Q1 18/19**: On Target Process for Participation Requests established. More work needed to ensure community groups can directly inform CPP decision making.

Communities and Economy PI Report Q1 - 2018/19

Midlothian

			Service Priority Performance indicators							

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.P.1.3a		Completion of review of Environmental Health Service	New for 2018/19		25%	✅		**Q1 18/19**: On Target Initial assessment completed in context of VSER and vacancies; main review underway.	100%	
CE.P.1.4a		Processing of building warrant applications handled electronically at all stages	New for 2018/19		68.3%	🛑		**Q1 18/19**: Off Target The new application process rolled out across Scotland by Scottish Government is needing "bed in" at Council level.	70%	
CE.P.1.1a	01. Delivering Excellence - Economic	Conducting service reviews, prioritising resources to essential actions and ensuring financial discipline - number of reviews	2	1	0	✅	⬇	**Q1 18/19**: On Target Service reviews are on target, resource prioritisation and financial discipline all embedded into Service Manager meeting schedules.	3	
CE.P.1.1b		Extent of savings achieved	£270,000.00	£270,000.00	£133,000.00	📈	⬇	**Q1 18/19**: Data Only		
CE.P.1.2a		Completion of review of Economic Development Service	85%	25%	50%	✅	⬇	**Q1 18/19**: On Target Economic development service review drafted for submission to CMT in Q2, and implementation in Q3.	100%	
CE.P.1.5a		Extent of direct City Deal investment in Midlothian	N/A					**Q1 18/19**: N/A Final approved City Deal proposal indicates about 40% (including A720 Sheriffhall upgrade)		

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.P.1.5b	01. Delivering Excellence - Economic	Extent of indirect City Deal investment in Midlothian	N/A					**Q1 18/19**: N/A Final approved City Deal proposal indicates about 75% in or within 10 miles of Midlothian.		
BS.CE.P.2.1a	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Number of new business start-ups assisted in Midlothian area of Borders Rail Line corridor	202	53	25	📈	⬇	**Q1 18/19**: Data Only		
CE.P.2.1b		Number of tourism businesses assisted in Midlothian area of Borders Rail Line corridor (cumulative)	9	6	14	📈	⬆	**Q1 18/19**: Data Only 6 businesses have received 1:1 support. 2 businesses participated in travel trade development programme.		
CE.P.2.1d		Number of inward investment / indigenous investment enquiries received for sites/premises in Midlothian area of Borders Rail Line corridor (cumulative)	34	18	57	📈	⬆	**Q1 18/19**: Data Only		
CE.P.2.1c		Number of new businesses locating in Borders Rail Corridor (cumulative)	80	34	22	📈	⬇	**Q1 18/19**: Data Only		
BS.CE.P.3.1a	03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas	Number of LEADER projects funded (cumulative)	16	6	6	📈	⬇	**Q1 18/19**: Data Only		
CE.P.3.1b		Number of businesses participating in LEADER application process by submitting an Expression of Interest (cumulative)	20	6	4	✅	⬇	**Q1 18/19**: On Target Programme is now beginning it's wind down.	10	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.P.3.1c	03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas	Number of new jobs created through LEADER (cumulative)	3	2	0	✅	⬇️	**Q1 18/19**: On Target	3	
CE.P.3.1d		Number of training opportunities created through LEADER (cumulative)	0	0	0	📈	➖	**Q1 18/19**: Data Only		
CE.P.3.1e		Amount of leader funding allocated	£1,330,339	£376,848	£399,431	✅	⬇️	**Q1 18/19**: On Target		Total LEADER programme is c. £3.4m over period 2015-2020
CE.P.4.1a	04. New jobs and businesses are located in Midlothian	Number of new Business Start Ups assisted (cumulative)	158	34	25	📈	⬇️	**Q1 18/19**: Data only		
CE.P.4.1b		Number of account managed businesses accepted by Scottish Enterprise (cumulative)	2	1	0	✅	⬇️	**Q1 18/19**: On Target	2	
CE.P.4.1c		Number of business related training workshops held	New for 2018/19		13	✅	➖	**Q1 18/19**: On Target	30	
CE.P.4.2a		Completion of review *Remove*						Request removal		
CE.P.5.1a	05. Maintain progress on the implementation of the Easter Bush Master Plan	Number of Easter Bush Development Board meetings held per annum	2	1	0	✅	⬇️	**Q1 18/19**: On Target Most recent meeting of EBDB held on 06/03/2018. Regular meetings held with MSZ (sub group of EBDB).	2	
CE.P.6.1a	06. Fewer people are victims of crime, abuse or harm	Carry out Health and Safety intervention campaigns within the year in accordance with the latest HSE guidance on local priorities; likely to be continuation of the control of risk around	3	1	0	🛑	⬇️	**Q1 18/19**: Off Target No Planned campaign inspection work has been carried out in Q1	3	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
		warehouses, and in the beauty industry.								
CE.P.6.2a		% of food businesses deemed 'broadly compliant' with the food hygiene legislation	81%	80%	82%	🛑	⬆	**Q1 18/19**: Off Target Broad compliance = 82% This is significant step towards reaching the challenging set target.	84%	
CE.P.6.4a	06. Fewer people are victims of crime, abuse or harm	Dog owners observed during dog fouling patrols as picking up dog waste	0%	0%	99%	📈	⬆	**Q1 18/19**: Data Only		
CE.P.6.3a		% of residential caravan sites licensed	100%	100%	100%	✅	▬	**Q1 18/19**: On Target Preparations ongoing for the new licensing regime.	100%	
CE.P.7.4a		Number of actions completed as a percentage	New for 2018/19	25%	25%	✅	▬	**Q1 18/19**: On Target	100%	
CE.P.7.3a	07. There is a reduction in inequality in health outcomes	Review and update contaminated land procurement framework for the provision of peer review assessment of Environmental Reports – particular emphasis on quality and reporting times	N/A	25%	25%	✅	▬	**Q1 18/19**: On Target The Scotland Excel Framework continues to be used for securing contaminated land consultancy services and reactive work has continued. The peer review process for remediation in terms of development requires to be finalised – it is expected this will conclude in Q3.	100%	
CE.P.7.5a		Local target for building warrant assessment at 15 days rather than nationally adopted target of 20 days (Average time below 10 days)	100%	86%	100%	✅	▬	**Q1 18/19**:On Target		

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.P.7.5c		Undertake annual one to one meetings with major developers currently constructing within Midlothian	100%	25%	25%	✅	⬇	**Q1 18/19**:On Target		
CE.P.7.6a		Measure satisfaction relating to key areas including those on delivery, timeliness, information, access and the quality of customer service	92.5	93.8	95.6	✅	⬆	**Q1 18/19**:On Target		
CE.P.7.1a	07. There is a reduction in inequality in health outcomes	Investigate a scheme to secure common repairs on private sector or mixed tenure residential property and make it available to private sector owners	66%	25%	90%	✅	⬆	**Q1 18/19**: On Target	100%	
CE.P.7.2a		Convene a joint working group with relevant Council services including Development Management, Building Standards, Transportation, Environmental Health with a view to maintaining air quality thereby protecting human health	66%	25%	25%	✅	⬇	**Q1 18/19**: On Target Preparatory work for the operation of this group has taken place. Expected this group will convene in Q2.	100%	
CE.P.8.10a		Increase in income	N/A					Request deletion		
CE.P.8.1b	08. Trading Standards	Level of integrated practices achieved	N/A					Request deletion		

PI Code	Priority	PI	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Q1 2018/19 Status	Q1 2018/19 Short Trend	Q1 2018/19 Note	Annual Target 2018/19	Benchmark
CE.P.8.1a		Focus on recruitment - % of staff appointed	80%	10%	10%	🛑	⬇	**Q1 18/19**: Off Target ELC did not proceed with the recruitment of a permanent replacement Principal TSO, however an agency officer was recruited at the end of May and will be ELC Team Leader/PTSO until September.		
CE.P.8.2a		The evaluation of both authorities' current performance measures and an agreement by both to move to one set of identical indicators	75%	25%	25%	✅	⬇	**Q1 18/19**: On Target		
CE.P.8.3a		Number of active interventions.	140	35	29	✅	⬇	**Q1 18/19**: On Target	115	
CE.P.8.4a	08. Trading Standards	Number of logs made	365	107	73	🛑	⬇	**Q1 18/19**: Off Target Fewer logs have been made because Trading Standards have assessed that there has been less information or complaints as requiring to be logged as intelligence.	360	
CE.P.8.5a		Number of primary inspections conducted.	153	31	46	✅	⬇	**Q1 18/19**: On Target	125	
CE.P.8.6a		Number of criminal investigations instigated.	16	6	6	✅	⬇	**Q1 18/19**: On Target	16	
CE.P.8.7a		Percentage of consumer complaints completed within 14 days.	88%	91.6%	88.7%	✅	⬆	**Q1 18/19**: On Target	85%	
CE.P.8.8a		Percentage of tobacco retailers visited annually.	19.7%	1.6%	23%	✅	⬆	**Q1 18/19**: On Target	20%	
CE.P.8.9a		Participation in safety initiatives	4	0	0	🛑	⬇	**Q1 18/19**: Off Target Due to other priorities.	6	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.P.9.2a		Adoption of the LBAP	New for 2018/19		25%	✅	▬	**Q1 18/19**: On Target The Local Biodiversity Action Plan (LBAP) has been drafted and is subject to consultation with our biodiversity partners. The Council's biodiversity partners have requested an extended period of time to respond to the consultation – agreeing the extension of time request has resulted in a delay in reporting the LBAP to elected members.	100%	
CE.P.9.4c	09. Midlothian is an attractive place to live, work and invest in	Draft Supplementary and Planning Guidance as required by the Midlothian Local Development Plan.	New for 2018/19		25%	✅	▬	**Q1 18/19**: On Target i) Green Networks Supplementary Guidance referred to Scottish Ministers ii) Special Landscape Areas Supplementary Guidance subject to consultation iii) Food and drink and other non-retail uses in the town centre subject to consultation.	100%	
CE.P.9.1a		The time to determine planning applications over the stated period is the key measure in defining customer service as set by the Scottish Government	86%	96%	74%	🛑	⬇	**Q1 18/19**:Off Target 74% of planning applications have been determined within target.	80%	78% of planning applications were determined within target in 2015/16.
CE.P.9.3a		Adoption of the plan	75%	25%	20%	🛑	⬇	**Q1 18/19**: Off Target Due to other work priorities the Climate Change Plan has not been drafted.	100%	
CE.P.9.4b		Implementation of the 5 year Penicuik Heritage Project following the submission of stage 2 Heritage Lottery Fund (HLF) and Historic Environment Scotland (HES)	100%	25%	25%	✅	⬆	**Q1 18/19**: On Target Project funding determined a start on 01/08/2018.	100%	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
		funding bid in March 2018.								
CE.P.9.5a	09. Midlothian is an attractive place to live, work and invest in	Full attention at all times to monitoring of gas levels, with any necessary action being taken timeously	Yes	Yes	Yes	✅	➖	**Q1 18/19**: On Target Regular updates continue to be provided to residents and to local members. Melville Housing have engaged a Specialist Company to trial a remediation solution for their affected properties. If the trial is successful the information will be shared with the private sector owners.	Yes	
CE.P.10.1a		Implement the actions in the review	85%	25%	25%	✅	⬆️	**Q1 18/19**: On Target The internal and external review of Advice Services is complete and approved at Council in May 2018. Work is underway to implement the internal one stop arrangements with partners from across council directorates. ESF funding has reduced council costs for 1 year.		
CE.P.10.2a	10. Poverty levels in Midlothian overall are below the Scottish average	Number of staff participating	New for 2018/19		25%	✅	➖	**Q1 18/19**: On Target The welfare rights team offers support to internal departments on benefit advice and supports the wider Midlothian local advice services on benefit issues.	100%	
CE.P.10.3a		Numbers of support and guidance sessions for working aged adults who suffer from mental health issues that contribute to their financial deprivation *REMOVE*	N/A					Request removal		
CE.P.11.10a	11. Delivering Excellence - IOM	Have a simplified, transparent grants programme that supports the outcomes in the Single Midlothian Plan	New for 2018/19		25%	✅	➖	**Q1 18/19**: On Target A revised grants programme has been developed. An engagement and communication programme has been completed and informed the content of the recommendations.	100%	

PI Code	Priority	PI	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Q1 2018/19 Status	Q1 2018/19 Short Trend	Q1 2018/19 Note	Annual Target 2018/19	Benchmark
CE.P.11.11a		Robust plans that comply with the Locality Outcome Improvement statutory guidance	New for 2018/19		3	✅	▬	**Q1 18/19**: On Target	3	
CE.P.11.12a		Training offered to 3500 staff and volunteers with a take up of at least 150	New for 2018/19		20	🛑	▬	**Q1 18/19**: Off Target Training offered to 3500 staff via bulletin but uptake has been slow with only 20 completing the course to date. Will continue to promote to increase uptake.	150	
CE.P.11.13a		Completion of masterplan report, following community consultation and identification of resources *REMOVE*	N/A					Request removal		
CE.P.11.2a	11. Delivering Excellence - IOM	Undertake 2 primary research projects with Edinburgh University to identify ways of increasing uptake of free school meals and maximising Pupil Equity Funding	New for 2018/19		2	✅	▬	**Q1 18/19**: On Target	2	
CE.P.11.5a		Provide bespoke 1-1 support to community and voluntary groups on funding, capital projects, governance, income generation, influencing and organisational development	New for 2018/19		81	✅	▬	**Q1 18/19**: On Target	80	
CE.P.11.8a		15 organisations are supported through an expressions of interest and all organisations that apply for a formal	New for 2018/19		15	✅	▬	**Q1 18/19**: On Target	15	

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PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
		transfer are responded to within the statutory timescales. An Asset Transfer Framework is approved by Council								
CE.P.11.9a	11. Delivering Excellence - IOM	Additional funding secured, capital projects delivered			2	✅	▬	**Q1 18/19**: On Target	3	

Published Local Government Benchmarking Framework - Communities and Economy

Economic Development and Planning

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
ECON1	Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes	New measure for 2012/13		8%	6.83%	12.33%	8.57%	15.47%	16/17 Rank 9 (Second Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 15 (Second Quartile).
ECON2	Cost of Planning per Application	£3,765.74	£3,606.37	£4,145.05	£4,672.05	£4,744.68	£3,879.10	£4,982.63	16/17 Rank 23 (Third Quartile). 15/16 Rank 9 (Second Quartile). 14/15 Rank 19 (Third Quartile).
ECON3	Average time for Commercial planning application (LGBF)	New measure for 2012/13		26.3 weeks	54.9 weeks	9.9 weeks	7.9 weeks	8.4 weeks	16/17 Rank 11 (Second Quartile). 15/16 Rank 9 (Second Quartile). 14/15 Rank 16 (Second Quartile).
ECON5	No of business gateway start-ups per 10,000 population (LGBF)	New measure for 2013/14			23.14	22.73	19.91	18.62	16/17 Rank 14 (Second Quartile). 15/16 Rank 11 (Second Quartile). 14/15 Rank 8 (Top Quartile)

Environmental Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
ENV5a	Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)	New measures for 2012/13		£4,273.50	£4,368.36	£8,189.31	£6,362.28	£5,642.70	16/17 Rank 16 (Second Quartile). 15/16 Rank 17 (Third Quartile). 14/15 Rank 28 (Bottom Quartile).
ENV5b	Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)			£8,855.65	£13,282.17	£8,606.89	£9,715.07	£10,190.72	16/17 Rank 5 (TOP Quartile). 15/16 Rank 3 (TOP Quartile). 14/15 Rank 3 (TOP Quartile).

Education Performance Report Quarter One - 2018/19

Midlothian

Progress in delivery of strategic outcomes

Progress in delivery of strategic outcomes:

Committed to the creation of a World-Class Education system through excellence and equity, the report for this quarter focuses on outcomes for Quarter 1 for the education service. The theme for 2018/19 is *Adopting a One Size fits one approach.*

In session 2018/19 we have set 3 main strategic priorities under the following broad heading: Raising Attainment and Achievement; Learning Provision and Leadership.

Raising the attainment and Achievement: (NIF: Performance Information and School Improvement)

● 2% increase CfE in Literacy and Numeracy by the end of P1, P4, P7 and S3 in order to ensure CfE levels are above the national average
● PEF: Interrupting the cycle of poverty: Further 5% increase in number of children from SIMD 1 and 2 achieving the expected CfE level in Literacy and Numeracy by the end of P1, P4, P7 and S3
● Increase % National Qualifications as per individual school targets
● Secure a three year pattern of 96% Sustained Positive Destinations

2. Learning Provision

QI 2.2 and 2.7 Curriculum as a hook – the power of partnership (NIF: Assessment of Children's Progress)

. BGE: Taking a closer look at QI 2.7 - how can enhanced partnerships help us to deliver a tailor made curriculum that acts as a hook to improve engagement and participation resulting in improved outcomes for all learners.

. Senior Phase: Taking a closer look at QI 2.7: how can enhanced partnerships help us to deliver a tailor made curriculum that acts as a hook to improve engagement and participation resulting in improved attendance, attainment, wider achievements and sustained positive destinations.

2.3 Learning, Teaching and Assessment

. To share best practice in moderation, tracking and assessment of progress through the BGE

. To continue to implement Visible Learning including Impact Cycle Training

. To share best practice in learning and teaching

QI 3.1 Ensuring wellbeing, equity and inclusion

. Monitor the ongoing implementation of the Inclusion Review
. Taking a closer look at Mental Health and Wellbeing
. Child Health and Wellbeing PEF Project (3 target communities)
. Further improve attendance and reduce exclusions

QI 1.3 **Leadership of change and 1.1 Self-evaluation for self-improvement**
(NIF: School Leadership and Teacher Professionalism)

We-Collaborate

. Creating a Collaborative Leadership Culture at all Levels by continuing to grow our ASGs into Learning Communities and building the professional networks

. As collaboration is a key focus within impact focus of VL programme we will run a two year programme and look to build in sustainability.

1.1 Self Evaluation for self-improvement

Continuing to build independence in self-evaluation for self-improvement through
- Reviews – theme or other
- Inspections- Learning communities
- HMIe inspections
- Toolkit evaluation
- Challenging conversations and support
- Shared practice forums – self-evaluation – cluster or trio

Update on progress during Q1:

Raising the attainment and Achievement: (NIF: Performance Information and School Improvement)

Following the implementation of 3 curriculum for excellence tracking periods last session, in June the CfE levels were collected from each of the schools for P1, P4, P7 and S3. At this stage these are showing significant improvement on the previous year across most measures. The final levels will be published by the Scottish Government in December 2018 and will be included in the Q3 report.

The National qualifications results have not yet been released and these will be included in the Q2 report and there will also be a separate Attainment report presented to Council in December.

