

# Notice of meeting and agenda



## Cabinet

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

**Date:** Tuesday, 21 November 2017

**Time:** 11:00

**John Blair**  
Director, Resources

**Contact:**

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**Further Information:**

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

**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.

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## **1 Welcome, Introductions and Apologies**

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## **2 Order of Business**

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

## **3 Declarations of Interest**

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

## **4 Minutes**

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**4.1** Minutes of Cabinet of 10 October 2017 **5 - 12**

## **5 Public Items (Education Interest)**

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**5.1** Care Inspectorate Inspection of St Mary's Primary School Nursery Class -Report by Head of Education **13 - 28**

**5.2** Inspection of Midlothian Residential Service for Young People - Report by Head of Children's Services **29 - 40**

**5.3** Update on the South East Regional Improvement Collaborative - Report by Head of Education **41 - 62**

**5.4** Scottish Government consultation on the new Education (Scotland) Bill 2017 - Report by Head of Education **63 - 66**

**5.5** Second Statutory 'Biodiversity Report' - - Report by Head of Communities and Economy **67 - 80**

## **6 Public Items (No Education Interest)**

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**6.1** Adult Social Care Quarter Two Performance Report **81 - 94**

**6.2** Customer and Housing Services Quarter Two Performance Report **95 - 104**

**6.3** Children's Services Quarter Two Performance Report **105 - 112**

**6.4** Communities and Economy Quarter Two Performance Report **113 - 134**

**6.5** Education Quarter Two Performance Report **135 - 154**

**6.6** Commercial Operations Quarter Two Performance Report **155 - 168**

**6.7** Finance and Integrated Support Service Quarter Two Performance Report **169 - 180**

**6.8** Property and Facilities Management Quarter Two Performance Report **181 - 200**

**6.9** Midlothian Council Quarter 2 Performance Report **201 - 212**

**6.10** Balanced Scorecard Quarter Two **213 - 226**

THE CABINET IS INVITED (A) TO CONSIDER RESOLVING TO DEAL WITH THE UNDERNOTED BUSINESS IN PRIVATE IN TERMS OF PARAGRAPHS 1, 3 AND 11 OF PART 1 OF SCHEDULE 7A TO THE LOCAL GOVERNMENT (SCOTLAND) ACT 1973 - THE RELEVANT REPORT IS THEREFORE NOT FOR PUBLICATION; AND (B) TO NOTE THAT NOTWITHSTANDING ANY SUCH RESOLUTION, INFORMATION MAY STILL REQUIRE TO BE RELEASED UNDER THE FREEDOM OF INFORMATION (SCOTLAND) ACT 2002 OR THE ENVIRONMENTAL INFORMATION REGULATIONS 2004

## **7 Private Items (Education Interest)**

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### **7.1 Appointment of Head of Service Health and Social Care - Report by Joint Director, Health and Social Care**

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

### **7.2 Education Appointment Committee - Minute of Meeting of 9 November 2017**

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

### **7.3 Minutes of Meeting of Joint Consultative Group of 19 September 2017**

- 11. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office-holders under, the authority

## **8 Private Items (No Education Interest)**

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### **8.1 Objections to Disabled Person's Parking Bays at 51 Woodburn Loan, Dalkeith and 18 Chisholm Terrace, Penicuik – Report by Head of Commercial Operations**

- 3. Information relating to any particular applicant for, or recipient or former recipient of, any service provided by the authority.



# Minute of Meeting



## Cabinet

Date	Time	Venue
10 October 2017	11.00 am	Committee Room, Midlothian House, Buccleuch Street, Dalkeith

### Present:

Councillor Milligan - Convener	Councillor Muirhead – Depute Convener
Councillor Imrie	Councillor Curran
Councillor Hackett	

### Religious Representatives:

Mr V Bourne	

## 1 Apologies

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Apologies were received from Matin Khan.

## 2 Order of Business

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The order of business was confirmed as outlined in the agenda that had been circulated.

## 3 Declarations of interest

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No declarations of interest were received.

## 4 Minutes of Previous Meetings

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The Minutes of (i) Meeting of the Cabinet held on 15 August 2017 and (ii) Special Meeting of the Cabinet held on 21 August 2017 were submitted and approved as correct records.

## 5. Reports

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Agenda No	Report Title	Presented by:
5.1	Inspection of Bilston Primary School Nursery Class	Head of Education
Outline of report and summary of discussion		
<p>Based on the findings of this inspection, Education Scotland had awarded the following grades:</p> <p>Quality of care and support 6 - Excellent Quality of environment 6 - Excellent Quality of staffing 5 - Very Good Quality of management and leadership 5 - Very Good</p> <p>The Inspection Team noted the following strengths:</p> <ul style="list-style-type: none"><li>• The high quality environment rich in opportunity with free flowing access to the outdoor play area at all times.</li><li>• Staff plans provided an excellent example of responsive planning in action.</li><li>• Staff were reflective and aware of the impact and influence they had on the children in their care. Their interactions with children were purposeful and enriching as they strived to build children understanding and confidence of their world in everything they did. Their high expectations for the children were reflected in the level of trust and autonomy they gave children to lead their learning.</li><li>• The Head Teacher was a regular visitor to the nursery and had a strong commitment to making sure that the nursery was seen as part of the school community.</li></ul>		

- The Head Teacher had a clear vision for the on-going development of the service. She was supported in this work by a reflective, innovative team who were committed to ensuring that every child was given the opportunities they needed to support their individual development and reach their potential.

There were no requirements or recommendations with this inspection.

The Head of Education was heard in amplification of the report after which several Members as well as Vic Bourne congratulated all concerned on the positive aspects of the inspection report and the work being done to ensure further improvement.

#### Decision

- (a) To note the content of the inspection report;
- (b) To pass this report to the Performance, Review and Scrutiny Committee for its consideration; and
- (c) Congratulate the pupils, parents and staff connected with Bilston Primary School Nursery Class on the key strengths highlighted in the report.

#### Action

Head of Education

Agenda No	Report Title	Presented by:
5.2	Inspection of Cowan Court Extra Care Housing	Joint Director, Health and Social Care

#### Outline of report and summary of discussion

The report provided information in relation to the recent inspection by the Care Inspectorate.

Based on the findings of the recent inspection the care Inspectorate awarded Cowan Court the following grades:

Quality of care and support Grade 5 Very Good

Quality of environment not inspected

Quality of staffing Grade 4 Good

Quality of management and leadership Grade 5 Very Good

- Tenants mentioned positively the impact living at Cowan Court had made to their lives. This varied from making friends with other tenants to the care being provided.
- Each tenant has a personal plan which included good detail as to their health issues and support needs to aid care staff.
- Care plans and risk assessments were reviewed every 6 months and consistently updated when care needs changed. This allowed care staff to have up to date information and to ensure the correct support was provided.

- Carers monitor tenants' wellbeing and report any concerns to senior staff. It was noted that concerns were followed up by relevant parties e.g. health professional and social work.
- Tenants were supported and encouraged to organise activities.
- The staff received appropriate training to help them in undertaking their roles.
- Tenants and relatives praised the staff who worked at Cowan Court.
- Observation of carers to ensure their competency to deliver care was taking place.
- The service had its own identity and benefited from having an experienced team supervisor. Positive comments were received about the team supervisor, administrator and handy man.
- There was good quality assurance and audits in place.

There were 2 recommendations made:

- Infection control training to be delivered to staff.
- Improvements to be made in relation to the recording of sufficient and accurate care information by staff.

#### Decision

- (a) To note the content of the report; and
- (b) Acknowledge the continued improvement since the last Inspection and the positive and ongoing work by management and staff connected with Cowan Court

#### Action

Joint Director, Health and Social Care

Agenda No	Report Title	Presented by:
5.3	Fair Funding to achieve Excellence and Equity in Scottish Education: Outcome of the Midlothian Council Survey	Head of Education
<b>Outline of report and summary of discussion</b>		
<p>With reference to paragraph 5.4 of the Minutes of the Cabinet of 15 August 2017, the report presented the outcome of the Midlothian Council survey in response to the Scottish Government's consultation entitled Education Governance Review – Fair Funding to achieve excellence and equity in education. The consultation was launched in June 2017 and would close on 13 October 2017. The full Midlothian Council Survey response was appended to the report. The Head of Education was heard in amplification of the report.</p>		



Decision
<p>(a) To note the content of the report; and</p> <p>(b) That the Midlothian Council consultation response contained within appendix 2 to the report be submitted to the Scottish Government before 13 October 2017.</p>
Action
Head of Education

Agenda No	Report Title	Presented by:
5.4 and 5.5	Education Appointment Committee of 6 October 2017	Head of Education
Outline of report and summary of discussion		
<p>There were submitted the Minutes of the meetings of the Education Appointment Committee of 6 October 2017 with regard to:</p> <p>(a) Head Teacher, Saltersgate; and</p> <p>(b) Depute Head Teacher, Newbattle Community High School</p>		
Decision		
<p>(a) That S Buggy be appointed as Head Teacher, Saltersgate School: and</p> <p>(b) That no appointment be made at this time.</p>		
Action		
Director Education, Communities and Economy/Head of Education		

Agenda No	Report Title	Presented by:
5.6	2020 Vision for Early Years, Early Learning and Childcare Expansion Plan	Head of Education
Outline of report and summary of discussion		
<p>The report provided an update on the submission of the Early Learning and Childcare Expansion Plan and Financial Template as well as the submission of the Graduate Plan to the Scottish Government. The Head of Education was heard in amplification of the report.</p>		
Decision		
<p>(a) To note the content of the report regarding the submission of the Early Learning and Childcare Expansion Plan and Financial Template to the Scottish Government</p> <p>(b) To note the content of the report regarding the submission of the Graduate Plan to the Scottish Government.</p> <p>(c) To authorise officers to report on the submission of the Early Learning and Childcare Expansion Plan and Financial Template and Graduate Plan to Council;</p>		

- (d) To authorise officers to report on the submission of the Early Learning and Childcare Expansion Plan and Financial Template and Graduate Plan to the Community Planning Partnership; and
- (e) That any displaced member of staff who applied for a post within Early Learning and Childcare, who successfully met the required criteria will be offered a guaranteed interview and that the need for any appropriate support and training required should be provided.

#### Action

Head of Education

Agenda No	Report Title	Presented by:
5.7	Regional Education Improvement Collaboratives	Head of Education

#### Outline of report and summary of discussion

The report provided details of the Solace, CoSLA, ADES and Scottish Government agreement dated 28 September 2017 which had been attached as an appendix to the report. A letter on this matter had also been issued to Chief Executives dated 3 October 2017 and a copy of this was also included as an Appendix to the report. The Head of Education was heard in amplification of the report.

#### Decision

- (a) To note the agreement on Regional Education Improvement Collaboratives;
- (b) To note that Midlothian would be a member of the South East Collaborative;
- (c) To note the arrangements for the leadership and formation of the Improvement Collaboratives with a Regional Improvement Lead to be identified by 31 October 2017 with the development of both an Improvement Plan and a Workforce Plan for each collaborative by 31 January 2018, and
- (e) To note that a further report would be brought submitted to Cabinet outlining the progress of the development of the improvement plan, workforce plan and any further resource requirements identified to progress with the work of the South East Regional Improvement Collaborative.

#### Action

Head of Education

Agenda No	Report Title	Presented by:
6.1	Procurement Contract Delivery Plan 2018 - 2019	Head of Finance and Integrated Service Support

#### Outline of report and summary of discussion

The report provided details of the Procurement Contract Delivery Plan 2018-19, together with an update on the development of the next Procurement Strategy, covering the years 2018-2020. The Head of Finance and Integrated Service Support was heard in amplification of the report.

Decision
<p>(a) To approve the Procurement Contract Delivery Plan 2018-19;</p> <p>(b) To note that a new Procurement Strategy would be presented to cabinet by March 2018; and</p> <p>(c) To note the requirement to produce an Annual Procurement report for Scottish Ministers in April 2018.</p>
Action
Head of Finance and Integrated Service Support.

The meeting terminated at 11.34pm.



## Care Inspectorate Inspection of St Mary's Primary School Nursery Class

### 1 Purpose of Report

Further to the Cabinet report dated 28 February 2017 outlining the outcome of the HM Inspectorate of Education and the Care Inspectorate inspection which was communicated in their letter dated 21 February 2017, the purpose of this report is to update Cabinet on the Care Inspectorate inspection completed on 27 September 2017.

### 2 Background

- 2.1** St Mary's Primary School was originally inspected on the week beginning 7 November 2016. The report was published on 21 February 2017. A further visit was undertaken by the Care Inspectorate in September and the findings were published in their report dated 27 September 2017.
- 2.2** Noted below are the Care Inspectorate evaluations for St Mary's Primary School Nursery Class in their letter dated 28 February 2017 and the most recent inspection dated 27 September 2017:

Care Inspectorate gradings for the nursery class:

Quality Indicator	28 February 2017	27 September 2017
Quality of Care and Support	Good	Very Good
Quality of Environment	Good	Very Good
Quality of Staffing	Good	Very Good
Quality of Management and Leadership	Adequate	Very Good

This is a significant improvement for St Mary's Primary School Nursery class showing an improvement from good to very good in three indicators and an improvement from adequate to very good in the final indicator.

Further qualitative evaluations can be found in the narrative of the main report filed in appendix 1. These include:

- The Head Teacher and a new recently appointed peripatetic teacher had a clear vision for the on-going development of the nursery.
- The service has worked hard to continue to meet children's needs.
- Staff were fully aware of how to safe guard children in their care.
- Staff provided a wide range of stimulating opportunities in the playroom and outdoors which helped children to experience broad and purposeful learning.
- We found the staff to be trained, motivated and professional.
- Children approached staff for help and reassurance throughout the session which demonstrated that they had developed trusting relationships.

### **3 Report Implications**

#### **3.1 Resource**

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

#### **3.2 Risk**

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

Following the publication of that report further visits may be made to the school, either by HMIE or by the Education Authority to assist improvement and monitor progress. A follow-through report on the progress of the school is published by either HMIE or by the Education Authority, normally within 2 years of the date of publication of the original report.

Monitoring, review and evaluation of progress by Education Officers in the Quality Improvement Team is the control measure in place to reduce the risk of failure of the school to demonstrate its capacity to improve.

#### **3.3 Single Midlothian Plan and Business Transformation**

Themes addressed in this report:

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

#### **3.4 Impact on Performance and Outcomes**

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

#### **3.5 Adopting a Preventative Approach**

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

#### **3.6 Involving Communities and Other Stakeholders**

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

#### **3.7 Ensuring Equalities**

The School Improvement Plan will be screened for equalities implications.

#### **3.8 Supporting Sustainable Development**

The School Improvement Plan allows for sustainable development and improvement.

#### **3.9 IT Issues**

There are no IT implications.

## **4 Recommendations**

Cabinet is requested to:

- (i) Note the content of the inspection report.
- (ii) Congratulate the pupils, parents and staff connected with St Mary's Primary School Nursery class on the significant improvements made since February 2017.
- (iii) Pass this report to the Performance, Review and Scrutiny Committee for its consideration.

30 October 2017

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## St. Mary's Primary School Nursery Day Care of Children

62a Polton Street  
Bonnyrigg  
EH19 3DG

Telephone: 0131 271 4690

Type of inspection: Unannounced  
Inspection completed on: 27 September 2017

**Service provided by:**  
Midlothian Council

**Service provider number:**  
SP2003002602

**Care service number:**  
CS2003016000

## About the service

We carried out an unannounced inspection of St. Mary's Primary School nursery Class in Midlothian on Wednesday 27 September 2017. We fed back to the service on the same day. At this inspection we spoke with eight children and five parents. We observed staff practice throughout the nursery and checked documentation relevant to the inspection.

The Care Inspectorate regulates care services in Scotland. Information in relation to all care services is available on our website at [www.careinspectorate.com](http://www.careinspectorate.com).

St Mary's Primary School Nursery Class is situated in the grounds of St Mary's Primary School in the Bonnyrigg area of Midlothian. The service is registered to provide a daycare service to a maximum of 30 children under primary school age.

The nursery has its own entrance area and its own kitchen area, three toilets and a safe enclosed outdoor area of the playground. The nursery also have access to the main school hall to allow children to take part in more energetic play.

We carried out a themed inspection. This targeted approach means that we looked at identified aspects focusing on children's experiences in the themes we looked at. These were:

- Care and Support.
- Environment.
- Staffing.
- Management.

On the day of the inspection there were 14 children and two childcare and development workers present.

The Care Inspectorate is committed to improving the health and wellbeing of all children receiving a care service. We want to ensure they have the best start in life, are ready to succeed and live longer, healthier lives. We check services are meeting the principles of Getting it Right for Every Child (also known as GIRFEC). Set up by the Scottish Government, GIRFEC is a national approach to working in a consistent way with all children and young people. It is underpinned by the principles of prevention and early intervention.

The approach helps services focus on what makes a positive difference for children and young people – and what they can do to improve. GIRFEC is being woven into all policy, practice, strategy and legislation that affect children, young people and their families.

There are eight wellbeing indicators at the heart of GIRFEC. They are: safe, healthy, achieving, nurtured, active, respected, responsible and included. They are often referred to as the SHANARRI indicators. We use these indicators at inspection, to assess how services are making a positive difference for children. Information on SHANARRI can be found at: <http://www.scotland.gov.uk/Topics/People/young-People/gettingitright>.

## What people told us

We observed the children throughout the inspection and found them to be happy in their environment and were engaged with a variety of activities throughout the sessions. They interacted confidently with staff and approached them for support when needed.

We sent 20 Care Inspectorate care standards questionnaires to the service to distribute to parents. Parents returned five completed questionnaires before the inspection.

Representative comments included:

"I feel the staff do their very best with what they have. I also asked my child and she said she likes it there."

"Great nursery friendly staff my child loves it".

"The nursery is a very caring environment which always uses the children's ideas to drive forward improvement. My child is very happy and progressing well".

## Self assessment

The service had not been asked to complete a self assessment in advance of the inspection. We looked at their own improvement plan and quality assurance paperwork. These demonstrated their priorities for development and how they were monitoring the quality of the provision within the service.

## From this inspection we graded this service as:

Quality of care and support	5 - Very Good
Quality of environment	5 - Very Good
Quality of staffing	5 - Very Good
Quality of management and leadership	5 - Very Good

## Quality of care and support

### Findings from the inspection

The service had worked hard to continue to meet children's needs. Daily outdoor play created opportunities to access fresh air and exercise and promoted an active lifestyle. The environment allowed the children to be challenged which enhanced their strength, physical skills and abilities. Effective foundations had been laid to enable the children free-flow play between inside and outside. The recognition of the health benefits of playing outdoors and free-flow play was also a key strength of the setting.

Staff were fully aware of how to safe guard children in their care. Speaking to staff highlighted that they had very good knowledge in this area and they understood their responsibility for protecting the children in their care. We found that staff's knowledge and practice contributed to children's safety and security.

We saw children's rights being respected throughout the session. They were encouraged to contribute their own ideas and be involved in decision making about their day. For example they were given a choice of which activity they would like to take part in and were able to have snack when they were ready. In addition we saw good examples of children being encouraged to share with their peers and show good manners such as please and thank you.

Children were encouraged to learn new skills through the use of a 'Talking Tub' This very good resource was well used to show children real life tools and how to use these safely.

We discussed the 'Ready to Read' document. This guidance has been developed for providers to support early language development in children. This supports the 'Read on Get on' campaign which 'Save the Children' launched in 2014 and its aim to get every child reading well by the age of 11 across the whole of the UK by 2025. We saw that the nursery had introduced the 'Big Bedtime Read' and encouraged children to take home story books. This very good resource encouraged the children to take books home to share with their parents which was a positive start towards this campaign. More information on this can be found at: [https://www.savethechildren.org.uk/sites/default/files/images/Read\\_On\\_Get\\_On](https://www.savethechildren.org.uk/sites/default/files/images/Read_On_Get_On).

## Requirements

Number of requirements: 0

## Recommendations

Number of recommendations: 0

Grade: 5 - very good

## Quality of environment

### Findings from the inspection

The nursery environment was calm and relaxed. The space, resources and activities available helped ensure happy and engaged children. Staff were skilled at supporting children's play and provided children with opportunities to learn through their natural environment by providing experiences which challenged them and enriched their learning.

Staff provided a wide range of stimulating opportunities in the playroom and outdoors which helped children to experience broad and purposeful learning.

Informative information boards were displayed which informed parents about the life and work of the nursery and its inclusion and involvement within the primary school. A floor book had been created to inform parents about the different ways they were using the outdoor area and the ways this supported their child's learning and development.

We observed the children to be confident and happy in the environment. The playroom allowed and supported children to make choices and set their own learning goals with minimal adult intervention. The activities on offer were challenging and stimulating and supported children to use their imagination.

## Requirements

Number of requirements: 0

## Recommendations

Number of recommendations: 0

Grade: 5 – very good

## Quality of staffing

### Findings from the inspection

We found the staff to be trained, motivated and professional. Interactions with children and parents were professional and supportive. Children approached staff for help and reassurance throughout the session which demonstrated that they had developed trusting relationships.

Staff were observed to be kind, caring and supportive in their interactions with the children. They listened to the children and intervened appropriately to ensure children experienced positive outcomes. They had an understanding of how GIRFEC and the SHANARRI principles could be used to support children's wellbeing.

Staff covered different areas and rooms to allow the children free choice. They showed that they were aware of what was happening in the other areas and were seen to give each other support when needed.

Regular meetings with the head teacher and the peripatetic teacher contributed to staff motivation and professional approaches. Staff were respectful and supportive of each other, sharing skills and ideas. Leadership skills were promoted, for example taking responsibility to develop outdoor learning. A 'Mind Stretchers' course had given staff confidence in improving the outdoor area which had a positive impact on children's experiences.

Staff told us how training had kept their knowledge and skills up to date and had impacted on children's experiences. We saw that this had led to the development of a confident team, aware of best practice and key documents. They used their knowledge to support children's learning across early years and in their role in protecting children.

## Requirements

Number of requirements: 0

## Recommendations

Number of recommendations: 0

Grade: 5 – very good

## Quality of management and leadership

## Findings from the inspection

The Head Teacher and a new recently appointed peripatetic teacher had a clear vision for the on-going development of the nursery. Regular meetings gave staff the opportunity to have professional dialogue on how the service were meeting identified Quality Indicators and in identifying strengths and areas for further development.

The Head Teacher regularly spent time in the nursery. We found she was well informed about practice and staff skills. Staff worked well as a team and undertook a range of professional training putting positive outcomes for children at the heart of their work.

Staff had contributed to the service improvement plan that set out the service priorities and expectations for improvement. Staff continued to be given specific roles and responsibilities in the running of the nursery, such as the lead in outdoor learning and contributing to the 'Our Nursery Journal'. There were weekly evaluation meetings for staff to discuss the progress of implementing the improvement plan and the impact on good outcomes for children.

The Head teacher understood her responsibility to oversee the management of issues including complaints, notifications to The Care Inspectorate and child protection concerns. She delegated responsibilities to staff appropriately and ensured they had clear information about their roles and her expectations of them.

Parents and children were encouraged to share their ideas for the on going development of the service by attending the 'Stay and 'Play sessions and voting on different aspects of the nursery. They were kept informed of the services progress made in meeting targets. Recent improvements included the outdoor play area, review of children's personal plans and updating the tracking tool, which supported children's learning and development.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 0

**Grade:** 5 - very good

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

## Previous requirements

### Requirement 1

The provider must demonstrate that staff understand and know how to implement the child protection policy and procedures in order to keep children safe.

This is in order to comply with Scottish Statutory Instruments 110 (2011) regulation 210, 4(1)(a) welfare of users. A provider must make provision for health, welfare and safety of service users.

National Care Standards Early Education and Childcare up to the age of 16:

Standard 3 - Health and wellbeing.

Standard 4 - Well-managed service.

Timescale: Three Months.

**This requirement was made on 12 April 2017.**

#### Action taken on previous requirement

Child protection systems were reviewed following the inspection.

**Met - within timescales**

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

### Previous recommendations

#### Recommendation 1

In order for staff to support children with specific medical needs, we recommend that the nursery should include the following to a personal care plan:

- Details of the child's allergy or medical condition and how information about this should be shared and managed.
- What measures need to be put in place to prevent an allergic reaction or address a medical need.
- What action staff should take in the event of a reaction or the child becoming unwell.

National Care Standards Early Education and Childcare up to the age of 16:

Standard 3 - Health and wellbeing.

**This recommendation was made on 12 April 2017.**

#### Action taken on previous recommendation

We saw the personal care plans for each child who has a medical need. These clearly show how staff will respond to children with a specific allergy or medical need. Therefore this recommendation has been met.

#### Recommendation 2

The provider should ensure that personal care plans for children are further developed to ensure that all information relevant to children's wellbeing is recorded. This is especially relevant where children have barriers to their learning or additional support needs. This information should make clear the possible next steps, different opportunities presented or alternative approaches/strategies being used along with regular evaluation of progress made.

National Care Standards Early Education and Childcare up to the age of 16:

Standard 3 - Health and wellbeing.

**This recommendation was made on 12 April 2017.**

## Action taken on previous recommendation

We saw the records kept when staff recorded children's wellbeing therefore this recommendation has been met.

### Recommendation 3

The provider must improve children's quality of experience outdoors to allow them to engage in a balanced range of activities. This includes a review of current resources and use of space. This would support children to achieve, have fun and exercise choice.

National Care Standards Early Education and Childcare up to the age of 16:

Standard 4 - Engaging with children and Standard 5 - Quality of experience.

**This recommendation was made on 12 April 2017.**

## Action taken on previous recommendation

The service had worked hard to improve the outdoor area. We saw children enjoy the additional resources and made good use of the outdoor area. Therefore this recommendation has been met.

### Recommendation 4

The provider should promote with staff, the Scottish Social Services Council pathway resource known as 'steps into leadership'. This would allow staff to develop skills of leadership which would improve their own professional practice and outcomes for children.

National Care Standards Early Education and Childcare up to the age of 16:

Standard 12 - Confidence in staff.

**This recommendation was made on 12 April 2017.**

## Action taken on previous recommendation

Staff had the opportunity to take part in a 'coaching for success' management course through Midlothian council. Therefore this recommendation has been met. During the inspection we suggested staff visit the SSSC website to gain knowledge on the 'steps into leadership' course as this could be an additional benefit to their professional practice.

### Recommendation 5

The headteacher should provide clear leadership and direction to ensure staff are fully supported to carry out their roles as practitioners to improve outcomes for children.

National Care Standards Early Education and Childcare up to the age of 16:

Standard 11 - Improving the service and Standard 14 - A well-managed service.

**This recommendation was made on 12 April 2017.**

## Action taken on previous recommendation

The head teacher has been fully involved in supporting staff in making improvements to the service and we saw evidence of this during the inspection. Therefore this recommendation has been met.

### Recommendation 6

To ensure the service is rigorous in reviewing all areas within the nursery, we recommend formal auditing and monitoring systems should be put in place and all staff are involved to ensure a shared approach. Actions should be recorded and the results should show how this has impacted on the service. This would ensure that any issues are addressed quickly and support continuous improvement.



National Care Standards Early Education and Childcare up to the age of 16:  
Standard 11- Improving the service and Standard 14 - A well-managed service.

**This recommendation was made on 12 April 2017.**

#### Action taken on previous recommendation

We saw that the service used different methods of evaluating the service. We made some further suggestions as to how they can do this more regularly. This recommendation has been met and we asked the service to continue to evaluate outcomes for children.

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

## Enforcement

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

## Inspection and grading history

Date	Type	Gradings
10 Nov 2016	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 4 - Good Management and leadership 3 - Adequate
26 Nov 2013	Unannounced	Care and support 5 - Very good Environment 4 - Good Staffing 5 - Very good Management and leadership 5 - Very good
20 Mar 2012	Re-grade	Care and support Not assessed Environment Not assessed Staffing Not assessed Management and leadership 6 - Excellent

Date	Type	Gradings	
20 Mar 2012	Re-grade	Care and support Environment Staffing Management and leadership	Not assessed Not assessed Not assessed 1 - Unsatisfactory
25 Jan 2011	Unannounced	Care and support Environment Staffing Management and leadership	5 - Very good Not assessed Not assessed Not assessed
21 Jan 2009	Unannounced	Care and support Environment Staffing Management and leadership	6 - Excellent 6 - Excellent 6 - Excellent 6 - Excellent

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## **Inspection of Midlothian Residential Service for Young People**

### **Report by Joan Tranent, Head of Children's Services**

#### **1 Purpose of Report**

This report outlines the outcome of the above unannounced Inspection as carried out by the Care Inspectorate in September 2017.

#### **2 Background**

**2.1** Midlothian Residential Services consists of three, 4 bed-roomed residential homes in Penicuik, Dalkeith and Gorebridge. Each home cares for four young people who are aged between 10 and 18 years, who cannot safely stay with their own family. The homes in Penicuik and Dalkeith are purpose built single storey houses. The home in Gorebridge where five children were residing is on older property on two levels. At the time of the inspection only the homes in Penicuik and Gorebridge had young people staying there. The Dalkeith house was closed for refurbishment.

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

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

Quality of Care and Support	Grade 4 - Good
Quality of Staffing	Grade 4 - Good

The Care Inspectorate did not inspect the quality of Management and Leadership or the Environment on this occasion which remains at Grade 5 – Very Good.

**2.4** The Inspection Team noted the following strengths:

- That young people using this service were achieving some good outcomes including improved relationships with families, nurturing care within the service and all the young people they spoke with, identified key positive relationships with staff.
- Supported transitions home and the work staff have done with families was found to have been key in supporting good outcomes. Partnership working with colleagues was supporting good outcomes for individual young people in relation to their health.
- Most of the team felt well supported in their role and that most of the staff could go to management for support and advice.
- Most staff were hopeful for the future of the service and positive about the vision of the service.

**2.5** The Inspection Team reported that the authority could do better in the following areas:

- Beginnings and endings – whilst there was evidence of rigorous and robust planning prior to being accommodated, ‘matching’ (fully considering the needs of the young person, young people already in placement and the knowledge and skills of staff) was not always evident.
- Resources required should reflect all diverse individual needs and ensure that care for one young person should not overly affect the care of others.
- Staff did not feel that they had a voice in changes affecting the service which had contributed to low morale.
- The discontinuation of a written log book in order to reduce duplication of recording and a further burden to staff was highlighted as a concern as it was deemed that our systems were not robust enough to ensure all important information is recorded and communicated effectively.

### **3. Summary**

From this Inspection, Midlothian Residential Services have maintained good grades despite what has been a very challenging summer period. Staff have continued to evidence their commitment to offer a high level of care and to learn new skills. They evidence good partnership working with health colleagues in particular around one particular young person in order to ensure that the young person remained within our residential setting.

Whilst this has had some impact on both the other young people and staff we have worked through this turbulent period.

The Inspectors note one requirement:

- Reinstate the log book as required and ensure that this and other communications systems are fit for purpose. **This requirement has already been actioned.**

The Inspection noted two recommendations:

- To ensure that young people receive the care they need: decision about moving in and out of the service should involve young people, their family and others normally involved in care planning.
- To improve the involvement of young people, their families and staff in the development of the service, the provider should ensure they arrange an opportunity for all to be involved in any review of the service and make SMART plans for implementing any agreed developments or improvements.

An action plan has been devised to address these two recommendations.

### **4. Report Implications**

#### **4.1 Resource**

There are no resource issues arising from this report.

#### **4.2 Risk**

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

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

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

#### **4.3 Single Midlothian Plan and Business Transformation**

Themes addressed in this report:

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

#### **4.4 Impact on Performance and Outcomes**

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

#### **4.5 Adopting a Preventative Approach**

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

#### **4.6 Involving Communities and Other Stakeholders**

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

#### **4.7 Ensuring Equalities**

An action Plan has been prepared to address the areas for improvement recommended in the report. The action plan will be screened for equalities implications.

#### **4.8 Supporting Sustainable Development**

The Service Improvement Plan allows for sustainable development and improvement.

#### **4.9 IT Issues**

There are no IT issues.

## **5 Recommendations**

Cabinet are requested to:

- Note the content of the Inspection Report.
- Acknowledge the continued progress and positive and ongoing work by management and staff connected with the Midlothian Residential Services for Young People.

**02 November 2017**

**Report Contact:**

**Joan Tranent                      Tel No 271 3721**

**[joan.tranent@midlothian.gov.uk](mailto:joan.tranent@midlothian.gov.uk)**

**Background Papers:**

**(Appendix 1 )**

**Care Inspectorate Report dated 1 September 2017**



# Midlothian Residential Service for Young People

## Care Home Service

23 Ladybrae  
Gorebridge  
EH23 4HT

Telephone: 0131 270 7500

Type of inspection: Unannounced  
Inspection completed on: 1 September 2017

**Service provided by:**  
Midlothian Council

**Service provider number:**  
SP2003002602

**Care service number:**  
CS2003011085

## About the service

This service has been registered since 2002.

Midlothian Residential Services consist of three small residential homes in Penicuik, Dalkeith and Gorebridge. At the time of the inspection the house in Dalkeith had been closed for refurbishment but the service was also supporting two young people in a community flat. At the time of this inspection there was a total of 9 young people living in the two houses.

## What people told us

We spoke with four young people using the service during the inspection. Their feedback was mixed and is referred to in the report. We did not speak to any family members during this inspection.

## Self assessment

No self-assessment was required from the service this year.

## From this inspection we graded this service as:

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

## What the service does well

From the evidence we looked at we found that the young people using this service were achieving some good outcomes. This included improved relationships with families, which supported a return home on more than one occasion. All of the young people we spoke with identified key positive relationships with staff and we were satisfied that this meant they were experiencing nurturing care within the services. We also heard that these relationships continued after placement as part of after care support. For some individual young people we found positive achievements in different aspects of their lives; education engagement and attainment, improved social and emotional development, and successful onward placements. Finally, partnership working with colleagues was supporting good outcomes for individual young people in relation to their health for example, support from CAMHS (Child and Adolescent Mental Health Services)..

We feel that the following strengths in relation to staffing and care and support are key in continuing to achieve good outcomes and to improve outcomes in other areas.

**Relationships between staff and young people** - we found good evidence that staff have been able to develop relationships with young people which have enabled them to provide a high level of emotional care and support. We heard of a 'relational' approach to working with young people from a number of staff and we heard from young people that they had close relationships with individual staff.

**Working in partnership with others** - with the significant challenges of providing care to young people with varied needs the need to work in partnership with others is obvious. Staff work hard to develop and sustain positive relationships with family members. This has supported transitions home and the work staff have done with families has been key in supporting good outcomes. The complex care needs of young people more recently has been a significant challenge for the staff; who have largely stepped up to this challenge. They have also made good use of the supports and guidance of other professionals to ensure that they provide the best support possible.

**Support for staff** - we found that most of the team felt well supported in their role. This support comes firstly from colleagues and includes opportunities for reflection at the end of shifts. We also heard that supervision had improved over the last year and team meetings had increased in regularity (although this had slipped more recently). Most of the staff felt they could go to management for support and advice if they needed to. We were also encouraged by recent efforts to improve access to professional development opportunities. It is hoped by staff that this reflects an increased ambition for those in the front line practitioner role and we will look at this again at the next inspection.

**Commitment to young people** - While there are some concerns about the morale of staff and the uncertainty associated with changes, we were encouraged by what we heard from staff about the role they perform. All were positive about the work they do and were articulate about meeting the needs of young people. Their frustrations about changes were almost always referred to the importance of relationships and the impact this has on young people. We found that most staff were hopeful for the future of the service and positive about the vision of the service. This has encouraged us that areas for improvement will be addressed and their full involvement in this will be both crucial and valuable.

## What the service could do better

There was some evidence of potentially poor outcomes for young people. The impact of emergency placements has not been insignificant. We heard of times where young people were regularly exposed to the violent and risk taking behaviours of other young people. The environment was described to us as feeling unsafe at times. Equally, staff have felt that they can't spend the time they would like with young people; affecting the opportunities for further development of relationships but also to take the opportunity to be more active. We have identified the following as areas for improvement.

**Beginnings and endings** - decisions about young people moving in to the service and moving out of the service were not always being made in the best interests of all young people. While we found that planning subsequent to placement was rigorous and robust, 'matching' (fully considering the needs of the young person, young people already in placement and the knowledge and skills of staff) was not always evident. We heard consistently a view that endings for young people were often abrupt, expedited as a result of resource pressures. We also noted a concern about the locus of decision making; all front line practitioners felt that they were not involved and their views were not valued. Some decisions were not made as part of care planning meetings, there was no formal record of who was involved, and how the young person and their families were consulted.  
(Recommendation 1)

**Meeting the individual needs of young people** - There is a considerable challenge in being a 'catch all' for young people needing to be looked after away from home in a residential establishment. Resources required should reflect all diverse individual needs and ensure that care for one young person does not overly affect the care of another. We heard from young people that opportunities to spend time with staff was reduced by the needs of other young people. Considering the importance of the relational model articulated by staff we felt this

has a potential to affect outcomes for young people. In particular we heard that opportunities to be more active were affected. The provider should reflect on evidence of best practice; consult with young people, family, Residential Child Care staff and others with an interest to consider whether this model is in the best interests of young people.

**Involving staff** - almost all staff did not feel that they have had a voice in changes affecting this service. This has contributed to a low morale over the past year. Similar to other findings, there was a view from staff that decisions affecting the service did not properly involve them and they did not feel their views were valued. This includes decisions about where individual staff were to be deployed. A number of decisions about services in the last year were viewed as 'top down', reactive and with little consultation with staff. Staff development days have not been as regular as previously and the agenda appears to have been management directed. We were encouraged that staff have a sense of the vision for residential services in Midlothian and want to buy in to the necessary cultural and structural changes but they don't feel involved. We would encourage the service to consider these findings and make plans to ensure that staff are systematically involved in decisions which affect the service. Time also needs to be identified to agree with staff the aims and objectives of the service, how this will be achieved and their part in it. **(Recommendation 2)**

One of the decisions made in recent months was to discontinue the use of a log book and reduce the recording burden on staff. We welcomed the latter objective of this change but shared the concerns of some staff about systems not being robust enough to ensure all important information is recorded and communicated effectively across the team. The provider should ensure that communication systems are fit for purpose and the service meets its statutory obligations with regards to the records it keeps.

**(Requirement 1)**

## Requirements

**Number of requirements: 1**

1. To ensure that the safety and well being of young people is properly monitored and maintained, effective recording and communication systems need to be in place. The provider must reinstate the log book as required and ensure that this and other communication systems are fit for purpose.

**This is in order to comply with SSI 1996/3256 Regulation 12**

**Timescale for implementation: within four weeks of receipt of this report**

## Recommendations

**Number of recommendations: 2**

1. To ensure that young people receive the care they need; decisions about moving in and out of the service should involve young people, their family and others normally involved in care planning. These decisions should also consider the best interests of all young people.

**National Care Standards, Standards 4 and 17, Support Arrangements and Moving On**

2. To improve the involvement of young people, their families and staff in the development of the service, the provider should ensure they arrange an opportunity for all to be involved in any review of the service and make SMART plans for implementing any agreed developments or improvements.

