

Notice of Meeting and Agenda



Performance, Review and Scrutiny Committee

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

Date: Tuesday, 19 March 2019

Time: 11:00

Director, Resources

Contact:

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Further Information:

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

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 Minute of Previous Meeting

4.1 Minute of Meeting of 11 December 2018 5 - 12

5 Public Reports

- | | | |
|-------------|--|-----------|
| 5.1 | A summary of the Care Inspectorate Inspections of Day Care of Children, June 2018 - November 2018 - Report by Acting Head of Education | 13 - 18 |
| 5.2 | UK Exit from European Union - Update - Report by Risk Manager | 19 - 24 |
| 5.3 | Adult Social Care Q3 Performance Report | 25 - 46 |
| 5.4 | Customer and Housing Q3 Performance Report | 47 - 60 |
| 5.5 | Childrens Services Q3 Performance Report | 61 - 72 |
| 5.6 | Education Q3 Performance Report | 73 - 94 |
| 5.7 | Communities and Economy Q3 Performance Report | 95 - 124 |
| 5.8 | Commercial Operations Q3 Performance Report | 125 - 152 |
| 5.9 | Finance and Integrated Service Support Q3 Performance Report | 153 - 178 |
| 5.10 | Property and Facilities Q3 Performance Report | 179 - 202 |
| 5.11 | Midlothian Council Q3 Performance Report | 203 - 208 |
| 5.12 | 2017/18 Local Government Benchmarking Results - Report by Chief Executive | 209 - 262 |

6 Private Reports

No items for discussion

7 Date of Next Meeting

The next meeting will be held on Tuesday 30 April 2019 at 11.00am

Minute of Meeting

Performance Review and Scrutiny Committee
Tuesday 19 March 2019
Item No 4.1



Performance, Review and Scrutiny Committee

Date	Time	Venue
11 December 2018	11.00am	Council Chambers, Midlothian House, Buccleuch Street, Dalkeith

Present:

Councillor McCall	Chair
Councillor Alexander	
Councillor Cassidy	
Councillor Hardie	
Councillor Lay-Douglas	
Councillor Munro	
Councillor Russell	
Councillor Smail	
Councillor Winchester	

Also in Attendance:

Grace Vickers	Chief Executive
Mary Smith	Director Education, Communities and Economy
Alison White	Head of Adult Health and Social Care
Joan Tranent	Head of Children's Services
Gary Fairley	Head of Finance and Integrated Service Support
Garry Sheret	Head of Property and Facilities Management
Ricky Moffat	Head of Commercial Operations
Morag Barrow	Head of Health and Older People's Services
Janet Ritchie	Democratic Services Officer

1 Apologies

- 1.1 Apologies were received from Councillors Parry, Johnstone and Wallace.
- 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 amended as set below.

3 Declarations of Interest

No declarations of interest were intimated.

4 Minutes of Previous Meetings

- 4.1 The minute of the meeting of 30 October 2018 was submitted and approved as a correct record.

5 Public Reports

Agenda No	Title	Submitted by:
5.1	Report for Scottish Ministers on Compliance with Climate Change Duties for 2017/18	Director Education, Communities and Economy
Outline and summary of item		
<p>The purpose of this report which was approved at Cabinet on 27 November 2018 was to inform the Committee of the Council's statement of Compliance with Climate Change Duties for 2017/18 which was submitted to Scottish Government by the due date of 30 November 2018.</p> <p>The Political leadership and responsibility for Council climate change action lies with its Cabinet. The Cabinet Spokesperson for Communities and Economy is the climate change lead within the Cabinet. A cross-divisional Climate Change & Sustainable Development Group (CCSDG) of officers reports to the Corporate Management Team and to Cabinet in turn. The Performance Review and Scrutiny Committee (PRSC) is responsible for reviewing performance against policy objectives and commenting on decisions and policies and their impact.</p> <p>The Director Education, Communities and Economy presented this report to the Committee highlighting the main sections contained within the report.</p> <p>Councillor Smaill raised a concern regarding a discrepancy in the figures relating to the workforce within this document compared to a previous figure he had been given and asked for clarity on the total of number of the workforce. The Chief Executive</p>		

explained that there will be a presentation at the Audit Committee on Data Analytics which will answer questions on the accuracy of providing live time reporting. The Chief Executive also advised Councillor Smaill that she would follow up the discrepancy in the workforce figure and would provide him feedback.

Decision

The Performance Review and Scrutiny Committee noted the attached report as the Council's Report on Compliance with the Public Bodies Climate Change Duties for 2017/18 which was submitted to the Scottish Ministers by the required date of 30 November 2018.

Action

Chief Executive

Agenda No	Title	Submitted by:
5.9	Property and Facilities Management	Head of Property and Facilities Management
Outline and summary of item		
<p>The Quarter 2 Performance Report 2017/18 for Property and Facilities Management was presented by the Head of Property and Facilities Management highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report.</p> <p>Thereafter the Head of Property and Facilities Management responded to questions and comments raised by Members of the Committee.</p>		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.2	Adult and Social Care Q2 Performance Report	Head of Adult and Social Care and Head of Health and Older People's Services
Outline and summary of item		
<p>The Quarter 2 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.</p> <p>Thereafter both Heads of Service responded to questions and comments raised by the members of the Committee.</p>		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.3	Customer and Housing Services Q2 Performance Report	Head of Customer and Housing
Outline and summary of item		
<p>The Quarter 2 Performance Report 2017/18 for Customer and Housing Services was presented by The Head of Adult and Social Care highlighting the progress in the delivery of strategic outcomes and a summary of the emerging challenges going forward as detailed in the report.</p> <p>Thereafter the Acting Director Resources responded to questions raised by members of the Committee.</p>		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.4	Children's Services Q2 Performance Report	Head of Children's Services
Outline and summary of item		
<p>The Quarter 2 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.</p> <p>Thereafter the Head of Children's Services responded to questions and comments raised by members of the Committee.</p>		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.5	Education	Head of Education
Outline and summary of item		
<p>The Quarter 2 Performance Report 2017/18 for Education was presented by the Director Education, 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.</p>		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.6	Communities and Economy	Head of Communities and Economy
Outline and summary of item		
The Quarter 2 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.		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.7	Commercial Operations	Head of Commercial Operations
Outline and summary of item		
The Quarter 2 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 questions raised by members of the Committee.		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.8	Finance and Integrated Service Support	Head of Finance and Integrated Service Support
Outline and summary of item		
The Quarter 2 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.		
Thereafter the Head of Finance and Integrated Service Support responded to comments and questions raised by the Committee.		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.10	Midlothian Council including SMP update	Chief Executive
Outline and summary of item		
<p>The Chief Executive presented the Midlothian Council Quarter 2 Performance report detailing the delivery of Midlothian Council's priorities through the Community Planning Partnership and the Single Midlothian Plan. The Chief Executive advised the Committee that the purpose of this report was to collate all the individual Q2 Performance reports and provide the overview summary for the Council.</p> <p>The Chief Executive advised the Committee of some of the highlights since the Q1 Midlothian Council report which included:</p> <ul style="list-style-type: none"> • The Financial Recovery Plans in place which had been presented to Council and the commitment to robust financial monitoring to achieve an underspend by the end of the financial year. • The launch of the 'making a difference ideas' campaign and the first 11 excellent ideas received from staff will be taken forward. • The 19/20 Budget consultation process was also launched with public meetings taking place last week. • The appointment of Annette Lang to the seconded post approved by the Business Transformation Board to take forward the strategic service redesign across the Council. • The plans to take forward automation and data analytics. <p>Thereafter the Chief Executive responded to questions and comments raised by the Committee.</p>		
Decision		
The Performance Review and Scrutiny Committee noted the report.		

Agenda No	Title	Submitted by:
5.11	Balanced Scorecard Indicators 2018/19 Half Year Report	Chief Executive
Outline and summary of item		
<p>The Chief Executive presented the Balanced Scorecard Indicators 2018/19 half year report highlighting the 4 perspectives and key areas of focus and briefly provided an overview of the content of this report.</p>		
Decision		
The Performance Review and Scrutiny Committee noted 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 5 February 2019 at 11 am.

The meeting terminated at 12.40 pm

**A summary of the Care Inspectorate Inspections of Day Care of Children,
June 2018 - November 2018****Report by Maria Lloyd, Acting Head of Education****1 Purpose of Report**

The purpose of this report, which was submitted to Cabinet on 26 February 2019, is to advise that a range of Early Learning and Childcare settings for three and four year olds were inspected by the Care Inspectorate in the above time period, including private nurseries and local authority settings. This report provides a summary of the outcomes of the inspections of the following settings:

Cornbank St James Primary School Nursery, Rosewell Primary School Nursery, Chapter One Childcare Shawfair House, Cranston Country Nursery, Milton Bridge Nursery, Wizkidz Nursery, Lasswade School Nursery Class, Clover Country Nursery, Acre Wood Nurseries Ltd, St Andrew's RC Primary Nursery, Sacred Heart Primary School Nursery, Newtongrange Primary School Nursery and King's Park Primary School Nursery.

2 Background

2.1 A total of 13 inspections took place in the time period from 26th June 2018 to 22nd November 2018. The reports were published in that time period and have been distributed to all Elected Members and Church Representatives on the Cabinet for their information. Reports are published on the Care Inspectorate website <http://www.careinspectorate.com/>.

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

- Quality of care and support
- Quality of environment
- Quality of staffing
- Quality of Leadership and Management

A setting may be inspected on two or more Indicators. A six-point scale is used to describe the quality of the setting:

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

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

Quality Indicator	Total no. of settings inspected on this indicator	Excellent	Very good	Good	Adequate	Weak	Unsatisfactory
Care and support	13	0	8	4	1	0	0
Environment	7	0	5	2	0	0	0
Staffing	6	0	3	3	0	0	0
Leadership and Management	2	0	1	0	1	0	0

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

- Practitioners know the children well and respond to their needs, interests and stages of development.
- Regular meetings are held to discuss children's progress and development. This information is shared with parents/carers.
- Practitioners are skilled and confident in supporting children with additional needs and refer on to other agencies appropriately.
- Practitioners ask open ended questions to extend learning.
- Practitioners provide a rich learning environment that is safe, stimulating and welcoming where children have a sense of belonging with key attachments.

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

- A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Service Reform (Scotland) Act 2010, its regulations, or orders made under the Act, or a condition of registration.
- A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.
- It is significant to note that no Midlothian settings received a requirement. Two settings received recommendations and these recommendations were met within agreed timescales.

3 Report Implications

3.1 Resource

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

3.2 Risk

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

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

Monitoring, review and evaluation of progress by Midlothian Council's Early Years Team is the control measure in place to reduce the risk of failure of the setting to demonstrate its capacity to improve. For funded providers a time framed improvement action plan is established in line with the partnership contracts .

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

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

3.4 Impact on Performance and Outcomes

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

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

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

3.5 Adopting a Preventative Approach

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

3.6 Involving Communities and Other Stakeholders

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

3.7 Ensuring Equalities

The Improvement Plans will be screened for equalities implications.

3.8 Supporting Sustainable Development

The Improvement Plans allow for sustainable development and improvement.

3.9 IT Issues

There are no IT implications.

4.0 Recommendations

Report noted by Cabinet on 15th January.

The Performance, Review and Scrutiny Committee is asked to:

- (i) Note the content of the summary of the inspection reports.
- (ii) Congratulate the pupils, parents and staff connected with these reports.

December 2018

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Appendix 1
Summary of Care Inspectorate Inspections
June 2018 - November 2018

Setting	Local Authority (LA) or Funded Provider (FP)	Date of inspection	Care and Support	Environment	Staffing	Leadership and Management
Cornbank St James Primary School Nursery	LA	26/6/18	Very Good	Not inspected	Very Good	Not inspected
Rosewell Primary School Nursery	LA	19/6/18	Very Good	Not inspected	Very Good	Not inspected
Chapter One Childcare Shawfair House	FP	10/7/18	Very Good	Very Good	Not inspected	Not inspected
Cranston Country Nursery	FP	25/7/18	Good	Not inspected	Good	Not inspected
Milton Bridge Nursery	FP	16/8/18	Very Good	Good	Not inspected	Not inspected
Wizkidz Nursery	FP	22/8/18	Good	Not inspected	Good	Not inspected

Setting	Local Authority (LA) or Funded Provider (FP)	Date of inspection	Care and Support	Environment	Staffing	Leadership and Management
Lasswade Primary School Nursery Class	LA	7/9/18	Very Good	Very Good	Not inspected	Not inspected
Clover Country Nursery	FP	12/9/18	Good	Not inspected	Not inspected	Adequate
Acre Wood Nurseries Ltd.	FP	17/10/18	Very Good	Very Good	Very Good	Very Good
St Andrew's RC Primary School Nursery	LA	31/10/18	Adequate	Good	Not inspected	Not inspected
Sacred Heart Primary School Nursery	LA	7/11/18	Very Good	Very Good	Not inspected	Not inspected
Newtongrange Primary School Nursery	LA	19/11/18	Good	Not inspected	Good	Not inspected
King's Park Primary School Nursery	LA	22/11/18	Very Good	Very Good	Not inspected	Not inspected

UK Exit from the European Union - Update

Report by Chris Lawson, Risk Manager

1 Purpose of Report

The purpose of this report, which was submitted to Cabinet on 26 February 2019, is to highlight the current national position in preparation for a no deal exit from the European Union and to set out the urgent next steps Midlothian Council need to progress.

2 Background

2.1 UK Government Position

Following the UK referendum on membership of the European Union, the Government were given a mandate to secure the UK's departure from the European Union. The Prime Minister presented the deal agreed with the European Union to parliament on 15 January 2019 where it was rejected with a significant majority. The UK Prime Minister will return to the House of Commons on 13 February 2019 to set out the next steps in the process and MPs will get the chance to have their say on them on the 14 February 2019.

If nothing changes, the default position will be for the UK to leave the EU without a deal on 29 March 2019.

It is written into law that the UK will leave on that date at 11pm UK time, however the deadline of 29 March 2019 could be extended - and the European Court of Justice has said the UK could even cancel Brexit altogether without the agreement of other member nations. At present there is no clear direction from the government on any outcome other than a no deal position.

"No deal" means the UK would have failed to agree a withdrawal agreement.

That would mean there would be no transition period after 29 March 2019, and EU laws would stop applying to the UK immediately.

2.2 Guidance from UK Government

In order to prepare all sectors for the UK's exit from the EU, the government has published a series of technical notices that set out information to allow businesses and citizens to understand what they would need to do in a 'no deal' scenario, so they can make informed plans and preparations.

The link below provides access to that collated list of the technical notices which includes supporting guidance.

<https://www.gov.uk/government/collections/how-to-prepare-if-the-uk-leaves-the-eu-with-no-deal>.

2.3 Guidance from Scottish Government

The Scottish Government have also set up a website with a range of advice to direct and support businesses to prepare for a no deal scenario.

<https://www.prepareforbrexit.scot/>.

This site takes business owners through the process of assessing their preparedness for a no deal position and signposts a range of materials and support developed by Scottish Government and their partners: Highlands and Islands Enterprise, Business Gateway, Scottish Development International, Scottish Enterprise and Skills development Scotland.

Scotland Excel produced a Brexit Statement in December 2018 which sets out potential impacts on labour, supply chain and currency in relation to a range of employment categories; Construction, Education, Facilities, Food, ICT, Social Care and Transport & Environment.

2.4 Scottish Resilience Preparations

Since mid-November the Scottish Resilience Partnership (SRP) Sub-Group for EU-exit Contingency Planning, has convened regularly to consider the civil contingencies aspects related to exiting the EU.

In particular, the more pressing contingency planning identified for a “no-deal” scenario, which could still be as soon as the end of March, has been prioritised. In terms of the structure for planning and mitigating risks, there is a logical sequence for the assessment and planning, which is summarised as follows:

- Assessment of the UK Planning Assumptions, leading to:
Development of the Scottish Planning Assumptions, leading to:
 - Category 1 Responders own Risk Assessment (Scottish Local Authorities submitted an aggregated response) which led to:
Development of the Scottish Strategic Threat and Risk Assessment (STRA) leading to, prioritised mitigation

The Scottish Resilience Partnership (SRP) EU-Exit Sub-Group has commissioned a series of regional and national resilience workshops and requested additional training through Scottish Government's. The East of Scotland Regional Resilience Partnership event was held on 17 January 2019. Further, the Sub-Group is in the process of finalising both a Command, Control and Co-ordination system and a Communications Strategy.

To prepare for a no deal EU exit, arrangements are being put in place to have a national multi-agency co-ordination centre. This will directly

support the operations within Scottish Government Resilience Room (SGoRR) and link with the Cabinet Office Briefing Room (COBR). The Council will be required to feed in to the national co-ordination centre, on a regular basis post 29 March although this could be stepped up in the event of significant impacts.

The local authority resilience community is represented directly within the SRP Sub-Group and since mid-November the representative has been liaising with members of the Local Authority Resilience Group for Scotland through twice weekly teleconferences, Midlothian Council has participated in these where possible. Other professional bodies have also contributed to the ongoing risk assessment and mitigation work.

2.5 Midlothian Council preparations to date

Midlothian Council first highlighted the risk associated with UK's exit from the European Union in its Strategic Risk Management Report to the Council Management Team in November 2017 and Audit Committee also in November 2017. This risk has continued to be reported regularly since then. During this period Council have been presented with reports setting out potential impacts of the UK decision to leave the European Union, with the first of these reported on 29 August 2017.

During regular quarterly risk management reviews, Heads of Service have been asked to consider the potential impact of the aforementioned within their Services.

Following the Corporate Risk Management Group held in October 2018 the Council's Risk Manager wrote to all Heads of Service and Risk Management Group members requesting that Services formally assess the impact of a no-deal exit from the European Union, directing Services to UK government guidance noted above and offering support.

The statutory obligation on the Council to prepare for contingency arrangements is set out in the Civil Contingencies Act 2004 (Contingency Planning) (Scotland) Regulations 2005.

This legislation defines the key organisations responsible for ensuring the effective management of emergencies in Scotland. These are referred to as Category 1 and category 2 responders. Local Authorities are designated as Category 1 responders.

The legal duties placed on the Council as a Category 1 responder are as follows:

1. Duty to assess risk
2. Duty to maintain emergency plans
3. Duty to maintain business continuity plans
4. Duty to promote business continuity
5. Duty to communicate with the public
6. Duty to share information
7. Duty to co-operate.

In response to the statutory obligations placed on the Council and reflecting on the guidance and direction coming from the Scottish Government Resilience approach the Council is currently at the 'Establishing' stage with further work required to give confidence in the ability to respond to a no deal scenario. This is common across Scottish Local Authorities.

3 Report Implications

3.1 Resource

There will be resource implications associated with this report. in relation to preparatory arrangements, further assessment of impacts and preparing to work through national co-ordination arrangements. As such Midlothian Council has confirmed to Scottish Government that it will seek to take up resourcing support made available from Government.

3.2 Risk

The Strategic Risk Profile report presented to CMT and Audit Committee has highlighted this risk. Further more detailed assessment work is now required to ensure the current assessment and preparatory arrangements reflect the most up to date planning assumptions.

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

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

3.4 Impact on Performance and Outcomes

The purpose of the Council's risk management approach is to support a level of risk awareness, to inform decision making and support the Council to deliver on its key outcomes by highlighting and taking steps to mitigate potential disruption to delivery of services.

There is significant potential for a no deal UK exit from the European Union to have far ranging impacts which have the potential to impact performance outcomes.

3.5 Adopting a Preventative Approach

The Risk Management approach being taken by the Council is founded on a preventative approach to managing risks, where appropriate and more generally to decision making with far greater risk awareness.

3.6 Involving Communities and Other Stakeholders

This report has been formulated using current national planning assumptions and national and regional resilience partnership direction on the response to a no deal.

3.7 Ensuring Equalities

There are no direct equalities issues arising from this report, more detailed impacts are likely to be identified as service no deal assessments are reviewed.

3.8 Supporting Sustainable Development

Senior Managers must ensure the sustainability of the Council, which entails identifying, understanding and managing Strategic and Service level Issues, Risks and Opportunities.

3.9 IT Issues

IT issues will be identified as part of the more detailed assessment work proposed.

4 Recommendations

The Performance, Review and Scrutiny Committee is invited to note the content of this report.

5 Background Papers

None

Date: 7 February 2019

Report Contact:

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Adult Social Care Performance Report Quarter Three 2018/19



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 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.

The most challenging of these strategic redesign programmes for the IJB is care at home. Care at home is a vital service for maintaining people's health and wellbeing. It is also a critical component of the whole health and social care system. Lack of capacity and poor quality directly affects the efficiency of the hospital system; the ability of people who are vulnerable in some way to remain safely in their own homes; and the ability of family carers to manage their caring responsibilities upon which the whole system depends. Nationally and locally the delivery of care at home services is recognised as being unsustainable in its current form. Demand for care at home is growing and resources cannot match that growth without improvement and whole system change. The IJB will be discussing the challenges within care at home at the next IJB Board meeting on 14 February 2019.

1. Integration

Over the past nine months work has been undertaken to develop a new 3 year IJB Strategic Plan. This has included a major programme of public and staff consultation and a compilation of a population health and wellbeing needs assessment. New services such as a Discharge Hub are being introduced while others are being expanded such as the COPD Respiratory Team and the Wellbeing Service now operating in all GP Practices. The IJB has continued its efforts to strengthen its partnership working with the Voluntary Sector holding a third summit in November.

2. Inequalities

Action continues to be focused on addressing the unfair and avoidable differences in people's health across social groups and between different population groups. The Wellbeing Service was re-tendered and is now available in all 12 Midlothian GP Practices. Midlothian representatives involved in work that is progressing on the prevention of type 2 diabetes at a national, regional and local level. Work to develop models of homelessness support to people with complex lives is underway. A plan for COPD (chronic lung disease) prevention and early identification is being prepared. The Income Maximisation post (to work with local families) has now been filled.

3. Criminal Justice

The unpaid Work (Community Payback) service was announced as a finalist for the VIBES 2018 Scottish Environmental Business Awards and attended the VIBES final and award ceremony in Glasgow in November. The team won their place in the final through its use of recycled materials to carry out projects that improve the environment. Work is progressing in developing joint working between Community Safety, the Resolution Service, Community Justice and Criminal Justice. Working with a domestic abuse perpetrator on a voluntary basis took place in Q3 with one suitable referral. This forms part of the Safe and Together approach to domestic abuse, where the non-offending parent is supported to stay safe and together with the children while the perpetrator is held to account for their actions. Children and Families involvement offers an opportunity to work with domestic abuse perpetrators, who may be facing up for the first time to the impact their behaviour is having on their children.

4. Substance Misuse

MELDAP held a consultation event with service users and carers that helped inform the new Strategic Plan 2018-22 and identified key priorities for the partnership. MELDAP continues to lead work in developing responses to changing drug trends. A number of short, mid and long term actions are being taken forward by partners with Midlothian, East

Lothian and the Lothian Health Board area. This includes planning a Lothian Wide Workshop. The “drop in” clinic to offer patients who find keeping appointments challenging continues to be a success. This is a partnership with Nurses, Peers and Social Work. The aim is to keep more chaotic population engaged and reduce unused appointments.

5. Technology

Work has progressed well this quarter in the development of an operational resilience dashboard, integrating health and social care data into a tableau format. Supporting individuals with learning disabilities in need of overnight support has progressed further with an additional client now being supported by telecare. Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We are proactively engaging with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add. A key strand in this work already is business intelligence and analytics to drive data driven discovery and improvement. We must assess our exciting digital maturity to match our capability with our aspiration and roadmap appropriately.

6. Learning Disabilities

Key areas of work are the extended times for the new day service provision within Midlothian and the ongoing programme of reviews of existing care packages. Work is progressing to develop positive behavioural support services within Midlothian.

7. Self Directed Support

The current focus of activities continue to be supporting the implementation of Self Directed Support are enhancing support planning processes (including option 2), back office processed and continuing to develop practice to embed principles of choice and control in the provision of support. Work is being initiated to review the budget allocation tools.

8. Older People

Our biggest challenge around older people’s services in Midlothian continues to be capacity for both care at home and care homes. We have undertaken a number of initiatives with care at home to increase capacity by commissioning additional contracts to our external providers, reorganise the in house service runs and work closely with the voluntary sector to see how they can provide alternatives to care at home. Care homes is a bit different. We do have capacity, but some individuals and their families have chosen care homes where there are no vacancies and turned down the offer of a care home where there are vacancies. We are exploring how we can improve this situation. We need to develop improved care home placements for people living with dementia who are showing signs of stress and distress. Our Care Home Strategy focusses on this and we have a number of initiatives that we help will assist in dealing with this challenge. We have been working closely with the Care Inspectorate and familiarising ourselves with the new Care Home Standards and we are now seeing an improvement in grades for our Midlothian Care Homes.

9. Carers

The Carers (Scotland) Act 2016 was implemented on 1st April 2018. Work during Q4 of 2017, and Q1, Q2 and Q3 of 2018 focussed on ensuring duties and responsibilities under the legislation were in place for implementation and delivery of new services/responsibilities. Agreement has been given for funding to support VOCAL to undertake Adult Carer Support Plans as part of sharing legislative duties. This responsibility also involves the requirement to provide Carer Census reporting to the Scottish Government; the Performance and Improvement Team have submitted baseline data for the carer’s census for 17/18 per Scottish Government requirement. The Carers Strategic Planning group have reformed to take stock of progress, and consider progress against the Action Plan. A Carers event/consultation event took place in November 2018; feedback will inform the Carers Strategy and Midlothian Strategic Plan. A Short Breaks Service Statement was prepared and published online by end of December 2018, as per legislative requirements.

10. Mental Health

A full time Midlothian Access Point Social Prescribing worker is now in post to support expansion of Access Point. Since August 2016 to 30 November 2018 2,203 people have attended the Access Point. Three Primary Care/Access Point Mental Health nurses have been appointed, and start work in January and February 2019. With this additional capacity the Access Point will be expanded and develop pathways for people experiencing poor mental health. Following a commissioning process a new service provider has been identified for the Wayfinder model Grade 4 community based rehabilitation service; the remodelled service will be in place for April 2019.

11. Adults with Long Term Conditions, Disability and Impairment

The Joint Physical Disability Planning Group continues to pursue any outstanding issues in their current Action Plan with the effective sharing of information still a priority. Work towards the creation of a Disabled Peoples Assembly is well underway. The hearing aid maintenance clinics running once a month in Dalkeith Library continue to prove extremely popular. With the assistance of the LAC team, tea and coffee is now being provided, to further develop this into a form of peer support group. Volunteers are being recruited to start a similar clinic in Penicuik. The Health and

Social Care Partnership are currently exploring possible funding for Audiology equipment for the Community Hospital to facilitate a local assessment provision.
The Midlothian Council British Sign Language final plan is being completed on the back of the consultation information gathered. This will then go to Council for approval.

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.

Absence Management





Increasing levels of absence in service creates challenges for delivering effective and efficient service delivery. Work is targeted at teams with greater absence levels to maximise attendance and promote health and wellbeing in staff teams.





Adult, Social Care PI summary 2018/19

01.1 Making the Best Use of our Resources



Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£38.805m	£39.028m	£40.919m	£39.757m	£39.777m		Q3 18/19: On Target The projected budget performance will be reported to the Council on 12th February 2019 and will show the budget is on target.		£39.757m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	10.53	7.47	4.17	8.04	12.90		Q3 18/19: Off Target Absence in some areas increased over quarter. Care Homes and Care at Home continues to be the current focus. Performance review and monitoring is in place to ensure improvement and practice sustained.		10.53	Number of days lost (cumulative)	6,160.04
											Average number of FTE in service (year to date)	477.49

01.2 Corporate Health

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	89.47%	92.11%	100%	97%	93.94%		Q3 18/19: On Target		90%	Number of service & corporate priority actions	33
											Number of service & corporate priority actions on tgt/completed	31
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95%	96%	94%	94%	93%		Q3 18/19: Off Target Continues to remain off target. Service continues to work to address delayed invoice payment, however, recognise that processing delays often result from invoices being queried with externally providers.		97%	Number received (cumulative)	19,509
											Number paid within 30 days (cumulative)	18,194













05. Improve PI performance	% of PIs that are on target/ have reached their target.	86.49%	77.78%	50%	50%	50%		Q3 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
06. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		Q3 18/19: On Target		100%	Number of high risks reviewed in the last quarter	2
											Number of high risks	2

01.3 Improving for the Future




Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.	52.17%	69.57%	17.65%	81.25%	53.85%		Q3 18/19: Off Target A number of internal audit actions are cross divisional, therefore, progress is reliant on progress in other areas.		90%	Number of internal/external audit actions on target or complete	7
											Number of internal/external audit actions in progress	13

Adult Social Care Complaints Indicator Summary




01.4 Commitment to valuing complaints

Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	54	36	10	32	47		Q3 18/19: Data Only	
Number of complaints closed in the year			8	24	46		Q3 18/19: Data Only	
Number of complaints upheld (cumulative)			3	11	17		Q3 18/19: Data Only	
Number of complaints partially upheld (cumulative)			1	5	12		Q3 18/19: Data Only	
Number of complaints not upheld (cumulative)			3	7	14		Q3 18/19: Data Only	
Average time in working days to respond to complaints at stage 1	17.88	0.67	9.25	14.87	14.61		Q3 18/19: Off Target Service continues to address the challenges of responding to complaints at stage 1 within timescale.	5
Average time in working days to respond to complaints at stage 2	18.63	14.33	21	13.8	13.8		Q3 18/19: On Target	20
Average time in working days for a full response for escalated complaints			2	10.25	19.38		Q3 18/19: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	20.59%	29.17%	25%	20%	17.86%		Q3 18/19: Off Target The timescale for responding to Stage 1 complaints within 5 days continues to be a challenge.	95%
Percentage of complaints at stage 2 complete within 20 working days	57.89%	75%	33.33%	60%	60%		Q3 18/19: Off Target Reporting errors being identified and addressed.	95%
Percentage of complaints escalated and complete within 20 working days			100%	75%	46.15%		Q3 18/19: Off Target Performance being addressed.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			1	1	0		Q3 18/19: Data Only	




01. Health Inequalities

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.1.1	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		75%	Q3 18/19: On Target Multi-agency meeting took place to discuss potential new models of housing and support. Broader workshop planned for March 2019.
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		70%	Q3 18/19: On Target Discussions underway but one post vacant so pathway not implemented.



02. Assessment and Care Management


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.2.1	Reduce the waiting times for occupational therapy and social work services	31-Mar-2019		50%	Q3 18/19: On Target The newly appointed 12 month fixed OT post will provide increased staff capacity to help reduce waiting lists. A review of working practices is identifying new ways of working. The number of people waiting on services improving but yet to be reflected in the average wait time.
ASC.P.2.2	Strengthen joint working with Health colleagues	31-Mar-2019		60%	Q3 18/19: On Target Consideration being given as to how best to replicate the successful multidisciplinary approach tested by the Penicuik Housebound Project.
ASC.P.2.3	Contribute to the development of Anticipatory Care Plans, including through the involvement of unpaid carers.	31-Mar-2019		85%	Q3 18/19: On Target Established system in place enabling completed plans to be shared with and stored by social work; sending an alert to primary care colleagues that a plan is accessible for consultation during both office and out-of-hour times. Aim for Q4 to arrange a review meeting with Primary Care. Qualitative research indicates a benefit to carers in having a plan in place, despite possible low numbers of occasions when they might be enacted.

03. Supporting Service Users Through the Use of Technology






Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.3.1	Agree the viability of switching the current telecare provision from an analogue based system to a digital service.	31-Mar-2019		10%	Q3 18/19: Off Target Continuing to await progress on three fronts. 1. National developments within the Local Government Digital Office to roadmap the requirements as a result of the national infrastructure change and scope the consequences. 2. Telecare Platform developments in East Lothian required to 'go digital'. Discussions started, and work under way to technically enable digital platform however, we are dependent on their timetable 3) Procurement framework update (Scotland Excel).
ASC.P.3.2	Explore the use of assistive technology, such as telecare monitoring, for supporting people with learning disabilities in need of overnight support.	31-Mar-2019		60%	Q3 18/19: On Target One additional client sourced to have sleepover supported by telecare. Trial of equipment went well and procured to support client according to social worker's timetable.
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		100%	Q2 18/19: Complete Unfortunately issues identified with NHS Out of Hours services has halted progress. New Unscheduled Care Hub programme is now picking up this development area and will explore other ways of applying video conferencing to get around the impasse.

04. Carers



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.4.1	Demonstrate a strengthened approach to early identification and awareness raising of carers, including self-identification.	31-Mar-2019		70%	Q3 18/19: On Target Commitment remains within Carers Strategy and within contracts commissioning carer support to increase carer identification. Following the introduction of the new Carers Act awareness raising material and information sessions were provided for staff and communications for the public. Development in VOCAL assuming shared responsibility for completion of Adult Carer Support Plans since October 2018 further strengthens this approach. VOCAL aim to significantly increase the number of ACSP completed in Midlothian, and are doing this by a change in their practice for offering plans to new referrals and existing carers who are in contact with their service. Future quarters will be able to offer comparable completion figures pre and post this change in responsibility.
ASC.P.4.2	Monitor response to demand for completion of adult carer support plans to inform future service delivery.	31-Mar-2019		70%	Q3 18/19: On Target VOCAL have undertaken an initial number of Adult Carer Support Plans on an introductory basis, learning from which has been used to develop shared referral and screening protocols for use by VOCAL and Adult & Children's Services staff. Details of funding requirements to support full implementation of VOCAL undertaking this work have been shared with senior management. VOCAL assumed shared responsibility for completion of ACSP from Q3 2018.


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.4.3	Progress implementation of the Carer's Emergency Planning toolkit.	31-Mar-2019		95%	Q3 18/19: On Target System and protocols in place and being used to support completion and recording of Plans with social work. Procedure in place to notify Primary Care that a plan is in place. No feedback or difficulties have been reported – no reports of process having been tested in a live example. Aim in next quarter to arrange a review meeting with Primary Care.

05. Older People





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.5.1	Establish an integrated approach to discharge access pathways for intermediate care.	31-Mar-2019		75%	Q3 18/19: On Target Flow hub now improving patient/client pathways and reduced number of delayed discharges.
ASC.P.5.2	Development of a project plan to progress the reprovion of Highbank Care Home into a purpose built intermediate care home.	31-Mar-2019		75%	Q3 18/19: On Target Proposal approved by Council. Project Group developing 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		75%	Q3 18/19: On Target Improved pathways from the voluntary sector and a workshop planned for early spring with front line staff and voluntary sector.
ASC.P.5.4	Develop detailed plans for the expansion of extra care housing in areas such as Dalkeith and Bonnyrigg.	31-Mar-2019		50%	Q3 18/19: On Target Plans are in place but hold up on Gore Avenue due to environmental assessments still to be completed. Project meetings set up on a regular basis.
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		75%	Q3 18/19: On Target New pilots running well but improvements needed on in house runs still to be complete.

06. Mental Health




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.6.1	Recruit volunteer and peer support in the future development of the Mental Health Access Point.	31-Mar-2019		50%	Q3 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	Develop new specialist employment project for people with mental health issues.	31-Mar-2019		40%	Q3 18/19: On Target An Individual Placement and Support model has been agreed. Job description written. Recruitment March 2019.


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
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		75%	Q3 18/19: On Target Operational Managers/Team Leaders meet on a regular basis to discuss, agree and implement actions that are needed to deliver the integration of services within the Recovery Hub. This collegiate approach is aimed at preparing teams to work in close partnership at the point the Recovery Hub opens. The building contractor starts work in January 2019 with a target date of May/June 2019.

07. Learning Disability





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.7.1	Establish plans for local provision of positive behavioural support service in Midlothian.	31-Mar-2019		75%	Q3 18/19: On Target Work on proposed plans for provision of positive behavioural support within Midlothian nearing completion.
ASC.P.7.2	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		75%	Q3 18/19: On Target Baseline figures agreed. Work ongoing to develop plan to address reviews outside timescale. Options for reviews where service is being delivered in house are being investigated.
ASC.P.7.3	Commissioning of new and existing day services to increase range of day service options available within Midlothian.	31-Mar-2019		75%	Q3 18/19: On Target New day service (Upward Mobility) now operating 3 days per week in Midlothian. Plans in place to extend provision to 5 days a week from the middle of March.
ASC.P.7.4	Continue the programme of reviews of all high packages of care.	31-Mar-2019		75%	Q3 18/19: On Target Work on reviews ongoing.

08. Adults Offenders


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.8.1	Review the functions of Community Justice and Community Safety to develop an integrated service approach.	31-Mar-2019		75%	Q3 18/19: On Target The new joint Community Safety and Justice team is developing well and a successful team building event was held on 20th November.
ASC.P.8.2	Develop interventions to non-Court mandated domestic abuse perpetrators referred through the Safe and Together approach.	31-Mar-2019		50%	Q3 18/19: On Target This remains at 50% as referrals have been fewer than anticipated. 2 have been received, with 1 being assessed as appropriate. Criminal Justice staff are spending time with Safer Families in Edinburgh in February to learn more about the service there.
ASC.P.8.3	Continue to implement and expand the Spring Service provision in line with funding.	31-Mar-2019		75%	Q3 18/19: On Target Since September numbers have grown and the move on part of the service has been further developed; however there are challenges to women moving on from Spring and this is being reviewed.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.8.4	Continue to develop multi-agency arrangements to include violent offenders.	31-Mar-2019		75%	Q3 18/19: On Target There is one MAPPA extension case currently being managed in the community.

09. Adults with Long Term Conditions, Disability and Sensory Impairment



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.9.1	Develop the Midlothian Obesity and Type 2 Diabetes Strategy.	31-Mar-2019		75%	Q3 18/19: On Target Contributing to National and Regional planning groups. Midlothian services around weight management and diabetes prevention to be significantly increased before March 2019 (Regional funding). Midlothian CPP workshop took place on 24th October. Consultation with Midlothian voluntary organisations has taken place – to be discussed further. Midlothian Strategy to be drafted following further developments - regional and local.
ASC.P.9.2	Continued provision of sensory impairment awareness raising sessions.	31-Mar-2019		75%	Q3 18/19: On Target Training sessions continuing and Sensory Champion training now complete giving a further 10 Champions in Midlothian.
ASC.P.9.3	Contribute to the development of a plan for the new British Sign Language legislation.	31-Mar-2019		30%	Q3 18/19: Off Target Midlothian BSL Implementation Plan still to be completed on the back of the consultation information gathered. This will then go to Council for approval, timing to be confirmed.
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		75%	Q3 18/19: On Target Ongoing meetings and monitoring taking place.

10. Adults Substance Misuse





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.P.10.1	Reshape local services to reflect changes in funding and emerging National priorities.	31-Mar-2019		40%	Q3 18/19: On Target Additional funding for 2018/19 and for 2 years beyond that, confirmed. Plans for the Investment have been agreed and it is being used to introduce advocacy, a Scottish Government priority for the investment, and implement an assertive in reach and outreach approach.













Adult, Social Care PI Report 2018/19

01. Health Inequalities

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.S.01.02a	Increase the number of staff trained in inequalities & poverty (cumulative)	88	82	27	0	76			Q3 18/19: Data Only		



02. Assessment and Care Management

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.P.2.1a	Average waiting time for occupational therapy services	15 weeks	12 weeks	14 weeks	15 weeks	12 weeks			Q3 18/19: Off Target Improvement since last quarter. Data reflects the continued increased demand for services. Newly Appointed 12 month fixed OT post has increased staff capacity. A review of working practices has identified opportunities to streamline processes and trial new ways of working.	6 weeks	
ASC.P.2.1b	Average waiting time for social work services	11 weeks	9 weeks	8 weeks	9 weeks	12 weeks			Q3 18/19: Off Target Data reflects continued demand for services. A review of working practices has identified opportunities to streamline processes and trial new ways of working.	6 weeks	







PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.P.2.4a	Improved reported outcomes by service users	94%	96%	94%	93%	93%			Q3 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 Q3 51 out of 55 people responded positively.	75%	
ASC.P.2.4b	Increase the % of people who feel they are participating more in activities of their choice	94%	98%	91%	95%	94%			Q3 18/19: On Target 49 out of 52 people stated during review that their ability to participate in activities of their choice had not deteriorated.	75%	
ASC.P.2.4c	The proportion of people choosing SDS option 1	5.8%	6.9%	6.38%	7.39%	7.7%			Q3 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%	4.71%	2.98%	2.64%	2.6%			Q3 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%	92%	84%	83.3%	82.8%			Q3 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%	6.1%	6.9%	6.68%	6.9%			Q3 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		

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									service user choice. Includes those under the age of 18.		





04. Carers

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.P.4.2a	Monitor the number of carers receiving an adult carer support plan of their care needs	N/A	N/A	37	24	26			Q3 18/19: Data Only This does not include Adult Carer Support Plans undertaken by VOCAL.		



05. Older People




PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.P.5.5a	Number of Individuals receiving care at home at Qtr End	N/A	N/A	1,144	1,438	1,513			Q3 18/19: Data Only		
ASC.P.5.5b	Number of Individuals waiting for a 'Care at Home' package of care	N/A	N/A	104	37	24			Q3 18/19: Data Only		
ASC.P.5.5c	Reduce the number of patients delayed in hospital for more than 72 hours at census date	21	27	32	38	22			Q3 18/19: Data Only		



08. Adults Offenders





PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.P.8.3a	Numbers accessing SPRING service (cumulative)	77	62	17	39	56			Q3 18/19: Data Only 17 women engaged in the service during Q3		
ASC.P.8.4a	Monitor the number of violent offenders with MAPPA involvement	0	0	0	1	1			Q3 18/19: Data Only There is one MAPPA extension case currently being managed in the community.		

Adult & Social Care Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Capacity of voluntary and private sector to meet Council's requirements in relation to quality and cost of services	<p>Risk Cause: Providers have a lack of capacity to deliver contracted service</p> <p>Risk Event: Shortfall in service volume and or quality</p> <p>Risk Effect: Delivering poor quality care that places service users at risk of harm. Unable to meet the increasing demands for provision particularly in relation to care at home. Ceasing trading due to financial difficulties creating risks around service provision for large groups of very vulnerable people.</p>	<p>01 - Service level agreements and contracts</p> <p>02 - Quality assurance officers monitoring of care homes and home care provision</p> <p>03 - Large scale investigation protocol involving multi-agency investigation of risk of harm within services and risk management planning.</p> <p>04 - Monitoring of Care Inspectorate Reports and reporting performance across the sector including exception reports.</p> <p>05 - Quarterly care home, care at home and day care providers forum to ensure good communication and partnership working with commissioned services</p> <p>06 - Service Managers role with responsibility for monitoring of commissioned services</p> <p>07 - Ensuring regular review of cases in accordance with level of risk and designated team leader responsibilities.</p> <p>08 - Commissioning processes to ensure robust decision-making.</p>		<p>A review of the continuing difficulties in the provision of services by one of the Care at Home providers is being undertaken to determine whether a new Provider should be commissioned</p> <p>Workforce Plan is being developed to address long term sustainability of services. This work includes the involvement of MVA, Council and NHS Lothian.</p>	
Meeting growing demands with constrained /reduced budgets, especially from external funders	<p>Risk Cause: Increasing ageing population of over 75's Increasing numbers of adults with disabilities and complex needs Rising customer expectations Insufficient budget</p>	<p>01 - Eligibility criteria; fair access to care policy etc,</p> <p>02 - Performance reporting</p> <p>03 - Service transformation programme</p> <p>04 - Capacity planning and commissioning LD and complex needs</p> <p>05 - Monitoring and reporting waiting times</p> <p>06 - Developing performance indicators for reviewing policy</p>		<p>In preparation for the 72 hour Delayed Discharge target the expansion of key services including Merrit intermediate care and re-ablement will be undertaken through the new Social Care Monies</p>	

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	Risk Event: Change programme does not meet future years projected budget gaps Risk Effect: Inability to deliver against strategic priorities	07 - Monitoring performance to meet contractual requirements 08 - Budget monitoring			
Capacity of communities to meet changing requirements of them to support social inclusion within local communities	In the current financial climate service users and family carers will become increasing dependent on support from local communities to ensure that their needs for meaningful activities and social interaction are met. Significant investment of resources and skills will be required to ensure that communities are able to respond to these needs. Risk Cause: Risk Event: Risk Effect:	01 - Role of MVA in supporting the voluntary sector 02 - Voluntary Sector Compact agreement 03 - Day Opportunities Review for Older people 04 - Day Service Modernisation Programme LD 05 - Change fund programme 06 - FSF Programme 07 - Developing capacity of Community Councils 08 - Neighbourhood planning 09 - Community planning processes			
Property risks in terms of maximising the property asset to the benefit of service delivery and accessibility including DDA compliance	Risk Cause: Insufficient Capital Resources. Risk Event: Failure to maintain and modernise existing building stock Risk Effect: People are supported in environments of poor quality	01 - Regular dialogue with Asset Management re needs of service. 02 - Divisional Business Continuity Plan advises on crises management situations. 03 - Development of community assets through regeneration 04- Strategic Capital Programme Board 05- Development of IJB Property Strategy			
Harm by offenders to members of the public	This is the risk of despite having comprehensive procedures and systems in place but one offender may commit a serious crime, causing harm to a member of the public and the council reputation damage. Risk Score likely to remain medium (low likelihood but high impact = medium). Risk Cause: Offender committing a serious crime	01 - Risk management authority for serious violent and sex offenders is now established and is able to provide guidance. 02 - Various risk assessment tools and associated training mandatory for relevant Criminal Justice staff. 03 - Partnership working with other agencies around the management of risk in individual cases well established. 04 - Standards forms and procedures for staff to follow with relevant training.			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	Risk Event: Offence incident occurs. Risk Effect: Harm to member of the public Reputational damage to the Council	05 - Multi-agency Risk Panels (MARPs) meet monthly 06 - MAPPA which is a process for managing Registered Sex Offenders . 07 - Integration of group work programme with probation supervision 08 - Monitoring of staff compliance with National Outcomes and Standards through client review system. 09 - Access to Visor database of sex offenders linked to MAPPA. 10 - Offender Management Group established			
Adult Protection	Risk Cause: Failure to identify the risk to the individual. Failure of adult protection procedures when invoked to adequately assess and manage the risk. Risk Event: Adult at risk of harm. Risk Effect: Reputational Damage to the Council. Harm to vulnerable service user.	01 - Public Protection Committee 02 - Adult Protection Procedures 03 - Large scale investigation protocol 04 - IRD Review Group established (and links with the Police) 05 - Adult protection training programme 06 - Case file governance arrangements 07 - Adult Protection Lead Officer 08 - Training Programme 09 - Development of Adult Protection Team within Fieldwork			
Capacity to manage scale of transformational change	A major programme of service review and transformation is currently underway. Failure to manage this programme will lead to risks in not achieving coherent arrangements for the continuing delivery of sustainable public services in the new financial climate. Risk Cause: Risk Event: Risk Effect:	01 - Project management approach adhered to 02 - Business Transformation Board and reporting arrangements. 03 - New posts to support implementation of IRF, Dementia Demonstrator site and Change Fund 04 - Support for service review from Business Transformation Section. 05 - Project Plans agreed. 06 - 2 new Project Officers		Business Transformation is supporting the transformation of Learning Disability services . Additional capacity is also being put in place to support the redesign of Highbank and the relocation of services from Liberton Hospital.	

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Capacity of Workforce	<p>Risk Cause: Employees not suitably trained/development for the roles required of them. Challenges around maximising attendance Limited availability of staff in certain sectors Ageing workforce</p> <p>Risk Event: Inadequate staffing levels/skills.</p> <p>Risk Effect: Low morale. Inability to deliver services.</p>	01- Workforce Plan 02- Learning and Development Team		In recognition of the changing role of Newbyres and in response to the recent internal review a new staffing structure has been developed.	
Information Management and Data Protection	<p>All Heads of Service are mandated to monitor compliance with the Data Protection Act.</p> <p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p>	01 - Action Plan to improve information management and data protection. This is being controlled through covalent.		<p>Data sharing</p> <p>The framework system has been upgraded to Mosaic and arrangements are being finalised to enable local staff to use the Information Exchange portal.</p>	
Legislative requirement for health and community care to integrate	<p>This is viewed as a major change that will require huge investment in time and buy-in from stakeholders</p> <p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p>	01 - Business Transformation Board and an NHS Lothian Project Group regularly review progress with arrangements in Midlothian 02 - NHS Lothian and Midlothian Council have both conducted Internal Audit reviews 03- The Joint Management Team chaired by the Joint Director maintains an overview of the implementation of the new arrangements			
Community Safety & Justice - Negative media impact	<p>Risk that negative media coverage impacts on community safety & justice communication and engagement activity</p> <p>Risk Cause: Communication with the public could be poor or an event or incident has negative outcome.</p>	- Other communications plans in place e.g. MAPPA - Communication monitored			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	Risk Event: Failure to have in place a robust Communications Strategy and scenario planning Risk Effect: Potential for tremendous effort but without knowing whether the effort has been successful against negative effects.				

Published Local Government Benchmarking Framework – Adult Social Care



Adult, Social Care

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
SW1	Corporate Indicator - Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£18.16	£18.76	£13.49	£25.32	£29.63	£26.98	£24.65	£36.88	17/18 Rank 29 (Bottom Quartile). 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%	4.75%	17/18 Rank 13 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 13 (Second Quartile). 14/15 Rank 17 (Third Quartile).
SW3	Percentage of people aged 65 and over with long-term care needs receiving personal care at home	61.14%	63.91%	65.76%	65.37%	60.11%	66.67%	66.98%	68.04%	17/18 Rank 5 (Top Quartile). 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 for 2014/15				85.78%	73%	N/A	71.35%	17/18 Rank 32 (Bottom Quartile). 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)	New for 2014/15				81.73%	85.7%	N/A	73.05%	17/18 Rank 31 (Bottom Quartile). 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)	£393.17	£422.24	£423.23	£417.41	£396.72	£408.30	£363.41	£411.59	17/18 Rank 18 (Third Quartile). 16/17 Rank 12 (Second Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 14 (Second Quartile).

Customer and Housing Services Performance Report Quarter Three 2018/19



Progress in delivery of strategic outcomes

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

1. Financial Strategy

Customer and Housing Services has delivered part of the 2018/19 service savings and efficiencies identified across the revenues and housing teams. The Community Safety service changes and savings have been delivered. Customer Services savings have been delivered through the introduction of new models of service delivery for libraries including a volunteer led model for home delivery. Work is ongoing in relation to new opening hours for libraries, which will be launched in April 2019 to meet required savings for future years. Remaining savings in Customer Services are incorporated into the new Digital Customer theme. Further actions are planned to meet the target balances across housing and revenues services.

2. Digital Transformation

A strategic focus on digital transformation is core to service development across Customer and Housing Services. The priority of moving into an Omni-channel environment for all customer transactions is being supported by work on channel shift. This includes the introduction of online only transactions with the first being for garden waste with further work planned to move a number of key transactions online. This work requires the purchase of a new online customer service solution. The Online Payments and Services (OPAS) project solution was approved recently with the procurement process now governed by the Project Board and implementation by a Project Team with members spanning across relevant services. Further exploratory work is being undertaken with regard to efficiencies, which could be made by accelerating the pace of automation in relation to Revenue Services and consultation on the potential to implement an online Choice-based letting system for Housing Services.