Sustained positive destinations were published in June 2018 with 94.4% of pupils now achieving a sustained positive destination which is up 10 percentage points since 2010/11 and up 1.4 percentage points on the previous year. Midlothian is now above the National average. LLE, Education and Partners have supported young people to achieve positive destinations in the following ways:

. Activity Agreements and one to one support.
. Using Data Hub information to target resources
. Partnership working with Edinburgh College
. Increasing vocational pathways in the senior phase and post school.
. Strengthening school/college partnerships
. Improving young people's employability skills
. Expanding the work experience offers
. Introducing foundation apprenticeships in schools
. Promoting pathways in science, technology, engineering and maths
. Increasing employer engagement through business breakfasts
. 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.
. 156 Duke of Edinburgh Awards were gained an increase of 42%, where young people's volunteering contribution equated to 5,580 worth £22,599.
. 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

 Learning Provision (QI 3.2 The Curriculum, QI 2.3 Learning. Teaching and Assessment) and QI 3.1 Ensuring wellbeing, equity and inclusion.

QI 3.2 The Curriculum: Developing enhanced partnership working has been the focus of our work to open the new Centre of Excellence in Digital at the new Newbattle which opened in June 2018 in partnership with the university of Edinburgh. In June, Midlothian also launched the new Centre for Innovation and Research in Learning in partnership

with the GTCs and the University of Edinburgh. We are pleased to confirm that two internationally renowned leaders have agreed to be the Patrons of the new Centre: Dr Avis Glaze and Sir John Jones.

QI 2.3 Learning, teaching and assessment: We are continuing to implement Visible learning and the Impact Cycle training will be ongoing in 2018/19 with results of the impact research feeding into our new Innovation Centre. The new centre will also assist Midlothian in sharing best practice within and outwith the local authority

Key Tools – A Collaborative Impact approach:

Utilising the Visible Learning Collaborative impact cycle training, the programme for this year will take a closer look at year-on year progress.
We will evaluate practitioner enquiry and reflective practice and how this feeds into New Centre for Research and innovation in learning

QI 3.1 Ensuring wellbeing, equity and inclusion. In Q1 Exclusions fell by 10 incidents in Secondary and increased by 6 incidents in Primary. Attendance levels have improved by 0.6% in Secondary and declined by 0.9% in Primary, therefore in August we will launch the new Attendance programme jointly with East Lothian in order to focus on both improving attendance and reducing Exclusions

Leadership:
In August the next set of Headteacher, DHT and PT leadership programmes will commence, we will also increase the number of focussed school reviews and shared practice forums.

Challenges and Risks

The ongoing implementation of the Regional Improvement Collaboratives.

Implementation of the PEF (Pupil Equity Fund), funds have been directed to Schools directly and we need to ensure that they are being used to close the equity gap.

Change to the National 5 qualifications: removal of internal assessments. There is a risk to level 5 S4 qualifications this year.

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

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.

Rate of demographic growth particularly in the early years and primary school rolls

Following the outcome of the recent Judicial Review, managing the legislative status of Named Person which was due to come into force on 31 August 2016.

Recruitment of primary teachers remains a risk. Although we have secured an additional pool of permanent supply, a number of those staff are in a much more positive place with staffing than in the past, this will continue to be flagged as a risk as we move into next year.

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.
The deletion of the vocational budget of over £150,000 and the reduction in LLE staffing poses a challenging in support the same level of activities across work with young people, families, adults and older people.

Suggested changes to priorities in Service Plan
Q1 17/18: **E.S.02.01** - Change action to "Learning Provision: (a)Developing the Curriculum as a hook- the power of learning pathways (b)Moderation, tracking and assessment of progress through the Broad General Education (BGE): " **E.S.02.01b** - Change indicator to "Visible learning should continue to underpin the development of assessment capable learners; and to support teachers to Know thy impact through the impact cycle training" **E.S.02.01c** - Change indicator to "I-Collaborate: to implement year 2 of the School Leadership Programme to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC; Named Person; and HGIOS 4" **E.S.02.01d** - Change indicator to "Creating a collaborative leadership culture at all levels by continuing to grow our ASGs into Learning Communities in order to continue to build the self-improving system updating resources in line with HGIOS 4 and the new NIF. In session 2017/18 we will also implement a series of personal leadership reflection tools."

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Education PI summary Q1 2018/19

Outcomes and Customer Feedback

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	52	6	13	(graph)	Data only	⬇			
	Average time in working days to respond to complaints at stage 1	9.42	17.8	4.29	✅	**Q1 18/19**: On Target	⬆	5	Number of complaints complete at Stage 1	7
									Number of working days for Stage 1 complaints to be Completed	30
	Average time in working days to respond to complaints at stage 2	34.5	0	11	✅	**Q1 18/19**: On Target	⬆	20	Number of complaints complete at Stage 2	1
									Number of working days for Stage 2 complaints to be Completed	11
	Percentage of complaints at stage 1 complete within 5 working days	52.78%	20%	57.14%	🛑	**Q1 18/19**: Off Target Work is ongoing within the service and with Complaints Officer.	⬆	95%	Number of complaints complete at Stage 1	7
									Number of complaints at stage 1 responded to within 5 working days	4
	Percentage of complaints at stage 2 complete within 20 working days	41.67%	0%	100%	✅	**Q1 18/19**: On Target	⬆	95%	Number of complaints complete at Stage 2	1
									Number of complaints at stage 2 responded to within 20 working days	1

Making the Best Use of our Resources

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£84.462m	£86.855m	£92.829m	✅	**Q1 18/19**: On Target	⬇	£93.288m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.9	1.9	1.53	🛑	**Q1 18/19**: Off Target. Work is ongoing with our HR colleagues to address short and long term absence within Education, in particular to ensure that there is a consistent approach taken across the service in supporting and managing this issue.	⬆	5.5	Number of days lost (cumulative)	2,524.92
									Average number of FTE in service (year to date)	1,646.3

Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Q1 2018/19 Status	Q1 2018/19 Note	Q1 2018/19 Short Trend	Annual Target 2018/19	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	80%	100%	100%	✅	**Q1 18/19**: On Target	⬆	90%	Number of divisional & corporate priority actions	5
									Number of divisional & corporate priority actions on tgt/completed	5
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	97%	98%	✅	**Q1 18/19**: On Target	⬆	93%	Number received (cumulative)	3,448
									Number paid within 30 days (cumulative)	3,370
06. Improve PI performance	% of PIs that are on target/ have reached their target.	63.33%	100%	50%	🛑	**Q1 18/19**: Off Target Priorities have been set for 18/19 to deal with off target areas.	⬇	90%	Number on tgt/complete	8
									Total number of PI's	16
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 18/19:** On Target	▬	100%	Number of high risks reviewed in the last quarter	1
									Number of high risks	1

Improving for the Future

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Q1 2018/19 Status	Q1 2018/19 Note	Q1 2018/19 Short Trend	Annual Target 2018/19	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target.	18.18%	77.78%	0%	🛑	**Q1 18/19**: Off Target Action plan in place to target outstanding actions in Q2 18/19.	⬇	90%	Number of internal/external audit actions on target or complete	0
									Number of internal/external audit actions in progress	7

Education Action report Q1 2018/19

Midlothian

						Service Priority Actions

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
E.P.1.1		To build excellence by raising attainment overall	31-Mar-2019	▶	25%	**Q1 18/19**: On Target 2016 /17 results show an average 6% increase in CfE (Curriculum for Excellence) since 2015/16. Attainment visits with all Schools have been undertaken in session 2017-18 and this involves robust tracking and monitoring to improve outcomes. Current predicted returns are showing a substantial overall improvement in CfE levels for session 2017-18.
E.P.1.2	01. Inequalities in learning outcomes have reduced	To close the gap between the least and the most disadvantaged	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Information from Secondary analysis and CfE (Curriculum for Excellence) show the gap between the least and the most disadvantaged from 15/16 to 16/17 has reduced. SIMD information is available for school data analysis and is informing the ongoing attainment visits across Primary and Secondary schools. The Authorities School planning guidance is based on our three year strategic plan that focuses on the National Improvement framework priorities including closing the gap between the least and most disadvantaged and therefore there is alignment between national and local targets to close this gap. Schools report on these outcomes through their Standard and Quality reports and the Scottish Government collects this information to inform their annual National Improvement Framework (NIF) report.
E.P.2.1	02. Engaged and supported workforce	Learning Teaching and Assessment	31-Mar-2019	▶	25%	**Q1 18/19**: On Target A comprehensive Leadership Programme continues to be delivered this session, focusing on the key inspection QIs; 1.1 (Self-Evaluation for Self-Improvement), 1.3 (Leadership of Change), 2.3 (Learning Teaching and Assessment) and 3.2 (Raising Attainment and Achievement), plus the NIF drivers Teacher Professionalism and School Leadership. This programme will be delivered to Head Teachers, Depute Head Teachers and Principal Teachers. This will supported and develop their leadership capacity. All schools will continue to participate in moderation activities in literacy and numeracy, and teaching staff in all primary schools have been trained in the use of Holistic Assessment. They will now be required to plan these into blocks of teaching, and moderate their use at school, ASG and authority level. Schools' tracking systems will continue to be discussed and developed through an increased number of QI Reviews, and set tracking periods will continue to support Head Teachers to have regular, challenging discussions with practitioners about raising attainment and making robust judgements about achievement of a

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						level. A three year professional learning programme through Osiris Education is planned across 2017-2020.
E.P.3.1	03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient	To increase the availability of Early Learning and Child Care (ELCC) for 2 year olds to meet the requirements of the Children and Young People (Scotland) Act from August 2015.	31-Mar-2019	▶	20%	**Q1 18/19**: Off Target Lack of increase can be partially attributed to lack of information on location of eligible families not being available from DWP. An improvement project will start looking at ways of improving the identification of eligible families using DWP information.
E.P.4.1	04. Children and young people are supported to be healthy, happy and reach their potential	Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The 2017 School leaver destination measure showed Midlothian sustaining strong rates above their Virtual, National and Regional collaborative comparators. The Annual Participation Measure showed that of the 3,887 16-19 year olds in Midlothian 93.6% were in education, employment or training and personal development. This is 4.9% more young adults than last year who have positively secured their future either through sustaining employment, enrolled in further or higher education, training or secured another positive destination such as volunteering.

Education PI Report Q1 2018/19

Midlothian

Service Priority Performance Indicators

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
BS.E.P.1.1e	01. Inequalities in learning outcomes have reduced	Improve Primary School attendance	94.5%	94.09%	94%	🛑	⬇	**Q1 18/19**: Off Target Primary attendance for Q1 was 94.00%. Joint Local authority working group with East Lothian & GIRFEC sub group looking at patterns and trends plus interventions.	96.5%	
BS.E.P.1.1f		Improve Secondary School Attendance	89.4%	87.92%	88.52%	🛑	⬇	**Q1 18/19**: Off Target Secondary attendance Q1 was 88.52%. Joint Local authority working group with East Lothian & GIRFEC sub group looking at patterns and trends plus interventions.	92%	
E.P.2.1a	02. Engaged and supported workforce	Taking a closer look at how enhanced partnerships help us to deliver a tailor made Curriculum.	100%	25%	25%	✅	⬇	**Q1 18/19**: On Target All schools have participated in moderation activities in literacy and numeracy, and teaching staff in all primary schools are being trained in the use of Holistic Assessment. Schools' tracking systems been discussed and developed through an increased number of QI Reviews, and set tracking periods are supporting Head Teachers to have regular, challenging discussions with practitioners about raising attainment and making robust judgements about achievement of a level. A three year professional learning programme through Osiris Education is planned across 2017-2020.	100%	

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PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.P.2.1b	02. Engaged and supported workforce	To continue to implement Visible Learning including inclusive Impact Cycle Training. To share best practice in moderation, tracking and assessment through the BGE, To share best practice in learning and teaching.	100%	25%	25%	✅	⬇	**Q1 18/19**: On Target All schools have participated in moderation activities in literacy and numeracy, and teaching staff in all primary schools are being trained in the use of Holistic Assessment. Schools' tracking systems been discussed and developed through an increased number of QI Reviews, and set tracking periods are supporting Head Teachers to have regular, challenging discussions with practitioners about raising attainment and making robust judgements about achievement of a level. A three year professional learning programme through Osiris Education is planned across 2017-2020.	100%	
E.P.2.1c		To continue to implement the School Leadership Programme to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC; Named Person; HGIOS 4, year 2 "We Collaborate"	100%	25%	25%	✅	⬇	**Q1 18/19**: On Target A comprehensive Leadership Programme continues to be delivered this session, focusing on 'Uplifting Leadership, Andy Hargreaves, as well as a key focus on the NIF drivers Teacher Professionalism and School Leadership and HGIOS4 Quality Indicators 2.3 (Learning Teaching and Assessment) and 3.2 Raising Attainment and Achievement. This has supported and developed capacity in Head Teachers, Depute Head Teachers and Principal Teachers in Nursery, Primary and Secondary Schools. A taster session was also delivered to the Leadership Forum. Early Leadership continues to be developed through a practitioner enquiry approach.	100%	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.P.2.1d	02. Engaged and supported workforce	To Grow our ASGs into Learning Communities in order to continue to build the self-improving system updating resources in line with HGIOS 4, National Improvement Framework (NIF) and the Pupil Equity Fund (PEF) "We collaborate"..	100%	25%	25%	✅	⬇	**Q1 18/19**: On Target During the 17/18 session Schools Group Managers carried out a system wide quality assurance programme across QI looking at raising attainment and achievement and learning, teaching and assessment. All of this information will be collated and used to drive targeted support to schools to improve the quality of provision both individually and as part of ASG learning communities, and to inform collaborative working through improvement partnerships.	100%	
E.P.3.1a	03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient	Number of eligible 2 year olds in receipt of Early Learning and Child Care	161	152	171	🛑	⬆	**Q1 18/19**: Off target Up 19 on the same Quarter 17/18.	200	

Published Local Government Benchmarking Framework - Education

Midlothian

Children's Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CHN1	Corporate Indicator - Primary Education - Cost per pupil (LGBF)	£4,679.35	£4,792.69	£4,766.01	£4,736.35	£4,703.45	£4,630.16	£4,871.13	16/17 Rank 15 (Second Quartile). 15/16 Rank 14 (Second Quartile). 14/15 Rank 19 (Third Quartile).
CHN2	Corporate Indicator - Secondary Education - Cost per pupil (LGBF)	£6,163.71	£6,191.86	£6,257.07	£6,321.92	£6,368.61	£6,264.84	£6,691.80	16/17 Rank 14 (Second Quartile). 15/16 Rank 4 (TOP Quartile). 14/15 Rank 9 (Second Quartile).
CHN3	Corporate Indicator - Pre- Primary Education - Cost per pupil (LGBF)	£3,362.91	£2,958.02	£3,071.25	£3,001.77	£2,893.18	£3,557.24	£4,381.30	16/17 Rank 17 (Third Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 9 (Second Quartile).
CHN4	% achieving 5 or more awards at SCQF Level 5 (LGBF)	New measures for 2011/12	48%	50%	50%	54%	58%	54%	16/17 Rank 29 (Bottom Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 22 (Third Quartile)
CHN5	% achieving 5 or more awards at SCQF level 6 (LGBF)		20%	21%	26%	24%	29%	26%	16/17 Rank 29 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 30 (Bottom Quartile)
CHN6	% SIMD Quintile 1 achieving 5 or more awards at SCQF level 5 (LGBF)		26%	35%	34%	39%	37%	43%	16/17 Rank 10 (Second Quartile). 15/16 Rank 17 (Third Quartile). 14/15 Rank 11 (Second Quartile)
CHN7	% SIMD Quintile 1 achieving 5 or more awards at SCQF level 6 (LGBF)		5%	9%	14%	10%	12%	9%	16/17 Rank 27 (Bottom Quartile). 15/16 Rank 21 (Third Quartile), 14/15 Rank 21 (Third Quartile)
CHN10	Corporate Indicator - Percentage of Adults satisfied with local schools (LGBF)	85.8%	N/A	82%	81.93%	79.33%	78%	78.33%	16/17 Rank 19 (Third Quartile). 15/16 Rank 23 (Third Quartile). 14/15 Rank 23 (Third Quartile).
CHN11	Proportion of Pupils Entering Positive Destinations (LGBF)	85.2%	85.8%	89.2%	94.2%	93.4%	95.1%	94.7%	16/17 Rank 9 (Second Quartile) 15/16 Rank 4 (TOP Quartile) 14/15 Rank 15 (Second Quartile)

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CHN12a	Overall Average Total Tariff (LGBF)		715.87	752.09	753.86	787.49	888.82	798.13	16/17 Rank 29 (Bottom Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 27 (Bottom Quartile)
CHN12b	Average Total Tariff SIMD Quintile 1 (LGBF)	New measures for 2011/12	422	544	501	493	581	576	16/17 Rank 20 (Third Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 23 (Third Quartile)
CHN12c	Average Total Tariff SIMD Quintile 2 (LGBF)		541	541	538	572	697	717	16/17 Rank 19 (Third Quartile). 15/16 Rank 23 (Third Quartile). 14/15 Rank 28 (Bottom Quartile)
CHN12d	Average Total Tariff SIMD Quintile 3 (LGBF)		727	669	783	842	849	787	16/17 Rank 28 (Bottom Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 19 (Third Quartile)
CHN12e	Average Total Tariff SIMD Quintile 4 (LGBF)		848	922	895	854	1,041	918	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 29 (Bottom Quartile)
CHN12f	Average Total Tariff SIMD Quintile 5 (LGBF)		1,038	1,067	1,029	1,098	1,227	1,034	16/17 Rank 28 (Bottom Quartile). 15/16 Rank 8 (Top Quartile). 14/15 Rank 23 (Third Quartile)
CHN17	Percentage of children meeting developmental milestones	New measure for 2013/14			81.18%	85.76%	85.82%	79.62%	16/17 Rank 4 (Top Quartile). 15/16 Rank 2 (Top Quartile). 14/15 Rank 2 (Top Quartile).
CHN18	Percentage of funded early years provision which is graded good/better	New measure for 2011/12	97.3%	92.1%	90.9%	90%	90%	90.7%	16/17 Rank 21 (Third Quartile). 15/16 Rank 24 (Third Quartile). 14/15 Rank 25 (Bottom Quartile).
CHN19a	School attendance rates (per 100 pupils)	93	N/A	93.2	N/A	93	N/A	92.6	16/17 Rank 26 (Bottom Quartile). 14/15 Rank 27 (Bottom Quartile).
CHN19b	School attendance rates (per 100 'looked after children')	Not measured		86.55	N/A	88.35	N/A	89.12	16/17 Rank 27 (Bottom Quartile). 14/15 Rank 29 (Bottom Quartile).
CHN20a	School exclusion rates (per 1,000 pupils)	52.06	N/A	37	N/A	40.2	N/A	44.35	16/17 Rank 31 (Bottom Quartile) 14/15 Rank 27 (Bottom Quartile).
CHN20b	School exclusion rates (per 1,000 'looked after children')	New measure for 2012/13		212.12	N/A	188.24	N/A	135.14	16/17 Rank 26 (Bottom Quartile). 14/15 Rank 28 (Bottom Quartile).

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
CHN21	Participation rate for 16-19 year olds (per 100)	New measure for 2015/16					88.7	93.6	16/17 Rank 7 (Top Quartile). 15/16 Rank 27 (Bottom Quartile).