### National Care Standards, Standard 7, Management and Staffing

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

## Inspection and grading history

Date	Type	Gradings
28 Oct 2016	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing Not assessed Management and leadership 5 - Very good
23 Nov 2015	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 5 - Very good
28 Oct 2014	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 4 - Good
7 Mar 2014	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 4 - Good Management and leadership 3 - Adequate

Date	Type	Gradings	
23 Sep 2013	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	3 - Adequate
26 Feb 2013	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	4 - Good
		Management and leadership	3 - Adequate
17 Aug 2012	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	4 - Good
		Management and leadership	2 - Weak
12 Jan 2012	Unannounced	Care and support	5 - Very good
		Environment	3 - Adequate
		Staffing	4 - Good
		Management and leadership	4 - Good
21 Mar 2012	Re-grade	Care and support	Not assessed
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	3 - Adequate
5 Mar 2012	Re-grade	Care and support	Not assessed
		Environment	Not assessed
		Staffing	Not assessed
		Management and leadership	1 - Unsatisfactory
7 Jun 2011	Unannounced	Care and support	5 - Very good
		Environment	3 - Adequate
		Staffing	4 - Good
		Management and leadership	4 - Good
21 Dec 2010	Unannounced	Care and support	5 - Very good
		Environment	2 - Weak
		Staffing	Not assessed
		Management and leadership	Not assessed

Date	Type	Gradings	
18 May 2010	Announced	Care and support	5 - Very good
		Environment	4 - Good
		Staffing	Not assessed
		Management and leadership	Not assessed
10 Feb 2010	Unannounced	Care and support	5 - Very good
		Environment	4 - Good
		Staffing	Not assessed
		Management and leadership	Not assessed
16 Sep 2009	Announced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	4 - Good
31 Mar 2009	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	3 - Adequate
		Management and leadership	3 - Adequate
11 Feb 2009	Announced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	2 - Weak
		Management and leadership	2 - Weak

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**Regional Education Improvement Collaborative: Update on the South East Improvement Collaborative****Report by Dr Grace Vickers, Head of Education****1. Purpose of the Report**

Further to the Cabinet report dated 10 October 2017 regarding the establishment of Regional Improvement Collaboratives, the purpose of this report is to update Cabinet on the progress made to date by the South East Improvement Collaborative (East Lothian, Edinburgh, Fife, Midlothian and Scottish Borders).

**2. Background**

In June 2017, the Scottish Government published the outcome of the national consultation in their report entitled Education Governance: Next Steps. This publication is in five main sections:

- Chapter 1: Introduction
- Chapter 2: The Case for Change
- Chapter 3: A school and teacher-led system - Empowering teachers, parents and communities
- Chapter 4: Educational improvement services to support a school and teacher-led system .
- Chapter 5: Delivering an empowered system: next steps

A number of the changes outlined will require legislative change and the Scottish Government will consult on a new Education Bill in autumn 2017.

One of the specific priorities in the short term was to [work](#) in partnership with local authorities and partners to develop the shape and composition of the regional improvement collaboratives. Following the announcement of the agreed position between Cosla and the Scottish Government on the implementation of the Regional Improvement Collaboratives on Friday 28th September, this report sets out the progress made to establish the South East Improvement Collaborative.

The South East Directors of Education/Heads of Education and Chief Executives have been meeting regularly over the last couple of months to ensure that the South East Improvement Collaborative has a clear focus on adding value and keeps its work manageable to deliver better outcomes for children and young people. The two areas of work identified as the initial focus of the South East Improvement Collaborative are to improve attainment and achievement, including closing the attainment gap; and quality Improvement in schools and Early Years settings.

The paper attached as Appendix 1 details the scope of work expected to be undertaken and the governance arrangements to oversee the work of the South East Improvement Collaborative.

It is important to note that the work of each local education authority will continue to be overseen through existing governance arrangements at the local level.

Each Improvement Collaborative is to be led by a Regional Improvement Lead. The remit of the Lead is included in appendix 2. The South East Improvement Collaborative have nominated Carrie Lindsay, Executive Director for Education and Children's Services, Fife Council, as their lead on an interim basis for up to 6 months. The role is not a substantive post but instead is a role to help co-ordinate and lead the setting up of the South East Improvement Collaborative action plan using relevant data to inform areas of work and to ensure progress is made at an appropriate pace. The nomination of the Lead has been approved by the 5 Chief Executives and the Interim Chief Executive of Education Scotland.

The South East Improvement Collaborative will also have an Oversight group will comprise the convener/portfolio holders from each of the 5 local education authorities and the 5 Chief Executives. The Regional Improvement Lead will report to the Oversight group on the work contained in the action plan and progress being made. The Regional Improvement Lead will also report the progress of South East Collaborative to the Chief Executive of Education Scotland.

### **3 Report Implications**

#### **3.1 Resource**

The resource to deliver the pace of change within the Regional Improvement Collaboratives will be challenging. It is important to note that the report recognises the need for bespoke models, within a nationally agreed set of core functions, to be developed to reflect each region's particular context. Education Scotland has also announced that most of their education staff will be contributing to the collaboratives, working alongside staff from local authorities and schools to support and drive improvement. Discussions should now to be taken forward in regions in the first instance, including officials from both Education Scotland and the Scottish Government so that work can continue in close partnership.

We have already experienced an increased resource demand through the number of on-going consultations, response to a number of requests for data and data checking exercises for the upload of pupil level data. The most significant resource implications of the actions required are contained within section 5. In September, the results of the Financial Review of the Early Learning and Childcare sector were published and this review explored the expenditure on funded childcare to enable us to better predict the cost implications of different delivery models as we move towards the forthcoming expansion to 1140 hours by 2020. Further submissions are required by September 2017. In addition, the launch of the Fair Funding Review in June 2017 alongside this Education Governance report will examine the system changes required to deliver future finding to empower schools, decentralise management and the support through the encouragement of school clusters and creation of new educational regions and will implement any proposals arising from the Governance and Parental Involvement reviews at the earliest opportunity. In particular the Scottish Government will support the development and expansion of school clusters and increased regional working throughout 2017-18.

### **3.2 Risk**

The previous Cabinet report dated 11 October 2016, highlighted the following risks: we welcome the relentless focus on closing the attainment gap in Education but we recognise that this requires a total Midlothian approach; although the delivery plan clearly states in the opening ambition statement that in order to close the attainment gap “our efforts must also extend beyond the classroom and across our communities and wider public services if we are to succeed in our ambition” (2016: 4); the delivery plan then continues with a narrow focus on the school level leavers without recognition of the critical role that other services including the Community Planning Partnerships and the third sector play in supporting education to close the poverty related attainment gap.

It is also important to note that there is currently no legislation in place in terms of a duty to collaborate.

If we are all to focus on the national endeavour to close the poverty related attainment gap then we should be focussing on what delivers improved outcomes rather than a review of structural governance arrangements. Caution should also be applied to the reference of funding directly to schools with an enhanced role for central government related to the attainment challenge, the role of Education Scotland, standardised testing and the transparency of attainment data proposed to be published on a school by school basis on Parent Zone similar to what is in place at present for the Senior Phase qualifications through Insight.

### **3.3 Single Midlothian Plan and Business Transformation**

The ambition in the delivery plan is already clearly embedded in the Single Midlothian Plan – reducing inequalities. Themes addressed in this report:

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

### **3.4 Key Priorities within the Single Midlothian Plan**

GIRFEC 5: Our people will be successful learners, confident individuals, effective contributors and responsible citizens.

### **3.5 Impact on Performance and Outcomes**

To close the gap by improving ‘attainment versus deprivation’ and ‘attainment for all’ outcomes for children and young people.

### **3.6 Adopting a Preventative Approach**

This report aims to ensure that we continue 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.

### **3.7 Involving Communities and Other Stakeholders**

This report presents an update on progress with Regional Improvement Collaboratives following the publication of the Governance Review: Next Steps.

### **3.8 Ensuring Equalities**

The recommendations in this report should be centred around the promotion of equity of attainment for disadvantaged children and support the steps being taken towards narrowing the attainment gap by imposing duties on education authorities and the Scottish Ministers in relation to reducing pupils' inequalities of educational outcome together with a duty to report on progress.

### **3.9 Supporting Sustainable Development**

There are no impacts arising directly from this report.

### **3.10 IT Issues**

There are no IT issues to consider within this report at this time.

## **4 Recommendations**

Cabinet are requested to:

- Endorse the principles outlined in the South East Improvement Collaborative paper attached in appendix 1.
- Agree to be part of the South East Improvement Collaborative Oversight group.
- Note that Dr Grace Vickers (Head of Education) and Lynn Black (Head Teacher – Beeslack High School) will represent Midlothian on the South East Improvement Collaborative Board.
- Give authority to officers from Midlothian to develop an action plan for the South East Improvement Collaborative with colleagues from the South East Collaborative.

## **Supporting Papers for on-going reviews in Scottish Education:**

Standards in Scotland's Schools Act (2000):

[http://www.legislation.gov.uk/asp/2000/6/pdfs/asp\\_20000006\\_en.pdf](http://www.legislation.gov.uk/asp/2000/6/pdfs/asp_20000006_en.pdf)

Statutory Guidance: Standards in Scotland's Schools etc. Act 2000: Scottish

Government Consultation: <https://consult.scotland.gov.uk/strategy-and-performance-unit/statutory-guidance>

Education (Scotland) Act 2016:

[http://www.legislation.gov.uk/asp/2016/8/pdfs/asp\\_20160008\\_en.pdf](http://www.legislation.gov.uk/asp/2016/8/pdfs/asp_20160008_en.pdf)

Updated guidance on Chapter 3 of the Standards in Scotland Schools Act, August 2016: <http://www.gov.scot/Publications/2016/08/5386/4>

Scottish Schools (Parental Involvement) Act 2006 by the National Parent Forum of Scotland: <http://www.gov.scot/Resource/Doc/148166/0039411.pdf>

Financial Review of Early Learning and Childcare in Scotland: the current landscape (Scottish Government; September 2016):

<http://www.gov.scot/Resource/0050/00506148.pdf>

Empowering teachers, parents and communities to achieve excellence and equity in education: A Governance Review: <https://consult.scotland.gov.uk/empowering-schools/a-governance-review>

Education Governance Review: Next Steps:

<http://www.gov.scot/Publications/2017/06/2941>

**30 October 2017**

**Report Contact:**

**Dr Grace Vickers, Head of Education Tel No 0131 271 3719**

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## **South East Alliance**

**South East Improvement Collaborative**  
**Collaboration to Deliver Excellence and Equity**

### **South East Alliance Members:**

Edinburgh City Council  
East Lothian Council  
Midlothian Council  
Fife Council  
Scottish Borders Council

## **Background**

### **South East Alliance (SEA)**

The existing South East Alliance partnership, (Edinburgh, East Lothian, Midlothian and Scottish Borders) have already been engaged in planning collaborative activity to support development work across the 4 local authority areas. Previous work developed is attached as appendix 1. Some of this existing work will be included as part of the Delivery plan for the South East Improvement Collaborative and some may sit as pieces of work that will be delivered as part of the South East Alliance partnership eg delivery of 1140hours of Early Learning and Childcare.

The South East Alliance has now included Fife and have begun plans for a Regional Improvement Collaborative with a focus on Quality Improvement and Raising Attainment. The South East Improvement Collaborative focus on Quality Improvement and Raising Attainment allows some existing work and any future work (eg the skills agenda as part of the Edinburgh City Deal) to be developed as part of the South East Alliance partnership.

The progress and outcomes of the Delivery Plan for the South East Improvement Collaborative will be reported to Education Scotland, other work carried out as part of the South East Alliance partnership will be reported to relevant groups such as City Deal Board or ELC regional structures.

### **South East Improvement Collaborative (SEIC)**

The Scottish Government published its Education Governance: Next steps paper in June 2017, in response to the Delivery Plan and Consultation document Empowering teachers, parents and communities to achieve excellence in education and subsequent wide ranging consultation.

The Next Steps paper makes it clear that enhanced regional collaboration between education authorities will be a feature of future arrangements. COSLA, working with SOLACE and ADES, reviewed existing regional education collaborations across Scotland with a view to identifying a collective local government proposal on cross boundary collaboration. Each of these Regional Improvement Collaboratives would meet the strategic aims of the Delivery Plan and requirements for local authority accountability.

This offers the South East Alliance the opportunity to develop a vision for our South East Improvement Collaborative that is inclusive of our headteachers and schools to deliver excellence and equity on a regional basis. As the South East Alliance all local authorities are signed up to the key principles outlined within the Next Steps paper. Following these principles will allow a partnership approach in delivering the relevant aspects of the Edinburgh City Deal as well as the expectations detailed in the Next Steps document. The South East Alliance will not succeed in reducing inequity without a holistic approach across Children's Services. The wider Getting it Right for



Every Child (GIRFEC) agenda is of crucial importance when tackling inequalities and closing the attainment gap.

This document is intended to outline how we could use the South East Alliance to create a South East Improvement Collaborative Improvement (SEIC) with the function to:

- raise attainment and achievement
- help to deliver excellence and equity
- develop work related to GIRFEC and tackling attainment inequity
- share expertise across the Collaborative to effect change
- maintain local democratic accountability
- contribute to the growth of the regional economy
- contribute to relevant Edinburgh City Deal outcomes

## **Context for the Development of the South East Improvement Collaborative (SEIC)**

### **Local Outcome Improvement Planning**

In July 2015 the Community Empowerment Act and related legislation came into force requiring each Community Planning Partnership to have a coherent plan that will empower and support local communities even down to a neighbourhood level. The Local Outcome Improvement Plan may take account of the Council Plan or there may in some instances still be both. As a large part of each local authority, Education must play a central role in the development and delivery of the LOIP as part of the Community Planning Partnership.

### **Children's Services Planning**

The Children and Young People (Scotland) Act 2014 is a key part of the Scottish Government's desire to make Scotland the best place to grow up. It is underpinned by the Scottish Government's continued commitment to the UN Convention on the Rights of the Child and the GIRFEC approach.

The Act aims to ensure that planning and delivery of services are integrated, focussed on securing quality and value, based on a preventative approach, dedicated to promoting, supporting and safeguarding children and young people's wellbeing.

Plans for each Community Planning Partnership are to be published for a three year period starting in April 2017 setting out how outcomes are to be improved for children and young people. An annual report on progress is to be published.

### **National Improvement Framework**

In December 2016 the Scottish Government published the 2017 National Improvement Framework (NIF) and Improvement Plan for Education, which are

designed to deliver the twin aims of excellence and equity with a focus on four priorities:

- improving attainment, particularly in literacy and numeracy;
- closing the attainment gap between the most and least disadvantaged children and young people;
- improving children and young people's health and wellbeing; and,
- improving employability skills and sustained positive school leaver destinations for all young people.

The NIF also recognises the importance of six drivers for improvement:

- School leadership;
- Teacher professionalism;
- Parental engagement;
- Assessment of children's progress;
- School improvement; and,
- Performance information.

## Education Governance

On 15<sup>th</sup> June 2017, the Deputy First Minister published the government's response to the Governance Review, focusing on the empowerment of schools and communities to deliver excellence and equity for all learners. The main thrust of the document is to empower headteachers to make more localised decisions on learning and teaching and the curriculum to meet the needs of their communities. In addition, the document states that up to seven Regional Improvement Collaboratives will be created.

*Regional Improvement Collaboratives will:*

- 1) *Provide excellent educational improvement support for headteachers, teachers and practitioners through dedicated teams of professionals. These teams will draw on Education Scotland staff, local authority staff and others;*
- 2) *Provide coherent focus across all partners through delivery of an annual regional plan and associated work programme aligned with the National Improvement Framework;*
- 3) *Facilitate collaborative working across the region, including sharing best practice, supporting collaborative networks and pursuing partnership approaches; and*
- 4) *Be led by a Regional Director, to be appointed by the Scottish Government and report to the HM Chief Inspector/Chief Executive of Education Scotland.*

*Education Governance: Next Steps*

In its *Education Governance: Next Steps* paper, Scottish Government indicates that Regional Improvement Collaboratives should align their plans with the Priorities and Key Drivers set out in the National Improvement Framework (NIF):

The SEIC is committed to the key drivers within the National Improvement Framework and the planning and reporting cycles as outlined in the Education (Scotland) Act 2016. The SEIC will identify and work on areas where collaboration will enhance each individual education authority's existing and future plans to implement the priorities and key drivers as outlined in the NIF. The SEIC also recognises the role of headteachers, teachers and parents in an empowered and collaborative approach to improving educational outcomes for our children and young people.

### **Focus for SEIC Delivery Plan**

The priorities, key drivers and aims sit well with possible future work and indeed areas where some work has already taken place. In order to be able to have a clear focus and measure the impact of our work we have agreed two areas as an initial focus:

- 1) Improving Attainment and Achievement, including closing the attainment gap
- 2) Quality Improvement in Schools and Early Years settings

#### **1. Improving Attainment and Achievement, including closing the attainment gap**

Improving attainment and achievement is a key driver for all improvement work in school communities. Within SEIC we would wish to look at ways to improve attainment and achievement for all, ensuring that our children and young people are best placed to access a positive and sustained destination on leaving school leading to good life outcomes.

SEIC offers schools and early years' settings the opportunity to be part of, and benefit from, work streams linked to NIF key drivers that will focus on:

- professional learning and leadership development (**teacher professionalism**)
- how to engage parents, particularly from areas of deprivation and those that are hard to reach, in their child's learning (**parental engagement**)
- using data related to closing the attainment gap to maximum advantage (**performance information**)
- ensure effectiveness for the use of Pupil Equity Fund (PEF) and Scottish Attainment Challenge (SAC) resources (**school leadership**)
- share research and evidence-based practice to inform programmes of work (**school improvement**)
- the formation of specialist curriculum support (**teacher professionalism**)

- assessment and moderation of CfE levels (**assessment of children's progress**)

In order to develop our Regional Improvement Collaborative we require to:

- create a culture where our headteachers, teachers and parents embrace the responsibility of continuous improvement in schools, across clusters and on a regional basis
- develop a joint programme of professional learning based on developing teacher professionalism, professional enquiry and school leadership
- share practice in family learning to secure parental engagement in children's learning as well as parental involvement in schools
- share ways of preparing data and analysing data relating to vulnerable groups
- moderate PEF/SAC plans including PEF/SAC spend and sharing practice through peer review opportunities
- provide opportunities to share research outcomes and outcomes from Improvement Collaborative work
- establish specialist curriculum teams from central and school based staff which will offer support and professional learning to bring about improvements in curriculum delivery and learning and teaching.

## Quality Improvement in Schools and Early Years' Settings

As stated in the Education Governance: Next Steps paper, local authorities will retain the duty to support schools to continuously improve. SEIC offers schools the collective opportunity to look inwards, outwards and forwards, as described in HGIOS?4, and will support and challenge schools and early years settings through:

- approaches to self-evaluation and quality improvement which improve outcomes (**school leadership**)
- use of data to secure continuous improvement (**performance information**)
- support and guidance on improvement planning in line with NIF (**school improvement**)

Each of the above will enhance and complement individual local education authority's existing practices and plans for Quality Improvement as well as building a sustainable model for the future. It will also build on partnerships and collaborations across schools encouraging a delivery model for improvement and accountability that will be the responsibility of the school to deliver.

In order to develop our Regional Improvement Collaborative we require to:

- identify resources available within each authority, across the region and in Education Scotland which will offer support and challenge to schools
- develop a proportionate formula to secure equity for each local authority
- build on each local authority's approaches to continuous improvement and self-evaluation and develop a SEIC plan to offer support and challenge to schools and early years settings
- offer opportunities for school improvement collaboratives across SEIC to share best practice and learning between and amongst schools and early years settings
- explore how best to engage children and young people in improving services
- identify and utilise available data analysis already in use, both quantitative and qualitative, to help drive improvement
- ensure engagement and ownership of headteachers to deliver improvement at a school, cluster and regional level
- develop a plan for SEIC to address continuous improvement.

## **Method of Delivery**

We will ensure that our work produces collective added value through:

- Increased capacity to directly support in a targeted way
- Increased knowledge of a critical mass of staff to be focussed on specific areas to make a difference
- Using the expertise of a wide range of headteachers, deputies, principal teachers and teachers
- Making best use of the most effective systems from across the SEIC
- Sharing solutions to reduce bureaucracy

Examples of delivery of collective improvement through:

- the use of our expertise from across the region, including headteachers and teachers, to make best use of data analysis from the new national standardised assessments through a SEIC forum on assessment
- facilitating the delivery of a series of seminars/engagement sessions to allow for the sharing of best practice across schools, clusters and the regional area in closing the attainment gap
- developing with headteachers, teachers and parents support, guidance and practical advice on engaging parents in their child's learning
- establishing a culture of Peer Learning/Peer Review (schools pairing or clustering to quality assure across their group of schools) within the SEIC where headteachers take the lead role
- establishing a regional senior phase forum with school staff, specialists, employers and colleges
- developing school partnerships to evaluate the impact of PEF/SAC plans with a view to supporting the reporting cycle on the PEF/SAC and Improvement Planning; and

- providing an online forum to share research findings from practitioner inquiry and improvement collaborative tests of change.

## Governance and Reporting

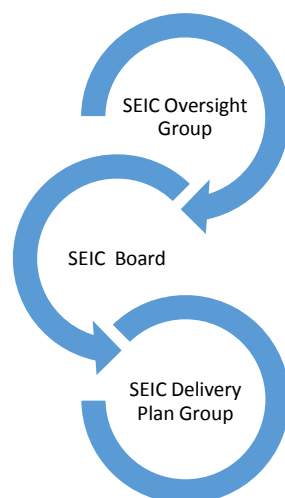
In addition to the priority areas, at the Deputy First Minister's request, the Council also made some recommendations around the issue of governance. The Council felt that it was important to consider how to de-clutter the system without damaging it. The Council advised against becoming too focussed on changing the structure of the education system when, arguably, the more important aspects are the culture and capacity within the system. In particular the Scottish Government should:

- Learn from existing attempts to formally share education services between local authorities e.g. the Northern Alliance, and other forms of non-structural regionalisation that have been successful internationally.
- Create learning hubs around the country where education professionals can go to learn about different elements of educational practice.

**INTERNATIONAL COUNCIL OF EDUCATION ADVISERS**  
July 2017

Getting governance right is imperative. It is vital to retain local democratic accountability whilst at the same time bringing together the key representatives involved in decision-making across the SEIC. The 3 groups of personnel as seen below would provide the relevant staff to drive improvement across the 'region' and provide accountability for the work of SEIC.

### The South East Improvement Collaborative Governance



**SEIC Oversight Group** would comprise Education Conveners/portfolio holders x 5 and CEOs x 5. It is envisaged this group would only meet once or twice per year to oversee the work of SEIC as part of the political accountability.

**The SEIC Board** would be formed with Directors of Education or equivalent x 5, Headteachers x 5 and National Bodies (ES, SDS, Colleges). The SEIC Board would appoint a Chair. The SEIC Board will also approve the SEIC plans and receive reports on the progress of the plan and its impact. This will be the key officer leadership group, agreeing areas for priorities for collaboration, commissioning workstreams and receiving reports from workstream leads. It will meet quarterly with the first meeting in each new financial year considering progress with previous work and setting new priorities for the coming academic session, as well as overseeing the formulation of the SEIC Plan.

**SEIC Delivery Plan Group** will accept commission from the SEIC Board. Officers, headteachers and teachers will collaborate to undertake specific tasks, with Heads of Service, senior officers or Head Teachers taking the lead as appropriate to levels of expertise and need. Such delivery groups will meet as appropriate to address and deliver the commissioned tasks from workstreams within the SEIC Plans.

**Importantly the work of each local education authority will continue to be overseen through existing governance arrangements, maintaining local government accountability for the delivery of education services to each community and local authority area.**

The SEIC Board may be chaired by the 'Regional Lead Officer' or a nominated member of the group. This post should be appointed by Chief Executives of the SEIC from among the existing Directors/Heads of Service in the five local authorities. This would not be a substantive position but would be a leadership role for a fixed term. The Regional Lead Officer (RLO) will also report to the Chief Executive of Education Scotland on the outcomes of the SEIC Board decisions.

The support for the RLO would be agreed by Chief Executives and may take different forms dependent on existing structures and agreed priority workstreams. Additional resource could be added if available to support the co-ordination and delivery of the SEIC Plan.

Discussions would need to take place with Education Scotland to consider the best way in which they could support the Partnership. For example, this could be through a link senior officer, similar to their Area Lead Officer role. Rather than having the Partnership linking with up to five Area Lead Officers, there would be one Education Scotland appointee who would provide the Partnership with direct support.

These arrangements would also provide a platform for the potential development of self-evaluation and improvement work in wider children's services particularly where there is a close connection to school attainment such as with outcomes for looked after children. A more holistic GIRFEC approach would be beneficial in tackling the attainment gap and reducing inequity.



## **Proposed Measures to Evaluate Impact**

Short-term measures required for implementation of action plan to be decided to help have a focus for value added impact in first 6 months.

Improvement:

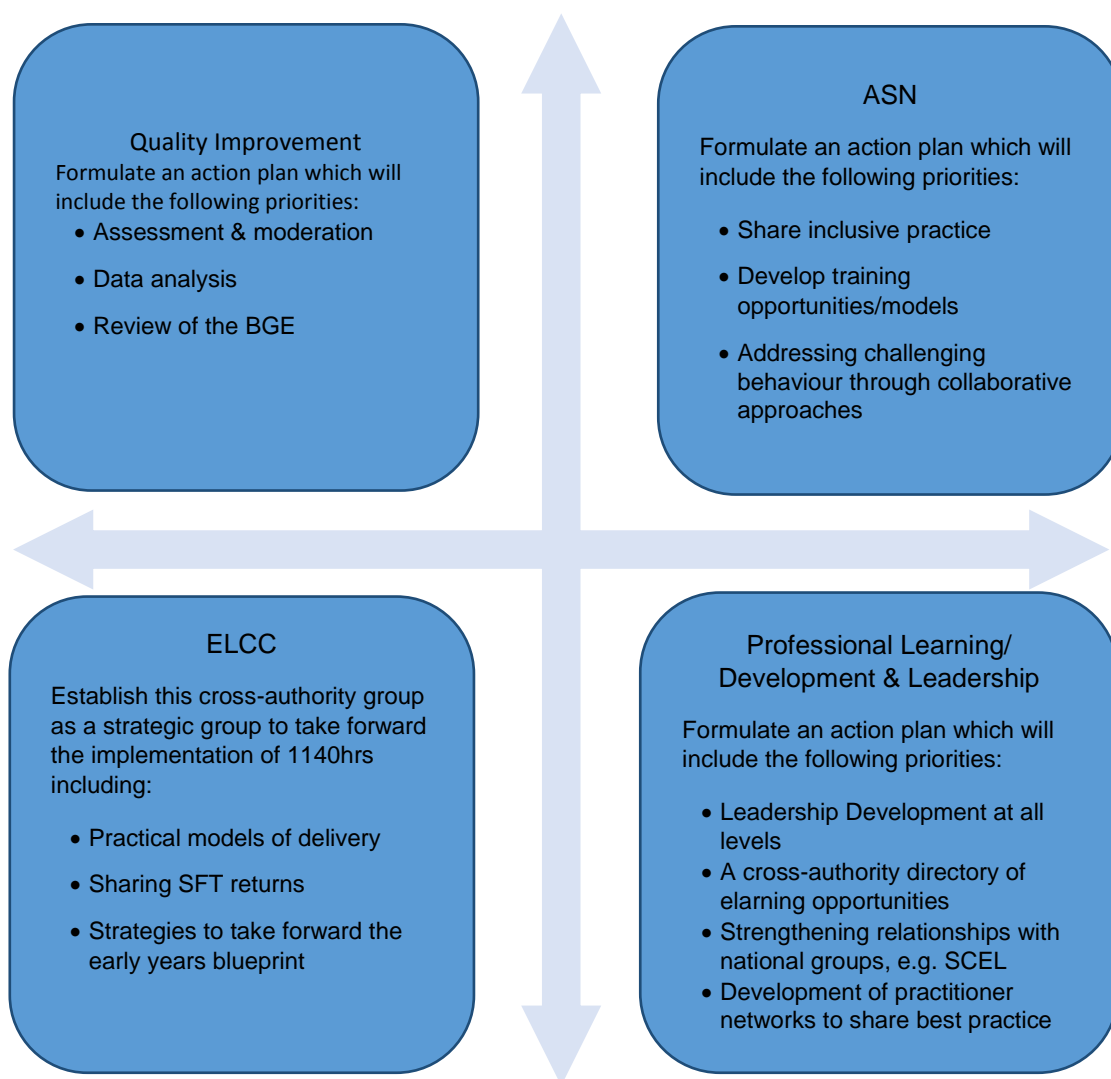
- Improved approaches to self-evaluation and managing change as measured by ES school inspections and local authority visits
- Effective Improvement plans in place
- Positive evaluations of events to share good practice across SEIC
- Number of schools involved in Learning Partnerships (schools that partner to support and challenge each other)

Attainment and Achievement including closing the attainment gap

- Number of schools engaged in moderating and evaluating PEF Plans and reports as part of a School Partnership
- Increase in number of pieces of research undertaken across the SEIC to inform practice
- Increase in CfE attainment across the SEIC
- Reduction in CfE attainment gap between the least and most deprived
- Increase in SQA performance across the SEIC
- Reduction in SQA performance gap between the least and most deprived
- Increase in % of positive school leaver destinations
- Reduction in gap between the most and least deprived for SLD



## South East Alliance



## South East Scotland Improvement Collaborative Overview of Key Data

### Data on Deprivation

#### *Registration for Free School Meals (FMR)*

Table 1. Percentage of primary pupils registered for free school meals (FMR)

Local Authority	2006	2017 P4-P7	Long Term Trend	Rank 2017 P4-P7	Quartile 2017 P4-P7
East Lothian	11.6	9.9	-1.7	25	Top Q4
Edinburgh, City of	18.7	13.1	-5.6	19	Middle Q3
Fife	18.7	20.7	2.0	7	Bottom Q1
Midlothian	13.0	16.2	3.2	16	Bottom Q2
Scottish Borders <sup>1</sup>	9.5	11.9	2.4	23	Bottom Q3
<b>Scotland</b>	<b>17.9</b>	<b>17.5</b>	<b>-0.4</b>		

Table 2. Percentage of secondary pupils registered for free school meals (FMR)

Local Authority	2006	2017	Long Term Trend	Rank 2017	Quartile 2017
East Lothian	8.3	8.1	-0.2	25	Top Q4
Edinburgh, City of	13.2	10.2	-3.0	20	Middle Q3
Fife	14.4	17.0	2.6	7	Bottom Q1
Midlothian	8.1	12.9	4.8	13	Middle Q2
Scottish Borders	6.2	10.2	4.0	20	Middle Q3
<b>Scotland</b>	<b>13.5</b>	<b>14.1</b>	<b>0.6</b>		

- Very different rates of deprivation in the five authorities.
- Fife more deprived than Scotland. Midlothian close to Scotland. Other authorities less deprived than Scotland.
- Levels of deprivation declining in Edinburgh and East Lothian (slightly), but increasing in Fife, Scottish Borders and (particularly) Mid Lothian

*Source: Summary Statistics for attainment, leaver destinations and healthy living (Scottish Government, June 2017)*

### Child Poverty (HMRC local measure)

Table 3. Percentage of children living in child poverty (HMRC local measure)

	% of Children in low-income families		Rank		Quartile
Local Authority	Under 16	Under 20	Under 16	Under 20	
East Lothian	14.1%	13.8%	22	22	Middle Q3
Edinburgh, City of	17.0%	16.8%	17	17	Top Q3
Fife	19.8%	19.4%	9	9	Top Q2
Midlothian	18.7%	18.2%	12	12	Middle Q2
Scottish Borders	14.4%	14.0%	19	19	Middle Q3
Scotland	18.6%	18.4%			

- Different rates of child poverty in the five authorities, ranging from top of quartile 2 (more deprived) to middle of quartile 3 (less deprived).
- Fife more deprived than Scotland. Midlothian close to Scotland. Other authorities less deprived than Scotland.

Source: Children in low-income households local measure: 2014 (HMRC, September 2016)

### Data on the Costs of Children's Services

Table 5. School costs (LGBF indicators CHN1 and CHN2)

	Primary school costs				Secondary school costs			
Local Authority	CHN1 2010-11	CHN1 2015-16	Change	Rank 2015-16	CHN2 2010-11	CHN2 2015-16	Change	Rank 2015-16
East Lothian	4597.68	4343.98	-253.70	5	5787.46	6260.54	473.08	3
Edinburgh City	4436.31	4278.40	-157.91	4	6536.89	6316.19	-220.70	6
Fife	4996.03	4425.48	-570.55	8	5834.93	6435.07	600.14	8
Midlothian	4679.35	4649.97	-29.38	13	6163.71	6298.73	135.02	5
Scottish Borders	4819.00	4753.50	-65.50	14	6388.08	6580.37	192.29	12
Scotland	4868.33	4743.73	-124.60		6421.88	6729.30	307.42	

- Costs of schools in both the primary and secondary sectors are relatively low by national standards, for all four authorities (all costs are in quartile 1, except the Midlothian primary school cost which is mid quartile 2)

Source: Local Government Benchmarking Framework 2015-16 (Improvement Service, 2017)

### PEF Amounts

	Total Allocation	School Allocations
East Lothian		
Edinburgh, City of	7,470,000	4800 to 223,200
Fife	9,787,200	1200 to 302,400
Midlothian	2,272,800	4,800 to 138,000
Scottish Borders	1,840,800	1200 to 130,000

## Data on the Scale of the School System

Table 4. Comparison of numbers of schools and pupils, and of average school size

Local Authority	Pupils			
	Primary	Secondary	Special	Total
East Lothian	8,492	5,612	0	14,104
Edinburgh City	29,745	18,145	635	48,525
Fife	29,126	19,896	133	49,155
Midlothian	7,271	4,987	120	12,378
Scottish Borders	8,171	6,392	0	14,563
All local authorities	396,237	280,408	6,528	683,173

- Numbers of pupils similar in East Lothian/Midlothian/Scottish Borders and in Fife/Edinburgh
- Approximately four times as many pupils in Fife/Edinburgh as in East Lothian/Midlothian/Scottish Borders

Local Authority	Schools			
	Primary	Secondary	Special	Total
East Lothian	35	6	0	41
Edinburgh City	88	23	12	123
Fife	135	18	9	162
Midlothian	32	6	2	40
Scottish Borders	61	9	2	72
All local authorities	2,030	358	134	2,522

Local Authority	Average School Size (Pupils per School)			
	Primary	Secondary	Special	Total
East Lothian	243	935	0	344
Edinburgh City	338	789	53	395
Fife	216	1105	15	303
Midlothian	227	831	60	309
Scottish Borders	134	710	0	202
All local authorities	195	783	49	271

- Scottish Borders has the smallest average school size in both primary and secondary sectors. Both figures are below the Scottish average.
- The average school size for the other four authorities is larger than the Scottish average, both for the primary and secondary sectors

Source: Summary Statistics for Schools in Scotland (Scottish Government, December 2016)

### South East Alliance

### South East Improvement Collaborative

### Role Descriptor for Regional Improvement Lead

**JOB TITLE : Regional Improvement Lead**

Note that this is a position on an interim basis to progress plans to get SEIC up and running and will require to be agreed with Education Scotland. Future arrangements will be made at a later date on a more permanent basis.

### **MAIN FUNCTIONS**

The model of the South East Improvement Collaborative is one of distributive leadership and will be developed according to progress made and lessons learned. The role of the Regional Improvement Lead is to support this model in the following areas:

- Facilitate collaborative working across the region, sharing good practice and maintaining partnership approaches
- Oversee and support the consultation and development of the improvement plan for SEIC
- Ensure strategic and operational governance and financial accountability
- Take responsibility for good communication across the South East Improvement Collaborative
- Develop a workforce plan to support professional development and practice for SEIC
- Provide leadership with all relevant Directors/or equivalent for the South East Improvement Collaborative
- To provide reports on the progress and performance of the Collaborative to the SEIC oversight group and SEIC Board
- Be the key link with Education Scotland, securing support from specialists as appropriate for the Collaborative's Improvement Plan
- To provide a coherent focus on the wider context of GIRFEC and taking account of Children's Services Plans across SEIC

### **INITIAL JOB ACTIVITIES**

Taking account of the paper produced by Scottish Government and agreed by COSLA on Friday 29 October. The initial activities to develop our work further would include the following:

- Co-ordinate the work of the Collaborative, maintaining an overview of activities within the Improvement Plan
- Ensure effective chairing of SEIC Board
- Work with members of the Collaborative and Education Scotland to identify best practice, how to share best practice and development needs across the region
- Use data effectively to support improvement activities and to measure progress across the Collaborative

- Work within the Collaborative to allocate shared resources to support and challenge schools to improve
- Seek reports from Directors / or equivalent on the impact of the Collaborative's activities
- Oversee the consultation and subsequent production of the Collaborative's Improvement Plan and report on its impact and progress
- Promote the work of the Collaborative and be the key link for any media enquiries, linking with individual local authority media officers, as appropriate
- Report on the Collaborative's progress to the Chief Executive of Education Scotland

**Scottish Government consultation on the new Education (Scotland) Bill 2017****Report by Dr Grace Vickers, Head of Education, Education, Communities & Economy****1. Purpose of the Report**

Further to the previous report on Education Governance: Next Steps which was published by the Scottish Government in June 2017, the purpose of this report is to present to Cabinet the Scottish Government consultation on the new Education (Scotland) Bill 2017. A copy of this consultation can be found at the following link: <https://consult.gov.scot/learning-directorate/education-scotland-bill/>

**2. Background**

On 13 September 2016, the Scottish Government launched a consultation on Education Governance called *Empowering teachers, parents and communities to achieve excellence and equity in education: A Governance Review*. In June 2017, the Scottish Government published the outcome of this national consultation in their report entitled Education Governance: Next Steps. A number of the changes outlined will require legislative change and the Scottish Government have now launched the consultation on a new Education (Scotland) Bill 2017. This bill is in five main sections:

- The Headteachers' Charter
- Parental and Community Engagement
- Pupil Participation
- Regional Improvement Collaboratives
- Education Workforce Council for Scotland

Chapter one outlines the proposal for a Headteachers' Charter which will include details regarding the management of the curriculum, improvement, staffing and funding. Page 9 proposes that 'under the Bill local authorities will retain their duty to improve the quality of school education but will be required to achieve this through their participation in the work of the Regional Improvement Collaboratives. The reform will deliver more empowered schools while maintaining the democratic accountability of local authorities for education. These changes will not result in additional bureaucracy or additional layers of reporting on improvement; there will be a school improvement plan and a regional improvement plan, both of which will inform the National Improvement Plan. Local authorities will no longer be required to develop individual improvement plans. This is a significant departure from the 2000 Act, as amended by the Education (Scotland) Act 2016, and could potentially minimise local democratic accountability for the quality of education.

Chapter two outlines that the Bill will include provisions to make the existing legal duties, in relation to parental involvement, clearer and stronger.

Chapter three outlines that there will be provisions in the Education Bill to ensure that the principles of pupil participation are pursued in every school.

Chapter four outlines that the new Bill will include provisions to provide appropriate legislative underpinning for national and local government participation in the new Regional Improvement Collaboratives.

Chapter five outlines the provisions in the Education Bill to establish an Education Workforce Council which will take on the responsibilities of the GTCS, the Community Learning and Development Standards Council and register other educational professionals.

In line with previous consultations, Midlothian has launched a local consultation which commenced on Monday 13 November and will close on Monday 11<sup>th</sup> December. Respondents can get involved in the Midlothian survey by clicking on the following link: [link to be inserted]

Following consultation with stakeholders in Midlothian, a further report will be brought back to Cabinet in January 2018 prior to submission to the Scottish Government.

Alternatively respondents can respond directly to the national consultations at the following link: <https://consult.gov.scot/learning-directorate/education-scotland-bill/>  
The national survey closes on 30 January 2018.

### **3 Report Implications**

#### **3.1 Resource**

The resource to deliver the pace of change within the Education Governance – Next Steps will be challenging. In addition, the launch of the Fair Funding Review in June 2017 alongside this Education Governance report will examine the system changes required to deliver future funding to empower schools, decentralise management and the support through the encouragement of school clusters and creation of new educational regions and will implement any proposals arising from the Governance and Parental Involvement reviews at the earliest opportunity. In particular the Scottish Government will support the development and expansion of school clusters and increased regional working throughout 2017-18.

#### **3.2 Risk**

The previous Cabinet report dated 11 October 2016, highlighted the following risks: we welcome the relentless focus on closing the attainment gap in Education but we recognise that this requires a total Midlothian approach; although the delivery plan clearly states in the opening ambition statement that in order to close the attainment gap “our efforts must also extend beyond the classroom and across our communities and wider public services if we are to succeed in our ambition” (2016: 4); the delivery plan then continues with a narrow focus on the school level leavers without recognition of the critical role that other services including the Community Planning Partnerships and the third sector play in supporting education to close the poverty related attainment gap.