3. Homelessness

The Rapid Rehousing Transition Plan in Midlothian has been approved by Council and submitted to Scottish Government for feedback during Q4, leading to implementation from April 2019. 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.

The Rapid Rehousing Transition Plan in Midlothian includes an Action Plan for the next five years to support this vision. With key actions including increasing the supply of new build affordable housing in Midlothian, reviewing Midlothian Council's Allocation Policy (during Q4) to ensure homeless households are housed more quickly, actions relating to the acquisition of models of temporary accommodation to reduce the need for bed and breakfast accommodation, supporting homeless households to access a tenancy in the private rented sector and development of a 'Housing First' model. This Action Plan will be implemented in partnership with tenants, stakeholders, RSLs, other agencies and the Midlothian Health and Social Care Partnership. If additional funding is provided by Scottish Government, then the pace of implementation will be increased.

In response to increasing levels of homelessness in the 16-25 year old age group, the Youth Homelessness Team have developed and delivered a SQA Pre-Tenancy Award for life skills and tenancy sustainment outcomes. The first group of students graduated in December 2018.

4. Affordable Housing

Midlothian Council's Strategic Housing Investment Plan was approved during Q3. This sets out strategic investment priorities for affordable housing over a 5-year period. It is a key document for identifying strategic housing projects that contribute towards meeting the local and Government's affordable housing target. A Local Lettings Initiative (LLI)

has been developed to support the allocation of housing at the Miller Homes Development at Newton Church Road, Danderhall, later in 2019. In the ESES City Deal Housing Workstream, the Housing Terms of Reference and governance arrangements are being finalised for future opportunities for collaboration.

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 homelessness, the increased number of applicants on the housing waiting list who have a recognised housing need and the need to increase the supply of affordable housing.

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





Capacity and Quality of Services

Demand on Homelessness Services continues to present a significant challenge with regard to the strategic objective of moving away fully from the use of bed and breakfast accommodation. In part, this is related to the significant shortage in the supply of affordable housing in Midlothian and the result is a significant length of time for many households spent in temporary accommodation. The action plan developed as part of the Midlothian Council Rapid Rehousing Transition Plan, approved in Q3, will support improvements in this area when implemented in April 2019 and focuses on reducing the time taken to provide permanent accommodation. During Q3, the evidenced reduction in re-let times for temporary accommodation to 29 days supports an earlier improvement in this area and contributes to addressing this recognised demand. Additional preventative actions have been identified including arrangements to deliver school homelessness presentations to classes within all schools during Q4. Improvement actions will be implemented to effect the re-let times for permanent properties to further support this work – although it is recognised that an increase in these times can be in relation to a small number of properties which require significant remedial works.









Whilst there is migration of housing costs entitlement to Universal Credit, the accurate and secure administration of Housing Benefit remains with Midlothian Council Revenues Services as required service provision for citizens across Midlothian. To support this Audit Scotland have scheduled a Benefit Performance Audit in Q4 period to take an informed view on the effective management and delivery of the service in Midlothian. A service review is also planned for Revenue Services to begin in April 2019, addressing the noted challenges and changes in relation to Welfare Reform and requirements for increased levels of automation to realise efficiencies and agreed savings.

Customer and Housing Services PI Summary 2018/19



01.1 Making the Best Use of our Resources

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£13.442 m	£11.461 m	£11.942 m	£11.982 m	£11.897 m		Q3 18/19: Off Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an overspend of £509,000		£11.386 m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.76	3.99	1.40	2.81	5.09		Q3 18/19: Off Target Performance review and monitoring is in place to ensure improvement and practice sustained.		5.76	Number of days lost (cumulative)	824.04
											Average number of FTE in service (year to date)	161.8

01.2 Corporate Health













Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annu al Targ et 2018 /19	Feeder Data	Value
		Valu e	Valu e	Valu e	Valu e	Valu e	Statu s	Note	Short Tren d			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	91.6 7%	66.6 7%	71.4 3%	42.8 6%	42.8 6%		Q3 18/19: Off Target Corrective actions contained in main report.		90%	Number of service & corporate priority actions	7
											Number of service & corporate priority actions on tgt/completed	3
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	97%	98%	98%	98%		Q3 18/19: On Target		95%	Number received (cumulative)	4,277
											Number paid within 30 days (cumulative)	4,193
05. Improve PI performance	% of PIs that are on target/ have reached their target.	50%	28.5 7%	50%	17%	17%		Q3 18/19: Off Target Challenges and corrective action detailed within report.		90%	Number on tgt/complete	1
											Total number of PI's	6
06. Control risk	% of high risks that have been reviewed in the last quarter	100 %	100 %	100 %	100 %	100 %		Q3 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

01.3 Improving for the Future

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target	33.33%	100%	100%	0%	0%		Q3 18/19: Off Target One external audit action. Not yet complete, but is progressing.		90%	Number of internal/external audit actions on target or complete	0
											Number of internal/external audit actions in progress	1

Customer and Housing Complaints Indicator Summary

01.4 Commitment to valuing complaints

Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	167	115	47	85	123		Q3 18/19: Data Only	
Number of complaints closed in the year			27	48	120		Q3 18/19: Data Only	
Number of complaints upheld (cumulative)			3	11	16		Q3 18/19: Data Only	
Number of complaints partially upheld (cumulative)			0	11	17		Q3 18/19: Data Only	
Number of complaints not upheld (cumulative)			3	22	82		Q3 18/19: Data Only	
Average time in working days to respond to complaints at stage 1	4.7	2.2	3.5	6.5	8		Q3 18/19: Off Target Service addressing performance.	5
Average time in working days to respond to complaints at stage 2	14.6	13.4	12.5	12.5	31		Q3 18/19: Off Target Average performance impacted overall by the length of one Community Safety complaint of 123 days. The remit of Community Safety now sits with the service area Adult Services and required Pentana system updates have been undertaken.	20
Average time in working days for a full response for escalated complaints			9	9	42.75		Q3 18/19: Off Target Service reviewing data	20
Percentage of complaints at stage 1 complete within 5 working days	64.9%	85.19%	70.83%	63.64%	55.36%		Q3 18/19: Off Target Service addressing performance	95%
Percentage of complaints at stage 2 complete within 20 working days	93.33%	85.71%	100%	100%	75%		Q3 18/19: Off Target Service reviewing performance	95%
Percentage of complaints escalated and complete within 20 working days			100%	100%	50%		Q3 18/19: Off Target Service addressing performance	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			0	0	1		Q3 18/19: Data Only	

Customer and Housing Services Action report 2018/19



01. Support people out of poverty and welfare dependency

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.1.1	Support financially vulnerable households in mitigating Welfare Reform impact.	31-Mar-2019		75%	Q3 18/19: On Target Awarded £1,107,966 in Discretionary Housing Payments to 1574 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		75%	Q3 18/19: On Target Awarded £205,938 to 31 December 2018. £173,707 community care grants and £143,510 crisis grants within budget allocation year to date.

02. Deliver further affordable housing

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.2.1	Designate housing for particular needs within existing and new build stock	31-Mar-2019		50%	Q3 18/19: On Target Sites have been identified for the development of 142 specialist housing consisting of extra care housing, bariatric provision, amenity housing, and wheelchair housing in locations across Midlothian.

03. Homelessness has reduced, and people threatened with homelessness can access advice and support services

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.3.1	Prevent homelessness through the delivery of an education programme	31-Mar-2019		0%	Q3 18/19: Off Target Arrangements in place to deliver classes to all schools during Q4.
CHS.P.3.2	Access to homelessness advice & assistance.	31-Mar-2019		31%	Q3 18/19: Off 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%	Q3 18/19: Off Target Small number of properties delayed
CHS.P.3.4	Minimise re-let timescales for temporary accommodation.	31-Mar-2019		50%	Q3 18/19: On Target

Customer and Housing Services PI Report 2018/19



01. Support people out of poverty and welfare dependency

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.1.1a	Number of calls received regarding Scottish Welfare Fund	9,181	2,345	2,287	2,344	2,282			Q3 18/19: Data Only 2382 Scottish Welfare Fund calls received		
BS.CHS.P.1.1b	Number of calls leading to application to Scottish Welfare Fund	4,754	1,170	1,144	1,262	1,211			Q3 18/19: Data only 1211 applications received - 759 awarded, 429 refused, 23 declined.		
BS.CHS.P.1.1c	% of applications to Scottish Welfare Fund dealt with within 48 hours	92.3%	90.43%	94.14%	94.92%	95.12%			Q3 18/19: Data Only 95.12% claims decided within 48 hours. 1152 applications on target from a total of 1211.		
CHS.P.1.1e	Average processing time for change of circumstances claim (internally calculated)	7 days	8 days	8 days	12 days	12 days			Q3 18/19: Off Target Anticipated improvement in Q4.	8 days	2015/16 Scottish Average - 7 days



02. Deliver further affordable housing

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.P.2.1b	Number of housing units provided for particular needs with	14	14	0	2	2			Q3 18/19: Off Target Extra care housing in Gorebridge has been delayed and will not complete during 2018/19.	10	




PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
	existing and new build stock.								However, it is expected that construction will have begun on 43 specialist provision units during 2018/19.		
CR.RSS.OP.02	Total value of HB overpayments identified during the quarter	£1,407,609	£233,680	£296,844	£236,819	£245,260		↓	Q3 18/19: Data Only		
CR.RSS.OP.03	Total value of HB overpayments recovered during the quarter	£1,147,148	£298,568	£202,428	£211,805	£284,085		↑	Q3 18/19: Data Only In Year collection rate 89.65%. All years 17.00%.		
CR.RSS.OP.04	Total value of HB overpayments written off during the quarter	£140,485	£26,350	£14,029	£23,531	£6,920		↑	Q3 18/19: Data Only		
P.SG.CHS.2.1a	Number of social housing completions	88	81	69	76	98		↑	Q3 18/19: On Target 69 Units delivered by Housing Associations for Social Rent, 16 Units for Mid Market Rent and 13 open market acquisitions.	100	



03. Homelessness has reduced, and people threatened with homelessness can access advice and support services

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.3.3a	Re-let time permanent properties (days)	50 days	50 days	45 days	55 days	46 days		↑	Q3 18/19: Off Target Small number of properties resulting in delays.	45 days	14/15 SHBVN peer group average 42 days
CHS.P.3.1a	Number of school homeless prevention presentations undertaken	30	11	0	0	0		→	Q3 18/19: Off Target Arrangements in place to deliver classes to all schools during Q4.	80	
CHS.P.3.2a	Number of customers accessing Advice and Assistance Service	834	184	211	202	186		↓	Q3 18/19: Data Only The number of households receiving advice and assistance is in line with previous seasonal trend.		

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.P.3.4a	Re-let time temporary accommodation properties	47	37	41	46	29			Q3 18/19: On Target	35	

Customer & Housing Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Generic - Health and Safety	<p>Customer & Housing Services staff are in contact with members of the public and individual staff have a duty of care to safety in addition to the Corporate duties.</p> <p>Risk Cause: Unacceptable behaviour by customers.</p> <p>Risk Event: Potential escalation scenarios for employees to manage threats, abuse or potential violence.</p> <p>Risk Effect: Threats, abuse, injury or potential violence.</p>	<p>01 - Observance of Council's health and safety policies</p> <p>02 - Employer's and Public Liability insurance cover</p> <p>03 - Development corporately of PVP risk register</p> <p>04 - Risk Assessment into risk exposures</p>		Development of an Unacceptable behaviour policy	
Generic - Fraud, Waste & Error	<p>The Risk Management Group has this risk included in each Services risk register.</p> <p>Risk Cause: Fraudulent activity.</p> <p>Risk Event: During a period of significant business transformation internal control systems could be weakened and fraud could be experienced</p> <p>Risk Effect: Loss of resources or income experienced, or prospective gain resulting from fraudulent activity.</p>	<p>01 - Observance and dissemination of Council's Fraud and Corruption Policy</p> <p>02 - Code of Conduct for Employees</p> <p>03 - Upkeep of authorised signatories system</p> <p>04 - Managerial supervision of processes</p> <p>05 - Managers been briefed in Financial Directives</p> <p>06 - software provider confirm currently no facility to segregate applicants for available houses.</p>			
Generic - Business Continuity	<p>Potential risk of events impacting on standard business systems, practice or work locations.</p> <p>Risk Cause:</p>	<p>1. Fire Plans for workplaces</p> <p>2. Bomb Threat plans for workplaces</p> <p>3. Business continuity plans for workplaces</p>			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	<p>Disruption to workplace or service delivery.</p> <p>Risk Event: Unplanned events</p> <p>Risk Effect: Potential impact on employees and/or customers and/or viability of service delivery.</p>				
Generic - Information Management and Data Protection	<p>Control of information and data. Customer & Housing Services have constant use of personal and sensitive data.</p> <p>Risk Cause: Data protection breach</p> <p>Risk Event: Disclosure of third party information</p> <p>Risk Effect: Loss or damage caused to customer or third party by inadvertent or deliberate action.</p>	<p>01 - Part of Corporate IMG</p> <p>02 - Divisional IMG</p> <p>03 - Staff awareness and training</p> <p>04 - Computer systems; Permission levels e.g. community safety access to the Police database</p> <p>05 - Control built into competency appraisals</p>			
Revenues - Council Tax & Benefits IT system to meet changing requirements in Welfare Reform and Local Taxation	<p>Further work is required to available systems.</p> <p>Risk Cause: Non integrated systems functionality between DWP or Scottish Government or Midlothian Council</p> <p>Risk Event: Data transfer delays or mismatch to requirements.</p> <p>Risk Effect: Loss of data or loss of income.</p>	<p>The main internal controls are:-</p> <p>01 - New system implemented following PRINCE2 principles, ensuring stable supplier, system, reference sites etc.</p> <p>02 - Documented procedures for all system control activities and staff now familiar with management of the new system.</p> <p>03 - Full suite of reconciliations with other applications and third parties</p> <p>04 - Well embedded process for testing and implementation of new releases.</p> <p>05 - Procedures in place to process ATLAS changes on daily basis.</p> <p>06 - Sheriff Officer Interface with Walker Love implemented.</p>			



Alert



High Risk



Warning



OK



Unknown

Published Local Government Benchmarking Framework – Customer and Housing Services



Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£15.76	£15.08	£15.41	£14.72	£11.18	£11.40	£9.80	£9.25	17/18 Rank 25 (Bottom Quartile). 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%	93.2%	91.8%	93.8%	94.4%	94.5%	95.1%	17/18 Rank 26 (Bottom Quartile). 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	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£3.32	£3.32	£2.74	£2.82	£2.58	£1.73	£1.02	£1.25	17/18 Rank 6 (TOP Quartile). 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%	66%	17/18 Rank 30 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile). 15/16 Rank 31 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).

Housing Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	New for 2013/14			4.3%	6.57%	6.85%	6.39%	6.92%	17/18 Rank 12 (Second Quartile). 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%	0.7%	17/18 Rank 6 (TOP Quartile). 16/17 Rank 4 (TOP Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).

Children's Services Performance Report Quarter Three 2018/19



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 2018/19 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.

Permanence and Care Excellence Programme (PACE): We commenced the 12-month long programme on 1 November 2017 with a stretch aim that 75% all under 12s accommodated within the year would have a permanence decision within 7-12 months. Over the course of the year, 30 children have entered the programme and 80% of them have had a permanence decision within 7-12 months. Scottish Government and the Centre of Excellence for Looked After Children view the level of change and improvement for Midlothian's most vulnerable children as a phenomenal achievement. We have agreed to continue to be part of the PACE programme; and continue to share our learning with other Councils. We have already identified 4 further aims and will provide further information in due course.

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 now recruited a project manager who is currently working on the delivery plan.

Participation: The Champions board continue to meet every fortnight and share their discussions and the need to bring about 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. Statistics taken from since the launch in April 2018 tells us that engagement levels are:

MOMO One

- 201 One statements have been received from young people
- 78 One statements have been received through worker accounts
- 279 One statements received in total

MOMO Express

- 187 Express statements have been created in total
- 466 One and Express statements received in total
- 26% of these have been preparing for a Worker visit
- 23% have been Sharing good news
- 19% have been Sorting a problem

Accounts

- 92 young people have their own account
- 117 workers have a worker account

We continue to provide all children and young people with quality services: We currently have 1 young people in secure care. The working group continues to meet to discuss teenage interventions and alternatives to secure care.

Child Protection: During Q3 reporting we have 51 children (27 families) on our child protection register which equates to 3.0 per 1000 of the population compared with the national rate of 2.9. This figure is slightly down on last quarter and only slightly above the national average.

Work on the implementation of Safe and Together is ongoing with further development in relation to the Families First (non-court mandated domestic abuse perpetrator programme). The Public Protection Office now has a trained trainer in Safe and Together core principles and will be rolling out this training with a primary focus on children services throughout the coming year.

Looked after away from Home: There are 165 children and young people looked after out-with their family home both in and out-with Midlothian. The current rate per 1,000 of young people looked after in Midlothian is 11.9 which remains below the national of 14.5.

Looked after at home: There are 83 children and young people looked after at home. They have all been identified by the new Independent reviewing officer and dates are in the diary to ensure they are all reviewed over the next few months. The current rate per 1,000 of young people looked after at home in Midlothian is 4.3 which is higher than the national rate of 3.7. Scottish Child Abuse Inquiry: There continues to be a lot of work being generated from this Inquiry. The team are working hard to ensure that we continue to meet deadlines with our submissions.

Challenges and Risks

Children's Services budget continues to remain 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 made in an emergency, which are invariably much more expensive, and usually 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.

Children's Services PI summary 2018/19



01.1 Making the Best Use of our Resources

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£16.098m	£15.323m	£16.101m	£15.846m	£15.623m		Q3 18/19: Off Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an overspend of £291,000		£15.327m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	10.79	8.33	2.80	6.05	7.62		Q3 18/19: Off Target This represents the lowest Q3 figure in 5 years. Staff absence continues to be a major focus for the service.		9.00	Number of days lost (cumulative)	986.95
											Average number of FTE in service (year to date)	129.5

01.2 Corporate Health













Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%	100%	100%		Q3 18/19: On Target			Number of service & corporate priority actions	6
											Number of service & corporate priority actions on tgt/completed	6
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	99%	99%	99%	99%		Q3 18/19: On Target		95%	Number received (cumulative)	8,205
											Number paid within 30 days (cumulative)	8,114
05. Improve PI performance	% of PIs that are on target/ have reached their target.	100%	100%	80%	80%	80%		Q3 18/19: Off Target 4/5 Performance indicators currently on target.			Number on tgt/complete	4
											Total number of PI's	5
06. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	0%	0%		Q3 18/19: No High risks currently within Childrens service.		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

01.3 Improving for the Future



Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	0%	100 %	100 %	100 %		Q3 18/19: On Target		90%	Number of internal/external audit actions on target or complete	5
											Number of internal/external audit actions in progress	5

Children Services Complaints Indicator Summary



01.4 Commitment to valuing complaints

Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	33	19	9	16	29		Q3 18/19: Data Only	
Number of complaints closed in the year			8	15	28		Q3 18/19: Data Only	
Number of complaints upheld (cumulative)			3	3	5		Q3 18/19: Data Only	
Number of complaints partially upheld (cumulative)			0	4	11		Q3 18/19: Data Only	
Number of complaints not upheld (cumulative)			3	8	12		Q3 18/19: Data Only	
Average time in working days to respond to complaints at stage 1	3	1.6	0	0	3.5		Q3 18/19: On Target	5
Average time in working days to respond to complaints at stage 2	18.33	15.64	15.67	15.13	15.13		Q3 18/19: On Target	20
Average time in working days for a full response for escalated complaints			18.8	18.43	18.55		Q3 18/19: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	50%	60%	100%	100%	100%		Q3 18/19: On Target	95%
Percentage of complaints at stage 2 complete within 20 working days	70.37%	85.71%	87.5%	75%	100%		Q3 18/19: On Target	95%
Percentage of complaints escalated and complete within 20 working days			60%	71.43%	81.82%		Q3 18/19: Off Target	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			0	0	3		Q3 18/19: Data Only	



01. All care experienced children and young people are being provided with quality services

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.P.1.1	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		75%	<p>Q3 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:</p> <p>MOMO One</p> <ul style="list-style-type: none"> • 201 One statements have been received from young people • 78 One statements have been received through worker accounts • 279 One statements received in total <p>MOMO Express</p> <ul style="list-style-type: none"> • 187 Express statements have been created in total • 466 One and Express statements received in total • 26% of these have been preparing for a Worker visit • 23% have been Sharing good news • 19% have been Sorting a problem <p>Accounts</p> <ul style="list-style-type: none"> • 92 young people have their own account • 117 workers have a worker account
CS.P.1.2	Implement alternative care arrangements for those young people who are at risk of secure care	31-Mar-2019		75%	<p>Q3 18/19: On Target We continue to meet as a working group to consider alternatives to secure care and also visiting other local authorities to learn from them.</p>

02. Inequalities in learning outcomes have reduced









Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.P.2.1	Improve educational outcomes of our looked after at home children (LAC/LAAC & Kinship)	31-Mar-2019		75%	<p>Q3 18/19: On Target Information on Secondary attainment shows an increase in Tariff score for CEYP leaving School in 17/18, work is ongoing with the new "Virtual" Headteacher role.</p>
CS.P.2.2	Develop a strategy that supports care experience young people into further education and independent living.	31-Mar-2019		75%	<p>Q3 18/19: On Target Information on Secondary attainment shows an increase in Tariff score for CEYP leaving School in 17/18, information on positive destinations will be available in Q4. Link to the Virtual Headteacher has been established alongside the continuing care proposals for 2019/20.</p>

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


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.P.3.1	Engage children, young people, parents/carers and families in genuine participation, together co-designing a better mental health support system.	31-Mar-2019		75%	Q3 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		75%	Q3 18/19: On Target Sure-Start now fully established at Hawthorn and Penicuik. Other areas to be further explored in 2019/20..











Children's Services PI Report 2018/19

01. All care experienced children and young people are being provided with quality services



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.P.1.2a	Number of Young People issued with a Movement Restriction Order Target	0	2	0	1	1			Q3 18/19: On Target	2	
CS.P.1.2b	Number of young people in secure care over the year	2	3	1	1	1			Q3 18/19: On Target		
CS.P.1.1a	Number of people attending young champions group meetings	N/A	N/A	25%	50%	75%			Q3 18/19: Data Only 21 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%	75%	25%	50%	75%			Q3 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%	



02. Inequalities in learning outcomes have reduced

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.P.2.2a	Number of care experienced young people going into homeless accommodation.	N/A	N/A	N/A	N/A	N/A			Q3 18/19: N/A Work to match Housing and Social work recording on homeless accommodation is ongoing, information will be available in Q4.		




PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.P.2.2b	Increase in number of care experienced young people going to college/university/employment.	N/A	N/A	76.92	76.92	76.92			Q3 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 Q4.	86.92	
CS.P.2.1a	Number of qualifications each 16 year Care Experienced Young Person (CEYP) gains	169.4	N/A	N/A	169.4	169.4			Q3 18/19: Data Only Information from Insight shows the Complimentary tariff score has increased from 167 to 169.4. Information from 17/18 School year leavers will be available in Q4.		
CS.P.2.1b	Number of CEYP continuing into 5th & 6th year	10	10	N/A	13	13			Q3 18/19: Data Only The 18/19 School roll shows 13 CEYP in S5+6		
CS.P.2.1c	Number of CEYP are on part time timetables	11	11	N/A	13	13			Q3 18/19: Data only The 18/19 School roll shows 13 CEYP on a part time timetable.		
CS.P.2.1d	Percentage of exclusion relate to CEYP over the school year – how many days?	6.8%	6.2%	7.3%	7.3%	6.25%			Q3 18/19: Data only Information from SEEMIS shows 6.25% of exclusion incidents in the 18/19 School year were CEYP.		

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

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.P.3.1a	Increased participation of children, young people, parents/carers and families.	N/A	N/A	25%	50%	75%			Q3 18/19: On Target Mental Health sub group is well established with participation from young people, Champions group meetings are consistently attended	100%	

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									and MOMO rollout is increasing through service.		
CS.P.3.2b	Sure Start and Hawthorn Family Learning Centre - develop another pilot in another area.	N/A	N/A	25%	50%	75%			Q3 18/19: On Target Sure-Start now fully established at Hawthorn and Penicuik. Other areas to be further explored in 2019/20.	100%	

Children's Services Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
GIRFEC Children & Young People's (Scotland) Act 2014	The new duties being placed upon the Local Authority such as the Named Person whereby every 0-5 year old shall have their Health Visitor as the Named Person and 5-18 the Head or Depute Head teacher shall be the named Person – to be implemented Aug'16	01 - Pilots being set up where by Family Support Team Leaders are supporting health visitors and education staff to undertake this task . 02 - Issues around different computer systems, confidentiality and how to record so that during school holidays social work staff have access to data			
RESOURCES - High costs of external accommodation	The risk relates to the high costs incurred as a result of using external residential accommodation or external fostering agencies. Demand outstrips local resources provision requiring purchase of expensive residential and fostering placements, something which currently cannot be avoided. Current risk relates to 16-18 year olds particularly. In the past year, great strides have been made in improving this and at the same time saving money. It has been an 'attitude' things, with external placements being seen as the best.	01 - Head of Service is the Chair of MARG -tighter control over referrals and robust scrutiny of all placements. 02 - Ongoing recruitment campaign to recruit new foster carers, respite carers, adopters etc to try and meet the new demands being made upon the service 03 - Beginning of discussions with Housing to look at alternative accommodation to meet the needs of the older young persons. 04 - Review of residential Services which will consider how best the 3 houses are utilised in the future			
RESOURCES - Self harm by clients	An inherent threat of clients self harming by implements, drugs or alcohol leading to serious consequences for the client and/or liability and reputation damage for the Council	01 - Individual risk assessment & weekly multi agency risk management meeting when a young person is deemed at high risk of harm. 02 - Support by trained staff from health, drug agencies, to support individual young people. 03 - Education programmes 04 - Specific training for staff			

Published Local Government Benchmarking Framework – Children's Services



Children's Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
CHN8a	Corporate Indicator - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£2,051.00	£2,656.04	£2,988.00	£2,621.54	£2,008.00	£3,074.62	£2,774.00	N/A	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)	£286.59	£358.28	£292.72	£266.94	£329.68	£333.16	£333.29	N/A	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%	N/A	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 for 2012/13		18%	14%	11%	14%	8%	N/A	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 for 2011/12	21.74%	20.2%	18.45%	24.71%	14.8%	26.25%	N/A	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 4 (Top Quartile). 14/15 Rank 20 (Third Quartile).

Education Performance Report 2018/19



Progress in delivery of strategic outcomes

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

Strategic priority 1:-

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

- 2% increase CfE (Curriculum for Excellence) 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 (Pupil Equity Fund): 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

Strategic priority 2:- Learning Provision

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

BGE (Broad General Education): 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

Quality Inspection 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

Strategic Priority 3:- Quality Inspection 1.3 Leadership of change and 1.1 Self-evaluation for self-improvement

(NIF: School Leadership and Teacher Professionalism)

- Creating a Collaborative Leadership Culture at all Levels by continuing to grow our ASG (Associated School Groups) into Learning Communities and building the professional networks
- As collaboration is a key focus within impact focus of Visible Learning 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 – based on Key QI used in Inspection process with Head Teachers on reviews
- Inspections- Learning communities i.e. ASGs
- HMIE inspections
- School visit QA (Quality Assurance) programme with school evaluations
- Challenging conversations and support at Leadership levels
- Shared practice forums – self-evaluation – cluster or trio

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

All schools have now been visited for the QI 1.1 in terms of preparation for school improvement and evidence gathering to support this.

There continues to be a focus on Curriculum for Excellence (CfE) levels through tracking periods for all pupils but specifically for those 'unlikely' to achieve their expected level.

We have achieved our target of 2% in almost all areas. In some areas the improvement is as much as 18% in P7 English. The area where this has seen least progress is S3 in Listening and Talking and Numeracy.

This has been achieved by implementation of 3 curriculum for excellence tracking periods last session, robust monitoring and tracking and teacher training on achievement of a level and robust conversations with Managers and Headteachers. A full report on PEF has been submitted to Cabinet on 16 October 2018.

The CfE final levels have now been published and some are included in this document with a full report for Council in November.

Initial look at CfE figures from 17/18 against the National data.

		Stage			
Test type	Test year	P1	P4	P7	S3
Listening and Talking	Midlothian	92.68%	85.12%	83.63%	84.97%
	National	87.00%	85.00%	84.00%	91.00%
Numeracy	Midlothian	86.68%	78.81%	74.75%	87.90%
	National	85.00%	76.00%	75.00%	89.00%
Reading	Midlothian	87.21%	79.47%	79.19%	84.90%
	National	81.00%	77.00%	79.00%	90.00%
Writing	Midlothian	83.69%	76.37%	75.94%	81.80%
	National	78.00%	72.00%	73.00%	89.00%

The final levels have now been published nationally.

Above the National in P1 + P4, broadly in line with National for P7 and below in all areas at S3.

For PEF-

- We have achieved the 5% increase in mostly all areas in relation to CfE levels.
- We have closed the gap in SIMD 1-2 in all measures except P7 Listening and Talking where there has been a decrease.
- SIMD 3-8 showing improvements in all areas
- Decline in SIMD 9-10 in P4 and S3 reading and writing.

As reported to Council on 2 October 2018. 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. Positive Destinations have shown an ongoing improvement trend for the last 5 years. The new participation measure published actually includes 16 – 19 year olds and this is 94.3%. This is the highest recorded figures for Midlothian. We are now 1.5% higher in school leaver destinations and 2.5% higher than the National average. Gives us 8th place overall.

This is being addressed by Senior Managers with Headteachers especially looking on moderation and assessment.

A full Attainment and achievement report was presented to Council in 13 November 2018 followed by a Secondary Head teacher seminar on December 4 2018. This gave a full account of the results for all schools for SQA.

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: Schools offer a wide curriculum to pupils which show progression in pathways. There is an established Secondary DHT network that meet to discuss developments with a Senior manager.

Developing enhanced partnership working has been the focus of our work to open the new Digital Centre of Excellence at the new Newbattle which opened in June 2018 in partnership with the University of Edinburgh. We are already seeing increased attendance and reduced exclusion at the Digital Centre for Excellence and on various visits to the school increased pupil engagement in learning. The developments in the curriculum via effective partnership working means that they have developed learning journeys that will equip our students with the skills and expertise to thrive in a future work place and act as safe and responsible citizens within their communities.

Work has begun with Newbattle Learning Community on developing a 3-14 digital literacy curriculum that will cover all the schools in our learning community, this work is being supported by Education Scotland and an intern-partnership with Edinburgh University is bringing post graduate students into the school to work on Educational projects. The first intern will work on the concept of "explorable explanations". A similar intern partnership is being pursued with Napier University.

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. Many schools are now working in partnership with Edinburgh University to support them in this process. The new centre will also assist Midlothian in sharing best practice within and out with the local authority

Key Tools – A Collaborative Impact approach:

Utilising the Visible Learning Collaborative impact cycle training, we will use the specific KPI, school surveys and Midlothian Attainment to evaluate the impact of Impact Coach role, practitioner enquiry and reflective practice in schools. High quality effective practice models will feed into New Centre for Research and innovation in learning.

QI 3.1 Ensuring wellbeing, equity and inclusion In Q2 Exclusions fell by 32 incidents in Secondary and by 9 incidents in Primary. Attendance levels for Q2 in Primary and Secondary are the same as last year, this is a focus at Headteacher meetings.

The attendance policy is being more consistently followed. At every Headteacher meeting (10 annually) figures are being shared and compared. In addition there is a tableau sent to schools every second week with attendance and exclusions figures.

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

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

In December 2018 we were able to appoint a Virtual Headteacher for Care Experienced children and young people from Scottish Government funding. This will enable improved tracking of the performance and wellbeing of those children and young people in conjunction with Children's Services.

Leadership:

There is now a clear focus in Headteacher meetings / Depute Headteacher and Principal Teacher meetings on the Key Quality Indicators for improvement. There is also greater partnerships with Education Scotland at these meetings.

Headteachers have volunteered taking on some leadership roles across the council to support their own development and to share the corporate responsibility.

A rigorous set of school reviews are in place and underway since October with 2 Secondary schools completed and 3 complex needs provisions also having been reviewed. Our own Headteachers and Depute Headteachers are involved in these reviews as are Headteachers from the South East Improvement Collaborative. This is allowing us to develop leadership more. There have been 1 follow through from Education Scotland at St Luke's which was positive and they have been signed off and one short model Inspection at Bonnyrigg and a full inspection at Paradykes which were both positive also.

The review process is enabling schools to set clear action plans and receive the correct support from Senior Officers. We have also had a very successful thematic review of readiness for 'empowerment' whereby Education Scotland complemented us on.

The Local Authority was also inspected on 8 November 2018 for readiness for Empowerment by Education Scotland. This is something that is being done in every Local Authority as part of a thematic report being written for Scottish Government. This enabled a range of Headteachers, DHTs, PT and teachers to talk about their leadership and highlighted the good practice. We were praised for clear direction, our quality assurance processes, opportunities and development of our leaders.

Challenges and Risks

All Secondary schools in the December council seminar (4 Dec 2018) on Attainment and Achievement raised the challenge of staff recruitment and retention. We are trying to address this by:-

- Discussions with Unions at MNCT re WTA as this is causing issues in some schools. There will be a joint training event with Unions and senior staff to support schools on how to do this.
- In December 2018 Acting Head of Education wrote to all part-time / job share and specialist staff offering more hours
- Continue to review NQT recruitment exercise via Secondary HT Executive

The ongoing implementation of the Regional Improvement Collaborative and the time of central staff to do this whilst new staff are not yet in place.

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

There is still ongoing discussion on Teachers pay due to take place.

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

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

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.

Implementation of the PEF (Pupil Equity Fund), funds have been directed to Schools directly and we need to continually ensure that they are being used to close the equity gap and all are in line with procurement. This is currently subject to an internal audit review.

Rate of demographic growth particularly in the early years and primary school rolls. Keep on track with the learning estate timings via the updated Learning estate strategy and its inclusion in the Capital estate plan.

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

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

Education PI summary 2018/19



01.1 Making the Best Use of our Resources

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£84.462m	£87.478m	£92.829m	£92.930m	£92.508m		Q3 18/19: On Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an underspend of £345,000		£93.288m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.9	4	1.53	1.89	3.97		Q3 18/19: Off Target Staff absence continues to be a priority for the Service and work is ongoing within the Management team to address.		5	Number of days lost (cumulative)	7,484.37
											Average number of FTE in service (year to date)	1,886.47

01.2 Corporate Health













Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	80%	100%	100%	80%	80%		Q3 18/19: Off Target An improvement plan has been implemented to address the off target action.		90%	Number of divisional & corporate priority actions	5
											Number of divisional & corporate priority actions on tgt/completed	4
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	96%	98%	97%	97%		Q3 18/19: On Target		93%	Number received (cumulative)	11,487
											Number paid within 30 days (cumulative)	11,150
05. Improve PI performance	% of PIs that are on target/ have reached their target.	63.33%	100%	50%	50%	66.67%		Q3 18/19: Off Target Improvement plans are in place to address off target indicators.		90%	Number on tgt/complete	6
											Total number of PI's	9
06. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		Q3 18/19: On Target New Risk register has been reviewed by Head of Service and Education Resource Manager.		100%	Number of high risks reviewed in the last quarter	1
											Number of high risks	1

01.3 Improving for the Future



Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.	18.18%	43.75%	0%	100%	87.5%		Q3 18/19: Off Target Plans in place to bring the 1 outstanding action into line by Q4.		90%	Number of internal/external audit actions on target or complete	7
											Number of internal/external audit actions in progress	8

Education Complaints Indicator Summary

01.4 Commitment to valuing complaints


Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	52	36	13	27	40		Q3 18/19: Data Only	
Number of complaints closed in the year			11	23	37		Q3 18/19: Data Only	
Number of complaints upheld (cumulative)			3	5	8		Q3 18/19: Data Only	
Number of complaints partially upheld (cumulative)			0	8	12		Q3 18/19: Data Only	
Number of complaints not upheld (cumulative)			3	9	15		Q3 18/19: Data Only	
Average time in working days to respond to complaints at stage 1	9.42	1.61	4.29	10.94	8.88		Q3 18/19: Off Target Stage 1 complaints responded to within timescale has slipped in Q3 although an improvement on Q2. Work is ongoing to analyse data and improve. Delays in responses due to Holiday period.	5
Average time in working days to respond to complaints at stage 2	34.5	20	11	26.5	28.67			20
Average time in working days for a full response for escalated complaints			11.33	45.33	32			20
Percentage of complaints at stage 1 complete within 5 working days	52.78%	61.29%	57.14%	66.67%	65.38%			95%
Percentage of complaints at stage 2 complete within 20 working days	41.67%	40%	100%	100%	33.33%			95%
Percentage of complaints escalated and complete within 20 working days			100%	66.67%	80%			95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			0	0	1		Q3 18/19: Data Only	

01. Inequalities in learning outcomes have reduced


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
E.P.1.1	To build excellence by raising attainment overall	31-Mar-2019		75%	<p>Q3 18/19: On Target</p> <p>2017/18 results show an average 8.1% increase in CfE (Curriculum for Excellence) since 2016/17. Attainment visits with all Schools have been undertaken in Q2/3 and this involved robust conversations in relation to tracking and monitoring to improve outcomes for all learners. There is also an emphasis on improving moderation activities to ensure validity and reliability of CfE data and ensuring planned learning and assessment is leading to improved challenge and progression.</p>
E.P.1.2	To close the gap between the least and the most disadvantaged	31-Mar-2019		75%	<p>Q3 18/19: On Target</p> <p>Information from Secondary analysis and CfE (Curriculum for Excellence) show the gap between the least and the most disadvantaged from 16/17 to 17/18 has reduced. SIMD information is available to support analysis of school data 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</p> <p>Whilst the achievement of CfE level data for schools is still being dealt with as experimental by the Scottish Government, we have improved our performance across most of the literacy and numeracy measures from 2016/2017 to 2017/18 at stages P1, P4, P7 and S3.</p> <ul style="list-style-type: none"> At P1 stage (Early Years level CfE) all measures have improved from 2016/17 to 2017/18 across all SIMD bands. The greatest improvement was in Writing where the number of children achieving Early Level increased by 14%, followed by Numeracy which increased by 9% and Reading which increased by 7%. These increases are all statistically significant. At P4 stage at SIMD 9-10 the % of children achieving listening and talking at First Level of CfE was at parity with the year before. All other measures; Reading, Writing and Numeracy fell by 4%, 2% and 2% respectively for pupils achieving first level. It should be noted that due to the experimental nature of this data and the cohorts size that and a drop between 1-2% is

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					<p>not significant and the results are fairly much at parity with the year before. We have kept them highlighted as red in the table in the full report as they still represent a static pattern that we will analyse in terms of overall performance at P4.</p> <ul style="list-style-type: none"> At P7 for SIMD 1-2 band there was a 16% fall in pupils achieving listening and talking at Early Level. All other measures were higher at each SIMD band except P7 reading SIMD 9-10 where there was no change. At S3 results were higher for all measures at SIMD bands 1-2 and 3-8 but at SIMD band 9-10 results were static with no statistically significant increase over the two year period.









02. Engaged and supported workforce

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
E.P.2.1	Learning Teaching and Assessment	31-Mar-2019		75%	<p>Q3 18/19: On Target</p> <p>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 support 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 level. The Visible Learning Collaborative Impact programme which has run since 2016-17 continues to focus on developing collaborative practitioner enquiry and in our second phase and we are continuing to explore ways to sustain this work into 2019-20 based on the trained cohort and using internal resourcing in the face of budget cuts. The new VL Strategic Management Board which has been set up will look to developing this teaching and learning strand to improve QI 2.3 within schools and ensure positive impacts on learner attainment.</p> <p>The Centre for Research and Innovation in Learning will be discussing further opportunities to work with Edinburgh University and other possible partners in early 2019 to support research and support the work of all practitioners to the benefit of all learners.</p> <p>All six Secondary schools are being reviewed across 2018-19 and as part of these QI 2.3 Learning, teaching and assessment will be assessed through observations and focus group evidence. At this time three of the Secondary schools have been reviewed and 100% of these were rated good for QI 2.3.</p>





03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
E.P.3.1	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		66%	Q3 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 extensive improvement project is being undertaken to increase awareness across the region.





01. Inequalities in learning outcomes have reduced

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.E.P.1.1g	Reduce exclusions in Primary schools	74	50	24	13	49			Q3 18/19: On Target There were 49 Exclusion incidents in Primary School in Q1-3. A decrease of 1 on the same time last year.	72	
BS.E.P.1.1h	Reduce exclusions in Secondary schools	299	190	64	23	127			Q3 18/19: On Target There were 127 Exclusions in Q1-3, 53 less than at Q3 17/18.	190	
BS.E.P.1.1e	Improve Primary School attendance	94.5%	94.58%	94%	95.5%	94.46%			Q3 18/19: Off Target Primary attendance for the first term of 2018/19 School year was up to 94.46%.	96.5%	
BS.E.P.1.1f	Improve Secondary School Attendance	89.4%	89.6%	88.52%	91.1%	89.92%			Q3 18/19: Off Target Secondary attendance Q3 was 89.92%. Joint Local authority working group with East Lothian & GIRFEC sub group looking at patterns and trends plus interventions.	92%	



02. Engaged and supported workforce

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
E.P.2.1a	Taking a closer look at how enhanced partnerships help us to deliver a tailor made Curriculum.	100%	75%	25%	50%	75%			Q3 18/19: On Target Schools are exploring and developing stronger partnerships models to aid delivery of curriculum these include Businesses, Colleges and collaborative working with Universities. An example of this is Edinburgh College delivering Design and Manufacture in School. This provides a greater range of choice for young people particularly in the Senior phase.	100%	
E.P.2.1b	To continue to implement Visible Learning including Impact Cycle Training. To share best practice in moderation, tracking and assessment through the BGE, To share best practice in learning and teaching.	100%	75%	25%	50%	75%			Q3 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. Lasswade HS has been successful in applying to be part of the PLACE (<i>Professional Learning as Critical Enquiry - for Whole-School Improvement</i>) programme. The University of Edinburgh, in partnership with local authorities and supported by funding from Scottish Government, has developed a new career-long professional learning (CLPL)	100%	





PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									<p>initiative aimed at leading whole school improvement and transformative professional learning by examining practice through critical enquiry. The initiative focuses on the school as a learning organisation with staff learning together and developing collective expertise to ensure they are best able to meet the needs of all young people, promoting excellence and equity for all. Participating schools will receive strategic support and a multi-faceted approach to CLPL through targeted and tailored CLPL opportunities for staff. The approach focuses on developing pedagogical expertise to progress learning and improving skills in data literacy to support teacher professional judgment.</p> <p>Lasswade High School linked with the VL Collaborative Impact programme have begun a teacher led practitioner enquiry approach that is also linked with the Centres aspiration. This approach will help us build a sustainable and innovative model across the rest of our schools as we look at ways to deliver with other partners and use other funding streams.</p> <p>The Centre and Newbattle High School are also exploring a school based project to look at computational thinking and Executive function in partnership with Professor Judy Robertson of Edinburgh University.</p>		




PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									A three year professional learning programme through Osiris Education is planned across 2017-2020.		
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%	75%	25%	50%	75%			Q3 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%	
E.P.2.1d	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%	75%	25%	50%	75%			Q3 18/19: On Target During the 17/18 session Schools Group Managers carried out a system wide quality assurance programme across Q1 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%	

03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
E.P.3.1a	Number of eligible 2 year olds in receipt of Early Learning and Child Care	161	N/A	171	179	192			Q3 18/19: Off Target These figures are our highest return for 2 year olds in receipt of Early Learning and Child Care.	200	

Education Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
School Capacities/Catchment Areas/Demand for Pupil Places	<p>Risk cause: Increased population through local development, Midlothian fastest growing Council area in Scotland.</p> <p>Risk Event: Increase in pupil numbers in specific localities.</p> <p>Risk Effect: School capacities are insufficient to accommodate pupils in their catchment area without incurring additional investment in additional space.</p>	<p>The main internal controls centre on service planning within the Education Service Plans e.g. (1) Midlothian Local Development Plan, (2) Review of school catchment areas and (3) Annual review of maximum pupil intake for primary and secondary schools. (4) School Estate Management Plan.</p> <p>In addition: Extensive planning, further consultation. An options appraisal is developed for each school and ways f/wd agreed. Ongoing review of nursery provision undertaken with proposals to address any shortfall in provision. Additional Partner providers brought on to supplement provision made by Midlothian Council.</p>		Progress school catchment review programme	Q1 17/18: Completed. The backlog of school catchment reviews has been addressed and the programme is now focused on addressing the requirements for increased school capacity resulting from population growth.
Data Protection and Information Management	Heads of Service invited to review their controls in relation to IM and DP	Compliance with demands of the Corporate and Divisional Information Management Groups. Comprehensive staff training and awareness.			
ASP - CSP Challenge & Exclusion	This risk relates to the exclusion of young people from school	<p>01 - Publication of Exclusion guidelines</p> <p>02 - National Policy to follow</p> <p>03 - GIRFEC intervention</p> <p>04 - Midlothian Exclusion Policy</p> <p>05 - Exclusion guidelines reviewed</p>			
State of School Buildings	Risk arising from having some school accommodation that is modern and	The main internal controls centre on condition surveys, property service maintenance budgets and inspections,			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	other accommodation which is not. Avoidance of 'two-tiered' education.	limited DSM budgets, Schools Plus Programme, PPP1 and 2 help desks, maintenance and life-cycle costing, SFT project for the replacement of Lasswade HS, SEMP and Schools Plus Programme.			
Teacher recruitment/retention	The risk includes shortages of teachers in certain subject areas and management posts at PT, DHT, and HT levels	The main internal controls centre on monitoring of available supply cover teaching staff, monitoring of level of application for vacant posts at both class teacher and management levels, support programmes to ensure that student teachers and Newly Qualified Teachers have positive experiences in Midlothian schools and targeted recruitment campaigns for areas where there is a shortage of qualified and available staff			
Positive Destinations	Failure to achieve better than our previous best in positive destinations.				
Teacher Numbers	Failure to meet commitment made to Scottish Government to maintain teacher numbers and pupil:teacher ratios in our schools.				

Published Local Government Benchmarking Framework - Education



Children's Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
CHN1	Corporate Indicator - Primary Education - Cost per pupil (LGBF)	£5,237.21	£5,294.45	£5,161.11	£5,036.56	£4,938.13	£4,822.58	£4,963.55	£5,120.37	17/18 Rank 19 (Third Quartile). 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)	£6,898.49	£6,840.11	£6,775.77	£6,722.65	£6,686.45	£6,525.17	£6,818.93	£6,941.53	17/18 Rank 18 (Third Quartile). 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)	£3,763.58	£3,267.90	£3,325.82	£3,191.97	£3,037.55	£3,705.18	£4,464.51	£4,295.59	17/18 Rank 15 (Second Quartile). 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 for 2011/12	48%	50%	50%	54%	58%	54%	58%	17/18 Rank 25 (Bottom Quartile). 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)	New for 2011/12	20%	21%	26%	24%	29%	26%	30%	17/18 Rank 23 (Third Quartile). 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)	New for 2011/12	26%	35%	34%	39%	37%	43%	47%	17/18 Rank 6 (Top Quartile). 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)	New for 2011/12	5%	9%	14%	10%	12%	9%	17%	17/18 Rank 12 (Second Quartile). 16/17 Rank 27 (Bottom Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 21 (Third Quartile)

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
CHN10	Corporate Indicator - Percentage of Adults satisfied with local schools (LGBF)	85.8%	N/A	82%	81.93%	79.33%	78%	78.33%	78.67%	17/18 Rank 10 (Second Quartile). 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%	95%	16/17 Rank 9 (Second Quartile) 15/16 Rank 4 (TOP Quartile) 14/15 Rank 15 (Second Quartile)
CHN12a	Overall Average Total Tariff (LGBF)	New for 2011/12	715.87	752.09	753.86	787.49	888.82	801	832	17/18 Rank 25 (Bottom Quartile). 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 for 2011/12	422	544	501	493	581	576	653	17/18 Rank 11 (Second Quartile). 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)	New for 2011/12	541	541	537	572	697	719	699	17/18 Rank 22 (Third Quartile). 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)	New for 2011/12	727	669	783	842	850	789	847	17/18 Rank 23 (Third Quartile). 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)	New for 2011/12	848	922	895	854	1,042	921	965	17/18 Rank 23 (Third Quartile). 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)	New for 2011/12	1,038	1,067	1,029	1,098	1,227	1,038	1,149	17/18 Rank 20 (Third Quartile). 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 for 2013/14			81.18%	85.76%	85.82%	79.62%	N/A	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 for 2011/12	97.3%	92.1%	90.9%	90%	90%	90.7%	91.38%	17/18 Rank 19 (Third Quartile). 16/17 Rank 21 (Third Quartile). 15/16 Rank 24 (Third Quartile). 14/15 Rank 25 (Bottom Quartile).

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
CHN19a	School attendance rates (per 100 pupils)	93	N/A	93.2	N/A	93	N/A	92.6	Data not available yet	16/17 Rank 26 (Bottom Quartile). 14/15 Rank 27 (Bottom Quartile).
CHN19b	School attendance rates (per 100 'looked after children')	New for 2012/13		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 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).
CHN21	Participation rate for 16-19 year olds (per 100)	New for 2015/16					88.7	93.6	94.3	17/18 Rank 8 (Top Quartile). 16/17 Rank 7 (Top Quartile). 15/16 Rank 27 (Bottom Quartile).

Communities and Economy Performance Report Quarter Three 2018/19



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 Q3 can be summarised under the following services:

Planning Service

The launch of the Penicuik Heritage Regeneration Project which will see over £3m being invested in Penicuik town centre.

Planning permission was granted for;

- 1) the erection of a new primary school, nursery and associated facilities at the former Hopefield Primary School;
- 2) the erection of 554 dwellings at land between Deanburn and Mauricewood Road, Penicuik; and
- 3) the erection of 191 dwellings at land west of Corby Craig Terrace, Bilston.

84% of planning applications were determined within target and latest report to Scottish Government indicated the best results Midlothian Council Planning service has received so far

Building Standards

- Building Standards undertook their annual audit for 'Customer Service Excellence' accreditation. The service secured a further 4 compliance plus awards (behaviours or practices which exceed the requirements of the standard and are viewed as exceptional or as exemplar to others, either within the applicant's organisation or the wider customer service arena) taking their total from 22 to 26. This is the highest number of compliance plus awards for any Scottish building standards service which has CSE accreditation.
- Building Standards also undertook their 'Investors in People' audit and successfully retained their accreditation for Investors In People for a further 3 years.
- The Building Standards service continue to receive a high level of positive feedback from their local and national customers. Exceeding their 90% target for Timeliness, Level of Information, Staff attitude and Satisfaction with the Service.
- The Scottish Government's, National Customer Survey results have been circulated and Midlothian Building Standards have exceeded the national average in 85% of the set criteria.
- The service continues to meet the challenges of a strong performer as set out in the nationally adopted Performance Framework and retain the sole verification role wholly within the authority of Midlothian Council.