Commercial Operations
Quarter One - Performance Report 2018/19

Midlothian

Progress in delivery of strategic outcomes

The vision for Commercial Operations continues to be one of a leaner and more fit for purpose service in order to improve outcomes for our communities by contributing to the Councils short to long term priorities whilst taking into account financial challenges ahead.

Midlothian Council is facing substantial budget pressures over the next four years with a gap between income and costs around £37 million by 2021/22. To enable us to deal with future service demands of an increasing population the council needs to cut costs and redesign our 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 of looking at how we do things with a focus on priorities and considering what could be changed or done differently. In this regard Council made it clear at its meeting of 13th February 2018 that it requires a bottom up review of the services within Commercial Operations to ensure that they are fit for purpose going forward.

Commercial operations are progressing the following transformational activities aimed at maximising the use of assets and creating flexibility across the workforce:

- Development of the Street Scene/neighbourhood model for service delivery to provide key frontline services in communities involving waste/land and countryside services.
- Maximising the utilisation of the Councils fleet and passenger transportation arrangement (including third sector providers) by reducing costs and contributing to the environmental agenda and reducing carbon footprint.
- Seeking commercialisation opportunities and trading with a wide range of organisations including the Private Sector and public sector partners.
- 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.
- Developing community participation opportunities with local organisations and groups.

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

Following the Council decision taken on 26 June 2018 work is progressing on the tranche 1 "bottom up" reviews of Waste Services and Land & Countryside Services, with Road Services to follow in tranche 2.

The reviews and subsequent decisions taken will ensure that services within the Commercial Operations family contribute to the financial challenge faced by the Council and ensure they are fit for purpose going forward.

Significant changes were made to the structure of Commercial Operations with the last staff leaving under the VSER programme at the end of June 2018. Going forward decisions will be based on the co-location of services on one site at Hopefield which has now been given approval by Council to progress.

Work continues where strategic partnerships have been developed e.g. waste facilities with City of Edinburgh with the impending opening of the new energy from waste plant at Millerhill, and work through the Edinburgh, Lothian, Borders, and Fife (ELBF) for Road Services, where members are looking to agree the future programme. Co-production with community partners, specifically in terms of ground maintenance e.g. at Loanhead, and winter service, where a consultation is currently with local communities for comment are being examined closely, and progressed where it is considered appropriate.

Waste Services: The joint Midlothian/Edinburgh energy from waste facility at Millerhill is set to become the first plant of its kind to be opened on time and within budget, with commissioning waste due to be delivered during August/September 2018.

150 sets of bins have been delivered to new build properties under the new Developer Contribution agreed by Council in February 2018, bringing in a potential £14,200 to Council to offset the cost of providing new bins.

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A comprehensive waste strategy is being developed that will inform the direction of travel in relation to waste services for the foreseeable future. This will focus on the Household Waste Charter which the Council is a signatory to, in an effort to ensure that legislative recycling levels can be achieved and that the separated material continues to be taken by the market. The waste strategy is being considered alongside the "bottom up" review of waste services.

Landscape & Countryside: Much of the focus within this service is around securing funding and income to deliver on a range of measures and contribute to the Council's financial position.

In support of the Councils Play Strategy, improvement works have been completed at three sites; St Matthews Primary School, Mauricewood Primary School and Cornbank Primary School.

In support of the Health and Wellbeing outcome for Midlothian residents, Mayfield Park improvements and Play area have been completed following receipt of a development grant and play funded work valued at £80,000. Works included the installation of an outdoor gym.

Funding from the Forestry commission grants scheme for four sites, and funding from developer contributions was secured to allow major path works and woodland projects at Cuiken Glen and Mauricewood which will further enhance Midlothian's Environment.

Demonstrating its entrepreneurial approach, the service has secured contracts at various sites including; Roslin Primary School for MacLauchlin & Harvey (£30,000), Stobhill social Housing for Harts Builders and work has been undertaken at Paradykes Primary School for Morrison construction. This has now been extended beyond Midlothian with more work secured from Hart Builders in the Scottish Borders area.

Achieved following a review with staff, new ride on grass cutting machinery has been introduced which gives greater flexibility in finishes and therefore the ability to reduce costs.

Development of additional and diverse income streams for Vogrie Country Park continues and a second "Woodland Dance project" event generated £6,000. A Fire and light event for Vogrie has been developed in partnership with the 'Woodland dance team'. This has secured funding from visit Scotland. The team are working with economic development to ensure local businesses are involved and promoted on the event organiser's web page.

The Midlothian outdoor festival brochure for 2018/19 has now been distributed, the festival will offer a broad range of events and activities promoting Midlothian's countryside and parklands.

Two Countryside sites have been awarded Environmental Green Flags across Midlothian.

The landscaping team have been working closely with our communities resulting in Loanhead Church taking on the planting and maintenance of the Flower beds in the local Park and in the Town Centre. This venture received National TV coverage.

The Ranger Service has generated a total of 2,156 hours of volunteer time in the first quarter to maintain areas which are the responsibility of the Council. This equates to £15,523 of work in kind provided when valued at minimum wage rates.

Travel Services: In terms of 'Delivering Excellence' a specialist consultant from the Freight Transport Authority was engaged to carry out a 'root and branch' review of the internal vehicle management and service provided within the Council. The requirement for a professional Fleet management system to replace the spread sheets and database which is currently used to track costs and fleet assets was highlighted as a key requirement for the effective management and costing information which is required for the fleet. This is now being progressed.

In terms of meeting the financial challenge facing the Council the increasing use of the pool cars allied to raising awareness of costs with managers and developing alternatives including public transport, have provided a starting point this quarter. A £6,000 Grant has been secured from the Energy Savings Trust for the installation of a further workplace charger at Midlothian House and a charge point at Stobhill depot to enable a pool car to be located there.

Funding was also secured for two bus shelters at Mauricewood Road, Penicuik and an extension of the bus bays on A701 opposite Beeslack High School. This safety improvement will allow pupils to be issued with passes to use local public transport which will see an overall reduction in travel costs to the Council.

Health, Safety and Contingency Planning: The team have continued with the programme of measures designed to generate income as part of its commercial activity. Much of the income generating activity from previous developments will continue into 2018/19, additional income streams are necessary to meet the increased and challenging income target by £21,000. The following income streams have been identified: Health and Safety Service offered to an external body £6,000, Driver CPC training £12,000 and Provision of training to outside organisations £3,000.

The Health and Safety team have driven forward the development of the Council's Health and Safety Management System now beginning the delivery of the audit (Check) phase. The Council is in line for a Benchmark audit during 2018/19 which is expected to see Midlothian Council performance reflect the significant developments made in the Council's approach to managing health and safety. There is a strong likelihood the Council will be the highest rated Council for the Management approach the Health and Safety team have developed and implemented on behalf of the Council.

The Risk Manager has reported the Q4 Strategic Risk Register to CMT and has supported the IJB to review and present the Q1 Strategic Risk Register to the IJB Risk and Audit Committee ensuring both organisations are kept appraised of the risks and opportunities they face at present.

The Contingency Planning Officer has supported the delivery and reporting against the winter weather response following heavy and disruptive snowfall in March 2018. This event highlighted gaps in service business continuity capacity and response. The Contingency Planning officer has therefore led on work to identify potential system applications which could enhance the ability to respond and the recognition of business impact arising from a range of business impacts.

Roads Services: Following intimation of the withdrawal of the traffic warden service, significant preparatory work has concluded which has resulted in an application for Decriminalised Parking Enforcement being approved by the Scottish Government in March 2018, the introduction of which went live in April 2018. At the end of quarter one the financial returns are in line with the model presented to Council prior to agreeing to accept decriminalised powers.

A formal restart to the ELBF shared services project has begun following the setting up of a new shadow joint committee comprising elected members from each authority (new members having been appointed to the committee). Further work streams will continue to be identified and allocated to each authority.

Roads Services team were successful in bidding for match funding from Scotrail, SEStran and Paths For All, to deliver active travel initiatives throughout Midlothian until March 2019. Initiatives include a new cycleway, walking and cycling events, I-Bike schools project and marketing.

In terms of promoting sustainable travel, as well as encouraging healthy lives, continued progress has been made in regards to the extension of walking and cycling routes with a new strategic active travel link from Gilmerton to Shawfair in collaboration with Sustrans and Edinburgh City Council.

The roads team have utilised considerable resources to meet the challenges following the impact to road surfaces following this year's severe winter namely, and in particular, the repair of potholes. In addition a consultation has been issued to each community and other organisations to gather feedback on performance, identify where improvements can be made and seeking confirmation where they may contribute to the winter weather challenges.

Challenges and Risks

Waste Services: The Waste Strategy currently being developed will provide a foundation for all of the service areas covered within waste services. Initial discussions have been held with trade union representatives, with further dialogue held with representatives from each staff group. The draft strategy will then be presented to Council for consideration, and will take the Council through to 2023. This document is being developed in tandem with the "bottom up" review process.

As Midlothian has one of the fastest rates of new house build in Scotland, new build properties in areas such as Rosewell and Millerhill continue to strain existing collection routes. A fundamental review of all collection routes is being carried out which considers collection frequencies, Household waste charter, allowing for the increased house building programme and the additional time for disposal at the new residual waste plant at Millerhill. There has been no additional resources provided for collections over the last five years with almost an additional 3,000 properties (400,000 collections annually) being provided for during that period.

Levels of contamination within the blue recycling bins continue to add additional costs to the overall cost of this service. Work has been and continues to be undertaken to identify routes, understand the causes and undertake householder education and awareness.

The government's commitment to eradicate all avoidable plastic waste in the UK by 2042 could result in additional costs for the disposal of plastics in the future. One of the biggest challenges facing Midlothian Council's recycling collection services is the availability of end markets for the materials collected due to worldwide volatility, especially in China. Along with increasing the tonnages collected, improving the quality of materials we collect is critical to ensuring we have a market to send them to.

The existing dry recyclate contract comes to an end at the end of 2018. Work is currently progressing which will take account of the potential changes to collections, the market position and the potential introduction of a deposit return scheme currently being promoted by the Scottish Government.

Landscape & Countryside: In order to have the steps leading to Ironmills Park re-opened there is a requirement for additional drainage at the top of the slope and costings are being obtained for permanent and temporary step structures.

New procedures are required to be developed in order to accommodate the ' Burial and Cremation (Scotland) Act' particularly around private burials and memorial inspections.

The team have initiated large scale machinery changes to facilitate changes to grass maintenance frequencies and to allow standards to be varied between 3 - 20 cuts per year which gives rise to a lowering of historical standards but also lowered operating costs.

The team are currently examining the use of battery operated equipment to reduce Hand Arm Vibration effects, the carbon footprint and fatigue of operators. Battery equipment is also a lot quieter to operate which should prove beneficial during antisocial hours and exam periods at schools.

The service is working 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.

Travel Services: Further discussions are taking place to develop solutions to address the need to reduce grey fleet travel required as part of the budget decisions taken. Options will be brought forward initially for the Strategic Leadership Group to consider in this regard. A student graduate is due to start in August 2018 to assist with the implementation and data gathering exercise.

In addition, the team are discussing with third sector travel operators options to make better use of existing resources to limit any potential reductions in grant funding.

The team will shortly be implementing new school contracts following a tender process for School transport (Buses and Coaches) which will be awarded for five plus years with a possible two year extension. This will have an approximate value of £15m over the term of the contract.

A critical exercise being undertaken is a review of the costs of maintaining the Council fleet. This has focused on costs provided as part of the APSE benchmarking with the emphasis on identifying where costs can be reduced.

Health, Safety and Contingency Planning: While the increase in Commercial activity, particularly First Aid training is a significant success for the team in meeting the income target, the growing demand on resource to deliver training with the limited staffing resource is starting to impact the teams capacity to support managers to manage health and safety. This may become an issue as the results of health and safety audits begin to identify gaps in arrangements for managing health and safety at a local level.

Road Services: Early indications from the recent survey of the road network and an extreme winter, suggest that overall the road network is showing a deterioration in its condition. That is, the percentage of roads that require to be considered for maintenance treatment. Currently 32% of the road network in Midlothian should be considered for maintenance treatment (208Km). The current road maintenance backlog stands at £24M. To ensure that best use is made of the limited resources the service will continue to utilise the developed asset management system.

In addition there is pressure to adequately maintain other road network features including structures, drainage and fencing.

The service is working with others to resolve ongoing flooding issues at the Loan Burn Eastfield Drive, Penicuik due to 3rd party liability issues.

Suggested changes to priorities in Service Plan
Q1 18/19: Changes requested **New performance indicator added:** CO.P.5.1c - Income achieved by Commercialisation with a target of £25,000 for 18/19.

Commercial Operations PI summary Quarter One - 2018/19

Outcomes and Customer Feedback									

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	4,097	917	1,130		**Q1 18/19**: Data only	↓			
	Average time in working days to respond to complaints at stage 1	2.82	1.07	2.89	✅	**Q1 18/19**: On Target	↓	5	Number of complaints complete at Stage 1	1,097
									Number of working days for Stage 1 complaints to be Completed	3,173
	Average time in working days to respond to complaints at stage 2	6.75	12	18	✅	**Q1 18/19**: On Target	↓	20	Number of complaints complete at Stage 2	1
									Number of working days for Stage 2 complaints to be Completed	18
	Percentage of complaints at stage 1 complete within 5 working days	90.55%	94.43%	89.79%	🛑	**Q1 18/19**: Off Target Discussions held with Service managers, Head of Service and Performance officer surrounding the use of the complaints handling system to update completed complaints in a more timely manner. Performance officer has liaised with the contact centre and roads service manager to highlight issues in procedures. System permissions have been extended within Roads Services to allow more staff to complete complaint outcomes.	↓	95%	Number of complaints complete at Stage 1	1,097
									Number of complaints at stage 1 responded to within 5 working days	985
	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	✅	**Q1 18/19**: On Target	▬	95%	Number of complaints complete at Stage 2	1
									Number of complaints at stage 2 responded to within 20 working days	1

Making the Best Use of our Resources

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£15.880m	£15.700m	£14.618m	🔴	**Q1 18/19**: Off Target Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan.	⬆	£14.222m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	9.82	3.31	2.67	🔴	**Q1 18/19**: Off Target Support and guidance has been given from the HR team and appropriate actions are in place to effectively manage attendance in areas of higher absence.	⬆	9.82	Number of days lost (cumulative)	977.6
									Average number of FTE in service (year to date)	365.83

Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service actions on target / completed, of the total number	82.61%	95.65%	100%	✅	**Q1 18/19**: On Target	⬆	90%	Number of service & corporate priority actions	19
									Number of service & corporate priority actions on tgt/completed	19
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	88%	90%	86%	🔴	**Q1 18/19**: Off Target Implementation of Invoice Approval in P2P Project will continue during 18/19 with Land Services and the Travel team underway.	⬇	90%	Number received (cumulative)	1,258
									Number paid within 30 days (cumulative)	1,085
06. Improve PI performance	% of PIs that are on target/ have reached their target.	76.92%	92.31%	94.12%	✅	**Q1 18/19**: On Target	⬆	90%	Number on tgt/complete	16
									Total number of PI's	17
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	100%	0%	✅	**Q1 18/19**: No high risks identified.	▬	100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0

Improving for the Future

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	100%	100%	86.67%	🛑	**Q1 18/19**: Off Target Outstanding actions were due in June 2018. Work ongoing to bring these actions to completion.	⬇	90%	Number of internal/external audit actions on target or complete	13
									Number of internal/external audit actions in progress	15

Commercial Operations Action report 2018/19

Midlothian

		Service Priority Actions				

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.1.1	01. Violent Crime (young people exposed to violence)	Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Prioritised list being prepared for road safety projects including those identified by injury accidents.
CO.P.1.2		Undertake a program of works to improve lighting levels in communities	31-Mar-2019	▶	10%	**Q1 18/19**: On Target Work to begin end of August 2018.
CO.P.2.1	02. Increase sustainable travel (includes borders railway and active travel - walking, cycling and green networks)	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Working through SCOTS project requirements.
CO.P.2.2		Compliance with Disabled parking legislation	31-Mar-2019	▶	25%	**Q1 18/19**: Off Target 39 of 40 applications received were processed within 6 months. One application not processed on time due to resource issue.
CO.P.2.3		Support Sustainable Transport following the opening of Borders Rail line to promote sustainable travel	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Detailed report with the Borders Rail Blueprint Working Group for consideration.
CO.P.2.4		Undertake a programme of work to improve road standards.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target 10 of 38 carriageway and footway schemes completed.
CO.P.3.1	03. Reduce the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises	Complete construction of residual waste facility at Millerhill as part of Zero Waste Park	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Construction started October 2016, expected completion date mid 2019.
CO.P.3.2		Increase Public awareness of recycling, continue to work within schools and the wider community, attend events and promote achievements and publicise changes in service delivery	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Presentations to Burnbrae PS, Saltersgate PS and Paradykes PS. Meeting with Melville Housing to discuss recycling/litter issues in their managed properties.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.4.1	04. Environmental sustainability - ensure Midlothian is a place with a high quality environmental and thriving low carbon economy	Monitor the number of incidents of fly tipping on council land and remove within 5 working days	31-Mar-2019	▶	25%	**Q1 18/19**: On Target 131 incidents of fly-tipping removed within 5 working days.
CO.P.5.1		Develop additional workstreams to achieve income for the council	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The hard and soft landscape squads have secured external income to the value of approx 450k this financial year. This has been facilitated in part by the structural changes undertaken in Land and Countryside with the creation of the 'Contracts and operations officer' post. The section is still suffering from recruitment issues to the Hard Landscape Squad which limits the amount of work we can take on.
CO.P.5.2		Deliver 18/19 health and safety audit programme as agreed by CMT	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Audit programme initiated in quarter one utilising the health and safety management information system. Results of initial audit and return rate being reviewed. All Services have been subject to an initial overview audit to identify any significant gaps in service health and safety management. This work is expected to be concluded by end of August 2018 and will inform future resource allocation from the health and safety team to support services to achieve a regulatory compliant position.
CO.P.5.3	05. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Deliver year one of the Councils Health and Wellbeing Strategy	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The Council's Health, Safety and Wellbeing Strategy has been developed and will be reported to CMT for approval ahead of implementation.
CO.P.5.4		Fully implement quality plans for Midlothian Parks	31-Mar-2019	✅	100%	**Q1 18/19**: Complete Plans up to date with Vogrie rewritten along with a new plan for the Penicuik/Dalkeith Walkway.
CO.P.5.5		Develop and implement in conjunction with Digital Services, an online payment and booking system for Land and Countryside Services	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Improvements have been made to the phone signal at Vogrie which may allow further developments. i.e. introduction of card payments for car park.
CO.P.5.6		Develop a Waste Management Strategy to influence the future direction of Waste Services	31-Mar-2019	▶	50%	**Q1 18/19:** On Target Development of the Waste Strategy is currently being progressed. Two meetings have been held with Trade Union representatives and further staff consultation and wider public consultation will be held once the document has been signed-off.
CO.P.5.7		Explore shared opportunities, services and knowledge with the partners in the Edinburgh, Lothian, Borders and Fife group	31-Mar-2019	▶	25%	**Q1 18/19:** On Target New Shadow Joint Committee meeting in Q1 cancelled and rescheduled for Q2. Focus will be on the future of the group.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.6.1		Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables	31-Mar-2019	▶	25%	**Q1 18/19**: On Target There is no agreed fleet replacement for 18/19 and vehicles or plant will be ordered as and when required subject to finance being agreed.
CO.P.6.2	06. Maximise the utilisation of the Councils fleet and passenger transportation arrangements by reducing costs and contributing to the environmental agenda to reduce carbon footprint	Work towards reducing travel costs council wide	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Base expenditure for 2017/18 is now in place to allow for accurate comparison. Steps will be taken to engage with heads of service and service managers to identify needs as part of the strategy agreed. Training for staff on the electric vehicle pool vehicles continues and there are now 105 staff members trained to use the vehicles.
CO.P.6.3		Review all Council transport uses to reduce cost base	31-Mar-2019	▶	25%	**Q1 18/19**: On Target This is a continuous process and following discussions with Social Work further engagement is to take place with LCTS and internal transport to identify further efficiencies. Recent school tender process has identified a further two school contracts which can be bought 'in house'