The ongoing proposed changes to governance structures which will be consulted on early in 2017 is maybe challenging to Local Authorities as the delivery plan clearly states a commitment to regional working although there is little detail within the delivery plan to establish what this may look like. ADES is already committed to working together and sharing best practice on a regional basis and this way of working does not require the proposed legislative change suggested. If we are all to focus on the national endeavour to close the poverty related attainment gap then we should be focussing on what delivers improved outcomes rather than a review of structural governance arrangements. Caution should also be applied to the reference of funding directly to schools with an enhanced role for central government related to the attainment challenge, the role of Education Scotland, standardised testing and the transparency of attainment data proposed to be published on a school by school basis on Parent Zone similar to what is in place at present for the Senior Phase qualifications through Insight. We need to question the role of the Local Authority in these changes.



### **3.3 Single Midlothian Plan and Business Transformation**

The ambition in the new Bill is already clearly embedded in the Single Midlothian Plan – reducing inequalities. Themes addressed in this report:

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

### **3.4 Key Priorities within the Single Midlothian Plan**

GIRFEC 5: Our people will be successful learners, confident individuals, effective contributors and responsible citizens.

### **3.5 Impact on Performance and Outcomes**

To close the gap by improving ‘attainment versus deprivation’ and ‘attainment for all’ outcomes for children and young people.

### **3.6 Adopting a Preventative Approach**

This report 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.

### **3.7 Involving Communities and Other Stakeholders**

This report presents the Scottish Governments response to the national consultation on educational governance.

### **3.8 Ensuring Equalities**

The recommendations in this report should continue to promote equity of attainment for disadvantaged children and support the steps being taken towards narrowing the attainment gap by imposing duties on education authorities and the Scottish Ministers in relation to reducing pupils’ inequalities of educational outcome together with a duty to report on progress.

### **3.9 Supporting Sustainable Development**

There are no impacts arising directly from this report.

### **3.10 IT Issues**

There are no IT issues to consider within this report

## **4 Recommendations**

Cabinet are requested to approve the following:

- To note the publication of the Scottish Government’s Consultation on the Education (Scotland) Bill 2017.
- To note the launch of the Midlothian survey which will close on Monday 11<sup>th</sup> December.
- To authorise officers to bring a further report back to Cabinet in January outlining the result of the Midlothian survey.

## **Supporting Papers for on-going reviews in Scottish Education:**

Standards in Scotland's Schools Act (2000):

[http://www.legislation.gov.uk/asp/2000/6/pdfs/asp\\_20000006\\_en.pdf](http://www.legislation.gov.uk/asp/2000/6/pdfs/asp_20000006_en.pdf)

Statutory Guidance: Standards in Scotland's Schools etc. Act 2000: Scottish

Government Consultation: <https://consult.scotland.gov.uk/strategy-and-performance-unit/statutory-guidance>

Education (Scotland) Act 2016:

[http://www.legislation.gov.uk/asp/2016/8/pdfs/asp\\_20160008\\_en.pdf](http://www.legislation.gov.uk/asp/2016/8/pdfs/asp_20160008_en.pdf)

Updated guidance on Chapter 3 of the Standards in Scotland Schools Act, August

2016: <http://www.gov.scot/Publications/2016/08/5386/4>

Scottish Schools (Parental Involvement) Act 2006 by the National Parent Forum of Scotland: <http://www.gov.scot/Resource/Doc/148166/0039411.pdf>

Financial Review of Early Learning and Childcare in Scotland: the current landscape (Scottish Government; September 2016):

<http://www.gov.scot/Resource/0050/00506148.pdf>

Empowering teachers, parents and communities to achieve excellence and equity in education: A Governance Review: <https://consult.scotland.gov.uk/empowering-schools/a-governance-review>

**07 November 2017**

**Report Contact:**

**Name: Dr Grace Vickers, Head of Education Tel No 0131 271 3719**

**[julie.currie@midlothian.gov.uk](mailto:julie.currie@midlothian.gov.uk)**

**Second Statutory 'Biodiversity Report'****Report by Ian Johnson, Head of Communities and Economy****1 Purpose of Report**

This report seeks approval of the Council's second statutory 'biodiversity report' as required by the Wildlife and Natural Environment (Scotland) Act 2011. It sets out the actions taken by the Council since November 2014 in carrying out its statutory duty to further the conservation of biodiversity. A copy of the document is appended to this report.

**2 Background**

- 2.1 Biodiversity is the variety of life. It includes plants, animals, even micro-organisms and bacteria, interacting with each other and the non-living environment (soil, water, etc.) to form living ecosystems. These interactions within ecosystems cleanse the air and water, pollinate crops, break down waste, control pests and diseases and regulate natural events. The production of food, fuels, medicines and the fibres of our clothes is dependent upon this web of life. Once ecosystems are disrupted, availability of such goods and services can be put at risk.
- 2.2 The Nature Conservation (Scotland) Act 2004 requires public bodies to further the conservation of biodiversity in delivering services, having regard to the Scottish Biodiversity Strategy. The strategy sets out local government's role in conserving biodiversity: including through community planning, spatial planning, education and greenspace management.
- 2.3 The Wildlife and Natural Environment (Scotland) Act 2011 requires public bodies to publish a 'biodiversity report' every three years that sets out the actions taken by the public body in carrying out its biodiversity duty. The proposed report highlights the activity undertaken by the Council in carrying out that duty. The Council's last biodiversity report was published in November 2014 and can be viewed on the Council's website.

**3 Report Implications****3.1 Resource**

There are no additional resource implications for Midlothian Council from this report. Preparation of the biodiversity report has been undertaken within existing budgets.

The benefits of volunteer contributions are highlighted in the biodiversity report.

### 3.2 Risk

Lack of resources to maintain an up-to-date Local Biodiversity Action Plan (LBAP) could pose a risk in terms of determining whether the Council is properly discharging its biodiversity duty. It could also be relevant in terms of Best Value: the Council is required to carry out its Best Value duties “in a way which contributes to the achievement of sustainable development”, biodiversity being headlined in the UK-wide Sustainable Development Framework principles of sustainable development (see paragraph 3.9 below).

### 3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

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

### 3.4 Key Priorities within the Single Midlothian Plan

Conservation and enhancement of biodiversity is essential for sustainable economic growth. Biodiversity is intrinsically linked to the natural environment. Environment is a key part of the Sustainable Growth theme of the Single Midlothian Plan.

### 3.5 Impact on Performance and Outcomes

There is no direct impact arising from this report.

### 3.6 Adopting a Preventative Approach

Biodiversity is central to life. Its safeguarding and enhancement are also central to quality of life. The Council would be at risk of failing in its statutory duty and policies and strategies if it neglected biodiversity.

### 3.7 Involving Communities and Other Stakeholders

Through work facilitated by the Council's Ranger Service significant engagement with individual and community groups is undertaken in its nature conservation and biodiversity work.

Public ownership and partnership are principles of the LBAP process, principally through the Midlothian Local Biodiversity Partnership. Work has started to replace the current LBAP and reinvigorate a Midlothian Local Biodiversity Partnership.

### **3.8 Ensuring Equalities**

This report does not relate to a new / revised policy / service change / budget change. It is therefore considered that undertaking an Equalities Impact Assessment (EqIA) in relation to this report is necessary.

### **3.9 Supporting Sustainable Development**

In discharging its Best Value duties and otherwise, the Council is required to contribute to the achievement of sustainable development. The Council's Sustainable Development Framework notes the stresses being placed on global life-support systems, including through biodiversity loss, and acknowledges the importance attached to biodiversity within the UK Shared Framework for Sustainable Development. The Council's Sustainable Development Policy Statement references environmental limits and natural resource protection.

### **3.10 IT Issues**

There are no IT implications from this report.

## **4 Summary**

This report seeks approval of the appended paper as the Council's second statutory 'biodiversity report' and agreement for it to be published on the Council's website. In accordance with the requirements of Nature Conservation (Scotland) Act 2004 and the Wildlife and Natural Environment (Scotland) Act 2011, this covering report and appended paper set out the actions undertaken by the Council since November 2014 to further biodiversity.

## **5 Recommendations**

It is recommended that Cabinet:

- i) agrees to the publication on the Council's website of the Council's second 'biodiversity report' under the requirements of the Wildlife and Natural Environment (Scotland) Act 2011; and
- ii) refers this report to the Performance Review & Scrutiny Committee for its information and interest.

**9 November 2017**

#### **Report Contact:**

Name Grant Ballantine, Lead Officer Conservation and Environment  
Tel No 01968 664041

**Background Papers:** None



## Midlothian Council 2<sup>nd</sup> Biodiversity Duty Report - November 2017

(In relation to the Nature Conservation (Scotland) Act 2004 and the Wildlife and Natural Environment (Scotland) Act 2011)

### 1. Introductory Information

1.1 Under the Nature Conservation (Scotland) Act 2004, all public bodies in Scotland, including Midlothian Council, are required to further the conservation of biodiversity when carrying out their responsibilities. The Act further requires public bodies in Scotland to provide a publicly available report every three years on the actions which they have taken to meet this biodiversity duty.

1.2 Midlothian Council published its first Biodiversity Duty Report in November 2014. It can be viewed at <https://www.midlothian.gov.uk/info/1231/environment/290/biodiversity>

#### Midlothian Council Strategy and Management

1.3 Political leadership and responsibility for biodiversity at Midlothian Council lies with its Cabinet. The lead service for reporting duty is Communities and Economy within the Education, Communities and Economy Directorate. Reporting occurs via the Head of Service to the Directorate Management Team, Corporate Management Team and Cabinet in turn.

1.4 The Single Midlothian Plan 2017/2018 contains Environment priorities and actions. These include the establishment of a Midlothian Green Network. Details of which are set out in the table below.

Action	Due date	Indicator	Target	Ownership
Develop and deliver the Midlothian Green Network	31/03/18	Identify a Midlothian Green Network in draft supplementary guidance for public consultation	Yes (annual target)	Planning/ Federation of Community Council's
	31/03/18	Secure and deliver components of the green network through new development, Council work programmes, and where relevant from accessing external funding sources	Yes (annual target)	Sustainable Growth Group

1.5 Midlothian Council elected local Councillors and officials are involved with the following external bodies which have a remit incorporating biodiversity:

- Cllr Russell Imrie and Cllr Peter Smail are Board Members of the Edinburgh and Lothians Greenspace Trust.

- Cllr Russell Imrie, Cllr Kelly Parry and Cllr Pauline Winchester are members of the Pentland Hills Regional Park Joint Committee. Cllr Andrew Hardie is a member of the Pentland Hills Regional Park Advisory Group.
- Cllr Jim Muirhead is a member of the Gladhouse Reservoir Advisory Committee.
- Midlothian Council is a partner in the Lothians and Fife Green Network Partnership, and a senior official represents the Council on the Partnership Group.

## **2. Mainstreaming**

### Midlothian Council Service Plans

- 2.1 In line with the Council's Planning Department's Service Plan, a new Midlothian Local Biodiversity Action Plan (MLBAP) is to replace the current 2006 document. Work has also started to reinvigorate the Midlothian Biodiversity Partnership (MBP). Both of these areas of work have been taken forward with initial contact with Midlothian Community Planning Partners. The MLBAP and MBP will focus on establishing and implementing Midlothian environmental priorities.
- 2.2 The production and implementation of a new MLBAP will be an Environment priority for future iterations of the Single Midlothian Plans.
- 2.3 Service plans for Midlothian Council's Land and Countryside Services, which includes the Ranger Service, identify work to be undertaken with direct and significant benefit to biodiversity. As with other parts of Land and Countryside Services, the Ranger Service demonstrates significant leadership in taking forward biodiversity conservation on the ground in partnership with organisations outside the Council. Details of this work are provided in the next section of this report.

### Sustainability Impact Check

- 2.4 A Sustainability Impact Check has been developed which aligns with the Council's Sustainable Development Policy Statement. The check can be applied to most Council actions from the strategic to project/practice level. The Council's corporate report and service plan templates have a 'Sustainable Development' section and applying the check is encouraged to generate the necessary commentary, including in relation to biodiversity impacts.

### Strategic Environmental Assessment

- 2.5 Biodiversity is one of the environmental issues referred to in the Environmental Assessment (Scotland) Act 2005. Under the Act the Council is required to carry out a process of 'Strategic Environmental Assessment' ('SEA') when developing or updating certain policies, strategies, plans, programmes, etc. The process is intended to ensure a more thorough consideration of environmental impacts. The Council's corporate reports' template requires the SEA position to be clarified.



- 2.6 SEA and sustainable development information and resources have been brought together for staff on the Council's intranet.

#### Midlothian Local Development Plan

- 2.7 The current Midlothian Local Development Plan (2017) sets out a framework of policies for the preservation of the natural heritage of Midlothian which includes protection for internationally, nationally, regionally and locally important nature conservation sites, species protected by law, and habitats outwith designated areas. It contains a requirement for any development proposals to demonstrate compatibility with the aims and objectives of the MLBAP and related plans, by identifying appropriate measures to protect, enhance and promote existing habitats and/or the creation of new habitats, and provide for the effective management of these habitats. It also contains protection for local nature conservation sites that have been accepted by Midlothian Council as proposed sites but have not been formally designated. The policies of the Plan are the basis for the assessment of planning applications submitted to the Council. The application of these policies helps to safeguard and enhance biodiversity value in Midlothian.

#### Midlothian Local Biodiversity Site System

- 2.8 In 2009 Midlothian Council set up a new system of Local Biodiversity Sites to replace the former Local Wildlife Site system. This change was made in line with the 2006 *Guidance on Establishing and Managing Local Nature Conservation Site Systems in Scotland* which requires sites to be assessed against in terms of species diversity, species rarity, habitat rarity, habitat naturalness, habitat extent and connectivity.
- 2.9 The Midlothian Local Biodiversity Site System is administered by The Wildlife Information Centre on behalf of the *Council* through a service level agreement reviewed on an annual basis. The Wildlife Information Centre is a registered charity separate from the Council.
- 2.10 The Wildlife Information Centre maintains records for the Council of:
- flora and fauna records across Midlothian, including those identified in proposed and designated Local Biodiversity Sites in Midlothian; and
  - details of proposed and designated Local Biodiversity Sites, including site boundaries, site survey and site assessment information.
- 2.11 With the assistance of the Wildlife Information Centre, a methodology for considering and assessing potential Local Biodiversity Sites (LBS) and operating the LBS system in Midlothian has been established by the Council.
- 2.12 The LBS system is overseen by a Midlothian Local Biodiversity Site Steering Group which is chaired by Midlothian Council. Its other members include The Wildlife Information Centre and acknowledged volunteer local botanical experts, including representatives of the Scottish Wildlife Trust and Botanical Society of

the British Isles. Scottish Natural Heritage is a corresponding member of the Steering Group.

- 2.13 The Steering Group assesses surveyed proposed LBS to determine if they pass the Council's established criteria in the LBS methodology in order to achieve status as a LBS. This group also has the responsibility of considering whether sites promoted to become LBS merit the status of becoming a proposed LBS; the Midlothian Local Development Plan (2017) affords the weight of protection to both proposed and designated LBS. In order to be identified as a proposed LBS, the site must be supported by the Steering Group and considered by that group as having reasonable prospect or potential to meet the assessment criteria for becoming an LBS. Sites can be promoted for consideration to the Steering Group by the Midlothian Local Biodiversity Partnership.
- 2.14 In administering the Steering Group, The Wildlife Information Centre on behalf of the Council also:
- co-ordinates and undertakes site survey and assessment of proposed LBS; through an agreed methodology;
  - circulates site assessments of proposed LBS to Steering Group members in advance; and
  - acts as a liaison and point of contact between Steering Group members.

#### Midlothian Green Network

- 2.15 Midlothian Council's Planning Service is producing draft supplementary guidance on the Midlothian Green Network that will be published for public consultation in early 2018. Green Networks serve a variety of functions including biodiversity and habitat protection. The supplementary guidance identifies the green network and the requirements of new developments that can contribute to biodiversity value. The policy framework of the Midlothian Local Development Plan (2017) sets out strong protection of the Green Network.

#### Development Management

- 2.16 As mentioned above, there are development management policies in the adopted Midlothian Local Development Plan (2017) which seek to promote biodiversity conservation.
- 2.17 The Major and Local application sections of the Council's Planning Team have the following biodiversity services provided through a service level agreement with The Wildlife Information Centre – a local wildlife records centre:
- screening of all planning applications received by Midlothian Council and reporting back to flag up potential biodiversity issues from development proposals; and
  - interpretation of and comment on biodiversity information submitted in support of a planning application by an applicant.

- 2.18 Since December 2014 after the first Biodiversity Duty Report over 2000 planning applications have been screened by The Wildlife Information Centre. The Wildlife Information Centre provided comment on over 800 of these planning applications.
- 2.19 This service level agreement helps to ensure that biodiversity matters are taken into account in the assessment of all planning applications submitted to Midlothian Council.
- 2.20 The Council's Landscape Officers (a single job share post) work with planning officers and developers in the assessment and implementation of proposals. The incorporation of particular plant species and landscape schemes help to enhance the biodiversity value of a site and the wildlife connectivity of a site to adjacent areas. This is a particular feature of implementing the requirements of the Midlothian Green Network draft supplementary guidance.

### **3. Actions Taken to Improve Biodiversity Conservation**

- 3.1 A very significant and important on the ground contribution to biodiversity enhancement in Midlothian is undertaken by Midlothian Council's Land and Countryside Service. The Council's Planning Service through its statutory function has an important role and function in the promotion and safeguarding of biodiversity. Details of this work are provided below in this section of the report.

#### Land and Countryside Service

- 3.2 Midlothian Council Ranger Service manages the countryside for the benefit of people and wildlife at the following sites: Vogrie Country Park, Roslin Glen Country Park, Springfield Mill, Gore Glen Woodland Park, Straiton Pond Local Nature Reserve and the Penicuik to Dalkeith Walkway.
- 3.3 Since 2014 the Ranger Service has undertaken the following actions which have directly supported biodiversity:
- management of Vogrie Country Park, Roslin Glen Country Park and Springfield Mill to achieve Green Flag status, which has 8 criteria including achieving standards in Conservation and Heritage (which are largely relating to biodiversity);
  - provision of environmental education to over 21,600 (approximately) participants (nursery, primary, secondary and tertiary education groups);
  - provided volunteer conservation tasks to enhance biodiversity with community groups, 'green' charities and Friends groups. Total number of groups – 150 (approximate). Total number of participants – 18,800 (approximate). Volunteer groups and partner hours – 121,500 (approximate) or £875,000 (approximate) in-kind contribution;
  - delivery of an environmental events programme to the public including many biodiversity based events. Total number of events – 105. Total number of participants – approximately 5400);
  - facilitation of survey work including annual bat counts, badger surveys and one off projects through Edinburgh University;

- working with Sustrans to enhance the biodiversity value of the Penicuik-Rosewell walkway (National Cycle Route 196);
- working with the Earl of Roslin (Roslin Chapel Trust) to save two veteran sweet chestnut trees;
- undertaking a programme of removal of invasive species, such as Japanese Knotweed and Giant Hogweed; and
- expansion of the approximately 30 hectares of wildflower grassland planting and management highlighted in the 2014 first Midlothian Council Biodiversity Duty Report.

### Education

- 3.4 The Ranger Service continues to organise and lead free curriculum based education for schools and groups. They teach and inspire pupils about nature, their local environment and the world around them. This is based on the Curriculum for Excellence from the Early through to the Senior phase:

#### Nursery and early years:

- nature and history walks;
- exploring the seasons;
- identifying and using senses;
- mini-beast hunting; and
- naming basic plants and animals.

#### Primary:

- pond and river system studies;
- woodland and invertebrate studies;
- habitat and biodiversity of your school grounds and local area;
- landscape studies (basic human and physical geography); and
- local history guided walks incorporating industrial and cultural heritage.

#### Secondary:

- geography and biology field studies including techniques for covering land use and conservation management and river systems and woodland ecology.
- advice and assistance with Advanced Higher projects.

#### Self-led activities:

- the Ranger Service has three resource boxes which are free to borrow; these allow teachers to lead environmental activities themselves. They cover pond and river dipping, woodlands and mini-beasts, environmental games, and include bug boxes, nets, trays, ID keys books etc.

#### In-service training

- the Ranger Service can arrange training days to teachers interested in developing topics and activities based in the countryside.

- 3.5 These actions have sought to enhance biodiversity itself in Midlothian and increase understanding and involvement in it across different groups and age ranges in Midlothian.

#### Doors Open Day

- 3.6 As part of Doors Open Day 2017 which is run by the Council's Planning Service, two bat walks took place and they were heavily oversubscribed. The events in 2017 were held at Vogrie Country Park and Straiton Pond Local Nature Reserve. For a number of years a bat walk has been undertaken at Vogrie Country Park as part of annual Doors Open Day which has always been heavily oversubscribed. Other bat walks are arranged at different times outside of Doors Open Day.

### **4. Partnership Working and Biodiversity Communications**

- 4.1 Working in partnership with the Council, the Lothians & Fife Green Network Partnership produced five woodland management plans for rolling out over the next three years.
- 4.2 Midlothian Council's website has a specific page on biodiversity, providing contacts and sources of further information on biodiversity in both the local and wider context. The website page also provides access to advice for developers on increasing opportunities for biodiversity in new development.
- 4.3 The revitalisation of the MBP and production of a new MLBP will greatly assist with communication about biodiversity issues and enhancement in Midlothian.

### **5. Biodiversity Highlights and Challenges**

#### Highlights

- 5.1 Midlothian Council's Ranger Service work on:
- management of three country parks and Springfield Mill to achieve Green Flag status and biodiversity enhancement National Cycle Route 196,
  - provision of environmental education, events and facilitating volunteer conservation work;
  - work to save two veteran sweet chestnut trees;
  - undertaking a programme of removal of invasive species, and
  - expansion of the approximately 30 hectares of wildflower grassland planting and management highlighted in the 2014 first Midlothian Council Biodiversity Duty Report.

#### Challenges Ahead

- 5.2 Producing and maintaining support for the Midlothian Local Biodiversity Action Plan and Midlothian Local Biodiversity Partnership
- 5.3 Increasing the variety of age groups coming forward to volunteer in conservation projects.

- 5.4 Wildflower grasslands require ongoing review, including in terms of public acceptance of such features in place of regularly mown playing fields/parkland and formal planting schemes.

## **6. Monitoring**

- 6.1 Programmes for monitoring a variety of species and habitats are undertaken largely by volunteers and often facilitated through the Ranger Service and the Wildlife Information Centre. This work contributes to national and local monitoring programmes as appropriate. Species include birds, bats, badgers, amphibians and meadow grassland species.

## 7. Contribution to Targets

<b>Targets/Key Steps from the 2020 Challenge for Scotland's Biodiversity</b>	<b>Contribution to Key Step</b>	<b>Justification</b>
1.4 Establish plans and decisions about land use based on an understanding of ecosystems. Take full account of land use impacts on the ecosystems services that underpin social, economic and environmental health	✓	See Section 2
3.1 Provide opportunities for everyone to experience and enjoy nature regularly, with a particular focus on disadvantaged groups	✓	See paragraphs 2.1 - 3.6
3.2 Support local authorities and communities to improve local environments and enhance biodiversity using green space and green networks, allowing nature to flourish and so enhancing the quality of life for people who live there	✓	See paragraphs 2.16 and 3.2 - 3.6
3.3 Build on good practice being developed by the National Health Service (NHS) and others to help encourage greenspace, green exercise and social prescribing initiatives that will improve health and wellbeing through connecting people with nature	✓	See paragraphs 2.16 and 3.3 - 3.6
3.4 Increase access to nature within and close to schools, and support teachers in developing the role of outdoor learning across the Curriculum for Excellence	✓	See paragraph 3.4
3.5 Encourage public organisations and businesses to review their responsibilities and action for biodiversity, and recognise their positive contribution to nature and landscapes can help meet their corporate priorities and performance	✓	See paragraphs 2.2 and 4.1 – 4.3
5.7 Provide clear advice to land and water managers on best practice	✓	See paragraphs 2.8 – 2.20





## Adult Social Care



### Performance Report Quarter Two 2017/18

#### 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 2017-18 Delivery Plan outlines a major programme of service changes designed to promote prevention and recovery. The enablers to achieve include improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Care Packages.

**1. Integration:** The Integration Joint Board (IJB) produced and published its first Annual Report, including a summarised version, in August 2017. Work is underway to develop a Property Strategy working closely with NHS Lothian and Midlothian Council. A partnership Workforce Framework has been developed and approved in principle by the IJB. At a service level the Wellbeing Service is now fully established in 8 Health Centres and is subject to full evaluation supported by Healthcare Improvement Scotland. A new project is underway, supported by the national Collaborative Leadership programme, to develop stronger locality working. This is taking place in Penicuik focussing upon services to people who are housebound.

**2. Older People:** The Ageing Well project continues to provide a broad range of health promoting activities through having a committed and diverse volunteer pool who are active within the community. The publication of Scotland's third dementia strategy and publication of the Scottish Governments findings from the independent evaluation from testing the 8 pillars model of community support for people with dementia has resulted in the establishing of a Dementia Steering group to provide strategic oversight and direction to the delivery of dementia care within Midlothian. The shift in the balance of care towards providing more care at home has experienced success and failures over the past year. Projects which aim to improve the coordination care across primary and social care are set up. The lack of capacity to provide care at home is impacting on those people delayed in hospital. Newbyres has seen the introduction of nurses and has developed two dementia wings totalling 24 beds. There are plans to increase the amount of extra care housing in Midlothian following the success of Cowan Court. Improving the quality of care in care homes continues to be supported by a Care Home Nurse advisor and the introduction of Video conferencing to support training across care home staff that has already provided training to over 300 staff.

**3. Learning Disabilities:** A Day Services Policy and Strategy has been approved by Council and work is commencing on its implementation. As part of this work a number of 'expert panels' will be held which will allow a full range of stakeholders to help shape Day Service provision going forward. Teviot Court, the development of 12 houses for people with complex care needs in Penicuik, is complete and being occupied in a phased approach.

**4. Physical Disabilities/Sensory Loss:** The JPDPG (Joint Physical Disability Planning Group) continues to focus on improving the availability of information and effective communication. A communications group has been formed to ensure a brief newsletter follows each planning group meeting. This will be shared with a wide audience, keeping them updated on the work being undertaken and encouraging input and exchange of ideas. Social media is now also being utilised through the Council Facebook page. The proposed training of volunteers by Audiology took place on 4th May and 15th August, with around 15 people attending to be shown how to do basic maintenance and repair on hearing aids. Repair and maintenance is now however also being provided as part of the Adult Audiology Clinic at the Community Hospital in Bonnyrigg which commenced on the 25th September. Awareness training sessions are ongoing, having recently been delivered to Midlothian Firefighters. This highlighted the risks associated with sensory loss to be considered and recorded during home safety visits. It is also the first step to encourage increased referrals between our two organisations. The consultation on the British Sign Language National Plan closed at the end of May with publication due shortly.

**5. Self Directed Support:** Work is continuing to embed Self Directed Support into a 'business as usual' activity. Ongoing service development is taking into consideration the requirements of Self Directed Support. Work is being progressed to help individuals to make use of direct payments by making it easier to identify and employ perspective personal assistants.

**6. Substance Misuse:** Funding for the development of a Recovery Hub which will bring together mental health, substance misuse and criminal justice services, including third sector partners, has been approved by Council. The hub reflects the wishes of people with lived experience to have better co-ordinated, easily accessible services that reduce the need to repeat their stories. The Hub will strengthen the partnership's core priorities which is to develop a more effective Recovery Integrated System of Care (ROSC). Peer support through peer workers, volunteers and mentors will be an integral part of the Recovery Hub. The Care Inspectorate report on the work of the partnership noted 30 strengths, one of which was, *'It was evident that service users were offered high quality, evidence informed treatment, care and support interventions'*.

**7. Criminal Justice/Community Justice:** An additional social worker has been appointed to Criminal Justice Social Work providing team capacity to work with domestic abuse perpetrators on a voluntary basis. This will coincide with the introduction of Safe and Together in Midlothian early next year. Safe and Together provides a framework for partnering with domestic violence survivors and interviewing with domestic violence perpetrators in order to enhance the safety and wellbeing of children. In Edinburgh Safe and Together works in partnership with the Safer Families service which picks up the work with perpetrators identified by Children and Families staff. The Midlothian perpetrator work will be based on the interventions used by Safer Families in Edinburgh. Community Justice Scotland representatives visited Midlothian on the 7th August 2017. They attended the Community Justice Working Group and then held a separate meeting to provide feedback on the Midlothian Community Justice Outcomes Improvement Plan. The feedback was positive and improvement recommendations incorporated into the plan when it is refreshed for 2018/19.

**8. Mental Health:** Attendance at the two Mental Health Access Points in Penicuik and Bonnyrigg has exceeded expectation and continues to grow. Around 2% of the adult population of Midlothian used the service in its first year of operation. Staff at the Access Points guide people to access the support they need to increase their mental wellbeing; reducing low mood and feelings of stress. 71 Community Services and resources have been signposted/referred into and over half of those who have attended have been offered assessment for psychological therapies. The Wellbeing Service in 8 GP practices is assisting many people to access self-help resources and quicker access to psychological therapies. 80% of the referrals made by GPs have a strong Mental Health component. A Triage project with Police has been introduced to ensure that people in crisis get quick access to the right type of support, including a place of safety.

### Emerging Challenges and Risks

#### Funding Pressures

1. There is a continuing requirement to seek major efficiencies despite the growing demand, particularly in relation to older people and those with complex needs. The service was overspent primarily as a result of some very high care packages and work is being undertaken to find more cost effective ways of providing care. The move towards an integrated budget through the establishment of the Integration Joint Board provides an opportunity to make better use of collective resources.

#### Capacity and Quality of Services

1. MELDAP face the significant challenge of managing a 23% reduction in Scottish Government funding. Its Strategic Group was clear that priority was given to sustaining the Recovery Orientated System of Care (ROSC) which meant that funding reductions to recovery orientated services were kept to a minimum with no reduction in funding for peer support workers.

2. The ongoing shortfall in care at home capacity has been difficult to manage and has had a knock-on impact on the Reablement Service as the limited capacity of external providers has impacted the ability to move people following their period of reablement. The longer term viability of services in both care homes and care at home services requires a long term approach to workforce planning and the promotion of social care as a career, and this work is being undertaken on a multi-agency basis involving NHS Lothian and the Third Sector. The decision to fund the Living Wage in the care sector also provides an opportunity to create a more sustainable and stable workforce. Two care homes remain under large scale investigation.

3. Aspire has ceased its care at home contract with Midlothian Council and from November 2017 the service provided by Aspire will transfer to one of our other contracted service providers. We are working closely with Aspire and our existing service providers to put new care arrangements in place and minimise the impact on service delivery.

# Adult, Social Care PI summary 2017/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	38	18	11	19		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.12	24	22.17	12.55		Q2 17/18: Off Target Service continues to address issues and identify and progress complaints within timelines.		5	Number of complaints complete at Stage 1	11
	Average time in working days to respond to complaints at stage 2	4.42	54.5	11.2	12.63		Q2 17/18: On Target		20	Number of complaints complete at Stage 2	8
	Percentage of complaints at stage 1 complete within 5 working days	17.65 %	66.67 %	0%	9.09%		Q2 17/18: Off Target Service continues to address issues and identify and progress complaints within timelines.		95%	Number of complaints at stage 1 responded to within 5 working days	1
	Percentage of complaints at stage 2 complete within 20 working days	52.63 %	50%	100%	100%		Q2 17/18: On Target		95%	Number of complaints complete at Stage 2	8
										Number of complaints at stage 2 responded to within 40 working days	8



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 38.237 m	£ 40.015 m	£ 39.864 m	£ 39.592 m		Q2 17/18: Off Target Actions are in place to address overspend.		Half yearly target is £38.717m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	11.61	6.45	2.95	5.44		Q2 17/18: On Target		11.61	Number of days lost (cumulative)	2,530.48
										Average number of FTE in service (year to date)	465.03









## Corporate Health










Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	80.95 %	80.95 %	92.1 %	97.37 %		Q2 17/18: On Target		90%	Number of service & corporate priority actions	38
										Number of service & corporate priority actions on tgt/completed	37
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	89%	93%	97%	96%		Q2 17/18: Off Target Slight dip in performance this quarter. Service continues to work to identify and address reasons for delayed invoice payment.		97%	Number received (cumulative)	18,985
										Number paid within 30 days (cumulative)	18,174
06. Improve PI performance	% of PIs that are on target/ have reached their target.	66.67 %	70%	80%	75%		Q2 17/18: Off Target 6 out of 8 PIs on target. Measures also include an additional 22 data only indicators.		90%	Number of PI's on tgt/ tgt achieved	6
										Number of PI's	8
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		Q2 17/18: On Target		100%	Number of high risks reviewed in the last quarter	2
										Number of high risks	2

## Improving for the Future












Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	97.37 %	0%	33.33 %		Q2 17/18: Off Target Service continues to progress outstanding audit actions.		90%	Number of on target actions	3
										Number of outstanding actions	9











# Adult Social Care Action report

Service Priority						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.01.01	01. Health Inequalities	The Adults & Social Care Service will participate in and contribute to the area targeting projects	31-Mar-2018		30%	<b>Q2 17/18:</b> On Target Range of small projects to address inequalities in place in all three areas. Multiagency area targeting group reconvened.
ASC.S.01.02		Social care staff will be trained on inequalities and poverty	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 65 staff trained to date.
ASC.S.01.03		The Social Care Service will establish links with new local services e.g. Community Health Inequalities Team and the Thistle Project	31-Mar-2018		75%	<b>Q2 17/18:</b> On Target Link established between Social Work practitioners and the different elements of House of Care, which is the health umbrella for a variety of local services. Notable progress is being made in building service knowledge, communication links, offering referral advice and providing contact information.
ASC.S.02.01	02. Review the model of care management	Reduce the waiting times for occupational therapy and social work services	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Significant improvement across all waiting lists evident. Work continues to address the challenges within the context of high service demand and further reduce waiting times.
ASC.S.02.02		Address the lack of capacity to undertake care package reviews	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Review team fully in place who are working through the priority list care package reviews. Work continues to address challenges in the context of high service demand.
ASC.S.02.03		Strengthen joint working with health colleagues	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target New Penicuik Housebound Project underway strengthening joint working with both health and voluntary sector organisations. Care at Home review which includes improved links with community nursing is now at the consultation stage.
ASC.S.02.04		Social Care staff will have more involvement in anticipatory care planning	31-Mar-2018		25%	<b>Q2 17/18:</b> On Target Planning meetings for Anticipatory Care Planning (ACP) have taken place. Pilot of the updated national ACP tool taking place in Newbyres care home and Penicuik Leadership Collaborative. Working group taking forward Penicuik project with external support.
ASC.S.02.05		Fully implement the uptake of Self Directed Support	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.03.01	03. Supporting service users through the use of technology	Introduce community frailty assessments	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Being developed through the Strategic Primary Care Programme. GP Practise software now offers the ability to assess Frailty based on GP coded interaction. We now need to determine what the purchase of the aggregate view software will allow us to do in terms of planning and awareness. Two funding bids being progressed to offer clinical time to develop acting on the new knowledge.
ASC.S.04.01	04. Carers	Continue to work with voluntary organisations to seek to identify hidden carers	31-Mar-2018		35%	<b>Q2 17/18:</b> On Target The Carer Strategy and Carer Strategy Action Plan finalised for approval in November. Strategy and Action Plan encourages self identification and the promoting of carer awareness across services.
ASC.S.04.02		Review the carer assessment process in light of new legislation	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Undertaking Scottish Government pilot work using tests of change in relation to different provisions within the Carers Act, focussing on Adult Carer Support Plans and Emergency Planning. Initial findings reported to the Scottish Government.
ASC.S.04.03		Develop a more structured and comprehensive approach to the provision of emergency planning for carers	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Initiated emergency planning toolkit as part of the Scottish Government pilot project. Well received by both Carers and Services. Next steps include expanding the programme of staff training and further develop the toolkit.
ASC.S.05.01	05. Older people	Develop and expand the MERRIT service to provide increased support and enable quicker discharge from hospital	31-Mar-2018		40%	<b>Q2 17/18:</b> On Target Winter Planning money has been agreed. A plan will be formulated to look at the best way to support early discharge and reduce hospital admissions over the winter period, by increasing OT/PT resource. Work is underway with AMU at the RIE. Increased physiotherapy capacity has also been agreed. A Band 6 physiotherapist will be recruited to support and increase capacity of the Midlothian Community Respiratory Service.
ASC.S.05.02		Increase the range of intermediate care options within the community	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target The hospital at home service now fully operational. This new way of working puts in place a virtual ward environment. 15 patients currently receiving an enhanced package of healthcare in their own home.
ASC.S.05.03		Expand the 7 day working capacity of the Hospital at Home Team to manage 10 people at any one time	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete
ASC.S.05.04		Develop a business case for the reprovision of Highbank care home to become a purpose built intermediate care home	31-Mar-2018		75%	<b>Q2 17/18:</b> On Target Business Case proposal developed for the reprovision of service.
ASC.S.05.05		Develop Inreach Hospital Discharge Team	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Inreach Hospital Discharge Team fully operational.





















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.05.06		Refresh and Implement the Falls Strategy	31-Mar-2018		15%	<b>Q2 17/18:</b> Off Target Progress dependent on approval to recruit.
ASC.S.05.07		Development of the Joint Dementia Service to manage crisis referrals for people with dementia and their families	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Joint Dementia Services developed. Duty service operational and embedded in team operation. Close liaison with Duty Social Work team is working well and helping to determine appropriate response to crisis referrals for which Dementia is a significant contributing factor.
ASC.S.05.08		Develop Day Support services to older people focussing on community hubs and a day support referral panel	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Day Support Opportunities Sub Group works in partnership with Community Councils to identify and progress opportunities to develop day support services.
ASC.S.05.09		Reprovision Gore Avenue extra care housing	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Preferred contractor for the site has been appointed and the first design team meeting with the contractor will take place on the 1st November 2017.
ASC.S.05.10		Deliver a series of clinical training sessions to care homes	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target
ASC.S.06.01	06. Adults - Mental Health	Improve access to early intervention including through mental health access point	31-Mar-2018		90%	<b>Q2 17/18:</b> On Target Access point is well established. The focus of the Project team is now to identify the optimum location for the service based on usage.
ASC.S.06.02		Address the physical health needs by providing drop in sessions in the community hospital.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Drop-in health and wellbeing assessments continue to be available from the CHIT (Community Health Inequalities Team) for people in touch with mental health services.
ASC.S.06.03		Address the physical health needs through the Community Inequalities Team	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Drop-in health and wellbeing assessments continue to be available from the CHIT (Community Health Inequalities Team) for people in touch with local services.
ASC.S.06.04		Strengthen self-management through peer support and House of Care services	31-Mar-2018		25%	<b>Q2 17/18:</b> On Target A comprehensive evaluation process now underway supported by Health Care Improvement Scotland and National Services Scotland. An event reviewing progress with peer support is planned for October.
ASC.S.07.01	07. Adults - Learning Disability	Develop and implement 12 new homes specifically to meet the housing needs for people with complex learning disabilities	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Teviot Court in Penicuik now complete. First residents have moved in.
ASC.S.07.02		Seek to invest in the development of a service to support families and paid care staff working with people with challenging behaviour	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Work continues Lothian-wide to disaggregate Challenging Behaviour Team, which will strengthen services locally in conjunction with staff at Cherry Road and Teviot Court. Work has commenced to develop a local positive support strategy.













Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.08.01	08. Adults - Substance Misuse	Reshape local services following reduction in funding	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Council has agreed a business case to support the redesign of treatment/recovery services to develop a Recovery Hub. Savings from central and local services have been made for 2017/18 with further work being developed for implementation in 2018/19.
ASC.S.08.02		Shift our use of resources to services which support recovery including peer support such as the Recovery Cafe and Health Centre pilot work	31-Mar-2018		100%	<b>Q1 17/18:</b> Complete
ASC.S.09.01	09. Adults - Offenders	Continue and expand the SPRING service provision in line with funding	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 2 year fixed term arrangement now in place for Team Leader and Social Worker posts.
ASC.S.09.02		The new service to be provided by the Communities Health Inequalities Team will include specific targeting of people who have offended	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Wellbeing sessions at the Spring Service progressing well. Women actively encouraged to attend the Midlothian Community Hospital drop-in service for 1:1 support.
ASC.S.09.03		Extend Multi-Agency arrangements to include violent offenders	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Process in place. First case has provided good evidence of multiagency working.
ASC.S.10.04	10. Adults with long term conditions, disability and sensory impairment	Maintain service funded by MacMillan to support individuals following cancer treatment to address lifestyle issues including employment, exercise, diet, counselling and social activities	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Service continues to work effectively.
ASC.S.10.05		Evaluate the need and most appropriate service response to the needs of people under 65yrs, learning from the experience of such facilities in Highbank for older people.	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Evaluation exercise undertaken. Further exploration to follow.
ASC.S.10.08		Coordinate the provision of hearing aid maintenance and repair clinics in libraries including the recruitment of volunteers	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Training by Audiology took place on the 4th May and 15th August showing volunteers basic maintenance and repair of hearing aids.
ASC.S.10.09		Arrange and deliver training to all health and social care staff working with NHS Lothian partners to ensure the implementation of a system to flag up sensory impairment on medical records	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Awareness training sessions are ongoing.
ASC.S.10.10		Wellbeing Services will be extended to a further 6 GP practices	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target The Wellbeing Service is now available in 8 GP practices. An evaluation of the service is currently being carried out and the findings will be reported in November.



# Adult, Social Care PI Report 2017/18

Service Priority											
PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
ASC.S.01.02a	01. Health Inequalities	Increase the number of staff trained in inequalities & poverty (cumulative)	233	123	22	65			<b>Q2 17/18:</b> Data Only 65 people trained to date.		
ASC.S.02.01a	02. Review the model of care management	Average waiting time for occupational therapy services	7 weeks	10 weeks	7 weeks	9.5 weeks			<b>Q2 17/18:</b> Off Target Improvements in the numbers and length of wait is now evident, however work continues to address underlying issues.	6 weeks	
ASC.S.02.01b		Average waiting time for social work services	13 weeks	22 weeks	13 weeks	9 weeks			<b>Q2 17/18:</b> Off Target Improvements in the numbers and length of wait is now evident, however work continues to address underlying issues.	6 weeks	
ASC.S.02.02a		Maximise the proportion of care packages that are reviewed within timescales	New for 17/18	N/A	47%	60%			<b>Q2 17/18:</b> Data Only Improvement in the number of care packages reviewed within timescale evident.		
ASC.S.02.05a		Improved reported outcomes by service users	86.6%	86.4%	89.6%	83%			<b>Q2 17/18:</b> 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 Q2 106 out of 127 people responded positively.	75%	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
ASC.S.02.05c		Increase the % of people who said that the care and support they received had a positive impact on their quality of life	89%	89%	89%	89%			<b>Q2 17/18:</b> On Target Responses over four user survey (2016) questions were averaged. These questions were that social work services have helped them in the following ways: a. "to feel safer" (94%); b. "to lead a more independent life" (95%); c. "to feel part of my community" (79%); d. "feel healthier" (86%). Results refer to those who expressed an opinion, and have been calculated by excluding the "neither agree nor disagree" response to ensure consistency with previous reporting.	85%	
ASC.S.02.05d		Increase the % of people who feel they are participating more in activities of their choice	90.48%	90.48%	87.88%	85%			<b>Q2 17/18:</b> On Target 98 out of 115 people stated during review that their ability to participate in activities of their choice had not deteriorated.	75%	
ASC.S.02.05e		The proportion of people choosing SDS option 1	6.02%	5.9%	6.05%	6.6%			<b>Q2 17/18:</b> 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. This refers to 131 individuals choosing option 1, and includes those under the age of 18.		
ASC.S.02.05f		The proportion of people choosing SDS option 2	4.73%	4.5%	4.28%	4.7%			<b>Q2 17/18:</b> 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. This refers to 94 individuals choosing option 2, and includes those under the age of 18.		

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
ASC.S.02.05g		The proportion of people choosing SDS option 3	93.35%	93.3%	93.4%	96%			<b>Q2 17/18:</b> 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. This refers to 1,917 individuals choosing option 3, and includes those under the age of 18.		
ASC.S.02.05h		The proportion of people choosing SDS option 4	4.11%	3.7%	3.82%	6.6%			<b>Q2 17/18:</b> 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. This refers to 131 individuals choosing option 4, and includes those under the age of 18.		
ASC.S.03.01a	03. Supporting service users through the use of technology	Number of Community Frailty Assessments Undertaken	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> Data Only Frailty tool in development through the Strategic Primary Care Programme.		
ASC.S.04.02a	04. Carers	Increase the number of people receiving an assessment of their care needs (Carer Conversations)	111	66	28	62			<b>Q2 17/18:</b> On Target Q2 Value - 34	111	
ASC.S.04.02b		The ratio of workflow which is a Carer's Conversation	3.92%	4.5%	3.41%	4.6%			<b>Q2 17/18:</b> Data Only Workflow in this measure refers to assessments, reviews and carer's conversations completed during April - September 2017.		
ASC.S.05.02a	05. Older people	Increase the percentage of Intermediate Care at Home clients who returned home with no package of care	0.75%	0%	37.5%	26.7%			<b>Q2 17/18:</b> On Target 71 clients admitted during Q2. 19 clients returned home with no package of care.	5%	Baseline 8.7% 2014/15

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
ASC.S.05.02b		Decrease the percentage of Intermediate Care at Home Clients who were admitted to a care home	14.29%	0%	0%	25%		↓	<b>Q2 17/18:</b> Data Only 16 Intermediate admissions with 4 clients admitted to a care home.		Baseline of 15.2% identified at end of 14/15.
ASC.S.05.02c		Decrease the percentage of Intermediate Care at Home Clients who returned to hospital	11.3%	0%	0%	0%		▬	<b>Q2 17/18:</b> Data Only No clients returned to hospital following intermediate care.	15%	Baseline of 39% identified at end of 14/15.
ASC.S.05.03a		Increase the number of patients supported through Hospital at Home	New for 17/18	N/A	307	118		▬	<b>Q2 17/18:</b> On Target	360	
ASC.S.05.05a		Reduce the rate of per 1,000 population emergency admissions for people aged 75+	314	346	353			▬	<b>Q2 17/18:</b> Data Only Data not yet available. Provided by ISD in a few months time.		
ASC.S.05.05b		Reduce the number of patients delayed in hospital for more than 72 hours at census date	20	9	10	22		↓	<b>Q2 17/18:</b> Data Only		
ASC.S.05.08a		Increase the number of older people attending day centres	182	203	169	153		↓	<b>Q2 17/18:</b> Data Only Woodburn Day Centre has closed, with some users relocating to Highbank, and others using the new Grassy Riggs Centre to access more day opportunities within the community, rather than a traditional day centre setting.		
ASC.S.06.02a	06. Adults - Mental Health	Increase the number of people accessing the Communities Inequalities Team (cumulative)	New for 17/18	N/A	59	102		▬	<b>Q2 17/18:</b> Data Only 43 CHIT referrals this quarter.		

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
M.AHC.ASC.04.01a		Increase the number of people accessing the "Mental Health Access Point"	281	72	252	238		↑	Q2 17/18: Data Only		
ASC.S.08.02a	08. Adults - Substance Misuse	Increase the number of people accessing peer support services	59	N/A	88	44		▬	Q2 17/18: Data Only Peer Support Worker at CLEAR saw 44 people in Q2 and the Horizons Cafe also has approx 60 customers weekly.		
ASC.S.09.01a	09. Adults - Offenders	Numbers accessing SPRING service (cumulative)	42	15	14	45		↑	Q2 17/18: Data Only 31 women engaged in the service during Q2		
ASC.S.09.03a		Monitor the number of violent offenders with MAPPA involvement	0	0	0	1		↓	Q2 17/18: Data Only		
ASC.S.10.04a	10. Adults with long term conditions, disability and sensory impairment	The number of people attending the Transforming Care after Treatment drop in centre in Lasswade (cumulative)	27	13	13	34		↑	Q2 17/18: Data Only		
ASC.S.10.04b		The number of people receiving an holistic needs assessment (cumulative)	24	10	22	55		↑	Q2 17/18: Data Only 55 Holistic Needs Assessment 94 Referrals		
ASC.S.10.09a		Number of people receiving training (cumulative)	233	123	22	27		↓	Q2 17/18: Data Only This data relates hearing and vision loss impairment training by RNIB & Deaf Action training. The training was carried out over two half day sessions. This contracted element of the training is now complete for this financial year.		
ASC.S.10.10a		Increase the number of people seen by the wellbeing service (cumulative)	New for 17/18	N/A	264	589		▬	Q2 17/18: Data Only		

## 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	External Comparison
		Value	Value	Value	Value	Value	Value	
SW1	Corporate Indicator - Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£16.23	£16.98	£12.46	£23.81	£28.22	£25.90	15/16 Rank 23 (Third 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%	2.39%	2.73%	2.62%	3.85%	15/16 Rank 15 (Second Quartile). 14/15 Rank 18 (Third Quartile).
SW3	Percentage of service users 65+ with intensive needs receiving care at home. (LGBF)	36.3%	38.4%	53.6%	38.8%	30.72%	37%	15/16 Rank 12 (Second Quartile). 14/15 Rank 22 (Third Quartile).
SW4	Corporate Indicator - Percentage of adults satisfied with social care and social work services (LGBF)	51.7%		57%	42%	43%	37%	15/16 Rank 31 (Bottom Quartile). 14/15 Rank 29 (Bottom Quartile).
SW4a	Percentage of adults receiving any care or support who rate it as excellent or good. (LGBF)	New for 2014/15				82%	73%	15/16 Rank 32 (Bottom Quartile) 14/15 Rank 28 (Bottom 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				86%	86%	15/16 Rank 15 (Second Quartile) 14/15 Rank 12 (Second Quartile)
SW5	Corporate Indicator - The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£351.30	£382.20	£390.84	£392.51	£377.86	£392.00	15/16 Rank 22 (Third Quartile). 14/15 Rank 14 (Second Quartile).

# Customer and Housing Services Performance Report Quarter Two 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.2

Midlothian 

## Progress in delivery of strategic outcomes

The Customer & Housing Services Plan 2017 was completed and provides a more specific representation of what is involved in the delivery of outcomes and priorities, recognising the resource implications, actions, and risks concerned.

The Service Plan translates a clear link between the priorities in the Service Plan and those identified in the Single Midlothian Plan and the Council's Transformation Strategy to demonstrate how the service activities will contribute to the Delivering Excellence objectives.

In addition the services are developing future year's savings in terms of both proposal information and the timeframe for realising those identified in line with the Financial Strategy 5 year plan.

### 1. Housing

**Newbyres Crescent - Gore Avenue, Gorebridge: CO2 emissions:** In 2014, Midlothian Council demolished 64 homes at Newbyres Crescent and Gore Avenue, Gorebridge as a result of a ground gas emissions incident. As part of arrangements to decant households from these homes, the Council agreed in June 2014 to give tenants affected by the demolition works the option of a new home at the new development at Stobhill Road, Gorebridge. All eligible households have been re-housed in the 2 phases of allocations completed at this estate.

**Scottish Social Housing Charter:** The annual Tenants Newsletter was issued, which also publishes performance information each year about the housing services Midlothian Council provide. The Survey data forms part of the submission requirements for the Annual Return of the Charter, which is provided to the Scottish Housing Regulator and made available for all tenants.

The consultative draft of Midlothian Council's Tenant Participation Strategy 2017 – 2020 was approved by Council for publication and consultation. This Strategy identifies outcomes which will improve the way the Housing Service engages with tenants and other service users.

### 2. Homelessness

Pentland House was opened in Penicuik in the Summer, for the re-use of the building as an alternative to Bed & Breakfast accommodation, which will significantly reduce the need for Midlothian Council to use B&Bs and provide localised services for homeless households. An open drop-in event was held for neighbouring residents prior to occupants moving into the building.

With the Polton Centre opened earlier this year to re-use the former Midfield Young Peoples accommodation this re-provisioning provides a direct alternative to Bed & Breakfast accommodation for homeless households.

### 3. Community Safety

**East and Midlothian Resolution Service:** A Service Level Agreement was concluded to implement the East and Midlothian Resolution Service from August, 2017 for resolving neighbour disputes. This new confidential service is a partnership between East and Midlothian Councils and will receive referrals from the councils' safer communities and housing teams, local housing associations and Police Scotland. The primary aim of the service is to help residents in dispute find a solution to any issues that may have arisen between them.

**Midlothian Local Policing Plan 2017-2020:** Council agreed the Local Police Plan, that sets out priorities for policing in Midlothian. The Single Midlothian Plan commits partners to plan a preventative approach to service provision and this new police plan is outcome focussed rather than target driven.

## Summary of the major challenges and actions to address them

**Homelessness:** An amendment to the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014 changed the legislation to amend the unsuitable accommodation order from 14 days to 7 days for families with children or pregnant women living in bed and breakfast accommodation, unless there are exceptional circumstances. The aim of this outcome is to minimise the amount of time pregnant women and families with children should spend in this type of accommodation. The use of bed and breakfast accommodation should be used only in exceptional circumstances when temporarily housing families with children or pregnant women. The Council currently demonstrates good practice in providing suitable accommodation for homeless applicants and has avoided Breaching the order but additional solutions need to be developed.

A Scottish Government short term action group has been established to end rough sleeping and transform the use of temporary accommodation in Scotland. A "Ending Homelessness Together" fund has been announced to fund homeless prevention initiatives and Midlothian Council shall bid for resources once details of the scheme are available.

**Housing Services:** A total of 1,020 new council homes have now been delivered in Midlothian since the council embarked on its new build housing programme in 2006. The total number of new homes and subsidised housing options provided by the council, Registered Social Landlords and the Scottish Government now stands at 2,488 since 2006. Although the need for new housing continues to increase with 4800 applicants on the Housing waiting. Midlothian is one of only three councils to have increased their stock over the last 10 years. There is expected to be City Deal support in the development of major new housing sites across the region, including Shawfair. A housing infrastructure fund of up to £50m of predominantly private sector loans will be provided to unlock housing in such strategic development sites. The City Deal provides for greater region-wide collaboration on the key themes of infrastructure, affordable housing, housing delivery vehicles, strategic use of public sector land and property, and skills and innovation.

**Revenues Services:** Universal Credit Full Service was rolled out in Midlothian on 22 March 2017. The Universal Credit Programme closes gateways for legacy benefits, so existing benefits will no longer be eligible as Universal Credit rolls out and there are plans for the migration of those remaining claimants on current benefit types once the digital rollout is complete for all of Great Britain. Awareness, advice and assistance is being provided by the Council. The projected outcomes are based on local data and evidence in conjunction with anecdotal information resulting in speculative scenarios. Regular meetings with DWP are taking place via the Midlothian Operational Delivery Group on Universal Credit implementation. There is potential for some or all of the activity planned by the Scottish Social Security System to be hosted within existing public access points and consultations are taking place locally with the Scottish Government project team.

In October, 2017 the newly devolved Social Security powers in Scotland will make Universal Credit (UC) payments more regular with the option of twice monthly payments instead of the current monthly payment. Social sector tenants will be permitted to have their rent paid directly to the landlord, including the private sector also.



# Customer and Housing Services PI Summary 2017/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	176	74	53	82		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	1.6	13.2	3.7	3.2		Q2 17/18: On Target		5	Number of complaints complete at Stage 1	78
										Number of working days for Stage 1 complaints to be Completed	250
	Average time in working days to respond to complaints at stage 2	6.1	23.3	0	14		Q2 17/18: On Target		20	Number of complaints complete at Stage 2	4
										Number of working days for Stage 2 complaints to be Completed	56
	Percentage of complaints at stage 1 complete within 5 working days	84.38 %	71.21 %	88.68 %	89.74 %		Q2 17/18: Off Target Service addressing issues.		95%	Number of complaints complete at Stage 1	78
										Number of complaints at stage 1 responded to within 5 working days	70
	Percentage of complaints at stage 2 complete within 20 working days	60%	50%	0%	100%		Q2 17/18: On Target		95%	Number of complaints complete at Stage 2	4
										Number of complaints at stage 2 responded to within 20 working days	4



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 11.96 3 m	£ 12.24 7 m	£ 11.24 2 m	£ 11.50 9 m		Q2 17/18: Off Target Actions are in place to address overspend.		Half yearly target is £11.3 78 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.61	5.31	1.11	2.39		Q2 17/18: On Target		6.50	Number of days lost (cumulative)	382.98
										Average number of FTE in service (year to date)	159.91






### Corporate Health




Priority	Indicator	2016/ 17	Q2 2016/ 17	Q1 2017/ 18	Q2 2017/18				Annual Target 2017/ 18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	83.33 %	83.33 %	83.33 %	75%		<b>Q2 17/18:</b> Off Target 9 out of 12 actions on target. Corrective actions contained in main report.		90%	Number of service & corporate priority actions	12
										Number of service & corporate priority actions on tgt/completed	9
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	94%	96%	98%	98%		<b>Q2 17/18:</b> On Target		95%	Number received (cumulative)	3,377
										Number paid within 30 days (cumulative)	3,307
06. Improve PI performance	% of PIs that are on target/ have reached their target.	60%	40%	63.64 %	42.86 %		<b>Q2 17/18:</b> Off Target 3 out of 7 quarterly indicators on target. Detail contained in main report. There are two additional indicators that are annual indicators and one provided for data purposes only.		90%	Number on tgt/ tgt achieved	3
										Number of PI's	7
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		<b>Q2 17/18:</b> On Target No High Risk classified in quarter. All service specific risks reviewed each quarter.		100%	Number of high risks reviewed in the last quarter	0
										Number of high risks	0





### Improving for the Future

Priority	Indicator	2016/ 17	Q2 2016/ 17	Q1 2017/ 18	Q2 2017/18				Annual Target 2017/ 18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target	0%	0%	100%	100%		<b>Q2 17/18:</b> On Target		90%	Number of on target actions	15
										Number of outstanding actions	15













# Customer and Housing Services Action report 17/18





Service Priorities						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.S.01.03	01. Reduce alcohol and drug misuse	Encourage licensed premises to apply for the best bar none scheme	31-Mar-2019		40%	<b>Q2 17/18:</b> On Target Police Scotland responsible for progressing Best Bar None and Pub watch. Police Scotland now have 40 for Best Bar None applicants, the application stage has been closed and all applicants sent stage two of the scheme to allow them to prepare for stage three (assessment).
M.CSJ.CHS.01.03		Undertake a range of proactive communication and engagement activity regarding responsible alcohol consumption	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Community Safety & Justice Partnership and Police Scotland are in the early stages of planning "You're Asking for It" campaign focussing on the proxy purchasing of alcohol by adults for children supported by resources such as leaflets, posters and floor art. Choices for life inputs are ongoing by YCOs to raise awareness of the risks and penalties of buying alcohol for anyone under the age of 18. Police Scotland and CS&JP are working towards filling the intelligence gap in the common tactic used by young people of asking an adult to buy alcohol for them. A Multiagency approach has been successfully evidenced in other local authorities to solve this problem.
CHS.S.02.01	02. Support people out of poverty and welfare dependency	Support financially vulnerable households in mitigating Welfare Reform impact.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Awarded £915,270 in Discretionary Housing Payments to 1401 claimants to continue to mitigate the effects of Welfare Reform, including benefit cap and under occupancy charge.
CHS.S.02.02		Award Scottish Welfare Fund monies in line with set criteria, for Crisis Grants and Community Care Grants, to meet the need of vulnerable clients.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Awarded £185,195 to 30 September 2017. £100,742 community care grants and £84,453 crisis grants within budget allocation year to date.
CHS.S.03.02	03. Deliver further affordable housing	Designate housing for particular needs within existing and new build stock	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Complex Care Housing development has now been completed at Teviot Court in Penicuik. Two wheelchair houses completed at Robert Franks Avenue/Gardens Gorebridge.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
M.SG.CHS.03.01		Deliver more social housing in partnership between Council, Registered Social Landlords and private developers	31-Mar-2018		66%	<b>Q2 17/18:</b> On Target 77 new affordable units completed on three separate sites during Q1 and Q2, with two out of three being council housing projects. 51 New build council houses have been built/acquired. A Strategic Housing Investment Plan for Midlothian is being prepared which covers the period 2018 – 2023 which is expected to show a significant increase in the total number of affordable housing projects being planned by the Council, RSLs and Private Developers.
M.CSJ.CHS.04.01		Target prolific house breakers and thieves through ASBOs and CRASBOs, working in partnership with the ASBVO group.	31-Mar-2018		40%	<b>Q2 17/18:</b> On Target Police enforcement efforts and preventative work by the Community Safety Partnership through public information road shows and the Lock Down Crime Campaign has led to a downward trend in crimes of housebreaking. An ASBO has been obtained against a high tariff shop lifter banning her from areas of operation. CRASBOs have also been submitted against two other high profile shop lifters. ASBO case conferences are to be held for a 2 x Housebreakers and a prolific shoplifter who we are currently seeking a CRASBO. Edinburgh Sheriff Court issued a 2 year CRASBO against a male who followed two young females in the Penicuik Area. Following the sharp fall in non-domestic HBs during July, crimes increased through August and again in September. Operation Greenbay and Operation Bistra include using a range of tactics to identify and apprehend offenders.
M.CSJ.CHS.04.02	04. Reduce crimes of dishonesty	Raise public awareness of crime prevention through campaigns and crime prevention initiatives	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target A number of Lock Down Crime roadshow events have taken place and home security kits (containing a property marking DNA kit and a shed alarm) are available to purchase from Police Scotland at the roadshows. These can also be ordered online and are promoted by CBOs at local surgeries and by social media. There are further road shows planned for each month up until December, being marketed through Police and Council Social Media. Straiton Retail Park initiative is now established. Planning for an installation of lamppost information wraps in conjunction with the release of four crime prevention videos. Premises affected by crime and vulnerable areas have been visited by police officers and crime prevention surveys carried out.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.S.06.01	05. Homelessness has reduced and people threatened with homelessness can access advice and support services	Prevent homelessness through the delivery of an education programme	31-Mar-2018		60%	<b>Q2 17/18: On Target</b> Despite the lack of activity in terms of presentations the preparatory work has concluded. Given several policy/legislative changes the presentation content has undergone a full review. We have secured dates to present in 4 of the 6 mainstream High Schools, commencing in November 2017; the remaining two schools should be responding to our 'dates request' shortly. We are limited to deliver our sessions in PSE lessons, which tend to be sporadic, infrequent and in high demand with other external agencies, and we are being flexible to work around these competing priorities. Our aim is to conclude the programme by the end of March 2018.
CHS.S.06.02		Improve access to homelessness advice & assistance.	31-Mar-2018		40%	<b>Q2 17/18: Off Target</b> Despite the prevention and housing option services, a key feature of the quarter has been an increase in homeless applications, both families and single person households. Continue to monitor.
CHS.S.06.03		Minimise re-let timescales for mainstream housing.	31-Mar-2018		40%	<b>Q2 17/18: Off Target</b> Higher number of properties delayed due to issues with structural repairs, capital works and external utilities providers. Sustained improvement in Housing Services re-letting properties.
CHS.S.06.04		Minimise re-let timescales for temporary accommodation.	31-Mar-2018		30%	<b>Q2 17/18: Off Target</b> Small number of properties delayed due to issues with structural repairs, capital works and external utilities providers. Significant delay letting 1 property due to circumstances out with Council's control.

# Customer and Housing Services PI Report 17/18

Service Priorities											
PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CHS.S.02.01d	02. Support people out of poverty and welfare dependency	Average processing time for new claims (internally calculated)	19 days	18 days	31 days	24 days			<b>Q2 17/18:</b> Off Target Year to date 28 days. Performance reflects reduction in new claims following introduction of Universal Credit Full Service in Midlothian from March 2017	19 days	2015/16 Scottish Average - 23 days
CHS.S.02.01e		Average processing time for change of circumstances (internally calculated)	7 days	8 days	9 days	10 days			<b>Q2 17/18:</b> Off Target Year to date 10 days. Anticipated improvement in Q3-Q4.	7 days	2015/16 Scottish Average - 7 days
CHS.S.03.02a	03. Deliver further affordable housing	Number of housing units provided for particular needs with existing and new build stock.	1	1	12	14			<b>Q2 17/18:</b> On Target Q2 value - 2	10	
M.SG.CHS.03.01a		Number of social housing completions	66	18	10	41			<b>Q2 17/18:</b> On Target	100	
CHS.S.06.01a	05. Homelessness has reduced and people threatened with homelessness can access advice and support services	Number of school homeless prevention presentations undertaken	100		8	0			<b>Q2 17/18:</b> Off Target Dates secured to present in 4 of the 6 mainstream High Schools, commencing in November 2017; the remaining two schools should be responding to our 'dates request' shortly.	80	
CHS.S.06.02a		Number of customers accessing advice and assistance service	820	208	210	234			<b>Q2 17/18:</b> Data Only		

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CHS.S.06.04a		Re-let time temporary accommodation properties	31	36	32	36			<b>Q2 17/18:</b> Off Target Re-let time delayed due to issues with structural repairs, capital works and external utilities providers. Significant delay letting 1 property due to circumstances out with Council's control.	35	
CORP7	06. Local Government Benchmarking Framework	Corporate Indicator - Percentage of income due from council tax received by the end of the year %	94.5%	52.8%	28.0%	53.3%			<b>Q2 17/18:</b> On Target	94.2%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 31 (Bottom Quartile).

# 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	External Comparison
		Value	Value	Value	Value	Value	Value	
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£14.08		£14.23		£10.65	£10.94	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%		93.9%		93.8%	94.4%	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	External Comparison
		Value	Value	Value	Value	Value	Value	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£2.96	£3.01	£2.53	£2.66	£2.46	£1.67	15/16 Rank 5 (TOP Quartile). 14/15 Rank 12 (Second Quartile).
C&L5a	Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	82.8%		78%	81%	72%	68.33%	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	External Comparison
		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				4.3%	6.57%	6.85%	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%	15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).



# Children's Services Performance Report

## Quarter Two 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.3

Midlothian 

### Progress in delivery of strategic outcomes

#### Strategic Direction

Following the Children's Services review we are now concluding the recruitment of staff which will enable teams to begin to settle and consolidate.

Given the ongoing budget pressures all parts of the service continue to be reviewed and creative solutions around how we can work more collaboratively with our partners agencies or across local authorities are ongoing areas of discussion.

**Vision:** Our service provision is 'to improve families' lives by giving them the support they need when they need it'. We support children, young people and their families to manage a number of difficulties and traumas so that they can fulfil their potential and experience fulfilling and positive lives. We do this with a flexible outcome-focussed, person-centred planning approach that puts the needs of the children and young people at the heart of everything we do. The service is driven by a desire to achieve efficiency, both in working practices and use of resources.

#### Progress update:

**Champions Group & Participation:** We have now finalised our first year one reporting to both the Scottish Government and Life Changes Trust. Both plans are on target and the National partners are pleased with Midlothian's Champions progress; both plans were also submitted to the GIRFEMC Board.

The Children's survey has now been completed but we have yet to analyse the findings. However, we have already agreed with the Life Changes Trust that we can commission a mobile app that is more child friendly that should enable more qualitative feedback from children and young people in the future.

Equally there is a Champion's event which is about to take place that will showcase a film from the recent Leadership event held in Skye.

**Care Experienced Young People – Educational Attainment:** Children's Services and Education continue to work together to devise a more robust model to ensure care experienced young people remain in education and are afforded the best educational opportunities.

**Disability:** The working group around transitions continues to explore the recommendations from the Scottish Government recent study on how best to transition from children's services into adult services. Within Children's Services we are also working with VOCAL to commission an engagement event with parent/carers of children who have a disability to establish what their views are on the future of the play scheme that was previously run by Capability Scotland within Saltersgate School. This year we offered those who were entitled to an assessment the opportunity of taking a direct payment, thus allowing them to choose their own activities over the summer. Feedback to date has been positive, however the engagement event will offer all relevant parent's/carers the opportunity to share their experiences and offer new suggestions.

**Child Protection:** In Q2 Midlothian had 54 (3.2%) children on the child protection register which is slightly above the National 3.0% average.

**Training:** The East and Midlothian Public Protection Committee have recently committed to adopting the Safe and Together model of practice in relation to Domestic Abuse. The initial training on this approach will begin early next year and further updates will be provided in the next quarter reporting.

Currently all children's services staff are undertaking bespoke children and families training in motivational interviewing techniques. This approach should offer a consistent approach in how we engage with service users and enhance their skills to achieve more positive working relationships with those harder to reach families.

**Looked After at home and away from home (LAC/LAAC):** Our looked after at home children and young people numbers have increased from 42 in Q2 last year to 74 in Q2 this year, this being a 76% increase. This relates to 3.9 rate per 1,000 children in Midlothian compared to the Scottish average of 3.8. From discussions with staff and the Children's Reporter it would appear that this significant increase supports our earlier intervention and preventative strategy in that we are identifying families earlier where there are concerns and where we require change and trying to achieve this by putting more resources and support into family based care rather than removing children.

In September 2016 we had only 2 children between ages 0-2 looked after at home whilst in September 2017 we had 9 within this age range again further evidence of us identifying issues at a much earlier stage.

Children and Young People Looked after away from home are divided into two categories those in external residential schools of which there are 17 young people, a 21% increase from this time last year (14). For those young people in external foster care, in Q2 there are 30 a 23% decrease on last year's Q2 figure (39). This is a positive trend and supports our ethos and aim of having all children and young people cared for and educated within Midlothian.

**Hawthorn's Children Centre:** Staff from Hawthorn Centre have been deployed to Sure Start in the Penicuik area to work with families with children's aged 0-3 years who would usually be transported to Hawthorn. Initial reports from staff and families are very positive. We are now linking in with education to ensure that 3-5 year olds continue to remain in their local area and either attend their local nursery with support or continue at sure start but with education input. This pilot will report back its findings at the end of this year to consider what works well and in what other areas can we replicate this model of working.

**Residential Care:** It would be fair to comment that residential services have had a very difficult summer period. The needs and demands have changed over time and our ethos of trying to care and educate all young people within Midlothian continues to be a challenge. This said staff have evidenced a high level of commitment and skill in managing one particular young person whose needs have been very unique and have required additional support not only from our own staff but from health in particular CAMHS staff, in order to better understand this young person's behaviours and attempt to support him as best we can until an alternative solution is found.

**Family Placement Team:** We continue to try and recruit local carers and prospective adopters for our Midlothian children and young people. We have now embarked on our partnership with the Permanence and Care Excellence Programme (PACE) and as part of our quality improvement we have established our stretched aim. Our target is that as from 1st November 2017 all children under 12 years will have a permanent plan within 7.5 months from the point of being accommodated. This is a very ambitious aim and will require a great deal of intensive work in order to achieve this outcome.

Recruitment of foster carers continues to be a challenge and we continue to look at ways to overcome this. This involves talking to partner local authorities. One of the issues for us as a small Local Authority is linked to our fees and allowances which do not compete with other local authorities or private agencies. There is currently work being done by Scottish Government around national fees and allowances therefore we shall await their findings on this piece of work. A key pressure is competing with the financial incentives created by a number of the independent foster carer agencies.

**Outcome Focussed Approach:** Our new outcome focussed assessment tool has now been implemented and feedback is positive. Moreover, the tool has been widely received on the National platform with staff from Midlothian Council presenting this approach at the Pride in Practice national event held in Glasgow in September 2017. This has resulted in other local authorities contacting us to learn more about this approach.

### Emerging Challenges and Risks

**Budget:** The requests for expensive resources continue to place a number of pressures and demands on budgets. We currently have one young person in secure care with two other young people on step down from secure care programmes with the hope that they can return to Midlothian over the next three months. The cost of this resource is the same as secure care. We continue to explore innovative and cost reducing models locally. These solutions however are dependent on having the appropriate infrastructure in order to meet the young people's care and education needs locally.

**Maternity Cover:** Within the service we continue to have unprecedented high levels of maternity leave which is impacting upon our service structure.

**Scottish Child Abuse Inquiry:** As a Local Authority we have had three Section 21 request from the Scottish Child Abuse Inquiry Team, two of which we have responded to and we are currently working on the third report.. In addition to this project we have also implemented the Scottish Child Abuse Claims Working Group which will consider any claims that may come into the Local Authority as a result of Limitation (Childhood Abuse) (Scotland) Act 2017 coming into force on the 4th October 2017. The Limitation (Childhood Abuse) (Scotland) Act 2017 means survivors of child abuse no longer face the time-bar that requires personal injury actions for civil damages to be made within three years of the related incident. The new limitation regime will have retrospective effect (up to and including 1964). Midlothian Council has been at the forefront of conversations with COSLA, the Society of Local Authority Lawyers and Administrators (SOLAR) and Social Work Scotland (SWS) in relation to the implications this new Act will have on all Local Authorities.

# Children's Services PI summary 2017/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	35	9	4	15		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.67	6	0	4		Q2 17/18: On Target		5	Number of complaints complete at Stage 1	2
										Number of working days for Stage 1 complaints to be Completed	8
	Average time in working days to respond to complaints at stage 2	11.5	25.29	18.75	13.23		Q2 17/18: On Target		20	Number of complaints complete at Stage 2	13
										Number of working days for Stage 2 complaints to be Completed	172
	Percentage of complaints at stage 1 complete within 5 working days	66.67 %	100%	100%	100%		Q2 17/18: On Target		95%	Number of complaints complete at Stage 1	2
										Number of complaints at stage 1 responded to within 20 working days	2
	Percentage of complaints at stage 2 complete within 20 working days	85.71 %	100%	100%	84.62 %		Q2 17/18: Off Target Work is ongoing with complaints to identify complaints outwith service limits.		95%	Number of complaints complete at Stage 2	13
										Number of complaints at stage 2 responded to within 20 working days	11



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.43 1 m	£ 14.65 8 m	£ 14.93 6 m	£ 15.01 0 m		Q2 17/18: Off Target Actions are in place to address overspend.		Half yearly target is £14.7 15 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.40	6.40	3.34	5.20		Q2 17/18: Off Target Target revised to match previous year. This is a priority area which as a service we are addressing to reduce our absence management statistics.		7.40	Number of days lost (cumulative)	728.97
										Average number of FTE in service (year to date)	140.18








## Corporate Health

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%	100%		Q2 17/18: On Target		90%	Number of service & corporate priority actions	7
										Number of service & corporate priority actions on tgt/completed	7
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	97%	99%	99%		Q2 17/18: On Target		95%	Number received (cumulative)	5,328
										Number paid within 30 days (cumulative)	5,265
06. Improve PI performance	% of PIs that are on target/ have reached their target.	77.78 %	100%	100%	100%		Q2 17/18: On Target		90%	Number on tgt/ tgt achieved	3
										Number of PI's	3
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		Q2 17/18: On Target		100%	Number of high risks reviewed in the last quarter	0
										Number of high risks	0










## Improving for the Future












Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	100%	0%	0%		Q2 17/18: Off Target Work is ongoing to finalise policies and processes for completion of the "Self Directed Support" audit actions. Meetings with Audit to look at amending actions and extending deadlines for completion have been scheduled.		90%	Number of on target actions	0
										Number of outstanding actions	3

# Children's Services Action report 2017/18

Service Priorities						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.S.01.02	01. Children and young people are supported to be Healthy, happy and reach their potential	Implement the changes outlined in the Children & Young People (Scotland) Act 2014, in relation to the Named Person provision.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Government legislation is being monitored and changes will be put into practice as and when new duties come into force.
CS.S.01.03		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-2018		50%	<b>Q2 17/18:</b> On Target Hawthorn Sure Start pilot in place.
CS.S.02.03	02. All care experienced children and young people are being provided with quality services	Continue to promote active participation from our care experienced young people and to promote the work of the champions board through mentoring/work experience & leadership work	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Survey circulated and continued. Champions fortnightly meetings. About to commission MOMO (Mind Of My Own) app.
CS.S.02.05		Implement alternative care arrangements for those young people who are at risk of secure care.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target We continue to utilise all possible alternatives to secure care.
CS.S.02.06		Improve opportunities for Care Exp Young People to feed back their experiences in foster care, Midlothian residential services & Kinship care	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Questionnaires have been completed and analysis to be completed.
CS.S.03.04	03. Inequalities in learning outcomes have reduced	Improve educational outcomes of our looked after at home children.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Information on Secondary attainment shows an increase in Tariff score for CEYP in 16/17. Analysis of Primary attainment will be carried out in Q3.
CS.S.04.01	04. Disability	Establish a transition policy for children and young people who have severe and complex needs	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Draft policy in place. Working group established to take forward progress.

# Children's Services PI Report 2017/18

Service Priorities											
PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CS.S.01.02a	01. Children and young people are supported to be Healthy, happy and reach their potential	Establish a named person service	100%	50%	25%	50%			<b>Q2 17/18:</b> On Target The Named Person legislation rollout has been delayed until 2018, work will continue for implementation and take account of any changes to the legislation.	100%	
CS.S.02.03b	02. All care experienced children and young people are being provided with quality services	Ensure ongoing scrutiny of Life Changes Trust Plan and anything off target is reported to GIRFEC	New for 17/18	N/A	25%	50%			<b>Q2 17/18:</b> On Target Regular (Quarterly) updates on targets and progress are reported through the GIRFEC Board.	100%	
CS.S.02.03c		number of people attending young champions group meeting	100	N/A	N/A	5			<b>Q2 17/18:</b> Data only There is a regular group of 5 young people attending the fortnightly Champions group meetings. There are also 2 other young people who do not attend the groups regularly but contribute as champions by attending training and events.		
CS.S.02.05a		Number of young people in secure care over the year period	2	1	1	1			<b>Q2 17/18:</b> Data Only As at 30/09/2017, there was 1 young person in secure.		
CS.S.02.05b		Number of YP issued with a Movement Restriction Order Target	New for 17/18	N/A	2	0			<b>Q2 17/18:</b> On Target	2	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CS.S.02.06a		Increase service user feedback	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> No data available Responses are currently being collated, feedback will be reported in Q3.		
CS.S.03.04a	03. Inequalities in learning outcomes have reduced	Average total tariff score for 16 year old Care Experienced Younger People	167	N/A	N/A	169.4			<b>Q2 17/18:</b> Data Only Information from Insight shows the Complimentary tariff score has increased from 167 to 169.4.		
CS.S.03.04b		Number of CEYP continuing into 5th & 6th year.	17	17	N/A	10			<b>Q2 17/18:</b> Data only The 17/18 School roll shows 9 CEYP in S5 and 1 in S6.		
CS.S.03.04c		Number of CEYP are on part time timetables	New for 17/18	N/A	N/A	11			<b>Q2 17/18:</b> Data only The 17/18 School roll shows 11 CEYP students on a part time timetable.		
CS.S.03.04d		Percentage of exclusion relate to CEYP over the school year – how many days?	New for 17/18	N/A	N/A	4.3%			<b>Q2 17/18:</b> Data only Information from SEEMIS shows 4.3% of Exclusion days in the 17/18 School year up to 31/09/2018 were CEYP.		
CS.S.04.01a	04. Disability	Reduction in usage of external resources on an unplanned basis	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available We are currently building a report to monitor the use of external disability resources.		

## 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	External Comparison
		Value	Value	Value	Value	Value	Value	
CHN08a	Corporate Indicator - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£1,832.42	£2,404.40	£2,869.23	£2,465.38	£1,748.35	£2,951.54	15/16 Rank 10 (Second Quartile) 14/15 Rank 1 (TOP Quartile)
CHN08b	Corporate Indicator - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£258.00	£319.00	£271.00	£251.01	£313.99	£319.83	15/16 Rank 21 (Third Quartile) 14/15 Rank 24 (Bottom Quartile)
CHN09i	Balance of Care for looked after children: % of children being looked after in the Community (LGBF)	88.41%	87.32%	91%	92%	87%	90%	15/16 Rank 18 (Third Quartile) 14/15 Rank 20 (Third Quartile)



# Communities and Economy Performance Report Quarter Two 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.4

Midlothian 

## Progress in delivery of strategic outcomes

**The core aims and responsibilities for the Communities and Economy Service are as follows:**

- 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. Progress in 2017/18 can be summarised under four main areas; overall strategy, serving communities, economic development and service development/improvement.