Economic Development

- Successful LEADER Application approved to continue Midlothian and Borders Tourism Action Group (MBTAG) tourism activities. New project will focus on developing tourism activities/experiences and dedicated programme of support to drive international visitors.
- £150k collaboration project approved between Tyne Esk and Borders LEADER. This was matched by successful application to Blueprint for £150k match. New £300k tourism project.
- Tourism Ideas Fund was launched and 3 Midlothian businesses successful with grant applications with awards up to £5k. This is to develop new tourism activities or events during 2019.
- MBTAG – new tourism app commissioned with expected launch date early 2019.

- New event for Midlothian – Vogrie Fire & Light Festival. First event in Midlothian to receive funding from Event Scotland National Event Programme. Event was a success in attracting in excess of 6,500 visitors to the area. Over 50% from out with Midlothian.
- Midlothian Science Festival ran successfully in Oct 2018.
- Midlothian Science Zone Collaboration Agreement and Business Plan signed off by partners showing financial commitment to invest in the area for duration of 5 years.

Superfast Broadband Roll out

- Award of voucher for €15,000 for public Wi-Fi through the WiFi4EU project
- Midlothian take up of Superfast Broadband at 56.15% as of 30/09/18 – higher than the 'Rest of Scotland Area' take-up rate at 48.85%
- 8,629 premises have access to Superfast Broadband as of 30/09/18

Business Gateway

- Close partnership established with the FSB and bi monthly Joint networking Coffee Mornings well received with an average attendance of circa 40 businesses.
- Monthly surgeries introduced with Scottish Enterprise Innovation Specialists and Scottish Microfinance Loan Fund for businesses.
- Successful Start Up Surgeries in Loanhead & Gorebridge.
- We sponsored two awards at the Midlothian & East Chamber of Commerce Awards held in October at the Brunton Musselburgh and attended by over 300 guests.
- 365 Midlothian businesses registered with the Supplier Development Programme.

Successes for Tyne Esk LEADER are:

- 7 grants were awarded totalling £312,723 in grants leveraging in a total of £415,991 in additional match funding.
- A Swedish student joined the team for a three-month unpaid internship. She updated the case studies that had been started and plotted them on an online map and she managed the procurement and filming of a video promoting Tyne Esk LEADER.
- Successfully hosted a two day meeting of Scottish LEADER Local Action Groups in the National Mining Museum with site visits to two projects in East Lothian and Track 2 Train in Midlothian.
- Allocated 89.63% of the Tyne Esk LEADER budget of £3,490,769 to projects and admin expenditure leaving only £322,000 left to allocate, which includes a forecast admin underspend of £100,000.
- Held a Governance meeting to prioritise the remaining Enquiries of Interest to the fund and using a robust methodology to choose those enquiries that the Local Action Group most wanted to see be developed into an application.

Environmental Health

Engagement with Scottish Government representatives in conjunction with the "Community Conversation" on dog control and positive recognition for the achievements by staff, particularly Environmental Wardens in improving dog control in Midlothian through education, enforcement and partnership work.

Complex Part IIA contaminated land remediation complete.

Engagement on the Scottish Government Working Group to produce the new National Model Standards for Residential Caravan site licensing has been completed with the publication of the Standards in December 2018.

Trading Standards

A decision was confirmed that the Trading Standards Partnership with East Lothian is to cease in its current form. Line management is thus soon to revert to ELC for ELC staff. In conjunction with this, a new officer has been recruited to take up the vacant Principal TSO post in East Lothian and is due to start by the end of February. A **mutual co-operation agreement** between the two authorities is now to be discussed and planned for the future.

Continual excellent work by officers in tackling unfair trading practices and rogue traders, liaising with the Police and other agencies.

Communities

- 2448 people have participated in Cost of the School Day decision making and the work is starting to have traction in schools beyond the Participatory Budgeting process.
- Communities Service has been Nominated by the Scottish Sports Futures for the Partnership of the Year Award for the work the Communities Team undertook establishing the Twilight Basketball programme.
- Communities Service has been selected as an authority to receive bespoke support from Professor Stephen Sinclair from the Scottish Poverty and Inequality Research Unit to develop the Local Child Poverty Action Plan as part of the support for the Child Poverty Act.

- Communities Service Awarded the Armed Forces Covenant Employer Recognition Silver Award thanks to the work of Communities Officers.

Welfare Rights

The internal and external review of Advice Services is complete. Work is underway to implement the 'internal one stop arrangements' with partners from across council directorates. Formal tendering for the external welfare rights and money advice service has closed and the local CAB have been named as the principle provider pending conformation of additional information. This new service is to go live on 1st April 2019.

The Council's welfare Rights Team continues to be busy with 193 new referrals and represented 50 claimants at Social Security Appeals in this quarter. Income maximisation of over one million (£1,166,304) in Q3 exceeds last year's figure of £840,808.

Challenges and Risks

Across all service areas there is concern about the possible impact of budget reductions and staff uncertainty until decisions are made. In addition the political uncertainty around Brexit and the impact of a deal/no deal/return to the drawing board has implications across services. Each service area has identified risks within their areas as set out below.

Economic Development

- Developing and implementing a refreshed Economic Development strategy.
- Assisting businesses and the potential economic impact of Brexit.
- Maximising the opportunities arising from the Edinburgh and South East Scotland City Region Deal (ESESCRD).
- Working effectively with colleagues to ensure effective engagement on Econ Dev initiatives e.g. Borders Rail, Supplier Development Programme, City Deal
- Working effectively with colleagues to reduce gaps in the Regional Skills Assessment e.g. gap between Midlothian wages and Scottish wages, gap between male and female earnings in Midlothian, under-representation of Midlothian residents in (higher wage) managerial roles.
- Midlothian participation in the R100 digital connectivity project
- Maximising funding through the Wi-Fi4Eu project to deliver wireless connectivity in Midlothian

Trading Standards

With increasing demands on the service and limited resources, maintaining performance will be a challenge, even when line management responsibilities for East Lothian staff ceases.

Communities

- We need to ensure that all services are involved and engaged in the Established Asset Transfer Procedures
- Grants allocation work was challenging due to diminishing budgets and pressure from a range of groups.

Welfare Rights

The interaction with legacy benefits and UC and how people receive help with paying their rent has increased the complexity of the benefit system. The priority of the teams work with vulnerable groups is more intense due to the complexity of working with legacy benefits and UC and the complexity of their interaction. The Scottish Social Security Bill has introduced Scottish variations on the devolved benefits and will continue to be rolled out in the coming months and years.

The increased demands of UC/PIP(Universal Credit/Personal Independence Payment) transfer has put pressures on all local advice services and requires us to continue to develop close working relationships with our partners. Working with MFIN to source additional funding to address the health inequalities and social inclusion within the Midlothian area.

Planning

- Responding to changes to the Planning System which will result from the Scottish Government Planning Review.
- Meeting the increasing customer demand for services arising from the upturn in the housing market and the progression of the Midlothian Local Development Plan and the allocation of new development sites.

Building Standards

Meet the challenges outlined in the verification Performance Framework 2018

Environmental Health

There are proposed changes to the landlord registration system, which will require checks of certification, including gas safety, electrical safety, energy efficiency certification in respect of 10% of all applications (approximately 400). It is envisaged that the estimated additional 0.5 FTE EHO required to undertake the additional enforcement work will be self-financing through a proposed national increase in application fees.

The impact of the recent statutory changes to Private Water Supply Legislation has resulted in an increase in enforcement work, generated by increased supply risk assessment work and statutory sampling of Category A private water supplies. Work is being undertaken to determine if the resources required can be self-financing from the ability to recover costs for the supply land owners.

Following the reduction in staffing Environmental health are doing no health and safety other than responding to incidents and service requests. The Service Review seeks to address the implications and impact, including the effect on SMEs and the loss of knowledge, expertise and competency.

Following the publication of the Model Standards for Residential Mobile Homes Site Licences, the Midlothian Council Licensing Scheme policy and procedure requires to be developed

Communities and Economy PI summary 2018/19



01.1 Making the Best Use of our Resources

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£3.5 15m	£3.9 08m	£3.4 64m	£2.9 67m	£2.8 85m		Q3 18/19: On Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an underspend of £657,000		£3.5 34m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.98	4.75	1.97	2.73	3.59		Q3 18/19: Off Target Although off target Q3 result is the strongest absence figure in the last 7 years.		4.50	Number of days lost (cumulative)	282.76
											Average number of FTE in service (year to date)	78.67

01.2 Corporate Health













Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	75.7 5%	87.8 8%	91.6 7%	91.8 4%	89.8 %		Q3 18/19: On Target 44 of 49 actions on target.		90%	Number of service & corporate priority actions	49
											Number of service & corporate priority actions on tgt/completed	44
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95%	96%	95%	95%	95%		Q3 18/19: On Target		95%	Number received (cumulative)	359
											Number paid within 30 days (cumulative)	342
05. Improve PI performance	% of PIs that are on target/ have reached their target.	52.1 7%	78.7 2%	79.5 5%	79.4 9%	82.0 5%		Q3 18/19: Off Target 32 of 39 indicators on target, plans in place to meet targets Q4 18/19.		90%	Number on tgt/complete	32
											Total number of PI's	39
06. Control risk	% of high risks that have been reviewed in the last quarter	100 %	100 %	100 %	100 %	100 %		Q3 18/19: No high risks			Number of high risks reviewed in the last quarter	0
											Number of high risks	0

01.3 Improving for the Future






Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target	100 %	50%	0%	0%	33.33%		Q3 18/19: Off Target Audit actions around Climate Change have not been progressed due to other work priorities.		90%	Number of internal/external audit actions on target or complete	5
											Number of internal/external audit actions in progress	15

Communities and Economy Complaints Indicator Summary


01.4. Commitment to valuing complaints

Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	23	18	9	20	27		Q3 18/19: Data Only	
Number of complaints closed in the year			7	18	25		Q3 18/19: Data Only	
Number of complaints upheld (cumulative)			3	5	5		Q3 18/19: Data Only	
Number of complaints partially upheld (cumulative)			0	1	2		Q3 18/19: Data Only	
Number of complaints not upheld (cumulative)			3	10	16		Q3 18/19: Data Only	
Average time in working days to respond to complaints at stage 1	6.2	1.38	4.71	8.06	6.95		Q3 18/19: Off Target Work is ongoing within the service to bring complaints in line with targets by Q4.	5
Average time in working days to respond to complaints at stage 2	9.33	9	0	0	31			20
Average time in working days for a full response for escalated complaints			0	29.5	24.33			20
Percentage of complaints at stage 1 complete within 5 working days	55%	62.5%	57.14%	56.25%	66.67%			95%
Percentage of complaints at stage 2 complete within 20 working days	100%	50%	0%	0%	0%			95%
Percentage of complaints escalated and complete within 20 working days			0%	0%	33.33%			95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			0	0	2		Q3 18/19: Data Only	


01. Delivering Excellence - Economic

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.1.1	Implement Delivering Excellence across the service	31-Mar-2019		75%	Q3 18/19: On Target Service reviews are in progress, 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		75%	Q3 18/19: On Target Draft review agreed by CMT in Q2, implementation to complete in Q4.
CE.P.1.3	Complete a review of the Environmental Health Service	31-Mar-2019		66%	Q3 18/19: Off Target 2018/19 Savings almost met through VSER and staff departures. Review at self-evaluation stage.
CE.P.1.4	Complete a review of the Planning Service	31-Mar-2019		75%	Q3 18/19: On Target Self-evaluation / initial consultations completed and structure options prepared. Majority of savings for 2018/19 already achieved through VSER and staff departures
CE.P.1.5	Work with partner authorities to implement a City Deal for the Edinburgh and South East Scotland Region	31-Mar-2019		75%	Q3 18/19: On Target City Deal signed by all parties on Q2. Governance arrangements now being established including joint committee and advisory boards.



02. Maximise economic development and business investment from the opening of the Borders Rail Line

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.2.1	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		75%	Q3 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. Additional funding from Blueprint Leaders' Group awarded in Sept 18 to projects at Vogrie, National Mining Museum and Mayfield Centre.


03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.3.1	Implement the Tyne Esk LEADER Programme 2014 /20 in East Lothian and Midlothian eligible areas	31-Mar-2019		75%	Q3 18/19: On Target All allocated funding due to be committed in accordance with Scottish Government deadlines. Successful National event hosted by Tyne Esk Leader.


04. New jobs and businesses are located in Midlothian




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.4.1	Continue to promote and implement the business support provisions highlighted in Ambitious Midlothian (Midlothian Economic Recovery Plan)	31-Mar-2019		50%	Q3 18/19: On Target Implementation continuing including through Business Gateway, Supplier Development Programme, Regional Selective Assistance, BIDS and tourism initiatives. Ambitious Midlothian due for review in Q4.
CE.P.4.2	Prepare and publish full review of Midlothian Economic Development Strategy	31-Mar-2019		75%	Q3 18/19: On Target This will be a product of the ongoing review of the Economic Development Service, expected in Q4.

05. Maintain progress on the implementation of the Easter Bush Master Plan



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.5.1	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		75%	Q3 18/19: On Target Easter Bush Development Board provided with update on 24/09/18. A701/A702 road scheme ground conditions survey reported in August 2018. Further discussion planned with Transport Scotland and University of Edinburgh. City deal programme projects completion of scheme in 2022. Funding package comprises City Deal, Council funding and developer contributions.




06. Fewer people are victims of crime, abuse or harm

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.6.1	Deliver the Council's regulatory functions with respect to health and safety priority areas	31-Mar-2019		66%	Q3 18/19: Off Target 100% of workplace incidents (requiring intervention) and service requests were attended to within time. Discretionary and Planned campaign inspection work has not been carried out in Q3, current priorities mean it's unlikely this will be recovered in 18/19.




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.6.2	Deliver the Council's regulatory functions with respect to food hygiene and standards regulations	31-Mar-2019		66%	Q3 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 3% off target with medium and Low risk 30% off target. Backlog High risk food inspections will be conducted early in Q4. High and medium risk food standards are 50% off target (4/8 inspections). 98% service requests attended to but the response times have slipped to 79% being within time. Food sampling work up to date. In overall terms, 52.7% of the planned work has been achieved within time parameters.
CE.P.6.3	Implement the new Residential Caravan Site Licensing Regime	31-Mar-2019		75%	Q3 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. Work is now progressing on establishing procedural framework
CE.P.6.4	Identify mechanisms to further promote good dog control. Seek to introduce a Commercial Dog Walkers Registration Scheme	31-Mar-2019		75%	Q3 18/19: On Target Liaison with Police Scotland continues to ensure that all cases reported regards dog behaviour are investigated by the correct agency. Assistance given to Scottish Government in Q3 to run a "Community Conversation" regards dog control. A report proposing the introduction of a registration scheme for professional dog walkers is to be brought before Cabinet in Q4.








07. There is a reduction in inequality in health outcomes

Code	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		75%	Q3 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. It is expected that the review of the Statement of Assistance will be completed in Q4.
CE.P.7.2	Ensure the Council works towards meeting the Clean Air for Scotland (CAFS) objectives	31-Mar-2019		75%	Q3 18/19: On Target Data collection for Midlothian Council's 2018 Annual Progress report for 2018 is complete and the report is being prepared for scrutiny by Scottish Government and SEPA. , A joint working group with relevant local authority services including Planning, Transportation, and Environmental Health is being convened. The first meeting date has been delayed until Q4 to allow externally organised air quality training for Planners and Transportation to take place.




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.7.3	Deliver statutory duty to identify and secure remediation of contaminated land	31-Mar-2019		75%	Q3 18/19: On Target Consultation has taken place with Procurement in Q3 to update the peer review process, which uses consultants secured through Scotland Excel Framework to undertake contaminated land work. An information document to assist the peer review process for remediation in terms of development nearing completion.
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		75%	Q3 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		75%	Q3 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 part of the nationally adopted Performance Framework which is updated quarterly and submitted to the Scottish Government on an annual basis



08. Trading Standards

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.8.01	Further establish the Trading Standards Partnership with East Lothian.	31-Mar-2019		75%	Q3 18/19: On Target Decision made jointly by the Chief Execs, that the partnership as it currently stands will cease, but mutual co-operation will continue and be developed. A preferred candidate for the ELC Principal TSO post has been offered the job, subject to the relevant checks. The new officer is due to take up post in February.
CE.P.8.02	Development of new performance measures and benchmarking within the Partnership, in conjunction with national Trading Standards' performance measures currently being considered.	31-Mar-2019		75%	Q3 18/19: Off Target As for Q1 & 2. It is to be hoped that with the changes to occur to in the partnership, under a mutual co-operation understanding, there will be scope to bring performance measures more into line.
CE.P.8.03	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		75%	Q3 18/19: On Target Officers participated in a police led multi-agency operation (incl. Immigration, HMRC, Scottish Fire & Rescue, Environmental. Health, HSE, SEPA etc.). Officers also participated in Op. Rogue Trader, essentially the same as Op. Monarda, the national Police/Trading Standards exercise to target and also disrupt rogue traders. These operations and reacting routinely to complaints by the public led to checks and further investigation of a number of traders.



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.8.04	Intelligence gathering. To maintain a good level of intelligence logging onto the Memex database.	31-Mar-2019		75%	Q3 18/19: Off 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. Intelligence logging remains good and one of the highest in Scotland, but figures are dependent on justifiable intelligence.
CE.P.8.05	Routine risk assessed primary inspections to traders.	31-Mar-2019		75%	Q3 18/19: On Target
CE.P.8.06	Pro-active Trading Standards investigations i.e. initiated by officers and not initially resulting from a consumer complaint.	31-Mar-2019		75%	Q3 18/19: On Target As a consequence of joint patrols with the Police and also spotting traders whilst out on routine inspections, suspect or unknown traders continue to be challenged on their trading practices.
CE.P.8.07	Resolution of consumer complaints.	31-Mar-2019		75%	Q3 18/19: On Target The completion rate continues to be maintained.
CE.P.8.08	Enhanced tobacco enforcement.	31-Mar-2019		75%	Q3 18/19: On Target Variable progress. Unable to find time to organise test purchasing, but routine advice visits continue. In addition, four registered retailers were visited with the tobacco detection dog, provided free of charge (payment covered by SCOTSS) – no illicit tobacco detected. Good exercise.
CE.P.8.09	Collaborative work with the Community Safety Partnership, on consumer safety issues.	31-Mar-2019		75%	Q3 18/19: Off Target A further call blocker has been installed. Nine devices have now been issued. However, due to time and staffing constraints there have been no collaborative safety initiatives in Q3.
CE.P.8.10	Develop the pest control service by expansion to non-residential property	31-Mar-2019		75%	Q3 18/19: On Target Ongoing discussions with Property and Facilities Management to bring service to school catering premises in-house.

09. Midlothian is an attractive place to live, work and invest in


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.9.1	To determine 80% of planning applications within target (2 months for a local application and 4 months for a major application).	31-Mar-2019		75%	Q3 18/19: On Target 84% of planning applications have been determined within target.
CE.P.9.2	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		75%	Q3 18/19: On Target The Local Biodiversity Action Plan (LBAP) has been drafted in consultation with our biodiversity partners and was subject to a wider consultation with community and interested parties/groups. The LBAP will be reported to Planning Committee in February 2019 for consideration and adoption.
CE.P.9.3	Draft a corporate climate change action plan.	31-Mar-2019		0%	Q3 18/19: Off Target The Climate Change Plan has not been drafted because of other work priorities.











Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.9.4	Investment and actions in town centre	31-Mar-2019		75%	Q3 18/19: On Target £3.13m has been secured towards the Penicuik Heritage Project. This comprises an award of £1.69m from the Heritage Lottery Fund, £0.98m from Historic Environment Scotland and a contribution from the Council of £0.46m. Environmental improvements and 5 high priority buildings, 14 medium priority buildings and 20 reserve buildings have been identified for improvement. The 5 year project has commenced with £0.4m being spend on public realm improvements. The adoption of the MLDP 2017 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		75%	Q3 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.



10. Poverty levels in Midlothian overall are below the Scottish average

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.10.2	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		75%	Q3 18/19: On Target The Welfare Rights Team offer internal departments and external advice staff and volunteers on welfare rights issues, in particular, the new requirements of the Welfare Reform Act. Formal training has reduced due the changing priorities within the team due to the increased demands of UC/PIP(Universal Credit/Personal Independence Payment) services to the public. The team provide phone advice to external organisations, referral pathways to support in complex cases and chair the bi monthly Welfare Rights Forum which brings together statutory agencies EG: DWP, Scottish Social Security, SWF with Midlothian advice services to resolve local issues .Individual training is available on request.
CE.P.10.3	Welfare Rights Team will meet targets for ESF funded activities	31-Mar-2019		75%	Q3 18/19: On Target ESF project went live on 1/4/18 and in first half of 18/19 72 caselink clients have been registered and receiving support.











11. Delivering Excellence - IOM

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
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		75%	Q3 18/19: On Target Work has begun to update the plans for the 3 priority areas, Mayfield and Easthouses to be launched in Q4.









Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.P.11.12	Provide bespoke and online training via a new Learn Pro Module on the Community Empowerment Act	31-Mar-2019		75%	Q3 18/19: On Target Training offered to 3500 staff via bulletin but uptake has been slow with only 38 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		75%	Q3 18/19: On Target Preparatory work has started. Written confirmation that Borders Rail Blueprint and Council funding agreed, meeting with procurement manager and IIT group to ensure compliance with Following the Public Pound Guidance.
CE.P.11.2	Research in-school child poverty measures and interventions	31-Mar-2019		75%	Q3 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. The second project is focused on looked after children and will be complete by Q1 2019/20
CE.P.11.3	Deliver the actions in the child poverty plan, and prepare new plan to meet the requirements of the Child Poverty Act	31-Mar-2019		75%	Q3 18/19: On Target Work has begun. Been selected to receive targeted support from Professor Stephen Sinclair.
CE.P.11.5	Provide support to the third sector and community groups to increase their capacity	31-Mar-2019		75%	Q3 18/19: On Target 650 support interventions completed in 18/19 to 220 different community groups. 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		75%	Q3 18/19: On Target Work is ongoing with Primary Schools to develop new model. 2448 people have participated in Cost of the School Day Work with 59 projects receiving funding. Seminar with Elected members planned for Q4 to progress PB in relation to their environmental funds.
CE.P.11.8	Manage a clear process for community asset transfers	31-Mar-2019		75%	Q3 18/19: On Target Asset Transfer Framework approved by Council. 18 Expressions of interest and two formal/completed requests pending a decision by the newly convened Asset Transfer Committee.
CE.P.11.9	Manage at least three capital programmes	31-Mar-2019		75%	Q3 18/19: On Target Funding secured for two capital projects through the Scottish Governments Capital Regeneration Fund. Newtongrange "Track to Train" project underway, Rosewell community hub project delayed due to an unsuccessful lottery application.
P.IOM.CE.1.2	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		82%	Q3 18/19: On Target Programme of work going well. 9 of the 11 schools have completed the Participatory Budgeting programme, the remaining 2 schools are ongoing. Work receiving very positive feedback from the Scottish Government, Education Scotland and COSLA. Briefing scheduled with Deputy Headteachers to spread learning.
P.IOM.CE.1.3	Research in-school child poverty measures and interventions.	31-Mar-2019		75%	Q3 18/19: On Target Research completed on update of free school meals at St David's Primary School and included in poverty plan.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
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		100%	Q3 18/19: Complete 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. There is also a need to continually improve the process and move beyond meetings. Communities' team have a role to coordinate local activity.
P.IOM.CE.4.5	Manage clear processes for community groups to improve access to the Community Planning Partnership decision making as part of the Community Empowerment Act, including Participation Requests	31-Mar-2019		100%	Q3 18/19: Complete Exceeding target for Participation More work needed to ensure community groups can directly inform CPP decision making.



01. Delivering Excellence - Economic









PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.1.3a	Completion of review of Environmental Health Service	N/A	N/A	25%	30%	50%			Q3 18/19: Off Target Although savings already substantially made.	100%	
CE.P.1.4a	Processing of building warrant applications handled electronically at all stages	N/A	N/A	68.3%	70%	75%			Q3 18/19: On Target The new application process rolled out across Scotland by Scottish Government is needing "bed in" at Council level.	70%	
CE.P.1.1a	Conducting service reviews, prioritising resources to essential actions and ensuring financial discipline - number of reviews	2	2	0	3	3			Q3 18/19: On Target Service reviews for Economic Development and Planning on target, Review of Environmental Health currently off target. Budget proposals in all areas sent to CMT in Q4.	3	
CE.P.1.1b	Extent of savings achieved	£270,000.00	£270,000.00	£133,000.00	£272,000.00	£272,000.00			Q3 18/19: Data Only Figure represents full year savings projection.		
CE.P.1.2a	Completion of review of Economic Development Service	85%	75%	50%	75%	75%			Q3 18/19: On Target Draft review agreed by CMT in Q2, review to complete in Q4.	100%	

02. Maximise economic development and business investment from the opening of the Borders Rail Line







PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CE.P.2.1a	Number of new business start ups assisted in Midlothian area of Borders Rail Line corridor	202	80	25	81	117			Q3 18/19: Data Only		
CE.P.2.1b	Number of tourism businesses assisted in Midlothian area of Borders Rail Line corridor (cumulative)	9	9	14	37	73			Q3 18/19: Data Only Events and Workshops undertaken in Q3 include, Ideas fund, Digital Programme, Driving Capacity, Overnight stays, Travel Trade programme, Tourism Showcase, Events festivals workshop and Grant assistance via Ideas fund.		
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	28	23	74	115			Q3 18/19: Data Only		
CE.P.2.1c	Number of new businesses locating in Borders Rail Corridor (cumulative)	80	62	22	34	73			Q3 18/19: Data Only		

03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CE.P.3.1a	Number of LEADER projects funded (cumulative)	16	9	3	9	10			Q3 18/19: Data Only		

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.3.1b	Number of businesses participating in LEADER application process by submitting an Expression of Interest (cumulative)	20	14	4	7	8			Q3 18/19: On Target Programme is now beginning its wind down so is promoting itself less to enquirers and not progressing new enquiries.	10	
CE.P.3.1c	Number of new jobs created through LEADER (cumulative)	3	2	0	1	1			Q3 18/19: Off Target Awaiting feedback from completed projects.	3	
CE.P.3.1d	Number of training opportunities created through LEADER (cumulative)	0	0	0	0	0			Q3 18/19: Data Only		
CE.P.3.1e	Amount of leader funding allocated	£1,330,339	£1,330,339	£399,431	£592,154	£652,154			Q3 18/19: Off Target Programme is now in wind down, expect funds to be fully allocated well in advance of the deadline.		Total LEADER programme is c. £3.4m over period 2015-2020









04. New jobs and businesses are located in Midlothian

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.4.1a	Number of new Business Start Ups assisted (cumulative)	158	96	25	81	117			Q3 18/19: Data Only		
CE.P.4.1b	Number of account managed businesses accepted by Scottish Enterprise (cumulative)	2	2	0	1	1			Q3 18/19: On Target	2	
CE.P.4.1c	Number of business related training workshops held	N/A	N/A	13	23	33			Q3 18/19: On Target	30	











05. Maintain progress on the implementation of the Easter Bush Master Plan



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.5.1a	Number of Easter Bush Development Board meetings held per annum	2	1	0	1	1			Q3 18/19: On Target Most recent meeting of EBDB held on 24/09/18. Regular meetings held with MSZ (sub group of EBDB).	2	

06. Fewer people are victims of crime, abuse or harm









PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.6.1a	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 warehouses, and in the beauty industry	3	3	0	1	1			Q3 18/19: Off Target No Planned campaign inspection work has been carried out in Q3 – unlikely this will be recovered at all in 18/19 given other priority work.	3	
CE.P.6.2a	% of food businesses deemed 'broadly compliant' with the food hygiene legislation	81%	81%	82%	82.3%	81%			Q3 18/19: Off Target Broad compliance = 81% This is significant step towards reaching the challenging set target.	84%	
CE.P.6.4a	Dog owners observed during dog fouling patrols as picking up dog waste	0%	0%	99%	99%	99%			Q3 18/19: Data only		
CE.P.6.3a	% of residential caravan sites licensed	100%	100%	100%	100%	100%			Q3 18/19: On Target Preparations ongoing for the new licensing regime.	100%	









07. There is a reduction in inequality in health outcomes

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.7.3a	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	N/A	50%	50%	75%			Q3 18/19: On Target The Scotland Excel Framework continues to be used for securing contaminated land consultancy services for reactive work. Process has been updated and reviewed in conjunction with Procurement. The peer review process for remediation in terms of development requires to be finalised – it is expected this will conclude in Q4.	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%	100%	100%	66%	74%			Q3 18/19: Off Target Increase in electronic applications coupled with the "bedding in" of the now mandatory e-building standards systems have impacted on performance levels	80%	
CE.P.7.5c	Undertake annual one to one meetings with major developers currently constructing within Midlothian	100%	75%	25%	50%	75%			Q3 18/19: On Target	100%	
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	92.6	95.6	93.3	93.6			Q3 18/19: On Target	90	
CE.P.7.1a	Investigate a scheme to secure common repairs on private sector or mixed tenure residential property and make it available to private sector owners	66%	66%	90%	90%	90%			Q3 18/19: On Target The Missing Share procedure has been completed and will be submitted to Committee for approval as part of the Council's Statement of Assistance.	100%	





PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
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%	50%	25%	50%	75%			Q3 18/19: On Target Preparatory work for the operation of this group has taken place. Meeting scheduled for Q4 following the SEPA run air quality training for local authority Planning, Transportation and Environmental Health staff which took place in December 2018.	100%	









08. Trading Standards

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.8.02a	The evaluation of both authorities' current performance measures and an agreement by both to move to one set of identical indicators	75%	75%	25%	50%	50%			Q3 18/19: Off Target No further activity, but it is hoped that this can be picked up before end of Q4.	100%	
CE.P.8.03a	Number of active interventions.	140	111	29	58	87			Q3 18/19: On Target Intervention numbers have been consistent throughout the year.	115	
CE.P.8.04a	Number of logs made	365	271	73	132	203			Q3 18/19: Off Target Fewer logs have been made because Trading Standards have assessed that there has been less information or complaints requiring to be logged as intelligence.	360	
CE.P.8.05a	Number of primary inspections conducted.	153	75	46	69	105			Q3 18/19: On Target	125	





PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.8.06a	Number of criminal investigations instigated.	16	12	6	8	12			Q3 18/19: On Target	16	
CE.P.8.07a	Percentage of consumer complaints completed within 14 days.	88%	84.7%	88.7%	98%	98%			Q3 18/19: On Target	85%	
CE.P.8.08a	Percentage of tobacco retailers visited annually.	19.7%	7.9%	14%	6%	15%			Q3 18/19: On Target	20%	
CE.P.8.09a	Participation in safety initiatives	4	4	0	0	0			Q3 18/19: Off Target Due to other priorities.	6	

09. Midlothian is an attractive place to live, work and invest in











PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.9.2a	Adoption of the LBAP	N/A	N/A	25%	50%	75%			Q3 18/19: On Target The LBAP will be reported to Planning Committee in February 2019 for consideration and adoption.	100%	
CE.P.9.4c	Draft Supplementary and Planning Guidance as required by the Midlothian Local Development Plan.	N/A	N/A	25%	50%	75%			Q3 18/19: On Target i) Green Networks Supplementary guidance adopted; ii) Special Landscape Areas Supplementary guidance referred to Scottish Ministers; iii) Food and drink and other non-retail uses in the town centre subject to consultation; iv) Resource Extraction subject to consultation; v) Housing Development in the Countryside and Green Belt subject to consultation.	100%	

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
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%	93%	74%	83%	84%			Q3 18/19: On Target	80%	78% of planning applications were determined within target in 2015/16.
CE.P.9.3a	Adoption of the Climate Change plan	75%	75%	20%	20%	20%			Q3 18/19: Off Target Due to other work priorities the Climate Change Plan has not yet 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) funding bid in March 2018.	100%	75%	25%	50%	75%			Q3 18/19: On Target The project has commenced with works to the town centre public realm.	100%	
CE.P.9.5a	Full attention at all times to monitoring of gas levels, with any necessary action being taken timeously	Yes	Yes	Yes	Yes	Yes			Q3 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	





10. Poverty levels in Midlothian overall are below the Scottish average



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.10.1a	Implement the actions in the review	85%	75%	25%	50%	75%			Q3 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. Formal tendering for the external welfare and money advice service has closed and the local CAB have been named as the principle provider pending conformation of additional information. The service is to commence in April 2019.ESF funding will stop from May 2019 for this service.	100%	
CE.P.10.2a	Number of staff participating in staff development linked to provisions of the Welfare Reform Act.	N/A	N/A	25%	50%	75%			Q3 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. They provide phone advice to external organisations, referral pathways to support Midlothian residents in complex cases and chair the bi monthly Welfare Rights Forum which brings together statutory agencies EG: DWP, Scottish Social Security, SWF with Midlothian advice services to resolve local issues. Individual training is available on request.	100%	


11. Delivering Excellence - IOM

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.P.11.10a	Have a simplified, transparent grants programme that supports the outcomes in the Single Midlothian Plan	N/A	N/A	25%	50%	100%			Q3 18/19: Complete	100%	
CE.P.11.11a	Robust plans that comply with the Locality Outcome Improvement statutory guidance	N/A	N/A	3	3	3			Q3 18/19: On Target These plans are targeted at Midlothian's three priority communities to tackle areas of higher deprivation.	3	
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	N/A	N/A	81	81	220			Q3 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 transfer are responded to within the statutory timescales. An Asset Transfer Framework is approved by Council	N/A	N/A	15	15	17			Q3 18/19: On Target	15	
CE.P.11.9a	Additional funding secured, capital projects delivered	N/A	N/A	2	2	2			Q3 18/19: On Target	3	

Communities and Economies Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
GENERIC - Failing to staff services with skilled and experienced staff	Threat of lowered performance and complaints/errors should the service not have the required skills and experience	01 - Structured approach to training 02 - Identification of sufficient opportunities and Resources.			
GENERIC - Health and safety of staff/members of the public	Officers across the service are regularly out of the office, working alone and can meet aggrieved / aggressive / threatening customers in commercial and residential settings. Council has a duty of care for staff.	teams use a variety of approaches - flagging of 'known' individuals / addresses on data management systems - 'buddy' roles if appropriate - whiteboards for staff movements and expected times - mobile phones & Phone contact systems - a corporate policy for dealing with 'Unacceptable Behaviour' is being developed			
GENERIC - Effectively linking with the Community Planning process and weak governance in the Strategic Planning Group	Threat that the connections are weak	01 - Sound and regular contact with the community planning manager. 02 - P&D service management team to review regularly. 03 - Partnership Agreement 04 - Reporting line to Community Planning Working Group 05 - Subordinate groups report to the group 06 - Business calendar and timetable 07 - Agendas and minutes 08- Agreed outcomes and monitoring			
GENERIC - Identifying, Managing and Realising Developer Contributions	Where developers develop land they must contribute to the direct consequences they are creating. For example, impacts on local schools. Threat that these aren't identified and controlled and, as a consequence result in developers not making essential	01 - Role of the developer contributions steering group. 02 - Lead Officer Planning Obligations 03 - Local Development Plan 04 - Legal Agreements with developers 05 - Supplementary Guide to Developer Contributions		Review of Supplementary guide to developer contributions	Q3 18/19: Draft guide prepared in advance of consultation/approval.

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	contributions, with the shortfall having to be provided by the Council.	06 - Software system in place to track payments against developer contribution agreements. 07 - Compliance Officer post to update system with details of developer completions and ensure that associated payment is allocated correctly against the correct infrastructure.			
ECONOMIC DEVELOPMENT - Challenging Midlothian job creation targets for 2020	The Midlothian Economic Development Framework (MEDF) highlighted the target of creating 10,000 new jobs in Midlothian by 2020. This equates to 800 new jobs per annum. This figure was temporarily revised downwards to 500 new jobs per annum by the Community Planning Partnership's MBO sub group to take account of the ongoing economic downturn. The figure is measured through Annual Business Inquiry (ABI) statistics produced in late December each year.7 economic sector action plans are in place each containing a series of priority actions for the Council and other partners. In addition, the MBO sub group is currently leading on the development of a Midlothian Economic Recovery Plan. This should be available in Spring 2013 and will link closely to the Single Midlothian Plan which is also under development.	01 - MBO Thematic Group members keep watching brief on new job creation targets. 02 - Thematic Group meetings generally held on a quarterly basis. 03 - Review/restructure of Economic Development 04 - New Economic Development Manager recruited and taking up post in February 2019.			
PLANNING POLICY AND ENVIRONMENT - Failure to progress the sustainability agenda and Climate Change adaptation	Climate Change Act places public duties with respect to climate change adaptation and mitigation and sustainable development. Midlothian Council has signed Scotland's Climate Change Declaration.	01 - Climate Change Declaration signed by 32 Scottish Councils 02 - Senior Planning Officer leads 03 - Sustainable Development Framework in place with Action Plan to be replaced by a joint climate change and sustainability action plan agreed by CMT 04 - Divisional 'green' initiatives 06 - Biodiversity Plan and implementation of phase 1 of the Action Plan			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		08 - Climate Change and Sustainability Working Group			
Failure to engage with people from equalities groups	Equality groups have been given high priority in the consultation process and professional expertise has been sought from equality professionals. however a risk exists that the voices of minority groups could be missed in a neighbourhood plan consultation process.	01. Joint working with Equality Engagement Officer to target key groupings within Neighbourhood Planning communities 02. EQIA Approach			

Published Local Government Benchmarking Framework – Communities and Economy



Economic Development and Planning

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
ECON1	Percentage of Unemployed People Assisted into work from Council (LGBF)	New for 2012/13		8%	6.83%	12.33%	8.57%	15.47%	6.71%	17/18 Rank 23 (Third Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 15 (Second Quartile).
ECON2	Cost of Planning per Application	£4,034.00	£3,983.05	£4,488.74	£4,969.34	£4,981.09	£4,040.98	£5,076.92	£4,969.50	17/18 Rank 19 (Third Quartile). 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 for 2012/13		26.3 weeks	54.9 weeks	9.9 weeks	7.9 weeks	8.4 weeks	7.3 weeks	17/18 Rank 8 (TOP Quartile). 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 for 2013/14			23.14	22.74	19.91	18.62	22.42	17/18 Rank 6 (TOP Quartile). 16/17 Rank 14 (Second Quartile). 15/16 Rank 11 (Second Quartile). 14/15 Rank 8 (Top Quartile)
ECON6	Cost of Economic Development & Tourism per 1,000 population (LGBF)	£66,132.61	£82,080.85	£60,173.31	£41,180.64	£53,253.68	£44,455.89	£125,753.30	£42,723.94	17/18 Rank 6 (TOP Quartile). 16/17 Rank 26 (Bottom Quartile). 15/16 Rank 11 (Second Quartile). 14/15 Rank 15 (Second Quartile).
ECON7	Percentage earning less than the Living Wage (LGBF)	New for 2012/13		17.5%	17.8%	19.9%	23.3%	17.2%	13.8%	17/18 Rank 1 (TOP Quartile). 16/17 Rank 3 (TOP Quartile). 15/16 Rank 17 (Third Quartile). 14/15 Rank 9 (Second Quartile).
ECON8	Proportion of properties receiving superfast broadband (LGBF)	New for 2013/14			57%	66%	76%	85%	91.18%	17/18 Rank 19 (Third Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 19 (Third Quartile).

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
ECON10	Immediately available employment land	New for 2014/15				57.14%	57.14%	57.14%	55.49%	17/18 Rank 9 (Second Quartile). 16/17 Rank 9 (Second Quartile). 15/16 Rank 9 (Second Quartile). 14/15 Rank 9 (Second Quartile).

Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
ENV5a	Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)	New for 2012/13		£4,629.63	£4,639.91	£8,595.29	£6,625.47	£5,744.27	£4,917.30	17/18 Rank 13 (Second Quartile). 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)	New for 2012/13		£9,591.64	£14,120.43	£9,036.07	£10,115.57	£10,382.58	£11,311.00	17/18 Rank 8 (TOP Quartile). 16/17 Rank 5 (TOP Quartile). 15/16 Rank 3 (TOP Quartile). 14/15 Rank 3 (TOP Quartile).

Commercial Operations Performance Report Quarter Three 2018/19



Progress in delivery of strategic outcomes

Midlothian Council is facing substantial budget pressures over the next four years with a gap between income and costs. 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 and in line with the service vision of a leaner, fit for purpose service, progress has been made in relation to bottom up reviews for Waste services, and Land & Country services and recommendations will come forward for Council consideration in due course.

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

- Consideration of the Street Scene/neighbourhood model for service delivery to provide key frontline services in communities involving waste/land and countryside services, and potentially the criminal justice team.
- 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 draft 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 "bottom up" reviews. The reviews and subsequent decisions taken will ensure that services within the Commercial Operations family continue to contribute to the financial challenge faced by the Council and ensure they are fit for purpose going forward.

Work continues where strategic partnerships have been developed e.g. waste facilities with City of Edinburgh with the 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 consultations have taken place with communities informing our Winter Service Policy and Operational Plan.

Waste Services: A comprehensive waste strategy has been drafted and will inform the direction of travel in relation to waste services for the foreseeable future. This will ensure that legislative recycling levels can be achieved and that the separated material continues to be taken by the market. The waste strategy has been considered alongside the aforementioned "bottom up" review of waste services.

Work has progressed with Digital Services, Business Support, Administrative Support, Library Services, Contact Centre and Communications on the implementation of the chargeable garden waste collection service.

A chargeable service to allow local businesses to dispose of trade waste and recycling at Stobhill Recycling Centre has been introduced.

Contracts were recently awarded for the processing of dry mixed recycling and glass. Residual (black bag) waste is now being delivered directly to Millerhill Energy from Waste plant for processing.

The waste aware team collected almost two tonnes of toys and games from across Midlothian schools as part of the "Green Santa toy collection" scheme. Items are given to charity to be reused.

Landscape & Countryside: Much of the focus continues within this service around securing funding and generating income to deliver on a range of measures and contribute to the Council's financial position, albeit the limiting factor continues to be the availability of suitably qualified people.

Two woodland and path projects at Cuiken and Mauricewood totalling £330,000 with much of the funds being sourced externally and the remainder coming from developer contributions are now 50% complete and will result in improved health opportunities for people and the environment.

The Town centre improvements at Gorebridge were largely designed in house by the Land and Countryside Landscape architect resulting in a very successful project delivered in partnership with other Council departments and the private sector.

Contributing positively to the councils improved health outcome, three play areas, Auld Gala Park (£60,000), Paradykes (£180,000) and Arniston Park (£50,000) are complete. The Auld Gala Park area improvements has provided improved facilities for young people in this area of Scottish Index of Multiple Deprivation (SIMD).

Rosewell Park wheeled sport facility ground investigations have been completed prior to the tender process.

The section has prepared for consultation on the full review of the Core Path Plan for Midlothian with the first stage being undertaken in Quarter four.

The Ranger Service has generated a total of 7,934 hours of volunteer time to maintain areas across the county.

Travel Services: As part of the council's outcome to reduce carbon emissions, the travel team have involved a student on placement from Bright Green Business to assist with gathering information and informing on the use of pool cars. Increasing the use of pool cars and raising staff awareness to alternative ways of travelling including public transport will reduce the overall travel costs council wide.

Following a presentation to CMT approval is being sought to roll out a trial of pooled vehicles in a specific high use area of the Council. This would be used to inform a wider roll out of pool vehicles.

Health and Safety: As part of the drive to secure additional income, new activity income streams have been identified and work carried out to deliver against these in this financial year and in future years, as follows: Health and Safety Service to external body: (£6,000), Driver CPC training: (£12,000) and the provision of training to outside organisations: (£3,000).

The Chief Officer for the Integrated Joint Board has given a commitment to obtain First Aid training through the H&S team which will see a further £10,000 of activity. Given courses already booked with their current supplier it is likely this income will not start to be realised until later in 2019/20 but will be on going in future years. Based on the level of first aid training and the need to begin to progress the National Examination Board in Occupational Safety and Health (NEBOSH) training opportunity a business case to have a First Aid Training post in the team with the purpose of meeting the training need and generating income is to be explored, in order to create the additional capacity to develop and deliver NEBOSH training.

The team have been reviewing the capability of on-line systems to see how they could significantly enhance the Council's preparedness and response to any incident with the potential to impact the organisations business continuity. A paper has been approved by Business Transformation Board with the report now to go through January's Digital Strategy Group ahead of procuring the system. This creates the opportunity to transform the Council's approach and response to business disrupting events.

Road Services: Successful appointment of an Operations Manager for Fushiebridge.

The team are making good progress on this year's capital carriageway and footway schemes. To date 3.8km of footway and 9.6km of carriageway have been resurfaced.

Following consultation with the community, Council approval was obtained for this year's Winter Service Policy and Operational Plan. The plan includes arrangements with private sector partners whereby they will supply additional resources should Council get a period of significant severe weather as experienced in February/March 2018.

Challenges and Risks

Waste Services: Direct delivery of residual waste to Millerhill EfW plant involves a substantial re-routing analysis of kerbside grey bin collection routes. Various options are being modelled to arrive at an optimum solution.

Council took a decision on 18th December to cease free provision of food waste caddy liners. This may have an impact on tonnages of food waste recycled and public opinion, and is being closely monitored.

With the agreement to introduce a charge for garden waste collections the service are taking steps to ensure the service is widely advertised to ensure the income targets are achieved.

Landscape & Countryside: The bottom up review is expected to result in a number of changes within the service which will require the support of staff and communities alike.

The service is continuing to work closely with local communities in an effort to mitigate some of the changes which will impact on the visual amenity of Midlothian. This includes floral displays, grass cutting, allied to the positive work carried out by various groups in the parks around Midlothian. In Quarter 4 Staff will attend the Federation of Community Council meeting to discuss opportunities for community involvement.

The general lack of suitably skilled labour is impacting the work in the hard landscape squad. The team have had challenges in recruiting suitable staff this year, and this has led to some work having to be turned down.

Travel Services: With modern fleet vehicle maintenance costs increasing there is an ongoing challenge to maintain the fleet within budget without a reduction in service.

Health and Safety: The requirement to generate in excess of £100,000 income this financial year through a combination of team activities and sales force activity is proving a challenge to deliver against. The team has traditionally carried an overspend against the performance factor and supplies and services elements of the budget.

Road Services: As Midlothian continues to grow in population, pressure on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels. Currently 32% of the road network in Midlothian should be considered for maintenance treatment (208Km). The current road maintenance backlog stands at £24M.

Recently a Recovery Plan was presented to council in September 2018 to seek approval for further budget reductions to bring the current spend back in line with budget. This involved reducing the current road maintenance by £250,000.

Ongoing attempts to reach resolution of Loanburn localised flooding associated with partially blocked privately owned culvert, during periods of heavy/persistent rainfall. As liabilities have still not been agreed between the 3rd parties involved, this latest attempt at repairs may be further delayed. Meanwhile, the Council has a statutory duty to mitigate flood risk to surrounding properties and will continue to monitor weather forecasts and water levels in the Loanburn, and will provide pumps and personnel when required to protect properties at risk of flooding.





The Edinburgh Lothians Borders and Fife (ELBF) group of councils continue to meet to consider areas of road services that could be shared across council boundaries. However on a national picture, Transport Scotland are continuing to review the way road services should be Scotland-wide. With this in mind they have asked that a national review be undertaken within the scope of the National Transport Strategy (NTS). The NTS will not be published for another 2-3 years. This has led to the current arrangements with the ELBF Shadow Joint Committee's role being unsure. It is likely that the recommendation from the NTS is a national "regionalisation" of road services and therefore some councils within the ELBF are unsure whether to continue with the current arrangements. This position may well prove detrimental to Midlothian in terms of sharing of resources in the near future.

In comparison with 2016 there has been an increase in the numbers of motorcyclists, pedestrians, and pedal cyclists seriously injured on Midlothian roads due to road traffic collisions. This is being closely monitored to determine what additional road safety measures may be required.





Following a report to Council, a series of "bottom up" service reviews are to be undertaken in 2018/19. Road Services are scheduled to undertake their review in the 2nd tranche starting early in 2019. Preparation for the review is ongoing.





Commercial Operations PI summary 2018/19

01.1 Making the Best Use of our Resources



Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£15.880m	£15.601m	£14.618m	£14.213m	£14.084m		Q3 18/19: On Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an underspend of £144,000		£14.222m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	9.82	6.83	2.67	6.15	10.53		Q3 18/19: Off Target The HR team are working with the Head of Service and Managers to offer support and guidance to address levels of sickness absence. 6 weekly meetings are in place with HR and key service managers where sickness levels are high. Sickness trends are currently being analysed to ensure the most appropriate actions are in place to effectively manage attendance in areas of higher absence.		9.82	Number of days lost (cumulative)	3,943.5
											Average number of FTE in service (year to date)	374.66

01.2 Corporate Health

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service actions on target / completed, of the total number	82.61%	100%	100%	94.74%	89.47%		Q3 18/19: Off Target Please see full action and PI report for individual progress note.		90%	Number of service & corporate priority actions	19
											Number of service & corporate priority actions on tgt/completed	17
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	88%	89%	86%	86%	84%		Q3 18/19: Off Target Implementation of Invoice Approval in P2P Project will continue during 18/19.		90%	Number received (cumulative)	3,984
											Number paid within 30 days (cumulative)	3,355













05. Improve PI performance	% of PIs that are on target/ have reached their target.	76.9 2%	69.2 3%	100 %	80%	74%		Q3 18/19: Off Target Four performance indicators off target this quarter, three of which relate to income targets. Please see individual performance indicator for detailed information.		90%	Number on tgt/complete	11
											Total number of PI's	15
06. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%	0%		Q3 18/19: All risks reviewed within service areas and no high risks identified.		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

01.3 Improving for the Future

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.	100%	76.67%	86.67%	73.33%	70%		Q3 18/19: Off Target Work is ongoing to bring these actions to completion.		90%	Number of internal/external audit actions on target or complete	7
											Number of internal/external audit actions in progress	10

Commercial Operations Complaints Indicator Summary

01.4. Commitment to valuing complaints

Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	4,097	2,868	1,130	2,199	3,101		Q3 18/19: Data only	
Number of complaints closed in the year			1,102	2,150	3,066		Q3 18/19: Data only	
Number of complaints upheld (cumulative)			3	1,752	2,508		Q3 18/19: Data only	
Number of complaints partially upheld (cumulative)			0	29	47		Q3 18/19: Data only	
Number of complaints not upheld (cumulative)			3	166	237		Q3 18/19: Data only	
Average time in working days to respond to complaints at stage 1	2.82	0.34	2.89	2.36	2.82		Q3 18/19: Data only	5
Average time in working days to respond to complaints at stage 2	6.75	11.5	18	18	18		Q3 18/19: On Target	20
Average time in working days for a full response for escalated complaints			14.67	23.8	22.27		Q3 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.	20
Percentage of complaints at stage 1 complete within 5 working days	90.55%	92.11%	89.79%	91.16%	90.96%		Q3 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 service managers to identify issues with procedures.	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%	100%		Q3 18/19: On Target	95%
Percentage of complaints escalated and complete within 20 working days			66.67%	70%	72.73%		Q3 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.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			1	1	1		Q3 18/19: Data Only	

Commercial Operations Action report 2018/19



01. Violent Crime (young people exposed to violence)


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.1.1	Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31-Mar-2019		75%	Q3 18/19: On Target Prioritised list completed for road safety projects including those identified by injury accidents. 2 of 7 schemes complete.
CO.P.1.2	Undertake a program of works to improve lighting levels in communities	31-Mar-2019		75%	Q3 18/19: On Target Capital programme work ongoing.