Midlothian

Commercial Operations - PI Report 2018/19

			Service Priority Performance Indicators							

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
BS.CO.P.1.2b		Percentage of all street light repairs completed within 7 days (cumulative)	90.6%	100%	100%	✅	⬆	**Q1 18/19**: On Target 94 out of 94 faults recorded were repaired within 7 days.	90%	Scottish Average 3.07 days
CO.P.1.2a	01. Violent Crime (young people exposed to violence)	Number of lighting columns replaced	511	60	97	✅	⬇	**Q1 18/19**: On Target 81 columns installed by capital funding and 16 columns installed via maintenance.	700	
CO.P.1.2c		% of the footpath network resurfaced (cumulative)	1.1%	0.32%	0.2%	✅	⬇	**Q1 18/19**: On Target 1.2 km of footway resurfaced.	1%	Internal programme of works - benchmark against target
CO.P.2.2a	02. Increase sustainable travel (includes borders railway and active travel - walking, cycling and green networks)	Process all applications for a new disabled parking bays within 6 months of receipt of application (Quarterly)	90%	57%	97.5%	🛑	⬆	**Q1 18/19**: Off Target 39 of 40 applications processed within 6 months. One application not processed on time due to resource issue.	100%	
BS.CO.P.2.4b		% of total road network resurfaced (cumulative)	1.3%	0.4%	0.2%	✅	⬇	**Q1 18/19**: On Target 1.4km of carriageway resurfaced.	1%	
CO.P.3.2a	03. Reduce the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises	Total tonnes of biodegradable municipal waste (BMW) sent to landfill (quarterly)	8,966	2,775	N/A	▬	▬	**Q1 18/19**: N/A Awaiting information from our contractors for Q1, returns into waste data flow will be available at Q2 18/19.	9,000	
BS.CO.P.3.2b		% of waste going to landfill per calendar year (quarterly)	40.9%	44.0%	N/A	▬	▬	**Q1 18/19**: N/A Awaiting information from our contractors, returns into waste data flow will be available at Q2 18/19.	35.0%	

PI Code	Priority	PI	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Short Trend	Note	Annual Target 2018/19	Benchmark
CO.P.4.1a	04. Environmental sustainability - ensure Midlothian is a place with a high quality environmental and thriving low carbon economy	Proportion of fly tipping incidents removed within 5 working days (quarterly)	100%	100%	100%	✅	▬	**Q1 18/19**: On Target 131 incidents of fly-tipping.	100%	
CO.P.5.1a	05. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Income achieved by sourcing third party opportunities through joint roads/ Land and Countryside working on hard and soft landscape (cumulative)	£348,000	£112,000	£100,000	✅	⬇	**Q1 18/19**: On Target The hard and soft landscape squads have secured external income to the value of approx 450k for this financial year. This has been facilitated in part by the structural changes undertaken in Land and Countryside with the creation of the 'Contracts and operations officer' post. The section is still suffering from recruitment issues to the Hard Landscape Squad which limits the amount of work we can take on.	£500,000	
CO.P.5.1c		Income achieved by Commercialisation	New for 2018/19		£0	✅	▬	**Q1 18/19**: On Target Discussions held with prospective advertisers for digital advertising, sites identified across Midlothian and land ownership confirmed. Impact of business rates on sites being explored. Round about advertising also being explored with numerous examples of other authorities in Scotland and across Euro using this.	£25,000	
CO.P.5.1b		Income achieved by providing additional training courses to external organisations (cumulative)	£50,700	£9,475	£10,462	✅	⬇	**Q1 18/19**: On Target Target for income this year is £79,000. Work providing Health and Safety Management support to East Lothian Council has generated £3,853.31. The partnership work with East Lothian Council will be reviewed this year, given the stage the Health and Safety Management system is at and the reducing benefit of elements of the existing partnership working. Commercial training through the	£79,000	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
								internal and external training offering has been successful to date with £6,609 generated so far this year. An additional income stream has been identified with the Health and Safety team set up to deliver 3 modules for mandatory driver CPC training, this is expected to generate approximately £12,000 additional income this year. Work is underway to try and secure the internal delivery of First Aid training with Adult and Social care with an annual value of approximately £10,000. Once the Professional Indemnity Insurance is confirmed the team will respond to a request for H&S support service to Enjoy leisure which is expected to generate £6,000 income per year. These new income streams total £28,000. On the basis the income streams from 2017/18 continue it is expected the £79,000 income target will be achievable.		
CO.P.5.4a	05. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Number of parks for which quality plans have been implemented (cumulative)	6	6	6	✅	▬	**Q1 18/19:** On Target All plans for year complete.	6	
CO.P.6.2a	06. Maximise the utilisation of the Councils fleet and passenger transportation arrangements by reducing costs and contributing to the environmental agenda to reduce carbon footprint	Reduce by £160,000 expenditure on staff Travel costs	£535,750	£156,150	£135,250	✅	⬇	**Q1 18/19:** On Target Total miles expenses claimed £135,250 - claim per directorate - Education Communities & Economy £38,640, Health & Social Care £73,250, Resources £23,360.	£375,000	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CO.P.6.3a	06. Maximise the utilisation of the Councils fleet and passenger transportation arrangements by reducing costs and contributing to the environmental agenda to reduce carbon footprint	Achieve 5% reduction in transport costs (cumulative)	£2,242,000	£662,675	N/A	▬	▬	**Q1 18/19**: N/A Data not available, P3 Journals not closed.	£3,600,000	
BS.CO.P.6.1a		The percentage of Council fleet which is 'Green' (cumulative)	5.41%	4.68%	5.41%	✅	▬	**Q1 18/19**: On Target Currently 13 Electric vehicles in fleet and 2 on order. (Based on 240 vehicles in fleet).	6%	

Published Local Government Benchmarking Framework
Commercial Operations

Midlothian

Culture and Leisure

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
C&L4	Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)	£16,120.29	£18,344.06	£10,446.34	£5,489.96	£6,379.77	£5,515.51	£7,019.52	16/17 Rank 4 (Top Quartile). 15/16 Rank 2 (Top Quartile). 14/15 Rank 3 (Top Quartile).
C&L5b	Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	78.3%		81%	83.43%	84%	79%	78.33%	16/17 Rank 31 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 22 (Third Quartile).

Environmental Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
ENV1b	Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)	New measures for 2012/13		£76.47	£60.56	£29.85	£70.30	£73.55	16/17 Rank 24 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 1 (TOP Quartile).
ENV2a	Corporate Indicator - Net cost of waste disposal per premise (annual) (LGBF)			£72.52	£56.61	£74.39	£84.33	£83.92	16/17 Rank 10 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 8 (TOP Quartile).

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
ENV3a	Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	£9,428.15	£9,772.98	£9,829.06	£10,165.29	£11,622.78	£11,614.60	£12,425.23	16/13 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 9 (Second Quartile).
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	98.7%	98.7%	16/17 Rank 2 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4a	Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	£14,735.63	£10,470.15	£7,492.06	£12,590.03	£8,239.48	£5,683.96	£7,703.42	16/17 Rank 9 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 12 (Second Quartile).
ENV4b	Percentage of A class roads that should be considered for maintenance treatment (LGBF)	21.1%	22.7%	24.1%	22.1%	21.6%	20.4%	20.9%	16/17 Rank 7 (TOP Quartile). 15/16 Rank 7 (TOP Quartile). 14/15 Rank 9 (Second Quartile).
ENV4c	Percentage of B class roads that should be considered for maintenance treatment (LGBF)	25.2%	27%	30.4%	28.2%	24.4%	28%	29.2%	16/17 Rank 15 (Second Quartile). 15/16 Rank 13 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4d	Percentage of C class roads that should be considered for maintenance treatment (LGBF)	32.1%	30.4%	28.7%	29.8%	32%	30.5%	28.9%	16/17 Rank 13 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 11 (Second Quartile).
ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment (LGBF)	38%	32.8%	36.1%	34.5%	34.4%	35.3%	35.3%	16/17 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 10 (Second Quartile).
ENV6	Percentage of total household waste that is recycled (LGBF)	44.1%	47.2%	45.3%	42.3%	46.9%	47.9%	53.5%	16/17 Rank 9 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 13 (Second Quartile).
ENV7a	Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	79%	N/A	83%	79.33%	79.67%	83%	86.67%	16/17 Rank 10 (Second Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 26 (Bottom Quartile).
ENV7b	Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)	69.7%	N/A	78%	72.9%	73.33%	72.33%	73%	16/17 Rank 18 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 22 (Third Quartile).

Finance and Integrated Service Support Performance Report Quarter One 2018/19

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 together with, and nurturing a highly motivated and effective workforce, both of which are central to the achievement of the councils priority outcomes and delivery of services to a growing county.

The key activities which support this are:

a) The ongoing development and delivery of the Council's Financial Strategy, Capital Strategy and the development and implementation of a comprehensive Change Programme;
b) The Workforce Strategy, the associated Investing in our Workforce Programme and the Corporate Workforce Plan;
c) Delivering Excellence.
d) The ongoing work of the Integrated Service Support review, reducing the overall cost of providing the Finance and Integrated Support Services.

These are supported by:

. The Digital Strategy and Digital Learning Strategy;
. The Procurement Strategy and Contract Delivery Plan;

1: Financial Strategy - Achievements
a) Successful completion and submission to Audit Scotland of the 2017/18 Unaudited Financial Statements;
b) Completion and presentation of 2017/18 final outturn Financial Monitoring reports to Council in June 2018 as part of the robust scrutiny of financial performance;
c) Completion of the 2018/19 Budget, with approval by Council in February 2018;
d) Presentation to Council of a draft of the first comprehensive capital strategy with work continuing to review and finalise;
e) Further development of the 2019/20 to 2022/23 Financial Strategy with the initial report, approving the approach and timetable presented to Council in June 2018.

2: Workforce Strategy - Achievements
a) Continued focus on imbedding the New People Management policies and launch of further progressive policies in June 2018 – Gender Based Violence, Transgender Equality Policy, Smoke Free Environment, Social Media Policy, Alcohol and Drugs Misuse Policy;
b) First phase of targeted approach to VSER exercise delivered. Severance costs of £2.283 million were recognised in the 2017/18 accounts covering sixty nine employees. There is a full year budget saving of £1.359 million associated with forty six of these employees and cost avoidance of £0.747 million for twenty three switch employees;
c) Midlothian Council shortlisted for a National Living Wage Award;
d) Acting as a national pilot site for Midland HR testing for the automation of Teachers pay calculations. Basic calculations now progressed and test database to be rolled forward to August 2018 to test the start of term;
e) Lothian Pension Fund and Scottish Teachers pension year end reports all submitted on time, so allowing all employees to receive timely annual benefit statements;
f) Work on Workforce Strategy for Early Years will see an additional 60 Modern Apprentices start this year, first cohort of Learning Assistants commencing an HNC course;
g) The Lifelong Learning Committee continues to focus on the priorities for employee learning and use the grant funding to maximum effect, to support employees personal development during a time of restrained budgets and increasing service demand;
h) IR35 workflow now live, to audit off payroll workers and analysis undertaken to identify any "gaps" in reporting;
i) 152 staff members attended a Healthy Working Lives event to promote health and wellbeing to our staff and to launch the Wellness@Midlothian project June 2018.

3: Digital Strategy and Digital Learning Strategy - Achievements
a) Newbattle - Digital Centre of Excellence – successful commissioning of the Digital infrastructure and associated assets ready for the opening of the centre and school;
b) 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);
c) The new General Data Protection Regulation (GDPR) came into force 25 May 2018 and a comprehensive implementation plan is in place and is being work through with GDPR Directorate teams;
d) Continued Asset Management and Investment in Digital infrastructure/services e.g. Wi-Fi Programme; new Business Applications such as: Leisure Management, Online School payments and the deployment of Microsoft Office 2016 (Corporate environment);
e) CyberSecurity resilience maintained and currently reviewing the latest Scottish Government CyberSecurity action plan which was implemented in June 2018. Employee phishing awareness exercise ongoing to maintain vigilance and staff compliance.

4: Procurement - Achievements
a) Procurement Strategy updated to ensure compliance with Procurement Scotland Reform Act;
b) All contracts delivered on schedule against the 2018-2020 Contract Delivery Plan;
c) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards.

5: Service Improvements / Delivering Excellence
a) Rollout of Hybrid Mail within Revenues, Housing, Travel Team, Criminal Justice and Contact Centre;
b) Successful implementation of leisure management system Legend;
c) Disciplinary casework workflow introduced;
d) Midlothian Integration Joint Board Standing Orders and Scheme of Administration approved Revised Standing Orders approved by Board in May;
e) Improvement in savings projection target for Integrated Service Support in 2017/18 with shortfall reduced.

Challenges and Risks

1: Financial Strategy
a) Develop budget projections, the impact of planned change and the financial implications of investment decisions / priorities for 2019/20 to 2022/23;
b) Complete statutory Audited Financial Statements by 30 September 2018;
c) Prepare financial monitoring projections for 2018/19 and continue to work with budget holders to maintain effective control over expenditure; Continued financial support for the Change Programmes. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits;
d) Review of the Capital Plan and Capital Strategy reflecting the significant investment pressures as a consequence of the growing population;
e) Strengthen financial stewardship in a climate of reducing budgets and increasing service pressure.

2: Workforce Strategy
a) Continued development of the Workforce Strategy action plan and progress reported to the 'Investing in our Workforce' Project Board. Keeping a focus on priorities over the next five years will be challenging;
b) Implementing a new approach to employee engagement from January 2018;
c) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
d) Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource;
e) Securing the improvement in flexibility and productivity throughout the workforce.

3: Digital Strategy and Digital Learning Strategy
a) 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;
b) The threat of cyber/security attacks, e.g. ransomware/hackers continues to be an ongoing challenge to mitigate risk and service disruption;

c) Ensuring sustainable investment in digital assets at a time of financial constraint including the Asset Management Programme:- Microsoft Exchange/Office 365 / Windows 10 upgrade is currently in the preparation and planning stage;
d) 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);
e) Implementation of an Enterprise Mobility Management (EMM) system that is a device-and platform-agnostic, centralizes the management, configuration and security of all corporate-owned devices. EMM goes beyond traditional device management to include the management and configuration of enterprise applications and content.

4: Procurement
a) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
b) Completing the Purchase to Pay project;
c) To deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners;
d) Deliver actions from Procurement Strategy 2015-18 by creating a Procurement Strategy Board and deliver actions on time;
e) Prepare and submit an annual procurement report for 2017-18 to the Scottish Minister;
f) Full compliance with IR35 off payroll working;
g) Prepare new Procurement Strategy for August 2018 Council.

5: Service Improvements / Delivering Excellence
a) Across all Services there will be a focus on ensuring that the Council is prepared for and can demonstrate its effectiveness for the Best Value Audit;
b) Delivery of Change Programme and in particular the ISS Savings target for 2018/19 of £1.2 million;
c) Continuing to reshape the service to deliver savings through Delivering Excellence and to deliver the Business Services Improvement Plan;
d) Roll out of Invoice Approval workflow as part of Purchase to Pay;
e) The programming of application upgrades with resource constraints;
f) Impact of introduction of GDPR on both Business Applications and Records Management;
g) Introduction of pre-paid cards to replace cash payments, initially within Children's Services, with wider roll out to follow;
h) The wider use of Learn Pro as the corporate solution to support workforce development;
i) Integration of payrolls;
j) Merging key support functions across all three Directorates to support the delivery of a 'One Council' approach, to deliver effective and efficient support services;
k) Review of Statutory Meeting Support and associated business processes to meet changing service requirements within Childrens Services;
l) The delivery of the Business Services Improvement Plan;
m) Total Document Management: the provision of access to the Document Management System (CS10) for schools;
n) Business Applications compliance and compatibility with Office 365;
o) Upgrade to Civica Icon to ensure compliance with Payment Card Industry standards.

Suggested changes to priorities in Service Plan
Q1 18/19: No changes noted.