### Overall Strategy

- Receipt of Scottish Government Reporters report into objections to the Midlothian Local Development Plan, and formal Council notification to Scottish Ministers of the Council's intention to adopt the Plan.

### Serving Communities

- Secured Scottish Government Community Choice Grant funding towards our area targeting activities, participatory budgeting, and research into 'cost of the school day'.
- New Community Officer funded by Police Scotland has joined the Communities Team.
- First community councils training day was well attended, and generated positive feedback.
- Specific training provided on the rollout of Universal Credit to the Joint Mental Health Team, and Social Workers for Marie Curie; training sessions to be extended to other Council services during the remainder of 2017/18.
- Scam Awareness Watch in August included input from the Trading Standards service, in conjunction with the Citizens Advice Bureaux.
- Action taken by Trading Standards under petroleum legislation to identify derelict/unused underground or above ground petrol/spirit tanks and ensure their decommissioning (where required) to render them permanently safe.

### Economic Development

- Four Leader projects awarded grant funding (including one in Midlothian).
- Business Gateway performance on assisting start up companies and developing growing businesses are ahead of targets.
- Business Gateway has held first outreach event aimed at target communities; and worked with Women's Enterprise Scotland which supports partners of serving armed forces personnel.

### Service Development and Improvement

- Building Standards service retained its "Customer Excellence" accreditation with increased high levels of compliance.

## Emerging Challenges

### Overall Strategy

- Implementation of the Council's agenda for 'Delivering Excellence' across all functions of Communities and Economy.
- Addressing the consequential impact of substantial and rapid increases in housing and population, on elements of physical, service and social infrastructure.
- Complete final statutory stages of preparation of the Midlothian Local Development Plan.
- Meeting increasing demands on the development and regulatory services arising from the upturn in housing development activity and associated population growth.
- Work with the other five constituent Councils of the Edinburgh and South East Scotland City Deal Region (now confirmed in July 2017) to commence detailed preparation of project business cases.
- Preparation of a corporate Climate Change Action Plan.
- Complete the review of the Midlothian Biodiversity Action Plan.

### **Serving Communities**

- Further action to implement the provisions of the Community Empowerment Act 2015, including the operation of community asset transfer.
- Contribution to community development work in Mayfield and Dalkeith (Woodburn).
- Maintain a focus on the monitoring and the taking of necessary action in relation to the ongoing matter of CO2 gas ingress to certain properties in Gorebridge.
- Managing the consequences of changes in the benefits system consequent upon the introduction of Welfare Reform.
- Retain a focus on the development of town centres, securing Stage 2 Heritage Lottery Fund monies and Historic Environment Scotland funding for Penicuik; as well as support for a Business Improvement District at Dalkeith, implementation of public reform and related works at Gorebridge, and master planning at Newtongrange.
- Building the capacity of local communities and the third sector to engage fully in community planning and neighbourhood planning.
- Deliver on public health and safety, and food safety, as well as tackling underage sales of tobacco.
- Dealing with an increased prevalence of pests of public health significance.
- Deliver effective programme of participatory budgeting.
- Dealing with an increase in 'out of control' dogs.

### **Economic Development**

- Managing the uncertainties of 'Brexit' for the business community in Midlothian in terms of business confidence, inward investment, and EU funding.
- Maximise the impact of Business Gateway activity to support new and growing businesses.
- Maintain a focus on the economic viability and vitality of town centres.
- Continue to support and promote further science-based development at Easter Bush (Midlothian Science Zone), with a focus on addressing existing and potential infrastructure constraints.
- Continue to promote opportunities for economic growth arising from the opening of the Borders Rail line.

### **Service Development and Improvement**

- Complete a review of the Economic Development service (including Business Gateway)
- Complete a review of the Communities service.
- Develop further customer service accreditation in the regulatory and development services.
- Complete the implementation of the East Lothian and Midlothian Trading Standards Partnership, accounting for the potential changes which may arise from the Scottish Government Strategic Review of Trading Standards in Scotland. Responding to changes in the Planning System following the Scottish Government Planning Review.

# Communities and Economy PI summary 17/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	49	47	8	13		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.38	2.85	2.57	2		Q2 17/18: On Target		5	Number of complaints complete at Stage 1	12
										Number of working days for Stage 1 complaints to be Completed	24
	Average time in working days to respond to complaints at stage 2	2	0	6	6		Q2 17/18: On Target		20	Number of complaints complete at Stage 2	1
										Number of working days for Stage 2 complaints to be Completed	6
	Percentage of complaints at stage 1 complete within 5 working days	79.17 %	88.46 %	85.71 %	66.67 %		Q2 17/18: Off target Complexity of complaints has caused some to pass the timescale.		95%	Number of complaints complete at Stage 1	12
										Number of complaints at stage 1 responded to within 5 working days	8
	Percentage of complaints at stage 2 complete within 20 working days	100%	0%	100%	100%		Q2 17/18: On target		95%	Number of complaints complete at Stage 2	1
										Number of complaints at stage 2 responded to within 20 working days	1



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 4.378 m	£ 4.810 m	£ 4.394 m	£ 4.157 m		Q2 17/18: Off Target Actions are in place to address overspend.		Half yearly target is £4.152 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.91	2.77	1.24	3.63		Q2 17/18: Off Target Long term sickness absence improving.		4.50	Number of days lost (cumulative)	301.74
										Average number of FTE in service (year to date)	83.18

## Corporate Health

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	80%	94.29 %	96.15 %	85.71 %		<b>Q2 17/18:</b> Off Target Awaiting outcome of Budget review before proceeding Service reviews.		90%	Number of service & corporate priority actions	35
										Number of service & corporate priority actions on tgt/completed	30
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95%	96%	95%	96%		<b>Q2 17/18:</b> On Target		95%	Number received (cumulative)	267
										Number paid within 30 days (cumulative)	256
06. Improve PI performance	% of PIs that are on target/ have reached their target.	67.5%	68.29 %	86.5%	83.33 %		<b>Q2 17/18:</b> Off Target 40 of 48 PI's on target		90%	Number on tgt/ tgt achieved	40
										Number of PI's	48
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		<b>Q2 17/18:</b> On Target		100%	Number of high risks reviewed in the last quarter	0
										Number of high risks	0











## Improving for the Future









Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target	0%	12.5%	0%	0%		<b>Q2 17/18:</b> Off Target Actions in place to complete outstanding actions.		90%	Number of on target actions	0
										Number of outstanding actions	4

# Communities and Economy Action report 17/18












Service Priorities						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
M.SG.CE.01.01	01. Promote and implement support for businesses in Midlothian	Continue to promote and implement the business support provisions highlighted in Ambitious Midlothian (Midlothian Economic Recovery Plan)	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Implementation continuing including through Business Gateway, Supplier Development Programme, Regional Selective Assistance, BIDS and tourism initiatives.
M.SG.CE.02.01	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Engage with adjacent Local Authorities and other partners e.g. Scottish Enterprise to implement the range of actions contained in the Borders Rail Line Blueprint document	31-Mar-2018		50%	<b>Q2 17/18:</b> 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.
M.SG.CE.03.01	03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas	Implement the Tyne Esk LEADER Programme 2014 /20 in East Lothian and Midlothian eligible areas	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target
CE.S.04.01	04. Maintain progress on the implementation of the Easter Bush Master Plan	Continue to lobby the Scottish Government for urgent transport infrastructure schemes 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-2018		50%	<b>Q2 17/18:</b> On Target Now part of the to be adopted Midlothian Local Development Plan (MLDP), and an integral part of the City Deal innovation workstream.
CE.S.05.01	05. Fewer people are victims of crime, abuse or harm	Deliver the Council's regulatory functions with respect to health and safety priority areas	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Planned inspections and campaign work are underway. Accidents are being investigated and service requests responded to within target times. One accident has required a thorough investigation which has diverted inspector time from food hygiene work. The first phase of the warehouse inspection project is now underway with 30% of the identified workplaces inspected. No formal action has been required to date but inspectors have provided appropriate advice and guidance to duty holders.


Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.05.02		Deliver the Council's regulatory functions with respect to food safety and standards regulations	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target All high and medium risk food hygiene inspections have been completed for the first quarter. A small number of low risk food and food standards inspections are outstanding but will be dealt with in Q2. Food sampling work is on target and service requests are being responded to within target times.
CE.S.06.02	06. There is a reduction in inequality in health outcomes	Deliver statutory duty to identify and secure remediation of contaminated land	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Re-instatement of priority site following remediation complete. Work continuing though the planning and building warrant systems to secure remediation of contaminated land.
CE.S.06.04		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-2018		50%	<b>Q2 17/18:</b> On Target
CE.S.06.05		Maintain "Customer Excellence" and "Investors in People" status through further improvements in the Building Standards Service	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target
CE.S.07.01	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	As part of the Trading Standards Partnership with East Lothian, look at the possibility of database integration.	31-Mar-2018		40%	<b>Q2 17-18:</b> Off Target No further progress on integration of the two databases. Awaiting discussion with Digital Services on the possibility and timescale for resolution.
CE.S.07.02		Development of new performance measures and benchmarking within the Partnership, in conjunction with national Trading Standards' performance measures currently being considered.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target. Performance data returns for 2016/17 were provided to APSE in September, for both Midlothian and East Lothian.
CE.S.07.04		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-2018		50%	<b>Q2 17/18:</b> On Target Following work on Operation Monarda detailed in Q1, Trading standards continue to gather intelligence and monitor complaints alongside trader spot-checks.
CE.S.07.05		Trading Standards: intelligence gathering. To maintain a good level of intelligence logging onto the Memex database.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Intelligence logging remains at a good level and relies on officers assessing whether the information received or discovered is appropriate for the database.
CE.S.07.06		Trading Standards: Routine risk assessed primary inspections to traders.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target
CE.S.07.07		Pro-active Trading Standards investigations i.e. initiated by officers and not initially resulting from a consumer complaint.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Officers have initiated 5 investigation in Q2, 11 in total this year.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.07.08	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Trading Standards: resolution of consumer complaints.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Consumer complaints continue to be completed in a timely fashion, dependent on the complexity of the complaint. However, with the likely pending strain within the Partnership (due to a period of critically low staffing during late autumn 2017, prior to recruitment of new staff, the ability to respond to consumer complaints in a timely fashion may be hindered.
CE.S.07.09		Undertake enhanced levels of enforcement on tobacco test purchasing	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target The number of registered tobacco retailers has risen slightly, from 121 to 127 and in due course, inspections will need to include those businesses selling NVP (Nicotine Vapour Products), i.e. e-cigarettes. It is expected therefore that the number of premises selling NVP will increase, possibly significantly and with new legislation in place, Trading Standards are responsible for monitoring registered sellers, inspecting shops and conducting test purchases. It is hoped that Scottish Government funding to LAs (non-ring fenced) for Trading Standards to carry out this enforcement work, can be secured in enough of a proportion to allow a person to be recruited to work throughout Mid and East Lothian within the Trading Standards Partnership.
CE.S.07.10		Collaborative work with the Community Safety Partnership, on consumer safety issues.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Participation in the Community Safety Village as part of MidFest. Also, with Police and other CSP colleagues, looking into the possible provision of a number of call-blockers from Trading Standards Scotland (TSS), to engage in a call-blocking project for vulnerable individuals in Midlothian. The funding of these devices has been made possible through the Scottish Government's Nuisance Calls Commission.
CE.S.09.02	09. Delivering excellence	Implement Delivering Excellence across the service	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Service reviews are on target, resource prioritisation and financial discipline all embedded into Service Manager meeting schedules.
CE.S.09.03		Complete a service review of Economic Development and Communities functions	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target A review of the Communities function is part of the overall business transformation workstream of Services with Communities. A separate review of the Economic development function is in progress.
CE.S.09.04		Develop further customer service accreditation in the regulatory and development services	31-Mar-2018		40%	<b>Q2 17/18:</b> Off Target No progress until Council budget review is completed.
CE.S.09.05		Review the operation of the Business Gateway service	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target As part of review of Economic Development function.
CE.S.09.06		Work with partner authorities to achieve a City Deal for the Edinburgh and South East Scotland Region	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete City Deal Heads of Terms signed on 20/07/17 by the UK and Scottish Governments, and the six constituent Councils. A further major programme of work on the detail of the deal is now required.























Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.09.07		Implement the outcome of the service review of Business Transformation, Performance and Scrutiny	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Review complete, new teams in place August 2017.
CE.S.10.01	10. Poverty levels in Midlothian overall are below the Scottish average	Mitigate impact of 'Welfare Reform'	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Midlothian is now a full service Universal Credit area and the transfer of people on Disability Living Allowance to Personal Independence Payment continues putting a noticeable increase on the demands to the Council's Welfare Rights Service.
CE.S.12.01	12. Midlothian is an attractive place to live, work and invest in	Draft a Local Biodiversity Action Plan which through its implementation seeks to raise the profile of biodiversity issues in Midlothian.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target The Local Biodiversity Action Plan has been drafted and is subject to consultation with our biodiversity partners.
CE.S.12.02		To determine 80% of planning applications within target (2 months for a local application and 4 months for a major application).	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 91% of planning applications have been determined within target.
CE.S.12.04		Complete preparation of a corporate climate change action plan	31-Mar-2018		25%	<b>Q2 17/18:</b> Off Target The Climate Change Plan has not been drafted, scheduled for completion in Q3/4.
CE.S.12.05		Investment and actions in town centre	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target The Gorebridge town centre CARS project is in its final year of implementation with £650,000 of the £750,000 budget being spent on 20 project properties, training events and community events. The Penicuik Heritage project is progressing towards a phase 2 bid in Q4 with the engagement work commencing, staff resource being in place and the 41 priority buildings (100 premises) identified. The adoption of the MLDP advances planning policies to protect and enhance Midlothian's town centres.
CE.S.12.06		Manage the CO2 gas ingress to properties in Gorebridge	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Monthly updates continue to be provided to residents and to local members. Melville Housing are working with various agencies to develop a solution.
CE.S.13.01	13. Identify and develop participatory budget programmes	Deliver participatory budget process in target areas 'Food Glorious Food'	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete 48k distributed to 34 community projects in the three targeted areas ranging from £230 to £3000 per project. 10k match funding secured from NHS Lothian 650 local residents attended community events, with 473 votes cast. Our evaluation with support from the Scottish Community Development Centre demonstrated a very successful process. Evaluation structure in place with NHS Lothian health specialists to evaluate local impact of projects on reducing food related inequalities.
CE.S.13.02		Develop and implement new participatory budget model for elected members Environmental Grants	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Model to be finalised prior to implementation.























Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.13.03	13. Identify and develop participatory budget programmes	Develop child poverty action plan with CPP partners that demonstrates increased investment in reducing child poverty and tackling disadvantage - as a requirement of the Child Poverty Act	31-Mar-2018		50%	<p><b>Q2 17/18:</b> On Target</p> <p>Child Poverty Plan developed with partners and overseen by the child poverty working group. This will meet the new 2018 reporting requirements of the Child Poverty Act.</p> <p>The child poverty plan has been discussed with a range of partnerships and feedback has been incorporated into the plan. The groups include the Interfaith Group, Midlothian Financial Inclusion Network, IOM, and the GIRFEMC group.</p> <p>Research completed and published on research undertaken by MSc Edinburgh University Student into the cost of the school day in three Mayfield Primary Schools.</p> <p>Organised an event on Poverty, schools and inequality: reducing the cost of the school day in partnership with the Child Poverty Action Group, Edinburgh University and What Works Scotland. 70 people attended.</p> <p>£40,000 Community Choices funding secured. The funding, which helps support local participatory budgeting, has been awarded to Midlothian Council. It will be used as part of an £80,000 initiative aimed at reducing the disadvantage poorer families experience in meeting the cost of the school day in 11 primary schools in the targeted areas.</p>







# Communities and Economy PI Report 17/18















Service Priorities											
PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
M.SG.CE.01.01b	01. Promote and implement support for businesses in Midlothian	Number of account managed businesses accepted by Scottish Enterprise	1	0	1	1			Q2 17/18: On Target	2	
BS.SG.CE.2.1a	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Number of new business start ups assisted in Midlothian area of Borders Rail Line corridor (cumulative)	100	19	34	63			Q2 17/18: Data only 29 for Q2		
CE.S.02.01a		Number of new businesses locating in Borders Rail Corridor	New for 17/18		34	45			Q2 17/18: Off Target The Borders Rail Line corridor in Midlothian comprises Gorebridge, Newtongrange, Mayfield, Dalkeith, Cousland, Shawfair, Bonnyrigg, Rosewell and Lasswade. These areas are all within easy reach of a station. All new business starts in these areas have been included. There are no new inward investors but all new business starts are also new businesses locating in the Borders Rail Corridor.	100	
M.SG.CE.02.01b		Number of tourism businesses assisted in Midlothian area of Borders Rail Line corridor	51	23	6	6			Q2 17/18: Data only		















PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
M.SG.CE.02.01d		Number of inward investment/ indigenous enquiries received for sites/premises in Midlothian area of Borders Rail Line corridor (cumulative)	49	36	18	25			Q2 17/18: Data only		
BS.SG.CE.3.1a		Number of LEADER projects funded	10	0	6	7			Q2 17/18: Data Only		
CE.S.03.01a	03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas	Amount of leader funding allocated	New for 17/18		£376,848	£1,227,309			Q2 17/18: Data only Annual report will be produced in Q4.	£1,026,967	Total LEADER programme is c. £3.4m over period 2015-2020
M.SG.CE.03.01b		Number of businesses participating in LEADER application process by submitting an Expression of Interest	13	2	6	10			Q2 17/18: Data only Annual report will be produced in Q4.	20	
M.SG.CE.03.01c		Number of new jobs created through LEADER	1	0	2	2			Q2 17/18: Data only	3	
M.SG.CE.03.01d		Number of training opportunities created through LEADER	0	0	0	0			Q2 17/18: Data only Training opportunities scheduled to progress after Q2.		
CE.S.04.01a	04. Maintain progress on the implementation of the Easter Bush Master Plan	Number of meetings of the Easter Bush Development Board and progress on outcomes and actions (cumulative)	3	1	1	1			Q2 17/18: On Target There were no Easter Bush meetings during this period, although regular contact was maintained via email and through Midlothian Science Zone website and BID. All actions from previous meeting have been progressed.	2	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.05.01a	05. Fewer people are victims of crime, abuse or harm	Carry out Health and Safety interventions within the year. Reducing Violence in the workplace, reduce risk of scalding and care and control of risk around warehouses.	2	1	1	1			Q2 17/18: On Target	3	
CE.S.05.02a		Percentage of food premises deemed "Broadly Compliant" with the food hygiene legislation	80%	80%	80%	81.2%			Q2 17/18: Off Target Broad compliance = 80%	84%	
CE.S.05.06a		Number of professional dog walkers registered under the Commercial Dog Walkers Registration Scheme	New for 17/18		25%	50%			Q2 17/18: Data only Introduction of a scheme is under consideration.		
CE.S.05.07a		Percentage of residential sites licensed	New for 17/18		100%	100%			Q2 17/18: On Target Currently all Midlothian sites are licensed under the existing regime.	100%	
CE.S.06.02c	06. There is a reduction in inequality in health outcomes	Review and update contaminated land procurement framework for the provision of peer review assessment of Environmental Reports - particular emphasis on quality and reporting times	New for 17/18		80%	80%			Q2 17/18: On Target Discussions have taken place with Procurement and agreement reached to use Scotland Excel for procuring contaminated land consultancy services. This will allow work to be awarded directly to suppliers appointed on the Framework.	100%	
CE.S.06.04a		Local target for building warrant assessment at 10 days rather than nationally adopted target of 20 days	95%	90%	86%	88%			Q2 17/18: On Target	80%	











PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.06.04c		Undertake annual one to one meetings with major developers currently constructing within Midlothian	100%	50%	25%	50%			Q2 17/18: On target	100%	
CE.S.06.05a		Measure satisfaction relating to key areas including those on delivery, timeliness, information, access and the quality of customer service	90.9	91.4	93.8	93.8			Q2 17/18: On Target	85	
CE.S.06.08a		Convene a joint working group with relevant LA services including Development Management, Building Standards, Transportation, Environmental Health	New for 17/18		25%	50%			Q2 17/18: On Target	100%	
CE.S.07.01b	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Focus on recruitment - % of staff appointed	New for 17/18		10%	20%			Q2 17/18: Off Target The Midlothian team has a long term vacancy for an Enforcement Officer and it has been agreed that this post should be recruited to, but initial focus will be on the East Lothian (Partnership Council) team's vacancies. In addition, the Scot. Govt. has allocated money to all LAs for the recruitment of officers to focus on Tobacco/NVP (e-cigarette) enforcement. The Midlothian Trading Standards team has secured 50% the allocated funding and it is hoped the East Lothian team will be allocated likewise – this would enable the partnership to aim at recruiting one person as an Enforcement Officer, to operate across both authorities. The second Enforcement Officer in	100%	











PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
									East Lothian retired in August and their Principal TSO then retired in September, some progress was required in needing to recruit a replacement Principal TSO. An advertisement was prepared and finalised in September but was then held back for scrutiny by ELC.		
CE.S.07.01c		Level of integrated practices achieved	New for 17/18		20%	50%			<b>Q2 17/18:</b> On Target As a consequence of staff retiring within ELC Trading Standards, there will of necessity be more cross-over with staff. The need for joint authorisations/warrants is important and due to the current make-up of the two sections, there will at least be the need for Midlothian's two Trading Standards Officers (Weights & Measures Inspectors) to be authorised to work in East Lothian, when required to.	100%	
CE.S.07.02a		Trading Standards Partnership: The evaluation of both authorities' current performance measures and an agreement by both to move to one set of identical indicators	100%	10%	25%	50%			<b>Q2 17/18:</b> On Target	100%	
CE.S.07.04a		Trading Standards: Number of active interventions. Target is an estimate of the number of investigations likely to be undertaken, based on action in 2015/16	128	51	35	77			<b>Q2 17/18:</b> On Target	120	











PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.07.05a		Trading Standards: Number of Memex logs made. We would expect in excess of 350 for the year, based on current performance.	477	224	107	184			<b>Q2 17/18:</b> Off Target Number of logs has dropped over holiday period but target will be met before year end.	400	
CE.S.07.06a		Trading Standards: Number of primary inspections conducted	189	58	31	56			<b>Q2 17/18:</b> Off Target Number of inspections has dropped over holiday period but target will be met before year end.	125	
CE.S.07.07a		Trading Standards: Number of criminal investigations instigated	21	9	6	11			<b>Q2 17/18:</b> On Target	15	
CE.S.07.08a		Trading Standards: Percentage of consumer complaints completed within 14 days	86.6%	90.2%	91.6%	86.7%			<b>Q2 17/18:</b> On Target	85%	
CE.S.07.09a		Trading Standards: Percentage of tobacco retailers visited annually.	49.59%	6.6%	1.6%	7.9%			<b>Q2 17/18:</b> Off Target The number of visits able to be made has been less than in previous years at the Q2 stage, however routine visits will pick up over the next two quarters and the target will be met.	20%	
CE.S.07.10a		Trading Standards: Participation in safety initiatives	9	2	0	2			<b>Q2 17/18:</b> Off Target 3 initiatives due around Christmas period will bring numbers back on track.	6	
CE.S.09.02a	09. Delivering excellence	Conducting service reviews, prioritising resources to essential actions and ensuring financial discipline - number of reviews	New for 17/18		1	1			<b>Q2 17/18:</b> On Target	3	





PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.09.02b		Extent of savings achieved (cumulative)	New for 17/18		£270,000.00	£270,000.00			<b>Q2 17/18:</b> Data Only Savings of £270k Performance/Business transformation/Quality and scrutiny		
CE.S.09.03a		Completion of review of Economic Development and Communities functions	New for 17/18		25%	50%			<b>Q2 17/18:</b> On Target A review of the Communities function is part of the overall business transformation workstream of Services within Communities. A separate review of the Economic Development function is in progress.	100%	
CE.S.09.04a		Consolidation of Building Standards status Application for Customer Excellence in at least one other function	New for 17/18		0	0			<b>Q2 17/18:</b> On Target Building standards retains customer excellence status. Application for planning services accreditation on hold pending National review of the planning system.	1	
CE.S.09.05a		Completion of review of Business Gateway service	New for 17/18		25%	50%			<b>Q2 17/18:</b> On Target	100%	
CE.S.09.06a		Achieve City Deal Status	New for 17/18		95%	100%			<b>Q2 17/18:</b> Complete	100%	
CE.S.09.06b		Extent of direct City Deal investment in Midlothian	New for 17/18		N/A	N/A			<b>Q2 17/18:</b> On Target Amount of investment unknown until detailed City Deal programme has been approved.		
CE.S.09.06c		Extent of indirect City Deal investment in Midlothian	New for 17/18		N/A	N/A			<b>Q2 17/18:</b> On Target Amount of investment unknown until detailed City Deal programme has been approved.		



PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.10.01d	10. Poverty levels in Midlothian overall are below the Scottish average	Return on Investment for clients	New for 17/18		N/A	£18			<b>Q2 17/18:</b> On Target Welfare rights have gained £1,278,039.37 for Midlothian residents in the first 6 months of 2017/18, the cost of service over these 6 months was £71,500.00. There are a large number of cases to be closed in Q3 and the service is confident they will reach the annual target.	£20	
CE.S.10.02a		Implement the actions in the review	New for 17/18		25%	50%			<b>Q2 17/18:</b> On Target Review recommendations have been embedded into practice further review details being presented to Council in December.	100%	
CE.S.11.04a	11. Citizens are engaged with service development and delivery	Number of Community Councils who adhere to the revised Scheme.	New for 17/18		16	16			<b>Q2 17/18:</b> Complete All 16 Community Councils have adopted the modernised scheme.	16	
CE.S.11.04b		Number of Community Councils who receive training on the Community Empowerment Act.	New for 17/18		0	11			<b>Q2 17/18:</b> On Target We have organised the first Community Councillors training day. 34 community councillors, elected members and members of the public attended. Training sessions included equalities, working with young people, engaging with social media, neighbourhood planning and the Community Empowerment Act.	16	
CE.S.11.05b		Evidence 3 improvements that have resulted in each of the Neighbourhood Planning areas	44	22	17	24			<b>Q2 17/18:</b> On Target 24 practical improvements made as a result of neighbourhood planning. These include new bus stops, new community notice boards, better road safety, improved parks and less litter. More information can be found <a href="https://www.midlothian.gov.uk/info/">here</a> . <a href="https://www.midlothian.gov.uk/info/">https://www.midlothian.gov.uk/info/</a>	42	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
									200284/your_community/216/neighbourhood_plans_and_profiles.		
CE.S.11.06a		Deliver a community action plan in each of the three areas.	New for 17/18		0	3			<b>Q2 17/18:</b> Complete Delivered. As the plans are reviewed they will be aligned with the guidance in the Community Empowerment Act for Locality Improvement Planning.	3	
CE.S.11.07a		Simplified grants form	New for 17/18		25%	100%			<b>Q2 17/18:</b> Completed. Small grants process improved based on feedback, specifically application and monitoring forms have been simplified. Awaiting outcome of budget reviews to amend large grants programme.	100%	
CE.S.11.07b		Streamlined monitoring	New for 17/18		25%	100%			<b>Q2 17/18:</b> Completed. Small grants process improved based on feedback, specifically application and monitoring forms have been simplified. Awaiting outcome of budget reviews to amend large grants programme.	100%	
CE.S.11.08a		Provide a guide, webpage, leaflet and bespoke local support for asset transfers.	New for 17/18		Yes	Yes			<b>Q2 17/18:</b> Completed. Next stage is establishment of Community Management Assessment Group.	Yes	
CE.S.11.09a		Provide advice, support opportunities for the Community Planning Partnership Board to engage with local community groups.	New for 17/18		0	5			<b>Q2 17/18:</b> On Target Completed the Supporting Communities Programme with the Scottish Community Development Centre. Schedule of study visits developed but need still need to engage the CPP Board members in firming up their attendance. Training session on the place standard delivered.	10	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.12.01b	12. Midlothian is an attractive place to live, work and invest in	Carry out consultation with stakeholders in relation to biodiversity action plan	New for 17/18		Yes	Yes			<b>Q2 17/18:</b> On Target A draft Local Biodiversity Action Plan is being prepared in liaison with the Council's environmental partners.	Yes	
CE.S.12.02a		The time to determine planning applications over the stated period is the key measure in defining customer service as set by the Scottish Government	81%	80%	96%	91%			<b>Q2 17/18:</b> On Target 91% of planning applications have been determined within target.	80%	78% of planning applications were determined within target in 2015/16.
CE.S.12.04a		Climate Change action plan prepared	New for 17/18		25%	50%			<b>Q2 17/18:</b> On Target. The Climate Change Plan has not been drafted; plan will be drafted in Q3/4.	100%	
CE.S.12.05b		Complete submission of stage 2 Heritage Lottery Fund (HLF) and Historic Environment Scotland (HES) funding at Penicuik	New for 17/18		25%	50%			<b>Q2 17/18:</b> On Target The Penicuik Heritage project is progressing towards a phase 2 bid in Q4 with the engagement work commencing, staff resource being in place and the 41 priority buildings (100 premises) identified.	100%	
CE.S.12.06a		Full attention at all times to monitoring of gas levels at site in Gorebridge, with any necessary action being taken timeously	New for 17/18		Yes	Yes			<b>Q2 17/18:</b> On Target All properties with identified elevated levels of carbon dioxide have been provided with carbon dioxide alarms and a protocol for action and reporting in the event of alarm activation. Environmental Health will respond, on a whom failing basis, to the private sector properties with Melville Housing responding to alarm activations at their properties. Written monthly updates are being provided to the private sector occupiers. The Incident Management team (Chaired by CPHM at NHS Lothian) continues to investigate the matter.		

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.13.01a	13. Identify and develop participatory budget programmes	Deliver and evaluate 3 participatory budget projects as part of the Food Glorious Food programme.	New for 17/18		3	3			<b>Q2 17/18:</b> Complete PB work and evaluation of the process completed. In 2018 will evaluate impact of projects with NHS Lothian.	3	
CE.S.13.01b		Distribute 48k to projects that will promote access to affordable, high quality food in the priority areas.	New for 17/18		£48,000	£48,000			<b>Q2 17/18:</b> Complete	£48,000	

# Published Local Government Benchmarking Framework – Communities and Economy



## Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
CORP5b2	The average time (hours) between time of domestic Noise complaint and attendance on site, for those requiring attendance on site (LGBF)	55.90 hours	22.10 hours	25.23 hours	1.83 hours	0.65 hours	2.72 hours	15/16 Rank 13 (Second Quartile). 14/15 Rank 8 (Top Quartile).

## Economic Development and Planning

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ECON1	Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes			8%	6.83%	12.33%	9%	15/16 Rank 19 (Third Quartile). 14/15 Rank 15 (Second Quartile).

## Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ENV5a	Corporate Indicator - Cost of Trading standards per 1,000 population. (LGBF)			£4,273.50	£4,368.36	£8,189.31	£6,362.28	15/16 Rank 17 (Third Quartile). 14/15 Rank 27 (Bottom Quartile).
ENV5b	Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)			£8,855.65	£13,282.17	£9,697.25	£9,715.07	15/16 Rank 3 (TOP Quartile). 14/15 Rank 3 (TOP Quartile).



# Education Performance Report Quarter Two 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.5

Midlothian 

## Progress in delivery of strategic outcomes

Committed to the creation of a World-Class Education system through excellence and equity, the report for this quarter focuses on outcomes for Q2 for the education service. The theme for 2017/18 is Mind the Gap: Taking a closer look at progression, progression, progression.

As stated in the Q1 report, in session 2017/18 we have 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.

### 1. Raising attainment and Achievement:

#### (NIF: Performance Information and School Improvement)

- To bring CfE levels in line with the national average in Literacy and Numeracy by the end of P1, P4, P7 and S3
- Interrupt the cycle of poverty (PEF): 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
- Measuring with Meaning: to develop an evidence-based practice approach in classrooms (Impact Coaching), including careful analysis of data on children and young people's progress to plan targeted interventions.

### 2. Learning Provision:

#### (a) Developing the Curriculum as a hook- the power of learning pathways

- BGE: Taking a closer look at learning pathways, including transitions, in order to deliver a 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 learning pathways, including transitions, through the senior phase in order to implement the recommendations in DYW and the Delivery Plan for Education in order to deliver a coherent curriculum that acts as a hook to improve engagement and participation resulting in improved attendance, attainment, wider achievements and sustained positive destinations.

#### (b) Learning, Teaching and Assessment (NIF: Assessment of Children's Progress)

- To continue to support schools with moderation, tracking and assessment of progress through the BGE.
- To continue to implement Visible Learning including Impact Cycle Training

#### (c) Ensuring wellbeing, equity and inclusion

- Implement the outcomes of the Inclusion Review
- Taking a closer look at 3.1 – sharing best practice
- Child Health and Wellbeing PEF Project (3 target communities)
- Further Improve attendance and reduce exclusions
- To share best practice in learning and teaching

### 3. Leadership and Management:

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

##### (a) Collaborate

- Creating a Collaborative Leadership Culture at all Levels by continuing to grow our ASGs into Learning Communities and building the professional networks
- Implementing Personal leadership reflection tool for all senior leaders resulting in an individual leadership action plan

## **(b)Self Evaluation for self improvement**

Developing independence in self evaluation for self improvement through

- Reviews – theme or other
- Inspections- Learning communities
- HMle inspections
- Toolkit evaluation
- Challenging conversations and support
- Shared practice forums – self evaluation – cluster or trio

### **1.Raising attainment and Achievement:**

**Broad General Education:** This is the main priority for the year ahead. During this quarter we completed the final moderation exercise prior to the submission of the final CfE data to the Scottish Government. This is due to be published in December and will be reported formally in quarter 3. In order to improve attainment, we have implemented rigorous attainment meetings in the primary sector mirroring the good work which has been implemented in the secondary sector with a robust evidence-base. With the introduction of a new tracking module in SEEMIS, and pilot work surrounding new assessment and reporting guidance from Education Scotland we have implemented 3 tracking and monitoring periods to ensure that we identify early any learners not expected to achieve the level appropriate to their stage to ensure that we maximise the opportunity for all learners to meet and exceed their expected levels.

**Senior Phase including Positive Destinations:** The local measures were published in Insight in September and a seminar and full attainment report will be presented to Council in December. Key achievements include:

National Measures:

Literacy and Numeracy at level 4: we have achieved our highest ever level 4 results for literacy and numeracy showing a 2.15% improvement on the previous year and a 14.4% improvement (2011-2017)

Literacy and Numeracy at level 5: we have achieved our highest ever level 5 results for literacy and numeracy showing a 7.1% improvement on the previous year and a 17.6% improvement (2011-2017)

Tarrif Points are up on the previous year with a 16 point improvement for the lowest 20%, 18 point improvement for the middle 60% and 148 point improvement for the highest 20%.

Attainment versus deprivation: better than the virtual comparator for deciles 1 and 8

Positive destinations: as reported previously this is our highest recorded figure to date showing 95.1% initial positive destinations and 93.6% continuing participation.

Local Measures:

S4 Literacy and Numeracy at level 4: we have achieved our highest ever level with 0.1% improvement on the previous year and a 14.74% improvement (2013-2017)

S4 Literacy and Numeracy at level 5: we have achieved our highest ever level with a 1.4% improvement on the previous year and 35.4% improvement (2013-2017)

S5 Literacy and Numeracy at level 4: we have achieved our highest ever level with a 1.8% improvement on the previous year and 14.7% improvement (2013-2017)

S5 Literacy and Numeracy at level we have achieved our highest ever level with a 9.8% improvement on the previous year and 21.6% improvement (2013-2017)

S6 Literacy and Numeracy at level 4: a drop of 0.18% on the previous year but 11% improvement (2013-2017)

S6 Literacy and Numeracy at level 5: a drop of 2.6% on the previous year but 12.1% improvement (2013-2017)

Attainment versus Deprivation: Lower than the virtual comparator in SIMD 1 and 5 by the end of S4 and S5; lower than virtual comparator in SIMD 1, 5, 8, 9 and 10.

Breadth and Depth Measures in S4:

5 or more at level 4 is 2.8% lower than the previous year but 2.4% higher than the national average. Four year trend is negative at -0.7% 5 or more at level 5 is 1.1% lower than the previous year (2016 figure was our highest % to date) and 2.8% below the national average. 4 year trend is positive at 0.6%

Breadth and Depth Measures in S5:

1 or more at level 6 is our highest recorded level to date and is 4.1% higher than the previous year and 7% improvement (2014-2017) resulting in a positive 4 year trend of 2.3%.

3 or more at level 6 is our highest recorded level to date and is 4.3% higher than the previous year and 9.5% improvement (2014-2017) resulting in a positive 4 year trend of 3.2%

5 or more at level 6 is our second highest recorded level and is 2.1% higher than the previous year and 2.4% improvement (2014-2017) resulting in a positive 4 year trend of 0.8%



#### Breadth and Depth Measures in S6:

1 or more at level 6 is our second highest recorded level but is 4.4% lower than the previous year and 5.3% improvement (2014-2017) resulting in a positive 4 year trend of 1.8%.

3 or more at level 6 is our second highest recorded level but is 3% lower and 4.5% improvement (2014-2017) resulting in a positive 4 year trend of 1.5%

5 or more at level 6 is our second highest recorded level but is 0.9% higher than the previous year and 2.5% improvement (2014-2017) resulting in a positive 4 year trend of 0.9%

From August all schools will participate in Visible Learning Impact training in order to further develop an evidence-based practice approach in classrooms (Impact Coaching). This will include careful analysis of data on children and young people's progress to plan targeted interventions which deliver improved outcomes for learners.

## **2. Learning Provision:**

### **(a) Developing the Curriculum as a hook- the power of learning pathways**

Broad General Education: This session we are taking a closer look at learning pathways, including transitions, in order to deliver a curriculum that acts as a hook to improve engagement and participation resulting in improved outcomes for all learners. In the senior phase we will examine learning pathways, including transitions, in order to implement the recommendations in DYW and the Delivery Plan for Education in order to deliver a coherent curriculum that acts as a hook to improve engagement and participation resulting in improved attendance, attainment, wider achievements and sustained positive destinations. Further information will be updated in quarter 4.

### **Moderation, tracking and assessment of progress through the Broad General Education (BGE):**

As already stated rigorous tracking and monitoring has been implemented for session 2017-18 and further data will be reported in quarter 3 following the publication of the CfE levels in December.

### **(c) Ensuring wellbeing, equity and inclusion**

Continuing our focus on improving attendance and reducing exclusion, the following quarter 2 achievements are notable: 0.59% improvement in Primary attendance and 1.23% improvement in secondary attendance. A drop of 4 exclusions in the primary sector and a drop of 56 in the secondary sector when compared with quarter 1.

## **3. Leadership and Management: Leadership of change and 1.1 Self-evaluation for self-improvement (NIF: School Leadership and Teacher Professionalism)**

### **(a) Collaborate**

In August, we implemented year 2 of the leadership programme in order to build a Collaborative Leadership Culture at all Levels. This will be achieved by continuing to grow our ASGs into Learning Communities and building the professional networks. In addition, we have also implemented the Personal leadership reflection tool for all senior leaders resulting in an individual leadership action plan.

### **(b) Self Evaluation for self improvement**

Developing independence in self evaluation for self improvement through will continue to be a priority in 2017/18 and we will continue to undertake the following

- School Reviews – theme or other and all primary schools have now completed their attainment reviews with the secondary Insight reviews scheduled for October - December.
- Inspections- Learning communities
- HMle inspections
- Toolkit evaluation
- Challenging conversations and support
- Shared practice forums – self evaluation – cluster or trio

In addition to these improvement priorities, the following strategies were also reported to Council/Cabinet:

Presentation of the 30 Year Learning Estate Strategy to Council in September 2017 Presentation of the Early Years Expansion to Cabinet in October 2017 and submission to the Scottish Government.