02. Increase sustainable travel (includes borders railway and active travel - walking, cycling and green networks)


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.2.1	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2019		75%	Q3 18/19: On Target Working through SCOTS project requirements.
CO.P.2.2	Compliance with Disabled parking legislation	31-Mar-2019		75%	Q3 18/19: On Target 31 of 31 applications received were processed within 6 months.
CO.P.2.3	Support Sustainable Transport following the opening of Borders Rail line to promote sustainable travel	31-Mar-2019		75%	Q3 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		75%	Q3 18/19: On Target 31 of 40 carriageway and footway schemes completed.

03. Reduce the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises






Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.3.1	Complete construction of residual waste facility at Millerhill as part of Zero Waste Park	31-Mar-2019		100%	Q3 18/19: Complete Plant received commissioning waste from Midlothian in November 2018.



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
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		75%	Q3 18/19: On Target Educational bin stickers placed on blue bins in routes identified as producing high levels of contamination. Attended Rosewell Primary School, Midlothian Science Festival, and managed Green Santa toy reuse project.

04. Environmental sustainability - ensure Midlothian is a place with a high quality environmental and thriving low carbon economy




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.4.1	Monitor the number of incidents of fly tipping on council land and remove within 5 working days	31-Mar-2019		75%	Q3 18/19: On Target 102 incidents of fly-tipping removed within 5 working days.

05. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.5.1	Develop additional workstreams to achieve income for the council	31-Mar-2019		75%	Q3 18/19: Off Target The hard and soft landscape squads have secured external income to the value of approx 632k this financial year. However delays in start dates due to planning matters has reduced the potential income for this financial year to approx 350K ie. Salters gate 300k project still delayed. 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		75%	Q3 18/19: On Target In addition to the audit work carried out across all Service areas, the health and safety team have trialed team based auditing using the Sphera system. Lessons learnt from the deployment of the first aid audit are being used to inform the roll out of future team based auditing.
CO.P.5.3	Deliver year one of the Councils Health and Wellbeing Strategy	31-Mar-2019		75%	Q3 18/19: On Target Health, Safety and wellbeing strategy is now to be reported to CMT for approval, this will complement the annual health and safety report.
CO.P.5.4	Fully implement quality plans for Midlothian Parks	31-Mar-2019		100%	Q3 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-Dec-2019		25%	Q3 18/19: Off Target Awaiting information from Digital Services regarding the possibility of introducing the Legend system used by Sport and Leisure or an alternative on line payment system.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.P.5.6	Develop a Waste Management Strategy to influence the future direction of Waste Services	31-Mar-2019		75%	Q3 18/19: On Target Development of the Waste Strategy is currently being progressed following consultation with Trade Unions and staff.
CO.P.5.7	Explore shared opportunities, services and knowledge with the partners in the Edinburgh, Lothian, Borders and Fife group	31-Mar-2019		75%	Q3 18/19: On Target New Shadow Joint Committee meeting in Q4. Focus will be on the future of the group.

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

Code	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		75%	Q3 18/19: On Target 8 vehicles added to the fleet in Q3, none withdrawn. 3 Tractors, 1 Gritting Lorry, 3 Electric vehicles, 1 minibus [for HcL].
CO.P.6.2	Work towards reducing travel costs council wide	31-Mar-2019		75%	Q3 18/19: On Target Report for introduction of pool cars completed and presented to a meeting of Councillors/staff in December 2018.
CO.P.6.3	Review all Council transport uses to reduce cost base	31-Mar-2019		50%	Q3 18/19: On Target No further meetings in Q3 due to staff absence.

Commercial Operations PI Report 2018/19





01. Violent Crime (young people exposed to violence)

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	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%	86.7%	100%	100%	100%			Q3 18/19: On Target 483 out of 483 faults recorded were repaired within 7 days.	90%	Scottish Average 3.07 days
CO.P.1.2a	Number of lighting columns replaced	511	383	97	200	427			Q3 18/19: On Target 427 columns replaced by capital funding.	700	
CO.P.1.2c	% of the footpath network resurfaced (cumulative)	1.1%	0.4%	0.2%	0.2%	0.6%			Q3 18/19: On Target 3.8 km of footway resurfaced.	1%	Internal programme of works - benchmark against target



02. Increase sustainable travel (includes borders railway and active travel - walking, cycling and green networks)

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.2.2a	Process all applications for a new disabled parking bays within 6 months of receipt of application (Quarterly)	90%	100%	97.5%	100%	100%			Q3 18/19: On Target 31 of 31 applications processed within 6 months.	100%	
BS.CO.P.2.4b	% of total road network resurfaced (cumulative)	1.3%	1.02%	0.2%	0.83%	1.48%			Q3 18/19: On Target 9.6km of carriageway resurfaced.	1%	



03. Reduce the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises





PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.3.2a	Total tonnes of biodegradable municipal waste (BMW) sent to landfill (quarterly)	8,966	930	1,587	1,765	N/A			Q3 18/19: Data not available Returns into waste data flow will be available at Q4 18/19.	9,000	
BS.CO.P.3.2b	% of waste going to landfill per calendar year (quarterly)	40.9%	24.2%	28.3%	34.8%	N/A			Q3 18/19: Data not available Awaiting information from our contractors, returns into waste data flow will be available at Q4 18/19. In Q2 34.8% of Mixed Municipal Waste was landfilled.	35.0%	

04. Environmental sustainability - ensure Midlothian is a place with a high quality environmental and thriving low carbon economy



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.4.1a	Proportion of fly tipping incidents removed within 5 working days (quarterly)	100%	100%	100%	100%	100%			Q3 18/19: On Target 102 incidents of fly-tipping.	100%	

05. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.5.1a	Income secured by sourcing third party opportunities through joint roads/ Land and Countryside working on	£348,000	£324,000	£100,000	£632,000	£350,000			Q3 18/19: Off Target The hard and soft landscape squads have secured external income to the value of approx 632k this financial year.	£500,000	

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
	hard and soft landscape								<p>However delays in start dates due to planning matters has reduced the potential income for this financial year to approx 350K ie. Salters gate 300k project still delayed</p> <p>The section is still suffering from recruitment issues to the Hard Landscape Squad which limits the amount of work we can take on.</p>		
CO.P.5.1c	Income achieved by Commercialisation	N/A	N/A	£0	£0	£2,000			<p>Q3 18/19: Off Target Public Interest Note seeking provider to undertake Commercial Advertising on the Council's behalf with the purpose of generating positive income. A number of suppliers have responded to this. The next stage during Q4 will be to evaluate the potential providers and awards a contract to the preferred supplier.</p> <p>Commercial Operations have also undertaken an exercise in preparation for the move to the new Depot in Bonnyrigg to identify any redundant equipment. The Service will progress the disposal of this equipment during Q4 which is expected to generate a positive return against this income target for the year.</p>	£25,000	
CO.P.5.1b	Income achieved by providing additional training courses to external organisations (cumulative)	£50,700	£42,818	£10,462	£20,866	£27,000			<p>Q3 18/19: Off Target Target for income this year is £79,000. Work providing Health and Safety Management support to East Lothian Council is expected to generate £15,000 this year. The partnership work with East Lothian Council is being reviewed, given the stage the</p>	£79,000	

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									<p>Health and Safety Management system is at and the reducing benefit of elements of the existing partnership working. Commercial training through the internal and external first aid training offering has been successful to date with £17,357 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 £10,000 additional income this year. The Director of Adult and Social care has given an undertaking to source First Aid training from the H&S team with an annual value of approximately £10,000. The Professional Indemnity Insurance cover has been put in place during Q3 therefore the Service Level agreement with Enjoy Leisure is being actively pursued, this is expected to generate £6,000 income per year. These new income streams total £26,000. The income from working with ELC is down on 2017/18 figure due to reducing partnership work, the total income for the year is expected to be approximately £56,000, while this is an increase of £6,000 from last year it is £23,000 short of the current target.</p> <p>It is however worth noting that while the H&S team can show income for first aid training so far this year at a value of £17,357 this represents a real terms cash saving in excess of £44,500 when</p>		



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									<p>compared with the cost of sourcing this training from outwith the organisation.</p> <p>A further income stream has been developed this year to enable the team to become an approved NEBOSH training centre. The team are planning to run two NEBOSH Certificate courses in 2019/20 which are estimated to generate circa £20,000 of new income if there is suitable external interest. Some initial delegate bookings have already been made with the team.</p>		
CO.P.5.4a	Number of parks for which quality plans have been implemented (cumulative)	6	5	6	6	6			<p>Q3 18/19: On Target</p> <p>All plans for year complete</p>	6	



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


PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.6.2a	Reduce by £150,000 expenditure on staff Travel costs	£535,750	£381,200	£135,250	£262,000	£394,000			<p>Q3 18/19: Off Target</p> <p>Total miles expenses claimed £394,000. Claim per directorate - Education Communities & Economy £102,00, Health & Social Care £225,000 and Resources £67,000. Discussions are being held with Health and Social Care to look at the use of pool cars. Overall 3.4% increase on Q3 17/18.</p>	£375,000	



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.P.6.3a	Achieve 5% reduction in transport costs (cumulative)	£2,242,000	£2,242,000	N/A	£1,070,200	£1,795,000	✓	↓	Q3 18/19: On Target To period 9, total spend on transport related functions including vehicle hires, school and SW transport, concessions and supported services.	£2,123,000	
BS.CO.P.6.1a	The percentage of Council fleet which is 'Green' (cumulative)	5.41%	5.1%	5.41%	5%	4.58%	✓	↓	Q3 18/19: On Target Currently 12 electric vehicles in fleet. (based on 262 vehicles in fleet).	6%	


Commercial Operations Service Risks



Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Ironmills Landslip	<p>Risk Cause: Loose ground material on top of hard rock surface on steep incline and potential water ingress.</p> <p>Risk Event: The hillside opposite Dalkeith cemetery containing the footpath to Ironmills park has slipped repeatedly</p> <p>Risk Effect: Resulting in the footpath having to be closed for public safety.</p>	Midlothian Council's Landscape Service have closed the area at risk to members of the public by using hedges fencing.		Remedial work at Ironmills	<p>Q3 18/19: Off Target</p> <p>The site continues to be monitored on a fortnightly basis. There continues to be movement of the slope and subsidence adjacent to the Larch retaining wall. We have met with the local community who are exploring other route options. We met with the Community Council again in quarter 3 to discuss options and possible alternative routes.</p>
Fraud/Waste	<p>Risk Cause: Fuel is a valuable commodity and loose fuel such as petrol in cans can readily be stolen. Considerable quantities are used over the summer months and exact usage is difficult to estimate.</p> <p>Risk Event: Theft of loose fuel or diesel within vehicle.</p> <p>Risk Effect: Theft of fuel between 1k-20k</p>	<p><u>Established controls:-</u></p> <p>01 - Fuel Management System and Monitoring of Usage, linked to Vehicle Tracking system</p> <p>02 - Financial Directives made available to all officers involved with finance/assets</p> <p>03 - Stores Controls in terms of orders, issues and returns of stocks</p> <p>04 - Management supervision of assets use</p> <p>05 - Budgetary Control may spot fraud, waste and error, as may 'Financial Discipline'</p> <p>06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring)</p> <p>07 - Code of Conduct issued to all staff</p> <p>08 - Within Land and Countryside the bills are monitored monthly with loose fuel usage being closely monitored.</p>		Consideration for future audit	


Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Fraud - Waste Services	<p>Risk Cause: Fuel is a valuable commodity and loose fuel such as petrol in cans can readily be stolen. Considerable quantities are used over the summer months and exact usage is difficult to estimate.</p> <p>Risk Event: Theft of loose fuel or diesel within vehicle.</p> <p>Risk Effect: Theft of fuel between 1k-20k</p>	<p><u>Established controls:-</u></p> <p>01 - Fuel Management System and Monitoring of Usage, linked to Vehicle Tracking system</p> <p>02 - Financial Directives made available to all officers involved with finance/assets</p> <p>03 - Stores Controls in terms of orders, issues and returns of stocks</p> <p>04 - Management supervision of assets use</p> <p>05 - Budgetary Control may spot fraud, waste and error, as may 'Financial Discipline'</p> <p>06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring)</p> <p>07 - Code of Conduct issued to all staff</p> <p>08 - Fuel monitoring linked to tracking system.</p> <p><u>Controls recently developed:-</u></p> <p>01 - Vehicle tracking systems (which is an action under risk COO1-05) 02 - Planned Internal Audit of fuel management systems in 2011-12 (see action). This was completed in October 2012 and reported to the CMT on 22.10.12 and Audit Committee on 30.10.12. 22 recommendations in improving control to be managed into place over the coming months.</p>			
Fraud - Roads Fuel	<p>Risk Cause: Fuel is a valuable commodity and loose fuel such as petrol in cans can readily be stolen. Considerable quantities are used over the summer months and exact usage is difficult to estimate.</p> <p>Risk Event: Theft of loose fuel or diesel within vehicle.</p> <p>Risk Effect: Theft of fuel between 1k-20k</p>	<p><u>Established controls:-</u></p> <p>01 - Fuel Management System and Monitoring of Usage, linked to Vehicle Tracking system</p> <p>02 - Financial Directives made available to all officers involved with finance/assets</p> <p>03 - Stores Controls in terms of orders, issues and returns of stocks</p> <p>04 - Management supervision of assets use</p>			




Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		05 - Budgetary Control may spot fraud, waste and error, as may 'Financial Discipline' 06 - Control of contracts - within budget, on time, meeting objectives (performance monitoring) 07 - Code of Conduct issued to all staff <u>Controls recently developed:-</u> 01 - Vehicle tracking systems (which is an action under risk COO1-05) 02 - Planned Internal Audit of fuel management systems in 2011-12 (see action). This was completed in October 2012 and reported to the CMT on 22.10.12 and Audit Committee on 30.10.12. 22 recommendations in improving control to be managed into place over the coming months.			
Health & Safety - Landscaping	<p>Risk Cause: Use of machinery, vehicles, chemicals and arboriculture work particularly at height.</p> <p>Risk Event: Staff not following instruction , training or guidance provided</p> <p>Risk Effect: Accidents could cause injury or fatality</p>	1. Activities and operations risk assessed and recorded on SPHERA 2. Safe systems of work recorded on SPHERA 3. HAVs exposure monitored along with staffs physical symptoms 4. Health surveillance scheme in place. 5. Majority of staff are Banks man trained to guide reversing vehicle etc 6. Training and certification of staff on a range of machinery is undertaken annually 7. Staffs handling chemicals are suitably trained. 8. Staff undertaking arboriculture work are suitably trained. 9. Accidents are investigated and discussed at works committee to ensure lessons are learned. 10. Sphera system provides automatic notification to Managers of incidents. 11. Insurance experience monitored and acted upon. 12. Vehicle tracking systems applied to vehicle and help defend against claims.			



Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Health & Safety	<p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p> <p>The risk relates to the health and safety of staff and members of the public but also driving standards. Depots tend to be potentially risky workplaces.</p>	<p><u>Established controls (other than those relating to driving at work):-</u></p> <p>01 - Observance of health and safety policies</p> <p>02 - Risk assessment</p> <p>03 - Workplace safety management</p> <p>04 - Insurance claims experience monitored</p> <p>05 - Divisional joint consultative group</p> <p>06 - Head of Service representation on corporate risk management group</p> <p>07 - Lorries are not allowed to exceed payload parameters</p> <p>08 - Stobhill Depot improvements: one-way traffic system, lorries are parked further apart, tidying up</p> <p>09 - Reasonable controls in place for headstones in cemeteries</p> <p>10 - Reasonable precautions taken over Bings risk (we have two, so see risk CO01-41)</p> <p><u>Controls under development:-</u></p> <p>01 - EWIM project intention to extend/rationalise Stobhill depot</p> <p>02 - New Penicuik depot planned for 2013</p> <p>02 - HSE inspection on Waste Services</p> <p>03 - Head of PFM has assumed the chair of the Stobhill Depot Working Group</p> <p>04 - Vehicle tracking systems to be applied to all vehicles and plant helping with defences against insurance claims and driving standards (e.g. speed control, harsh braking etc)</p>		Ensure use of Health and Safety procedures	Q3 18/19: Continue to use Health and Safety Management System to monitor and implement safe systems as required.
Health & Safety - Roads	<p>Risk Cause: Workplace hazards not clearly understood, staff not trained/equipment to manage workplace hazard.</p> <p>Risk Event: Employee undertaking a task beyond their competence</p>	<p><u>Established controls (other than those relating to driving at work):-</u></p> <p>01 - Observance of health and safety policies</p> <p>02 - Risk assessment</p> <p>03 - Workplace safety systems of work</p> <p>04 - Insurance claims experience monitored</p>		Ensure use of Health and Safety procedures	Q3 18/19: Managers and Supervisors across Commercial Operations trained in the use of the new Health & Safety Management Information System. This will improve the management of actions arising from incidents and risk

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	Risk Effect: Injury to employee or other as a result of action or inaction.	05 - Divisional joint consultative group 06 - Head of Service representation on corporate risk management group 07 - Lorries are not allowed to exceed payload parameters 08 - Depot one-way traffic system, lorries are parked in marked bays, good housekeeping 09 - Staff training.			assessments. It will also enable greater sharing of good practice and hazard identification between teams.
Health & Safety	The risk relates to the health and safety of staff and members of the public but also driving standards. Depots tend to be potentially risky workplaces.	<u>Established controls (other than those relating to driving at work):-</u> 01 - Observance of health and safety policies 02 - Risk assessment 03 - Workplace safety management 04 - Insurance claims experience monitored 05 - Divisional joint consultative group 06 - Head of Service representation on corporate risk management group 07 - Lorries are not allowed to exceed payload parameters 08 - Stobhill Depot improvements: one-way traffic system, lorries are parked further apart, tidying up 09 - Reasonable controls in place for headstones in cemeteries 10 - Reasonable precautions taken over Bings risk (we have two, so see risk CO01-41) <u>Controls under development:-</u> 01 - EWiM project intention to extend/rationalise Stobhill depot 02 - New Penicuik depot planned for 2013 02 - HSE inspection on Waste Services 03 - Head of PFM has assumed the chair of the Stobhill Depot Working Group 04 - Vehicle tracking systems to be applied to all vehicles and plant helping with defences against insurance claims		Ensure use of Health and Safety procedures	Q3 18/19: Managers and Supervisors across Commercial Operations trained in the use of the new Health & Safety Management Information System. This will improve the management of actions arising from incidents and risk assessments. It will also enable greater sharing of good practice and hazard identification between teams.

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		and driving standards (e.g. speed control, harsh braking etc)			
Driving Standards & Insurance Claims	<p>Risk Cause: Not maintaining driving standards</p> <p>Risk Event: road accident</p> <p>Risk Effect: injury to employees, third parties and damage to vehicles and property</p>	<p><u>Established controls:-</u></p> <p>01 - Driving whilst at work health and safety policy</p> <p>02 - Driver handbook and dictates within it e.g. vehicle inspections</p> <p>03 - CPC HGV driver training</p> <p>04 - Under 21 driver focus and training</p> <p>05 - CTX computer system</p> <p>06 - Claims experience reported and evaluated</p> <p>07 - Driver declarations of suitability to drive</p> <p>08 - Motor Fleet and Leased Car insurance</p> <p>09 - Minibus permit system</p> <p>10 - Licence checks carried out annually in house.</p> <p><u>Ongoing controls:-</u></p> <p>01 - Health and Safety section to arrange a feature on the intranet 'advertising' the driver handbook; also carrying out compliance audits</p> <p>02 - Ensure driver handbook deposited in all vehicles</p>		Driving Standards	Q3 18/19: Risk manager and Travel Services Manager are currently reviewing all policies in reaction to driver risk and the driver handbook will be updated to reflect new policies and management arrangements.
Fleet Replacement	<p>Risk Cause: Inadequate budget provision to meet the fleet needs of the organisation.</p> <p>Risk Event: Budget setting</p> <p>Risk Effect: Direct impact on Service delivery and service output.</p>	<p><u>Established controls:-</u></p> <p>01 - Knowledge of the age of the fleet</p> <p>02 - Stabilisation funding in capital plan, but limited</p> <p>03 - Waste Services Review</p> <p>04 - Fleet Management Asset Management Plan developed and with Finance 5 Year plan based on current vehicle replacement program.</p> <p><u>More recent controls:-</u></p> <p>01 - Two additional mechanics employed to assist in roadworthiness of the fleet.</p>		Fleet replacement	Q3 18/19: Reduction in fleet replacement budget may lead to maintenance issues with vehicles having being kept longer.

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Roads Asset Management Plan and Infrastructure	<p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p> <p>Failure to install a risk based inspection regime that follows the Asset Management Plan and reduces road safety risk and claims.</p>	<p><u>Established controls:-</u></p> <p>01 - Risk based inspection programme and procedure in accordance with latest codes of practice</p> <p>02 - Public Liability Insurance</p> <p>03 - Public reporting facility of lighting and roads faults (Clarence)</p> <p>04 - Internal reporting facility</p> <p>05 - Inspection records; all defects are noted and recorded on a database and all inspection records retained.</p> <p>06 - Work progressing through SCOTS on Asset Management</p> <p>07 - Maintenance budgets follow fault reporting</p> <p>08 - Inspection database updated by engineers and inspectors; history of every street-road with defects</p> <p>09 - Inspection repairs are recorded through TASK</p> <p>10 - Capital Project evaluation group and procedures ensures right projects become part of the Capital Plan</p> <p>11 - Application of the UK Code of Practice</p> <p>12 - Review of insurance claims history</p> <p>13 - Traffic Management and Safety</p> <p>14 - Progress Safer Routes to Schools Programme</p> <p>15 - Limited Capital budgets to stabilise roads and footpaths</p> <p><u>Controls under development:-</u></p> <p>01 - Presentation on progress with Network AMP</p> <p>02 - Options likely to be developed</p> <p>03 - Improved inventory</p> <p>04 - Engagement of trainee to develop AMP</p> <p><u>More recent:-</u></p> <p>01 - Looking to capitalise £1m revenue funding, so as not to lose the money during budget restraints.</p>		Progress and update asset management plan	<p>Q3 18/19:</p> <p>Roads Asset Management Plan for Scotland, version 4, (Produced by SCOTS Group) available to use from October 2018.</p>

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Cemetrey safety (Mouments and wall stability)	<p>Risk Cause: Potentially unstable monuments and deteriorating wall condition.</p> <p>Risk Event: Deteriorating condition of monuments arising form poor installation in previous years and deteriorating sandstone walls in older cemeteries.</p> <p>Risk Effect: Unstable monuments and walls cause a risk of fatality from falling/ being pushed/pulled onto people attending cemeteries.</p>	<p><u>Established controls</u> 01 – Inspection of headstones undertaken on a 5 yearly cycle. 02 - Test the headstones 03 - Write to next of kin 04 - If dangerous, sheugh-in or stake 05 – historically significant headstones reinstated. 06 - Property Maintenance notified of walls where there is any concern regarding stabilities.</p>		Response to potentially dangerous walls	Q3 18/19: Ten locations notified to Property Services in September 2018 of walls in a potentially dangerous condition requiring formal assessment and action as appropriate.
				Monument Safety Project	Q3 18/19: (There are approx 13500 memorials within Midlothian Cemeteries) This quarter we have inspected lasswade old =89 headstones Loanhead new=320 Loanhead old = 838 Glencorse =227 And 80% of Roslin cemetery = 400 A total of 1874 memorials have been inspected and 32 made safe having been sheughed in and 6 repaired.
Danger to human beings as a result of risks at Bings	<p>Risk Cause: Burning bings within the ownership of Midlothian Council, Gorebridge Bings.</p> <p>Risk Event: below surface burning can result in hollows being created</p> <p>Risk Effect: Extreme temperatures reached in burning bings resulting in risk to life if people walk into these areas and fall into burning ground.</p>	<p>No current issues with burning bings at this time.</p> <p>Environmental Health manage the monitoring of Bings with specific allocated budget for this.</p>			
Street Lighting	<p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect: This is the challenge and risk of having to modernise the street lighting infrastructure in a 3 year capital programme. Solar power is being trialled. There are 30,000 columns to be addressed.</p>	1. 5 year programme of replacement in place.		Renew infrustructure and LED lamps	Q3 18/19: Continue in 2018/19 with infrastructure renewal and LED lamps work in progress.

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Health and Safety and duty of care in the workplace	<p>Risk Cause: Workplace accident or ill health caused by an uncontrolled hazard.</p> <p>Risk Event: Accident event or exposure to hazard resulting in ill health.</p> <p>Risk Effect: In the event the Council could not demonstrate it had taken reasonable measures to safeguard employees, service users or others, the Council or individuals could be subject to Criminal and or Civil litigation. Criminal action can result in fines and imprisonment of officials for failure to adequately protect people to whom the Council owed a duty of care. Criminal fines cannot be insured against. Civil claims from employees and members of the public are made each year. The cost of these over the past 4 years are as follows:</p>	<p><u>The main internal controls are:-</u></p> <p>01- Corporate team of Health and Safety specialists</p> <p>02 - H&S Policy and suite of Management Arrangements</p> <p>03- H&S Management information system</p> <p>04- H&S team represented on Corporate Risk Management Group</p> <p>05 - H&S Risk Assessments</p> <p>06 - Workplace Safety Working Systems</p> <p>07 - 'Statutory Competent' person in health and safety team</p> <p>08- Suite of training delivered to employees through annual training programme by Council Health and Safety Team</p> <p>09 - Learn-pro e-learning programmes</p> <p>10 - Particular focus on relationship between employers and public liability insurance claims and divisional health and safety practice</p>			
Increased cost to recycle dry material	<p>Risk Cause: Waste recyclers receiving this waste are suggesting the waste product does not meet the required standard agreed for recycling purposes. In addition market for the recycled product have deteriorated.</p> <p>Risk Event: Potential waste is unable to be processed by recyclers, resulting in refusal to accept waste material for recycling.</p> <p>Risk Effect: The price being charged to the Council to send dry material for recycling has increased from £20 per tonne to £110 per tonne. This may</p>	<p>01 - New contract in place with effect from 01-01-2019</p> <p>02 - Material bulked in Stobhill recycling shed, giving the opportunity to remove contamination.</p>		Resolution to potential increasing costs	Q3 18/19: Work in partnership with our contractor.

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	require additional budget provision of approximately £600,000 in 2016/17.				

Published Local Government Benchmarking Framework - Commercial Operations



Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
C&L4	Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)	£18,042.13	£20,264.75	£11,312.30	£5,837.96	£6,698.13	£5,744.77	£7,152.78	£7,359.30	17/18 Rank 4 (Top Quartile). 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%	N/A	81%	83.43%	84%	79%	78.33%	78.67%	17/18 Rank 28 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 22 (Third Quartile).

Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
ENV1b	Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)	New for 2012/13		£82.82	£64.41	£31.34	£73.24	£74.94	£74.34	17/18 Rank 28 (Bottom Quartile). 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)	New for 2012/13		£78.53	£60.20	£78.10	£87.84	£85.51	£85.01	17/18 Rank 9 (Second Quartile). 16/17 Rank 10 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV3a	Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	£10,549.67	£10,792.76	£10,648.15	£10,814.64	£12,202.76	£12,095.21	£12,662.23	£11,810.41	17/18 Rank 16 (Second Quartile). 16/17 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 9 (Second Quartile).

Code	Title	2010/1 1	2011/1 2	2012/1 3	2013/1 4	2014/1 5	2015/1 6	2016/1 7	2017/1 8	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	98.7%	98.7%	95.98%	17/18 Rank 5 (TOP Quartile). 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)	£15,398.18	£10,965.31	£7,524.02	£13,156.45	£8,649.97	£5,949.63	£7,798.77	£8,214.91	17/18 Rank 11 (Second Quartile). 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%	25%	17/18 Rank 13 (Second Quartile). 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%	30.46%	17/18 Rank 14 (Second Quartile). 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%	33.15%	17/18 Rank 15 (Second Quartile). 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%	35.23%	17/18 Rank 16 (Second Quartile). 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%	51.8%	17/18 Rank 15 (Second Quartile). 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%	89.67%	17/18 Rank 4 (TOP Quartile). 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%	71.33%	17/18 Rank 16 (Second Quartile). 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 Three 2018/19



Progress in delivery of strategic outcomes

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

The key activities which support this are:

- a) The 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

There is also a requirement to address the recommendations set out in the External Auditor's Annual report which was presented to Council on 2 October 2018. The recommendations, in so far as they impact on Finance and Integrated Service Support, are in place and an action plan is being prepared to monitor them.

1: Financial Strategy - Achievements

- a) Successful completion of the 2017/18 audited Financial Statements with an unqualified audit opinion;
- b) Completion of Quarter 2 Financial Monitoring reports for Council as part of the robust scrutiny of financial performance and subsequent submission of a recovery plan to arrest the projected in year overspend;
- c) Presentation of an update to the Financial Strategy for 2019/20 to 2022/23 outlining future years projections, the impact of change programmes and the financial implications of investment decisions and priorities.

2: Workforce Strategy - Achievements

- a) Presentation of three new people policies to November 2018 CJWG: Sexual Harassment Policy, Immigration Procedure and revised Gifts and Hospitality Policy. Sexual Harassment Policy specifically will continue to ensure Midlothian is a fair and progressive employer with a zero tolerance to workplace harassment;
- b) Implementation of induction programme to roll out during Jan/Feb 2019 for those staff who started with Midlothian in last six months allowing clear messages to be delivered setting expected standards of behaviour, conduct and performance;
- c) Consultation commenced with teaching trade unions on a revised maximising attendance policy, policy for organisational change and resolution policy;
- d) Midlothian has been chosen to participate in the Equally Safe at Work pilot run by Close the Gap. The Council will work towards achieving accreditation demonstrating the Council's strong commitment to preventing violence against women and advancing gender equality;
- e) SLG agreed to consider a revision of Recruitment Practices, discussion paper will be presented at a series of Service DMT's;
- f) The annual employee survey was launched in November, participation rates increased by 8% this year to 2016. 1824 survey were completed representing 50% of our permanent and fixed term headcount. The 2018 survey included an additional section on employee wellbeing which will inform our wellbeing agenda.

3: Digital Strategy and Digital Learning Strategy - Achievements

- a) Digital enabled projects: - Online School Payments now implemented across all key sites. Introduction of new garden waste service, Upgrade to Civica Icon (payments) now hosted solution, procurement of new cashless catering system. Business Information and Analytics – introduction to new platform as a service in partnership with NSS, deployment of Tableau Dashboards (Investing in our Workforce, Complaints, Education and Health & Social care);
- b) Schools – Modular Units – successful commissioning of the new modular units (x5) and additional works along with Digital infrastructure and asset improvements;
- c) Innovation and Technology – deployment of a range of new technologies (Windows 10, Promethean Smartboards, Management Software, Chromebooks and latest Server technologies);
- d) 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);
- e) Continued Asset Management and Investment in Digital Foundations infrastructure and associated services – e.g. a number of High Schools and Primary schools have now been transitioned over to new WiFi service. School Server estate and storage has been replaced and upgraded. Replacement of digital assets continues across the Corporate and School estate;
- f) 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; Preparation and Planning of for PSN accreditation.

4: Procurement - Achievements

- a) Achieved a 66% score in the December 2018 Procurement Capability & Improvement Programme (PCIP) assessment, this placed Midlothian in the second highest banding bracket F2 (Banding F1 –F12);
- 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) Improvement in savings projection target for Integrated Service Support in 2017/18 with shortfall reduced;
- b) Lunar and Monthly payrolls to merge for the start of 2019 financial year;
- c) Implementation of corporate licence for Civica Automation;
- d) Housing Benefit Daily Notifications now produced via Hybrid Mail;
- e) Data Visualisation – Investing In Our Workforce dashboard published;
- f) Configuration and set up of payments to support Garden Waste Charges completed;
- g) Delivery of training and support for Councillor Case Management system;
- h) Lothian Pension Fund Upload – transfer to iConnect complete; i) Testing and upgrades completed for ITrent, Open Revenues, Kirona DRS and Civica Automation.

Challenges and Risks

1: Financial Strategy

- a) The need to strengthen financial sustainability and financial management by;
- Continue work on developing cost projections and savings proposals to update the Financial Strategy for 2019/20 to 2022/23 and complete the draft 2019/20 Base Budget;
 - Prepare Quarter 3 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;
 - Finalisation of the Council's Capital Strategy and a review of the Capital Plan reflecting the significant investment pressures as a consequence of the growing population; Reviewing the capital plans to ensure the phasing of project budgets better reflects the expected project delivery schedules and so reduces slippage. This will be reflected in the Q3 update report with performance against budget monitored via the Capital Plan and Asset Management Board.
 - Strengthen financial stewardship in a climate of reducing budgets and increasing service pressure;
 - Review and update financial directives and associated documentation.

2: Workforce Strategy

- a) Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource;
- b) Securing the improvement in flexibility and productivity throughout the workforce;
- c) Continued development of the Workforce Strategy action plan;
- d) Ensuring workforce plans are updated to reflect the current and projected financial situation ensuring services transform and deliver on the Change Programme – refreshed data now received and will be disseminated imminently;
- e) Implementing engagement plans following employee survey results;

- f) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
- g) Encouraging less reliance on agency and fixed term workforce;
- h) Brexit – the EU Settlement Scheme may impact on existing workforce. Much of the detail is still unknown. Information still unknown for those EEA nationals leading to workforce uncertainty.

3: Digital Strategy and Digital Learning Strategy

- a) Increased threat of cyber/security attacks, e.g. denial of service, ransomware/hackers continues to be an ongoing challenge to mitigate risk and minimise service disruption; this threat has been heightened in the last few months,
- b) Maintaining the integrity and compliance of Public Services Network (PSN) ensuring that the Digital Estate and associated technologies inclusive of Business Applications are all up to date and pass rigorous penetration testing which is currently taking place;
- c) Ensuring sustainable investment in digital assets at a time of financial constraints and reduction in resources including the Asset Management Programme:- Microsoft Exchange/Office 365 / Windows 10 upgrade is currently in the preparation and planning stage. Additional Communications and plan to be shared with Directors, Head of Service and Service managers;
- 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) Brexit – the uncertainty of Brexit within the technology sector has the potential to impact on product/hardware and software delivery. Along with increase in cost for products and services that are built, delivered in and out with Europe could impact the supply chain.

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;
- e) Full compliance with IR35 off payroll working;
- f) Prepare and submit an annual procurement report for 2018-19 to the Scottish Minister.

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 Integrated Service Support 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) Introduction of pre-paid cards to replace cash payments, initially within Children's Services, with wider roll out to follow;
- e) The wider use of Learn Pro as the corporate solution to support workforce development;
- f) Integration of payrolls;
- g) Merging key support functions across all three Directorates to support the delivery of a 'One Council' approach, to deliver effective and efficient support services;
- h) The delivery of the Business Services Improvement Plan;
- i) Business Applications compliance and compatibility with Office 365;
- j) P2P – Invoice Approval – improving 100% first time data capture difficult due to variety and quality of invoice layouts/images;
- k) Payroll Rationalisation – move of all 4 weekly staff to monthly, prep work Q4, transfer in mid-April;
- l) Implementation of new software solution for Blue Badges by 5 February 2019;
- m) Sourcing and implementing new provider for Blue Badge Independent Mobility assessments;
- n) The programming of application upgrades within resource constraints;
- o) Impact of introduction of GDPR on both Business Applications and Records Management;
- p) Roll Out of Invoice Approval.

Emerging Challenges:

Alongside the Financial Strategy 2019/20 to 2022/3 we will implement the Workforce Strategy 2017-2022. This includes a focus on the identified themes over the next five years. The Service Workforce Plans will detail the projected workforce actions over the same period.





Given the challenging grant settlement, the Council needs to urgently put in place a medium term Financial Strategy which sets out how the identified budget shortfall will be addressed.

The Quarter 2 monitoring report detailed a projected overspend for the year of £0.514 million with Q3 indicating £0.520 million. Whilst there has been a recovery of the projected overspend against the staffing performance factor





(down from £0.203 million to £0.129 million this has been offset by reduced projections for procurement savings and savings in supplies and services). A recruitment freeze remains in place with other expenditure limited to what is legally committed or is considered to be critical expenditure with the aim of securing an improvement in the position by the year end. Work is also progressing to deliver the savings attached to the ISS review, a total of £1.127 million for the current year with a further £0.740 million expected to be required in 2019/20. In total this equates to approximately 0.18% of the service budget.





Finance and Integrated Service Support PI summary 2018/19

01.1 Making the Best Use of our Resources



Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£12.198m	£12.235m	£11.550m	£10.876m	£10.913m		Q3 18/19: Off Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an overspend of £520,000		£10.362m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.60	4.81	1.45	2.33	4.56		Q3 18/19: On Target Sickness absence interventions are being recommended to the Corporate Management Team to further address levels of sickness absence and it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future.		6.60	Number of days lost (cumulative)	1,148.29
											Average number of FTE in service (year to date)	251.93

01.2 Corporate Health

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priority actions on target / completed, of the total number	81%	92%	92%	96%	96%		Q3 18/19: On Target		90%	Number of divisional & corporate priority actions	24
											Number of divisional & corporate priority actions on tgt/completed	23
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	95%	94%	93%	93%		Q3 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)	3,030
											Number paid within 30 days (cumulative)	2,814













05. Improve PI performance	% of PIs that are on target/ have reached their target.	80%	80%	0%	0%	0%		Q3 18/19: No service specific performance indicators.		90%	Number on tgt/complete	0
											Total number of PI's	0
06. Control risk	% of high risks that have been reviewed in the last quarter	100 %	100 %	100 %	100 %	100 %		Q3 18/19: On Target All risks reviewed and controls in place.		100 %	Number of high risks reviewed in the last quarter	5
											Number of high risks	5

01.3 Improving for the Future

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.							Q3 18/19: Off Target 36 audit actions were progressed last quarter and completed. The remaining 10 outstanding actions are dependent on other measures being implemented/programmed or one of a lower priority. Continued review will be carried out with the aim of completing outstanding actions as far as possible.			Number of internal/external audit actions on target or complete	6
		63.64%	67.12%	61.11%	82.69%	37.5%				90%	Number of internal/external audit actions in progress	16


Finance and Integrated Service Support Complaints Indicator Summary

01.4 Commitment to valuing complaints




Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	21	19	5	10	12		Q3 18/19: Data only	
Number of complaints closed in the year			5	10	12		Q3 18/19: Data only	
Number of complaints upheld (cumulative)			3	7	8		Q3 18/19: Data only	
Number of complaints partially upheld (cumulative)			0	0	1		Q3 18/19: Data only	
Number of complaints not upheld (cumulative)			3	3	3		Q3 18/19: Data only	
Average time in working days to respond to complaints at stage 1	6.29	1.74	2.6	3.11	4.45		Q3 18/19: On Target	5
Average time in working days to respond to complaints at stage 2	0	0	0	11	11		Q3 18/19: On Target	20
Average time in working days for a full response for escalated complaints			0	0	0		Q3 18/19: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	42.86%	57.89%	100%	88.89%	72.73%		Q3 18/19: Off Target 3 out of 12 complaints this year (Apr to Dec) required further investigation due to their complex nature.	100%
Percentage of complaints at stage 2 complete within 20 working days	0%	0%	0%	100%	100%		Q3 18/19: On Target	100%
Percentage of complaints escalated and complete within 20 working days			0%	0%	0%		Q3 18/19: On Target	100%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			0	0	0		Q3 18/19: Data only	

Finance and Integrated Service Support Action report 2018/19



01. Support people who are at risk of being isolated to access social opportunities

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.1.1	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%	Q3 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.



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

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.2.1	Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2019		75%	Q3 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%	Q3 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 supplier 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		100%	Q3 18/19: Complete Procurement Strategy approved at August Council.


03. Improve employability skills and sustained, positive school leaver destinations for all young people

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.3.1	Support Investing in our Workforce principle by reviewing and refreshing recruitment policy to allow service specific recruitment initiatives	31-Mar-2019		55%	Q3 18/19: On Target Discussion Document presented to SLG 15/12/18. Agreed to progress through attending service DMT's.
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		75%	Q3 18/19: On Target Work ongoing to support Heads of Service with the delivery of their specific workforce plans. Refreshed data effective from 01.01.19 to be provided to Heads of Service. Heads of Service making progress as part of service reviews and budgetary savings.






04. Increase access to Digital Services










Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.4.1	Implementation of Digital Services Asset Management and Investment plans - Corporate/Schools	31-Mar-2019		55%	Q3 18/19: On Target Asset Management programme continues across the Council ensuring technologies and assets being deployed are fit for purpose. An email has been sent (17/01/2019) to Directors and Head of Services outlining the programme, plans and timescales for PC(windows 10) and Server replacement.
FISS.P.4.2	Implementation of the Digital Strategy	31-Mar-2019		55%	Q3 18/19: On Target Work continues in delivering the Digital Strategy and agreed programmes of work approved by the Digital strategy group. A paper has been submitted to CMT recommending that the council undertakes a Digital Maturity assessment working with the Digital Office. Digital Services continues to participate in LG Digital office work streams and provides updates through the Digital strategy group (Next meeting scheduled for 23/01). Work is also progressing with Health and Social care with particular reference to Technology enabled care.


05. Ensure equality of opportunity as an employer

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.5.1	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		75%	Q3 18/19: On Target Seven new/revised people policies were implemented on 1 June 2018 and are being embedded by Service Managers. The Wellness@Midlothian agenda was endorsed by CMT and service-level wellness plans will now be developed. Three new people policies were presented to CJWG in November 2018. Work underway leading up to the year end to ensure managers are equipped to manage areas of under-performance within their teams.







06. Ensure sustainable strategy for the delivery of Council Services





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.6.01	Develop and achieve actions set out in the Employment and Reward Transformation plan to deliver target savings	31-Mar-2019		60%	Q3 18/19: On Target Timesheet on-loads continue to be rolled out and perfected; Retirement Options user Manual and workflows in development; E- Forms adopted to facilitate payment for additional services; E-Slip sign up now at 78%; CMT approved merging of lunar and monthly payrolls to be completed in April 19.
FISS.P.6.02	Deliver all payrolls on schedule	31-Mar-2019		75%	Q3 18/19: On Target Early Christmas payroll delivered successfully. January is another early payroll deadline.
FISS.P.6.03	Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR)	31-Mar-2019		75%	Q3 18/19: On Target The GDPR programme has been signed off by GDPR Project Board and is now business as usual. Service management \ managers now have the day to day responsibility for all GDPR related activities. The revised GDPR policies, procedures and toolkits are on the Council intranet. Now in the final stages of recruiting to the newly created Data Protection Officer position within Legal services
FISS.P.6.04	Awareness, preparation, and implementation of Scottish Government Public Sector Cyber Resilience Action Plan	31-Mar-2019		50%	Q3 18/19: On Target Current activities to improve Council cyber security position and resiliency can be summarised below :- 1. Undertaking annual PSN security testing of externally facing websites and the Councils internal network 2. Preparing for Cyber Essentials security testing of the corporate and schools network 3. Implementation of the Scottish Governments Cyber Resiliency Action Plan – ongoing 4. At the request of SOLACE engaging with the Digital Office to deliver the 6 projects below:- <ul style="list-style-type: none"> • Create a cyber-capability maturity model • Develop a common staff cyber security training resource • Conduct business continuity and cyber security incident response exercises • Deploy a supply chain cyber risk assessment tool during procurement • Produce cyber security audit tools to assist Internal Audit and Audit Scotland Commence discovery phase to integrate with public sector Security Operations Centre (SOC)
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%	Q3 18/19: On Target Purchase Ordering complete for all services. Implementation of lodged/virtual cards for Catering underway. Work ongoing to improve 100% first time data capture in Invoice Approval before roll out to schools.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.6.07	Achieve the actions set out in the Total Document Management project plan	31-Mar-2019		50%	<p>Q3 18/19: On Target</p> <p>Education (mgfl): Roll out of software to identified mgfl users has commenced.</p> <p>Manager File Plan: Business Services live. Further roll out will be driven by the introduction of Maximising Attendance workflow</p> <p>Construction: No further progress</p> <p>Business Services File Plan: Business Applications live. Work ongoing within Operational support to migrate existing documents to CS10. The new Business Services portal is now live.</p> <p>Maximising Attendance at Work: Initial design meeting has taken place and the scope agreed. Development of workflows has commenced and test users have been identified. Next step will be a pilot within Business Services teams.</p> <p>Mail Scanning: Incoming mail scanning live for Health & Social Care.</p> <p>System Upgrade: Upgrade assessment has been completed by Opentext and discussions taking place to agree consultancy requirements. Planning and scheduling of upgrade have commenced but are dependent on the conclusion of these discussions.</p>
FISS.P.6.08	Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	31-Mar-2019		15%	<p>Q3 18/19: Off Target</p> <p>Decision taken to assess current infrastructure requirements vs Hosted solution to support Mosaic. Business case being prepared to evaluate options for support and resilience inc. costs. NHS Lothian have been informed.</p>
FISS.P.6.09	Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2019		50%	<p>Q3 18/19: On Target</p> <p>Workstreams progressing in line with plan</p>
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		75%	<p>Q3 18/19: On Target</p> <p>Claims received have been processed in terms of the process and passed to claims handlers.</p>
FISS.P.6.11	Achieve contract delivery targets set out in the Contract Delivery Plan	31-Mar-2019		70%	<p>Q3 18/19: On Target</p> <p>Contracts currently being delivered against timescales</p>
FISS.P.6.12	Focus on embedding People Policies and supporting managers to work within new policy framework	31-Mar-2019		100%	<p>Q3 18/19: Complete</p> <p>Managers have been provided with tools to assist in the communication of these policies to their teams. Ongoing HR support available where needed.</p>
FISS.P.6.13	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		75%	<p>Q3 18/19: On Target</p> <p>Financial Strategy 2019/20 to 2022/23 report presented to November Council and final budget proposals to Council in February 2019.</p>
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%	<p>Q3 18/19: Complete</p>
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		100%	<p>Q3 18/19: Complete</p>


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.6.16	Deliver quarterly financial reports and commentary to Council	31-Mar-2019		75%	Q3 18/19: On Target Financial monitoring timetable is in place with performance against budget being reported to Council in August, November and February 2019 with the final position in June 2019.





07. Local Government Benchmarking Framework



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.5	5.25	2.1	3.56	6.34			Q3 18/19: Off Target Sickness absence interventions are being recommended to the Corporate Management Team to further address levels of sickness absence and it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future. Teachers stats: The Council has started negotiations with the teaching trade unions in relation to introducing a revised Maximising Attendance at Work Policy.	7.2	
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	49.0%	49.7%	46.7%	48.7%	49.7%			Q3 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.	50.0%	17/18 Rank 25 (Bottom Quartile). 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	2.32%	3.7%	3.03%	3.16%	3.54%			Q3 18/19: Data not available Lag indicator figure not available until end Jan.		17/18 Rank 14 (Second Quartile).

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
	male and female - all council employees										16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile)
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (Cumulative) (LGBF)	4.59 days	3.19 days	1.23 days	1.48 days	3.46 days			Q3 18/19: Data only The Council has started negotiations with the teaching trade unions in relation to introducing a revised Maximising Attendance at Work Policy it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future.		17/18 Rank 4 (TOP Quartile). 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)	8.59 days	6.03 days	2.41 days	4.35 days	7.45 days			Q3 18/19: Data only Sickness absence interventions are being recommended to the Corporate Management Team to address levels of sickness absence and it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future.		17/18 Rank 2 (TOP Quartile). 16/17 Rank 7 (Top Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).