Finance and Integrated Service Support PI summary Q1 2018/19

Outcomes and Customer Feedback									

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	21	8	5	📈	**Q1 18/19**: Data only	⬇			
	Average time in working days to respond to complaints at stage 1	6.29	5.75	2.6	✅	**Q1 18/19**: On Target	⬆	5	Number of complaints complete at Stage 1	5
									Number of working days for Stage 1 complaints to be Completed	13
	Average time in working days to respond to complaints at stage 2	0	N/A	0	✅	**Q1 18/19**: No stage 2 complaints.	▬	20	Number of complaints complete at Stage 2	0
									Number of working days for Stage 2 complaints to be Completed	0
	Percentage of complaints at stage 1 complete within 5 working days	42.86%	75%	100%	✅	**Q1 18/19**: On Target	⬆	100%	Number of complaints complete at Stage 1	5
									Number of complaints at stage 1 responded to within 5 working days	5
	Percentage of complaints at stage 2 complete within 20 working days	0%	0%	0%	✅	**Q1 18/19**: No stage 2 complaints.	▬	100%	Number of complaints complete at Stage 2	0
									Number of complaints at stage 2 responded to within 20 working days	0

Making the Best Use of our Resources									

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£12.198m	£12.563m	£11.550m	🛑	**Q1 18/19**: Off Target Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan.	⬆	£10.921m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.60	1.38	1.45	✅	**Q1 18/19**: On Target	⬆	6.60	Number of days lost (cumulative)	358.63
									Average number of FTE in service (year to date)	247.61

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Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	81%	96%	92%	✅	**Q1 18/19**: On Target	⬆	90%	Number of divisional & corporate priority actions	24
									Number of divisional & corporate priority actions on tgt/completed	22
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	97%	94%	🛑	**Q1 18/19**: Off Target Implementation of Invoice Approval in P2P Project will continue during 18/19 and a review of areas below target will be undertaken.	⬆	95%	Number received (cumulative)	954
									Number paid within 30 days (cumulative)	898
06. Improve PI performance	% of PIs that are on target/ have reached their target.	80%	60%	0%	✅	**Q1 18/19**: No service specific performance indicators.	⬇	90%	Number on tgt/complete	0
									Total number of PI's	0
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 18/19**: On Target All risk reviewed and actions being progressed to mitigate risks.	▬	100%	Number of high risks reviewed in the last quarter	5
									Number of high risks	5

Improving for the Future

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target.	63.64%	74.42%	61.11%	🛑	**Q1 18/19**: Off Target A number of the outstanding actions are dependent on other measures being implemented/programmed or one of a lower priority. A review will be carried out in Q2 18/19 with the aim of closing outstanding actions as far as possible.	⬇	90%	Number of internal/external audit actions on target or complete	33
									Number of internal/external audit actions in progress	54

Finance and Integrated Service Support Action report 2018/19

Midlothian

Service Priority Actions

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.1.1	01. Support people who are at risk of being isolated to access social opportunities	Embed the financial and resource arrangements required to support the Midlothian IJB in particular the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB	31-Mar-2019	✓	100%	**Q1 18/19**: Complete Financial monitoring reports regularly presented to the IJB with ongoing discussion on their content and how they link across to the Council's financial position.
FISS.P.2.1	02. Work with key start-ups or groups of new businesses that are able to grow without causing displacement and that will increase economic activity in Midlothian	Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The in-house team is in place and has been able to deliver completed planning agreements with developers. This has in addition generated third party income to reflect the costs to the council.
FISS.P.2.2		Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2019	✓	100%	**Q1 18/19**: Complete Work with local businesses continues on a daily basis, pre-market engagement events held for all appropriate regulated procurements. Drop in surgeries available for local suppliers. Continue to work with the Economic Development team, the suppler development programme and the Federation of Small Businesses to enhance local businesses capabilities to bid for and win public contracts.
FISS.P.2.3		Develop and implement new procurement strategy	31-Mar-2019	▶	70%	**Q1 18/19**: On Target Procurement Strategy currently in draft, strategy due to go to August Council.
FISS.P.3.1	03. Improve employability skills and sustained, positive school leaver destinations for all young people	Support Investing in our Workforce principle by reviewing and refreshing recruitment policy to allow service specific recruitment initiatives	31-Mar-2019	▶	10%	**Q1 18/19**: On Target Draft report presented to HR Management Team, report to be finalised to incorporate feedback before presentation to the Strategic Leadership Group.
FISS.P.3.2		Work with Services to ensure the delivery of service specific workforce plans which increase apprenticeship opportunities and prioritise any external recruitment to those leaving learning.	31-Mar-2019	▶	20%	**Q1 18/19**: On Target Work underway to support Heads of Service with the delivery of their specific workforce plans. Heads of Service making progress as part of service reviews and budgetary savings.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.4.1	04. Increase access to Digital Services	Implementation of Digital Services Asset Management and Investment plans - Corporate/Schools	31-Mar-2019		35%	**Q1 18/19:** On Target The latest Asset Management and Investment 5 year plan shall be presented to Council on the 26th June. Asset Management programme continues across the Council ensuring technologies and assets being deployed are fit for purpose.
FISS.P.4.2		Implementation of the Digital Strategy	31-Mar-2019		30%	**Q1 18/19:** On Target Work continues in delivering the Digital Strategy and agreed programmes of work approved by the Digital strategy group. Digital Services continues to participate in LG Digital office work streams and provides updates through the Digital strategy group.
FISS.P.5.1	05. Ensure equality of opportunity as an employer	Deliver and embed the workforce strategy action plan to ensure that our workforce is positive, motivated, high achieving, well led and well managed	31-Mar-2019		20%	**Q1 18/19**: On Target Action plan being implemented with the introduction of the 'health@work' campaign and the new people policies.
FISS.P.6.01		Develop and achieve actions set out in the Employment and Reward Transformation plan to deliver target savings	31-Mar-2019		10%	**Q1 18/19**: On Target Admin co-hort reduced as FT post ended. Eslips, timesheet onloads and e-reporting of absence has allowed reduction of support establishment.
FISS.P.6.02		Deliver all payrolls on schedule	31-Mar-2019		33%	**Q1 18/19**: On Target Payrolls delivered on time payroll rationalisation feasibility being considered.
FISS.P.6.03	06. Ensure sustainable strategy for the delivery of Council Services	Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR)	31-Mar-2019		70%	**Q1 18/19**: On Target The GDPR programme has met the initial go live date of the 25th May but continues to engage the Directory teams and provides regular updates and highlight reports including associated risks to GDPR Project Board. As the programme now moves into the business as usual phase. A range of GDPR toolkits have been published on the Intranet to aid Directorate and service teams. Elearning GDPR compulsory module has been deployed and is available for all staff with take up being approx. 55/60 % across the Council.
FISS.P.6.04		Awareness, preparation, and implementation of Scottish Government Public Sector Cyber Resilience Action Plan	31-Mar-2019		40%	**Q1 18/19**: On Target The Public Sector Cyber Resilience action plan is progressing. The Chief Executive and Information Governance Officer attended a workshop session in June at Scottish Government –Victoria Quay. Midlothian Council have achieved Cybersecurity essential basic certification in the corporate environment and continue to work through the action plan looking to achieve compliance across the School estate.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.6.06		Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools and the roll out of Invoice Approval	31-Mar-2019	❌	80%	**Q1 18/19**: Off Target Invoice Approval complete for Libraries and Sport & Leisure. Further implementations underway in Land Services and Travel Team. Purchase Ordering implementation underway for Children's Services.
FISS.P.6.07	06. Ensure sustainable strategy for the delivery of Council Services	Achieve the actions set out in the Total Document Management project plan	31-Mar-2019	▶	25%	**Q1 18/19**: On Target **HR Disciplinary Casework:** HR have advised workflow being used for all cases. CS10 development complete and support now business as usual. **Education (mgfl):** Business Applications mgfl users Live. Employment & Reward to provide information on Education mgfl authorised users for Contractual Changes. **Committee Reports Drafting:** Pilot suspended. Director Resources has advised report writing training to be provided to report authors before workflow is live. **Manager File Plan**: Manager hierarchy for Resources created within CS10. Roll out of manager file plan has commenced with Business Services **Committee Reports Archive:** Historic committee papers being migrated to CS10. Meeting from 30 June 2018 onwards to be created in Democratic Service file plan in CS10 **Construction:** Pilot ongoing. Feedback provided to Service Managers as file plan not being fully utilised for pilot project. Service agreed to use file plan for all current projects. Service to provide list of projects. **Business Services File Plan:** Business Applications, Democratic Services, Operational Support and Performance and Improvement file plans agreed and created. Staff training ongoing **HR File Plan:** File plan has been reviewed and changes have been made to better suit service requirements. To be reviewed and finalised by HR. **Maximising Attendance at Work:** Development requested by HR to support process improvement particularly with the sharing of information between HR and managers. HR to progress requirements. **Mail Scanning**: Initial pilot for Health and Social Care. Workflow has been enhanced following testing and now created in Live. Training documentation being produced.
FISS.P.6.08		Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	31-Mar-2019	❌	0%	**Q1 18/19**: Off Target Testing commenced but significant performance issues uncovered. Currently being investigated by software supplier.
FISS.P.6.09		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2019	▶	10%	**Q1 18/19**: On Target Workstreams progressing in line with plan. Workstreams to be reassessed to align with transformation projects approved on Q1.

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Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.6.10		Manage claims received by Legal Services in respect the Limitation (Childhood Abuse) (Scotland) Act 2017 through the agreed process in order to minimise the Council's exposure to damages	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Claims received have been processed in terms of the process and passed to claims handlers.
FISS.P.6.11		Achieve contract delivery targets set out in the Contract Delivery Plan	31-Mar-2019	▶	20%	**Q1 18/19**: On Target Contracts currently on target and being delivered against timescales set out in the contract delivery plan, an updated contract pipeline plan is to be included in the procurement annual report to August Council.
FISS.P.6.12		Focus on embedding People Policies and supporting managers to work within new policy framework	31-Mar-2019	▶	75%	**Q1 18/19**: On Target The new people policies were launched at a leadership Forum where there was overall support from managers to implement the policies.
FISS.P.6.13	06. Ensure sustainable strategy for the delivery of Council Services	Update the financial strategy for 2018/19 to 2021/22 to support Council setting the 2019/20 Council tax and a balanced budget	31-Mar-2019	▶	25%	**Q1 18/19**: On Target First 2019/20 to 2022/23 Financial Strategy report presented to June Council setting out projections and securing agreement to the timetable and approach.
FISS.P.6.14		Completion of the unaudited Statutory Accounts for 2017/18 to ensure that we maintain strong financial management and stewardship	31-Mar-2019	✅	100%	**Q1 18/19**: Complete
FISS.P.6.15		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2017/18	31-Mar-2019	▶	40%	**Q1 18/19**: On Target Unaudited Accounts are complete, External Auditors have been provided with the majority of working papers requested and these are currently being reviewed.
FISS.P.6.16		Deliver quarterly financial reports and commentary to Council	31-Mar-2019	▶	25%	**Q1 18/19**: On Target. Financial Monitoring timetable is in place with performance against budget being reported in August, November, and February 2019 with the final position in June 2019.

Finance and Integrated Service Support PI Report 2018/19

Midlothian

				Service Priority Performance Indicators						

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CORP6	07. Local Government Benchmarking Framework Quarterly Indicators	Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.5	2.29	2.1	🛑	⬆	**Q1 18/19**: Off Target Following the Investing in our Workforce project and the introduction of new people policies including maximising attendance at work, the Council is committed to reducing absence. Manager involvement and trade union consultation contributed to the drafting of the new policy and training to cascade the message to team members has had a positive impact. Services with support and guidance from the HR team continue to have appropriate actions in place to effectively manage attendance in areas of higher absence.	7.2	
CORP3b		Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	49.0%	47.2%	46.7%	🛑	⬇	**Q1 18/19**: Off Target This figure does not include teaching staff. The Council's workforce is approximately 75% female and 25% male. We are committed to monitoring gender information and determining any appropriate positive action.	47.0%	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).
CORP3c		Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	2.32%	4.52%	3.03%	📈	⬇	**Q1 18/19**: Data Only		16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile)

PI Code	Priority	PI	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Q1 2018/19 Status	Q1 2018/19 Short Trend	Q1 2018/19 Note	Annual Target 2018/19	Benchmark
CORP6a		Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.59 days	1.75 days	1.23 days			**Q1 18/19**: Data only Following the Investing in our Workforce project and the introduction of new people policies including maximising attendance at work, the Council is committed to reducing absence. Schools with support and guidance from HR continue to manage attendance levels.		16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6b	07. Local Government Benchmarking Framework Quarterly Performance Indicators	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF)	8.59 days	2.48 days	2.41 days			**Q1 18/19**: Data only Following the Investing in our Workforce project and the introduction of new people policies including maximising attendance at work, the Council has seen a reduction in the number of days of absence. Line manager involvement and trade union consultation contributed to the drafting of the new policy and line manager training to cascade the message to team members has had a positive impact. Services with support and guidance from the HR team continue to have appropriate actions in place to effectively manage attendance in areas of higher absence.		16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8		Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1%	94.8%	94.9%			**Q1 18/19**: Off Target Implementation of Invoice Approval in P2P Project will continue during 18/19.	95.0%	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

Published Local Government Benchmarking Framework - Finance and Integrated Service Support

Midlothian

Corporate Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	4.53%	4.49%	3.93%	4.79%	6.03%	6.03%	6.34%	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 21 (Third Quartile)
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	45.3%	47.7%	44.6%	47.0%	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	New measure for 2015/16					4.58%	2.96%	16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile)
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.88 days	4.79 days	5.21 days	5.25 days	5.50 days	4.17 days	4.94 days	16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6b	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF)	9.63 days	9.97 days	10.47 days	10.04 days	10.11 days	9.90 days	9.64 days	16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	89.7%	87.4%	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

Economic Development and Planning

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
ECON4	Percentage of procurement spent on local small/medium enterprises (LGBF)	16%	22%	16%	19%	17%	15%	10%	16/17 Rank 30 (Bottom Quartile). 15/16 Rank 27 (Bottom Quartile). 14/15 Rank 23 (Third Quartile)

Property and Facilities Management Performance Report Quarter One 2018/19

Midlothian

Progress in delivery of strategic outcomes

The vision for Property and Facilities Management this year continues to be one of the delivery of major projects, transforming service delivery and exploring alternative delivery models.

The key programmes which have supported this vision are:
- Delivering Excellence
- The Council's Financial Strategy
- The Council's Capital Plan Strategy (Including Housing Revenue account)

These are supported by individual visions covering:
- Sport and Leisure (including Hillend) and Active Lives
- Optimising the use of Property Assets including industrial estates and energy supply options
- Building and Facility Management Services including the development of Integrated Facilities
- Management services covering a range of functions
- Delivering and Promoting healthy nutrition and the expansion of non-core catering services
- Implementation of a wide range of projects

Building Services: A successful handover of 69 units at Stobhill Road was delivered on budget in phase 1 and 2 of the house build programme.

The new Newbattle High School, the Council's first centre of excellence was handed over on time and under budget for opening in May 2018.

A total funding of £6,635,000 has now been secured to deliver energy efficiency projects since 2011.

Funding of £568,368 from the External Window Insulation Scheme (EWI) has been allocated to Midlothian Council to date.

Funding of £970,000 has been secured from Scotland Energy Efficiency programme (SEEP) to improve Penicuik town hall, making the building more efficient and extending the EWI scheme to Penicuik home owners.

Successful recovery of Scottish Water contributions (£500,000) to projects over 5 years old.
Refurbishment work to Eskdaill Court is complete. Works will allow Social Work to consolidate its staff.
Successful team Bid (£3.6 million) in relation to Penicuik Town Centre regeneration.

Facilities Services: The launch and implementation of the online catering payment system (ParentPay) has been successful. The final phase went live this quarter. The system allows parents/guardians to pay for school lunches online. Positive feedback has been received by High schools in regards to the function of the system.

All catering staff attending Edinburgh College gained SVQ level 2 qualification in food production this quarter.

Catering facilities and a cafe were successfully opened at the new Newbattle School. In addition, the merger of janitorial/cleaning staff into the new Newbattle High School is working well.

Facilities management team review now implemented and a successful review of office cleaning was completed in April 2018.

Summer life cycle works planned for Dalkeith Schools Community Campus, includes swimming pool pump/filtration replacement, leisure corridor vinyl replacement, pool hall decoration, MUGA pitch surface replacement and running track refurbishment.

Saltersgate playground works designed and approved, phasing of works to be programmed. Mortar and render repairs to all schools programmed for summer holidays.
Two classroom extension proposal approved at Lawfield PS, following design feasibility Change Notice – completion programmed for August 2019.
New Design, Build Finance and Maintain (DBFM) contract underway at the Newbattle Community Centre.
Modular Unit contract for nursery/primary classes underway across 5 school sites. All sites programmed for completion in summer 2018. Council approval received for extensions to Cuiken and Sacred Heart Primary Schools and completion programmed for August 2019.

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

Development of the Sport and Physical Activity Strategy for Midlothian Council involving all participants and external agencies is complete. The strategy has been circulated for comment and planned to be introduced before the end of the year.

Newbattle Community Campus opened on 26th of May. Due to the combined setting, the shared services approach will allow local people to have access to community areas within the complex. Feedback from users has been very positive.
In support of Midlothian's commitment to provide opportunities to improve health and wellbeing, a number of sporting events have been programmed for the summer to encourage children to get involved in activities such as Snowsports, Tubing, Sports, Diving, Fitness. Leisure centres will also be offering free swimming sessions. In addition, the sports hub officer and Long-life learning are holding free sporting summer camps for children. This quarter Midlothian Primary Cycling Festival for P6 & 7 pupils took place at Beeslack High School. All pupils were timed on a course which included part of the cycle track round the school grounds. Children were also given safe route to school information, bike safety checks and a cycle skills course.
The Ageing Well team have successfully met the quality standard designed by Volunteer Centre Dundee to support, recognise and reward groups who are good at involving volunteers. The award was presented to Ageing Well at the Volunteer Awards Ceremony at Newbattle Abbey on 7th June.
All work to deliver this year's walk the line event has been complete. The event will take place in September 2018.

Property Assets: The team have been progressing work to optimise the use of Property Assets including industrial estates and energy supply options.
Licence agreement was signed with Network Rail to occupy Gorebridge Station Building which will allow surveys, timber treatment works and site investigations to commence.
Dundas buildings has been upgraded to accommodate live-in property guardians. This will result in security cost savings of £48,000 per annum.

Introduction of new procedures and single point of responsibility for management of refurbishment of units prior to relet an improving the coordination of re-letting properties to reduce vacancy times.

Challenges and Risks

Building Services: Continued challenges to reduce operating costs whilst maintaining frontline services. This will be addressed by reviewing all operational/procurement procedures.

Delivery of Major works programmes with small internal team against a rising market of costs and labour shortage. 4 Primary schools, Extensions to Sacred heart and Cuiken Primary schools, New care home at Dundas Buildings, Phase 2 + 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. Building services will work with Estates to identify sites for future housing.

Challenges with the employment of additional trades staff due to a buoyant outside market and inflated salaries for agency operatives. A continued dialogue with agencies will bring through apprentices to alleviate the issues going forward.

Facilities Services: Ensure Facilities staff and resource in place for summer works programme and procedures are in place for restructuring the janitorial service.

Providing a catering and facilities service that is adaptable to and meets the requirements of the Early Years expansion programme. Currently a Mayfield nursery pilot is being worked on.

Consider options to reduce the plastics packaging within the catering service and functions.

Continue to work with partners to ensure all payment and financial systems are providing business information as required.

With funding approval based on increased capacity, there is a challenge in demonstrating increased capacity from proposed works at Mayfield and St. Luke's Primary School.

Meeting the needs of the changing profile at Saltersgate School.

Dalkeith Schools Community Campus agreeing Lifecycle / Summer Works 2018 which will replace all fitness equipment, replace 2G pitch with 3G pitch, refurbish running track, replace pool pump and Science room to be converted to a Guidance room, Saltersgate playground works designed and approved, phasing of works to be confirmed.

8 primary Schools on Seven Sites agreeing Lifecycle/Summer Works 2018 including Mortar and render repairs to all schools, heating pumps and boiler burners being replaced, amphitheatre refurbishment, road markings in carparks/playgrounds being renewed, LED lamps being fitted, CCTV replacement at 3 sites, flooring and screed works, sewage pumps at 2 sites being replaced and replacement of fire extinguishers at all sites.

Newbattle DBFM - Logging large quantity of school snagging issues on the new GTFM Helpdesk

Sport and Leisure: Conclusion of the business case for the Destination Hillend project and evaluation of the financial model prior to a further report to Council in September.

Plans continue with workforce reduction and reduction in staffing within the centres to establish a £100,000 staff saving. In addition, work is being carried out to create a £100,000 savings on Halls and pavilions.

Work now ongoing on reporting of use and income within the new leisure management system. Stage two online payments and booking being tested at present for implementation in July/August.

An additional £11.20 per month over and above the recent increase of £4.80/35% needs to be added to the Active Golden Years Tonezone membership to reach the budget proposed target of an additional £16.00 added to the monthly membership to meet its target.

Community Run Pure Gym idea to be explored to create a £200,000 saving.

Wrap round care provision - holiday club to be explored £100,000 income.