## Emerging Challenges and Risks

The primary challenge for Education is the Scottish Governments [Education Governance Review](#) which will have significant implications for Education in Midlothian and Scotland including:-

- More power and direct funding to Schools
- Changes to Education act
- Regional improvement collaboratives
- Education services within local authorities will only provide "Educational support services"

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

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

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

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

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

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











Ongoing work to prepare for the implementation of 1140 hours by 2020. However Midlothian is making very good progress and our work on the new Woodburn Hub was recently recognised as good practice in the recently published Scottish Govt report "A blueprint for 2020. The expansion of ELLC in Scotland" and this will help inform the ongoing implementation of 1140hrs by 2020. The fire at the nearly complete Gorebridge Community Hub has delayed the planned expansion of Family learning in the area.

Delivering Excellence and the management of resources within a very challenging fiscal climate.





New opportunities are now emerging for the replacement employability funded programmes by Scottish Government. LLE will embrace these opportunities to attract resources to support adults and young people to secure employment through these new funded programmes, which will complement the recent funds secured through European Structural Funds.

# Education PI summary 2017/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	58	14	6	16		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.82	3.67	17.8	8.46		Q2 17/18: Off Target As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.		5	Number of complaints complete at Stage 1	13
										Number of working days for Stage 1 complaints to be Completed	110
	Average time in working days to respond to complaints at stage 2	5	15.6	0	77.5		Q2 17/18: Off Target As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.		20	Number of complaints complete at Stage 2	2
										Number of working days for Stage 2 complaints to be Completed	155
	Percentage of complaints at stage 1 complete within 5 working days	42.42 %	100%	33%	61.54 %		Q2 17/18: Off Target As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.		95%	Number of complaints complete at Stage 1	13
										Number of complaints at stage 1 responded to within 5 working days	8
	Percentage of complaints at stage 2 complete within 20 working days	42.11 %	80%	0%	0%		Q2 17/18: Off Target As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.		95%	Number of complaints complete at Stage 2	2
										Number of complaints at stage 2 responded to within 20 working days	0



## Making the Best Use of our Resources






Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 82.58 9 m	£ 83.48 3 m	£ 86.85 5 m	£ 87.55 3 m		Q2 17/18: Off Target Actions are in place to address overspend		Half yearly target is £86.9 17 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.84	2.1	1.9	2.22		Q2 17/18: On Target		5.5	Number of days lost (cumulative)	3,817.9 6
										Average number of FTE in service (year to date)	1,716.9 5







## Corporate Health







Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%	100%		Q2 17/18: On Target		90%	Number of divisional & corporate priority actions	5
										Number of divisional & corporate priority actions on tgt/completed	5
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	96%	97%	96%		Q2 17/18: On Target		92%	Number received (cumulative)	6,099
										Number paid within 30 days (cumulative)	5,840
06. Improve PI performance	% of PIs that are on target/ have reached their target.	61.54 %	47.37 %	100%	66.67 %		Q2 17/18: Off Target Q2 service return incorporated a large number of Secondary attainment results, this data is being used in ongoing attainment visits.		90%	Number on tgt/ tgt achieved	16
										Number of PI's	24
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		Q2 17/18: On Target Work is ongoing to review all Education risks.		100%	Number of high risks reviewed in the last quarter	1
										Number of high risks	1





## Improving for the Future

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	77.78 %	50%	77.78 %	42.86 %		Q2 17/18: Off Target Discussions continue with Resources and Procurement to take forward actions outlined in "Review of Controls Operating Over Pre-School Provision Partnership Providers".		90%	Number of on target actions	6
										Number of outstanding actions	14





Service Priorities						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
E.S.01.01	01. Inequalities in learning outcomes have reduced	To build excellence by raising attainment overall	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 2016 /17 results show a 6% increase in CfE (Curriculum for Excellence) since 2015/16. Attainment visits with all Schools are currently underway.
E.S.01.02		To close the gap between the least and the most disadvantaged.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Information from Secondary analysis and CfE Curriculum for Excellence) show the gap between the least and the most disadvantaged from 15/16 to 16/17 has closed. SIMD analysis is available on all School testing and is informing the ongoing attainment visits.
E.S.02.01	02. Engaged and supported workforce	Learning Provision: (a). Developing the Curriculum as a hook - the power of learning pathways. (b). Moderation, tracking and assessment of progress through the Broad General Education (BGE).	31-Mar-2018		50%	<b>Q2 17/18:</b> 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. All schools have participated in moderation activities in literacy and numeracy. Schools' tracking systems been discussed and developed through QI Reviews. A three year professional learning programme through Osiris Education is planned across 2017-2020.
E.S.03.01	03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient	To increase the availability of Early Learning and Child Care (ELCC) for 2 year olds to meet the requirements of the Children and Young People (Scotland) Act from August 2015.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Our uptake of Good Time to Be Two is the highest in Scotland per head of population with 171 children having taken up a place throughout 2017. We have an ongoing Communications plan in place and have had a successful advertising campaign to attract families with eligible two year olds within some of our most deprived areas in Midlothian.
E.S.04.01	04. Children and young people are supported to be Healthy, happy and reach their potential	Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target The 2017 Annual Participation Measure showed that of the 3,887 16-19 year olds in Midlothian 93.6% were in education, employment or training and personal development. This is 4.9% more young adults than last year who have positively secured their future either through sustaining employment, enrolled in further or higher education, training or secured another positive destination such as volunteering.




Service Priorities											
PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
E.S.01.01a	01. Inequalities in learning outcomes have reduced	Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in P1	13%	N/A	N/A	2%			<b>Q2 17/18:</b> On Target On average there has been a 2% increase in expected CFE level achievement since 2015. Reading +0% (76%), Writing -4% (70%), Numeracy +27% (76%), Listening and talking +0%(84%)		2015 figures P1 Reading - 76%, Writing - 74%, Listening and Talking - n/a, Numeracy - 49%
E.S.01.01b		Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in P4	2%	N/A	N/A	5%			<b>Q2 17/18:</b> On Target On average there has been a 5% increase in expected P4 CFE level achievement since 2015. Reading +4% (76%), Writing +2% (66%), Numeracy +16% (73%), Listening and talking +0% (78%)		2015 Figures P4 Reading - 72%, Writing - 64%, Listening and Talking - n/a, Numeracy - 57%
E.S.01.01c		Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in P7	-6%	N/A	N/A	9%			<b>Q2 17/18:</b> On Target On average there has been a 9% increase in expected P7 CFE level achievement since 2015. Reading +8% (73%), Writing +5% (59%), Numeracy +7% (63%), Listening and talking +0% (74%)		2015 figures P7 Reading - 65%, Writing - 54%, Listening and Talking - n/a, Numeracy 56%






PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
E.S.01.01d	01. Inequalities in learning outcomes have reduced	Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in S3	15%	N/A	N/A	7%			<b>Q2 17/18:</b> On Target On average there has been a 7% increase across all areas from the 2015 figure. Reading 82% +7%, Writing 78% +4%, Listening and Talking 83% +0%, Numeracy 89% +5%		2015 figures S3 Reading - 75%, Writing - 74%, Listening and Talking - n/a, Numeracy - 84%
E.S.01.02a		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P1	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available Information on CfE levels for 2016/17 School year requires Scottish level benchmarking and will be available in Q3.		
E.S.01.02b		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P4	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available Information on CfE levels for 2016/17 School year requires Scottish level benchmarking and will be available in Q3.	5%	
E.S.01.02c		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P7	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available Information on CfE levels for 2016/17 School year requires Scottish level benchmarking and will be available in Q3.	5%	
E.S.01.02d		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in S3	New for 17/18	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available Information on CfE levels for 2016/17 School year requires Scottish level benchmarking and will be available in Q3.	5%	









PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
E.S.02.01a	02. Engaged and supported workforce	To continue to support schools with moderation, tracking and assessment of progress through the Broad General Education (BGE)	100%	50%	25%	50%			<b>Q2 17/18:</b> On Target A year long programme of moderation and achievement of a level training has been completed. All schools have participated in moderation activities in literacy, numeracy, and listening and talking. Schools' tracking systems are being reviewed and developed through QI Reviews. A new tracking module in SEEMIS has been introduced, and pilot work is ongoing surrounding new assessment and reporting guidance from Education Scotland.	100%	
E.S.02.01b		Visible learning should continue to underpin the development of assessment capable learners; and to support teachers to Know the impact through the impact cycle training	100%	50%	25%	50%			<b>Q2 17/18:</b> On Target A three year professional learning programme through Osiris Education is planned across 2017-2020. This professional learning package will involve the development of a collaborative working approach in schools with a clear focus on practitioner enquiry that impacts on classroom teaching, improving learner outcomes through teachers understanding of their impact and developing of assessment capable learners. The programme also involves the use of a common approach to self- evaluation in relation to key aspects of school improvement through access to a number of system tools provided by Osiris Education.	100%	
















PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
E.S.02.01c	02. Engaged and supported workforce	I-Collaborate: to implement year 2 of the School Leadership Programme to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC; Named Person; and HGIOS 4	100%	50%	25%	50%			<b>Q2 17/18:</b> 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.S.02.01d		Creating a collaborative leadership culture at all levels by continuing to grow our ASGs into Learning Communities in order to continue to build the self-improving system updating resources in line with HGIOS 4 and the new NIF	100%	50%	25%	50%			<b>Q2 17/18:</b> On Target In session 2016-17 cluster schools were provided with a HGIOS 4 toolkit to help them to self evaluate for self improvement. Schools have used this to grade themselves across Quality Indicators within the Standards and Quality process reported on in June 2017. During this session Schools Group Managers will carry out a system wide quality assurance programme across QI looking at raising attainment and achievement and learning, teaching and assessment. All of this information will be collated and used to drive targeted support to schools to improve the quality of provision both individually and as part of ASG learning communities, and to	100%	




PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
									inform collaborative working through improvement partnerships. School Improvement planning guidance and three year priorities were issued to schools via a professional practice paper in March 2017 and this will influence schools and ASG working in session 2017-18. New Standard and Quality and School improvement plan documentation have also been piloted this session and will be reviewed and further developed in July, 2017. All intelligence gathered on school performance in relation to HGIOS 4 will feed into our reporting on outcomes of the NIF priorities of the Scottish Government as well as informing advice and guidance to Head Teachers as they carry out on-going Pupil Equity Fund planning, including as part of the ASG learning communities		
E.S.03.01a	03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient	Number of eligible 2 year olds in receipt of Early Learning and Child Care	171	160	152	142			<b>Q2 17/18:</b> On Target At the last count (Sept 2017) there were 142 eligible 2 year olds in receipt of Early Learning and Child Care.	200	
E.S.04.01a	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the % of leavers (S4/S5/S6) who achieve Literacy and Numeracy at level 4+ (Insight National benchmarking measure)	87.8%	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available Information for this indicator will be available in Q3.	88.1%	3 Yearly average 77.10% Midlothian; 77.6% Virtual comparator; 78.6% National average (Insight national)

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
	04. Children and young people are supported to be Healthy, happy and reach their potential										benchmarking data)
E.S.04.01b		Increase the % of leavers (S4/S5/S6) who achieve Literacy and Numeracy at level 5+ (Insight National benchmarking measure)	63.31%	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available Information for this indicator will be available in Q3.	64.3%	3 Yearly average: 48.6% Midlothian; 51.1% Virtual comparator; 53.5% National average (Insight national benchmarking data)
E.S.04.01c		Increase the average total tariff score for lowest 20% of learners by the end of S4 to bring in line with the virtual comparator	17	17	N/A	42			<b>Q2 17/18:</b> On Target In line with Scottish Government improvements Midlothian now calculates Complimentary Tariff points which provide a much more rigorous like for like measure than the previous Total Tariff point system.	32	3 Yearly average: 30 Midlothian; 35 Virtual; 23 National (Insight national benchmarking data)
E.S.04.01d		Increase the average total tariff score for middle 60% of learners by the end of S4 to bring in line with the virtual comparator	139	139	N/A	168			<b>Q2 17/18:</b> Off Target In line with Scottish Government improvements Midlothian now calculates Complimentary Tariff points which provide a much more rigorous like for like measure than the previous Total Tariff point system.	180	3 Yearly average: 155 Midlothian; 176 Virtual; 160 National (Insight national benchmarking data)

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
E.S.04.01e	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the average total tariff score for highest 20% of learners by the end of S4 to bring in line with the virtual comparator	304	304	N/A	318			<b>Q2 17/18:</b> Off Target In line with Scottish Government improvements Midlothian now calculates Complimentary Tariff points which provide a much more rigorous like for like measure than the previous Total Tariff point system.	341	3 Yearly average: 310 Midlothian; 334 Virtual; 315 National (Insight national benchmarking data)
E.S.04.01f		Increase the average total tariff score for lowest 20% of learners by the end of S5 to bring in line with the virtual comparator	110	110	N/A	131			<b>Q2 17/18:</b> On Target In line with Scottish Government improvements Midlothian now calculates Complimentary Tariff points which provide a much more rigorous like for like measure than the previous Total Tariff point system.	101	3 Yearly average: 118 Midlothian; 96 Virtual; 110 National (Insight national benchmarking data)
E.S.04.01g		Increase the average total tariff score for middle 60% of learners by the end of S5 to bring in line with the virtual comparator	312	312	N/A	306			<b>Q2 17/18:</b> Off Target In line with Scottish Government improvements Midlothian now calculates Complimentary Tariff points which provide a much more rigorous like for like measure than the previous Total Tariff point system.	316	3 Yearly average: 287 Midlothian; 290 Virtual; 296 National (Insight national benchmarking data)
E.S.04.01h		Increase the average total tariff score for highest 20% of learners by the end of S5 to bring in line with the virtual comparator	730	730	N/A	707			<b>Q2 17/18:</b> Off Target In line with Scottish Government improvements Midlothian now calculates Complimentary Tariff points which provide a much more rigorous like for like measure than the previous Total Tariff point system.	731	3 Yearly average: 673 Midlothian; 697 Virtual; 709 National (Insight national benchmarking data)

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
	04. Children and young people are supported to be Healthy, happy and reach their potential										benchmarking data)
E.S.04.01i		Increase the average total tariff score for lowest 20% of learners by the end of S6 to bring in line with the virtual comparator	385	385	N/A	410			<b>Q2 17/18:</b> On Target In line with Scottish Government improvements Midlothian now calculates Complimentary Tariff points which provide a much more rigorous like for like measure than the previous Total Tariff point system.	390	3 Yearly average: 386 Midlothian; 384 Virtual; 354 National (Insight national benchmarking data)
E.S.04.01j		Increase the average total tariff score for middle 60% of learners by the end of S6 to bring in line with the virtual comparator	812	812	N/A	888			<b>Q2 17/18:</b> On Target	887	3 Yearly average: 849 Midlothian; 875 Virtual; 848 National (Insight national benchmarking data)
E.S.04.01k		Increase the average total tariff score for highest 20% of learners by the end of S6 to bring in line with the virtual comparator	1,313	1,313	N/A	1,390			<b>Q2 17/18:</b> On Target In line with Scottish Government improvements Midlothian now calculates Complimentary Tariff points which provide a much more rigorous like for like measure than the previous Total Tariff point system.	1,388	3 Yearly average: 1339 Midlothian; 1373 Virtual; 1350 National (Insight national benchmarking data)

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
E.S.04.01l	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the % of leavers (S4,5,6) in a positive destination in order to continue to exceed both the virtual and the national average	95.06%	93%	95.1%	95.1%			<b>Q2 17/18:</b> On Target On target 95.1 % of school leavers secured an initial positive destination with 93% sustaining that initial destination.	95%	3 Yearly average: 92.28% Midlothian 91.86% Virtual 92.42% National average (Insight national benchmarking data)
E.S.04.01m		Percentage of Midlothian LAC & LAAC school leavers progressing to positive destinations	76.92%	80%	N/A	N/A			<b>Q2 17/18:</b> Data not available Data and analysis from the 16-17 School year will be available in Q3.	96%	Scot Gov stats for 12/13 (different criteria) 27 looked after leavers, 74% initial, 63% follow-up
E.S.04.01n		Breadth and depth for all candidates by the end of S4 - percentage with 5+ at Level 5	44.3%	44.3%	N/A	41.95%			<b>Q2 17/18:</b> Off Target Information from Insight has been collated by School and is informing School attainment visits currently being carried out by School Group managers.	44.78%	2011-30.0 2012-32.0 2013-32.4 2014-40.3 2015-38.3 3yr avg-37.0
E.S.04.01o		Breadth and depth for all candidates by the end of S5 - percentage with 3+ at Level 6	31.26%	30.8%	N/A	35.6%			<b>Q2 17/18:</b> Off Target Information from Insight has been collated by School and is informing School attainment visits currently being carried out by School Group managers.	41.2%	2010-21.1 2011-24.3 2012-23.8 2013-26.6 2014-26.1 2015-34.15 3yr avg-28.9

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
E.S.04.01p		Breadth and depth for all candidates by the end of S6 - percentage with 3+ at Level 6	43.9%	43.9%	N/A	40.9%			<b>Q2 17/18:</b> Off Target Information from Insight has been collated by School and is informing School attainment visits currently being carried out by School Group managers.	50.8%	2010-31.8 2011-31.3 2012-32.5 2013-35.9 2014-36.3 2015-40.21 3yr avg-37.5%
E.S.04.01q		% of SIMD deciles in which Leavers (S4,5 6) pupils' average tariff score is at or above the virtual comparator.	90%	N/A	N/A	N/A			<b>Q2 17/18:</b> Data not available Information will be available in Q4	100%	80% 2009/10 20% 2010/11 40% 2011/12 20% 2012/13 50% 2013/14 (Insight national benchmarking data)

# Published Local Government Benchmarking Framework – Education



## Children's Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
CHN01	Corporate Indicator - Primary Education - Cost per pupil (LGBF)	£4,679.35	£4,799.39	£4,784.62	£4,762.29	£4,725.50	£4,649.97	15/16 Rank 14 (Second Quartile). 14/15 Rank 18 (Third Quartile).
CHN02	Corporate Indicator - Secondary Education - Cost per pupil (LGBF)	£6,163.71	£6,200.19	£6,274.35	£6,367.07	£6,411.56	£6,298.73	15/16 Rank 6 (TOP Quartile). 14/15 Rank 9 (Second Quartile).
CHN03	Corporate Indicator - Pre- Primary Education - Cost per pupil (LGBF)	£3,362.91	£2,958.02	£3,071.86	£3,003.54	£2,894.24	£3,558.81	15/16 Rank 9 (Second Quartile) 14/15 Rank 9 (Second Quartile).
CHN04	% achieving 5 or more awards at SCQF Level 5 (LGBF)		48%	50%	50%	54%	58%	15/16 Rank 18 (Third Quartile). 14/15 Rank 22 (Third Quartile)
CHN05	% achieving 5 or more awards at SCQF level 6 (LGBF)		20%	21%	26%	24%	29%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 30 (Bottom Quartile)
CHN06	% SIMD Quintile 1 achieving 5 or more awards at SCQF level 5 (LGBF)		26%	35%	34%	39%	37%	15/16 Rank 17 (Third Quartile). 14/15 Rank 11 (Second Quartile)
CHN07	% SIMD Quintile 1 achieving 5 or more awards at SCQF level 6 (LGBF)		5%	9%	14%	10%	12%	15/16 Rank 21 (Third Quartile), 14/15 Rank 21 (Third Quartile)
CHN10	Corporate Indicator - Percentage of Adults satisfied with local schools (LGBF)	85.8%		82%	78%	78%	78%	15/16 Rank 23 (Third Quartile). 14/15 Rank 23 (Third Quartile).
CHN11	Proportion of Pupils Entering Positive Destinations (LGBF)	85.2%	85.4%	89.2%	93.9%	93.5%	95.1%	15/16 Rank 5 (TOP Quartile) 14/15 Rank 15 (Second Quartile)
CHN12a	Overall Average Total Tariff (LGBF)		715.87	752.09	753.86	787.49	888.43	15/16 Rank 13 (Second Quartile), 14/15 Rank 27 (Bottom Quartile)
CHN12b	Average Total Tariff SIMD Quintile 1 (LGBF)		422	544	501	493	581	15/16 Rank 12 (Second Quartile), 14/15 Rank 23 (Third Quartile)
CHN12c	Average Total Tariff SIMD Quintile 2 (LGBF)		541	541	538	572	695	15/16 Rank 23 (Third Quartile), 14/15 Rank 28 (Bottom Quartile)
CHN12d	Average Total Tariff SIMD Quintile 3 (LGBF)		727	669	783	842	849	15/16 Rank 23 (Third Quartile), 14/15 Rank 19 (Third Quartile)



Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
CHN12e	Average Total Tariff SIMD Quintile 4 (LGBF)		848	922	895	854	1,041	15/16 Rank 12 (Second Quartile), 14/15 Rank 29 (Bottom Quartile)
CHN12f	Average Total Tariff SIMD Quintile 5 (LGBF)		1,038	1,067	1,029	1,098	1,228	15/16 Rank 7 (Top Quartile), 14/15 Rank 23 (Third Quartile)



# Commercial Operations Performance Report

## Quarter Two 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.6

Midlothian 

### Progress in delivery of strategic outcomes

The structure of Commercial Operations is being reviewed in line with future budget proposals and geared towards co-location on one site at Hopefield in late 2019. This will inevitably lead to a reduced management function, focused training and deployment on a generic basis with staff undertaking combined roles where this can be carried out effectively.

All options continue to be explored in relation to future service delivery. In particular, partnerships, shared services and co-production with community partners are being examined closely.

'Delivering Excellence' is the model being applied to determine optimum service delivery. In this regard we are working closely with others to ensure we adopt the correct approach with current focus on the Waste and Travel & Fleet service areas.

**Waste Services:** In relation to meeting the stated target of 60% recycling by 2020 an interim contract has been awarded to Levenseat 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.

This contract terminates in 2019 when the facility at Millerhill comes on stream. During a recent site visit it was confirmed that the new facility is currently on programme to take commissioning waste by early 2019.

**Landscape & Countryside:** In support of the Councils Play Strategy a number of works have been completed including improvements at four sites; Lasswade Primary School, Mauricewood Primary School, Danderhall Nursery and Bilston Primary School.

A focus of the service is to identify opportunities to maximise income thereby (in part) addressing the Councils budget deficit. In this regard a number of projects have been undertaken including, Roslin Primary School for MacLauchlin & Harvey valued at circa £30,000, Stobhill social Housing for Harts Builders at circa £27,000, and are currently progressing work at the new Paradykes Primary School for Morrison's Construction. Mayfield Park improvements and Play area development have generated circa £80,000 grant and play budget funded work.

In addition through a targeted approach, greater usage and therefore income at Vogrie Golf Course, circa £16,000 has improved the overall financial position of this facility. Development of additional and diverse income streams for Vogrie Country Park include a second 'Woodland Dance Project' event generating income of £6,000, and over two hundred Amazon staff participating in an 'Its a knock out' event.

In support of ensuring that the Pentland Hills maximises income opportunities Flotterstone Visitor Centre has recently been converted to a cafe.

The annual walking festival which has recently completed its tenth year had over 700 participants, which is the highest number ever recorded. In addition, significant volunteer time has been generated by the Ranger Service to maintain areas which are the responsibility of the Council.

**Travel Services:** As part of the drive to promote sustainable travel a new contract for the 39 service has been awarded to Borders Buses after negotiation with the two bidders. This followed an unsuccessful tender exercise which would have seen significant additional expenditure required to continue with the historical service. It had been identified that a number of the users of the service were in receipt of concessionary travel and would have been adversely affected if the service had been withdrawn completely.

In terms of 'Delivering Excellence' a specialist consultant from the Freight Transport Authority has been engaged to carry out a 'root and branch' review of the internal vehicle management and service provided within the Council. The report is due to be finalised during November 2017 with the output of the report providing direction to the Council on the best way of providing fleet services.

**Health, Safety and Contingency Planning:** The Health & Safety Team supported the successful delivery of Midfest, through their input to the event plan; this work has directly supported the Council's Strategic objective to create a vibrant community.

In support of the Council's Safety Advisory Group activity the Health & Safety team have enhanced training and guidance for those arranging events within Midlothian, as this training is offered internally and commercially this supports the commercialisation activity of the team. In addition to supporting the safe delivery of events, the team have continued to grow the commercialised First Aid training, with positive feedback from customers of the service. This activity is playing a significant part in the team's income generation activity with accredited training being bought by internal and external customers. Internal customers gain from training costing less than would have been the case with external providers.

The Procurement of a Health & Safety Management System has been secured for a further 2 years with the option of 1 plus 1, this ensures the ongoing use of the Health and Safety Management Information System which has transformed the way employees manage work place risks, report incidents and follow ups. Most significantly through efficiencies derived through the system implementation the system has returned efficiencies greater than the cost of the system.

The Risk Manager has reported the Q1 Strategic Risk Register to CMT and has support the IJB to review and present the Q2 Strategic Risk Register to the IJB Risk and Audit Committee ensuring both organisations keeps apprised of the risks and opportunities they face at present.

The Contingency Planning Officer has supported the revision of key Emergency Plans to ensure the Council can respond to significant incidents. Work is underway to deliver a training exercise in November to test the Straiton Plan to provide assurance and or highlight areas of the plan which need further refining. A New Business Continuity Plan has been produced and consulted on through the CPG to enable the Council to deal with foreseeable business impacts and in doing so fulfil its statutory obligation under the Civil Contingencies Act.

**Roads Services:** The service is delivering the 2017/18 footway and road improvement programme with the aim of being able to confirm the road network has continued in a steady state position, i.e. no increase in the overall maintenance backlog, albeit like other authorities this is a significant challenge.

The Road Services team were recently nominated for the National Transport Awards 2017 for "Excellence in Travel Information & Marketing for the Out and About Midlothian Project". This relates to measures which have seen an increase in sustainable travel to and from the railway stations along the Borders rail line. This followed success at the Scottish awards.

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. A report is being prepared to the Borders Rail blue print group for funding to take this forward.

The final application has been submitted to Scottish Government to allow for the introduction of Decriminalised Parking Enforcement in Midlothian. Following a period of dialogue it is anticipated that approval will be granted early in the new year.

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). Work streams will now be identified and allocated to each authority with Midlothian having recently successfully procured a joint weather forecasting service.

In terms of promoting sustainable travel, as well as encouraging healthy lives, cycle friendly school awards have been achieved by both Mauricewood Primary School and Newbattle High Schools. In addition, a successful Support Plus funding bid of £14,000 (Cycle training for children) has been made.

Following a successful Cycle friendly Employer bid, a bike shelter for staff and lockers for Midlothian House and Fairfield House have recently been installed.

## Emerging Challenges

**Waste Services:** It is recognised that Midlothian is one of the fastest growing areas in Scotland. In that regard new build properties in areas such as Rosewell and Millerhill which are becoming occupied are putting strain on the existing collection routes. Work currently ongoing to consider revised collection frequencies is similarly considering this growth to determine the resources required.

As part of the future budget considerations a decision will be taken in relation to the future of Penicuik HWRC site. In the event of closure a plan to allow for all material to be received at Stobhill will be required.

As part of the drive to minimise the level and therefore cost of contamination in the blue recycling bins work is being undertaken to identify routes, understand the causes and put in a plan to minimise this.

**Landscape & Countryside:** The Land and Countryside team have been very successful in providing opportunities and advice for youngsters to aid 'Positive Destinations' for Midlothian youngsters. i.e. work placements and help to initiate careers days at local High Schools including careers advice. There is a concern that potential reductions in staffing levels will limit opportunities in this regard.

As part of the 2017/18 budget decisions the team have initiated large scale machinery changes to facilitate grass maintenance frequencies and to allow standards to be varied between 3 - 20 cuts which gives rise to a lowering of historical standards albeit deliver the required savings. This has given rise to a significant increase in complaints which is taking up an inordinate amount of staff time.

Following an audit by the HSE into the use of machinery and the impact of Hand Arm Vibration the team are currently examining the use of battery operated equipment to reduce the effects, our carbon footprint and fatigue of operators. Battery equipment is also a lot quieter to operate which would prove beneficial at antisocial hours and during critical periods at schools.

**Travel Services:** There is a significant reduction in spend on grey fleet travel required as part of the 2017/18 budget requirements. Heads of Service have been involved in discussions having been made aware of the amounts spent in their area. Further discussions will now take place with service Managers to build on the work carried out to date and to outline further options to reduce staff travel with the aim of reducing the overall spend.

**Health, Safety and Contingency Planning:** Significant resource has gone into meeting the requirements of an improvement notice issued on the Council for breaches in relation to the Management of Hand Arm Vibration risk, this work is expected to ensure the Council meets the obligations of the Improvement Notice and avoids any further legal penalty.

While the increase in Commercial activity, particularly First Aid training is a significant success for the team the limit of one qualified trainer in this field places resource dependency on one team member and creates reliability of delivery questions. The team are arranging a further two team members to be trained to deliver this training to enhance the contingency and growth in this area.

**Roads Services:** Pressure on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels. To ensure that best use is made of the limited resources the service will continue to utilise the developed asset management system. In addition dialogue is ongoing with ELBF partners to identify where possible efficiencies in terms of service delivery.

In addition there is likely to be an impact on the ability to maintain other road network features including structures, drainage and street lighting, and to be able to react positively in terms of meeting Government road safety targets.

Within the professional staff side it was reported previously that a number of officers are reaching the latter stages of their careers. Initial discussions have been held with colleagues in East Lothian however it was identified that they have a similar age profile. These discussions are to be widened to include ELBF partners.

# Commercial Operations PI summary 17/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	4,581	2,583	917	1,910		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.21	2.36	1.07	0.7		Q2 17/18: On Target		5	Number of complaints complete at Stage 1	1,909
										Number of working days for Stage 1 complaints to be Completed	1,339
	Average time in working days to respond to complaints at stage 2	9.5	6	12	12		Q2 17/18: On Target		20	Number of complaints complete at Stage 2	1
										Number of working days for Stage 2 complaints to be Completed	12
	Percentage of complaints at stage 1 complete within 5 working days	95.54 %	92.49 %	94.43 %	94.87 %		Q2 17/18: Off Target One to one training sessions carried out by performance officer with some managers this quarter.		95%	Number of complaints complete at Stage 1	1,909
										Number of complaints at stage 1 responded to within 5 working days	1,811
	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%		Q2 17/18: On Target		95%	Number of complaints complete at Stage 2	1
										Number of complaints at stage 2 responded to within 20 working days	1



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.85 0 m	£ 16.20 1 m	£ 15.70 0 m	£ 15.71 8 m		Q2 17/18: Off Target Actions are in place to address overspend		Half yearly target is £15.6 30 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	11.89	5.50	3.31	5.27		Q2 17/18: On Target		11.89	Number of days lost (cumulative)	2,036.99
										Average number of FTE in service (year to date)	386.58












### Corporate Health

Priority	Indicator	2016/ 17	Q2 2016/ 17	Q1 2017/ 18	Q2 2017/18				Annual Target 2017/ 18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service actions on target / completed, of the total number	100%	100%	95.65 %	100%		Q2 17/18: On Target		90%	Number of service & corporate priority actions	23
										Number of service & corporate priority actions on tgt/completed	23
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	78%	82%	90%	86%		Q2 17/18: Off Target Procurement manager to examine issues with late payment invoices within fleet maintenance.		90%	Number received (cumulative)	2,474
										Number paid within 30 days (cumulative)	2,131
06. Improve PI performance	% of PIs that are on target/ have reached their target.	61.11 %	85.71 %	92.31 %	61.54 %		Q2 17/18: Off Target 9 of 13 PIs off target. Please see attached report for individual improvement actions.		90%	Number on tgt/ tgt achieved	12
										Number of PI's	13
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		Q2 17/18: On Target No high risks identified.		100%	Number of high risks reviewed in the last quarter	1
										Number of high risks	0










### Improving for the Future




Priority	Indicator	2016/ 17	Q2 2016/ 17	Q1 2017/ 18	Q2 2017/18				Annual Target 2017/ 18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	100%	100%	100%	100%		Q2 17/18: On Target		90%	Number of on target actions	1
										Number of outstanding actions	1

# Commercial Operations Action report 17/18











Service Priorities						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.01.01	01. Fewer People are victims of crime, abuse or harm	Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target A prioritised list has been produced for road safety projects including those identified by injury accidents.
CO.S.01.02		Undertake a program of works to improve lighting levels in communities	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Additional resources identified to ensure completion.
CO.S.01.03		Work collaboratively to update school travel plans	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 2 primary schools, and 2 high schools due to be updated before December. 100% up to date.
CO.S.02.01	02. Accessibility by sustainable travel and transport is improved	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target New contract awarded for PH3 of SCOTS project.
CO.S.02.02		Compliance with Disabled parking legislation	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 57 applications of 58 received were processed within 6 months.
CO.S.02.05		Undertake a programme of work to improve road standards and footways	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Additional resources identified to bring programme on to schedule.
CO.S.02.07		Improve opportunities within Midlothian, continue to work with Regional/National Partnerships in delivering key transport projects including the progress of the A701	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete No transport projects progressing with the Regional Transport partnership. Finance not available for the A701 project.
CO.S.02.08		Support Sustainable Transport following the opening of Borders Rail line to promote sustainable travel	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Detailed report being progressed for the Borders rail Blueprint Board.
CO.S.03.01	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Explore opportunities for shared fleet services with East Lothian Council and NHS Lothian	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Meeting with new East Lothian manager will take place in Q3 to discuss cross border services and other options for sharing.
CO.S.03.02		Explore shared opportunities, services and knowledge with the partners in the ELBF group	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target New Shadow Joint Committee to meet in Q3 and agree workstreams. Winter group set MOU regarding sharing resources and communications procedures.
CO.S.03.03		Progress workforce re-alignment through the	31-Mar-		50%	<b>Q2 17/18:</b> On Target






















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
		delivering excellence program with the aim of addressing the budget gap, matching service to available funding	2018			5 generic trainees due to be taken on during November involving training in, waste and roads with appropriate qualifications. Recently qualified roads apprentices to undertake additional training in other service areas as outlined above. Completed weather service procurement on behalf of LBF group of Councils. Secured numerous contracts from external parties to provide alternate income stream.
CO.S.03.04		Develop additional workstreams to achieve income for the council	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Soft Landscaping works generating additional income with 300k of income anticipated this financial year. Also undertaking play installations at Roslin PS for Building contractor. Works approx 90K this financial year.
CO.S.03.05		Complete the portfolio of Health and safety management arrangements.	31-Mar-2018		95%	<b>Q2 17/18:</b> On Target Existing Management arrangements now due for review have been reviewed and will be reported back to CMT. Gas Safety and Electrical Safety Management Arrangements to be consulted on ahead of approval. Asbestos Management Arrangement being revised.
CO.S.03.06		Implementation of Health & Safety Management Information System (EHSMI) across all services in the council.	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete All Services now trained, over 500 staff trained, and set up to use the new Health & Safety Management Information system transforming the way health and safety is managed.
CO.S.03.07		Review all Council transport uses to reduce cost base	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target This is an ongoing exercise – engagement has taken place with LCTS and HcL to seek further information and work on internal transport provision is almost complete.
CO.S.03.08		Fully implement quality plans for Midlothian Parks	31-Mar-2018		25%	<b>Q2 17/18:</b> On Target All plans to be updated and reviewed in Q3 & Q4.
CO.S.03.10		Report to council on the introduction of de-criminalised parking within Midlothian	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Decriminalised Parking Enforcement (DPE) Final Application currently with Transport Scotland.
CO.S.03.11		Following a review of collection services submit a report to Council for consideration	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Working with webaspx on the agreed scenarios which are all tactical models to determine required time/resources.
CO.S.03.12		Arrange for shared opportunities in road markings	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Shared contract with East Lothian Council in progress.
CO.S.04.02	04. Environmental limits are better respected, especially in relation to waste, climate change and biodiversity	Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables	31-Mar-2018		75%	<b>Q2 17/18:</b> On Target All vehicle replacements been identified, 4 vans to be ordered and decisions to be taken on minibuses. Plant replacement has been discussed with service managers and orders are currently being placed. All orders will be complete in Q3.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.04.03		Complete construction of residual waste facility at Millerhill as part of Zero Waste Park	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Construction started October 2016. Expected completion date mid 2019.
CO.S.04.04		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-2018		50%	<b>Q2 17/18:</b> On Target Educational stickering of blue bins in routes identified as presenting high levels of contamination. Eco Recycling activity at Paradykes Primary and St David's PS. Working with Glencorse Barracks to improve recycling separation / contamination levels Educational stickering of all communal glass bins to promote recycling / improve contamination levels Attended CRNS event in Edinburgh regarding potential reuse options for waste.
CO.S.04.05		Monitor the number of incidents of fly tipping on council land	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 115 fly tipping incidents on council land, 2 on private land totalling 117 fly tipping incidents reported.

# Commercial Operations PI Report 17/18

Service Priorities											
PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CO.S.01.02a	01. Fewer People are victims of crime, abuse or harm	Number of lighting columns replaced	386	151	60	222			<b>Q2 17/18:</b> On Target Additional resources identified to ensure programme remains on schedule by end of the year.	800	
CO.S.01.02c		% of the footpath network resurfaced	1.7%	0.6%	0.32%	0.32%			<b>Q2 17/18:</b> On Target Additional resources identified to bring programme on to schedule.	0.5%	Internal programme of works - benchmark against target
CO.S.01.03a		Percentage of School Travel plans updated	100%	100%	25%	50%			<b>Q2 17/18:</b> On Target 2 primary schools and 2 high schools due to be updated before December. 100% up to date.	100%	
CO.S.02.02a	02. Accessibility by sustainable travel and transport is improved	Process all applications for a new disabled parking bays within 6 months of receipt of application	56%	100%	57%	98%			<b>Q2 17/18:</b> Off Target 57 of 58 Applications processed within 6 months.	100%	
CO.S.03.04b	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Income achieved by sourcing third party opportunities through joint roads/ Land and Countryside dept working on Hard Landscape	£57,000	£50,000	£57,000	£140,000			<b>Q2 17/18:</b> On Target Soft Landscaping works generating additional income with 300k of income anticipated this financial year.	£230,000	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CO.S.03.04c	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Income target achieved by providing services to partner organisations and through the provision of income generating training from internal and external sources.	£39,000	£19,289	£9,475	£18,118			<b>Q2 17/18:</b> Off Target This years budget target has risen by £15,000 to £54,000. Whilst income is below the targeted amount of £27,000 for this quarter, this has the potential to be brought back on track with new NEBOSH training.	£54,000	
CO.S.03.05a		Complete introduction of 8 management arrangements across the council of Health & Safety Management Information System (EHSMI)	5		5	5			<b>Q2 17/18:</b> On Target Review of Health and Safety policy, Fire Safety Management Arrangement and Water Quality Management carried out. Development of Gas Safety Management Arrangement, Electrical Safety Management Arrangement carried out. Consultation and approval by CMT to follow. Final Management Arrangement being revised in light of external audit by Loss Control professional.	8	
CO.S.03.06a		Proportion of successful Health & Safety Audits undertaken	100%	50%	0%	0%			<b>Q2 17/18:</b> Off Target Audits covering each element of the Council's Health & Safety Management System have been developed, initial short audits have been prepared to capture a baseline against which improvement work will be targeted and future performance will be measured against.	100%	
CO.S.03.07a		Achieve 5% reduction in travel/transport costs	£3,789,372	N/A	£662,675	£1,330,000			<b>Q2 17/18:</b> On Target Figure shows total spend on transport related functions, including, vehicle hires, school and SW transport, concessions and supported services. Education and Communities £800,000 Health, Social Care £190,000 and Resources £340,000.	£3,600,000	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CO.S.03.08a		Number of parks for which quality plans have been implemented	6	6	6	5			<b>Q2 17/18:</b> On Target Five completed and one in draft format which will be complete by January 2018.	6	
CO.S.04.04a	04. Environmental limits are better respected, especially in relation to waste, climate change and biodiversity	Total tonnes of BMW sent to landfill	9,563	1,222	2,775	N/A			<b>Q2 17/18:</b> Awaiting information from our contractors, returns into waste data flow will be available at Q3 17/18. Q1 17/18: 2,775 Tonnes sent to landfill.	9,000	
CO.S.04.05a		Proportion of fly tipping incidents removed within 15 working days	N/A		N/A	115			<b>Q2 17/18:</b> Data Only 115 fly tipping incidents reported. All removed within 15 working days.		
ENV3c	05. Local Government Benchmarking Framework	Street Cleanliness Score (LGBF)	97.5%	97.5%	N/A	88.8%			<b>Q2 17/18:</b> Off Target Leams inspection was carried out by KSB on 29.8.17. Score of 88.8%.	97.59%	15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV6		Percentage of total household waste that is recycled (LGBF)	46.2%	57.3%	56.0%	N/A			<b>Q2 17/18:</b> Awaiting information from our contractors, returns into waste data flow will be available at Q3 17/18. Q1 17/18, 56% household waste recycled. Annual recycling rate (Jan-Dec 2016) is 53.8%.	54.0%	15/16 Rank 15 (Second Quartile). 14/15 Rank 13 (Second Quartile).