Finance and Integrated Service Support Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
DS - School Security risks	<p>Main risks are (1) data integrity failure in MIS applications (2) internet filter failure (3) network security within the schools' network (4) network security from outwith the schools network (5) viruses or similar attack (6) inadequate application security and (7) lack of segregated security levels for system administrators.</p> <p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p>	<p>Data integrity MIS applications</p> <p>01 - data integrity policy</p> <p>02 - data audit procedures</p> <p>Internet Filter Failure</p> <p>01 - external solution on best solution</p> <p>02 - daily filter testing, 24x7 monitoring</p> <p>03 - default setting on failure to no traffic</p> <p>04 - support contract in place</p> <p>Network Security within</p> <p>01 - security audit</p> <p>02 - staff training</p> <p>03 - advice from consultants</p> <p>Network security outwith</p> <p>01 - security audit</p> <p>02 - staff training</p> <p>03 - advice from consultants</p> <p>Viruses</p> <p>01 - counter measures in place</p> <p>02 - support contract in place with supplier</p> <p>03 - system monitoring</p> <p>04 - security audit</p> <p>Application Security</p> <p>01 - security procedures implemented at school level</p> <p>02 - investigate whether application can be monitored remotely then apply any appropriate Security procedures</p> <p>03 - risk to be assessed further during SEEMIS implementation</p> <p>Segregated Security Levels</p> <p>01 -</p>			




Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
HR - Equal Pay	There are residual issues being managed Risk Cause: Risk Event: Risk Effect:	<u>The main internal controls are:-</u> 01 - Negotiations ongoing with claimants representatives to achieve settlement of claims, though different types of claims at different stages. 02 - Capitalisation arrangement secured 03 - MM implementation limited ongoing exposure 04 - Legal expertise commissioned to advise			
HR - Operations having a detrimental impact on services	Services have made complaints about delays etc. Risk Cause: Risk Event: Risk Effect:	<u>The main internal controls are:-</u> 01 - ISS Project framework. The Director, Resources is overseeing this work. 02 - Restructuring has been agreed by ISS board, consultation complete and recruitment will take place in the New Year. 03 - Systems Thinking Process Intervention to result in a Project Plan in the New Year.			
GENERIC - Information Management and Data Protection	Heads of Service invited to review their controls over IM and Data Protection. Risk Cause: Ineffective procedures or failure to follow procedures. Risk Event: Data breach. Risk Effect: Potential fine.	01 - Corporate Information Management Group and Action Plan 02 - Divisional Information Management Group 03 - Data Protection Policy 04 - Information Security Strategy 05 - Data protection awareness 06 - Each manager instructed to review their data protection practice			
DS - Staffing levels and impact on service	Risk Cause: Difficulty recruiting competent staff in a timely manner, and retaining existing staff. Risk Event: Market conditions and other external factors can favour Contract based staff. Risk Effect: Challenges making permanent appointments within the service and retaining staff.	Recruitment 01 - Acting up possibilities 02 - Work programmes detailed and shared 03 - Procedures for reallocating staff 04 - Prioritise workload in times of staff shortages Retention 01 - Exit interview data review Absence 01 - Annual leave and flexileave authorised by line manager			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		02 - Absence management policy and procedure notified to all staff 03 - Procedure for authorising overtime re back fill Training 01 - PDP/CPD 02 - Training budget 03 - Development of internal training programme			
DS - Professional practice risks	The main risks are (1) failing to carry out day to day tasks and (2) failing to meet data extraction and exchange timetables as a result of potential staffing, technical and other factors. Risk Cause: Risk Event: Risk Effect:	Day to day tasks 01 - Provide breakdown of daily duties 02 - Monitor feedback - Schools 03 - Monitoring procedures in place 04 - Staff training Data extraction and exchange 01 - Programme agreed with SEED 02 - Staffing in place to meet timetable 03 - Alternative staffing in place			
DS - Recovery of Service after Major Incident	Risk Cause: outbreak of fire in comms room, 3 party failure from supplier. power failure in major/minor sites, infrastructure failure (WAN), incompatibility between corporate and schools ICT systems Risk Event: Risk Effect: application failure affecting school and central operations The main risks are (1) data back up and recovery (2) application failure affecting school and central operations (3) outbreak of fire in comms room (4) cabling difficulties in schools (5) loss of major hub sites (6) failure to support online services (7) smartcard application failure affecting school operations (8) infrastructure failure (INTERCONNECT) (9) loss of minor hub sites (10) power failure in	Data back up/recovery 01 - procedure 02 - information shared with staff back up security 03 - Generic IT Business Continuity Plan Application failure 01 - local support in place 02 - external support contract in place 03 - liaison with other education authorities Fire in Comms Room 01 - fire safety policy/guidance from H&S 02 - fire risk assessment 03 - fire detection equipment 04 - environmental monitoring equipment in place Cabling difficulties in schools 01 - TSO route planning with contractor 02 - Asbestos register alert on all appropriate orders 03 - partner working with Commercial Loss of Major Hub Sites			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	major/minor sites (11) infrastructure failure (WAN) (12) email failure (13) infrastructure failure (LAN) (14) major component failure (15) other major service failure (16) failed environmental controls (17) incompatibility between corporate and schools ICT systems and (18) hostile environment in comms room.	<p>01 - Greenhall, Dalkeith Campus BC plans 02 - WAN disaster recovery plan 03 - Resilience reviews</p> <p>Online Services 01 - Quality of on-line services monitored by EO</p> <p>Smartcard 01 - System monitored by Education and Commercial Services 02 - Support contract in place</p> <p>InterConnect 01 - National SSDN contract in place 02 - 24x7 monitoring 03 - resilience</p> <p>Minor Hub sites 01 - WAN disaster recovery 02 - resilience</p> <p>Power failure - major/minor sites 01 - power supply recovery plan 02 - UPS on critical services</p> <p>WAN 01 - contracts with suppliers 02 - 24 x 7 monitoring 03 - resilience</p> <p>E-mail 01 - daily system testing, 24x7 monitoring 02 - external support contract 03 - external consultancy on best solution</p> <p>LAN 01 - 10x5 monitoring 02 - swap out procedure 03 - resilience</p> <p>Major Components 01 - support contracts 02 - staff training 03 - resilience</p> <p>Other Major Service Failure 01 - daily system test, 24x7 monitoring 02 - external support contract 03 - external consultancy on best solution</p> <p>Environmental Controls</p>			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		01 - Financial directive 02 - IT intranet guidance 03 - knowledge of procedures, staff and training Corporate and Education ICT 01 - regular contact 02 - standards compliance 03 - Head of It/EO monitoring Hostile environment in Comms Room 01 - environ monitoring equipment 02 - Duty Officer			
Revenues - Improving Sundry Debts collection performance	This risk is to consider the procedures in place to ensure we maximise the revenue collected through fees, charges and other sundry debts. Risk Cause: Risk Event: Risk Effect:	<u>The main internal controls are:-</u> 01 - New software procured/installed/rolled out successfully 02 - Internal Control Principles agreed by the Project Board and disseminated to Divisions to decide how they are going to comply 03 - Significantly improved management information disseminated on a regular basis to divisional managers - debt age analysis, credit notes, holds etc 03 - Regular user group meetings 04 - CMT, Corporate DMT and Revenues MT have bought in and been involved in the improvement plan. 05 - Review of debt management performance conducted 06 - Write off of old debt carried out, to cleanse the system 07 - Integra training carried out for Revenues Control Team and Users 08 - Part time Arrears officer recruited to enable split of function from systems administration carried out by Systems Control team. 09 - Procedures for regular transfer of debt to Sheriff Officer for recovery. 10 - Changes to recovery strategy in line with organisation restructure			



Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		<p>11 - Extending payment methods through sundry debt collection</p> <p>12 - Split of duties between Systems Control and Arrears changing responsibilities and targeted approach at recovery of debt.</p> <p>In addition, whilst not an Internal Control as such, the Internal Audit team reviewed divisional matters like finding new pay as you opportunities (no invoices), segregation of duties, use of AR requisition forms, credit notes, holds etc which will enhance the internal controls above.</p>			
Secretariat Risks	<p>The Secretariat function is required to adhere strictly to legislation and timetables and is also responsible for collecting fees associated with civic government licensing. There are therefore risks in ensuring this is administered accurately and timeously.</p> <p>Risk Cause:</p> <p>Risk Event:</p> <p>Risk Effect:</p>	<p><u>The main internal controls to mitigate the identified risks are:-</u></p> <p>01 - well trained and well established staff, low turnover of Clerks in recent past</p> <p>02 - clear and well established procedures for staff to follow</p> <p>03 - assistance can be provided from business admin section to provide support cover</p> <p>04 - well established Elections procedures in accordance with statute</p>			
Licensing risks (liquor and civic government)	<p>Risk Cause: Human error, staffing shortage.</p> <p>Risk Event: Not getting applications to consultees and decision making body</p> <p>Risk Effect: Failure to process licence applications and controls</p>	<p>01 - well established and well trained staff</p> <p>02 – idox management system operating features</p>			
DS - Limited staffing resources to meet the IT demands of the Council/inadequate forum for deciding which computer projects are a priority	<p>Risk Cause: demands for projects are often not properly prioritised, there is no effective forum to decide which computer projects are to be prioritised. IT may not be involved in computer projects</p>	<p><u>The main headline controls are that:-</u></p> <p>01 - Generally Projects only commence when IT resource is available which may mean important computer projects are delayed</p>			



Alert



High Risk






Warning









OK






Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	Risk Event: Risk Effect: There are two issues (a) constrained in expanding/sustaining staffing resource and (b) demands for projects are often not properly prioritised and there is no effective forum to decide which computer projects are to be prioritised. Additionally IT may not be involved in computer projects. There are day to day demands on the IT service as demand for computing increases.	02- Occasionally an external project resource is commissioned eg Social Work MIS 03 - Balancing resources against competing demands 04 - Use of Agency staff where required, but this is currently subject to an embargo 05 - New Projects approved \ initiated via Digital Strategy Group \ CMT			
DS - Information Security and closing any immediate gaps; isolated incident that becomes high profile.	This is the risk of not protecting sensitive information due to inter agency working, data sharing, remote and mobile accesses. The risk is reducing as various initiatives are underway, or have been completed, but the impact of any non compliance is likely to be high. Risk Cause: Risk Event: Risk Effect:	<u>Internal controls include:-</u> 01 - Access Controls 02 - Policies and procedures 03 - Software management 04 - Compliance with industry standards (ISO) 05 - Security and risk management reporting (inc separate risk register) 06 - Information management group & IMG Action Plan 07 - Risk Management group 08 - New Projects approved \ initiated via Digital Strategy Group \ CMT			
DS - Compliance - Regulatory, Contractual and Legal	This is the risk of censure and includes DPA, FOI, RIPSA, Computer Misuse, Health and Safety,GSX, NHS, Police q Risk Cause: Risk Event: Risk Effect:	<u>The main internal controls are:-</u> 01 - Identify areas of poor practice 02 - Educate users with their Information Security responsibilities 03 - Undertake risk assessment of compliance responsibilities for GSX, ViSOR, PLDN and SCRO 04 - Policies and Guidelines exist to maintain compliance 05 - New Projects approved \ initiated via Digital Strategy Group \ CMT			
DS - Computer Business Continuity Management	Computers play a major role in continuity of business and any major disruption would be crucial and	<u>The main internal controls are:-</u> 01 - List of critical business systems contained with a generic IT BC Plan			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	jeopardise the Council's approach to the Civil Contingencies Act Risk Cause: Risk Event: Risk Effect:	02 - Routine of reporting IT BC into CMT and BCG 03 - Ongoing programme of resilience 04 - Corporate BC plan 05 - Back ups of data and systems on an incremental and full basis. 06 - Specific risk assessment adopted by the Audit Committee on 8 February 2011(attached)			
Communications and Marketing - Divisions not acting corporately in communications matters	It is important that the Council's communications are handled corporately and the communications procedures set out this approach. Risk Cause: Risk Event: Risk Effect:	<u>The main internal controls to mitigate the identified risks are:-</u> 1 - named Communications & Marketing contact(s) for each Division 2 - revised Communications Standards launched early 2011 3 - informal monitoring and highlighting issues to Divisions 4 - planned launch of Communications & Marketing Strategy			
Communications and Marketing - Maintaining good relations with media	It is important for the council to maintain its good relationship with all strands of the media to minimise possible reputation damage and possible financial consequences. Risk Cause: Risk Event: Risk Effect:	<u>The main internal controls to mitigate the identified risks are:-</u> 1 - continue to maintain good liaison with third party/media contacts, understanding each other's requirements 2 - endeavour to adhere to deadlines requested, where reasonable/possible, with co-operation from Divisions where necessary			
INFOSEC - Access Control - Accessing sensitive IT systems from mobile devices	Council Smartphones and Laptops connecting remotely to IT systems may lead to the unauthorised access or loss of sensitive data Risk Cause: Risk Event: Risk Effect:	01 - Smartphone technology secured to CSEG standards 02 - Mobile access security policies and user acceptance forms signed. 03 - Laptops utilise Direct Access.			
INFOSEC - Communications and Operations Management - Malicious software, Phishing and Spam	Viruses and malicious software can infect the Council's network from a number of sources such as email, portable media, and internet, third party networks, and unauthorised hosts, potentially wreaking havoc on Council IT systems. Risk Cause: Risk Event: Risk Effect:	01 - All users using IE11 02 - ISA Server blocks certain malicious code 03 - Websense mail filter blocks certain malicious code 04 - Microsoft PC patches are applied via SCCM each month			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		05 - Microsoft server patches should be manually applied each month 06 - Desktop Microsoft Office 2007 is patched each month via System Centre 07 - Acrobat routinely updated and pushed to PC's via System Centre 08 - Websense, Mailmarsh and Trend Micro on exchange filters emails externally routing email 09 - Sophos anti virus is installed on all servers and PC's 10 - Users warned of the dangers of phishing emails and social engineering attacks via intranet and email warnings			
INFOSEC - Physical and Environmental Security - Unauthorised building access	Concerns with ease of unauthorised site access e.g. tailgating .Visitor management poor.	01 - Council building security policy. 02 - New door entry system 03 - New visitor management system 04 - Security posters 05 - Information Security Lead meets every 6 months with Head of property and facilities to discuss property concerns 06 - Private I Security Campaign			
INFOSEC - Compliance - Electronic Data Loss	Council expectations of accessing information anytime, anyplace, anywhere significantly increases the chances of its loss. As does the sharing of information with third parties, third party network connections and the failure to follow secure procedures or seek advice.	Third Parties 01 - NDA - Non disclosure agreement outlines 3rd party responsibilities when handling Council data. 02 - Data sharing agreements 03 - Codes of connection Email 04 - Limit outbound email size to 30MB 05 - IT acceptable use policy provides information on the inappropriate use of sensitive information and supporting guidelines 06 - Egress email encryption 07 - Guidance available to users on sending sensitive data by email Remote Access 08 - Direct Access CESG CPA approved solution 09 - Remote Access Policy			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
		10 - Smartphone policy 11 - Laptop Policy 12 - Memory stick policy Encryption 13- All Council laptops are encrypted 14 - All Council Memory sticks are encrypted 15 - All Smartphone devices are encrypted			
INFOSEC - Access Control - Cyber Security Attack	The Council is at significant risk of cyber attack from Ransomware, Phishing emails, APT's. DDOS attacks, Hacking and social engineering exploits.	01 - IT Acceptable Use Policy covers password use and logon responsibilities 02 - Cross referencing multi system logs - e.g. audit logs, CCTV, door access, flexi etc			
ISO27001- Security Policy - Existing security policies should be reviewed	Information Security policies must be reviewed at least every 2 years to maintain their relevancy and accuracy.	01 - Revise all security policies older than 3 years old.			
COMPLIANCE - Compliance - PSN Code of Connection	In order to maintain connectivity to the PSN network a series of security controls must be met. As CESG security standards are continually raised, It's increasingly difficult to balance this with flexible working practices (remote/mobile access), collaborative working and data sharing promoted by the Council and therefore increasingly difficult to maintain compliance.	01 - GSX 2008 code of connection approved by CESG (just!)			

Published Local Government Benchmarking Framework – Finance and Integrated Service Support

Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	4.53%	4.49%	3.93%	4.8%	6.03%	6.03%	6.34%	4.47%	17/18 Rank 18 (Third Quartile). 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%	49.0%	17/18 Rank 25 (Bottom Quartile). 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 for 2015/16					4.59%	2.97%	2.32%	17/18 Rank 14 (Second Quartile). 16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile).
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (Cumulative) (LGBF)	4.89 days	4.79 days	5.21 days	5.25 days	5.50 days	4.17 days	4.94 days	4.59 days	17/18 Rank 4 (TOP Quartile). 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	8.59 days	17/18 Rank 2 (TOP Quartile). 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%	93.1%	17/18 Rank 18 (Third Quartile). 16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

Economic Development and Planning

Code	Title	2010/1 1	2011/1 2	2012/1 3	2013/1 4	2014/1 5	2015/1 6	2016/1 7	2017/1 8	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
ECON4	Percentage of procurement spent on local enterprises	18.86%	24.87%	18.39%	22.4%	19.97%	17.96%	12.85%	18.07%	17/18 Rank 26 (Bottom Quartile). 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 Three 2018/19



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, with an emphasis on entrepreneurial income generating projects and community involvement, which include:

- Sport and Leisure (including Destination Hillend) and Active Lives (integrated NHS supported programmes)
- Optimising the use of Property Assets including industrial estates and energy supply options
- Building and Facility Management Services including the development of Integrated Facilities
- Facilities Management services covering a range of functions including external contracts with third parties
- Delivering and Promoting healthy nutrition and the expansion of non-core catering services
- Implementation of a wide range of capital projects

Building Services: The new Newbattle High School, the Council's first centre of excellence was handed over successfully resulting in no delay to the school programme. The project came in under budget.

Successful completion of the demolition of the old Newbattle High School, Mayfield leisure Centre and Newbattle Swimming Pool on time and on budget.

Successful completion of the installation of new windows and upgraded insulation to Penicuik Town Hall as part of the total funding of £5,635,000 secured to deliver energy efficiency projects since 2011.

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

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

Public realm improvements to Gorebridge Main Street are complete.

Lawfield Primary School extension outline design and costs have been negotiated and agreed with the PPP provider.

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

Facility Services: Nutritional inspection at Paradykes Primary was carried out this quarter, and any recommendations received have been implemented as necessary.

Catering Services increased the promotion of our Cafes this quarter through the Councils Social media sites and website. In addition the services retained the Healthy Living Award for the trolley service.

As part of the Early Years expansion Pilot, Catering are now providing a meals service to Mayfield Nursery which progressed to hot meals this Quarter. Discussions are on-going for additional nurseries starting in February 2019.

Efficient and quick responses by the Cleaning Team, in response to Norovirus outbreaks across several schools, stopped this becoming a wider problem.

Quick responses by the Janitorial Team in dealing with burst pipes at Cornbank Primary ensured minimum impact to Education services.

Body Fluid Cleaning training programme for Education has started and will be complete by March 2019.

Successful implementation of providing staff and resources for the new modular units at several schools.

Sport and Leisure: The Sport and Physical Activity Strategy for Midlothian Council was launched this quarter. The strategy was launched on the Active Midlothian Website in December 2018.

Lasswade High School was awarded the 'SportsScotland Gold School Sport Award'. Lasswade are the first secondary school in Midlothian and one of only 18% in Scotland to have been awarded the coveted 'sportsScotland Gold School Sport Award' status for excelling in sport across the school.

This year's annual cross country event held at Vogrie Country Park was a great success. The event was open to all Midlothian Primary Schools. The top five runners in each event will also be invited onto the Athletics Talent ID scheme.

Four Midlothian Football clubs received national recognition for the outstanding work they are doing in their local communities. The Scottish FA Quality Mark Scheme is a national initiative designed to enhance a club's overall governance and highlight best practice, ensuring a club is performing to the highest possible standards. The initiative has four strands; Standard, Development, Community and Legacy. This year, St. Bernards BC and Penicuik Athletic received their Development Award re-accreditation while at Legacy level we saw Penicuik Athletic Youth Football Club re-accredited with their award. It was a special evening for Dalkeith Thistle Community Football Club, who after hard work and long hours, have finally been awarded their Legacy Award for the outstanding work they are producing in their local community.

Midlothian Active Schools supported Midlothian Women & Girls in Sport Week, which is led by the Scottish Government's Women and Girls in Sport Advisory Board. The aim was to raise awareness of increasing opportunities in sport and physical activity among women and girls, and highlighting the solutions to overcoming the barriers to participation.

Midlothian Sports Award were held this quarter giving the opportunity to celebrate the excellence and dedication of sportspeople in our county.

The 2018 Active Schools Swimming Gala was a huge success.

Property Assets: We have been notified of our successful bid in respect of Millerhill/Shawfair Transformational Low Carbon Infrastructure Project (LCITP) funding for the delivery of large scale transformational low carbon infrastructure projects. The detail of the award and the conditions attached have yet to be received and will be reported to Council in due course.

The purchase of former retail premises at 83 High Street, Bonnyrigg from Scotmid for a social housing development has been completed.

Sale of ground adjacent to the Harrow Hotel, Dalkeith to Admiral Taverns Piccadilly Limited concluded in 2018.

Heads of Terms have been agreed with Lothian Estates for the purchase of the proposed Kippielaw School site.

Heads of Terms agreed with Taylor Wimpey for the purchase of Plot Q, Hopefield Development, Bonnyrigg for a mixed use development of social housing and retail unit whilst concurrently agreeing Heads of Terms with a retail tenant to occupy the proposed retail element of the development.

Challenges and Risks

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

Delivery of Major works programmes with a small internal team against a rising market of costs and labour shortage. Four Primary schools, Extensions to Sacred heart and Cuiken Primary schools, New care home at Dundas Buildings, Phase 2 and 3 Housing sites, Woodburn Hub, EWIM 2 inclusive of Buccleuch house. This will be addressed by monitoring workloads and pressure on staff making sure the correct resources are available to assist in these projects.

Difficulty in obtaining sites for the new house build programme and advancing the new house build programme to get more units on site for 2022. Building Services along with Property Assets are in the process of identifying available sites in the areas of housing need. Missives have been entered with Miller Homes to purchase 23 pre-constructed houses and will be available in 2019. Further negotiations are ongoing with other developers at this time. Discussions are ongoing with planning and education in relation to planning issues about school provisions. Negotiations have commenced to purchase land at Kippielaw to build a new school and this would allow for new housing to be developed on a number of sites in this area. Dialogue with Education colleagues continues to provide solutions to the Learning Estate Strategy and Capital Plan.

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

Facility Services: With reduced staffing in Facilities Services' Catering, Cleaning and Janitorial services following service reviews, it is becoming extremely challenging to cover periods of high sickness absence and holidays.

Options are being explored to reduce the plastics packaging within the catering service and functions.

Work as part of the team to procure and implement a new cashless system for High Schools. This is currently at tender review stage with implementation in April 2019.

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

Sport and Leisure: Planning consultants, Montagu-Evans have been appointed and will put an indicative plan in place to enable the planning process to be started for Destination Hillend. Public consultations have commenced.

Sport and Leisure Services have started to prepare for the bottom up service review which will start next quarter. Plans continue with workforce reduction within the leisure centres to effect a budget saving.

The new leisure management system is now being used to analyse usage and income within leisure centres. Stage two of the implementation programme will allow customers to make online payments and bookings. This is being tested at present for implementation in March 2019.

Work is underway with colleagues regarding asset transfer of Pavilions.

Property Assets: Given the Council's financial pressures, ways to secure match funding to enable the Millerhill /Shawfair Low Carbon Infrastructure Project (LCIPT) are being sought. The aim is to proceed with the capital investment in partnership whilst maintaining a long term Council financial return on the investment as well as wider environmental and energy security returns.

Commencing and completing the annual Asset Valuation and introducing new processes to address issues raised by External Auditors, within the required timescales, with a reduced staff compliment following the recent resignation of a key staff member.





Concluding the negotiations and the acquisition of Network Rail land at Shawfair to secure the site for the new school at Shawfair. Following legal advice, this now involves gaining agreement from a neighbouring authority whose outcomes and priorities may not align with those of Midlothian Council.

Acting on behalf of the Housing Project Team in seeking to resolve issues and objections from third parties regarding the proposed development of Site 47 Kirkhill, Penicuik and Site 110, Clerk Street, Loanhead.



Overall Budget Challenges: Continued challenges faced for all teams in delivering services within budget, with current actions in financial management to recover a balanced budget. These include identifying vacancies and underspent budget areas, limiting building maintenance to essential items only, promotion of café and leisure facilities to increase income and maximising returns from PPP contracts. There are unavoidable additional / increased costs in energy and non-domestic rates.







Property & Facilities Management PI summary 2018/19

01.1 Making the Best Use of our Resources



Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£14.604m	£13.799m	£13.750m	£13.710m	£14.002m		Q3 18/19: Off Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an overspend of £1.217,000		£12.818m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.54	5.39	2.01	3.81	7.34		Q3 18/19: Off Target The HR team are working with the Head of Service and Managers to offer support and guidance to address levels of sickness absence. 6 weekly meetings are in place with key service managers and HR where sickness levels are high. E.g Catering where hygiene regulations prohibit staff attending working following sickness/illness. Sickness trends are currently being analysed to ensure the most appropriate actions are in place to effectively manage attendance in areas of higher absence.		7.54	Number of days lost (cumulative)	4,381.58
											Average number of FTE in service (year to date)	597.29

01.2 Corporate Health

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	96.3 %	96.3 %	100 %	95.6 %	100 %		Q3 18/19: On Target		90%	Number of service & corporate priority actions	23
											Number of service & corporate priority actions on tgt/completed	23

04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	82%	83%	92%	86%	84%		Q3 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.		85%	Number received (cumulative)	11,620
											Number paid within 30 days (cumulative)	9,774
05. Improve PI performance	% of PIs that are on target/ have reached their target.	69.44%	70%	82.76%	82.76%	82.76%		Q3 18/19: Off Target 5 Performance indicators off target. Services are working to bring these on target where possible. Please see attached report for individual performance indicators for detail.		90%	Number on tgt/complete	24
											Total number of PI's	29
06. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	0%	0%	0%		Q3 18/19: On Target No high risks identified.		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

01.3 Improving for the Future

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target.	50%	71.43%	100%	100%	100%		Q3 18/19: On Target 1 Audit action complete this quarter.		90%	Number of internal/external audit actions on target or complete	1
											Number of internal/external audit actions in progress	1




Property and Facilities Management Complaints Indicator Summary


01.4 Commitment to valuing complaints

Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	753	563	193	332	486		Q3 18/19: Data only	
Number of complaints closed in the year			164	316	472		Q3 18/19: Data only	
Number of complaints upheld (cumulative)			120	222	312		Q3 18/19: Data only	
Number of complaints partially upheld (cumulative)			0	12	22		Q3 18/19: Data only	
Number of complaints not upheld (cumulative)			3	68	117		Q3 18/19: Data only	
Average time in working days to respond to complaints at stage 1	4.6	0.47	1.8	3.1	3.41		Q3 18/19: On Target	5
Average time in working days to respond to complaints at stage 2	21.5	15	0	0	0		Q3 18/19: On Target	20
Average time in working days for a full response for escalated complaints			0	1	0.75		Q3 18/19: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	84.81%	86.3%	92.68%	92.38%	88.68%		Q3 18/19: Off Target Performance officer carried out analysis on complaints data and identified user issues, feedback has been given to system users both in the contact centre and within services.	95%
Percentage of complaints at stage 2 complete within 20 working days	75%	100%	0%	0%	0%		Q2 18/19: Off Target One Stage 2 complaint required further investigations and therefore timescale extended and customer advised.	95%
Percentage of complaints escalated and complete within 20 working days			0%	100%	75%		Q3 18/19: Off Target One Stage 2 complaint required further investigations and therefore timescale extended and customer advised.	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			0	0	0		Q3 18/19: Data only	


Property & Facilities Management Action Report 2018/19

01. Improve children and young people's health and wellbeing


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.1.1	Provide high quality nutritional school meals	31-Mar-2019		75%	Q3 18/19: On Target Meal provision continues to meet to the nutrition targets set by Scottish Government. Nutritional inspection at Paradykes Primary School, recommendations followed up.
PFM.P.1.2	Promote and deliver Active Schools programmes to school children	31-Mar-2019		75%	Q3 18/19: On Target Active Schools programmes were promoted through printed materials (newsletters, posters, programme letters), verbal communications (parents evenings, school assemblies, parent teach meetings, parent council meetings, staff meetings, school information evenings) and electronic media (Active Midlothian website, @active_mid Twitter, Midlothian Facebook, electronic newsletter). All schools pupils from P1 – S6 offered Active Schools school and cluster programmes with a range of activities / sports attended by 3,423 distinct participants and 50,357 participant sessions. A diverse range of 28 different activities offered as part of the Active Schools extra-curricular programme to meet the needs of all. 308 Activity Session Blocks totalling 3,075 Activity Sessions delivered through Active Schools programmes to P1-S6 pupils through 28 different distinct activities.
PFM.P.1.3	Undertake programme of work to improve/upgrade Primary School Estate	31-Mar-2019		75%	Q3 18/19: On Target Paradykes Project complete, contractor currently closing out year end defects, should complete by end of next quarter. Roslin Project complete contractor has completed year end defects and retention is about to be released. Hopefield Joint Campus. Project has commenced on site and is due to complete for January 2020.



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.1.4	Undertake programme of work to deliver improvement/upgrade High School Estate	31-Mar-2019		75%	Q3 18/19: On Target Newbattle Project now in operational phase. Contractor still completing defects outstanding at point of handover. These are minor in nature except CHP unit which requires Scottish Power authorisation before being commissioned.

02. Improve employability skills and sustained positive school leaver destinations for all young people


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.2.1	Maintain the percentage of trainees completing courses through training and employability sources	31-Mar-2019		50%	Q3 18/19: On Target 24 trainees across services. For breakdown please see related performance indicator.

03. Deliver further affordable housing



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.3.1	Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31-Mar-2019		75%	Q3 18/19: On Target 1 site in construction at this time. 10 units at Site 23 Woodburn Terrace, Dalkeith – Start on site commenced August 2018 Completion July 2020. 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 delayed due to further gas monitoring commencing early 2019 for 3-4 months plus peer review thereafter anticipated site start late 2019 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 March 2019 for issues with water main on site and need to divert. Completion anticipated early 2021 21 units at Site 47, Kirkhill Road, Penicuik lead bid status award (and commencement of pre-construction activities) Start on site programmed for April 2019. 72 units at Site 109, Conifer Road, Mayfield lead bid status award (and commencement of pre-construction activities) June 2019 Further land purchase from Melville being progressed to assist in the development solution. Site start mid 2019. Completion early 2021. 28 units at Site 110, Clerk Street, Loanhead lead bid status award (and commencement of pre-construction activities) Start on site March/April 2019 with completion spring 2020 8 units at Site 115, Castlelaw Terrace, Bilston lead bid status award (and commencement of pre-construction activities) Site start January 2019 with completion October 2019.



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					Further procurement activity: 2 Stage D&B Tender Site 116 Newmills Road, SI report completed October 2018 - consultants appointments Jan 2019 with issue of first stage of two stage tender immediately following appointments. Site 130 Newbattle High School provisional 120 units Demolition now complete SI February 2019. 8 units at Site 39, Crichton Drive, Pathhead being retendered due to uneconomic tenders received. Likely tender end of Feb. On site targeting mid 2019. Site 117 Cockpen Ter SI report obtained – undergoing peer review. Out to tender Site 122 87 High Street, Bonnyrigg Demolition Tender award expected Feb 2019. Completion anticipated April 2019.
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		75%	Q3 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		75%	Q3 18/19: On Target Heating, windows, doors and roughcasting contract ongoing. Surveys for reactive repairs questionnaire have been updated. Repairs survey has been progressed through the use of the Councils Customer Satisfaction Measurement tool with reports being prepared and monitored via the Team Plan Reports.

04. Develop supports to people with long term conditions such as diabetes or stroke



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.4.1	Undertake adaptations to houses for those with specific needs	31-Mar-2019		75%	Q3 18/19: On Target To the end of December 2018. 26 minor adaptations have been completed and 6 Major adaptations of ramps and wet floor bathrooms have been completed.

05. Support older people and those with disabilities to become more physically active



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.5.1	Promote and deliver Midlothian Active Choices (MAC) programmes	31-Mar-2019		75%	Q3 18/19: On Target Attended Efrailty, Diabetes & Weight Management, Health Professional Forum and Physio and third sector meetings this quarter to champion MAC. Delivered presentations to Health & Wellbeing Team and Midlothian Physiotherapy.
PFM.P.5.2	Promote and deliver Ageing Well programmes to 50+ age groups	31-Mar-2019		75%	Q3 18/19: On Target Numbers of weekly activities offered this quarter was 42, resulting in a total number of visits of 4987. Ageing Well also reached more people in the community by attending local events and groups resulting in a further 422 people offered information and taster sessions in activities.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					Events included the older peoples consultation in Dalkeith which involved a talk on Ageing Well and entertainment from the Cant help singing group. Parliament reception to share the successes of the project and discuss future challenges. Christmas charity concert organised by the singing group raising over £200 for the local church in Mayfield.
PFM.P.5.3	Promote and maintain uptake and use of leisure facilities	31-Mar-2019		75%	Q3 18/19: On Target Extract from Tonezone Marketing Plan that is part of the Sport and Leisure Business Plan 2018/2019. 12 days of Christmas offer - of a platinum membership for 12 days in December 381 people signed up that's 158 more than last year. Free swimming for all school children during the school holiday period. Annual Sports Awards - Once again this was a great success highlighting the great work done to help and support athletes and clubs within the authority.
PFM.P.5.4	Delivery of high quality Healthy Living Service	31-Mar-2019		75%	Q3 18/19: On Target Total memberships: 4951 Platinum 1030, Gold 595, Silver 1575, Bronze 443, AGY 692, MAC 363 and Teenzone 253.




06. Close the attainment gap between the most and least disadvantaged

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.6.1	Meet the educational needs of increased numbers of pupils in Midlothian by facilitating the implementation of the Learning Estate Strategy including adaptations and extensions to meet changing school and nursery rolls	31-Mar-2019		75%	Q3 18/19: On Target Modular Nursery / classrooms complete. The next modular build project- Extension to Burnbrae is at final design stage, with sign off required by end of January.
PFM.P.6.2	Confirm primary school sites to be safeguarded with education	31-Mar-2019		75%	Q3 18/19: On Target Lawfield Primary school site to accommodate a 2 class extension – cost approved by Education in November 2018.


07. Support regeneration of town centres

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.7.1	Management and development of the Council's extensive land interests at Shawfair	31-Mar-2019		75%	Q3 18/19: On Target Section 42 application by SLLP approved by Council in April 2018 subject to Conditions still to be purified.
PFM.P.7.2	Shawfair town centre amenities	31-Mar-2019		75%	Q3 18/19: On Target Outline planning application to change the use of the land now lodged for Spring 2019. Community consultation event completed on 9.10.18.


08. Deliver efficient Services

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.8.1	Delivery of high quality Facilities Management Services	31-Mar-2019		75%	Q3 18/19: On Target Staff training and development remains a priority to fulfil all building cleaning and janitorial functions. A training plan was drafted in Dec 2018 with the training getting carried out in 2019. Body fluid training for Education has also started and this will be completed by March 2019.
PFM.P.8.2	Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2019		75%	Q3 18/19: On Target PPP contract monitoring, maintenance and life cycle works ongoing at PPP/DBFM Facilities. GTFM and Midlothian Council working well together on the Newbattle Community Centre in agreeing monthly payment mechanism reports and GTFM providing a good service in response to Helpdesk tasks.
PFM.P.8.3	Delivery of high quality Property Maintenance Services	31-Mar-2019		75%	Q3 18/19: On Target Monitored through satisfaction surveys and Feedback forms issued by Customer and Housing Services.


09. Optimise the use of Property Assets including industrial estates

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.9.1	Prepare and implement a rolling review of rents of the Council's non-operational land and buildings (cumulative)	31-Mar-2019		83%	Q3 18/19: On Target 30 lease renewals due this financial year. 25 implemented so far. Key staff involved with completion of Asset Valuation. On course to have the remaining 5 leases complete by year end.







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

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.10.1	Implement/set programme of office closures within Council Services	31-Mar-2019		75%	Q3 18/19: On Target 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. Further requests from Planning and Environmental Health are currently being addressed.

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

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.P.11.1	Identify and instigate projects, Monitor and support actions to achieve an annual target Carbon reduction in accordance with the requirements of the Climate Change Act (2009).	31-Mar-2019		75%	Q3 18/19: On Target NDEEF project in respect of 12 properties have largely been completed some minor issues mainly in relation to CHP operations and supply issues which have delayed the completion of all 48 tasks with 45 task completed on time (94%). These are operational and contributing to the reduction in carbon. Boiler replacement projects are on hold due to budget freeze.

01. Improve children and young people's health and wellbeing











PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	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%	77.7%	74.2%	68.8%	70%			Q3 18/19: On Target The increase in school meal charges after August has resulted in a decrease in the number of paid meals.	70%	60.89% - Average per family group (APSE 15/16)
PFM.P.1.1b	% uptake of High School meals (quarterly)	44.4%	47.7%	38.3%	38.4%	42.1%			Q3 18/19: Off Target Uptake remains in line with national averages however high street competition affects sales. Newbattle HS is still the best performing high 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	33	32	30	30	28			Q3 18/19: On Target Active Schools programmes delivered 28 distinct activities to Midlothian school pupils. A diverse range of 28 different activities offered as part of the Active Schools extra-curricular programme. 308 Activity Session Blocks totalling 3,075 Activity Sessions delivered through Active Schools programmes to P1-S6 pupils through 28 different distinct activities.	40	

02. Improve employability skills and sustained positive school leaver destinations for all young people



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.P.2.1a	Number of trainees within service completing courses	37	16	15	19	24			Q3 18/19: On Target For service breakdown see indicators below.	18	
PFM.P.2.1b	Number of trainees within Property Maintenance completing courses	8	8	8	8	8			Q3 18/19: On Target 5 apprentices moving to year 4, 2 team leaders and 1 joiner attending college to obtain an HNC.	8	
PFM.P.2.1c	Number of trainees within Facilities Services completing courses	6	6	4	11	12			Q3 18/19: On Target 10 catering staff attending ECDL course funded by Unions (15 weeks) and run by Glasgow College. Newbattle Cafe had 2 school work experience students during Q3.	3	
PFM.P.2.1d	Number of trainees within Sport and Leisure completing courses	23	2	3	0	4			Q3 18/19: On Target During quarter 3 one person has been employed on a casual and or fixed term basis as a Lifeguard at The Lasswade Centre. They previously attended their NPLQ (National Pool Lifeguard Qualification) training course within Midlothian Leisure Centres to become Lifeguards.	7	

03. Deliver further affordable housing







PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.P.3.1a	Number of new build council houses (cumulative)	78	69	0	0	0			Q3 18/19: On Target No houses have yet been completed as per programme for this stage. 6 units at Woodburn will be completed prior to 1 April 2019.	6	









PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									All other sites under construction/out to tender.		
PFM.P.3.3a	The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	100%	100%	100%	100%			Q3 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%	100%	100%			Q3 18/19: On Target 100% of Midlothian Council houses have modern facilities. (479 exemptions which reflect rate of 93.24%).	100%	
PFM.P.3.3c	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	100%	100%	100%	100%			Q3 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	Progress of roughcast programme (cumulative)	0	0	0	0	0			Q3 18/19: Off Target No properties started at this time as tender has been returned and let. Contractor starts on site January 2019 in Newtongrange.	150	
PFM.P.3.3e	Number of upgrades to central heating systems (cumulative)	415	295	125	231	302			Q3 18/19: Data Only 71 upgrades completed in Q3 18/19.		n/a internal programme of works - benchmark against target

Develop supports to people with long term conditions such as diabetes or stroke



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.P.4.1a	Proportion of adaptations requested and completed	100%	100%	100%	100%	100%			Q3 18/19: On Target To the end of December 2018, 123 minor adaptations have been completed and 17 Major adaptations of ramps and wet floor bathrooms have been completed.	100%	








05. Support older people and those with disabilities to become more physically active



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.PFM.P.5.4a	Tone zone retention rate (quarterly)	49.25%	53%	48%	47%	61%			Q3 18/19: On Target Retention figures for quarter 3 show 61% October 63 November 48 December 72 Average 61%	55%	No accepted industry standard.
PFM.P.5.1a	Number of activities offered by Midlothian Active Choices (MAC) (cumulative)	26	22	26	27	27			Q3 18/19: On Target Number of activities offered by MAC (Midlothian Active Choices) 27 Activities per week total for quarter three was 324.	20	
PFM.P.5.1b	Number of attendees during quarter	9,263	2,446	3,097	2,470	3,029			Q3 18/19: Data Only Number of Midlothian Active Choices attendees (cumulative) Total number of attendees including 1-2-1 appointments (251) and activity attendance from October to December (2,778) = 3,029		

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.PFM.P.5.2a	Number of activities offered by Ageing Well to 50+ age groups (cumulative)	23	23	18	18	18			Q3 18/19: On Target 42 classes per week covering 18 different activities. 20 different locations. Number of visits this quarter 4,987. Cumulative total 15,663.	20	
PFM.P.5.3a	Number of attendances per 1,000 population to all pools (cumulative)	2,210	1,610	680	1,440	2,180			Q3 18/19: On Target Total wet side usage figures for Q3 show 63,505 Cumulative to total is 187,910	3,000	
PFM.P.5.3b	Number of attendances per 1,000 population for indoor sports and leisure facilities (cumulative)	6,750	4,840	1,920	3,930	5,840			Q3 18/19: On Target Dry usage figures show 164,386 for quarter three. Cumulative figures show 503,221	8,300	
PFM.P.5.4b	Overall satisfaction rate in registered Leisure Centres	95.85%	88.44%	95.09%	94.37%	83.92%			Q3 18/19: Off Target Viewpoint stats show that 83.92% were satisfied with leisure facilities at Newtongrange Leisure Centre which is one of the older centres compared to the newer centres monitored over the previous two quarters.	90%	



08. Deliver efficient Services

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.P.8.1b	Total square metres cleaned per hour	1.25	1.25	1.18	1.18	1.18			Q3 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)



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.P.8.3a	The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties	72.9%	80%	58.54%	55.07%	59.49%			Q3 18/19: Off Target Total number of voids in Q3 was 79. Day to day voids average of 20 days due to a larger number of voids requiring extensive works which has affected the turnover figure. 65 Homeless voids in Q3 have a 11 day turnover average. Voids backup term contracts out to tender and this will allow Building Services to use additional resources to speed up void times. Voids have been hit by an additional 50 voids over the festive period. contributing factors of not being able to employ trades staff, poor condition of voids when handed back and no admin assistant who has been removed from the voids team is having a very negative affect on the void turnaround time. back-up term contract currently being compiled but due to loss of procurement officer this has also been delayed.	83%	
PFM.P.8.1a	Cost per square metre cleaned	£8.90	£8.90	N/A	N/A	N/A			Q3 18/19: Data not available Figures not published by APSE	£10.03	£12.29 - Average per family group 2014/15 (APSE)
PFM.P.8.1c	Monthly number of meals prepared/monthly labour hours across production and dining centres.	9.8	10.2	8.3	10.1	8.9			Q3 18/19: Off Target Productivity average in the Primary is 9.69 meals p/h and HS is 7.34 meals p/h. (Reflects Long Term Sickness and vacancies). 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	Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	72.9%	72.9%	70.7%	70.7%	70.7%			Q3 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	70%	Scottish Government Annual Survey of School Meals 2015 64.8%

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									nationally in this period. Census published annually in June.		
PFM.P.8.1e	Achieve greater than the Scottish average in the annual school meal census (High Schools)	62.2%	62.2%	62.3%	62.3%	62.3%			Q3 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%

09. Optimise the use of Property Assets including industrial estates









PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.P.9.1a	Number of property reviews implemented (cumulative)	100	56	8	10	25			Q3 18/19: On Target 25 of the 30 lease renewals due this year implemented. The remaining 5 to be complete by the end of the financial year.	30	





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

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.PFM.P.11.1a	Reduction in energy consumption on Non Domestic operational property stock per annum	50,754	12,928	10,902	12,064	12,554			Q3 18/19: On Target Annual target based on 3% year on year reduction is 12642 tCO2. The Q3 total figure of 9481.5 tCO2 (an addition of 2872.5tCO2 this quarter which is below the quarterly target) results in a 0.70% reduction in consumption over the	12,642	



PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									3 quarters to date. The overall trend is currently downwards towards the annual target however it is marginal as to whether annual target will be achieved.		

12. Local Government Benchmarking Framework

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
HSN5	Corporate Indicator - Percentage of council houses that are energy efficient (LGBF)	98.8%	100.0%	100.0%	100.0%	100.0%			Q3 18/19: On Target 100% of council houses are energy efficient.	100.0%	17/18 Rank 12 (Second Quartile). 16/17 Rank 11 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).
C&L1b	Corporate Indicator - Total Number of attendances at all sport and leisure facilities	772,633	527,713	225,139	463,240	691,131			Q3 18/19: On Target Total number of attendances was 691,131 showing an increase of 163,418 compared to cumulative figure at quarter three last year.	916,000	
C&L1c	Corporate Indicator - Total number of attendance at all pools	190,893	128,204	59,151	124,405	187,910			Q3 18/19: On Target Wet side usage figures for quarter three show 63,505 which is up 15,594 compared to the same quarter last year. Cumulative figures show 187,910 which is up 59,706 on last years quarter three cumulative figures.	257,000	
C&L1d	Corporate Indicator - Total number of attendance for other indoor sports and leisure facilities,	581,740	392,443	165,988	338,835	503,221			Q3 18/19: On Target Dry usage figures for quarter show 164,386. Cumulative figures show 503,221.	659,000	

PI Code	PI	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
	excluding pools in a combined complex								Quarter usage is up on last three quarters this year.		
C&L1e	Corporate Indicator - Total number of attendances at Outdoor Sport and Leisure Facilities	24,486	4,652	2,282	6,754	3,674			Q3 18/19: Data Only Total number of attendances for quarter three was 3,674. Cumulative to quarter three is 12,710.		
C&L5d	Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	74.33%	88.44%	95.09%	94.37%	83.92%			Q3 18/19: Data Only Percentage of adults satisfied with leisure facilities using Viewpoint system show 83.92%. Q3 monitored one of the older/smaller centres compared to the larger more modern centres monitored in previous quarters" at the end.		17/18 Rank 16 (Second Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

Property and Facilities Management Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Gas Membranes	<p>Risk Cause: Much of Midlothian rests on old mine workings, which can release gas from time to time.</p> <p>Risk Event: Uncontrolled release of gas within residential properties</p> <p>Risk Effect: Potential ill health effect from high concentrations of. Potentially fatal.</p>	All New build projects carried out for Midlothian Council now include the use of a gas membrane as standard.		Ensure all new builds have gas membranes	Q3 18/19: All new build properties have gas membranes specified within the tender documentation
Property Investments - Rent arrears on Commercial Properties	<p>Cause Failure to collect initial periods rent on commencement of tenancy. Failure to demand/collect monies due. Failure to chase payments effectively.</p> <p>Risk Event Debt is likely to rise. Debt may not be recovered. Time and money may be incurred in collecting arrears.</p> <p>Risk Effect Council is failing to funds due to the public purse. Tenants us Council as un unofficial 'credit ' facility</p>	<p>01 - Regular monitoring of rents collected</p> <p>02 - Close liaison between sundry debt Officers and Surveyors</p> <p>03 - Strong action to ensure funds are secured</p> <p>04 - Enter into repayment plans to assist tenants with short term cash-flow problems</p>		PFM.RA.01-40	Q3 18/19: Rent monitoring continues and debt levels are being managed as programmed.

Published Local Government Benchmarking Framework - Property and Facilities Management



Corporate Asset

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
C-AST1	Corporate Indicator - Proportion of operational buildings that are suitable for their current use (LGBF)	85.78%	88.21%	88.27%	88.89%	88.69%	80.65%	82.05%	74.44%	17/18 Rank 26 (Bottom Quartile). 16/17 Rank 20 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 9 (Second Quartile).
C-AST2	Corporate Indicator - Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)	76.72%	71.28%	72.15%	81.49%	76%	77.18%	75.87%	77.11%	17/18 Rank 27 (Bottom Quartile). 16/17 Rank 28 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 26 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
C&L1	Corporate Indicator - NET Cost per attendance at Sports facilities (LGBF)	£4.11	£2.79	£3.64	£2.96	£3.14	£3.51	£3.62	£4.29	17/18 Rank 29 (Bottom Quartile). 16/17 Rank 26 (Bottom Quartile). 15/16 Rank 24 (Third Quartile). 14/15 Rank 19 (Third Quartile).
C&L5d	Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	79.7%	84.7%	77%	77.93%	75.33%	73.67%	74%	74.33%	17/18 Rank 16 (Second Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

Housing Services

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

Midlothian Council

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



Midlothian Council Performance Indicator Summary

Making the Best Use of our Resources



Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£202.932m	£204.085m	£209.032m	£207.512m	£206.537m		Q3 18/19: Off Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an overspend of £202,000		£205.194m		
02. Manage stress and absence	Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.5	5.25	2.1	3.56	6.34		Q3 18/19: Off Target Sickness absence interventions are being recommended to the Corporate Management Team to further address levels of sickness absence and it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future. Teachers stats: The Council has started negotiations with the teaching trade unions in relation to introducing a revised Maximising Attendance at Work Policy.		7.2	Number of days lost (cumulative)	25,256.02
											Total number of employees (FTE) All employees including teachers	3,980.82

Corporate Health

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		Q3 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












03. Process invoices efficiently	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1 %	93.7 %	94.9 %	93.4 %	92.7 %		Q3 18/19: Automatic scanning of invoices using OCR and import to Integra now in place removing need for manual registration. Work ongoing to improve 100% data capture from first scan of invoice.		95.0 %	Number received (cumulative)	62,662
											Number paid within 30 days (cumulative)	58,119


Improving for the Future

Priorities	Indicator	2017 /18	Q3 2017 /18	Q1 2018 /19	Q2 2018 /19	Q3 2018/19				Annual Target 2018 /19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
05. Implement improvement plans	% of internal/external audit actions progressing on target.	58.7 3%	67.4 7%	51.3 8%	73.6 8%	55.0 7%		Q3 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	38
											Number of internal/external audit actions in progress	69

Midlothian Council Complaints Indicator Summary

Commitment to valuing complaints

Indicator	2017/18	Q3 2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Total number of complaints received (cumulative)	5,201	3,676	1,417	2,721	3,866		Q3 18/19: Data Only	
Number of complaints closed in the year	4,866	3,479	1,187	2,604	3,806		Q3 18/19: Data only	
Number of complaints upheld (cumulative)	3,836	2,747	997	2,016	2,879		Q3 18/19: Data only	
Number of complaints partially upheld (cumulative)	355	305	32	70	124		Q3 18/19: Data only	
Number of complaints not upheld (cumulative)	675	427	158	293	496		Q3 18/19: Data only	
Percentage of complaints at stage 1 complete within 5 working days	87.83%	89.95%	89.3%	90.02%	88.69%		Q3 18/19: Off Target Corporate procedural training is required that will be put in place when the new customer relationship platform is installed. Establishment of the correct stage from the outset, correct use of the (new) CRM system, and knowledge of the pre-determined targets will help to resolve this issue.	95%
Percentage of complaints at stage 2 complete within 20 working days	70.24%	76.74%	60%	78.95%	66.67%		Q3 18/19: Off Target Corporate procedural training is required that will be put in place when the new customer relationship platform is installed. Establishment of the correct stage from the outset, correct use of the (new) CRM system, and knowledge of the pre-determined targets will help to resolve this issue.	95%
Percentage of complaints escalated and complete within 20 working days	68.29%	60%	78.57%	68.97%	58.82%		Q3 18/19: Off Target Corporate procedural training is required that will be put in place when the new customer relationship platform is installed. Establishment of the correct stage from the outset, correct use of the (new) CRM system, and knowledge of the pre-determined targets will help to resolve this issue.	95%
Average time in working days for a full response at stage 1	3.31	0.44	2.8	2.77	3.21		Q3 18/19: On target	5
Average time in working days for a full response at stage 2	19.32	10.65	18.6	15.63	19.85		Q3 18/19: On target	20
Average time in working days for a full response for escalated complaints	19.85	12.56	13.71	21.45	21.78		Q3 18/19: Off Target Officers are selecting the incorrect option and it is having an adverse impact on the indicator statistics. To resolve the issue, CRM system and procedural training is required on a wide scale and this will be implemented when the new CRM platform is installed.	20

Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)			1	1	8		Q3 18/19: Data only	
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2017/18 Local Government Benchmarking Results

Report by Grace Vickers, Chief Executive

1 Purpose of Report

The purpose of this report is to provide the Performance Review and Scrutiny Committee with the Local Government Benchmarking Framework (LGBF) overview of the Council's performance against the indicators for 2017/18.

2 Background

All councils have been working with the Improvement Service and SOLACE to develop a common approach to benchmarking. Information is collected on a set of indicators that lets us know how we are performing in comparison to others, this is known as the Local Government Benchmarking Framework (LGBF). The LGBF allows us to share best practice and learn from councils who are performing well in certain areas.

There has been an increase in the number of LGBF indicators for 2017/18 with the main additions being to the indicator sets for Economic Development. This work has resulted in a national dataset comprising of 80 indicators. The key principle of the indicators was that they were comparable across all 32 councils. It should be noted that two of the indicators relate to museums and galleries therefore only 78 are relevant to Midlothian and 12 Children's Services indicators have no data yet

The indicators are grouped under the following categories:

- Social Work Services
- Children's Services
- Corporate Assets and Services
- Culture and Leisure
- Economic Development
- Environmental Services
- Housing Services

The framework reports on how much councils spend on particular services, service performance and how satisfied people are with the major services provided by councils. The cost indicators have been developed using the best available cost information for councils from existing sources such as the Local Financial Return (LFRs). A range of satisfaction measures have also been included from the Scottish Household Survey (SHS).

Local results are considered in the context of the national picture, including comparison of 2017/18 data with the Scottish average and graphs showing Midlothian trend data against the Scottish and Family Group averages.

Rather than being viewed as a league table, the data-set can be regarded as a useful 'can-opener' in flagging up issues worthy of further investigation. For example, high costs for one indicator may reflect investment to affect a policy change rather than inefficient spend and a trade-off between cost and performance can be expected.

When considering the data, it is also important to be aware of intended/expected levels of performance, rather than focusing on the collective number of indicators in the top quartile. For example the Council's spend on our schools means we are meeting our objective to achieve higher educational attainment year on year.