Property Assets: Continuing negotiating the acquisition of Network Rail land at Shawfair to secure site for new school at Shawfair.

Securing planning permission for Stobhill and approval for Stobhill / Lady Victoria Master Plan in support of Economic Development and investment along the Borders Rail corridor and in support of EWiM3 Depot Rationalisation.

Securing required investment in the Property Investment Account and divesting from non performing properties in order to enhance economic development opportunities and improve the income generating prospects of the portfolio.

Overall Budget Challenges: Continued challenges faced for all services in delivering savings to address the projected budget shortfalls.

Suggested changes to priorities in Service Plan
Q1 18/19: No changes requested.

Property & Facilities Management PI summary 2018/19

Outcomes and Customer Feedback

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	753	173	193	📈	**Q1 18/19**: Data only	⬇			
	Average time in working days to respond to complaints at stage 1	4.6	2.32	1.8	✅	**Q1 18/19**: On Target	⬆	5	Number of complaints complete at Stage 1	164
									Number of working days for Stage 1 complaints to be Completed	295
	Average time in working days to respond to complaints at stage 2	21.5	15	0	✅	**Q1 18/19**: On Target	⬆	20	Number of complaints complete at Stage 2	0
									Number of working days for Stage 2 complaints to be Completed	0
	Percentage of complaints at stage 1 complete within 5 working days	84.81%	91.28%	92.68%	🛑	**Q1 18/19**: Off Target Discussions held with managers, Head of Service and Performance officer surrounding the use of the complaints handling system. Performance officer carrying out further analysis on complaints handling procedures during Q2.	⬆	95%	Number of complaints complete at Stage 1	164
									Number of complaints at stage 1 responded to within 5 working days	152
	Percentage of complaints at stage 2 complete within 20 working days	75%	100%	0%	🛑	**Q1 18/19**: Off Target One Stage 2 complaint not complete within 20 working days due to complex nature.	⬇	95%	Number of complaints complete at Stage 2	0
									Number of complaints at stage 2 responded to within 20 working days	0

Making the Best Use of our Resources

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£14.604m	£13.440m	£13.750m	🛑	**Q1 18/19**: Off Target Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan.	⬆	£12.844m		

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Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19			Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note	Short Trend			

| 03. Manage stress and absence | Average number of working days lost due to sickness absence (cumulative) | 7.54 | 2.48 | 2.01 | 🛑 | **Q1 18/19**: Off Target Support and guidance has been given from the HR team and appropriate actions are in place to effectively manage attendance in areas of higher absence. | ⬆ | 7.54 | Number of days lost (cumulative) | 1,159.19 |
| | | | | | | | | | Average number of FTE in service (year to date) | 575.95 |

Corporate Health

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	96.3%	100%	100%	✅	**Q1 18/19**: On Target	⬆	90%	Number of service & corporate priority actions	23
									Number of service & corporate priority actions on tgt/completed	23
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	82%	85%	92%	✅	**Q1 18/19**: On Target	⬆	85%	Number received (cumulative)	3,233
									Number paid within 30 days (cumulative)	2,960
06. Improve PI performance	% of PIs that are on target/ have reached their target.	69.44%	67.74%	82.76%	🛑	**Q1 18/19**: Off Target 24 of 29 PIs meeting target at Q1. Please see attached report for individual improvement actions.	⬆	90%	Number on tgt/complete	24
									Total number of PI's	29
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	0%	✅	**Q1 18/19**: On Target No high risks identified.	▬		Number of high risks reviewed in the last quarter	0
									Number of high risks	0

Improving for the Future

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	50%	90.91%	100%	✅	**Q1 18/19**: On Target	⬆	90%	Number of internal/external audit actions on target or complete	1
									Number of internal/external audit actions in progress	1

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Property & Facilities Management Action Report Q1 2018/19

Midlothian

<table>
<tr><td colspan="7">Service Priority Actions</td></tr>
<tr><th>Code</th><th>Priority</th><th>Action</th><th>Due Date</th><th>Icon</th><th>Progress</th><th>Comment & Planned Improvement Action</th></tr>
<tr>
<td>PFM.P.1.1</td>
<td rowspan="4">01. Improve children and young people's health and wellbeing</td>
<td>Provide high quality nutritional school meals</td>
<td>31-Mar-2019</td>
<td></td>
<td>25%</td>
<td>**Q1 18/19**: On Target
Meal provision continues to meet to the nutrition targets set by Scottish Government.</td>
</tr>
<tr>
<td>PFM.P.1.2</td>
<td>Promote and deliver Active Schools programmes to school children</td>
<td>31-Mar-2019</td>
<td></td>
<td>25%</td>
<td>**Q1 18/19**: On Target
Authority wide Newsletter sent out to all clusters.
Community Club Flyers to pupils attending Active Schools Clubs and Festivals.
Commonwealth Passport – promotional water bottle given to all pupils taking part.
Flyers for all clubs distributed and targeted programmes on particular areas
Promotion of work on the Active Midlothian website and on our twitter handle.</td>
</tr>
<tr>
<td>PFM.P.1.3</td>
<td>Undertake programme of work to improve/upgrade Primary School Estate</td>
<td>31-Mar-2019</td>
<td></td>
<td>25%</td>
<td>**Q1 18/19**: On Target
Paradykes
1. PC defects down to 30 items.
2. Landscape remedial being done over the summer.
3. About to commence year end inspections with a view to the work being undertaken over the summer.
Roslin
1. About to commence year end inspections with a view to the work being undertaken over the summer.</td>
</tr>
<tr>
<td>PFM.P.1.4</td>
<td>Undertake programme of work to deliver improvement/upgrade High School Estate</td>
<td>31-Mar-2019</td>
<td></td>
<td>50%</td>
<td>**Q1 18/19**: On Target
Newbattle
1. Site now handed over and operational.
2. Landscape remedial planned for October 2018.
3. Feedback very positive from site.</td>
</tr>
</table>

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.2.1	02. Improve employability skills and sustained positive school leaver destinations for all young people	Maintain the percentage of trainees completing courses through training and employability sources	31-Mar-2019	▶	25%	**Q1 18/19**: On Target
PFM.P.3.1	03. Deliver further affordable housing	Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31-Mar-2019	▶	25%	**Q1 18/19**: On Target No sites in construction at this time. Currently under pre-construction activities are: 75 units at Site 32/34 Newbyres Crescent, Gorebridge – lead bid status award (and commencement of pre-construction activities) October 2017. Pre-construction ongoing due to further requirements regarding ground gas protection being imposed. 10 units at Site 23 Woodburn Terrace, Dalkeith – lead bid status award (and commencement of pre-construction activities) December 2017. Start on site programmed for August 2018. 79 units at Site 53 Morris Road, Newtongrange – lead bid status award (and commencement of pre-construction activities) December 2017. Start on site programmed for October 2018. Further procurement activity: Sites out to tender December 2017: 8 units at Site 39, Crichton Drive, Pathhead 21 units at Site 47, Kirkhill Road, Penicuik lead bid status award (and commencement of pre-construction activities) June 2018 72 units at Site 109, Conifer Road, Mayfield lead bid status award (and commencement of pre-construction activities) June 2018 28 units at Site 110, Clerk Street, Loanhead lead bid status award (and commencement of pre-construction activities) June 2018 6 units at Site 115, Castlelaw Terrace, Bilston lead bid status award (and commencement of pre-construction activities) June 2018
PFM.P.3.2		Complete survey and report into EESSH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Currently 83% of Midlothian Council Housing stock meet EESSH. Work streams in place to bring the remainder up to standard. 640 Exemptions.
PFM.P.3.3		Undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Heating, bathroom, windows and doors surveys and roughcasting contract ongoing. Surveys for reactive repairs questionnaire have been updated. Repairs survey has been progressed through the use of the Councils Customer Satisfaction Measurement tool with reports being prepared and monitored via the Team Plan Reports.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.4.1	04. Develop supports to people with long term conditions such as diabetes or stroke	Undertake adaptations to houses for those with specific needs	31-Mar-2019		25%	**Q1 18/19**: On Target To the end of June 2018. 31 minor adaptations have been completed and 7 Major adaptations of ramps and wet floor bathrooms have been completed.
PFM.P.5.1		Promote and deliver Midlothian Active Choices (MAC) programmes	31-Mar-2019		25%	**Q1 18/19**: On Target Continued involvement with Weight Management and Diabetes Prevention Group, linking in to the new Healthier Future consultation document and the Diabetes prevention strategy. Developing links with the Newbattle Community Learning Partnership and CHIT (Community Health Integration Team) to promote Mac to parents of pupils within Midlothian who are suffering from depression and weight management issues and develop a Mental Health Pathway. Providing support for the NLC Summer Programme. Meeting with Midlothian Physiotherapy service to discuss the roll of Mac. Developing links with the Criminal Justice Team, Horizon cafe for substance misuse recovery and Lothian Veterans Centre. Delivery of Choose to Lose sessions for Midlothian Council staff, possible future delivery of the Counterweight programme for staff and supported activity sessions.
PFM.P.5.2	05. Support older people and those with disabilities to become more physically active	Promote and deliver Ageing Well programmes to 50+ age groups	31-Mar-2019		25%	**Q1 18/19**: On Target Number of visits this quarter 5,085. Took part in 6 local events with 273 attending in total. 54 volunteers registered with 44 active this quarter. 8 volunteers trained in First Aid and 5 volunteers trained in Walk leading. Midlothian walking football took part in the biggest Walking football festival in the UK with over 600 players. Midlothian made it through the group stages.
PFM.P.5.3		Promote and maintain uptake and use of leisure facilities	31-Mar-2019		25%	**Q1 18/19**: On Target Free swimming for all school children during the school holiday period. Newbattle Community Campus Project work now complete with regard to the centre Programme for dry and wet activities. Midlothian Commonwealth Passport, we launched an initiative to encourage primary pupils to be rewarded for taking part in sport locally outside of school hours. This included not just the range of Active Schools activities at lunchtimes/after school but also extended to community clubs and recreational activities that can be done with parents. 152 people attended the Health Fair event with interest in the Tonezone, Healthy eating, Fitness and Cycling.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.5.4	05. Support older people and those with disabilities to become more physically active	Delivery of high quality Healthy Living Service	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Update on Memberships as following: 4,844 members, an increase of 61 members from quarter 1 last year, 946 Platinum, 576 Gold, 1,650 Silver, 424 Bronze, 721 Active Golden, 302 MAC and 235 Teenzone Members. No joining fee promotion in May and June for Tonezone.
PFM.P.6.1	06. Close the attainment gap between the most and least disadvantaged	Meet the educational needs of increased numbers of pupils in Midlothian by facilitating the implementation of the Learning Estate Strategy including adaptations and extensions to meet changing school and nursery rolls	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Modular nursery/classroom construction contract underway across 5 school sites. Design and funding approved for extensions to Cuiken and Sacred Heart Primary Schools.
PFM.P.6.2		Confirm primary school sites to be safeguarded with education	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Lawfield Primary school site to accommodate a 2 class extension. Lasswade Primary school site being considered as site for 3 stream primary school. St. Mary's primary school being considered as temporary decant option for Lasswade early years pupils.
PFM.P.7.1	07. Support regeneration of town centres	Management and development of the Council's extensive land interests at Shawfair	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Council working in partnership with Shawfair LLP to develop outline planning application to change the use of the land required for the new educational facility.
PFM.P.7.2		Shawfair town centre amenities	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Council working in partnership with Shawfair LLP to develop outline planning application to change the use of the land required.
PFM.P.8.1	08. Deliver efficient Services	Delivery of high quality Facilities Management Services	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The Janitorial review is well underway and implementation of the new structure will be at the end of August 2018. The new Service Level Agreement has been negotiated with Education. Staff training and development remains a priority to fulfil all building cleaning and janitorial functions.
PFM.P.8.2		Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2019	▶	25%	**Q1 18/19**: On Target PPP contract monitoring, maintenance and life cycle works underway at PPP schools.
PFM.P.8.3		Delivery of high quality Property Maintenance Services	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Monitored through satisfaction surveys and Feedback forms.
PFM.P.9.1	09. Optimise the use of Property Assets including industrial estates	Prepare and implement a rolling review of rents of the Council's non-operational land and buildings (cumulative)	31-Mar-2019	▶	25%	**Q1 18/19**: On Target 30 lease renewals due this financial year. 8 implemented so far.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.10.1	10. Rationalisation of the Councils office and depot estate to a modern fit for purpose portfolio	Implement/set programme of office closures within Council Services	31-Mar-2019	▶	25%	**Q1 18/19**: On Target On target for phase 1 completion December 2019. EWiM Phase 3: Depot rationalisation - ongoing engagement with planning, environmental health and roads department has resulted in consultants producing supporting documentation for change in class use. Public consultations are ongoing. Environmental Impact Assessment is being undertaken as part of the Planning Statement.
PFM.P.11.1	11. Introduce renewable sources of energy production to reduce utility costs and the carbon tax	Identify and instigate projects, Monitor and support actions to achieve an annual target Carbon reduction in accordance with the requirements of the Climate Change Act (2009).	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Investment target £344,000; Work committed to the value of £244,000 (73% of target) and a further £87,000 worth of work has been identified and will be commissioned subject to confirmation of approval from SALIX. NB. Additionally a separate £0.7M interest free loan fund has also been secured from SALIX to support a £1.4m NDEEF project due to commence in August and be completed by Dec 2018 which has an 8 yr repayment through savings.

Property and Facilities Management PI Report Q1 2018/19

Midlothian

| | | | | Service Priority Performance Indicators | | | | | | | |

| PI Code | Priority | PI | 2017/18 | Q1 2017/18 | Q1 2018/19 | | | | Annual Target 2018/19 | Benchmark |
			Value	Value	Value	Status	Short Trend	Note		
PFM.P.1.1a		% uptake of Primary School meals - aim to maintain at 11/12 level (quarterly)	72.6%	78.6%	74.2%	✅	⬆	**Q1 18/19**: On Target Primary meals continue to have an above target uptake. Numbers slightly lower due to the effect of trips, better weather this quarter encouraging home packed lunch options.	70%	60.89% - Average per family group (APSE 15/16)
PFM.P.1.1b	01. Improve children and young people's health and wellbeing	% uptake of High School meals (quarterly)	44.4%	39.1%	38.3%	🛑	⬇	**Q1 18/19**: Off Target Competition from the high street retailers remains the main reason that numbers within high schools remain low. Exam leave annually affects the uptake in Q1, however good weather has encouraged pupils to leave school.	45%	42.88% - Average per family group (APSE 15/16)
PFM.P.1.2a		Number of distinct activities involving Active Schools programmes to school children (cumulative)	33	30	30	✅	⬇	**Q1 18/19**: On Target Active Schools programmes delivered 30 distinct activities to Midlothian school pupils.	40	
PFM.P.2.1a	02. Improve employability skills and sustained positive school leaver destinations for all young people	Number of trainees within service completing courses	37	20	15	✅	⬇	**Q1 18/19**: On Target	14	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.P.2.1b		Number of trainees within Property Maintenance completing courses	8	8	8	✅	▬	**Q1 18/19**: On Target 5 apprentices moving to year 4, 2 team leaders and 1 Painter now attending college to obtain an HNC.	4	
PFM.P.2.1c	02. Improve employability skills and sustained positive school leaver destinations for all young people	Number of trainees within Facilities Services completing courses	6	4	4	✅	⬇	**Q1 18/19**: On Target All staff attending Edinburgh College successfully completed their SVQ Level 2 qualification in June 18. The placement at the Mining Museum completed in May with the student securing a place at college when leaving school.	3	
PFM.P.2.1d		Number of trainees within Sport and Leisure completing courses	23	8	3	✅	⬆	**Q1 18/19**: On Target During quarter 1 three people have been employed on a casual and or fixed term basis as Lifeguards three at Newbattle Community Campus Pool. They previously attended their NPLQ (National Pool Lifeguard Qualification) training course within Midlothian Leisure Centres to become Lifeguards.	7	
PFM.P.3.1a		Number of new build council houses (cumulative)	78	0	0	✅	⬇	**Q1 18/19**: On Target No houses have yet been completed, which was the plan for this stage. Only 6 units at Woodburn will be completed prior to 1 April 2019. All other sites under construction/out to tender.	156	
PFM.P.3.3a	03. Deliver further affordable housing	The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	100%	100%	✅	▬	**Q1 18/19**: On Target 100% of Midlothian Council houses are free from serious disrepair. (15 exemptions which reflect rate of 99.78%).	100%	
PFM.P.3.3b		The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	100%	100%	✅	▬	**Q1 18/19**: On Target 100% of Midlothian Council houses have modern facilities. (479 exemptions which reflect rate of 93.24%).	100%	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.P.3.3c		The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	100%	100%	✅	▬	**Q1 18/19**: On Target 100% of Midlothian Council houses are healthy safe and secure. (479 exemptions which reflect rate of 93.24%).	100%	
PFM.P.3.3d	03. Deliver further affordable housing	Progress of roughcast programme (cumulative)	0	0	0	🛑	▬	**Q1 18/19**: Off Target No properties started at this time as tender has been re-issued.	150	
PFM.P.3.3e		Number of upgrades to central heating systems (cumulative)	415	95	125	📈	⬇	**Q1 18/19**: Data Only 125 upgrades completed in Q1 18/19.		n/a internal programme of works - benchmark against target
PFM.P.4.1a	04. Develop supports to people with long term conditions such as diabetes or stroke	Proportion of adaptations requested and completed	100%	100%	100%	✅	▬	**Q1 18/19**: On Target To the end of June 2018. 31 minor adaptations have been completed and 7 Major adaptations of ramps and wet floor bathrooms have been completed.	100%	
BS.PFM.P.5.4a		Tone zone retention rate (quarterly)	49.25%	47%	48%	🛑	⬆	**Q1 18/19**: Off Target Retention figures for quarter 1 show 48% with a 1% increase on same period as last year.	55%	No accepted industry standard.
PFM.P.5.1a	05. Support older people and those with disabilities to become more physically active	Number of activities offered by Midlothian Active Choices (MAC) (cumulative)	26	19	26	✅	▬	**Q1 18/19**: On Target Number of activities offered by Mac per week: 26 8 Weekly gym group including one Stroke specific. 18 group/class activities including – Aqua, Low level circuits, Spinning, Walking Football, Swimming, Badminton and Dancing. Total of 338 activities for the quarter.	20	
PFM.P.5.1b		Number of attendees during quarter	9,263	2,007	3,097	📈	⬆	**Q1 18/19**: Data Only Total number of MAC attendees for quarter = 3,097		