# Published Local Government Benchmarking Framework – Commercial Operations



## Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
C&L4	Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)	£16,120.00	£18,344.00	£10,446.00	£5,490.00	£6,294.00	£5,516.00	15/16 Rank 2 (Top Quartile). 14/15 Rank 3 (Top Quartile).
C&L5b	Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	78.3%		81%	91%	80%	79%	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	External Comparison
		Value	Value	Value	Value	Value	Value	
ENV1b	Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)			£76.47	£60.56	£29.85	£70.30	15/16 Rank 5 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).
ENV2a	Corporate Indicator - Net cost of waste disposal per premise (annual) (LGBF)			£72.52	£56.61	£73.62	£84.33	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)	£9,428.00	£9,773.00	£9,829.06	£10,165.29	£11,622.78	£11,615.00	15/16 Rank 12 (Second Quartile). 14/15 Rank 9 (Second Quartile).
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	99%	15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4a	Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	£14,736.00	£10,470.00	£15,809.00	£15,459.00	£16,494.00	£14,517.00	15/16 Rank 23 Third Quartile. 14/15 Rank 23 (Third 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%	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%	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%	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)	35%	32.8%	36.1%	34.5%	34.4%	35.3%	15/16 Rank 12 (Second Quartile). 14/15 Rank 10 (Second Quartile).


Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ENV6	Percentage of total household waste that is recycled (LGBF)	44.1%	45.9%	45.1%	42.3%	46.9%	47.9%	15/16 Rank 15 (Second Quartile). 14/15 Rank 13 (Second Quartile).
ENV7a	Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	79%		83%	76%	80%	83%	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%		78%	71%	71%	72%	15/16 Rank 22 (Third Quartile). 14/15 Rank 22 ( Third Quartile).





# Finance and Integrated Support Service Performance Report Quarter Two 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.7

Midlothian 

## Progress in delivery of strategic outcomes

The strategic focus of Finance and Integrated Service Support continues to be that of delivering transformational change in service provision as a means to secure financial sustainability and the achievement of the Council's priority outcomes.

The key activities which support this are:

The ongoing development of the Council's Financial Strategy and a comprehensive Change Programme;  
The Emerging Workforce Strategy, the associated Investing in our Workforce Programme and the development of a Council wide Workforce Plan;  
Delivering Excellence.

These are supported by:

The Procurement Strategy and Contract Delivery Plan;  
The Digital Strategy;  
The continuation of the Integrated Service Support review, reducing the overall cost of providing the Finance and Integrated Support services.

### 1: Financial Strategy - Achievements

- a) Completion of the 2016/17 Audited Financial Statements with an unqualified Audit Certificate;
- b) Completion of Quarter 1 Financial Monitoring reports for Council as part of continuing robust scrutiny of Financial Performance;
- c) Financial Strategy report for 2018/19 to 2021/22 presented to Council in September 2017 which outlines future years budget projections, the impact of the Change Programmes and the financial implications of investment decisions / priorities with a recommendation for a special meeting of Council on 10 October 2017 to consider the detailed Change Programme.

### 2: Workforce Strategy - Achievements

- a) Continued focus on embedding the New People Management policies launched in March 2017;
- b) Working closely with Heads of Service to develop service workforce plans which will form an overall view of the workforce actions for the coming one to five years. Collating these into a Council wide workforce plan and associated workforce strategy. Draft of Workforce Strategy and consideration of immediate issues at Special Council on 10 October 2017 with finalised Workforce Strategy expected to be presented to Council in December 2017;
- c) Establishing a Life Long Learning committee with Trade Unions in summer 2017;
- d) Embedding of the new Occupational Health PAM contract with improvements in the service and better partnership working has led to a more seamless professional service;
- e) Delivered workforce input to Early Years Strategy;
- f) Developed targeted VSER scheme.

### 3: Digital Strategy – Achievements

- a) Digital Strategy Group continues to prioritise and align Council programmes / projects to the wider Digital Strategy and National Transformation Programme (Local Government Digital Office);
- b) Asset Management and Investment in Digital infrastructure/services including:
  - The Scottish Wide Area Network (SWAN) Project – Phase 1 is now complete and work now continues on phase 2 – additional service improvements;
  - Wifi Programme - design complete and core infrastructure has been installed and configured. Project now moves into the implementation and deployment phase along with associated cabling of sites;
  - Audio Visual equipment – short term fixes – now complete across all sites. Focus can now move towards longer term AV strategy;
  - A number of new Business Applications have been procured: Leisure Management and Online School payments and are now at the early stages of implementation subject to project governance and funding being agreed;
  - Commissioning and/or decommissioning of a number of sites to support the wider Property and school programme.
- c) GDPR – Directorate teams and regular meetings have been established. GDPR project definition and plan now signed off. Revised Privacy Policy has been approved by IMG and now needs to be ratified by Corporate Management Team. First round of GDPR training has taken place;
- d) CyberSecurity resilience maintained and currently reviewing the latest Scottish Government CyberSecurity blue print recommendations. Employee phishing awareness exercise ongoing to maintain vigilance and staff compliance.

#### **4: Procurement - Achievements**

- a) New 2-Year Contract Delivery Plan approved by Cabinet on 10 October 2017;
- b) All contracts delivered on schedule against the 2015-2017 Contract Delivery Plan;
- c) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards;
- d) Responding to the requirements of IR35 for off payroll working to protect the Council from additional liabilities.

### **Emerging Challenges**

#### **1: Financial Strategy**

- a) Continue work on developing future years budget projections and in particular the 2018/19 base budget including the impact of the Change Programmes and the financial implications of investment decisions / priorities for 2018/19 to 2021/22;
- b) Prepare Quarter 2 financial monitoring projections for 2017/18 and continue to work with managers to maintain effective control over expenditure;
- c) Continued financial support for the Council Transformation and 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 tracking and realisation process;
- d) Strengthen financial stewardship in a climate of reducing budgets and increasing service provision.

#### **2: Workforce Strategy**

- a) Report presenting complete Workforce Strategy aimed at December Council;
- b) Support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
- c) Implement the sustained culture change necessary as part of the low pay agenda by embedding the objectives of Investing in our Workforce and the new People Policies to ensure that our workforce is positive, motivated, high achieving, well led/well managed and securing increase in flexibility and productivity;
- d) Transformation of recruitment, deliver work pattern seminars, special leave and absence processes;
- e) Identifying alternative service delivery approaches and further re-structuring of Employment and Reward to identify savings;
- f) The Transfer of Undertakings (Protection of Employment) (TUPE) of care providers;
- g) Conclude the review of the recognition and procedure agreement with Local Government Trade Unions including the General Trade Union (GMB);
- h) End of hybrid transitional pension arrangements for approx 400 employees as part auto enrolment.

#### **3: Digital Strategy**

- a) Public Services Network (PSN) - maintaining the integrity and compliance of PSN ensuring that the Digital Estate and associated technologies inclusive of Business Applications are all up to date and pass rigorous penetration testing;
- b) The threat of cyber/security attacks, e.g. ransomware / hackers continues to be an ongoing challenge to mitigate risk and service disruption;
- c) Ensuring sustainable investment in digital assets at a time of financial constraint;
- d) Regulatory changes proposed will impact on Council activities if not planned for – for example New Data Protection laws (GDPR) and other compliance requirements such as Payment Card Industry Data Security Standard (PCI-DSS);
- e) Implementation of an Enterprise Mobility Management (EMM) system that is a device-and platform-agnostic, centralizes the management, configuration and security of all corporate-owned devices. EMM goes beyond traditional device management to include the management and configuration of enterprise apps and content.
- f) The Asset Management Programme:- Office 365 / Windows 10 upgrade is currently in the preparation and planning stage.

#### **4: Procurement**

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

#### **5: Service Improvements / Delivering Excellence**

- a) Continuing to reshape the service to deliver savings;
- b) Continue to support services through Delivering Excellence;
- c) The programming of application upgrades within resource constraints;
- d) Review of Business Support arrangements resulting from the relocation and review of ASN within Education;
- e) Impact of introduction of GDPR on both Business Applications and Records Management;
- f) Business Applications compliance and compatibility with Office 365.

# Finance and Integrated Service Support PI summary 17/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	17	6	8	11		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	1.38	6.4	5.75	4.45		Q2 17/18: On Target		5	Number of complaints complete at Stage 1	11
										Number of working days for Stage 1 complaints to be Completed	49
	Average time in working days to respond to complaints at stage 2	1.5	3	N/A	0		Q2 17/18: On Target No stage 2 complaints this quarter.		20	Number of complaints complete at Stage 2	0
										Number of working days for Stage 2 complaints to be Completed	0
	Percentage of complaints at stage 1 complete within 5 working days	69.23 %	40%	75%	72.73 %		Q2 17/18: Off Target 3 complaints received in total. 1 complaint responded to within 7 days.		100%	Number of complaints complete at Stage 1	11
										Number of complaints at stage 1 responded to within 5 working days	8
	Percentage of complaints at stage 2 complete within 20 working days	50%	100%	0%	100%		Q2 17/18: On Target		100%	Number of complaints complete at Stage 2	0
										Number of complaints at stage 2 responded to within 20 working days	0



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 12.365 m	£ 12.642 m	£ 12.563 m	£ 11.764 m		Q2 17/18: Off Target Actions are in place to address overspend		Half yearly target is £11.682 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.02	3.43	1.38	2.92		Q2 17/18: On Target		7.02	Number of days lost (cumulative)	759.6
										Average number of FTE in service (year to date)	260.41







### Corporate Health







Priority	Indicator	2016/ 17	Q2 2016/ 17	Q1 2017/ 18	Q2 2017/18				Annual Target 2017/ 18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	86%	90%	96%	92%		Q2 17/18: On Target		90%	Number of divisional & corporate priority actions	26
										Number of divisional & corporate priority actions on tgt/completed	24
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	94%	97%	95%		Q2 17/18: On Target		95%	Number received (cumulative)	2,348
										Number paid within 30 days (cumulative)	2,236
06. Improve PI performance	% of PIs that are on target/ have reached their target.	62.5%	100%	60%	80%		Q2 17/18: Off Target One of five measures off target, corporate and minimally failing. See full report		90%	Number on tgt/ tgt achieved	4
										Number of PI's	5
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		Q2 17/18: On Target		100%	Number of high risks reviewed in the last quarter	5
										Number of high risks	5

### Improving for the Future












Priority	Indicator	2016/ 17	Q2 2016/ 17	Q1 2017/ 18	Q2 2017/18				Annual Target 2017/ 18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	7.69%	43.33 %	74.42 %	70.28 %		Q2 17/18: Off Target 10 historic audit actions off target. Other outstanding actions are due for completion mainly in remainder of 2017/18.		90%	Number of on target actions	26
										Number of outstanding actions	37




# Finance and Integrated Service Support Action report 17/18

Service Priority						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.01.01	01. People, including those with disabilities/ long term conditions or are frail are able wherever possible to live independently and in their own homes	Embed the financial and resource arrangements required to support the Midlothian IJB. Evaluating the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Financial monitoring reports regularly presented to the IJB with ongoing discussion on their content and how they link across to the Council's financial position.
FISS.S.02.01	02. New jobs and businesses are located in Midlothian	Embed community benefit clauses in all regulated procurements, targeting training opportunities, apprenticeships and work experience opportunities	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Community benefit clauses included in all appropriate regulated procurement, system developed to record all community benefits delivered and realised.
FISS.S.02.02		Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2018		90%	<b>Q2 17/18:</b> On Target Work continues with local businesses on a daily basis, exhibitor at the recent national procurement meet the buyer event on the 28th September 2017, supplier/market engagement events being held prior to all appropriate regulated procurements; drop in surgeries available to all local suppliers.
FISS.S.02.03		Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target The in-house team is in place and has been able to deliver completed planning agreements with developers.
FISS.S.03.01	03. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any external recruitment to those leaving learning.	31-Mar-2018		75%	<b>Q2 17/18:</b> On Target Work progressing alongside development of Financial Strategy with Council wide workforce plans to be completed in Autumn 2017.
FISS.S.04.04	04. Ensure equality of opportunity as an employer	Deliver and embed the objectives of Investing in our Workforce and the actions targeted for 2017/18 to ensure that our workforce is positive, motivated, high achieving, well led and well managed	31-Mar-2018		75%	<b>Q2 17/18:</b> On Target Work continues to focus on interventions and supporting services to deliver improvements in productivity and flexibility, including the option for staff to buy additional leave.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.01	05. Ensure sustainable strategy for the delivery of council services	Maintain momentum of the ISS Project to transform Service support, improve customer service, effectiveness and efficiency of service provision	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Actions to deliver 2017/18 savings target presented to ISS board and progressed alongside development of future years savings options.
FISS.S.05.04		Achieve the actions set out in the Total Document Management project plan	31-Mar-2018		25%	<b>Q2 17/18:</b> On Target <b>P2P workstream:</b> Housing have been identified as the live pilot. An upgrade to Integra is required to resolve issues identified during testing and live pilot will follow from the successful completion of this upgrade. <b>HR Disciplinary Casework:</b> HR are progressing with new cases. A further feedback meeting has been arranged to include Nominated and Investigating Officer feedback. <b>Education (mgfl) Access:</b> Digital Services continue to work to resolve issues in the Llive environment. <b>Intranet Portals:</b> Digital Services to develop a strategy for the Council portal/intranet and provide an update at next board ,meeting on the proposals. New requests from Legal Services and Records Management to be postponed pending outcome. <b>Workflows:</b> Work ongoing <b>Office 2016/365:</b> Testing ongoing for Office 2016. No direct CS10 issues have been highlighted. Office 365 testing will progress in line with digital services project. <b>Lifelong Learning &amp; Employability (LLE):</b> File plan and preparation for document migration ongoing. Staff awareness sessions and training planned with go live proposed for February 2018 <b>Construction:</b> Proposed project file plan presented to service. Agreed a live pilot for one project.
FISS.S.05.07		Maintain PSN compliance	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Work continues to ensure all new systems and technologies support PSN compliance.
FISS.S.05.09		Completion of the unaudited Statutory Accounts for 2016/17 to ensure that we maintain strong financial management and stewardship	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete
FISS.S.05.10		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2016/17	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Audit finalised with report for audit committee.
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Financial monitoring timetable is in place with performance against budget being reported to Council in August, November, February 2018 with the final position in May or June 2018.



















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.12		Update the financial strategy for 2017/18 to 2021/22 to support Council setting the 2017/18 Council tax and a balanced budget	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Update provided to Council on 26th September 2017 with change programme to be presented to special meeting of Council on 10th October 2017.
FISS.S.05.15		Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2018		70%	<b>Q2 17/18:</b> Off Target Invoice Approval testing complete, pilot with Housing to commence in October. Tender process ongoing for Pre-paid cards. Purchase Ordering implementation complete for Land Services and Legal Services.
FISS.S.05.17		Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	31-Mar-2018		50%	<b>Q2 17/18:</b> Off Target Decision taken to upgrade to v5.14 Mosaic as several bug fixes in this release. Full testing to take place in Oct/Nov.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2018		25%	<b>Q2 17/18:</b> On Target Workstreams progressing in line with Improvement Plan
FISS.S.05.19		Review the Employment and Reward Management structure to improve flexibility and resilience.	31-Mar-2018		98%	<b>Q2 17/18:</b> On Target Report presented to Board and approved, consultation process begun.
FISS.S.05.20		Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	31-Mar-2018		95%	<b>Q2 17/18:</b> On Target Overall plan merged with system development re self service and management information. Focus on delivery of Financial Strategy.
FISS.S.05.21		Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Asset Management and Investment plan – a number of significant improvements have been made to the Council asset base ensuring technologies and assets being deployed are fit for purpose.
FISS.S.05.22		Implementation of the Digital Strategy	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Digital Strategy in line with Local Government Digital office work streams. Agreed Programmes \ projects of work approved by Digital Strategy group – ongoing implementation.
FISS.S.05.23		Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR)	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target GDPR Training has taken place with external provider and 25 Officers have been trained. Further work continues within the GDPR Directorate teams.
FISS.S.05.24		Deliver all payrolls on schedule	31-Mar-2018		25%	<b>Q2 17/18:</b> On Target Auto enrolment of approx 400 in October. Introduction of eslips to mgfl email addresses.
FISS.S.05.25		Produce more efficient Licensing system through the use of IDOX project management system	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target There has been a review of the use of the IDOX system and work practices have been amended to ensure all applications are properly recorded and managed through the system.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.26		Support the Returning Officer with May elections	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete Election held on 04.05.2017 and post election tasks completed.
FISS.S.05.27		Implement and support new People Policies as part of the Investing in our Workforce Project.	31-Mar-2018		75%	<b>Q2 17/18:</b> On Target Implementation complete, focus on imbedding policies and supporting managers to work within new policy framework. Review of policy implementation due autumn 2017.
FISS.S.05.28		Achieve contract delivery targets set out in the Contract Delivery Plan 2017/18	31-Mar-2018		100%	<b>Q2 17/18:</b> Complete All contracts for Q2 have been delivered and are complete. A new contract delivery plan covering the years 2018-2020 has been approved by Cabinet on the 10th October 2017.



# Finance and Integrated Service Support PI Report 17/18

Service Priority											
PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
FISS.S.04.04a	04. Ensure equality of opportunity as an employer	% of actions in the second People Strategy plan that are completed or on target	100%	70%	80%	100%			<b>Q2 17/18:</b> Complete Second People Strategy Plan Complete. Workforce Strategy and Investing in our workforce will now supersede this.	100%	
FISS.S.05.28a	05. Ensure sustainable strategy for the delivery of council services	Percentage of actions in the Contract Delivery Plan that are completed or on target	100%	100%	100%	100%			<b>Q2 17/18:</b> On Target All contracts have been delivered for Q2, a new contract delivery plan covering the years 2018/2020 was approved by Cabinet on 10th October 2017.	100%	
CORP6	07. Local Government Benchmarking Framework	Corporate Indicator - Sickness Absence Days per Employee (All employees)	11.53	5.25	2.29	3.48			<b>Q2 17/18:</b> On Target	8	
CORP6biii		Corporate Indicator - All Employees except teachers sickness absence days (non-teacher) (CUMULATIVE) (LGBF)	9.64	4.55	2.48	4.13			<b>Q2 17/18:</b> Data only		15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP3b		Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	47.0%	46.7%	47.2%	48.1%			<b>Q2 17/18:</b> On Target Ongoing positive trend.	44.5%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
CORP3c		Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	2.96%	5.71%	4.52%	3.81%			<b>Q2 17/18:</b> Data Only An improving trend.		New for 15/16 Rank 16 (Second Quartile)
CORP8		Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	87.4%	90.8%	94.8%	93.1%			<b>Q2 17/18:</b> Off Target Building Services manager has encouraged maintenance manager to process external contractor invoices in a timely manner. Procurement manager to examine issues with late payment of central stores and fleet maintenance invoices.	95.0%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).
CORP6aiii		Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.94	1.77	1.75	1.79			<b>Q2 17/18:</b> Data Only		15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).

# 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	External Comparison
		Value	Value	Value	Value	Value	Value	
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	4.24%	4.15%	3.56%	4.39%	5.26%	5.08%	15/16 Rank 18 (Third Quartile) 14/15 Rank 20 (Third Quartile)
CORP2	Corporate Indicator - Corporate and democratic core costs per 1,000 population (LGBF)	£42,210.99	£34,939.91	£48,041.31	£44,663.52	£42,036.89	£34,363.20	15/16 Rank 21 (Third Quartile). 14/15 Rank 25 (Bottom Quartile).
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	48.8%	47.7%	44.6%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees						4.58%	New for 15/16 Rank 16 (Second Quartile)
CORP6aiii	Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)				5.25	5.5	4.17	15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6biii	Corporate Indicator - All Employees except teachers sickness absence days (non-teacher) (CUMULATIVE) (LGBF)				10.04	10.11	9.9	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%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).



# Property and Facilities Management Performance Report Quarter Two 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.8

Midlothian 

## Progress in delivery of strategic outcomes

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

The key programmes which support this vision are:

- Delivering Excellence
- The Council's Financial Strategy
- The Council's Capital Plan Strategy (Including Housing Revenue account)

These are supported by individual visions covering:

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

**Building Services:** A number of successful handovers have taken place including, Paradykes Campus, Gorebridge and Bilston Primary Schools and the handover of 22 units at Edgefield Road phase 1 and 2 of the house build programme.

The new Newbattle High School construction commenced in January 2016 and continues on programme and on budget for opening in May 2018.

A total funding of £5,635,000 has now been secured to deliver energy efficiency projects since 2011.

New funding of £468,000 from the External Window Insulation Scheme (EWI) has been allocated to Midlothian Council.

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

**Facilities Services:** Catering Services had a strong start on the uptake of Primary school meals and continues to perform well above the national average in primary and Free Meal uptake for P1-3.

New Roslin and Paradykes Primary School kitchens opened on schedule as well as the new cafe facility at Loanhead centre.

Cuiken and Sacred Heart Primary School extension designs approved and design team progressing with Planning and Building warrant submissions.

Modular Unit contractor appointed for nursery and primary classes across 5 schools.

Leisure Centre Life Cycle Works completed at Dalkeith Schools Community Campus.

**Property Assets:** A grant application to Non Domestic Energy Efficiency Framework (NDEEF) to secure funding for Energy Consultancy to identify potential energy saving projects was successful.

Public Engagement in respect of the Stobhill/Lady Victoria Master Plan is now complete.

The acquisition of office premises at 9/11 White Hart Street, Dalkeith providing a source of income and potential benefit to Dalkeith Town Centre if the regeneration project proceeds.

**Sport and Leisure:** This year Walk the Line attracted 284 people, 104 more walkers than last year. Sport and Leisure teamed up with Penicuik HS and Morrisons supermarket to supply a healthy snack on the day.

Ten care homes competed at Midlothian's Senior Games on Tuesday 4th July organised by sport and leisure's Ageing well team. Training for the event included a seated dance DVD produced by Sport and Leisure. Care homes continue to use the DVD with residents.

Five out of six secondary schools attended the annual athletics event at the Dalkeith Campus. The championships were organised by the Active Schools Team and supported by Lasswade Athletics Club along with school staff and senior pupils.

The Active Schools Team were successful in obtaining grant funding from the National Lottery Awards for the Get Active Lawfield project.

Dalkeith Thistle hosted week 5 of the Scottish FA / Midlothian Council Summer Holiday Football Camps. Local kids aged between 5-12 years enjoyed warm ups, skills and small sided games delivered by Scottish FA Community Coaches.

Summer of Sport 2017 programme was successful in providing increased sporting opportunities for children of all ages and this year we trialled an online information guide rather than a paper booklet.

### Emerging Challenges

**Building Services:** Reduction in operating costs whilst maintaining frontline services. Action is to review all operational/procurement procedures.

Delivery of Major works programmes against a rising market of costs and labour shortage. Primary schools, 1 Secondary School, Complex Care Home, Phase 2 Housing sites, Woodburn Hub, EWIM 2.

**Facilities Services:** Addressing the ongoing financial challenge via the reconfiguration of services across the estate.

Providing a catering and facilities service that is adaptable to and meets the requirements of the Early Years expansion programme.

Addressing the challenge of the decline in High School meal uptake by looking at alternative delivery models.

Providing interim temporary units where required whilst the catchment review for each primary school is predetermined to include the revised nursery numbers.

**Property Assets:** Negotiating the acquisition of Network Rail land at Shawfair to secure the site at Shawfair.

Developing proposals for Heat Networks at Bonnyrigg and Shawfair.

Securing planning permission for Stobhill and approval for Stobhill/Lady Victoria Master Plan.

**Sport and Leisure:** Replacing the outdated and unsupported till system with a new fit for purpose Leisure Management system which will enhance customer focus and on-line booking option, address participation statistics / data and deliver service change. It is anticipated that the system will be implemented in April 2018.

Concluding the business case for Destination Hillend and evaluating the financial model prior to reporting to Council.

Development and publishing of the Sport and Physical Activity Strategy for Midlothian Council involving all participants and external agencies. Draft strategy out for consultation and planned introduction in April 2018.

Securing funding to support the Midlothian Active Choices product in collaboration with the NHS.

Reviewing the operating hours /procedures in various leisure centres in order to address the budget challenges.

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

# Property & Facilities Management PI summary 17/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	982	550	173	357		Q2 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.49	2.5	2.32	1.36		Q2 17/18: On Target		5	Number of complaints complete at Stage 1	356
										Number of working days for Stage 1 complaints to be Completed	484
	Average time in working days to respond to complaints at stage 2		13.67	15	15		Q2 17/18: On Target		20	Number of complaints complete at Stage 2	1
										Number of working days for Stage 2 complaints to be Completed	15
	Percentage of complaints at stage 1 complete within 5 working days	93.56 %	92.64 %	91.28 %	92.98 %		Q2 17/18: Off Target Development work is underway to raise awareness of the complaints policy time limits.		95%	Number of complaints complete at Stage 1	356
										Number of complaints at stage 1 responded to within 5 working days	331
	Percentage of complaints at stage 2 complete within 20 working days	33.33 %	66.67 %	100%	100%		Q2 17/18: On Target		95%	Number of complaints complete at Stage 2	1
										Number of complaints at stage 2 responded to within 20 working days	1



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 14.049 m	£ 13.639	£ 13.440 m	£ 13.863 m		Q2 17/18: Off Target Actions are in place to address overspend		Half yearly target is £13.658		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	10.92	4.59	2.48	3.98		Q2 17/18: On Target		8.50	Number of days lost (cumulative)	2,274.7
										Average number of FTE in service (year to date)	571.5

## Corporate Health



Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	93.1%	100%	100%	100%		Q2 17/18: On Target		90%	Number of service & corporate priority actions	27
										Number of service & corporate priority actions on tgt/completed	27
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	79%	85%	85%	81%		Q2 17/18: Off Target Building Services manager has encouraged maintenance manager to process external contractor invoices in a timely manner. Procurement manager to examine issues with late payment of central stores invoices.		85%	Number received (cumulative)	8,180
										Number paid within 30 days (cumulative)	6,594
06. Improve PI performance	% of PIs that are on target/ have reached their target.	78.38 %	81.25 %	67.74 %	67.74 %		Q2 17/18: Off Target Improvement actions are being put in place to bring PIs back on target.		90%	Number on tgt/ tgt achieved	21
										Number of PI's	31
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		Q2 17/18: On Target No high risks identified.		100%	Number of high risks reviewed in the last quarter	0
										Number of high risks	0






## Improving for the Future






Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	33.33 %	33.33 %	90.91 %	54.55 %		Q2 17/18: Off Target 1 action outstanding from 2015 audit programme. 4 actions outstanding from 2017 programme.		90%	Number of on target actions	6
										Number of outstanding actions	11













# Property & Facilities Management Action Report 17/18






Service Priorities						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.01.01	01. Children and young people are supported to be healthy, happy and reach their potential	Continue to provide high quality nutritional school meals	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Meal provision continues to meet to the nutrition targets set by Scottish Government.
PFM.S.01.02		Promote and deliver Active Schools programmes to school children	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Active Schools programmes promoted through printed materials (newsletters, posters, programme letters), verbal communications (parents evenings, school assemblies, parent teach meetings, parent council meetings, staff meetings, school information evenings) and electronic media, Active Midlothian website and twitter (@active_mid).  All schools pupils from P1 – S6 offered Active Schools school and cluster programmes with a range of activities.  Every school child was given a leaflet signposting them to the Summer of Sport programme. Active Schools Summer Newsletter were posted on the Active Midlothian Website for the Penicuik, Lasswade and Newbattle cluster link - <a href="https://www.activemidlothian.org.uk/news/active-schools-summer-newsletters-2017-1005">https://www.activemidlothian.org.uk/news/active-schools-summer-newsletters-2017-1005</a>

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.01.03		Undertake programme of work to improve/upgrade Primary School Estate - Bilston, Gorebridge, Roslin, Paradykes Primary School	31-Mar-2018		50%	<p><b>Q2 17/18: On Target</b>  <b>Paradykes</b>  Phase 1 Main works are complete however there was an extensive snagging list at handover. The contractor has retained his team on site to complete this list and they expect to complete all of the items by the end of October.  Phase 2 works started later than originally planned due to the knock on effect of the phase 1 works. These are now past the original completion date and a certificate of non-completion has been issued by Hardies.</p> <p><b>Roslin</b>  The Phase 1 works (School Building) completed on time to a very high quality of finish. Staff / Community feedback has been exceptional. Phase 2 works will be complete with the MUGA opening after the October Break. The Pitch works have advanced as far as they can given the time of year and the contractor will return in the spring to complete the sand slitting and final seeding.</p>
PFM.S.01.04		Undertake programme of work to deliver improvement/upgrade High School Estate - Newbattle High School	31-Mar-2018		50%	<p><b>Q2 17/18: On Target</b>  Works remain on programme with the internal fit out on both the teaching block and sports block progressing well.  The Fixed furniture is currently being installed in the teaching block working from the 2nd floor down. Floor coverings are also being installed.</p> <p>The sports block is progressing well. The pool structure is complete and the pool has been filled with water to allow the structure to settle prior to starting the tiling works.  Completion of the building element scheduled for March 2018.</p>
PFM.S.02.01	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Maintain the percentage of trainees completing courses through training and employability sources	31-Mar-2018		50%	<b>Q2 17/18: On Target</b>
PFM.S.03.01	03. New jobs and businesses are located in Midlothian	Ensure all contracts include where possible for the engagement of local businesses	31-Mar-2018		50%	<p><b>Q2 17/18: On Target</b>  All contracts contain a clause to include local labour</p>
PFM.S.04.01	04. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity	Review and implementation of recommendation from the Carbon Reduction Commitment (CRC) plan	31-Mar-2018		50%	<p><b>Q2 17/18: On Target</b>  Programme of Carbon Reduction Projects identified – boiler replacements being tendered and 2 lighting upgrade projects completed.</p>











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.04.02		Identification and instigation of projects as recommended as part of the Carbon Management Plan	31-Mar-2018		25%	<b>Q2 17/18:</b> On Target Non Domestic Energy Efficiency Framework (NDEEF) grant application successful for funding to identify investment of in excess of £1m with guaranteed payback period and annual net savings of 10% p.a. Strategic Outline Case complete and Outline Business Case being constructed. Successful LCITP study bid re Bonnyrigg DHS in hand.
PFM.S.05.01	05. More social housing has been provided taking account of local demand	Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 61 units of targeted 69 now completed and handed over.  Currently under construction are: 8 units at Stobhill Site (51b) to be handed over in October 2017.  Further procurement activity: 75 units at Site 32/34 Newbyres Crescent, Gorebridge – tenders received - lead bid status award (and commencement of pre-construction activities) October 2017 ( <i>dependant on ground gas issues being clarified</i> ). 10 units at Site 23 Woodburn Terrace, Dalkeith – tenders to be returned October 2017 - lead bid status award (and commencement of pre-construction activities) November 2017. 70 units at Site 53 Morris Road, Newtongrange – tenders to be returned October 2017 - lead bid status award (and commencement of pre-construction activities) November 2017.  Final sites to complete the phase 2 project agreed with housing. Phase 3 sites also identified but potentially subject to revision.
PFM.S.05.02		Continue to undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard (2015).	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Heating, bathroom, windows and doors surveys and roughcasting contract ongoing. Surveys for reactive repairs questionnaire have been updated. Repairs survey has been progressed through the use of the Councils Customer Satisfaction Measurement tool with reports being prepared and monitored via the Team Plan Reports
PFM.S.05.03		Complete survey and report into EESSH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31-Mar-2018		50%	<b>Q2 17/18:</b> 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.S.06.01	06. People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes	Undertake adaptations to houses for those with specific needs	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target To the end of Q2, 42 minor adaptations have been completed and 9 Major adaptations of ramps and wet floor bathrooms have been completed.







Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.07.01	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and deliver MAC (Midlothian Active Choices) programmes	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Continued involvement with Weight Management Programme and NHS services. Continued partnership work with Weight Management, Newbattle Community Partnership, Midlothian Diabetes Strategy working group, Joint Mental health.
PFM.S.07.02		Promote and deliver Ageing Well programmes to 50+ age groups	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target New Age Kurling group started up in August in Loanhead. Restarted line dancing group in August in Loanhead. Taster session of disc golf with volunteers in Sept. 7th Aug – Launched Walk the Line at Morrisons with staff and walkers. 19th Sept – 50+ group Lasswade taster session and talk. 15th July – Kabin Open Day – Come and try New age kurling. 8th August – Dementia cafe New Age kurling session and talk on Ageing well. 8th Sept – Special walking rugby event with representatives from Scottish Govt.
PFM.S.07.03		Promote and maintain uptake and use of leisure facilities	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Extract from Tonezone Marketing Plan that is part of the Sport and Leisure Business Plan 2017/2018. July - No Join Fee for Active Golden years. August - Fitness testing launch (Loanhead and Newtongrange). September - 1st – 15th get September for £10 & no joining fee. Normal prices from 16th. <b>Corporate Parenting cards</b> showing a steady increase and we are now doing health checks with accommodated children. <b>Free swimming</b> for all school children during the school holiday period. <b>New Paradykes Project</b> Programme for dry and wet activities work took place to relocate users back to the centre from alternative accommodation.
PFM.S.07.04		Delivery of high quality Healthy Living Service	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Update on Memberships: 4,771 members, 1,067 Platinum, 556 Gold, 1,717 Silver, 406 Bronze, 675 Active Golden members and 255 Teenzone Members.  Tonezone Marketing Plan was launched in April with different campaigns concentrating on retention.
PFM.S.08.01	08. People feel safe in their neighbourhoods and homes	Design appropriate future developments in accordance with Secure by Design Principles	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target All Housing contract documents contain a clause to demand secure by design certification.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.09.01	09. Deliver efficient Services	Delivery of high quality Property Maintenance Services	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Monitored through satisfaction surveys and Feedback forms.
PFM.S.09.02		Delivery of high quality Facilities Management Services	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Facilities Service continues to deliver high quality services. Staff training remains a priority to fulfil all building cleaning and janitorial functions.
PFM.S.09.03		Implement/set programme of office closures within Council estate	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target <b>EWiM Phase 3; Depot rationalisation</b> Revised target completion December 2019 On target. Desk Top Site Investigations complete. Intrusive Site Investigations complete. Transportation study in progress. Acoustic studies in progress Background testing complete; assessment in relation to new building with associated services will commence on conclusion of consultation. Environmental studies in progress. Draft designs in progress. Informal engagement with Planning, Environmental Health and Roads Departments. PAN submitted to Planning Department. Public Consultations commenced.  <b>EWiM 4; Dalkeith Town Centre Regeneration</b> Progressing alternative delivery with implementation options including financial and risk profiling with Finance and Hub East Central Scotland (HUBCO). Alternative business models have been developed by HUBCO options have been provided to Finance in progress. Sensitivity analysis on the proposals have been carried out and are currently being validated work in progress. Seminar and report to council required in May 2017 work in progress Revised to November.
PFM.S.09.04		Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target PPP1 - PPM (Planned Preventative Maintenance) programme continues to be implemented across PPP1 & PPP2 schools. Reactive maintenance is carried out on both projects as per contractual obligations.
PFM.S.09.05		Prepare and implement a rolling review of rents of the Council's non-operational land and buildings	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target 23 now completed with further reviews triggered.











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.10.01	10. Inequalities in learning outcomes have reduced	Meet the educational needs of increased numbers of pupils in Midlothian. School Estate Planning - Implementing short term investment requirements	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Agreed short term investment requirements for inclusion in capital plan – Design teams now progressing Cuiken PS extension, Sacred Heart PS extension and Contractor has been appointed for Modular Units on 5 school sites.
PFM.S.10.02		Develop proposals to Scottish Futures Trust to enable meeting new 1040hrs target for nursery places	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Contractor appointed for a number of modular nursery accommodation buildings.
PFM.S.11.01	11. Midlothian is an attractive place to live, work and invest in	Management and development of the Council's extensive land interests at Shawfair	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target On programme – report to Council due in November.
PFM.S.11.02		Shawfair Town Centre Amenities - produce report to council, including financial implications, for final approval.	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Network Rail have agreed in principle to the sale of the site - report to Council due in November.
PFM.S.11.03		Confirm primary school sites to be safeguarded with education	31-Mar-2018		50%	<b>Q2 17/18:</b> On Target Burnbrae PS extension and St. Mary's PS brief being developed and designed. School Estate Strategy Report will help advise on requirements for sites and programme across the schools estate.