It is important to remember that councils across Scotland do not have common service structures. Each council has a structure and service arrangement that it believes is the most appropriate and cost effective way to support its local community.

3. Current Position

Within the Council, performance against the indicators will be monitored as part of the performance management arrangements which includes quarterly reporting to Cabinet and Performance, Review and Scrutiny Committees.

Cabinet and Performance Review and Scrutiny Committee should note that the framework continues to be reviewed and this year the suite of Economic Development measures have been expanded to include: Cost of Economic Development & Tourism per 1,000 Population; Proportion of people earning less than the living wage; Proportion of properties receiving superfast broadband; Town vacancy rates; Immediately available employment land as a % of total land allocated for employment purposes in the local development plan

In summary, whilst there are questions about the relevance, comparability and reliability of some of the indicators, there is 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, and point to areas such as the time it takes us to complete non-emergency repairs and the percentage of unemployed people assisted into work from Council funded employability programmes where improvement is necessary.

Whilst full details of the 17/18 Benchmarking results are shown in appendix 1, the table below provides a high level summary of our performance across the four quartiles. The first quartile contains the best performing councils for particular indicators and the fourth quartile contains the poorest performing councils. It should be noted that there are 12 indicators for which the data is not available yet and at this time 56% of our indicators are in the top two quartiles.

Scottish ranking	Percentage % of indicators falling within each quartile	
	2017/18	2016/17
1 st and 2 nd Quartile (ranked 1-16)	37/66 56%	34/68 50%
3 rd and 4 th Quartile (ranked 17-32)	29/66 44%	34/68 50%

Information comparing performance information from all councils 32 Scottish councils is available on a national website called [Mylocalcouncil](http://www.mylocalcouncil.org.uk). The website compares performance information from all 32 Scottish councils. The Improvement Service also published the data for all councils in February 2018, details can be found at <http://www.improvementservice.org.uk/benchmarking/>

4 Report Implications

4.1 Resource

There are no resource implications

4.2 Risk

This report seeks to mitigate the risk that the Council does not meet its obligations in terms of the requirement to publicly report on performance information.

4.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

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

4.4 Key Priorities within the Single Midlothian Plan

The LGBF measures for 17/18 contribute to all three Priorities identified in the SMP, Reducing the gap in learning outcomes; Reducing the gap in health outcomes and Reducing the gap in economic circumstances.

4.5 Impact on Performance and Outcomes

The LGBF benchmarking dataset along with service plan outcomes are incorporated in the Balanced Scorecard and form a key component of the ongoing performance reporting requirements.

4.6 Adopting a Preventative Approach

The council's Planning Performance Management Framework is underpinned by the previously identified Future Model key principles, one of which focuses on prevention.

4.7 Involving Communities and Other Stakeholders

This report does not directly relate to involving communities and stakeholders though access to the information is widely available via the council's website and the national website noted in **section 3**.

4.8 Ensuring Equalities

The LGBF indicators monitor some aspects of equalities with a few of the indicators relating to the equality characteristics of gender and disability.

4.9 Supporting Sustainable Development

The Councils Planning and Performance Management Framework demonstrates a sustainable approach to service delivery by ensuring that stakeholders and Elected Members are informed and able to comment on Council planning and performance. LGBF indicators are included in the framework.

4.10 IT Issues

There are no IT issues directly relating to this report. The LGBF results will be made available on the council Website.

5 Recommendations

The Performance Review and Scrutiny is asked to note the 2017/18 LGBF comparison results detailed in Appendix 1.

Date: 31 January

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Background Papers: Appendix 1 – Local Government Benchmarking Framework 2017/18 Report



Local Government Benchmarking Framework - Midlothian Council Performance 2017/18

As a council we deliver our priorities through the Community Planning Partnership and the Single Midlothian Plan. The Council Transformation Programme and individual service Plans outline how Midlothian Council will deliver its contribution to the Single Midlothian Plan.

Community Planning partners have agreed the following vision for Midlothian:

“Midlothian – a great place to grow”.

With the following three areas as key priorities:

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

Three approaches to how the council works with its communities have been agreed – preventive intervention, co- production and capacity building and localising / modernising access to services

In addition to the three key priorities and three 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.

Service plans demonstrate commitment to reducing the outcome gap for residents in areas of concentrated deprivation.

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

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

The council records and monitors a wide range of information to make sure we are performing well and working to continually improve services. A host of performance information, including progress towards the outcomes of the Single Midlothian Plan can be found on our performance web pages at <https://www.midlothian.gov.uk/performance>. These pages also provide a number of links to signpost you to further information on our Quarterly Performance Reports, Balanced Scorecard approach, our Local Government Benchmarking Framework data, as well as that for other Scottish councils which can also be found at the [Mylocalcouncil](#) website.

In this paper we present an overview of Midlothian Council's performance against the **Local Government Benchmarking Framework (LGBF)** indicators for the period 2015-16 to 2017-18.

Local Government Benchmarking Framework (LGBF): Background

Over the last eight years all councils in Scotland have been working with the Improvement Service and SOLACE to develop a common approach to benchmarking. Information is collected on a set of indicators that lets us know how we are performing in comparison to others. This is called the Local Government Benchmarking Framework (LGBF). It allows us to share best practice and learn from councils who are performing well in certain areas. The indicators are grouped under the following categories:

- (a) Adult Social Care
- (b) Children's Services
- (c) Corporate Assets and Services
- (d) Culture and Leisure Services
- (e) Environmental Services
- (f) Economic Development
- (g) Housing Services

The LGBF provides a set of indicators around cost, performance and satisfaction. The cost indicators have been developed using the best available cost information for councils from existing sources such as the Local Financial Return (LFRs). A range of satisfaction measures have also been included from the Scottish Household Survey (SHS).

Benchmarking Data: How it is used

Benchmarking is a comparison exercise. It is an important method for assessing how we are performing with the resources available. It shows us areas of good practice, and those for improvement through comparing our performance, processes, and costs with others.

Benchmarking data not only tells us how we are performing in relation to others, but can also support us in improving services. The data in this report should not be viewed as a crude "league table" analysis as it is inappropriate to consider indicators in isolation. In the first instance the data can be regarded as a useful starter for exploring issues in more detail. The ultimate goal is to use benchmarking data to improve services. The council will use this data to compare how we are performing, 'drill-down' to identify where there is room for improvement and take action to achieve service improvements.

Summary of LGBF Performance 2017/18

The Benchmarking framework reports on how much councils spend on particular services, service performance and how satisfied people are with the major services we provide. This report provides a summary of Midlothian's performance against key indicators for the period 2015/16 to 2017/18. The indicators are analysed across the seven categories of the LGBF. Within the Council, performance against the indicators is monitored as part of the performance management arrangements which includes quarterly reporting to Cabinet and Performance, Review and Scrutiny Committee.

Local results are considered in the context of the national picture, including comparison of 2017/18 data with the Scottish average and graphs showing Midlothian trend data against the Scottish and Family Group averages.

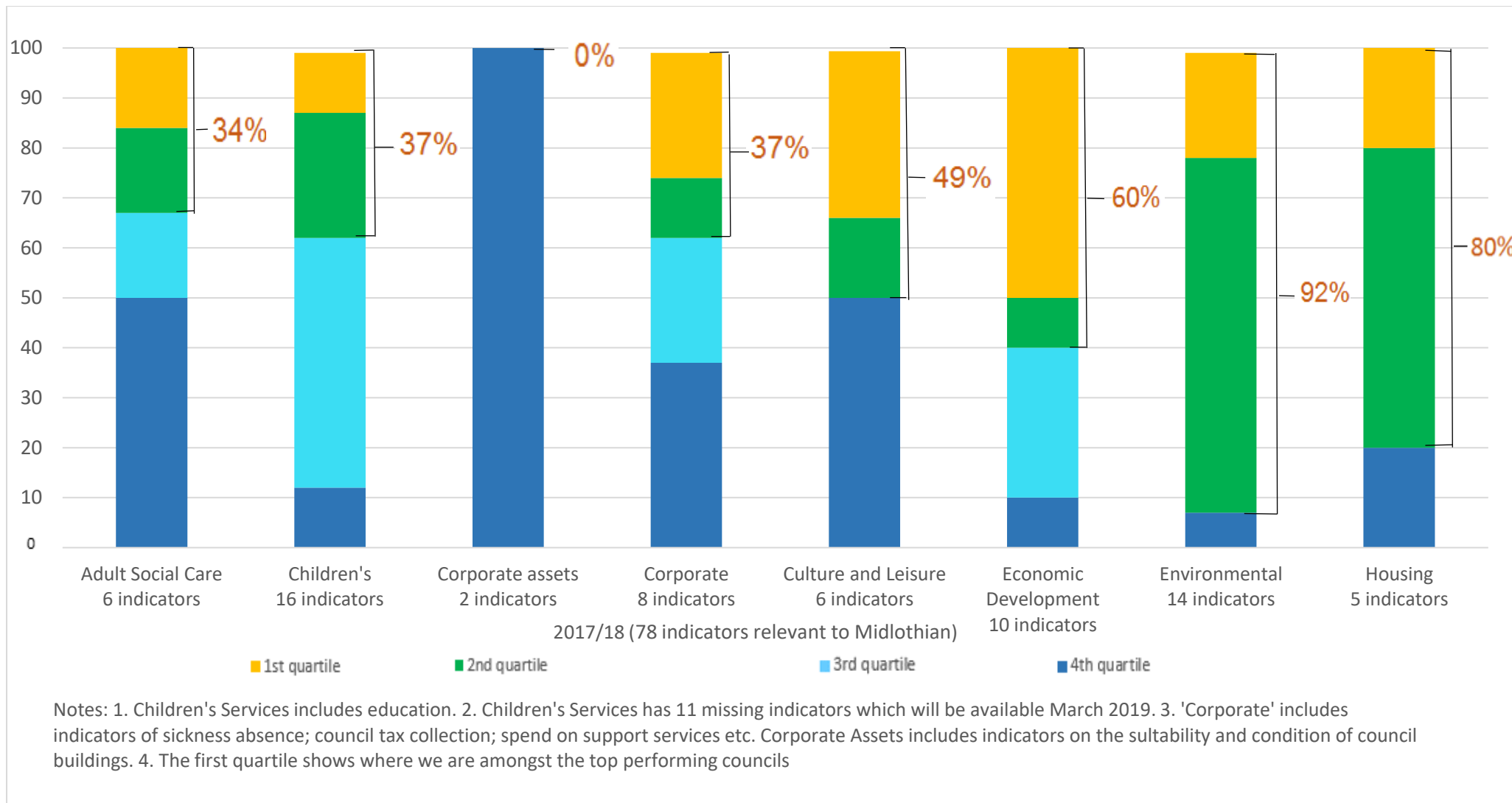
A report on Midlothian's performance against the LGBF indicators for 2016/17 was considered at Cabinet and Performance Review and Scrutiny committees in June 2018. Since then, the national LGBF framework has been subject to review resulting in the expansion of the Economic Development measures which will strengthen the framework coverage of Economic Development. These measures are: Cost of Economic Development & Tourism per 1,000 Population; Proportion of people earning less than the living wage; Proportion of properties receiving superfast broadband; Town Vacancy Rates; Immediately available employment land as a % of total land allocated for employment purposes in the local development plan.

The customer satisfaction data that is included in the LGBF is derived from Scottish Household Survey (SHS). Whilst this data is proportionate at Scotland level, it is acknowledged there are limitations at local authority level in relation to small sample sizes and low confidence levels in the data available. In order to boost sample sizes three-year rolled averages have been used. The data used represents satisfaction for the public at large rather than for service users. It should be noted that satisfaction rates for service users gathered locally are consistently higher than those reported by the general population.

The Improvement Service has been coordinating wider benchmarking activity across all Scottish councils. Each council has been allocated to a 'family group' made up of councils of similar characteristics for more meaningful comparisons, analysis and sharing of best practice. Family group projects are underway for a range of service areas including: absence management, economic development, libraries, street cleaning, adult social care, Council Tax collection and Looked after Children.

Participation in other benchmarking networks enables us to share and compare data and processes with other organisations. It also helps us to identify new solutions to common problems. We take part in other benchmarking networks. These include: Association for Public Sector Excellence (APSE); Scotland's Housing Network (SHN); Complaints Handlers' Network (CHN); Scottish Performance Management Forum (SPMF) and Scottish Leisure Networking Group (SLNG)

The graph below provides a high level summary per LGBF category of our performance across the four quartiles for this year. The first quartile contains the best performing councils for particular indicators and the fourth quartile contains the poorest performing councils.



ADULT SOCIAL CARE 2017/18

National Overview

In Scotland, spending on home care services for older people has been standardised around home care costs per hour for each council. This includes expenditure across all providers.

Total social care spending on adults has grown across the period by 10.2% but spending on home and residential care for older people has fallen as a % of that total. Expenditure in all areas grew between 2016/17 and 2017/18.

Spending on home care for older people has risen by 15% since 2010/11, and 3% in the past 12 months, but the number of hours of homecare provided has been relatively static across the last few years. Home Care costs per hour have risen by 5.4% since 2010/11 from £22.54 to £23.76, and by 3% in the past 12 months. A significant element of this will be focussed on meeting living wage commitments.

Spending on residential care has fallen across the period, by over 12%. This is largely because the net cost of residential care has come down rather than because the number of residents has fallen (-11.2% and -1.7% respectively). The average cost of residential care per week per resident is now £386, compared with £435 in 2010/11.

There has been progress in shifting the balance of spend between residential and home care. A record proportion of older people assessed to have long term care needs are being dealt with at home, 61.7% in 2017/18. However, hours of care at home are not growing, and the number of residents in residential care is declining, which indicates that demand is not growing at the rate expected. Modelling has typically assumed growth of around 3% per annum in demand for care: the effective rate has been less than 50% of that.

Council performance

The **Home Care costs** (%) reflect the current models of care within Midlothian, which includes responder services such as MERRIT, which has a higher qualified staff team. The results also reflect challenges that external providers have experienced in delivering sustainable services. For this year our price has inflated due to an increase in staffing numbers due to rising dependency levels.

The bulk of **Residential Care Services costs** are associated with Care Home provision, we currently only purchase residential care at the approved National Care Home Contract rate, our figure is lower than the national average and our family group average

Self-Directed Support (SDS) is now a business as usual process incorporated into social care provision, with a decrease to 4.75% from 6.11% the previous year. We are lower than the national average of 6.74% and higher than our family group average of 4.72%.

Service users 65+ with intensive needs relates to the percentage of people who receive more than 10 hours of support per week in the community, instead of living in a care home, it does not include those clients receiving 7-10 hours or two additional services from assistive technology or meal services, or attending a day centre. Our percentage increased to 68.04% from 66.98% in 2016/17.

Presented below is an overview of Adult Social Care performance against the Local Government Benchmarking Framework (LGBF) indicators from 2015-16 to 2017-18.

Adult Social Care

Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Cost	Older Persons Home Care Costs per Hour (Over 65)	£26.98	£24.65	£36.88	↓	£23.76 (+£13.55) MC Poorer than Scot Ave	4	3	4	25	21	29
Cost	SDS spend on adults 18+ as a % of total social work spend on adults 18+	3.95%	6.11%	4.75%	↓	6.74% (-1.99%) MC Poorer than Scot Ave	2	2	2	13	9	13
Performance	Percentage of service users 65+ with intensive needs receiving care at home.	66.67%	66.98%	68.04%	↑	61.72% (+6.32%) MC Better than Scot Ave	2	2	1	10	10	5
Satisfaction	Percentage of adults receiving any care or support who rate it as excellent or good.	73%	Biennial Data	71.35%	↓	80.18% (-8.83%) MC Poorer than Scot Ave	4		4	32		32
Satisfaction	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life.	85.7%		73.05%	↓	79.97% (-6.92%) MC Poorer than Scot Ave	2		4	15		31
Cost	The Net Cost of Residential Care Services per Older Adult (+65) per Week	£408.30	£363.41	£411.59	↓	£386.25 (+£25.34) MC Poorer than Scot Ave	3	2	3	19	12	18

What the Council is doing to improve Adult Social Care Services

Older People: Older peoples services has experienced many challenges in the last year responding to increased demand on services across the board within a time of reduced resources. The MERRIT team has seen a significant increase with its call outs responding to people experiencing crisis at home and therefore preventing avoidable hospital admissions. The increased referrals for hospital discharges from unplanned admissions continues to present pressures on all services including care at home, care home placements, community and district nursing along with GP and community supports. The development of an intermediate care strategy will set out a clear direction and key actions to manage this increased demand to ensure we are able to respond effectively to the needs and demands of the citizens of Midlothian at the right time and in the right place. There was a real dedicated and partnership approach from across all services and resources when the severe weather arrived. Home carers demonstrated a highly conscientious commitment to ensure those most vulnerable clients received the appropriate care and support despite the treacherous conditions they were faced with. Third sector organisations also demonstrated an enthusiastic approach to the partnership working both through the severe weather and on a day to day basis ensuring those who are most at risk of social isolation and loneliness can be connected to their communities and promoting their wellbeing.

Learning Disabilities: Implementation plans for the Day Services Policy and Strategy is now progressing and a number of options are being progressed with providers. Teviot Court, the development of 12 houses for people with complex care needs in Penicuik, is complete and fully occupied. Reviewing packages of care continues to be a focus with guidelines being developed to ensure individuals are receiving the right level of support to meet their needs.

Self-Directed Support: Work continues to embed Self Directed Support into a 'business as usual' activity. Significant work has been undertaken to ensure back office processes support Self Directed Support. Work is commencing to enhance support planning to support choice and control in the provision of support. Work has also been taken to support introduction of the Carers Act and ensure SDS principles are embedded in this.

CHILDREN'S SERVICES 2017/18

National Overview

Despite real reductions in the education budget of 2.5% since 2010/11, the number of pre-school and primary places in Scotland has increased by over 30,000, and measures of educational outcome continue to show positive progress, particularly for children from the most deprived areas.

In pre-school, real costs per place have risen for the fourth year in a row, increasing by 4.3% in the past 12 months. This reflects the additional costs associated with new entitlements introduced in the Children and Young People (Scotland) Act 2014. The percentage of funded early years provision graded 'good or better' has improved from 87.1% to 91.0% since 2010/11.

Although total spending on primary and secondary education has grown in cash terms, real spend per primary and secondary pupil has fallen by 8.0% and 3.7% since 2010/11 reflecting changes in pupil numbers. In the past 12 months, there has been a small increase in real spend per primary pupil and a small reduction in real spend per secondary pupil (1.7% and -0.8% respectively). The reduction in spend is partially offset by the increasing role of school /college partnerships and apprenticeships who are delivering outcomes using different skills and focuses, and not necessarily in school settings.

Pupil performance in education has continually improved since 2010/11 on the measures used in the LGBF. The average tariff score for all pupils improved by almost 16% across the period from 2011/12. In line with key priorities in education, the average tariff score for the most deprived quintiles improved most rapidly across the period since 2010/11 (improving by almost 30%). This pattern of improvement slowed in 2017/18, with no significant change in figures from the previous year. The pattern in the total tariff score data is replicated in the data on 5+ passes at SCQF level 5 and level 6 with substantial long-term improvement since 2011/12 in the attainment of all pupils, and for those from deprived areas. However, as with tariff scores, the rate of improvement has slowed across the last 2 years for all groups. While this reflects an overall slowing in progress to close the attainment gap, it is important to recognise the significant improvements achieved by Scotland's schools since the introduction of Curriculum for Excellence, particularly given the context of continuing change within the school system over recent years.

Scottish schools have a strong focus on employability, supported by national policies like *Developing the Young Workforce*. The continued improvements in positive destinations from school reflect the positive impact that this approach is having, particularly for young people living in Scotland's most deprived areas. Post school destinations have seen a general improvement over recent years and further analysis of the data shows a measurable closing in the "destinations gap" for those living in Scotland's most disadvantaged areas. Similarly, the participation of 16-19-year olds in further education, higher education, apprenticeships, training and employment has improved year on year to an overall participation rate of almost 92%.

Council performance

Presented below is an overview of Children's Service performance against the Local Government Benchmarking Framework (LGBF) indicators from 2015-16 to 2017-18.

Children's Services												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Cost	Primary Education - Cost per pupil	£4,823	£4,964	£5,120	↓	£4,974 (+£146) MC Poorer than Scot Ave	2	2	3	14	15	19
Cost	Secondary Education - Cost per pupil	£6,525	£6,819	£6,942	↓	£6,879 (+£63) MC Poorer than Scot Ave	1	2	3	4	14	18
Cost	Pre- Primary Education - Cost per pupil	£3,705	£4,465	£4,296	↑	£4,463 (-£167) MC Better than Scot Ave	2	3	2	10	17	15
Performance	% achieving 5 or more awards at SCQF Level 5	58%	54%	58%	↑	62% (-4%) MC Poorer than Scot Ave	3	4	4	19	29	25
Performance	% achieving 5 or more awards at SCQF level 6	29%	26%	30%	↑	34% (-4%) MC Poorer than Scot Ave	4	4	3	25	29	23
Performance	% SIMD Quintile 1 achieving 5 or more awards at SCQF level 5	37%	43%	47%	↑	42% (+5%) MC Better than Scot Ave	3	2	1	17	10	6
Performance	% SIMD Quintile 1 achieving 5 or more awards at SCQF level 6	12%	9%	17%	↑	16% (+1%) MC Better than Scot Ave	3	4	2	21	27	12

Children's Services												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Cost	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	£3,075	£2,774	Data will be available in March 2019 when it is published by the Scottish Government			2	1		10	8	
Cost	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	£333	£333				3	3		21	19	
Performance	Balance of Care for looked after children: % of children being looked after in the Community	90%	89.19%				2	2		15	15	
Satisfaction	Percentage of Adults satisfied with local schools	78%	78.33%	78.67%	↑	72.33% (+6.34%) MC Better than Scot Ave	3	3	2	23	19	10
Performance	Proportion of Pupils Entering Positive Destinations	95.1%	94.7%	95%	↑	Data will be available in March	1	2		4	9	
Performance	Overall Average Total Tariff	888.82	801	832	↑	891.4 (-59.4) MC Poorer than Scot Ave	2	4	4	12	29	25
Performance	Average Total Tariff SIMD Quintile 1	581	576	653	↑	618 (+35) MC Better than Scot Ave	2	3	2	12	20	11
Performance	Average Total Tariff SIMD Quintile 2	697	719	699	↓	750 (-51) MC Poorer than Scot Ave	3	3	3	23	19	22

Children's Services												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Performance	Average Total Tariff SIMD Quintile 3	850	789	847	↑	896 (-49) MC Poorer than Scot Ave	3	4	3	22	28	23
Performance	Average Total Tariff SIMD Quintile 4	1,042	921	965	↑	1,016 (-51) MC Poorer than Scot Ave	2	4	3	12	25	23
Performance	Average Total Tariff SIMD Quintile 5	1,227	1,038	1,149	↑	1,221 (-72) MC Poorer than Scot Ave	1	4	3	8	28	20
Performance	Percentage of children meeting developmental milestones	85.82%	79.62%	Data will be available in March 2019 when it is published by the Scottish Government			1	1		2	4	
Performance	Percentage of funded early years provision which is graded good/better	90%	90.7%	91.38%	↑	91% (+0.38%) MC Better than Scot Ave	3	3	3	24	21	19
Performance	School attendance rates (per 100 pupils)		92.6	Data will be available in March 2019 when it is published by the Scottish Government				4			26	
Performance	School attendance rates (per 100 'looked after children')		89.12					4			27	
Performance	School exclusion rates (per 1,000 pupils)		44.35	Data will be available in March 2019 when it is published by the Scottish Government				4			31	
Performance	School exclusion rates (per 1,000 'looked after children')		135.14					4			26	
Performance	Participation rate for 16-19 year olds (per 100)	88.7	93.6	94.3	↑	91.8 (+2.5)	4	1	1	27	7	8

Children's Services												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
						MC Better than Scot Ave						
Performance	Percentage of child protection re-registrations within 18 months	14%	8%	Data will be available in March 2019 when it is published by the Scottish Government			4	3		29	23	
Performance	Percentage LAC with more than 1 placement in the last year (Aug-July)	14.8%	26.25%				1	4		4	25	

What the Council is doing to improve Children's Services

Committed to the creation of a World-Class Education system through excellence and equity, the report for this quarter focuses on outcomes for the last year for the education service. The theme for 2017/18 is Mind the Gap: Taking a closer look at progression, progression, progression.

In session 2017/18 we set 3 main strategic priorities under the following broad headings: **Raising Attainment and Achievement; Learning Provision and Leadership**. In addition we will also continue to implement the 1140 hours in early years and the two strategic priorities for Lifelong learning and employability which were reported in their recent inspection.

Attainment: Moderation, tracking and assessment of progress through the Broad General Education (BGE): Rigorous tracking and monitoring has been implemented for session 2017-18 including 3 attainment visits by the local authority. 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.

Attendance and Exclusions: Continuing our focus on improving attendance and reducing exclusion, the following end of year achievements are notable: A drop of 27 primary exclusions (from 101 in 16/17 to 74 in 17/18) A drop of 19 secondary exclusions (318 in 16/17 to 299 in 17/18). Reducing exclusions in the secondary sector will remain a key priority in 2018/19.

However, attendance has not made the same level of improvement and has fallen by 0.6% in primary and 0.8% in the Secondary. This remains an area of focus in both the secondary and primary. As a result, Education and Children's services will work together on an attendance campaign as this is an urgent area of improvement.

Positive Destinations: Positive destinations remain at 95% securing performance above the virtual comparator and the national average for the second year in a row. There has been a significant and continuous overall improvement trend in this measure since 2010-11 and there is a focus on continuing to add value to this measure through incremental target setting in improvement planning.

Permanence and Care Excellence (PACE) programme: Over the past year we aimed to improve outcomes for our looked at children. The PACE programme has supported us in beginning to achieve this outcome, as part of our improvement plan developed in October 2017, we are now tracking all children accommodated under the age of 12 and ensuring they have a permanence plan within seven and half months of being accommodated. This will ensure there is no drift in their planning. The work shall be evaluated by an external agency in October 2018 and any learning from this shall be shared with workers and an action plan devised.

Looked After at home and away from home (LAC/LAAC): The numbers of children and young people looked after away from home has decreased over the past year as has the number of children who have been placed on the child protection register. These are both positive trends and support our early intervention and prevention strategy of working with families intensively when an issue arises to de-escalate a crisis and provide proportionate and additional support when required.

CORPORATE SERVICES 2017/18

National Overview

Corporate services spend has fallen by 23% in real terms since 2010/11, and corporate services now account for only 4.5% of total spending. This is the lowest corporate overhead ratio yet recorded and in part reflects the maturation of councils' digital strategies.

This reduction has gone along with continuing improvement in key areas of performance. Council tax collection within year is at an all-time high of 96% and the cost of collection has reduced by over 50% in real terms since 2010/11. The gender pay gap has reduced by 12.5% across the last three years and by 6.6% in the last year, and the proportion of the 5% highest earning staff who are female has risen to almost 55%. The % of all invoices paid within 30 days has increased to over 93%, again the highest rate yet recorded.

Sickness Absence days for teaching staff have reduced by 10% since 2010/11 and by 2.1% in the past 12 months. However, for non-teaching staff, sickness absence has increased by 5.7% since 2010/11, and by 4.5% in the past 12 months. This is alongside a 10% reduction in FTE's for non-teaching staff.

Whilst this is an important measure reflecting the progress which has been made in relation to gender equality in senior positions, there is a need to capture the progress being made across the wider workforce. As such, the Gender Pay Gap measure was introduced to represent the difference between men's and women's earnings and is a key measure under the Public Sector Equality Duty. In 2016/17 the Gender Pay Gap was 4.14% ranging from -7.0% to 13.7%.

Across Scotland, there has been consistent improvement in the condition of councils' corporate assets since 2010-11. The percentage of operational buildings that are suitable for their current use has improved from 73.7% to 79.8%. The proportion of internal floor area of operational buildings in satisfactory condition has improved over the period and has remained consistently high at above 80%.

Council performance

In relation to **operational buildings that are suitable for their current use** in 2017/18 there were 180 operational properties of which 134 were suitable; this gave a ratio of 74% and the **proportion of internal floor area of operational buildings in satisfactory condition** consisted of a total of 224,662 square meters (gross internal area) with 173,233 square meters of that recorded in satisfactory or good condition giving a ratio of 77.1%.

Central Support services as a % of Total Gross expenditure - This indicator provides information on the level of support that is required within Councils such as finance, human resources, corporate management, payroll, legal services and a number of other corporate functions. This indicator has improved this year due to ongoing efficiencies across all Support Services. We spent a total of 4.47% of total gross expenditure on support services compared to 6.34% the previous year, we spent slightly more this year than the Scottish average which was 4.45%.

The **gender pay gap between average hourly rate of pay for male and female - all council employees**. This indicator is a measurement of average female pay versus average male pay within the organisation and the figures show that the Council has more male staff at higher rates of pay by 2.32%. This is an improvement from 2.97% in 16/17, we are in the top half of best performing councils.

Cost of collecting council tax per dwelling saw a decrease from £9.80 to £9.25. The number of dwellings continues to increase reflecting Midlothian being one of the fastest growing Council's in Scotland.

Sickness Absence Days per Teacher and per Council Employees – Our sickness/absence levels for teachers are known for their top performance. We have maintained our position in the top quartile and are in the top 4 this year for teacher's absence with a figure of 4.6 days from 4.9 days in 2016/17, as a consequence there is interest from other councils in our family group on our policy for Sickness/Absence. There is continuous improvement in all other local government workers absence rates reducing to 8.59 days from 9.64 days and we remain in the top quartile.

49% is the **Percentage of council employees in top 5% of earners that are women** - This year saw a positive trend with an increase to 49% from 47% in 2016/17. This figure does not include teaching staff.

Percentage of income due from council tax received by the end of the year saw a significant improvement of 0.6% from previous year. Income received increased by £4.86 million from the previous year, including £0.576 million in direct deductions under the Department for Work and Pensions (DWP) Water Direct scheme.

Percentage of invoices sampled and paid within 30 days - has risen from 87% in 2016/17 to 93.1% in 2017/18. The percentage total value of invoices paid within 30 days is 97% as per LGBF indicator definition.

Presented below is an overview of Corporate Service performance against the Local Government Benchmarking Framework (LGBF) indicators from 2015-16 to 2017-18.

Corporate Services												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Performance	Proportion of operational buildings that are suitable for their current use	80.65%	82.05%	74.44%	↓	80.96% (-6.52%)	3	3	4	22	20	26

Corporate Services

Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
						MC Poorer than Scot Ave						
Performance	Proportion of internal floor area of operational buildings in satisfactory condition	77.18%	75.87%	77.11%	↑	86.31% (-9.2%) MC Poorer than Scot Ave	4	4	4	25	28	27
Cost	Central Support services as a % of Total Gross expenditure	6.03%	6.34%	4.47%	↑	4.45% (+0.02%) MC Poorer than Scot Ave	3	4	3	22	26	18
Performance	The Percentage of council employees in top 5% of earners that are women	44.6%	47%	49%	↑	54.6% (-5.6%) MC Poorer than Scot Ave	4	4	4	29	26	25
Performance	The gender pay gap between average hourly rate of pay for male and female - all council employees	4.59%	2.97%	2.32%	↑	3.93% (-1.61%) MC Better than Scot Ave	3	2	2	18	14	14
Cost	Cost of collecting council tax per dwelling	£11.40	£9.80	£9.25	↑	£7.35 (-£1.90) MC Poorer than Scot Ave	3	3	4	21	19	25
Performance	Sickness Absence Days per Teacher	4.17	4.94	4.59	↑	5.93 days (+1.34 days) MC Better than Scot Ave	1	1	1	1	3	4

Corporate Services

Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Performance	Sickness Absence Days per Employee (non-teacher)	9.90	9.64	8.59	↑	11.41 days (+2.82 days) MC Better than Scot Ave	2	1	1	10	7	2
Performance	Percentage of income due from council tax received by the end of the year %	94.4%	94.5%	95.1%	↑	96% (-0.9%) MC Poorer than Scot Ave	4	4	4	29	29	26
Performance	Percentage of invoices sampled and paid within 30 days	89.7%	87.4%	93.1%	↑	93.2% (-0.1%) MC Poorer than Scot Ave	4	4	3	25	25	18

What is the Council doing to improve Corporate Services

Percentage of council employees in top 5% of earners that are women: We are committed to monitoring gender information and determining any appropriate positive action.

Sickness/Absence: Sickness absence interventions are being recommended to the Corporate Management Team to further address levels of sickness absence and it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future.

Teacher's stats: The Council has started negotiations with the teaching trade unions in relation to introducing a revised Maximising Attendance at Work Policy.

Percentage of invoices sampled and paid within 30 days: A new set of measures took effect from 1st April 2017 which will exclude internally generated payments such as petty cash, grant payments etc. Service areas will continue to work to ensure invoices are paid within 30 days and a review of overall performance is to be undertaken. The Purchase to Pay project has a number of workstreams that will change the way we process payments to suppliers, this has shown improved performance in 2017/18 and we will continue to benchmark our performance against other councils and will adopt best practice, where appropriate, through benchmarking activities.

CULTURE AND LEISURE 2017/18

National Overview

Culture and leisure services play an important role in the quality of life in local communities. In addition to the social and economic benefits delivered, the impact they have on promoting better health and wellbeing of the population and in reducing demand on other core services is well documented.

Despite a real reduction in spend of 22% since 2010/11, leisure and cultural services have sharply increased their usage rates and reduced their costs per use. During this time the substantial increases in visitor numbers across sports (19%), libraries (36%), have resulted in unit cost reductions of 32% and 45% respectively. In the past 12 months, uptake of leisure services, swimming pools, libraries has fallen.

While council spending across Scotland stabilised against trend for many service areas in 2017/18, culture and leisure expenditure decreased by a further 5.6%. This reflects a 5% reduction in parks expenditure, 8% reduction in Libraries, and 6% reduction in Sports. Notwithstanding the reductions in expenditure, the equivalent performance has not reduced at the same rate. Close monitoring will be required to assess the extent to which further efficiencies are possible or whether further performance reductions are inevitable as we further reduce expenditure on the services or change delivery that relies more on community rather than municipal delivery. This is an area which will be explored further with VOCAL and Community Leisure UK.

Public satisfaction rates have fallen for all Culture and Leisure services in the past 12 months. Since the base year, satisfaction with Libraries has reduced by 11.5 percentage points; museums and galleries by 6.5%, and leisure facilities by 2.6 percentage points. Only satisfaction levels with parks and open spaces remain at similar levels to the base year, increasing by 1.9 percentage points.

Council performance

Sports facilities – Attendance figures indicate the extent to which pools and indoor leisure facilities are used. This indicator calculates the cost of sport and leisure facilities across councils, per attendance. The total footfall at our sports and leisure facilities for 17/18 was 772633 which was a reduction from the previous year due to various centres being closed for maintenance and Loanhead Leisure centre being closed for over four months.

Libraries – Total physical visitors was 545,494 and Total virtual visits was 545,118. A Total of 1,090,612 visits. Our physical visits actually increased by 3.9% from 524,817 (16/17) to 545,494 (17/18). We would have predicted a larger overall increase of physical visits with the opening of Loanhead Centre, however we have had to take into account the closure of old Loanhead library from June 2017 until August 2017 where we had no physical visits and visits started to be recorded again in September 2017. We would predict that in 18/19 we would see an impact from a full year of physical visits to Loanhead and 8 months of physical visits to Newbattle.

Net Cost of parks and open spaces per 1000 population – There was a very small increase in our costs this year. We remain in the top 4 of the best performing councils and remain better than the Scottish and Family Group average.

Presented below is an overview of the Culture and Leisure Service performance against the Local Government Benchmarking Framework (LGBF) indicators from 2015-16 to 2017-18.

Culture and Leisure												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Cost	NET Cost per attendance at Sports facilities	£3.51	£3.62	£4.29	↓	£2.71 (+£1.58) MC Poorer than Scot Ave	3	4	4	24	26	29
Cost	NET Cost per library visit	£1.73	£1.02	£1.25	↓	£2.08 (-£0.83) MC Better than Scot Ave	1	1	1	5	3	6
Cost	Net cost of parks and open spaces per 1000 population	£5,745	£7,153	£7,359	↓	£19,814 (-£12,455) MC Better than Scot Ave	1	1	1	2	4	4
Satisfaction	Percentage of adults satisfied with libraries	68.33%	66.67%	66%	↓	73% (-7%) MC Poorer than Scot Ave	4	4	4	31	31	30
Satisfaction	Percentage of adults satisfied with parks and open spaces	79%	78.33%	78.67%	↑	85.67% (-7%) MC Poorer than Scot Ave	4	4	4	29	31	28
Satisfaction	Percentage of adults satisfied with leisure facilities	73.67%	74%	74.33%	↑	72.67% (+1.66%) MC Better than Scot Ave	4	3	2	25	19	16

What the Council is doing to improve Culture and Leisure Services

Sport and Leisure: The promotion of healthy lifestyles is evident in the development of facilities and the ongoing promotion of the Tonezone, Teenzone, junior and student memberships. Midlothian Active Choices (MAC) and Ageing Well classes/groups offered weekly with the assistance of volunteers and instructors. Promotion is through newsletters, website, libraries and health professionals as well as word of mouth.

The programme of events is continuously expanding to ensure a wide diversity of participation including a fuller Active School summer programme, the launch of Walking Rugby, Dance showcases, Football challenge festivals, Club Golf Sessions, Rugby Rascals, Walk the Line, special Olympics, Senior Games and swimming galas.

Local surveys carried out in our leisure centres show that 96% of our customers were satisfied with our sport and leisure facilities.

Land and Countryside: Five Countryside sites have been awarded Environmental Green Flags across Midlothian. Resurfacing work was completed on the bridge at Westerhaugh on the Penicuik to Dalkeith walk way. Funding from the Forestry commission grants scheme for four sites will further enhance Midlothian's Environment. In support of the Health and Wellbeing outcome for Midlothian residents, Mayfield Park improvements and Play area development grant and play funded work of £80,000 will see an additional outdoor gym installed in 18/19. The annual walking festival attracted over 700 participants which is the highest number in 10 years.

Libraries: The decrease can be attributed to our virtual visits solely - In 16/17 we had a dedicated member of staff working on our online library resources which resulted in a number of campaigns during Book Week Scotland in November, Midlothian Science Festival in October and our Summer Reading Challenge in July and August. Due to our structural review in 17/18 we had a number of gaps in our staffing resource which meant that these dedicated campaigns were not delivered, and analysis of the virtual visits demonstrate that the lack of these campaigns in 17/18, had a direct impact on the virtual visits and a resultant decrease. Virtual visits for 18/19 was analysed, as we now have dedicated staffing resource working on these campaigns through various online channels, and we are back to 16/17 levels with virtual visits and it may be likely that we will see an actual increase in virtual visits, due to our focus over the summer months and also planned campaigns for Book Week Scotland etc.

ECONOMIC DEVELOPMENT and PLANNING 2017/18

National Overview

To reflect the strategic importance of Economic Development and Planning and the particular challenges facing discretionary services, an expanded suite of measures has been introduced to the framework following work with the Scottish Local Authorities Economic Development Group (SLAED).

Economic Development and Planning have seen some of the largest reductions in revenue spending since 2010/11, falling by 29% and 34% respectively. Expenditure has stabilised against trend in the past 12 months, both showing marginal growth (1.9% and 0.7%). There has been significant capital expenditure in economic development and tourism across this period reflecting the regional economic growth agenda. This has grown by 105% since 2010/11, and by 25% in the past 12 months.

Most measures of Economic Development and Planning performance within the framework show maintained or improved performance across the period, although there is evidence that the improvement rate may be slowing in some areas. The percentage of unemployed people assisted into work from council funded/operated employability programmes has increased from 9.1% in 2012/13 to 14.4% in 2017/18.

In terms of infrastructure for business, there is a 33% improvement in terms of efficiency in processing business and industry planning applications, reducing from 14 weeks to 9 weeks between 2012/13 and 17/18. Town vacancy rates have remained stable across the period despite challenging economic times. There has been a 28% increase in the availability of immediately available employment land, from 12.9% to 40.8% since 2014/15. There has been a 35 percentage point improvement in access to superfast broadband. Despite these improvements, the Business Gateway start-up rate has reduced from 19% to 16.8% across the period, although has shown a slight improvement in the past 12 months.

Councils continue to spend over 25% of their procurement spend on local enterprises, increasing slightly in the past 12 months to 27.4%. Given the pressures on council budgets this is a positive outcome as it suggests that the drive to reduce costs has not resulted in local enterprises being displaced by national suppliers of goods and services. However, while the value of money spent locally has held up well, there has been an overall drop in the number of local suppliers. There has been a commitment in recent months for local government economic development and procurement professionals to work on joint initiatives to enhance the impact of local government procurement spend.

The proportion of people earning less than the living wage has not reduced significantly across the period, fluctuating at around 18% to 19%. This partly reflects the move towards a more flexible labour market including zero-hour contracts.

Council performance

Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes - 114 people were assisted into work this year from a variety of activities and initiatives. In the previous year Fort Kinnaird Skills and Recruitment Centre helped 137 out of 266 clients into work on its own, but for this year they informed the Council that they are no longer able to track those they engage with so they wouldn't be able to supply figures for this measure. It is estimated that if the clients had been tracked our figure for 17/18 would be in the region of 15%

Cost of Planning per Application - Average time for commercial planning application - There was 459 planning applications this year and it took an average of 7.3 weeks to complete each one at a cost of £4,970 per application, we are better than our family group average for these measures.

Percentage of procurement spent on local small/medium enterprises - The previous procurement measure (procurement spend on local small & medium enterprises (SMEs) has been changed to reflect only the percentage of procurement spend spent locally. Data is sourced from Scottish Government Procurement Hub and the measure is calculated using the definitions below. This indicator only includes enterprises defined as "Core trade" i.e. where the councils spend is over £1,000. "Local" – is defined as enterprises within the same Local Authority. Enterprises location is defined by their postcode. For the purposes of this indicator where supplier's postcode is not known they have been excluded from the calculation. Due to the change to this indicator, our data has increased to 18.07%

No. of business gateway start-ups per 10,000 population - We assisted 202 Business Start-ups in 2017/18 from a resident population of 90090. An increase from 165 the previous year.

Presented below is an overview of Economic Development performance against the Local Government Benchmarking Framework (LGBF) indicators from 2015-16 to 2017-18.

Economic Development and Planning												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Performance	Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes	8.57%	15.47%	6.71%	↓	14.4% (-7.69%) MC Poorer than Scot Ave	3	2	3	19	9	23
Cost	Cost of Planning per Application	£4,041	£5,077	£4,970	↑	£4,819 (-£151) MC Poorer than Scot Ave	2	3	3	9	23	19
Performance	Average time for Commercial planning application	7.9 weeks	8.4 weeks	7.3 weeks	↑	9.3 weeks (+2 weeks) MC Better than Scot Ave	2	2	1	9	11	8
Performance	Percentage of procurement spent on local small/medium enterprises	17.96%	12.85%	18.07%	↑	27.4% (-9.33%) MC Poorer than Scot Ave	4	4	4	27	30	26
Performance	No of business gateway start-ups per 10,000 population	19.91%	18.6%	22.4%	↑	16.8% (+5.6%) MC Better than Scot Ave	2	2	1	11	14	6
Cost	Cost of Economic Development & Tourism per 1000 population	£44,456	£125,753	£42,724	↑	£91,806 (+£49,082) MC Better than Scot Ave	2	4	1	11	26	6

Economic Development and Planning												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Performance	Percentage earning less than the Living Wage	23.3%	17.2%	13.8%	↑	18.4% (+4.6%) MC Better than Scot Ave	3	1	1	17	3	1
Performance	Proportion of properties receiving superfast broadband	76%	85%	91.18%	↑	91.13% (+0.05%) MC Better than Scot Ave	3	3	3	19	19	19
Performance	Town centre vacancy rates	7.24%	5.7%	6.72%	↓	11.49% (+4.77%) MC Better than Scot Ave	1	1	1	7	5	3
Performance	Immediately available employment land	57.14%	57.14%	55.49%	↓	40.78% (+14.71%) MC Better than Scot Ave	2	2	2	9	9	9

What the Council is doing to improve Economic Development and Planning Services

4427 young people have attended our positive destination projects focussing on young people, 573 more than last year. Positive destinations are 95%. 1505 qualification have been achieved by adults and young people, 62% increase from last year. 312 young people have started Duke of Edinburgh (D of E) (70 more than last year) 156 awards have been gained. 19 young people participated in Pave with over **80%** of PAVE participants gaining five or more qualifications and moved onto positive destinations: **32%** to college, **42%** to employment, **10%** to vocational training and **16%** to Activity Agreements.

Midlothian Local Development Plan has reached an advanced stage of preparation and was adopted in November 2017: providing the statutory planning context over a ten year period for driving economic development, meeting housing needs, and promoting environmental sustainability.

Business Gateway programme provides direct support to new start up, and growing businesses in Midlothian.

Substantial funding allocated by the Borders Rail Blueprint Fund to promote and develop the tourism sector along the route of the Borders Rail corridor

Supporting the local economy is one of the principle objectives of our Procurement Strategy, the Councils current spend is circa £111m with 18.07% of this being spent with local providers, 43.46% spent in the Lothian region an 77.12% spent nationally (Scotland).The procurement team continues to work closely with economic development by hosting local supplier surgeries, attending 'Meet the Buyer' events locally and nationally, encouraging and developing local providers capabilities to bid for and deliver public sector work.

ENVIRONMENTAL SERVICES 2017/18

National Overview

Real spending on Environmental Services has reduced by 9.6% since 2010/11 with reductions in Waste Management (-3.2%), Street Cleaning (-27%) and Trading Standards and Environmental Health (-18%). The reduction in spend stabilised in the past 12 months, with overall spend reducing by only 0.3%. While recycling rates continue to improve and are now at 45.6%, recent years have seen further reductions in satisfaction with refuse and cleansing, and reductions in street cleanliness scores.

Across the period, real spending on roads has fallen by 16%, although this has stabilised in the past 12 months. Since 2010/11, the road conditions index indicates conditions have been largely maintained across all class of roads, however in the last 12 months, the condition of A, B and C class roads have all deteriorated.

Council performance

One of the main environmental services provided by councils is **waste collection**. The cost of this per premise is a simple way of assessing this service. Using a Net Cost measure recognises that waste management has the potential to generate significant income for the council, and that our performance in this area is equally as important in managing our costs. This year we reduced our costs in both collection and disposal and we should continue to reduce following the ongoing review of the service.

There has been a slight decrease to 51.8% in the **total household waste that is recycled** this year. This is due to the recent introduction of a food waste collection service which puts us in the top half of the best performing councils.

Net cost of street cleaning per 1,000 population and **Street Cleanliness Score** – These indicators measure how clean our streets are looking and how much it costs; an assessment of street cleanliness is carried out by 'Keep Scotland Beautiful' each year, this remains a priority for us both in terms of improving the appearance of our streets but also in terms of environmental improvements in the quality of people's lives. Our costs have reduced this year and should continue to reduce following the ongoing review of the Service. Our costs are better than our Family Group Average and the Scottish Average. For this year there was a slight decrease in our street cleanliness score due to the deployment of staff in to other priority areas. However, the cleanliness of our streets remains consistently high.

Over the last five years the **road** condition was maintained at a steady state condition. This was due to additional funding made available through the capital budget whereby £1m per annum was approved by the Council from 2014/15 until 2017/18. The road indicators are a function of the investment in the infrastructure rather than a measure of performance. Any reduction in available funding is likely to see deterioration in the condition of the network.

Cost of maintenance per kilometre of roads - This measure is under review to provide more robust time series data. Until a revised measure becomes available the current measure has been amended to include capital and revenue to provide a more meaningful measure of expenditure on roads.

Cost of Trading Standards, Money Advice & Citizen Advice per 1000- This indicator definition has been reviewed this year to reflect a uniform approach for all Councils who are obliged to pay grant funding to Citizens Advice Bureaux. As a result our figure reduced to £4,917 for this year.

Cost of environmental health per 1,000 population - Environmental Health costs increased by £929 for this year to £11,311 we are better than the Scottish Average which was £15,496 and we remain one of the top eight performing councils.

Presented below is an overview of Environmental Service performance against the Local Government Benchmarking Framework (LGBF) indicators from 2015-16 to 2017-18.

Environmental Services												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Cost	Net cost of waste collection per premise	£73.24	£74.94	£74.34	↑	£65.98 (+£8.36) MC Poorer than Scot Ave	4	3	4	25	24	28
Cost	Net cost of waste disposal per premise	£87.84	£85.51	£85.01	↑	£98.42 (-£13.41) MC Better than Scot Ave	2	2	2	12	10	9
Cost	Net cost of street cleaning per 1,000 population	£12,095	£12,662	£11,810	↑	£15,551 (-£3,741) MC Better than Scot Ave	2	2	2	12	14	16
Performance	Street Cleanliness Score	98.7%	98.7%	95.98%	↓	92.2% (+3.78%) MC Better than Scot Ave	1	1	1	1	2	5

Environmental Services												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Cost	Cost of maintenance per kilometre of roads	£5,950	£7,799	£8,215	↓	£10,547 (+£2,332) MC Better than Scot Ave	1	2	2	6	9	11
Performance	Percentage of A class roads that should be considered for maintenance treatment	20.4%	20.9%	25%	↓	30.2% (-5.2%) MC Better than Scot Ave	1	1	2	7	7	13
Performance	Percentage of B class roads that should be considered for maintenance treatment	28%	29.2%	30.46%	↓	35.9% (-5.44%) MC Better than Scot Ave	2	2	2	13	15	14
Performance	Percentage of C class roads that should be considered for maintenance treatment	30.5%	28.9%	33.15%	↓	36.16% (-3.01%) MC Better than Scot Ave	2	2	2	12	13	15
Performance	Percentage of unclassified roads that should be considered for maintenance treatment	35.3%	35.3%	35.23%	↑	38.99% (-3.76%) MC Better than Scot Ave	2	2	2	12	14	16
Cost	Cost of Trading standards per 1,000 population.	£6,625	£5,744	£4,917	↑	£5,890 (-£973) MC Better than Scot Ave	3	2	2	17	16	13

Environmental Services												
Indicator Type	Indicator Name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Cost	Cost of environmental health per 1,000 population.	£10,116	£10,383	£11,311	↓	£15,496 (-£4,185) MC Better than Scot Ave	1	1	1	3	5	8
Performance	Percentage of total household waste that is recycled	47.9%	53.5%	51.8%	↓	45.6% (+6.2%) MC Better than Scot Ave	2	2	2	16	9	15
Satisfaction	Percentage of Adults satisfied with refuse collection	83%	86.67%	89.67%	↑	78.67% (+11%) MC Better than Scot Ave	3	2	1	21	10	4
Satisfaction	Percentage of adults satisfied with street cleaning	72.33%	73%	71.33%	↓	69.67% (+1.66%) MC Better than Scot Ave	3	3	2	22	18	16

What the Council is doing to improve Environmental Services

Waste: In relation to meeting the stated target of 60% recycling of household waste by 2020 an interim contract has been awarded for the disposal of residual waste. The contract includes front end treatment for further separation/recycling of Midlothian's waste thereby increasing the councils recycling figure. The tender for Trade food waste collection was awarded which will ensure that all food waste from trade waste customers is recycled.