PI Code	Priority	PI	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Q1 2018/19 Status	Q1 2018/19 Short Trend	Q1 2018/19 Note	Annual Target 2018/19	Benchmark
BS.PFM.P.5.2a	05. Support older people and those with disabilities to become more physically active	Number of activities offered by Ageing Well to 50+ age groups (cumulative)	23	22	18	✅	⬇	**Q1 18/19**: On Target 42 classes per week covering 18 different activities. Number of visits this quarter 5085.	20	
PFM.P.5.3a		Number of attendances per 1,000 population to all pools (cumulative)	2,210	430	680	✅	⬇	**Q1 18/19**: On Target Total wet side usage figures for Q1 shows 59,151.	3,000	
PFM.P.5.3b		Number of attendances per 1,000 population for indoor sports and leisure facilities (cumulative)	6,750	1,480	1,920	✅	⬇	**Q1 18/19**: On Target Dry usage figures show 165,988.	8,300	
PFM.P.5.4b		Overall satisfaction rate in registered Leisure Centres	95.85%	92.16%	95.09%	✅	⬇	**Q1 18/19**: On Target Viewpoint stats show that 95.09% were satisfied with leisure facilities at Danderhall Leisure Centre.	90%	
PFM.P.8.1b	08. Deliver efficient Services	Total square metres cleaned per hour	1.25	1.25	1.18	✅	⬇	**Q1 18/19**: On Target Our aim is to be higher than the APSE national average of 0.95 sqm cleaned per FTE, currently at 1.185 sqm as published by the Association for Public Service Excellence (APSE)	0.95	1.09 - Average per family group 2014/15(APSE)
PFM.P.8.3a		The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties	72.9%	62%	58.54%	🛑	⬇	**Q1 18/19**: Off Target Total number of voids in Q1 was 82. Day to day voids average of 19 days due to a larger number of voids requiring extensive works which has affected the turnover figure badly. Homeless voids have a 14 day turnover average. We have also received 35 more voids in Q1 compared to previous years.	83%	
PFM.P.8.1a		Cost per square metre cleaned	£8.90	£8.90	N/A	N/A	N/A	**Q1 18/19**: Data not available Figures not published by APSE.	£10.03	£12.29 - Average per family group 2014/15 (APSE)

PI Code	Priority	PI	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Q1 2018/19 Status	Q1 2018/19 Short Trend	Q1 2018/19 Note	Annual Target 2018/19	Benchmark
PFM.P.8.1c		Monthly number of meals prepared/monthly labour hours across production and dining centres.	9.8	8.4	8.3	🛑	⬇	**Q1 18/19**: Off Target Productivity average in the Primary is 9.7 meals p/h and HS is 6.9 meals p/h. Staff productivity is being reviewed prior to any recruitment being done.	10	8.46-Average per family group 2013/14 (APSE)
PFM.P.8.1d	08. Deliver efficient Services	Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	72.9%	72.9%	70.7%	✅	⬇	**Q1 18/19**: On Target School meal census published June 18 shows Midlothian uptake is 70.7%, a decrease of 2.2% on 17/18. National average is now 61.9%. School meal uptake in Primary schools decreased nationally in this period. Census published annually in June.	70%	Scottish Government Annual Survey of School Meals 2015 64.8%
PFM.P.8.1e		Achieve greater than the Scottish average in the annual school meal census (High Schools)	62.2%	62.2%	62.3%	✅	⬆	**Q1 18/19**: On Target School meal census published in June 18 showed Midlothian High school uptake at 62.3%, an increase of 0.1% on 17/18. However it is still above the national average of 43.9% Census published annually in June.	60%	Scottish Government Annual Survey of School Meals 2015 44.2%
PFM.P.9.1a	09. Optimise the use of Property Assets including industrial estates	Number of property reviews implemented	100	25	8	✅	⬇	**Q1 18/19**: On Target 30 lease renewals due this financial year. 8 implemented so far.	30	
HSN5	12. Local Government Benchmarking Framework	Corporate Indicator - Percentage of council houses that are energy efficient (LGBF)	98.8%	100.0%	100.0%	✅	—	**Q1 18/19**: On Target 100% of council Houses are energy efficient.	100.0%	16/17 Rank 11 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).
C&L1b	Quarterly Indicators	Corporate Indicator - Total Number of attendances at all sport and leisure facilities	772,633	181,237	225,139	✅	⬇	**Q1 18/19**: On Target Total number of attendances was 225,139 for the quarter with an increase of 43,902 compared to quarter one last year.	916,000	

PI Code	Priority	PI	2017/18 Value	Q1 2017/18 Value	Q1 2018/19				Annual Target 2018/19	Benchmark
					Value	Status	Short Trend	Note		
C&L1c		Corporate Indicator - Total number of attendance at all pools	190,893	36,951	59,151	✅	⬇	**Q1 18/19**: On Target Wet side usage figures for quarter one show 59,151 with an increase of 22,200 compared to quarter one last year.	257,000	
C&L1d	12. Local Government Benchmarking Framework Quarterly Indicators	Corporate Indicator - Total number of attendance for other indoor sports and leisure facilities, excluding pools in a combined complex	581,740	144,286	165,988	✅	⬇	**Q1 18/19**: On Target Dry usage figures show 165,988 with an increase of 21,702 compared to quarter one last year.	659,000	
C&L1e		Corporate Indicator - Total number of attendances at Outdoor Sport and Leisure Facilities	24,486	5,845	2,282	📈	⬇	**Q1 18/19**: Data Only Total number of attendances for quarter one was 2,282.		
C&L5d		Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	95.85%	92.16%	95.09%	📈	⬇	**Q1 18/19**: **Data Only** Percentage of adults satisfied with leisure facilities using Viewpoint system show 95.09%.		16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

Published Local Government Benchmarking Framework - Property and Facilities Management

Midlothian

Corporate Asset

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
C-AST1	Corporate Indicator - Proportion of operational buildings that are suitable for their current use (LGBF)	85.78%	88.21%	88.27%	88.89%	88.69%	80.65%	82.05%	16/17 Rank 20 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 9 (Second Quartile).
C-AST2	Corporate Indicator - Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)	76.76%	71.28%	72.15%	81.49%	76%	77.18%	75.87%	16/17 Rank 28 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 26 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
C&L1	Corporate Indicator - NET Cost per attendance at Sports facilities (LGBF)	£3.68	£2.53	£3.36	£2.78	£2.99	£3.37	£3.55	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 24 (Third Quartile). 14/15 Rank 19 (Third Quartile).
C&L5d	Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	79.7%	84.7%	77%	77.93%	75.33%	73.67%	74%	16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

Housing Services

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

Midlothian Council
Quarter One Performance Report – 2018/19

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.

Taking into consideration evidence about the comparative quality of life of people living in Midlothian, it is clear that less well-off residents experience poorer health, have fewer or no choices in how they use low incomes, and also that there is a proven relationship between these factors and their learning. As a result the top three priorities for 2016-19 are:

- Reducing the gap in learning outcomes
- Reducing the gap in health outcomes
- Reducing the gap in economic circumstances

The council continues to face unprecedented challenges as a result of constrained funding combined with demographic and other cost pressures. In addition, managing the impact of a number of national and local challenges, including Welfare Reform, Health and Social Care Integration, The Children and Young People Improvement Collaborative (CYPIC) and the significant differences in social and economic equality across Midlothian.

Three key approaches will continue to be the focus for how the council works with its communities – preventive intervention, co- production and capacity building and localising / channel shifting / modernising access to services

In addition to the three key priorities and approaches the Council will also focus on reducing the gap between outcomes for residents living in parts of the county which for many years have shown a significant gap between their outcomes and the average outcomes for Midlothian and Scotland as a whole. The areas targeted are Dalkeith Central/Woodburn; Mayfield/Easthouses and Gorebridge.

Work continues on the outcome priorities and also the strategic priorities and budgets from 2016 through 2019. The Council's contribution to the three year outcomes and the priorities for each of the thematic areas are set out in the individual service plans with associated actions and indicators.

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 Care - *Responding to growing demand for adult social care and health services*
- Community Safety - *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 Midlothian - *Creating opportunities for all and reducing inequalities.*
- Sustainable Growth Midlothian - *Growing the local economy by supporting business growth and responding to growing demand for housing in a sustainable environment.*

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Progress of Single Midlothian Plan Themes in Q1 2018/19

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 outlines a major programme of service changes designed to promote prevention and recovery. The enablers to achieve include improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Care Packages.

Integration: The 2018-19 Delivery Plan for Health and Social Care in Midlothian was produced and the key actions summarised in 2018-19 Directions to the Council and NHS Lothian. The financial challenges facing the Partnership led to the establishment of a Transformation Board and the development of 11 key Project Plans which include Unpaid Carers, Care at Home, Care Homes and Learning Disability Services. The Primary Care Improvement Plan was approved and the Wellbeing Service, based in GP Practices, has now been put out to tender for a three year contract. A new initiative to strengthen links with the Voluntary sector was launched through a Voluntary Sector Summit involving 70 representatives of Voluntary organisations and Health and Social Care. Work is now underway to develop a new three year strategic plan while more detailed plans are being developed and implemented in areas such as mental health (Action 15) and cancer (Improving Cancer Journey).

Inequalities: Action is focused on addressing the unfair and avoidable differences in people's health across social groups and between different population groups. Local activity being progressed includes the Community Health Inequalities Team working in homeless units, with people misusing drugs and alcohol, with women involved with criminal justice services, with unpaid carers, and others. The SPRING Service offering a structured programme for women who could benefit from support with mental health, substance use and experience of past or current trauma and/or abuse, and who may be involved in or are at risk of offending, and a number of other health and homelessness developments.

Substance Misuse: MELDAP undertook a series of consultation events with services users as to what features they wanted to see included in the Recovery Hub. The most requested features were peer supporters/volunteers to meet and greet, improved access at evenings and weekend for activities, a welcoming environment and a fully fitted kitchen. A layout and facilities plan has been approved for the Hub which will include many of the features service user's requested. In November 2017 the Scottish government announced an additional £20 million pounds for services to tackle issues around alcohol and drug misuse. Since that announcement there had been no further information as to how the new monies will be disbursed to ADPs. The consequence of this is that work continued between MELDAP Service Managers to achieve a balanced budget with the priority of protecting service delivery. The refresh of the previous national strategies for drugs and for alcohol is due to be published in the summer/autumn of 2018.

Technology: The importance of technology in supporting and transforming work done by the Partnership is becoming increasingly apparent to the extent of exploring a "digital first" approach to redesign and development efforts. A Technology Enabled Care (TEC)/Digital Health and Social Care strategy group has been established and this has highlighted a gap in capacity and demand for 'innovation'. We need to explore digital maturity and align our efforts with national strategic direction but to secure the right enabling framework provided by Digital Services and eHealth we must articulate these developments appropriately (i.e. format and timeously) within a transformation roadmap if we are to secure the resources and commitment to Partnership goals.

Learning Disabilities: Key areas of work are the development of new day service provision within Midlothian and the programme of reviews of existing care packages. Work has been undertaken to understand the future housing needs for individuals affected by disability and ensure this is embedded into Midlothian Council's housing strategy and plans.

Self-Directed Support: Current focus of activities to support the implementation of Self Directed Support are: Enhancing support planning processes (including option2), updating eligibility criteria and budget allocation tools; continue to develop practice to embed principles of choice and control in the provision of support.

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Older People: Older people's services continue to develop and offer a range of health and Wellbeing services to support people with self-management and keeping themselves well at home such as the wellbeing service, Volunteer centre, Ageing well projects as well as statutory front line services supporting those with more complex needs such as Care at home, Primary care services and Care homes. Midlothian Older Peoples Assembly (MOPA) held one of its meetings in June that was well attended with around 70 people. The topics were around primary care and access to GP appointments and advising what other services and supports are available across the GP practices in Midlothian including pharmacy and physiotherapy. We have seen the introduction of the e-frailty work and the Red Cross taking on referrals from GP's for those who have moderate frailty and identifying what other supports can be in place to prevent hospital admissions and promote self-management and wellbeing. Other front line services continue to see the demand on their services grow with MERRIT referrals higher than they have ever been and responding to over 125 falls every month. Dementia services also have a continual increase on referrals and real challenges in identifying care home placement for people living with dementia in Midlothian.

Carers: The new Carers (Scotland) Act 2016 was implemented on 1st April 2018. During the last quarter work focussed on ensuring duties and responsibilities under the legislation were in place for implementation. Areas of significant change developing from this include the establishment of a tool and processes for Emergency Planning, and the sharing of statutory responsibilities for the completion of Adult Carer Support Plans (ACSPs) with VOCAL Midlothian. Emergency Planning is in the early stages of use and sharing with Primary Care colleagues, and will be informed by feedback and review in due course. There is near agreement as to the arrangement and processes attached to VOCAL sharing responsibilities for the completion of ACSPs. This responsibility will also involve the requirement to provide Carer Census reporting to the Scottish Government. Progression of the Midlothian Carers Strategy and Action Plan 2017/19 has been impacted by implementation of the new Act. The Carers Strategic Planning group have re-formed to take stock of progress, and there is a plan to hold a review/consultation event in October 2018 to inform that process.

Mental Health: Attendance and demand at the Mental Health Access Points continues to grow, the overall trend of 61% of people who attend MAP are referred for Psychological Therapies assessment is fairly constant. SIMD data illustrates that MAP is reaching people in areas with higher levels of deprivation. Expansion and development of the model to include access into to all mental health services is being considered as part of Action 15 monies from Scottish Government's national Mental Health Strategy. Work is ongoing with a Health in Mind on of the main service providers to move away from place based delivery of services and support to more activities and groups happening in the community, fewer in the Orchard Centre - reaching out to people and communities; delivering in community settings & buildings offering people choice and accessibility, and contributing to breaking down stigma/barriers.

Adults with Long Term Conditions, Disability and Impairment: The Joint Physical Disability Planning Group's PD Action Plan has entered its third and final year. Many of the original actions have been achieved, others are ongoing and some new ones have been introduced to reflect emerging issues. Ongoing communication and sharing of information by Forward Mid through the Disabled Peoples Directory and quarterly newsletters is raising the profile of Disabled Peoples issues, while supporting those affected by PD. Cafe Connect continues to run as a successful peer support group. Audiology are now running Hearing Aid repair Clinics at Bonnyrigg Community Hospital on Mondays. Funding is still being sought to facilitate a sound proof booth for the Hospital, to allow full Audiology assessments to be carried out. Hearing Aid Maintenance Clinics are now also being run once a month in Dalkeith Library, supported by Audiology and volunteers. Initial meetings have taken place to plan for a public consultation to guide the creation of a local BSL (British Sign Language) plan.

Community Safety - Achievements
Ensuring Midlothian is a safe place to live, work and grow up in

Criminal Justice: We have made further progress with the new Unpaid Work Service recently recruiting three new Unpaid Work Supervisors and Manager. The team are finalists in a national competition to encourage environmentally aware projects organised by VIBES. The Unpaid Work team have reached the final of this competition with their use of recycled materials to create a range of items and improve children's play areas. The Spring Service is developing with the social worker undergoing Metallisation Bases Therapy in London: a way of working with people who have experienced trauma. A series of 4 half-day briefing sessions have taken place to increase the awareness and understanding of Safe and Together, two of which focused on engaging with perpetrators. The next step is a pilot of three cases. The Midlothian Criminal Justice team are not currently supervising any MAPPA extension cases in the community. Several individuals in custody will be supervised under the new arrangements on release.

Community Safety: The Midlothian Licensing Forum's role is to keep under review the operation of the Licensing Act in the Midlothian area and to give advice and make recommendations to the Licensing Board in relation to those matters the Forum considers appropriate. The Forum is the community's voice on alcohol licensing issues, mainly at a policy level as the Forum cannot comment on individual application cases.

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Every five years the Licensing Board is required to publish a licensing policy statement. Midlothian Licensing Forum has undertaken an assessment of overprovision and produced a report profiling alcohol misuse in Midlothian and advising the result of the public consultation on overprovision. This report has formed a useful evidence base to be considered by the Licensing Board in determining applications.

Roads Services: Following intimidation of the withdrawal of the traffic warden service, significant preparatory work has concluded which has resulted in an application for Decriminalised Parking Enforcement being approved by the Scottish Government in March 2018, the introduction of which went live in April 2018. At the end of quarter one the financial returns are in line with the model presented to Council prior to agreeing to accept decriminalised powers.

A formal restart to the Edinburgh, Lothians, Borders and Fife shared services project has begun following the setting up of a new shadow joint committee comprising elected members from each authority (new members having been appointed to the committee). Further work streams will continue to be identified and allocated to each authority.

Roads Services team were successful in bidding for match funding from Scotrail, SEStran and Paths For All, to deliver active travel initiatives throughout Midlothian until March 2019. Initiatives include a new cycleway, walking and cycling events, I-Bike schools project and marketing.

In terms of promoting sustainable travel, as well as encouraging healthy lives, continued progress has been made in regards to the extension of walking and cycling routes with a new strategic active travel link from Gilmerton to Shawfair in collaboration with Sustrans and Edinburgh City Council.

The roads team have utilised considerable resources to meet the challenges following the impact to road surfaces following this year's severe winter namely, and in particular, the repair of potholes. In addition a consultation has been issued to each community and other organisations to gather feedback on performance, identify where improvements can be made and seeking confirmation where they may contribute to the winter weather challenges.

Getting it Right for Every Midlothian Child - Achievements
Improving outcomes for children, young people and their families.

Family Placement Team: Progress in quarter 1 in relation to one of our strategic outcomes to improve outcomes for our care experienced children and young people, we continue to make progress with our work with PACE (Permanence and Care Excellence programme). The programme commenced in October 2017 and by November 2018 we hope to reduce the length of time it takes to make a permanent decision around a child or young person's future planning from 10.8 months to 7.5 months. This is an ambitious target but one which shall reduce drift and delays in decision making.

Looked After at home (LAC): This figure has increased over the past 18 months and we are currently analysing the data to try and identify any trends or issues that may have supported an increase in this area of work.
We have also offered a one year secondment for a new team leader to ensure that all the children within this system have reviews and that there is a robust plan in place.

Looked After away from home (LAAC):
There are 153 children and young people looked after out-with their family home both in and out-with Midlothian.

Residential Services: We have our two residential houses in Woodburn and Penicuik open with the capacity to take 10 children/young people between them. This area of work is always a challenge depending on the mix of young people who reside there. With only two houses there is little if any capacity to match young people into a placement as most young people are placed in an emergency or with little planning. The outcome of this can be that the house can become unsettled if a young person is placed in the only space available but doesn't get on with other residents. This means that sometimes we have to move people in an emergency in order to stabilise the home environment. These moves are not ideal however often allow for some space to regroup the staff and plan different strategies to manage any tensions between residents.

Mental Health Sub Group: Following the successful bid to the Early Action Lottery project which secured funding over the next 5 years to improve services in mental health for young people by helping local organisations collaborate to make the shift to early action and system changes so that people have better lives. As this work begins we have advertised for a project lead and interviews shall take place in August. Work is currently being undertaken on the production of a delivery plan with key milestones, which is required by the Lottery within six months of accepting the grant on 1st May 2018.

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Raising the attainment and Achievement: (NIF: Performance Information and School Improvement):
Following the implementation of 3 curriculum for excellence tracking periods last session, in June the CfE levels were collected from each of the schools for P1, P4, P7 and S3. At this stage these are showing significant improvement on the previous year across most measures. The final levels will be published by the Scottish Government in December 2018 and will be included in the Q3 report.

The National qualifications results have not yet been released and these will be included in the Q2 report and there will also be a separate Attainment report presented to Council in December.