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.

Our street cleanliness score remains high and we are the fifth top performing council. A factor in this are the changes made to the street cleansing operations whereby all compact sweepers now follow the re-cycling vehicles en-route consequently reducing the amount of litter.

Road Network: 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 now be identified and allocated to each authority with Midlothian having previously successfully procured a joint weather forecasting service.

Continued progress has been made in regards to the planning for the extension of walking and cycling routes linked to the new Borders rail line

HOUSING 2017/18

National Overview

Councils continue to manage their housing stock well with rent lost to voids reducing from 1.3% in 2010/11 to 0.9% in 2017/18, and a 26.2% reduction in average repair times across this period. There have also been consistent and significant improvements in terms of housing standards and energy efficiency standards, both of which are now above 90%.

However, at the same time, the growth in tenant's rent arrears from 5.6% to 6.7% between 2013/14 and 2017/18 reveals evidence of the increasing financial challenges facing both housing residents and councils alike.

Council performance

Rent arrears: The purpose of this indicator is to minimise our rent arrears and for this year there was an increase to 6.92% from 6.39% the previous year. We are below the Scottish Average which was 6.75% and we were placed in the top half of the best performing councils.

Rent lost to voids: The purpose of this indicator is to reduce the percentage of rent lost to us and for this year we increased our rent loss to 0.7% from 0.5% the previous year. We are still within the top six of the best performing councils.

We improved to 96.4% from 96% of council housing stock **meeting the Scottish Housing Quality Standard (SHQS)** criteria. Building Services are actively attempting to obtain access to the remaining 3.9% of properties that remain exemptions. There are no failures in any of the housing stock where access has been gained therefore in line with reporting to the Scottish Government, we meet 100%. We are placed in the top half of the best performing councils and we are better than the Scottish Average which was 93.9%

Average time taken to complete non-emergency repairs: We increased to 13.19 days from 13.04 days the previous year, as a consequence we are higher than the national average of 7.50 days.

98.8% of Midlothian Council houses are **energy efficient**. There were 36 exemptions where access was denied by tenants whereby regardless of actions taken in remedial works, the council still couldn't meet the Energy Efficient Social Housing (EESCH) due to restrictions of heating type within property. We are better than the Scottish Average which was 97%.

Presented below is an overview of Housing Service performance against the Local Government Benchmarking Framework (LGBF) indicators from 2015-16 to 2017-18.

Housing Services												
Indicator Type	Indicator name	2015/16 Value	2016/17 Value	2017/18 Value	Short Trend	17/18 Scot Average. (MC difference)	2015/16 Quartile	2016/17 Quartile	2017/18 Quartile	2015/16 rank	2016/17 rank	2017/18 rank
Performance	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	6.85%	6.39%	6.92%	↓	6.75% (-0.17%) MC Poorer than Scot Ave	2	2	2	16	13	12
Performance	Percentage of rent due in the year that was lost due to voids	0.8%	0.5%	0.7%	↓	0.9% (-0.2%) MC Better than Scot Ave	2	1	1	12	4	6
Performance	Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria	93.1%	96%	96.4%	↑	93.9% (+2.5%) MC Better than Scot Ave	2	2	2	14	11	14
Performance	Average time taken to complete non-emergency repairs	9.01	13.01	13.19	↓	7.50 days (+5.7 days) MC Poorer than Scot Ave	2	3	4	12	23	25
Performance	Percentage of council houses that are energy efficient	99.8%	98.8%	98.8%	↑	97.2% (+1.6%) MC Better than Scot Ave	1	2	2	6	11	12

What the Council is doing to improve Housing Services

Anticipated increase in current tenant rent arrears due to introduction of Universal Credit Full Service in Midlothian from March 2017. Number of tenants receiving UC housing costs increased from 132 to 929 over past 12 months. Increase in arrears mitigated by early intervention to assist tenants in maximising income and maintaining affordable repayment plans, including direct payments to landlord for vulnerable tenants or by new Scottish UC payment choices from October 2017. Maximising entitlement to Discretionary Housing Payments (DHP) to mitigate effects of Welfare Reform, including under-occupancy and benefit cap.

To reduce the income lost due to voids we deployed an extra resource to reduce turnover time in the re-let repairs works required for voids and the Housing Services have improved the allocation process for offers and to reduce refusals.

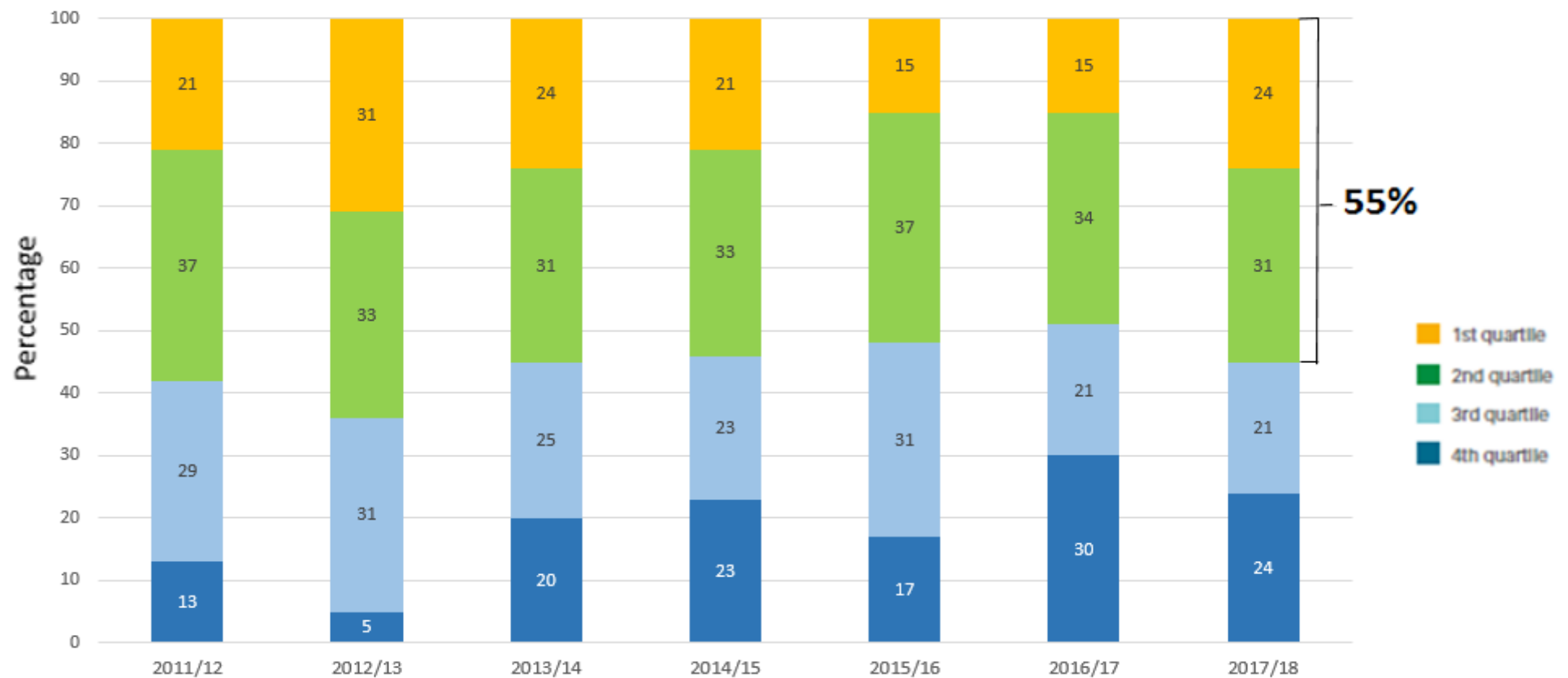
Due to shortages in trying to employ trades staff Building Services (BS) have been concentrating on emergency jobs. A report is currently being produced in relation to apprentices and hopefully this will assist with the trades shortfall. New back-up term contracts are being introduced with penalties for contractors who do not meet the priorities given for the completion of completion of jobs.

The percentage of houses that are energy efficient as measured by the SHQS: There are 36 exemptions, we annually contact the tenants where we didn't gain entry. A decision was taken by the council that should elderly tenants not wish the upheaval of new heating then we would not force the issue. We have also asked the Scottish Government if we can use the Home Energy Efficiency Programmes (HEEPs) funding to install External Wall Insulation (EWI) to the external of houses who are not on the national grid but are traditional built. We still await a response and should this be accepted then we will be able to reduce the number of the exemptions.

All Local Authorities need to have a Tenant Participation and Customer Engagement Strategy detailing how tenants can become involved and improve their landlord's services. A summary of our Tenant's Participation Strategy for 2017-2020 is available on our [website](#). We publish our [Tenants Today](#) Annual newsletter for tenants and housing applicants of the Council. We work together with tenants to improve council services by the sharing of information, ideas and power. All council tenants in Midlothian are invited to Midlothian's annual Tenants Day

Overall Summary

The percentage of recurring outcome-focused performance indicators in the top two quartiles has decreased from 58 percent in 2011/12 to 55 percent in 2017/18

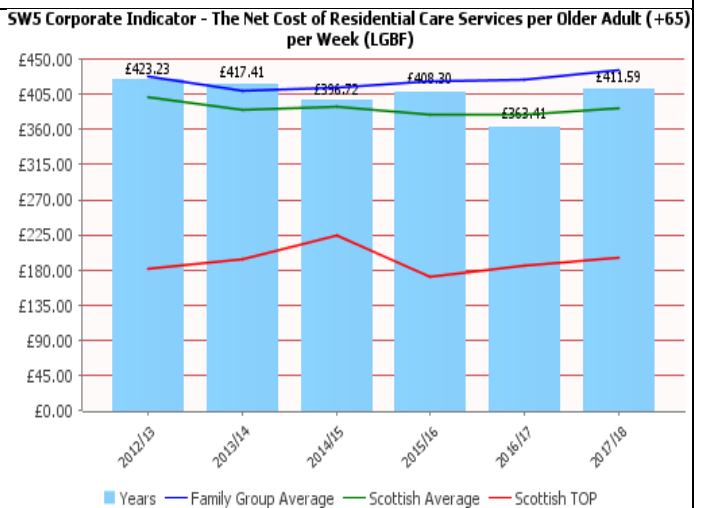
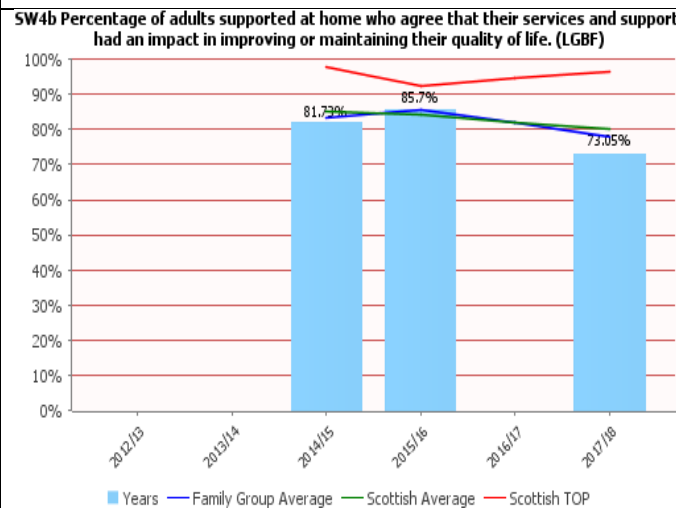
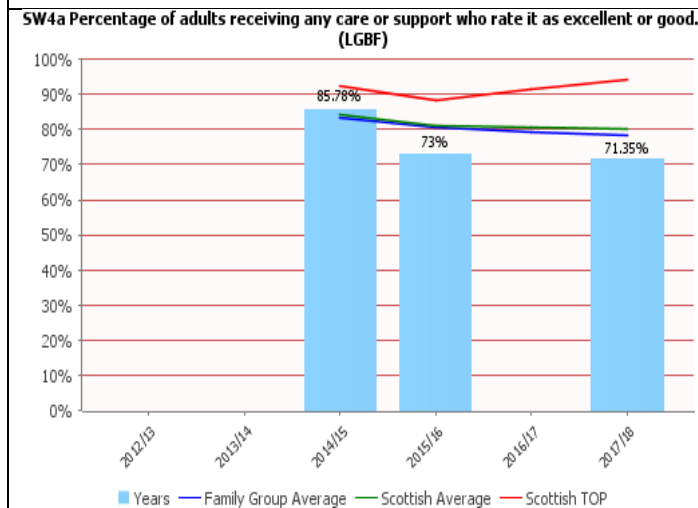
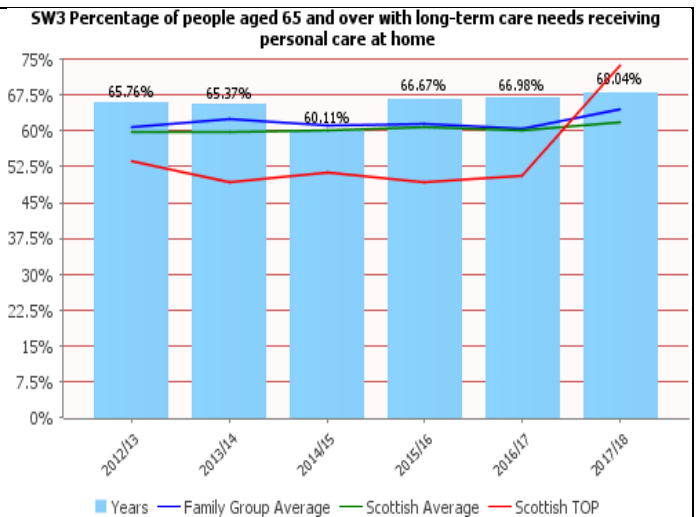
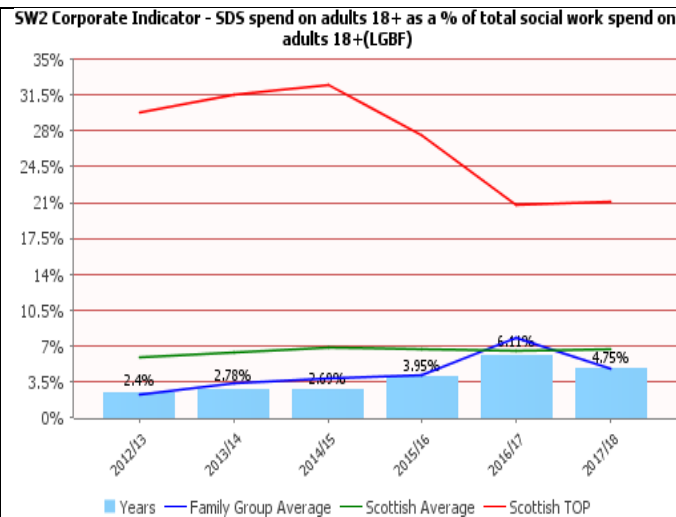
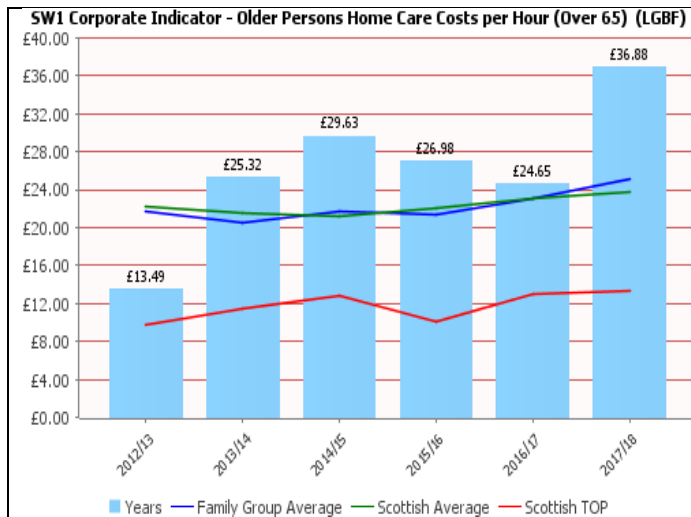


All indicators

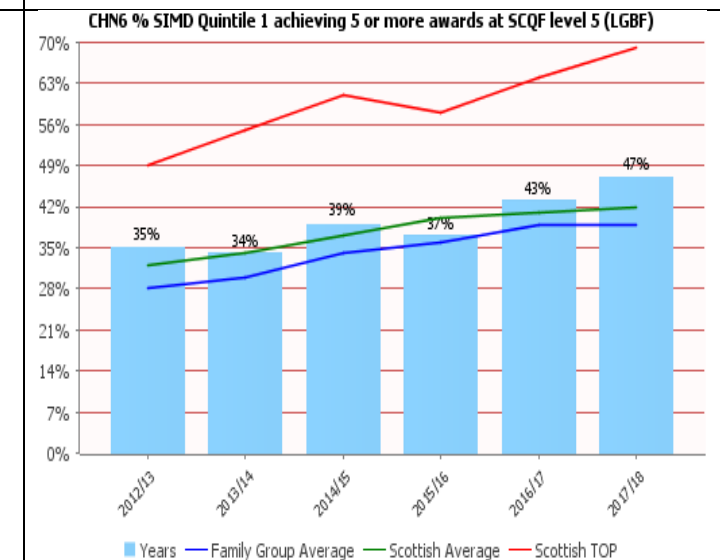
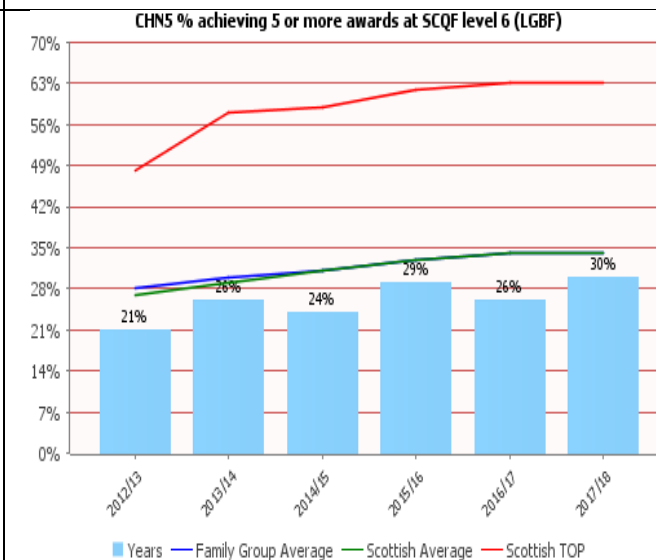
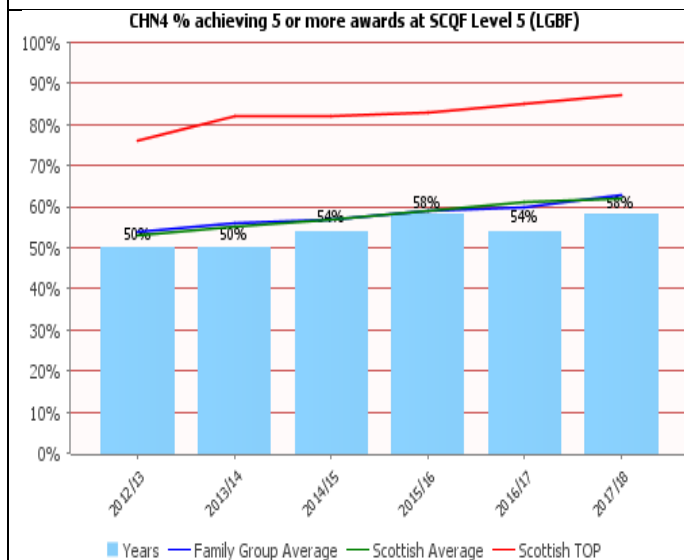
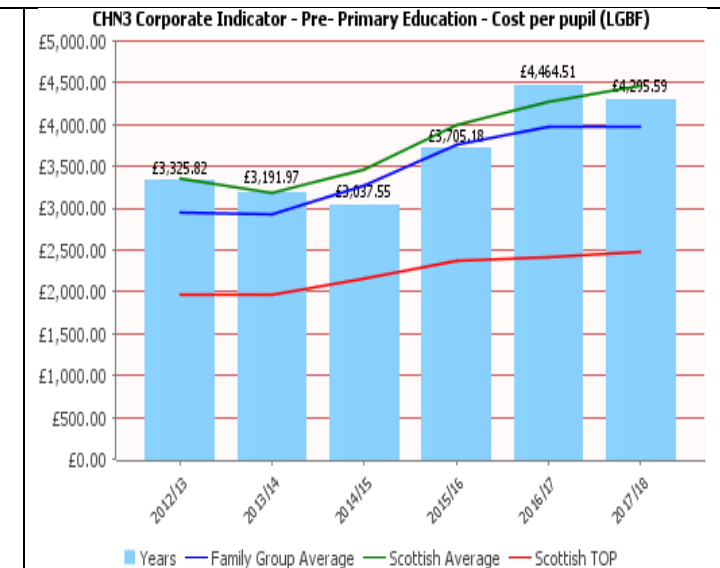
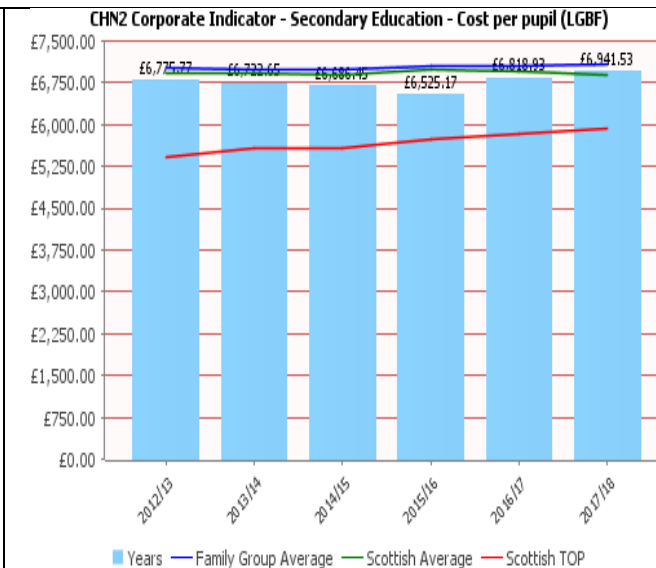
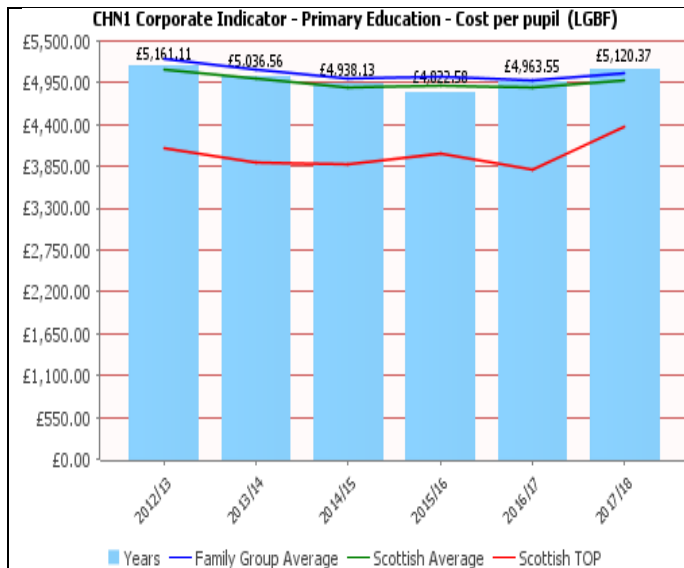
We compare our performance by considering how all councils are performing for each indicator. Relative performance against other councils is divided into four equal quartiles. The first quartile contains the best performing councils for each indicator and the fourth quartile contains the poorest performing councils. For 2017/18 performance improved from the previous year for 40 of 78 indicators. 11 have no data yet and 27 showing reduced performance.

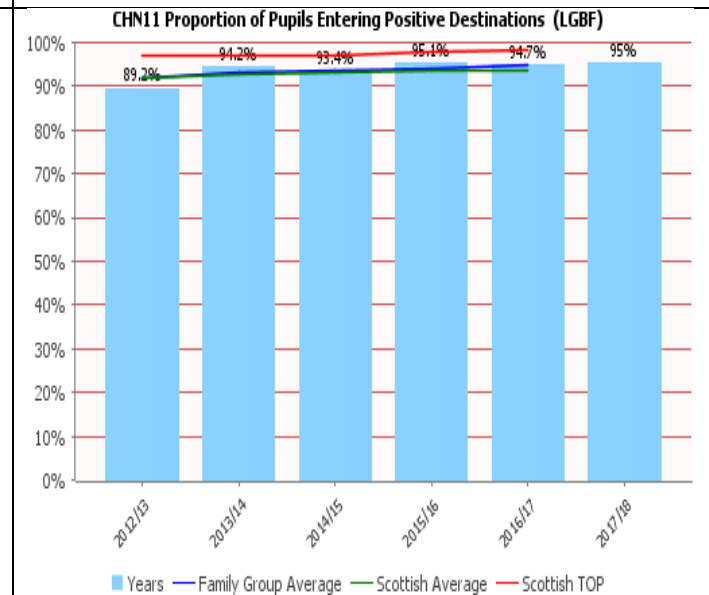
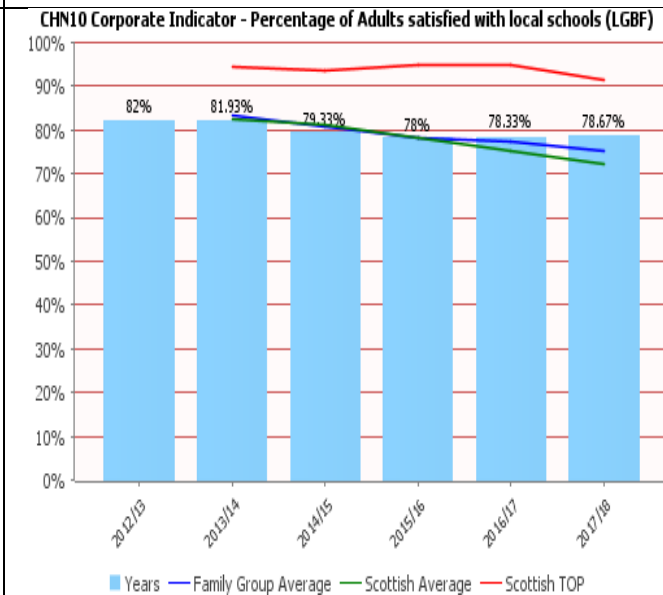
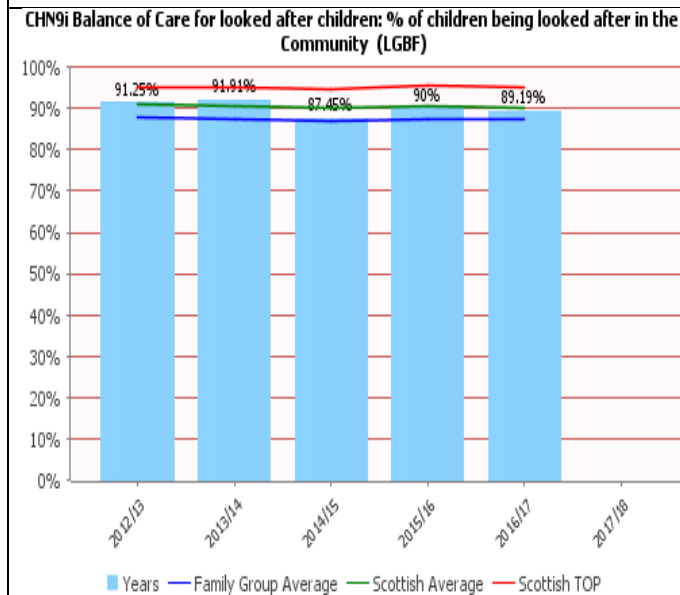
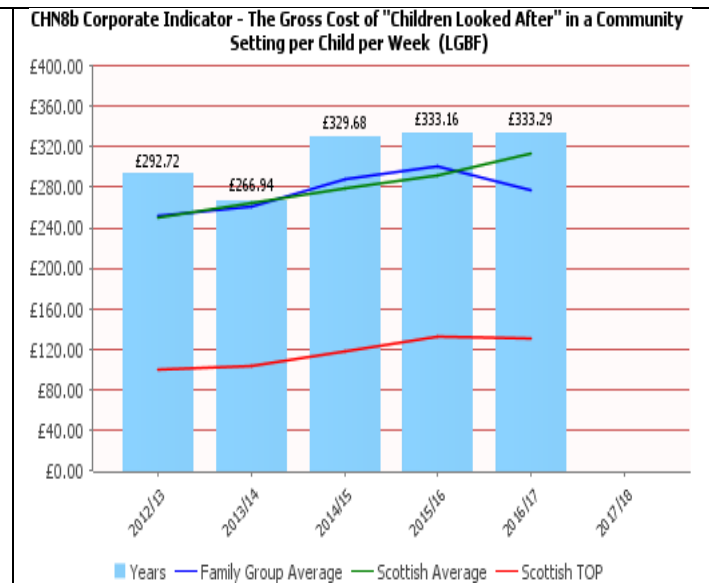
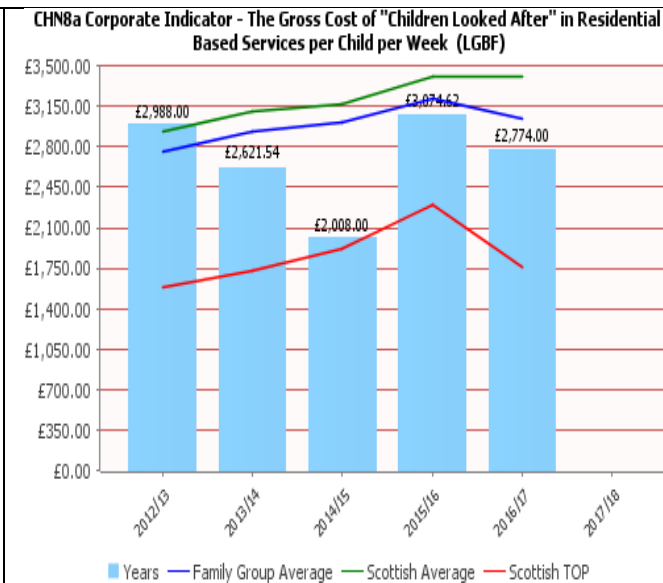
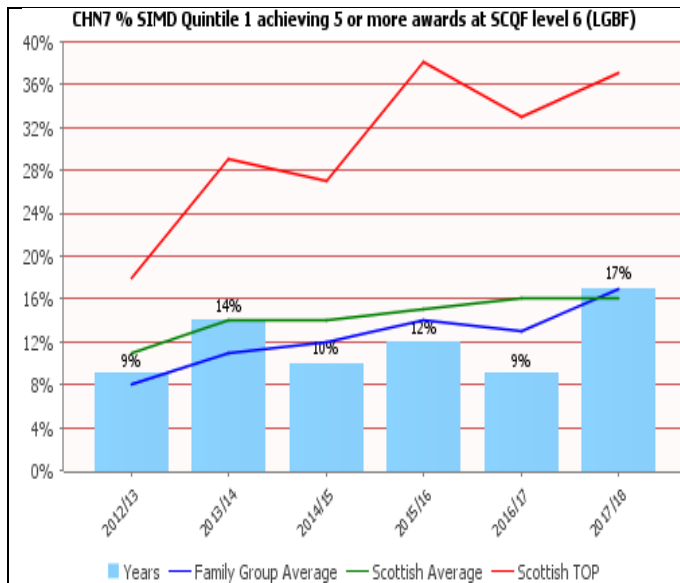
Appendix 1

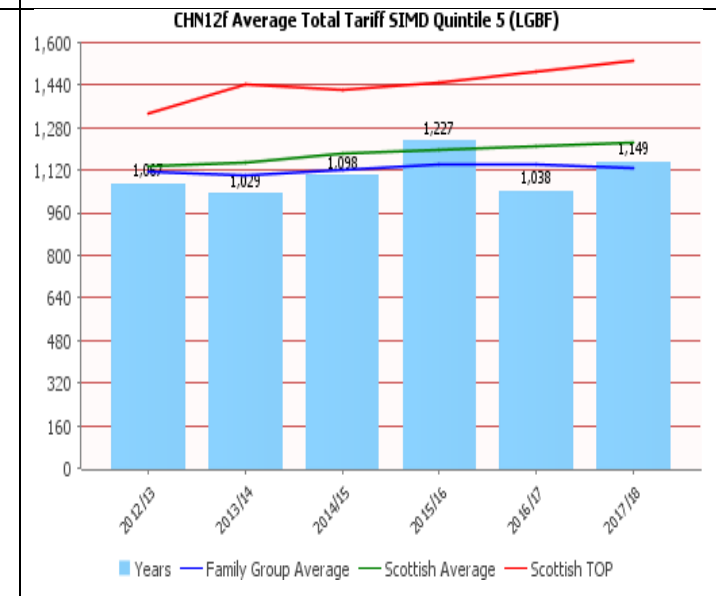
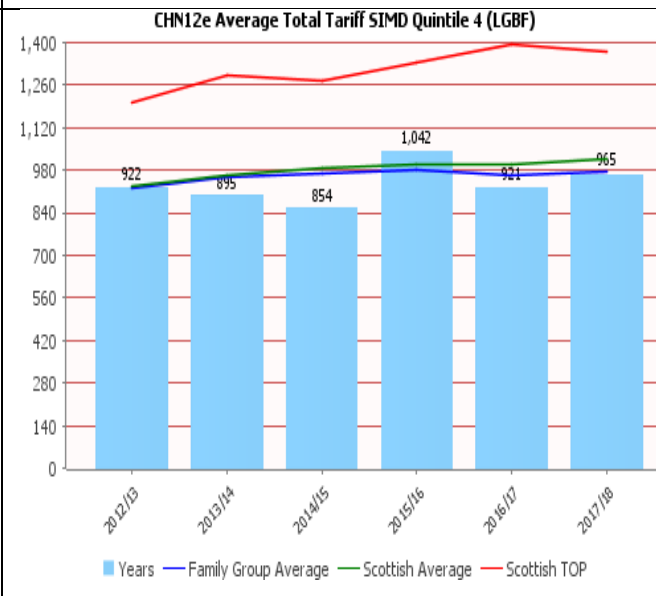
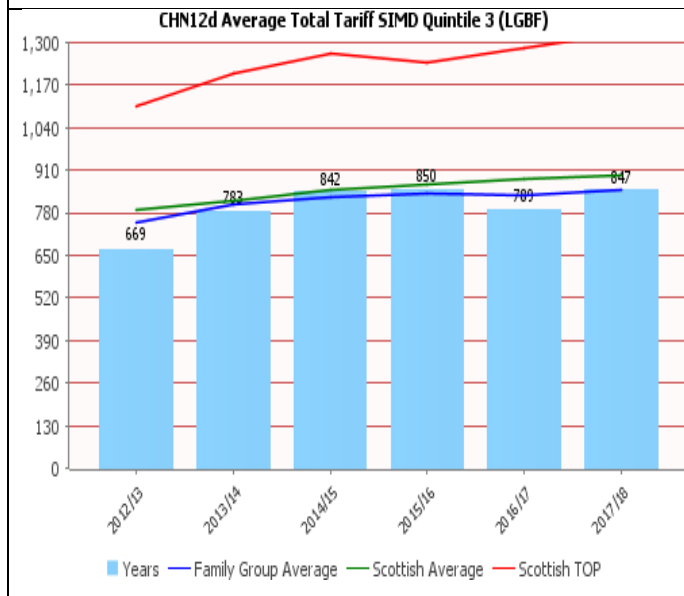
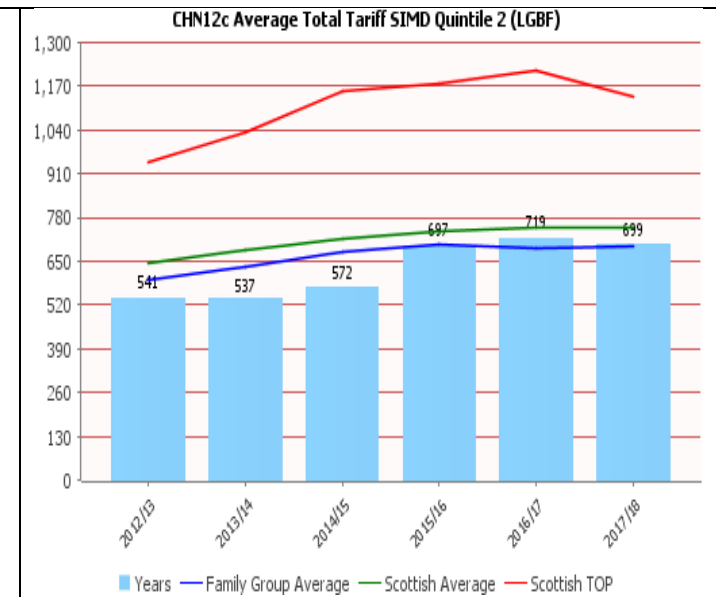
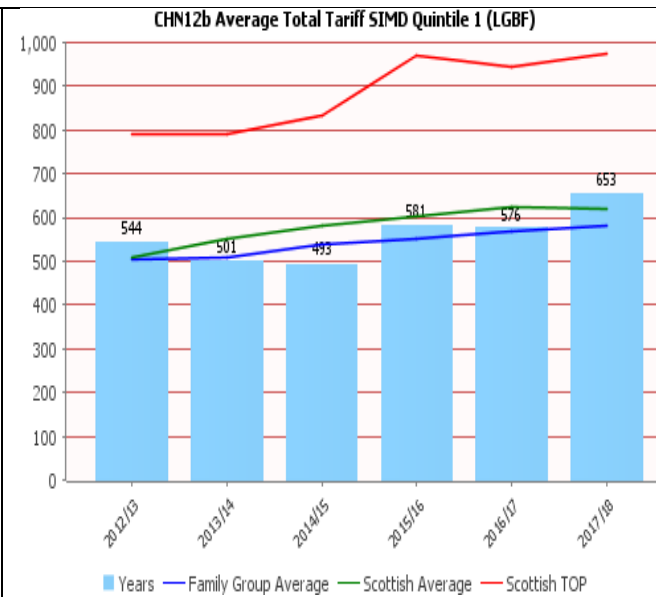
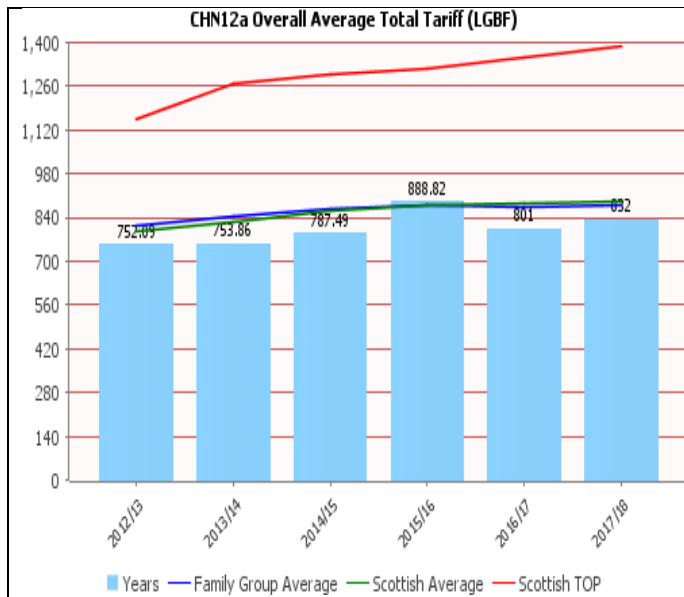
Adult, Social Care

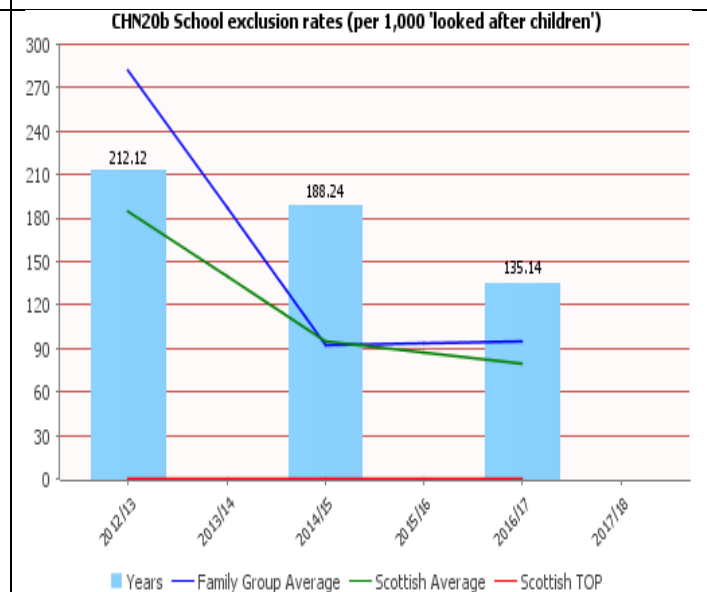
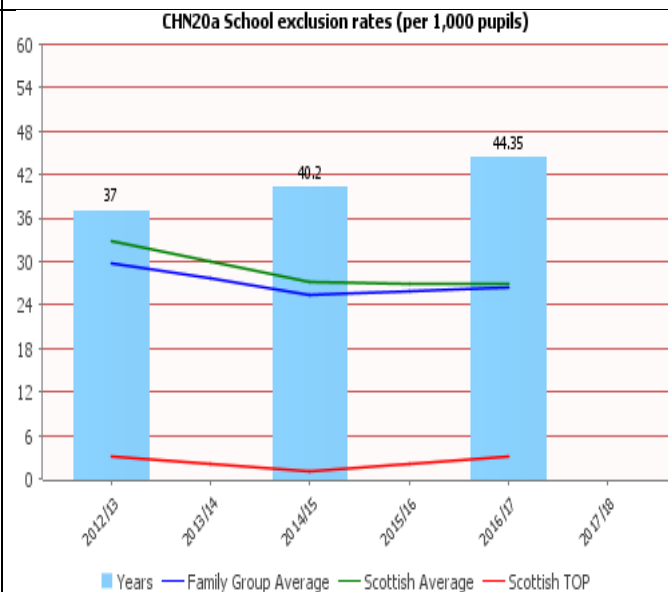
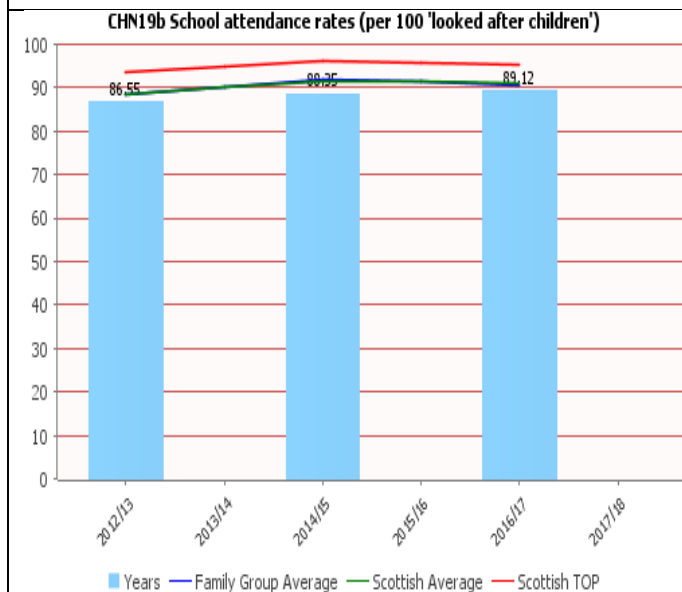
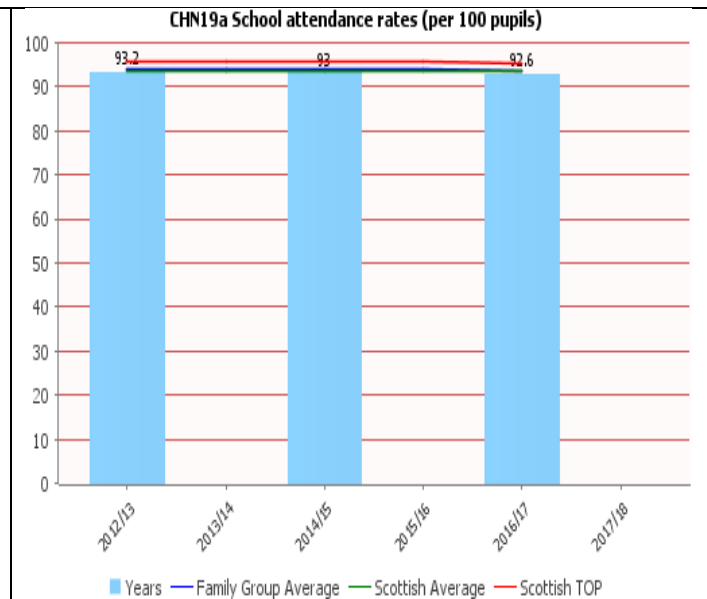
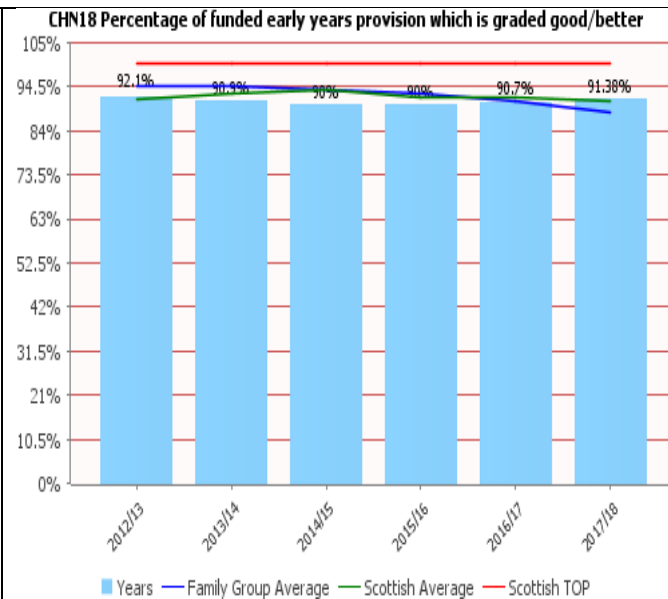
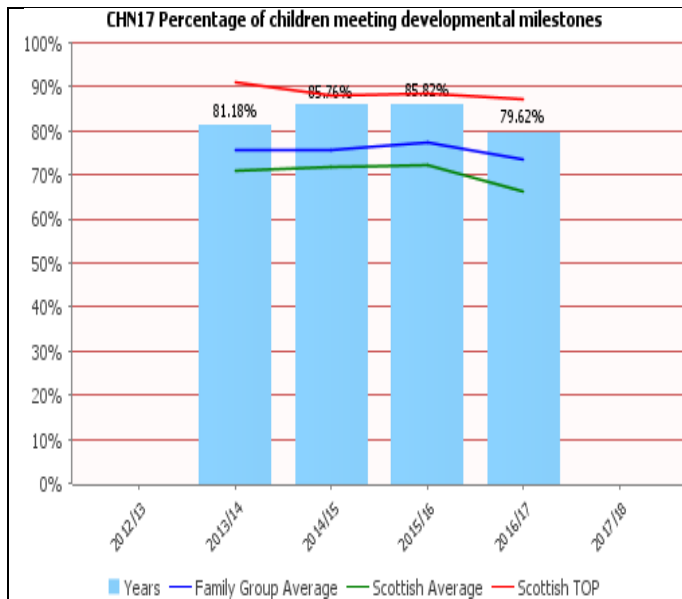


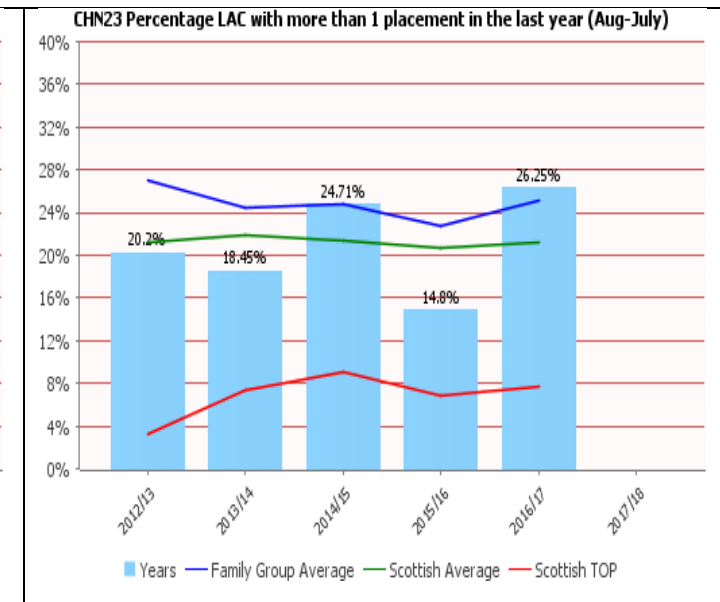
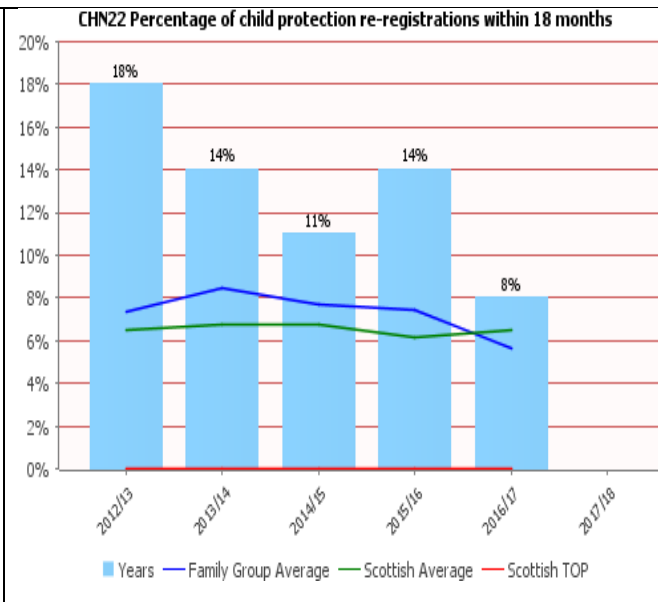
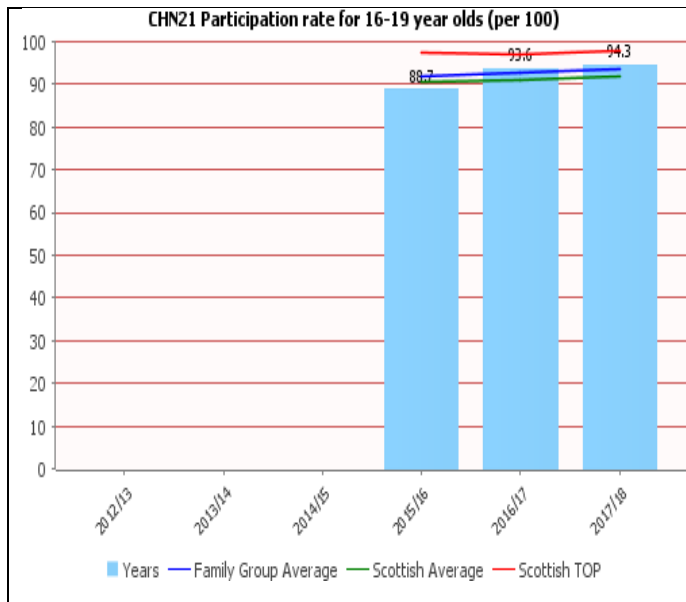
Children's Services



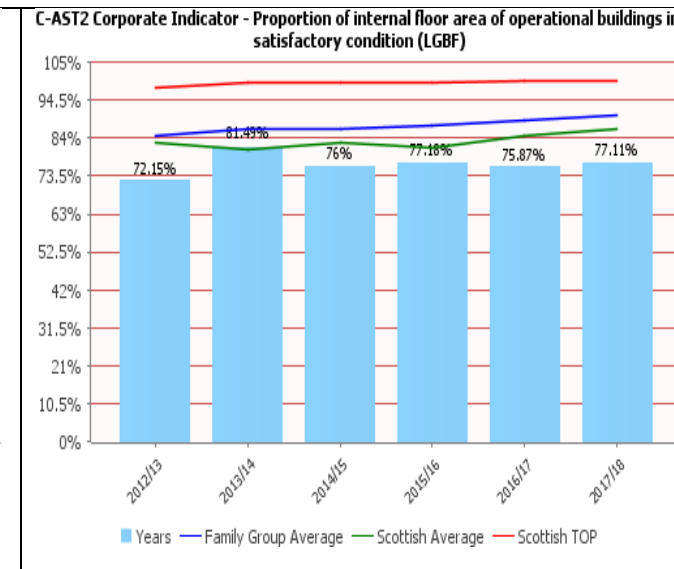
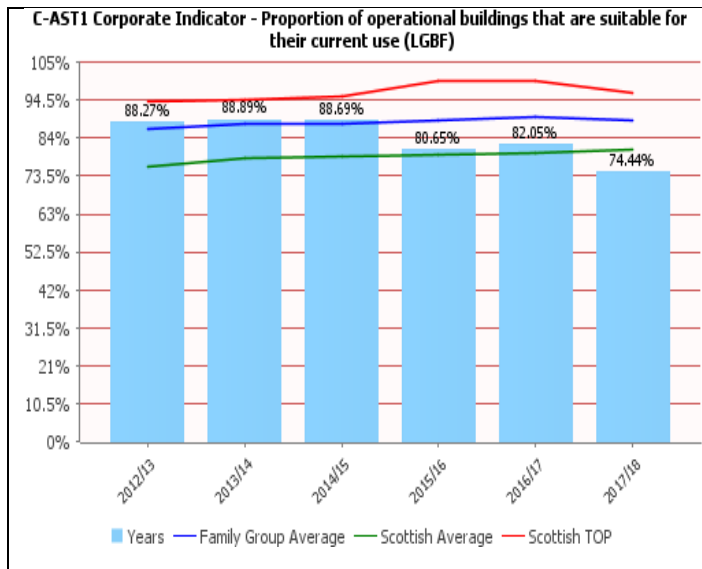






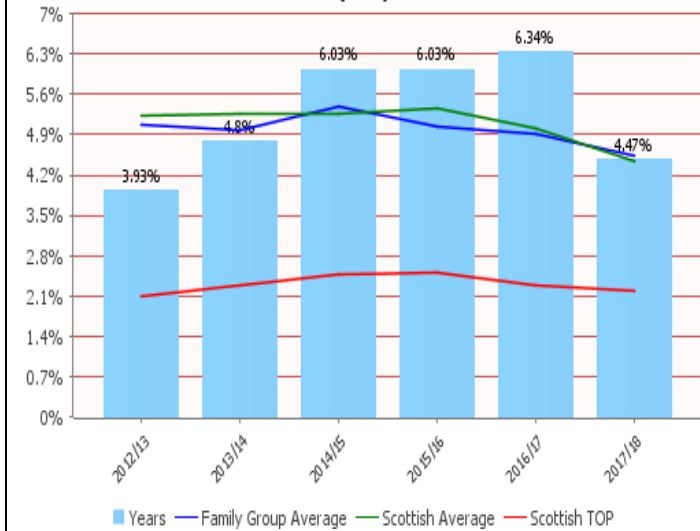


Corporate Asset

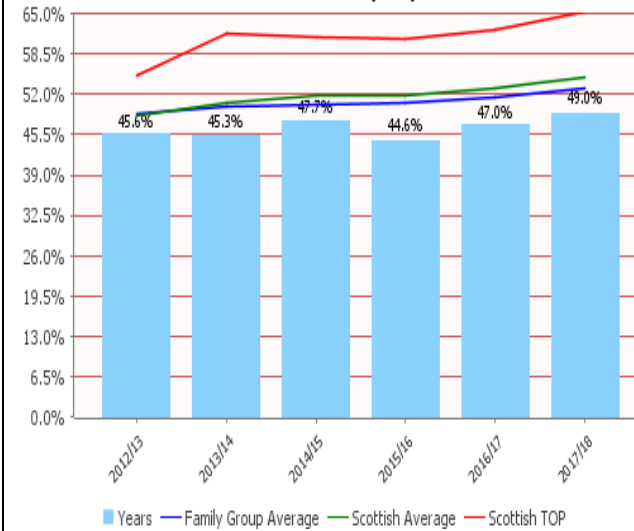


Corporate Services

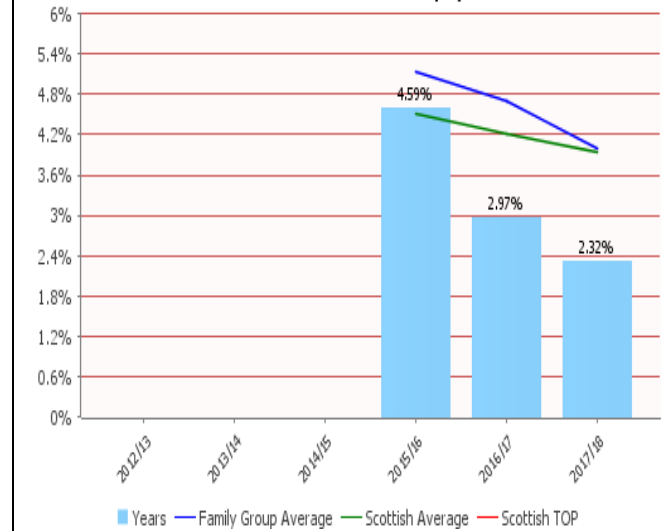
CORP1 Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)



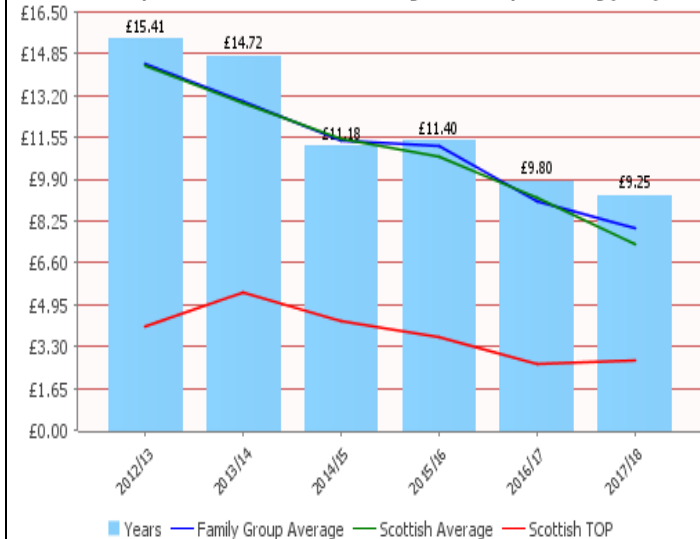
CORP3b Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)



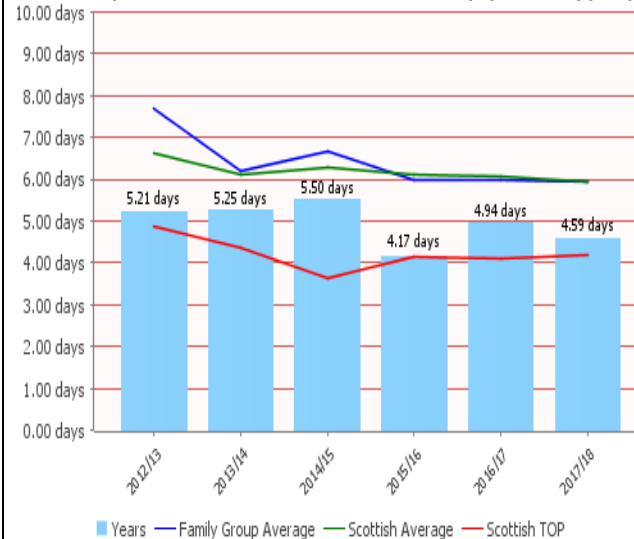
CORP3c Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees



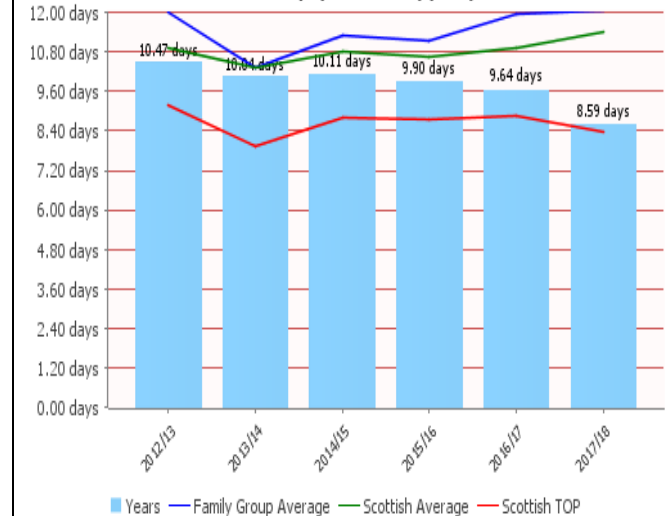
CORP4 Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)



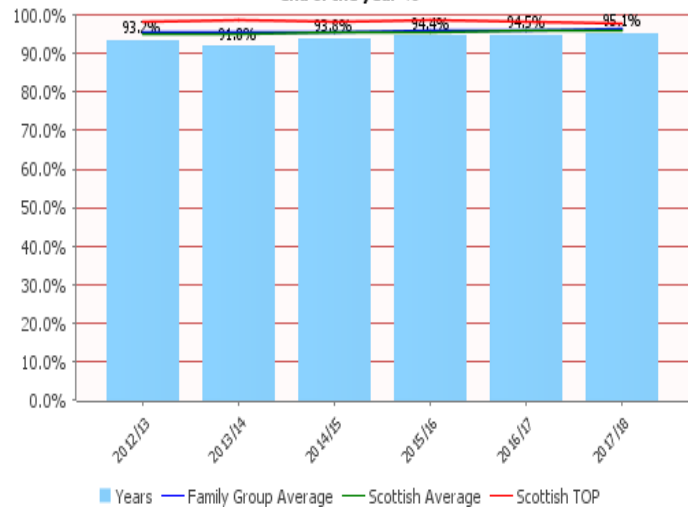
CORP6a Corporate Indicator - Teachers Sickness Absence Days (Cumulative) (LGBF)



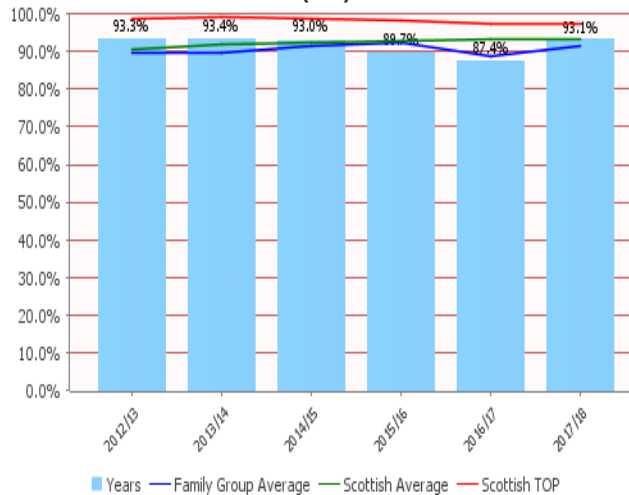
CORP6b Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF)



CORP7 Corporate Indicator - Percentage of income due from council tax received by the end of the year %

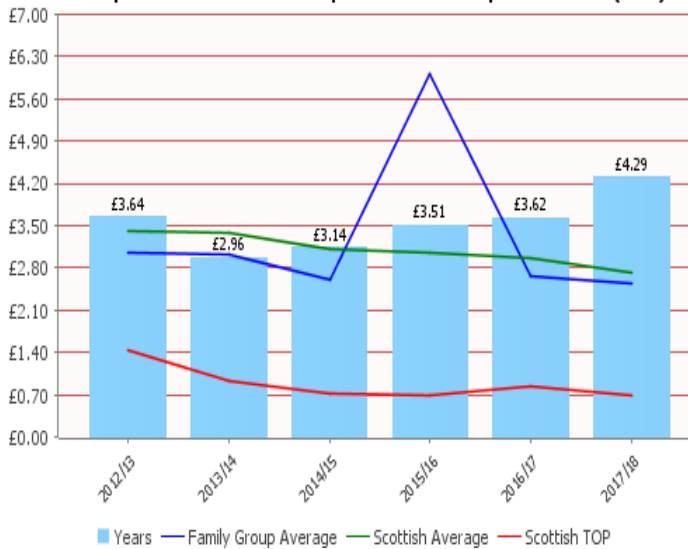


CORP8 Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)

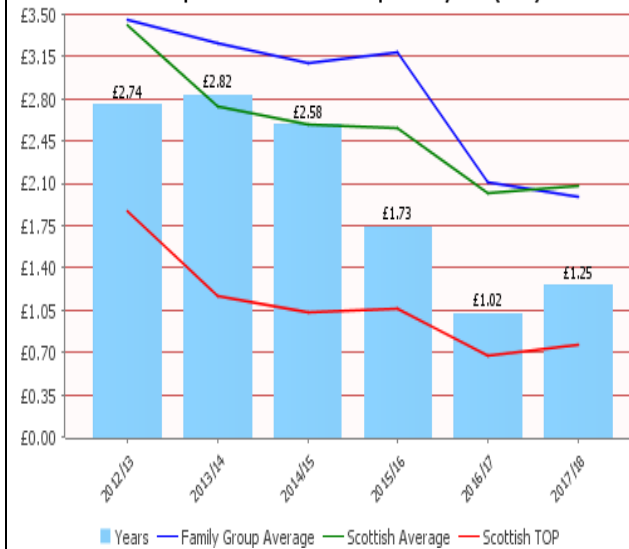


Culture and Leisure

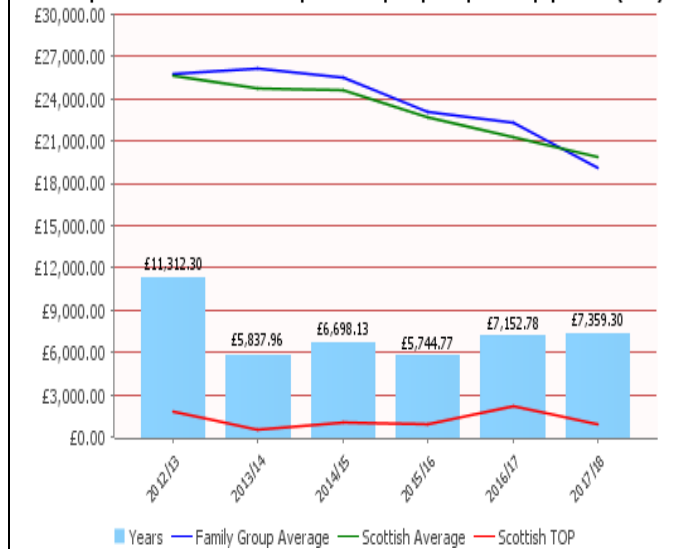
C&L1 Corporate Indicator - NET Cost per attendance at Sports facilities (LGBF)

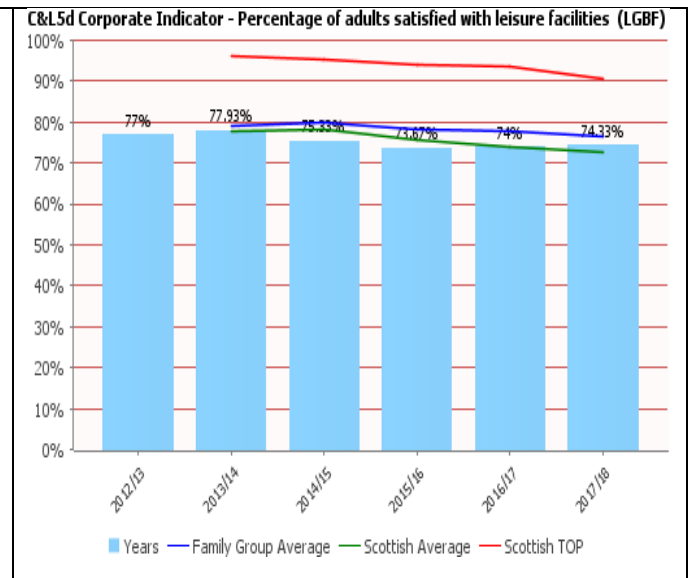
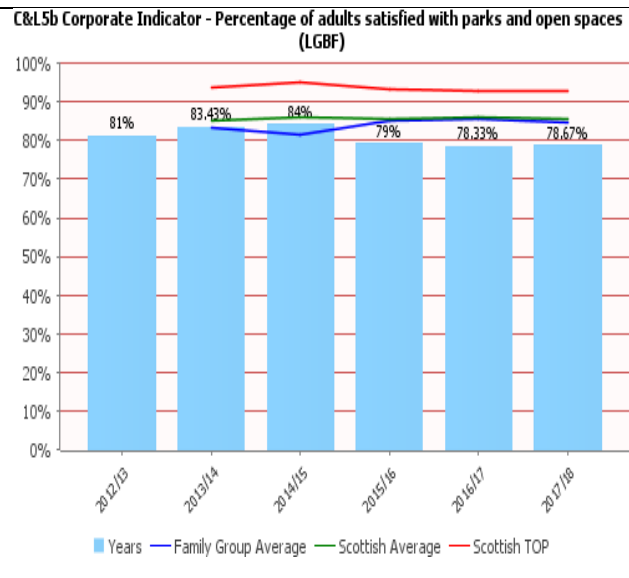
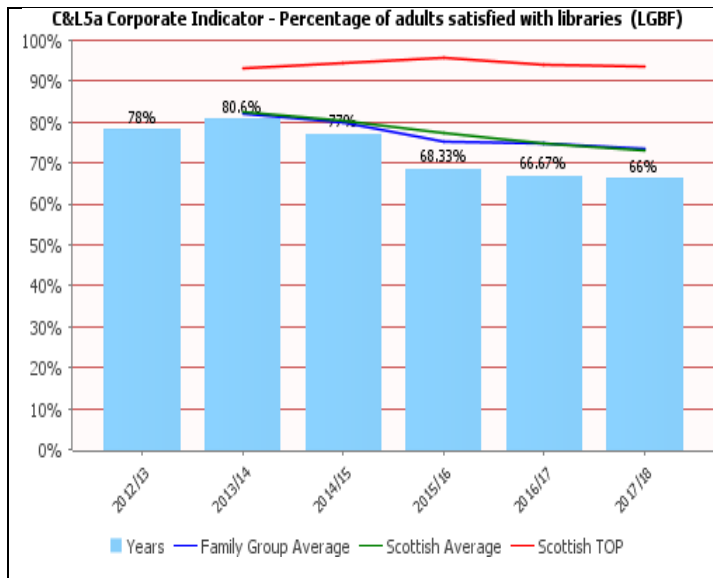


C&L2 Corporate Indicator - NET Cost per library visit (LGBF)

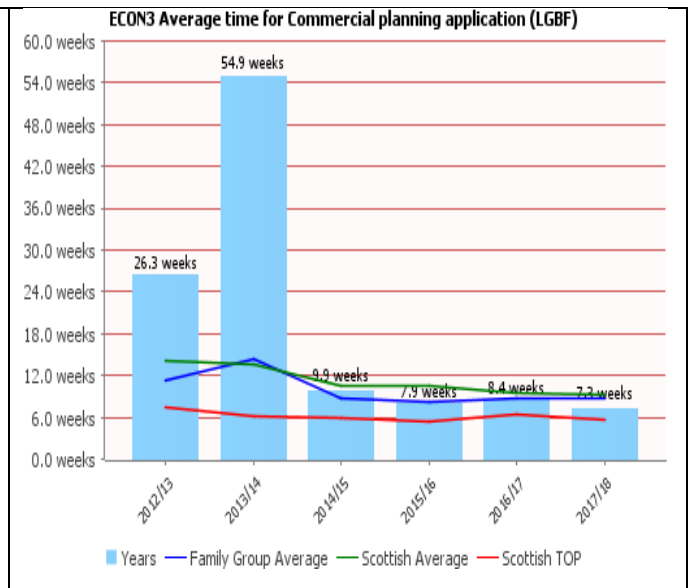
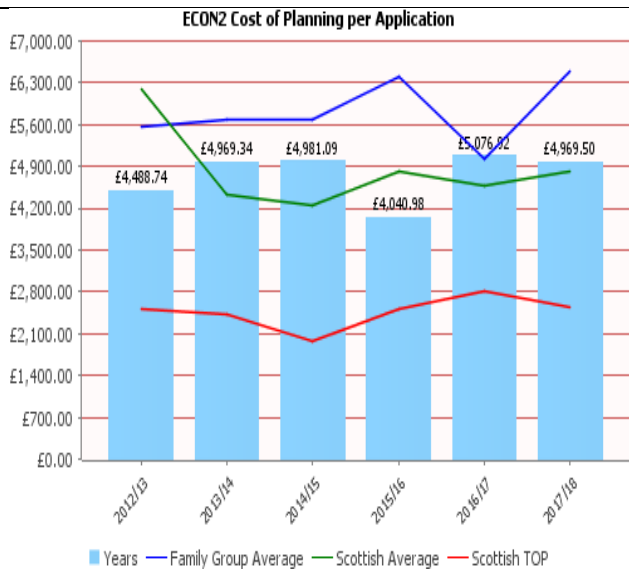
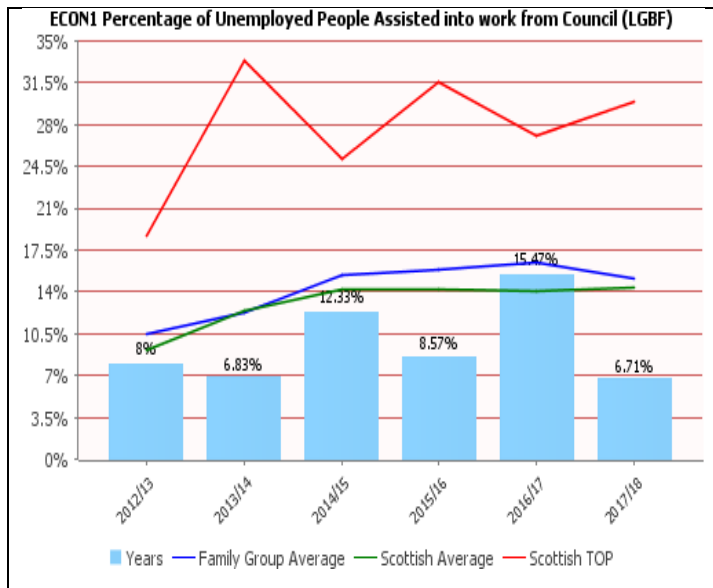


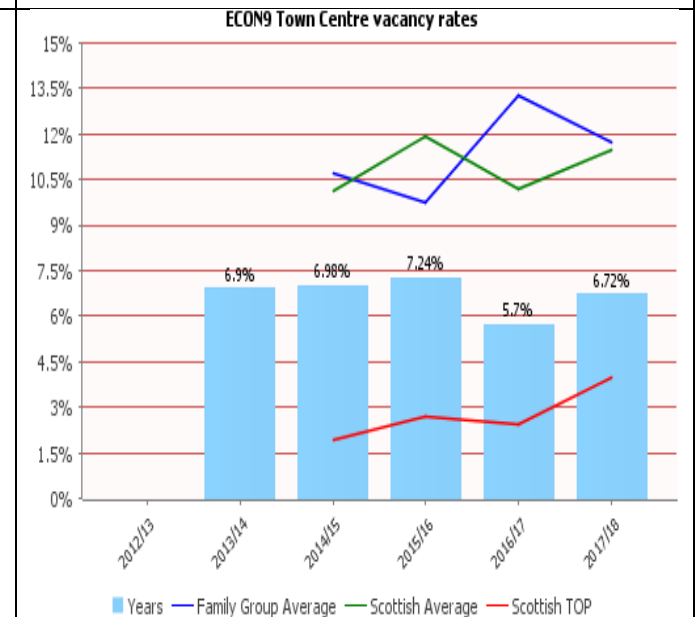
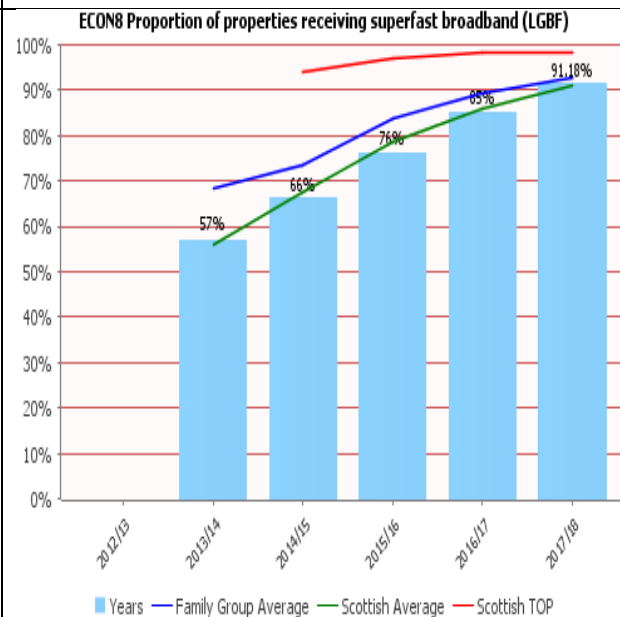
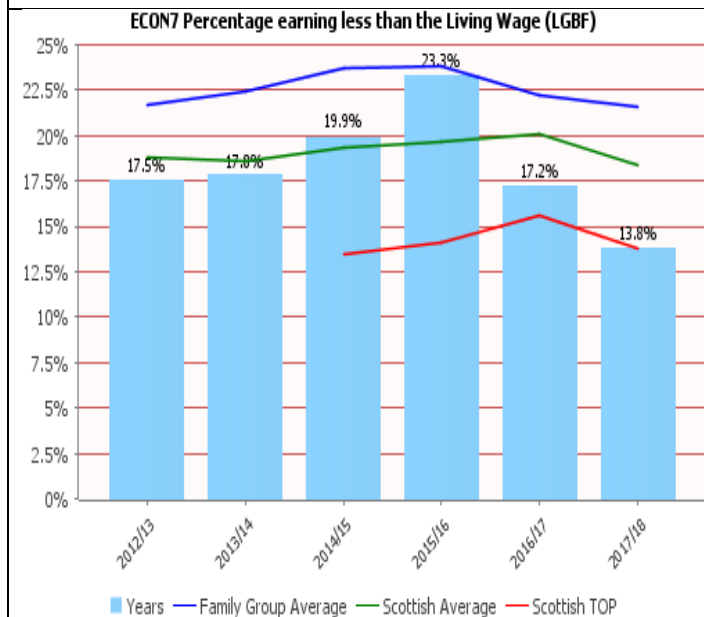
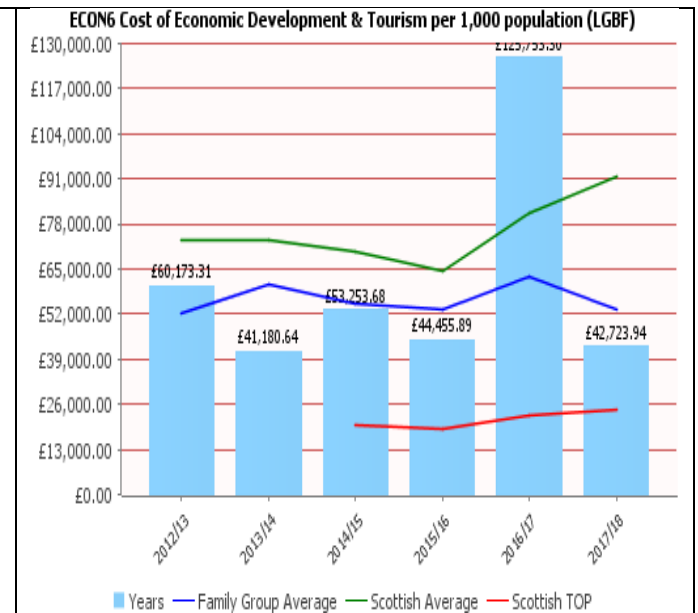
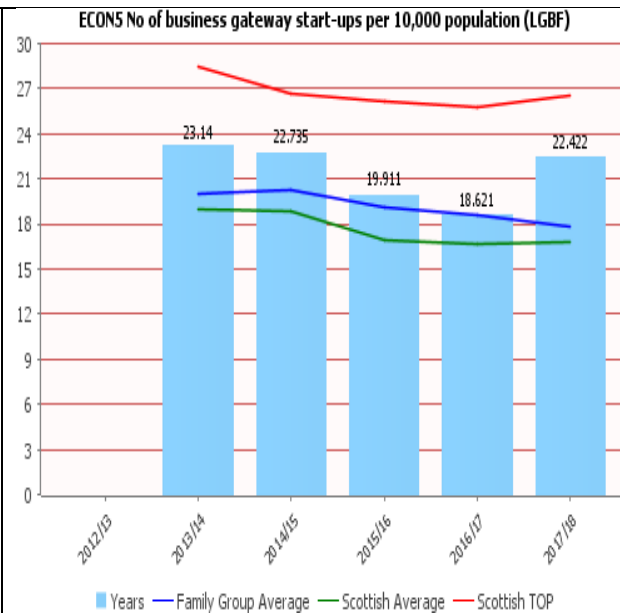
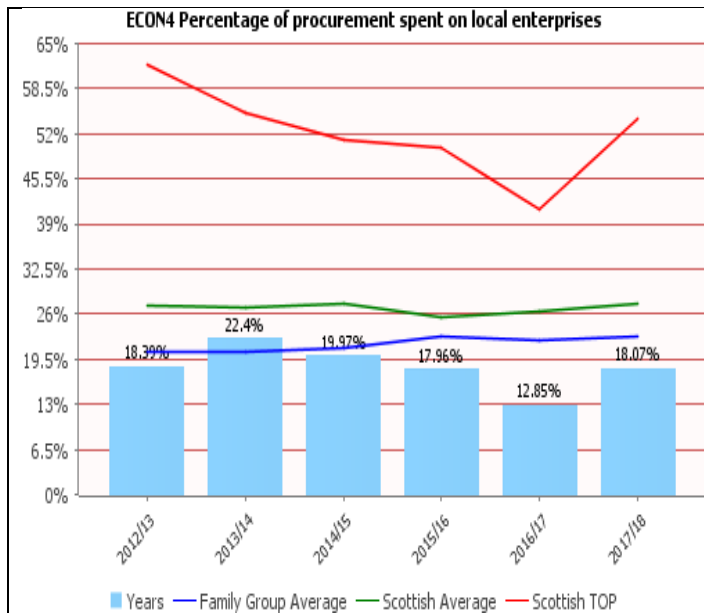
C&L4 Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)

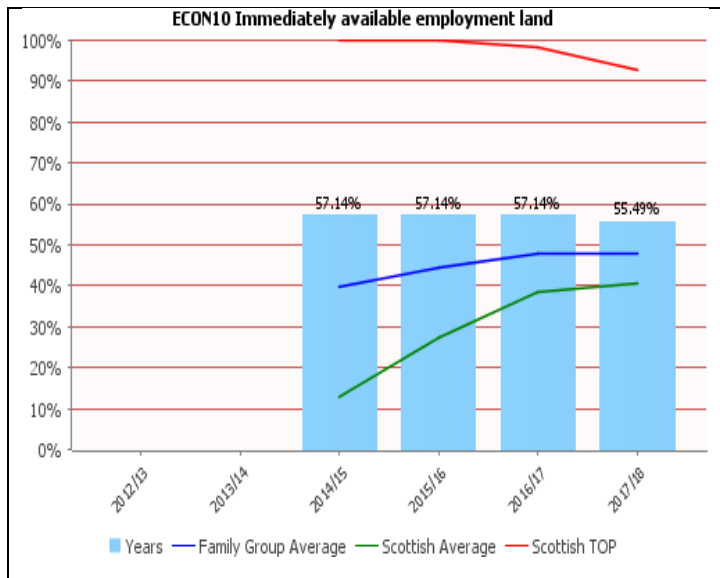




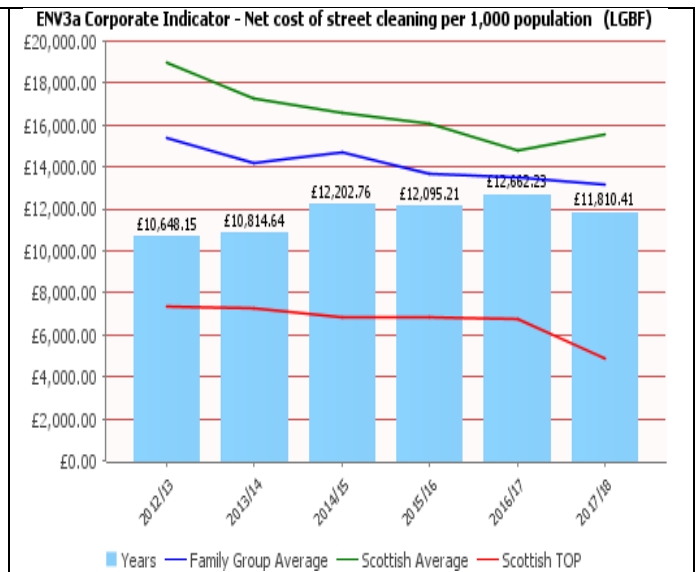
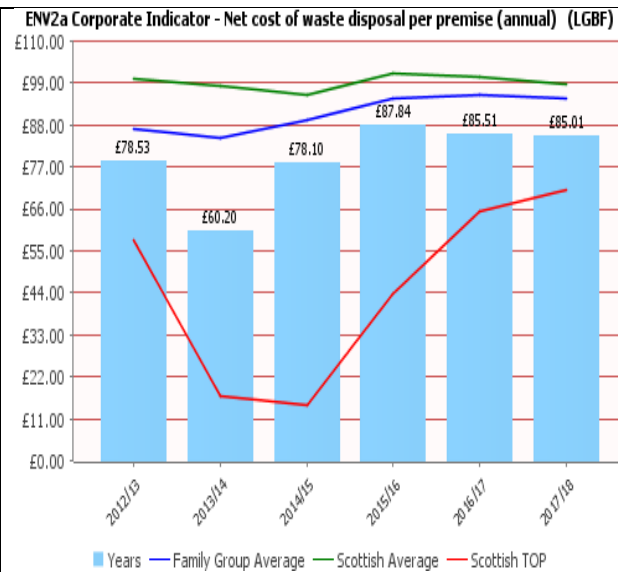
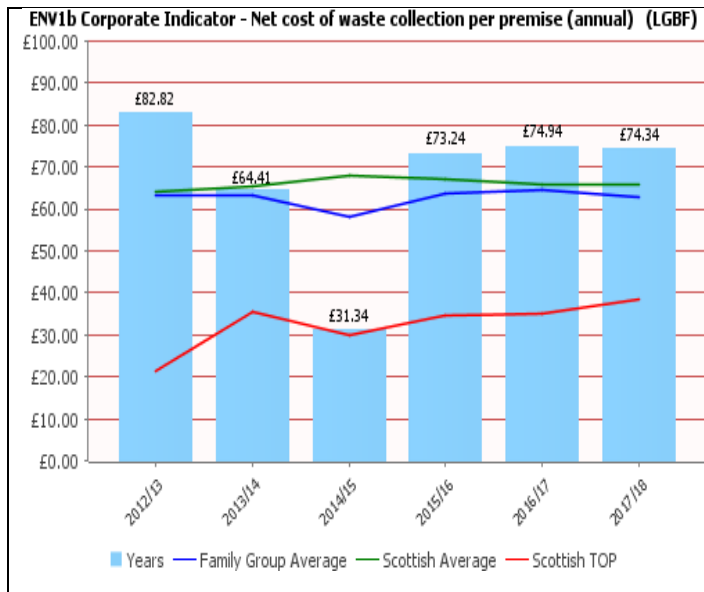
Economic Development and Planning

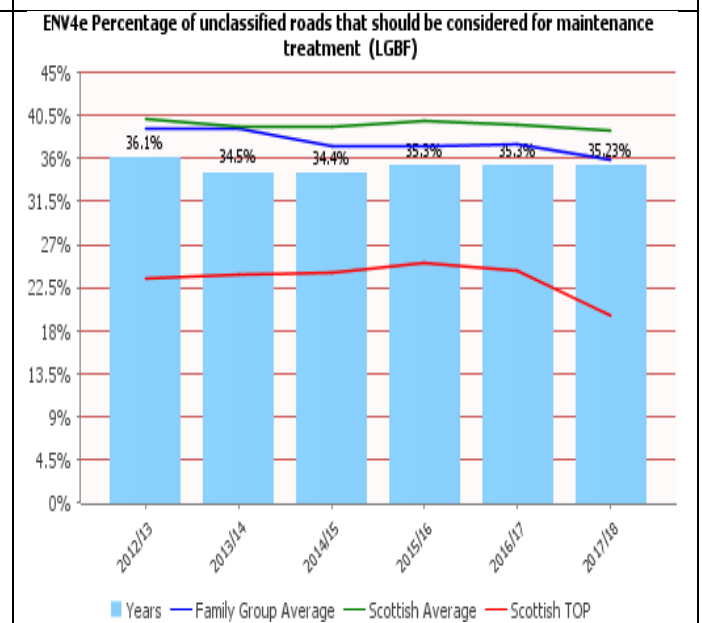
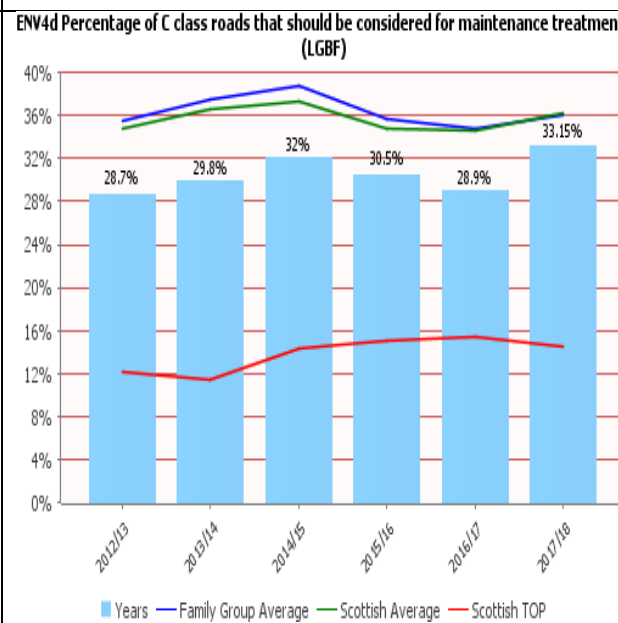
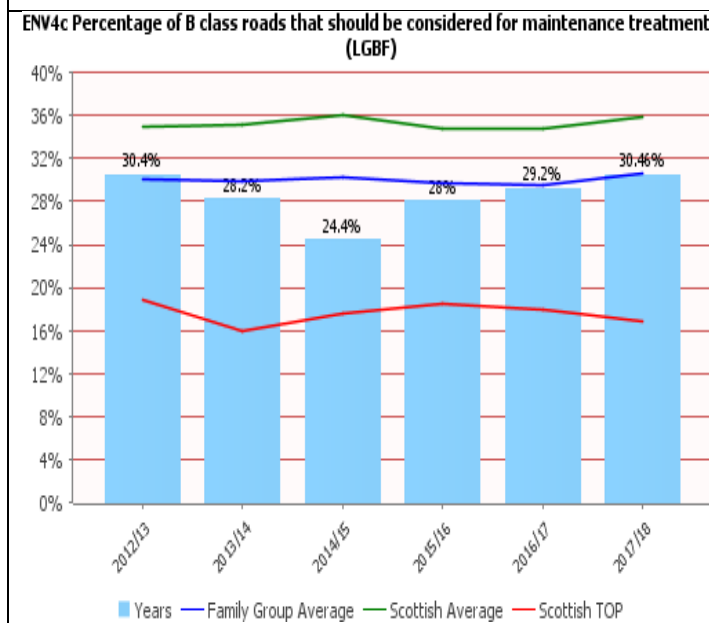
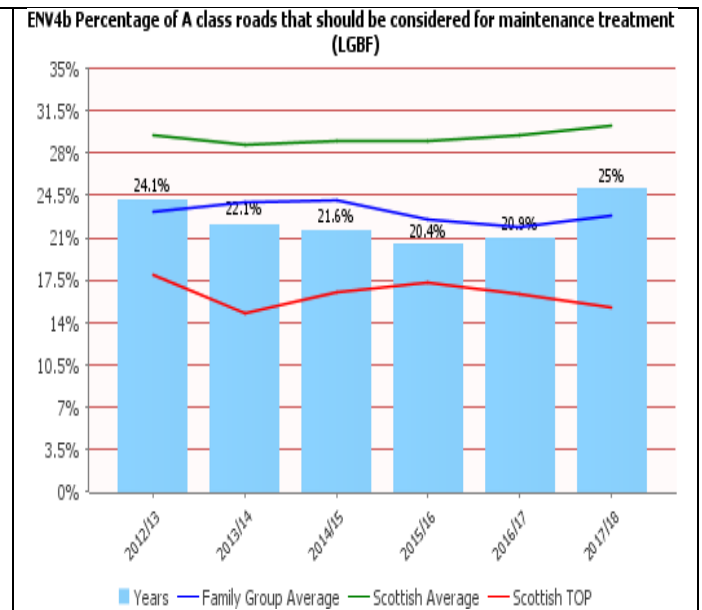
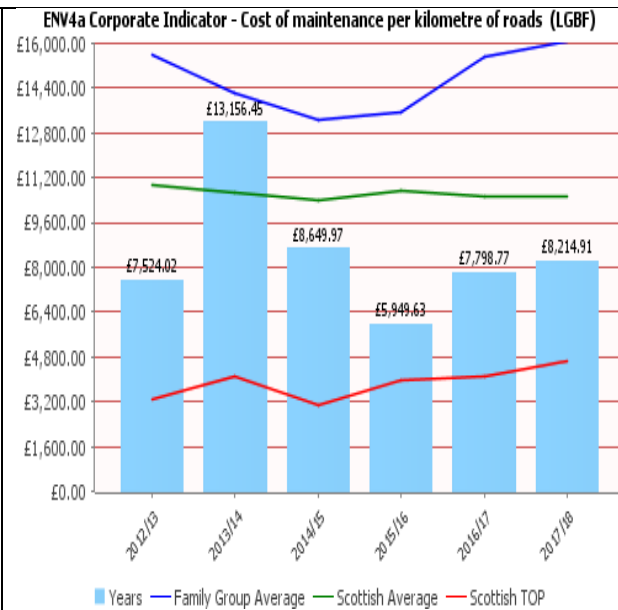
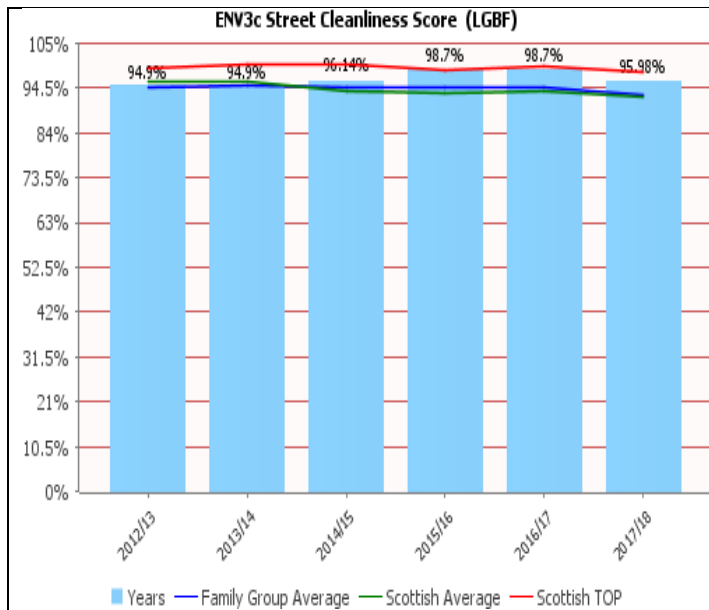




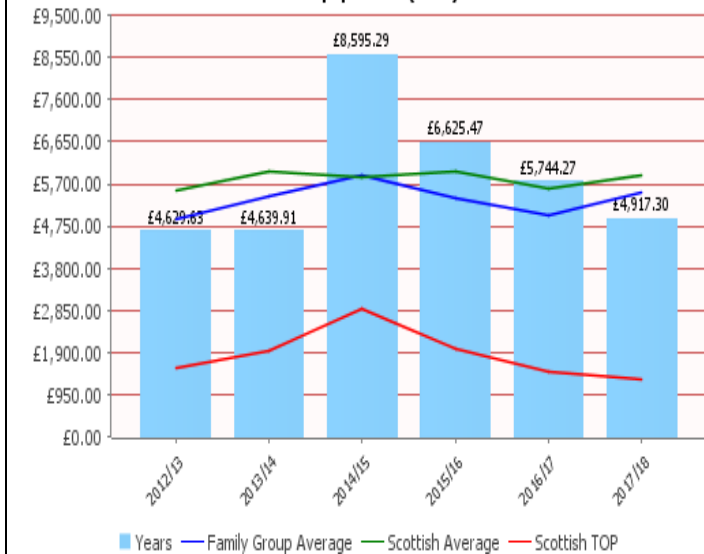


Environmental Services

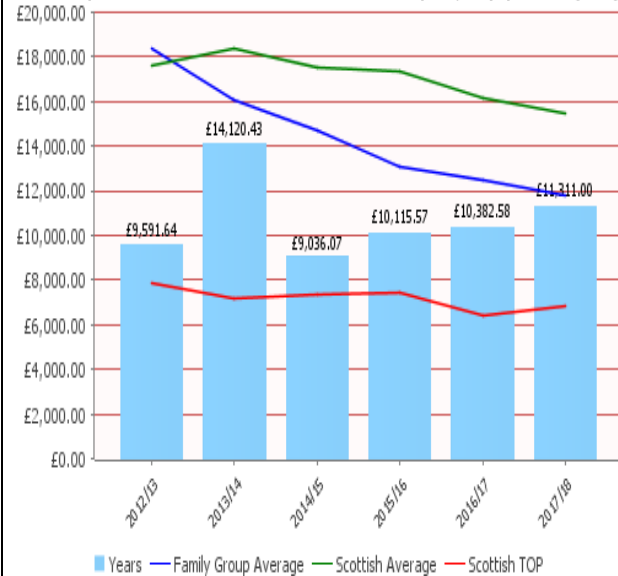




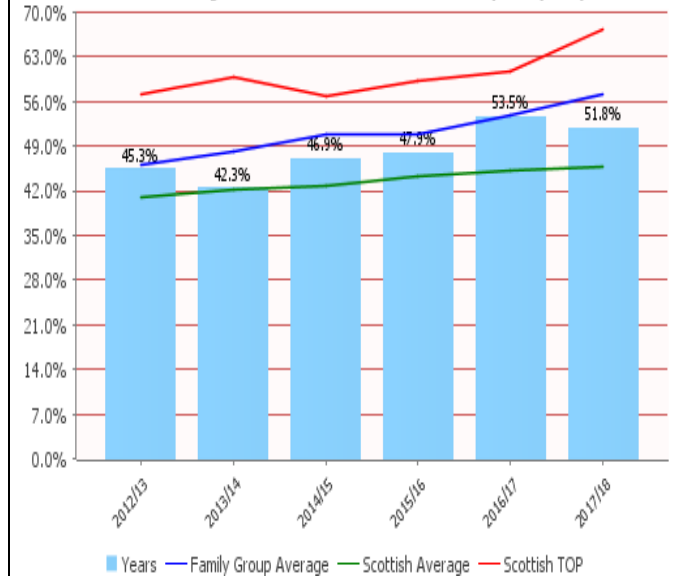
ENV5a Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)



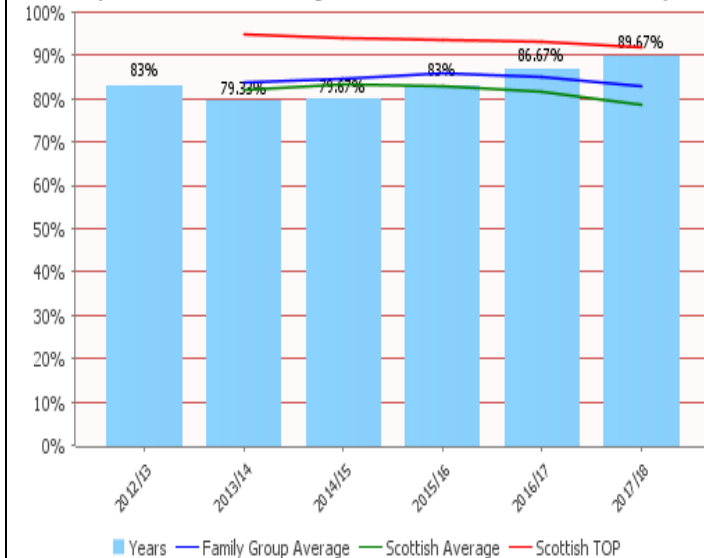
ENV5b Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)



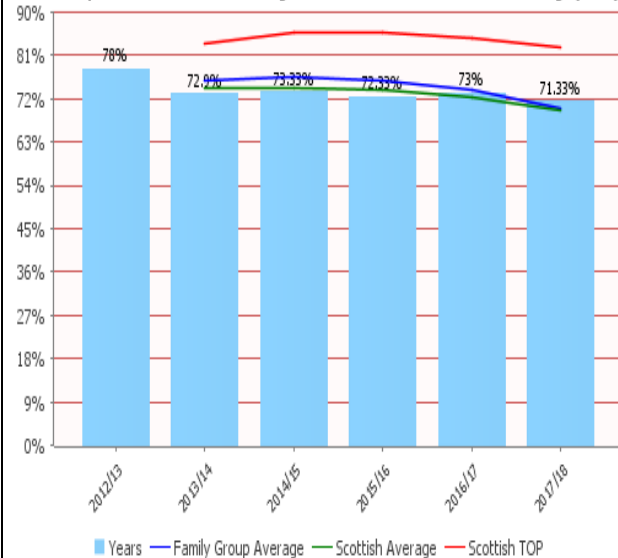
ENV6 Percentage of total household waste that is recycled (LGBF)



ENV7a Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)



ENV7b Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)



Housing Services