Sustained positive destinations were published in June 2018 with 94.4% of pupils now achieving a sustained positive destination which is up 10 percentage points since 2010/11 and up 1.4 percentage points on the previous year. Midlothian is now above the National average. LLE, Education and Partners have supported young people to achieve positive destinations in the following ways:

- Activity Agreements and one to one support.
- Using Data Hub information to target resources
- Partnership working with Edinburgh College
- Increasing vocational pathways in the senior phase and post school.
- Strengthening school/college partnerships
- Improving young people's employability skills
- Expanding the work experience offers
- Introducing foundation apprenticeships in schools
- Promoting pathways in science, technology, engineering and maths
- Increasing employer engagement through business breakfasts
- 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.
- 156 Duke of Edinburgh Awards were gained an increase of 42%, where young people's volunteering contribution equated to 5,580 worth £22,599.
- 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

Learning Provision QI 3.2 The Curriculum, QI 2.3 Learning. Teaching and Assessment and QI 3.1 Ensuring wellbeing, equity and inclusion.

QI 3.2 The Curriculum: Developing enhanced partnership working has been the focus of our work to open the new Centre of Excellence in Digital at the new Newbattle which opened in June 2018 in partnership with the University of Edinburgh. In June, Midlothian also launched the new Centre for Innovation and Research in Learning in partnership with the GTCs and the University of Edinburgh. We are pleased to confirm that two internationally renowned leaders have agreed to be the Patrons of the new Centre: Dr Avis Glaze and Sir John Jones.

QI 2.3 Learning, teaching and assessment: We are continuing to implement Visible learning and the Impact Cycle training will be ongoing in 2018/19 with results of the impact research feeding into our new Innovation Centre. The new centre will also assist Midlothian in sharing best practice within and outwith the local authority

Ensuring wellbeing, equity and inclusion: In Q1 Exclusions fell by 15% in Secondary and increased by 33% in Primary. However attendance levels are not improving therefore in August we will launch the new Attendance programme jointly with East Lothian in order to focus on both improving attendance and reducing Exclusions.

Scottish Child Abuse Inquiry: On 21 June 2018 the Deputy First Minister, John Swinney, extended the Inquiry's original terms of reference, substituting "as soon as is reasonably practicable" to replace "within 4 years" of October 2015, the date the Inquiry commenced, as a requirement to report, allowing more time for the Inquiry to complete its work. The Inquiry's remit is very wide, with a time span of from "within living memory" to the end of 2014, and covering foster care & any residential child care (including provision by religious organisations, boarding schools, voluntary organisations, local authorities, health authorities, and the state), and the child migrant programmes. Investigations thus far have identified over 70 institutions relevant to the Inquiry's task. It is anticipated that further institutions will be identified as investigations progress. We continue to work with the inquiry team and other neighbouring local authorities sharing good practice. Midlothian Council have had in excess of 12 Section 21 requests.

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Improving Opportunities Midlothian - Achievements
Creating opportunities for all and reducing inequalities.

Serving Communities:
- Participatory budgeting activity, working with three primary schools to decide on allocation of funding to projects to reduce the cost of the school day; over 550 people involved.
- Provision of support to groups established through 'Pink Ladies', including working with a group to secure £20,000 of Military Covenant funding for intensive support to female family members of veterans.
- Support for the establishment of a clothing library and banking services in Penicuik Town Hall.
- Support for some 80 community organisations through funding, asset transfer, and one to one support/supervision; use of new community support agreement to help manage expectations and to evaluate the quality of support.
- Penicuik Business Improvement District: implementation of crime deterrence measured to support town centre businesses.
- Completion of air quality monitoring as part of the Annual Air Quality Progress reports.
- Preparation of the 'Missing Share Policy' to assist in the implementation of common repairs to property.
- Improved data sharing arrangement with Police Scotland to tackle the increasing incidence of out of control dog reports.

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

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

In support of Midlothian's commitment to provide opportunities to improve health and wellbeing, a number of sporting events have been programmed for the summer to encourage children to get involved in activities such as Snowsports, Tubing, Sports, Diving, and Fitness. Leisure centres will also be offering free swimming sessions. In addition, the sports hub officer and Long-life learning are holding free sporting summer camps for children. This quarter Midlothian Primary Cycling Festival for P6 & 7 pupils took place at Beeslack High School. All pupils were timed on a course which included part of the cycle track round the school grounds. Children were also given safe route to school information, bike safety checks and a cycle skills course.

The Ageing Well team have successfully met the quality standard designed by Volunteer Centre Dundee to support, recognise and reward groups who are good at involving volunteers. The award was presented to Ageing Well at the Volunteer Awards Ceremony at Newbattle Abbey on 7th June.

In support of the Health and Wellbeing outcome for Midlothian residents, Mayfield Park improvements and Play area have been completed following receipt of a development grant and play funded work valued at £80,000. Works included the installation of an outdoor gym.

Land and Countryside: In support of the Councils Play Strategy, improvement works have been completed at three sites; St Matthews Primary School, Mauricewood Primary School and Cornbank Primary School.

Funding from the Forestry commission grants scheme for four sites, and funding from developer contributions was secured to allow major path works and woodland projects at Cuiken Glen and Mauricewood which will further enhance Midlothian's Environment.

Demonstrating its entrepreneurial approach, the Council has secured contracts at various sites including; Roslin Primary School for MacLauchlin & Harvey (£30,000), Stobhill social Housing for Harts Builders and work has been undertaken at Paradykes Primary School for Morrison construction. This has now been extended beyond Midlothian with more work secured from Hart Builders in the Scottish Borders area.

Development of additional and diverse income streams for Vogrie Country Park continues and a second "Woodland Dance project" event generated £6,000. A Fire and light event for Vogrie has been developed in partnership with the 'Woodland dance team'. This has secured funding from Visit Scotland. Partnership working with economic development to ensure local businesses are involved and promoted on the event organiser's web page.

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The Midlothian outdoor festival brochure for 2018/19 has now been distributed, the festival will offer a broad range of events and activities promoting Midlothian's countryside and parklands.

Two Countryside sites have been awarded Environmental Green Flags across Midlothian.

The landscaping team have been working closely with our communities resulting in Loanhead Church taking on the planting and maintenance of the Flower beds in the local Park and in the Town Centre. This venture received National TV coverage.

The Ranger Service has generated a total of 2,156 hours of volunteer time in the first quarter to maintain areas which are the responsibility of the Council. This equates to £15,523 of work in kind provided when valued at minimum wage rates.

Revenues: There has been a significant increase in 12 monthly direct debit payers increasing from 16,318 to 17,853 between April 2017 and June 2018. The equivalent increase for 10 monthly direct debit payers was 12,412 to 12,469 over the same period. This will result in higher income levels.

Our income from Water Direct and Council Tax deductions for the period April to June 2018 was £156,221 compared to £168,636 for the same period last year. We have been on Universal Credit (UC) Full Service since March 2017. The number of Council Tax Reduction claims with Universal Credit increased from 158 in April 2017 to 1251 in June 2018. The transition to UC results in the deductions from legacy benefits ending and the Council having to request a new deduction from UC. This is currently a manual process with individual applications to DWP. It is hoped that when DWP move our UC processing to the Dundee Service Centre later this year we may be able to establish closer working relationships to improve this process.

All our recovery runs for Council Tax Reminders, Final Notices and Summary Warrants have been issued based on the same timetable as previous years. Our income from our Sheriff Officer is slightly down on the same period last year, but the 2018/19 Summary Warrant was sent in June 2018 and we should see an increase in receipts as a result.

Sustainable Growth - Achievements
Growing the local economy by supporting business growth and responding to growing demand for housing in a sustainable environment.

Housing: The Local Housing Strategy is being revised, as it is submitted to the Scottish Government on a five year basis, and sets out the Council's housing plans for developing, improving and managing the housing stock over that period. The Local Housing Strategy includes a Needs & Demand analysis to ensure that mainstream provision and also particular needs including homeless, young people leaving care, older people and people with disabilities or support needs are met, as well as those of existing tenants and families.

Homelessness: We have reduced B&B, and avoided out of area placements by the reuse of former council properties to provide a more beneficial and supportive environment to homeless households. We will continue to reduce B&B through this approach and also in HRA Capital Plan provision for new build temporary accommodation. The Homeless Accommodation HMO project in the re-use of Jarnac Court, Dalkeith will involve planned public consultation.

Waste Services: The joint Midlothian/Edinburgh energy from waste facility at Millerhill is set to become the first plant of its kind to be opened on time and within budget, with commissioning waste due to be delivered during August/September 2018.

A comprehensive waste strategy is being developed that will inform the direction of travel in relation to waste services for the foreseeable future. This will focus on the Household Waste Charter which the Council is a signatory to, in an effort to ensure that legislative recycling levels can be achieved and that the separated material continues to be taken by the market. The waste strategy is being considered alongside the "bottom up" review of waste services.

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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.

Financial Strategy: Reports to Council for the completed Financial Monitoring reports for Q4 2017/18 were presented in June 2018, the completed Quarter 1 Financial Monitoring reports for 2018/19 were presented in August 2018. The Quarter 1 financial reports include Financial Monitoring 2018/19 - General Fund Revenue, General Services Capital Plan and the Housing Revenue Account as part of continuing robust scrutiny of Financial Performance. The 2019/20 to 2022/23 Financial Strategy continues to be developed.

Emerging Challenges

FINANCIAL

Financial Strategy: Develop budget projections, the impact of planned change and the financial implications of investment decisions / priorities for 2019/20 to 2022/23; Complete statutory Audited Financial Statements by 30 September 2018; Prepare financial monitoring projections for 2018/19 and continue to work with budget holders to maintain effective control over expenditure; Continued financial support for the Change Programmes. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits; Review of the Capital Plan and Capital Strategy reflecting the significant investment pressures as a consequence of the growing population; Strengthen financial stewardship in a climate of reducing budgets and increasing service pressure.

ADULT HEALTH AND CARE

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. However, a number of service reviews and development work is underway to attempt to manage the challenges and respond in time to hospital discharges.

COMMUNITY SAFETY

Road Services: Early indications from the recent survey of the road network and an extreme winter, suggest that overall the road network is showing a deterioration in its condition. That is, the percentage of roads that require to be considered for maintenance treatment. Currently 32% of the road network in Midlothian should be considered for maintenance treatment (208Km). The current road maintenance backlog stands at £24M. To ensure that best use is made of the limited resources the Council will continue to utilise the developed asset management system.

In addition there is pressure to adequately maintain other road network features including structures, drainage and fencing.

GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

Children's Services: Whilst we are currently working on a business case to consider alternative solutions to secure care, we continue to receive often unexpected and unplanned referrals for young people who have complex and severe needs and who can no longer remain at home. These young people require a high level of specialised care and it is proving more difficult to identify suitable resources to offer this level of care. Given that they are under the age of 16 there are very few companies who are registered and able to offer this level of care to children. This results in placements being made in an emergency which are invariably much more expensive and almost always out-with Midlothian.

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Implementation of the PEF (Pupil Equity Fund): funds have been directed to Schools directly and we need to ensure that they are being used to close the equity gap.

Change to the National 5 qualifications: removal of internal assessments. There is a risk to level 5 S4 qualifications this year.

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

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.

Rate of demographic growth particularly in the early years and primary school rolls

Following the outcome of the recent Judicial Review, managing the legislative status of Named Person which was due to come into force on 31 August 2016.

Recruitment of primary teachers remains a risk. Although we have secured an additional pool of permanent supply, a number of those staff are in a much more positive place with staffing than in the past, this will continue to be flagged as a risk as we move into next year.

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.

The deletion of the vocational budget of over £150,000 and the reduction in LLE (Lifelong Learning and Employability) staffing poses a challenging in support the same level of activities across work with young people, families, adults and older people.

IMPROVING OPPORTUNITIES FOR MIDLOTHIAN

Serving Communities:
- Implementation of the Council's agenda for 'Delivering Excellence' and the approved financial strategy across all functions of Communities and Economy.
- Complete a service review of the Economic Development Section.
- Further establish the Trading Standards Partnership with East Lothian Council.
- Action to implement the provisions of the Community Empowerment Act 2015.
- Preparation of a corporate Climate Change Action Plan.
- Complete business cases to enable implementation of projects under the City Deal for the Edinburgh and South East Scotland City Region.
- Action on the master planning and related work towards redevelopment of Mayfield Town Centre.
- Measures to address the impact of the scale and speed of new housing development on infrastructure, most notably roads, public transport, schools/education, health services, and community facilities.
- Retain a focus on town centres, to commence the TH and CARS scheme at Penicuik, implement the provisions of the master plan at Newtongrange, and BiD development at Dalkeith.
- Complete the review of the Midlothian Biodiversity Action Plan.
- Continue to work with partners to tackle the strategic local transport issues at Easter Bush to enable further unconstrained planned development.
- Managing the consequences of changes in the benefits system through Welfare Reform.
- Finalise and implement the terms and operation of a scheme of effective participatory budgeting.
- Service review of the Environmental Health service to implement the Council's Financial Strategy.
- Service review of the Planning service to implement the Council's Financial Strategy.
- Completion of a new Midlothian Economic Development Strategy.
- Promote and secure the provision of small business units.
- Maintain performance levels in Business Gateway.
- Complete allocation of LEADER funding to eligible projects.
- Maintain performance levels in Building Standards.
- Improve performance in the handling of major planning applications.
- Maintain progress in the programme of preparation of supplementary guidance and planning guidance.
- Action to implement the changes consequent on the review of food safety regulation in Scotland.

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Landscape & Countryside: In order to have the steps leading to Ironmills Park re-opened there is a requirement for additional drainage at the top of the slope and costings are being obtained for permanent and temporary step structures.

New procedures are required to be developed in order to accommodate the ' Burial and Cremation (Scotland) Act' particularly around private burials and memorial inspections.

SUSTAINABLE GROWTH

Homelessness: The Scottish Government established a Homelessness and Rough Sleeping Action Group (HARSAG) in 2017, which has made recommendations on ending rough sleeping and transforming the use of temporary accommodation through a Rapid Rehousing approach for homeless households, and also Housing First for people with complex needs.

The HARSAG recognises the fundamental role to be played by local authorities, housing providers, health and social care partnerships and the broad range of organisations that provide support. The HARSAG also recognises that in some localities the transition will not be straightforward and recommended a 5-year timescale for the transformation to rapid rehousing.

Rapid rehousing is about taking a housing led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long. Transition to a rapid rehousing approach means that some local authorities and partners will have to redress the balance of housing and support options that are available, and how quickly they are accessed. Proposals for a Rapid Rehousing Transition Plan in Midlothian shall be included in the Housing Allocation Policy review scheduled this year and reported onto Council as a requirement by Scottish Government.

Welfare Reform: The Universal Credit Programme closed gateways for legacy benefits, so existing benefits will no longer be eligible for all new benefit claimants, except pension benefits, and the migration of those remaining claimants on current benefit types once the digital rollout is complete for all of UK. A risk of income disruption to housing cost rent payments and Council Tax Reduction scheme.

Waste Services: The Waste Strategy currently being developed will provide a foundation for all of the service areas covered within waste services. Initial discussions have been held with trade union representatives, with further dialogue held with representatives from each staff group.

As Midlothian has one of the fastest rates of new house build in Scotland, new build properties in areas such as Rosewell and Millerhill continue to strain existing collection routes. A fundamental review of all collection routes is being carried out which considers collection frequencies, Household waste charter, allowing for the increased house building programme and the additional time for disposal at the new residual waste plant at Millerhill. There has been no additional resources provided for collections over the last five years with almost an additional 3,000 properties (400,000 collections annually) being provided for during that period.

Levels of contamination within the blue recycling bins continue to add additional costs to the overall cost of this service. Work has been and continues to be undertaken to identify routes, understand the causes and undertake householder education and awareness.

The government's commitment to eradicate all avoidable plastic waste in the UK by 2042 could result in additional costs for the disposal of plastics in the future. One of the biggest challenges facing Midlothian Council's recycling collection services is the availability of end markets for the materials collected due to worldwide volatility, especially in China. Along with increasing the tonnages collected, improving the quality of materials we collect is critical to ensuring we have a market to send them to.

The existing dry recyclate contract comes to an end at the end of 2018. Work is currently progressing which will take account of the potential changes to collections, the market position and the potential introduction of a deposit return scheme currently being promoted by the Scottish Government.

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Midlothian Council Performance Indicator Summary

Outcomes and Customer Feedback

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19			Short Trend	Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note				
01. Provide an efficient complaints service	Corporate Indicator - Total number of complaints received (cumulative)	5,202	1,180	1,417	(chart icon)	**Q1 18/19**: Data Only	⬆			
	Corporate Indicator - Percentage of complaints at stage 1 complete within 5 working days	87.83%	92.72%	89.3%	⬤	**Q1 18/19**: Off Target Detailed complaint reports for CMT/Scrutiny/Elected Members etc are underway, ensuring that the correct governance around complaints is in place, and that subsequent high level discussions around the subject is undertaken.	⬇	95%	Number of complaints complete at Stage 1	1,308
									Number of complaints at stage 1 responded to within 5 working days	1,168
	Corporate Indicator - Percentage of complaints at stage 2 complete within 20 working days	70.24%	100%	60%	⬤	**Q1 18/19**: Off Target Detailed complaint reports for CMT/Scrutiny/Elected Members etc are underway, ensuring that the correct governance around complaints is in place, and that subsequent high level discussions around the subject is undertaken.	⬇	95%	Number of complaints complete at Stage 2	10
									Number of complaints at stage 2 responded to within 20 working days	6

Making the Best Use of our Resources

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19			Short Trend	Annual Target 2018/19	Feeder Data	Value
				Value	Status	Note				
02. Manage budget effectively	Performance against revenue budget	£202.932m	£204.937m	£209.032m	⬤	**Q1 18/19**: Off Target. The new Chief Executive has instructed Directors and Heads of Service to prepare a robust recovery plan to address the projected overspend and has also put in place a regular monitoring regime to track delivery of this plan. This plan will be presented to Council on 2nd October 2018	⬇	£204.876m		

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Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
03. Manage stress and absence	Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.5	2.29	2.1	🛑	**Q1 18/19**: Off Target Following the Investing in our Workforce project and the introduction of new people policies including maximising attendance at work, the Council is committed to reducing absence. Line manager involvement and trade union consultation contributed to the drafting of the new policy and line manager training to cascade the message to team members has had a positive impact.	⬆	7.2	Number of days lost (cumulative)	7,766.14
									Total number of employees (FTE) All employees including teachers	3,698.23

Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
05. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 18/19**: 8 High Risks reviewed in the last quarter and are on target.	▬	100%	Number of high risks reviewed in the last quarter	8
									Number of high risks	8
04. Process invoices efficiently	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1%	94.8%	94.9%	🛑	**Q1 18/19**: Off Target Implementation of Invoice Approval in P2P Project will continue during 18/19.	⬆	95.0%	Number received (cumulative)	18,788
									Number paid within 30 days (cumulative)	17,822

Improving for the Future

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
06. Implement improvement plans	% of internal/external audit actions progressing on target.	58.73%	70%	51.38%	🛑	**Q1 18/19**: Off Target The outstanding actions are being addressed by the relevant managers within each Service.	⬇	85%	Number of internal/external audit actions on target or complete	56
									Number of internal/external audit actions in progress	109

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