# Property and Facilities Management PI Report 17/18













Service Priorities											
PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.01.01a	01. Children and young people are supported to be healthy, happy and reach their potential	% uptake of Primary School meals - aim to maintain at 11/12 level (LPI)	80.3%	76.1%	78.6%	76.9%			<b>Q2 17/18:</b> On Target Strong start to term particularly with P1-3 meals.	70%	60.89% - Average per family group (APSE 15/16)
PFM.S.01.01b		% uptake of High School meals	46.9%	41.4%	39.1%	36.2%			<b>Q2 17/18:</b> Off Target High School numbers dropped, external competition and the nutritional restrictions we have are not attractive to customers. P4 consisted of one week at the end of term which produced only a 25% uptake in HS due to extensive end of term activities in all schools.	50%	42.88% - Average per family group (APSE 15/16)
PFM.S.01.02a		Number of distinct activities - Active Schools programmes to school children	40	26	30	30			<b>Q2 17/18:</b> On Target Active Schools delivered 30 different activities to P1-S6 pupils.	40	
PFM.S.02.01a	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within service completing courses	28	26	20	25			<b>Q2 17/18:</b> On Target	14	
PFM.S.02.01b		Number of trainees within Property Maintenance completing courses	11	11	8	8			<b>Q2 17/18:</b> On Target Total Number of apprentices 5 moving to year 4. Two team leaders, 1 Painter now attending college to obtain an HNC. 3 Apprentices moving to year 3.	8	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.02.01c	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within Facilities Services completing courses	5	8	4	6			<b>Q2 17/18:</b> On Target Three trainee Cooks appointed, starting appropriate SVQ Level 2 course at Edinburgh College on 5th October 17. One school placement trainee started at the Mining Museum. Two trainees on a year's placement with the Janitorial service.	3	
PFM.S.02.01d		Number of trainees within Sport and Leisure completing courses	12	7	8	11			<b>Q2 17/18:</b> On Target During quarter two eleven people have been employed on a casual and or fixed term basis as Lifeguards three at Penicuik and Lasswade centres. They previously attended their NPLQ (National Pool Lifeguard Qualification) training course within Midlothian Leisure Centres to become Lifeguards. Total for quarter 2, is 19 people.	3	
PFM.S.05.01a	05. More social housing has been provided taking account of local demand	Number of new build council houses	60	22	0	61			<b>Q2 17/18:</b> Off Target 61 units of targeted 69 now completed and handed over.  Currently under construction are: 8 units at Stobhill Site (51b) to be handed over in October 2017.  Further procurement activity: 75 units at Site 32/34 Newbyres Crescent, Gorebridge – tenders received - lead bid status award (and commencement of pre-construction activities) October 2017 ( <i>dependant on ground gas issues being clarified</i> ). 10 units at Site 23 Woodburn Terrace, Dalkeith – tenders to be returned October 2017 - lead bid status award (and commencement of pre-construction activities)	156	
















PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
	05. More social housing has been provided taking account of local demand								November 2017. 70 units at Site 53 Morris Road, Newtongrange – tenders to be returned October 2017 - lead bid status award (and commencement of pre-construction activities) November 2017.  Final sites to complete the phase 2 project agreed with housing. Phase 3 sites also identified but potentially subject to revision.		
PFM.S.05.02a		The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	100%	100%	100%			<b>Q2 17/18:</b> On Target 100% of Midlothian Council houses are free from serious disrepair. (15 exemptions which reflect rate of 99.78%).	100%	
PFM.S.05.02b		The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	100%	100%	100%			<b>Q2 17/18:</b> On Target 100% of Midlothian Council houses have modern facilities. (479 exemptions which reflect rate of 93.24%).	100%	
PFM.S.05.02c		The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	100%	100%	100%			<b>Q2 17/18:</b> On Target 100% of Midlothian Council houses are healthy safe and secure. (479 exemptions which reflect rate of 93.24%).	100%	
PFM.S.05.02d		Number of Council properties roughcast	140	83	0	0			<b>Q2 17/18:</b> Off Target No properties started at this time.	220	
PFM.S.05.03a		Number of upgrades to central heating systems	227	127	95	190			<b>Q2 17/18:</b> Data Only 95 upgrades completed in Q2 17/18.		n/a internal programme of works - benchmark against target

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.06.01a	06. People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes	Proportion of adaptations requested and completed	100%	100%	100%	100%			<b>Q2 17/18:</b> On Target To the end of Q2, 42 minor adaptations have been completed and 9 Major adaptations of ramps and wet floor bathrooms have been completed.	100%	
PFM.S.07.01a	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Number of activities offered by MAC (Midlothian Active Choices)	17	13	19	21			<b>Q2 17/18:</b> On Target Number of activities offered by MAC (Midlothian Active Choices) this quarter 9 weekly gym groups and 12 group class activities; including Low level circuits, spinning, walking football, dancing, swimming & badminton per week. A total of 252 activities for the quarter.	16	
PFM.S.07.01b		Number of attendees during quarter to MAC (Midlothian Active Choices) activities	5,253	1,370	2,007	2,371			<b>Q2 17/18:</b> Data Only Increased number of attendees during quarter to MAC (Midlothian Active Choices) activities:  Classes 1874 and 497 one to one sessions. Total 2,371.		
PFM.S.07.03a		Number of attendances per 1,000 population to all pools	2,620	1,260	430	930			<b>Q2 17/18:</b> Off Target Wet side usage figures for quarter two show 43,342. Drop in usage due to Loanhead Leisure Centre closure for refurbishment pool opened on the 11th of September. Cumulative wet usage 80,293.	3,040	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.07.03b		Number of attendances per 1,000 population for indoor sports and leisure facilities	7,230	3,280	1,480	2,910			<b>Q2 17/18:</b> Off Target Dry usage figures show 101,114. This is a drop on last year's Q2 figure by 43,342. Loanhead Leisure Centre was closed for refurbishment until the 24th of August.	8,290	
PFM.S.07.04b		Performance Indicator scores in (selected) registered Leisure Centres	92.59%	91.05%	92.16%	91.18%			<b>Q2 17/18:</b> On Target Viewpoint stats show that 91.18% were satisfied with leisure facilities at Danderhall Community Leisure Centre.	90%	
PFM.S.08.01a	08. People feel safe in their neighbourhoods and homes	Proportion of developments meeting Secure by Design Certification Standards	100%	100%	100%	100%			<b>Q2 17/18:</b> On Target All housing contracts have a 'secure by design' specification.	100%	
PFM.S.09.01a	09. Deliver efficient Services	Average turn-around of properties (inclusive of homeless properties) Target 20 working days	72.94%	68.57%	62%	51.65%			<b>Q2 17/18:</b> Off Target Total number of voids in Q2 was 91. Day to day voids average of 23 days due to a larger number of voids requiring extensive works which has affected the turnover figure badly. Homeless voids have a 14 day turnover average.	83%	
PFM.S.09.02a		Cost per square metre cleaned	£8.90	£8.90	£8.90	£8.90			<b>Q2 17/18:</b> On Target Our cost per square meter cleaned of £8.90 remains lower than the national average of £12.29 from the information provided by the Association for Public Service Excellence (APSE) in December.	£10.03	£12.29 - Average per family group 2014/15 (APSE)
PFM.S.09.02b		Total square metres cleaned per hour	1.25	1.25	1.25	1.25			<b>Q2 17/18:</b> On Target Our aim is to be higher than the APSE national average of 1.09 sqm cleaned per FTE, currently at 1.25 sqm as published by the Association for Public Service Excellence (APSE) in December.	1.2	1.09 - Average per family group 2014/15 (APSE)

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.09.02c	09. Deliver efficient Services	Monthly number of meals prepared/monthly labour hours across production and dining centres.	8.9	8.4	8.4	10.3			<b>Q2 17/18:</b> On Target Productivity average in the Primary is 12 meals p/h and HS is 8.5 meals p/h. Newbattle is the only HS operating over target at 11.5 meal p/h.	10	8.46- Average per family group 2013/14 (APSE)
PFM.S.09.02d		Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	76.1%	76.1%	72.9%	72.9%			<b>Q2 17/18:</b> On Target School meal census published June 17 shows Midlothian uptake is <b>72.9%</b> , a decrease of 3.2% on 16/17. National average is now <b>65%. Census published annually in June.</b>	70%	Scottish Government Annual Survey of School Meals 2015 64.8%
PFM.S.09.02e		Achieve greater than the Scottish average in the annual school meal census (High Schools)	59.8%	59.8%	62.2%	62.2%			<b>Q2 17/18:</b> On Target School meal census published in June 17 showed Midlothian High school uptake at <b>62.2%</b> , an increase of 2.4% on 16/17. However it is still above the national average of <b>44.3% Census published annually in June.</b>	60%	Scottish Government Annual Survey of School Meals 2015 44.2%
PFM.S.09.04a		Percentage of PPP maintenance issues that are addressed within timescale (failure results in penalty to PPP contractor)	95%	95%	95%	95%			<b>Q2 17/18:</b> On Target PPP1 performance and response to maintenance issues is improving and PPP2 performance remains close to 100%.	90%	
PFM.S.09.05a		Proportion of commercial properties rent reviews complete	65%	59%	25%	38%			<b>Q2 17/18:</b> On Target A total of 23 rent reviews completed to date (8 this quarter).	100%	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
HSN3	12. Local Government Benchmarking Framework	Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	93.1%	100.0%	97.1%	97.1%			<b>Q2 17/18:</b> Off Target There is currently 97.1% of council housing stock meeting the SHQS criteria. Building Services are actively attempting to obtain access to the remaining 3% 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%.	100.0%	15/16 Rank 14 (Second Quartile). 14/15 Rank 10 (Second Quartile).
HSN5		Corporate Indicator - Percentage of council houses that are energy efficient (LGBF)	100.0%	100.0%	100.0%	100.0%			<b>Q2 17/18:</b> On Target 100% of council houses are energy efficient.	100.0%	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	848,940	391,453	181,237	325,693			<b>Q2 17/18:</b> Off Target Total number of attendances was 144,456 for the quarter down 44,930 on last year. Loanhead Leisure Centre closure refurbishment, Penicuik Spa out of operation and Danderhall closed for one week during this quarter.	916,000	
C&L1c		Corporate Indicator - Total number of attendance at all pools	226,060	108,363	36,951	80,293			<b>Q2 17/18:</b> Off Target Wet side usage figures for quarter two show 43,342. Cumulative figures show 80,293. Penicuik Spa and Loanhead Leisure Centre closed during this period for refurbishment.	257,000	
C&L1d		Corporate Indicator - Total number of attendance for other indoor sports and leisure facilities, excluding pools in a combined complex	622,880	283,090	144,286	245,400			<b>Q2 17/18:</b> Off Target Dry usage figures for quarter show 101,114. Cumulative figures show 251,245. Refurbishment / closure works at Loanhead Leisure Centre and Danderhall closure for one week.	659,000	

PI Code	Priority	PI	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Status	Short Trend	Note		
C&L1e		Corporate Indicator - Total number of attendances at Outdoor Sport and Leisure Facilities	20,633		5,845	2,406			<b>Q2 17/18:</b> Data Only Total number of attendances for quarter two was 2,406 Cumulative total is 8,740		
C&L5d		Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	92.73%	91.05%	92.16%	91.18%			<b>Q2 17/18:</b> Data Only Percentage of adults satisfied with leisure facilities using Viewpoint system show 91.18%.		15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

# 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	External Comparison
		Value	Value	Value	Value	Value	Value	
C-AST1	Corporate Indicator - Proportion of operational buildings that are suitable for their current use (LGBF)	85.78%		88.27%	88.89%	88.69%	80.65%	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)		71.3%		81.5%	131.69%	77.18%	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	External Comparison
		Value	Value	Value	Value	Value	Value	
C&L1	Corporate Indicator - NET Cost per attendance at Sports facilities (LGBF)	£3.68	£2.53	£3.36	£2.78	£2.99	£3.37	15/16 Rank 23 (Third Quartile). 14/15 Rank 27 (Bottom Quartile).
C&L5d	Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	79.7%	84.7%	77%	77%	72%	73.67%	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	External Comparison
		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%	15/16 Rank 14 (Second Quartile). 14/15 Rank 10 (Second Quartile).
HSN4b	Average time taken to complete non-emergency repairs (LGBF)				7	7.37	9.01	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%	99.1%	100.0%	99.8%	15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).





## Midlothian Council Quarter Two Performance Report – 2017-18

Midlothian Council delivers its priorities through the Community Planning Partnership (CPP) 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.

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.

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

“Midlothian – a great place to grow”.

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

## Progress of Single Midlothian Plan Themes, Quarter Two – 2017-18

### Adult, Health and Care - Achievements

*Responding to growing demand for adult social care and health services*

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

The Adult Health and Social Care service continues to undergo redesign as required by the Integration agenda. The 2016-19 Strategy and 2017-18 Delivery Plan outlines a major programme of service changes designed to promote prevention and recovery. The enablers to achieve include improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Care Packages.

**1. Integration:** The Integration Joint Board (IJB) produced and published its first Annual Report, including a summarised version, in August 2017. Work is underway to develop a Property Strategy working closely with NHS Lothian and Midlothian Council. A partnership Workforce Framework has been developed and approved in principle by the IJB. At a service level the Wellbeing Service is now fully established in 8 Health Centres and is subject to full evaluation supported by Healthcare Improvement Scotland. A new project is underway, supported by the national Collaborative Leadership programme, to develop stronger locality working. This is taking place in Penicuik focussing upon services to people who are housebound.

**2. Older People:** The Ageing Well project continues to provide a broad range of health promoting activities through having a committed and diverse volunteer pool who are active within the community. The publication of Scotland's third dementia strategy and publication of the Scottish Governments findings from the independent evaluation from testing the 8 pillars model of community support for people with dementia has resulted in the establishing of a Dementia Steering group to provide strategic oversight and direction to the delivery of dementia care within Midlothian. The shift in the balance of care towards providing more care at home has experienced success and failures over the past year. Projects which aim to improve the coordination care across primary and social care are set up. The lack of capacity to provide care at home is impacting on those people delayed in hospital. Newbyres has seen the introduction of nurses and has developed two dementia wings totalling 24 beds. There are plans to increase the amount of extra care housing in Midlothian following the success of Cowan Court. Improving the quality of care in care homes continues to be supported by a Care Home Nurse advisor and the introduction of Video conferencing to support training across care home staff that has already provided training to over 300 staff.

**3. Learning Disabilities:** A Day Services Policy and Strategy has been approved by Council and work is commencing on its implementation. As part of this work a number of 'expert panels' will be held which will allow a full range of stakeholders to help shape Day Service provision going forward. Teviot Court, the development of 12 houses for people with complex care needs in Penicuik, is complete and being occupied in a phased approach.

**4. Physical Disabilities/Sensory Loss:** The JPDPG (Joint Physical Disability Planning Group) continues to focus on improving the availability of information and effective communication. A communications group has been formed to ensure a brief newsletter follows each planning group meeting. This will be shared with a wide audience, keeping them updated on the work being undertaken and encouraging input and exchange of ideas. Social media is now also being utilised through the Council Facebook page. The proposed training of volunteers by Audiology took place on 4th May and 15th August, with around 15 people attending to be shown how to do basic maintenance and repair on hearing aids. Repair and maintenance is now however also being provided as part of the Adult Audiology Clinic at the Community Hospital in Bonnyrigg which commenced on the 25th September. Awareness training sessions are ongoing, having recently been delivered to Midlothian Firefighters. This highlighted the risks associated with sensory loss to be considered and recorded during home safety visits. It is also the first step to encourage increased referrals between our two organisations. The consultation on the British Sign Language National Plan closed at the end of May with publication due shortly.

**5. Self Directed Support:** Work is continuing to embed Self Directed Support into a 'business as usual' activity. Ongoing service development is taking into consideration the requirements of Self Directed Support. Work is being progressed to help individuals to make use of direct payments by making it easier to identify and employ perspective personal assistants.

**6. Substance Misuse:** Funding for the development of a Recovery Hub which will bring together mental health, substance misuse and criminal justice services, including third sector partners, has been approved by Council. The hub reflects the wishes of people with lived experience to have better co-ordinated, easily accessible services that reduce the need to repeat their stories. The Hub will strengthen the partnership's core priorities which is to develop a more effective Recovery Integrated System of Care (ROSC). Peer support through peer workers, volunteers and mentors will

be an integral part of the Recovery Hub. The Care Inspectorate report on the work of the partnership noted 30 strengths, one of which was, *'It was evident that service users were offered high quality, evidence informed treatment, care and support interventions'*.

**7. Mental Health:** Attendance at the two Mental Health Access Points in Penicuik and Bonnyrigg has exceeded expectation and continues to grow. Around 2% of the adult population of Midlothian used the service in its first year of operation. Staff at the Access Points guide people to access the support they need to increase their mental wellbeing; reducing low mood and feelings of stress. 71 Community Services and resources have been signposted/referred into and over half of those who have attended have been offered assessment for psychological therapies. The Wellbeing Service in 8 GP practices is assisting many people to access self-help resources and quicker access to psychological therapies. 80% of the referrals made by GPs have a strong Mental Health component. A Triage project with Police has been introduced to ensure that people in crisis get quick access to the right type of support, including a place of safety.

## **Community Safety - Achievements**

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

**Criminal Justice/Community Justice:** An additional social worker has been appointed to Criminal Justice Social Work providing team capacity to work with domestic abuse perpetrators on a voluntary basis. This will coincide with the introduction of Safe and Together in Midlothian early next year. Safe and Together provides a framework for partnering with domestic violence survivors and interviewing with domestic violence perpetrators in order to enhance the safety and wellbeing of children. In Edinburgh Safe and Together works in partnership with the Safer Families service which picks up the work with perpetrators identified by Children and Families staff. The Midlothian perpetrator work will be based on the interventions used by Safer Families in Edinburgh. Community Justice Scotland representatives visited Midlothian on the 7th August 2017. They attended the Community Justice Working Group and then held a separate meeting to provide feedback on the Midlothian Community Justice Outcomes Improvement Plan. The feedback was positive and improvement recommendations incorporated into the plan when it is refreshed for 2018/19.

**East and Midlothian Resolution Service:** A Service Level Agreement was concluded to implement the East and Midlothian Resolution Service from August, 2017 for resolving neighbour disputes. This new confidential service is a partnership between East and Midlothian Councils and will receive referrals from the councils' safer communities and housing teams, local housing associations and Police Scotland. The primary aim of the service is to help residents in dispute find a solution to any issues that may have arisen between them.

**Midlothian Local Policing Plan 2017-2020:** Council agreed the Local Police Plan, that sets out priorities for policing in Midlothian. The Single Midlothian Plan commits partners to plan a preventative approach to service provision and this new police plan is outcome focussed rather than target driven.

**Roads Services:** The council is delivering the 2017/18 footway and road improvement programme with the aim of being able to confirm the road network has continued in a steady state position, i.e. no increase in the overall maintenance backlog, albeit like other authorities this is a significant challenge.

The final application has been submitted to Scottish Government to allow for the introduction of Decriminalised Parking Enforcement in Midlothian. It is anticipated that approval will be granted early in the new year.

The Road Services team were recently nominated for the National Transport Awards 2017 for "Excellence in Travel Information & Marketing for the Out and About Midlothian Project". This relates to measures which have seen an increase in sustainable travel to and from the railway stations along the Borders rail line. This followed success at the Scottish awards.

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. A report is being prepared to the Borders Rail blue print group for funding to take this forward.

In terms of promoting sustainable travel, as well as encouraging healthy lives, cycle friendly school awards have been achieved by both Mauricewood Primary School and Newbattle High Schools. In addition, a successful Support Plus funding bid of £14,000 (Cycle training for children) has been made.

Following a successful Cycle friendly Employer bid, a bike shelter for staff and lockers for Midlothian House and Fairfield House have recently been installed.

## Getting it Right for Every Midlothian Child - Achievements

*Improving outcomes for children, young people and their families.*

**Family Placement Team:** We continue to try and recruit local carers and prospective adopters for our Midlothian children and young people. We have now embarked on our partnership with the Permanence and Care Excellence Programme (PACE) and as part of our quality improvement we have established our stretched aim. Our target is that as from 1st November 2017 all children under 12 years will have a permanent plan within 7.5 months from the point of being accommodated. This is a very ambitious aim and will require a great deal of intensive work in order to achieve this outcome.

Recruitment of foster carers continues to be a challenge and we continue to look at ways to overcome this. This involves talking to partner local authorities. One of the issues for us as a small Local Authority is linked to our fees and allowances which do not compete with other local authorities or private agencies. There is currently work being done by Scottish Government around national fees and allowances therefore we shall await their findings on this piece of work. A key pressure is competing with the financial incentives created by a number of the independent foster carer agencies.

**Child Protection:** In Q2 Midlothian had 54 (3.2%) children on the child protection register which is slightly above the National 3.0% average.

**Looked After at home and away from home (LAC/LAAC):** Our looked after at home children and young people numbers have increased from 42 in Q2 last year to 74 in Q2 this year, this being a 76% increase. This relates to 3.9 rate per 1,000 children in Midlothian compared to the Scottish average of 3.8.

From discussions with staff and the Children's Reporter it would appear that this significant increase supports our earlier intervention and preventative strategy in that we are identifying families earlier where there are concerns and where we require change and trying to achieve this by putting more resources and support into family based care rather than removing children.

In September 2016 we had only 2 children between ages 0-2 looked after at home whilst in September 2017 we had 9 within this age range again further evidence of us identifying issues at a much earlier stage.

Children and Young People Looked after away from home are divided into two categories those in external residential schools of which there are 17 young people, a 21% increase from this time last year (14). For those young people in external foster care, in Q2 there are 30 a 23% decrease on last year's Q2 figure (39). This is a positive trend and supports our ethos and aim of having all children and young people cared for and educated within Midlothian.

**Broad General Education:** This is the main priority for the year ahead. During this quarter we completed the final moderation exercise prior to the submission of the final CfE data to the Scottish Government. This is due to be published in December and will be reported formally in quarter 3. In order to improve attainment, we have implemented rigorous attainment meetings in the primary sector mirroring the good work which has been implemented in the secondary sector with a robust evidence-base. With the introduction of a new tracking module in SEEMIS, and pilot work surrounding new assessment and reporting guidance from Education Scotland we have implemented 3 tracking and monitoring periods to ensure that we identify early any learners not expected to achieve the level appropriate to their stage to ensure that we maximise the opportunity for all learners to meet and exceed their expected levels.

**Developing the Curriculum as a hook - the power of learning pathways:** Broad General Education: This session we are taking a closer look at learning pathways, including transitions, in order to deliver a curriculum that acts as a hook to improve engagement and participation resulting in improved outcomes for all learners. In the senior phase we will examine learning pathways, including transitions, in order to implement the recommendations in Developing Young Workforce and the Delivery Plan for Education in order to deliver a coherent curriculum that acts as a hook to improve engagement and participation resulting in improved attendance, attainment, wider achievements and sustained positive destinations.

### **Moderation, tracking and assessment of progress through the Broad General Education (BGE):**

Rigorous tracking and monitoring has been implemented for session 2017-18 and further data will be reported in quarter 3 following the publication of the CfE levels in December.

**Ensuring wellbeing, equity and inclusion:** Continuing our focus on improving attendance and reducing exclusion, the following quarter 2 achievements are notable: 0.59% improvement in Primary attendance and 1.23% improvement in secondary attendance. A drop of 4 exclusions in the primary sector and a drop of 56 in the secondary sector when compared with quarter 1.

**Care Experienced Young People – Educational Attainment:** Children Services and Education continue to work

together to devise a more robust model to ensure care experienced young people remain in education and are afforded the best educational opportunities.

## **Improving Opportunities for People in Midlothian - Achievements**

*Creating opportunities for all and reducing inequalities.*

### **Serving our Communities**

- Secured Scottish Government Community Choice Grant funding towards our area targeting activities, participatory budgeting, and research into 'cost of the school day'.
- New Community Officer funded by Police Scotland has joined the Communities Team.
- First community councils training day was well attended, and generated positive feedback.
- Specific training provided on the rollout of Universal Credit to the Joint Mental Health Team, and Social Workers for Marie Curie; training sessions to be extended to other Council services during the remainder of 2017/18.

**Landscape & Countryside:** In support of the Councils Play Strategy a number of works have been completed including improvements at four sites; Lasswade Primary School, Mauricewood Primary School, Danderhall Nursery and Bilston Primary School.

In support of ensuring that the Pentland Hills maximises income opportunities Flotterstone Visitor Centre has recently been converted to a cafe.

The annual walking festival which has recently completed its tenth year had over 700 participants, which is the highest number ever recorded. In addition, significant volunteer time has been generated by the Ranger Service to maintain areas which are the responsibility of the Council.

**Sport & Leisure:** This year Walk the Line attracted 284 people, 104 more walkers than last year. Sport and Leisure teamed up with Penicuik HS and Morrisons supermarket to supply a healthy snack on the day.

Ten care homes competed at Midlothian's Senior Games on Tuesday 4th July organised by sport and leisure's Ageing well team. Training for the event included a seated dance DVD produced by Sport and Leisure. Care homes continue to use the DVD with residents.

Five out of six secondary schools attended the annual athletics event at the Dalkeith Campus. The championships were organised by the Active Schools Team and supported by Lasswade Athletics Club along with school staff and senior pupils.

The Active Schools Team were successful in obtaining grant funding from the National Lottery Awards for the Get Active Lawfield project.

Dalkeith Thistle hosted week 5 of the Scottish FA / Midlothian Council Summer Holiday Football Camps. Local kids aged between 5-12 years enjoyed warm ups, skills and small sided games delivered by Scottish FA Community Coaches.

Summer of Sport 2017 programme was successful in providing increased sporting opportunities for children of all ages and this year we trialled an online information guide rather than a paper booklet.

**Lifelong Learning and Employability:** New opportunities are now emerging for the replacement employability funded programmes by Scottish Government. LLE will embrace these opportunities to attract resources to support adults and young people to secure employment through these new funded programmes, which will complement the recent funds secured through European Structural Funds.

## **Sustainable Growth and Housing - Achievements**

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

### **Overall Strategy**

- Receipt of Scottish Government Reporters report into objections to the Midlothian Local Development Plan, and formal Council notification to Scottish Ministers of the Council's intention to adopt the Plan.

### **Trading Standards**

- Scam Awareness Watch in August included input from the Trading Standards service, in conjunction with the Citizens Advice Bureaux.
- Action taken by Trading Standards under petroleum legislation to identify derelict/unused underground or above ground petrol/spirit tanks and ensure their decommissioning (where required) to render them



permanently safe.

### **Economic Development**

- Four Leader projects awarded grant funding (including one in Midlothian).
- Business Gateway performance on assisting start up companies and developing growing businesses are ahead of targets.
- Business Gateway has held first outreach event aimed at target communities; and worked with Women's Enterprise Scotland which supports partners of serving armed forces personnel.

### **Housing**

**Newbyres Crescent - Gore Avenue, Gorebridge: CO2 emissions:** In 2014, Midlothian Council demolished 64 homes at Newbyres Crescent and Gore Avenue, Gorebridge as a result of a ground gas emissions incident. As part of arrangements to decant households from these homes, the Council agreed in June 2014 to give tenants affected by the demolition works the option of a new home at the new development at Stobhill Road, Gorebridge. All eligible households have been re-housed in the 2 phases of allocations completed at this estate.

**Scottish Social Housing Charter:** The annual Tenants Newsletter was issued, which also publishes performance information each year about the housing services Midlothian Council provide. The Survey data forms part of the submission requirements for the Annual Return of the Charter, which is provided to the Scottish Housing Regulator and made available for all tenants.

The consultative draft of Midlothian Council's Tenant Participation Strategy 2017 – 2020 was approved by Council for publication and consultation. This Strategy identifies outcomes which will improve the way the Housing Service engages with tenants and other service users.

**Homelessness:** Pentland House was opened in Penicuik in the Summer, for the re-use of the building as an alternative to Bed & Breakfast accommodation, which will significantly reduce the need for Midlothian Council to use B&Bs and provide localised services for homeless households. An open drop-in event was held for neighbouring residents prior to occupants moving into the building.

The Polton Centre opened earlier this year to re-use the former Midfield Young Peoples accommodation. This re-provisioning provides a direct alternative to Bed & Breakfast accommodation for homeless households.

**Waste Services:** In relation to meeting the stated target of 60% recycling by 2020 an interim contract has been awarded to Levenseat 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.

This contract terminates in 2019 when the facility at Millerhill comes on stream. During a recent site visit it was confirmed that the new facility is currently on programme to take commissioning waste by early 2019.

### **Additional Areas of Interest**

Internal Council actions/activities supporting the delivery of agreed outcomes

**Delivering Excellence - A programme for change:** Delivering Excellence is about looking at how we do things, with a focus on improving outcomes for our residents and our communities within the context of the financial and other challenges ahead. To do this, we need to think about:

- What our priorities are
- What we can change or do differently
- Which services can be improved
- Which services we can stop

Employee engagement and empowerment is at the core of the Delivering Excellence framework. Every council service is being asked to look at what it does, how much it costs, how it performs and how it could be changed and improved.

### **Financial Strategy**

- Completion of the 2016/17 Audited Financial Statements with an unqualified Audit Certificate;
- Completion of Quarter 1 Financial Monitoring reports for Council as part of continuing robust scrutiny of Financial Performance;
- Financial Strategy report for 2018/19 to 2021/22 presented to Council in September 2017 which outlines future years budget projections, the impact of the Change Programmes and the financial implications of investment decisions / priorities with a recommendation for a special meeting of Council on 10 October 2017 to consider the detailed Change Programme

## Emerging Challenges

### FINANCIAL

#### Financial Strategy

- Continue work on developing future years budget projections and in particular the 2018/19 base budget including the impact of the Change Programmes and the financial implications of investment decisions / priorities for 2018/19 to 2021/22;
- Prepare Quarter 2 financial monitoring projections for 2017/18 and continue to work with managers to maintain effective control over expenditure;
- Continued financial support for the Council Transformation and 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 tracking and realisation process;
- Strengthen financial stewardship in a climate of reducing budgets and increasing service provision.

### ADULT HEALTH AND CARE

**Funding Pressures:** There is a continuing requirement to seek major efficiencies despite the growing demand, particularly in relation to older people and those with complex needs. The service was overspent primarily as a result of some very high care packages and work is being undertaken to find more cost effective ways of providing care. The move towards an integrated budget through the establishment of the Integration Joint Board provides an opportunity to make better use of collective resources.

#### Capacity and Quality of Services:

1. MELDAP face the significant challenge of managing a 23% reduction in Scottish Government funding. Its Strategic Group was clear that priority was given to sustaining the Recovery Orientated System of Care (ROSC) which meant that funding reductions to recovery orientated services were kept to a minimum with no reduction in funding for peer support workers.

2. The ongoing shortfall in care at home capacity has been difficult to manage and has had a knock-on impact on the Reablement Service as the limited capacity of external providers has impacted the ability to move people following their period of reablement. The longer term viability of services in both care homes and care at home services requires a long term approach to workforce planning and the promotion of social care as a career, and this work is being undertaken on a multi-agency basis involving NHS Lothian and the Third Sector. The decision to fund the Living Wage in the care sector also provides an opportunity to create a more sustainable and stable workforce. Two care homes remain under large scale investigation.

3. Aspire has ceased its care at home contract with Midlothian Council and from November 2017 the service provided by Aspire will transfer to one of our other contracted service providers. We are working closely with Aspire and our existing service providers to put new care arrangements in place and minimise the impact on service delivery.

### COMMUNITY SAFETY

**Roads Services:** Pressure on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels. To ensure that best use is made of the limited resources the service will continue to utilise the developed asset management system. In addition dialogue is ongoing with ELBF partners to identify where possible efficiencies in terms of service delivery.

In addition there is likely to be an impact on the ability to maintain other road network features including structures, drainage and street lighting, and to be able to react positively in terms of meeting Government road safety targets.

### GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

**Scottish Child Abuse Inquiry:** As a Local Authority we have had three Section 21 request from the Scottish Child Abuse Inquiry Team, two of which we have responded to and we are currently working on the third report.. In addition to this project we also have implemented the Scottish Child Abuse Claims Working Group which will consider any claims that may come into the Local Authority as a result of Limitation (childhood Abuse) (Scotland) Act 2017 coming into force on the 4th October 2017. The Limitation (Childhood Abuse) (Scotland) Act 2017 means survivors of child abuse no longer face the time-bar that requires personal injury actions for civil damages to be made within three years of the related incident. The new limitation regime will have retrospective effect (up to and including 1964). Midlothian Council has been at the forefront of conversations with COSLA, the Society of Local Authority Lawyers and Administrators (SOLAR) and Social Work Scotland (SWS) in relation to the implications this new Act will have on all Local Authorities.

**Recruitment of primary teachers** remains a risk. Although we have secured an additional pool of permanent supply,

a number of those staff are in a much more positive place with staffing than in the past, this will continue to be flagged as a risk as we move into next year.

**Implementation of 1140 hours by 2020:** Midlothian is making very good progress and our work on the new Woodburn Hub was recently recognised as good practice in the recently published Scottish Govt report “A blueprint for 2020. The expansion of ELLC in Scotland” and this will help inform the ongoing implementation of 1140hrs by 2020. The fire at the nearly complete Gorebridge Community Hub has delayed the planned expansion of Family learning in the area.

## **IMPROVING OPPORTUNITIES FOR MIDLOTHIAN**

### **Serving our Communities**

- Further action to implement the provisions of the Community Empowerment Act 2015, including the operation of community asset transfer.
- Contribution to community development work in Mayfield and Dalkeith (Woodburn).
- Deliver effective programme of participatory budgeting.
- Dealing with an increase in ‘out of control’ dogs.
- Building the capacity of local communities and the third sector to engage fully in community planning and neighbourhood planning.

**Landscape & Countryside:** The Land and Countryside team have been very successful in providing opportunities and advice for youngsters to aid 'Positive Destinations' for Midlothian youngsters. i.e. work placements and help to initiate careers days at local High Schools including careers advice. There is a concern that potential reductions in staffing levels will limit opportunities in this regard.

**Sport and Leisure:** Replacing the outdated and unsupported till system with a new fit for purpose Leisure Management system which will enhance customer focus and on-line booking option, address participation statistics / data and deliver service change; Concluding the business case for Destination Hillend and evaluating the financial model prior to reporting to Council; Development and publishing of the Sport and Physical Activity Strategy for Midlothian Council involving all participants and external agencies. Draft strategy out for consultation and planned introduction in April 2018; Securing funding to support the Midlothian Active Choices product in collaboration with the NHS; Reviewing the operating hours /procedures in various leisure centres in order to address the budget challenges.

## **SUSTAINABLE GROWTH and HOUSING**

### **Overall Strategy**

- Addressing the consequential impact of substantial and rapid increases in housing and population, on elements of physical, service and social infrastructure.
- Complete final statutory stages of preparation of the Midlothian Local Development Plan.
- Meeting increasing demands on the development and regulatory services arising from the upturn in housing development activity and associated population growth.
- Work with the other five constituent Councils of the Edinburgh and South East Scotland City Deal Region (now confirmed in July 2017) to commence detailed preparation of project business cases.
- Preparation of a corporate Climate Change Action Plan.
- Complete the review of the Midlothian Biodiversity Action Plan.
- Maintain a focus on the monitoring and the taking of necessary action in relation to the ongoing matter of CO2 gas ingress to certain properties in Gorebridge.
- Managing the consequences of changes in the benefits system consequent upon the introduction of Welfare Reform.
- Retain a focus on the development of town centres, securing Stage 2 Heritage Lottery Fund monies and Historic Environment Scotland funding for Penicuik; as well as support for a Business Improvement District at Dalkeith, implementation of public reform and related works at Gorebridge, and master planning at Newtongrange.
- Deliver on public health and safety, and food safety, as well as tackling underage sales of tobacco.
- Dealing with an increased prevalence of pests of public health significance.

### **Economic Development**

- Managing the uncertainties of ‘Brexit’ for the business community in Midlothian in terms of business confidence, inward investment, and EU funding.
- Maximise the impact of Business Gateway activity to support new and growing businesses.
- Maintain a focus on the economic viability and vitality of town centres.
- Continue to support and promote further science-based development at Easter Bush (Midlothian Science Zone), with a focus on addressing existing and potential infrastructure constraints.
- Continue to promote opportunities for economic growth arising from the opening of the Borders Rail line.

**Homelessness:** An amendment to the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014 changed the legislation to amend the unsuitable accommodation order from 14 days to 7 days for families with



children or pregnant women living in bed and breakfast accommodation, unless there are exceptional circumstances. The aim of this outcome is to minimise the amount of time pregnant women and families with children should spend in this type of accommodation. The use of bed and breakfast accommodation should be used only in exceptional circumstances when temporarily housing families with children or pregnant women. The Council currently demonstrates good practice in providing suitable accommodation for homeless applicants and has avoided breaching the order but additional solutions need to be developed.

A Scottish Government short term action group has been established to end rough sleeping and transform the use of temporary accommodation in Scotland. A "Ending Homelessness Together" fund has been announced to fund homeless prevention initiatives and Midlothian Council shall bid for resources once details of the scheme are available.

**Housing Services:** A total of 1,020 new council homes have now been delivered in Midlothian since the council embarked on its new build housing programme in 2006. The total number of new homes and subsidised housing options provided by the council, Registered Social Landlords and the Scottish Government now stands at 2,488 since 2006. Although the need for new housing continues to increase with 4800 applicants on the Housing waiting. Midlothian is one of only three councils to have increased their stock over the last 10 years. There is expected to be City Deal support in the development of major new housing sites across the region, including Shawfair. A housing infrastructure fund of up to £50m of predominantly private sector loans will be provided to unlock housing in such strategic development sites. The City Deal provides for greater region-wide collaboration on the key themes of infrastructure, affordable housing, housing delivery vehicles, strategic use of public sector land and property, and skills and innovation.

**Revenues Services:** Universal Credit Full Service was rolled out in Midlothian on 22 March 2017. The Universal Credit Programme closes gateways for legacy benefits, so existing benefits will no longer be eligible as Universal Credit rolls out and there are plans for the migration of those remaining claimants on current benefit types once the digital rollout is complete for all of Great Britain. Awareness, advice and assistance is being provided by the Council. The projected outcomes are based on local data and evidence in conjunction with anecdotal information resulting in speculative scenarios. Regular meetings with DWP are taking place via the Midlothian Operational Delivery Group on Universal Credit implementation. There is potential for some or all of the activity planned by the Scottish Social Security System to be hosted within existing public access points and consultations are taking place locally with the Scottish Government project team.

In October, 2017 the newly devolved Social Security powers in Scotland will make Universal Credit (UC) payments more regular with the option of twice monthly payments instead of the current monthly payment. Social sector tenants will be permitted to have their rent paid directly to the landlord, including the private sector also.

# Midlothian Council Performance Indicator Summary





## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Corporate Indicator - Total number of complaints received (cumulative)	5,936	3,215	1,180	2,425		Q2 17/18: Data only	↓			
01. Provide an efficient complaints service	Corporate Indicator - Percentage of complaints at stage 1 complete within 5 working days	97.66 %	91.53 %	92.72 %	93.57 %		Q2 17/18: Off Target: As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.	↑	95%	Number of complaints complete at Stage 1	2,394
										Number of complaints at stage 1 responded to within 5 working days	2,240
01. Provide an efficient complaints service	Corporate Indicator - Percentage of complaints at stage 2 complete within 20 working days	63.95 %	61.54 %	100%	86.67 %		Q2 17/18: Off Target: As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.	↓	95%	Number of complaints complete at Stage 2	30
										Number of complaints at stage 2 responded to within 20 working days	26



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q2 2016/17	Q1 2017/18	Q2 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£198.446m	£203.331m	£204.937m	£204.834m		Q2 17/18: Off Target. Actions are in place to address the overspend	↑	Half yearly target is £202.511m		
03. Manage stress and absence	Sickness Absence Days per Employee (All employees)	9.34	3.76	2.29	3.48		Q2 17/18: On Target. Annual data for 2016/17 and for Q2 2016/17 has been adjusted to reflect the revised data.	↓	9.25	(All other government staff except Teachers)	3,830.47
										Number of days lost (cumulative)	13,333.07

## Corporate Health

Priority	Indicator	2016/ 17	Q2 2016/ 17	Q1 2017/ 18	Q2 2017/18				Annual Target 2017/ 18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
05. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		<b>Q2 17/18:</b> On Target		100%	Number of high risks reviewed in the last quarter	8
										Number of high risks	8
04. Process invoices efficiently	Percentage of invoices sampled and paid within 30 days (LGBF)	87.4%	90.8%	94.8%	93.1%		<b>Q2 17/18:</b> Off Target Building Services manager has encouraged maintenance manager to process external contractor invoices in a timely manner. Procurement manager to examine issues with late payment of central stores and fleet maintenance invoices.		95.0%	Number received (cumulative)	47,177
										Number paid within 30 days (cumulative)	43,921

### Improving for the Future

Priority	Indicator	2016/ 17	Q2 2016/ 17	Q1 2017/ 18	Q2 2017/18				Annual Target 2017/ 18	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
06. Implement improvement plans	% of internal/external audit actions progressing on target.	26.67 %	67.65 %	70%	60.64 %		<b>Q2 17/18:</b> Off Target. The outstanding actions are being addressed by the relevant managers within each Services.		85%	Number of Actions on target	57



# Balanced Scorecard Indicators

## Quarter 2 - 2017/18

Cabinet  
Tuesday 21 November 2017  
Item No. 6.10

Midlothian 

This section of the Council report is presented using the Balanced Scorecard approach. The four Balanced Scorecard perspectives and key areas of focus are shown in the following table and the associated key indicators that follow are drawn from across the Council's services.

Customer/Stakeholder		Financial Health	
<ul style="list-style-type: none"> <li>Improving outcomes for children, young people and their families</li> <li>Ensuring Midlothian is a safe place to live, work and grow up in</li> <li>Creating opportunities for all and reducing inequalities</li> <li>Growing the local economy and supporting businesses</li> <li>Responding to growing demand for Housing and Adult Social Care services</li> </ul>		<ul style="list-style-type: none"> <li>Maintaining financial sustainability and maximising funding sources</li> <li>Making optimal use of available resources</li> <li>Reducing costs and eliminating waste</li> </ul>	
Internal Processes		Learning and Growth	
<ul style="list-style-type: none"> <li>Improving and aligning processes, services and infrastructure</li> </ul>		<ul style="list-style-type: none"> <li>Developing employee knowledge, skills and abilities</li> <li>Improving engagement and collaboration</li> <li>Developing a high performing workforce</li> </ul>	

Each of the perspectives shown above are supported by a number of key measures and indicators which ensure that the Balanced Scorecard informs ongoing performance reporting and helps to identify areas for further improvement. The strategy map below provides an at a glance summary of the key performance indicators identified for the Single Midlothian Plan and under each of the perspective headings of the Balanced Scorecard. Detailed performance data is available in the quarterly service performance reports.

## Balanced Scorecard

### SMP Key Priority Indicators

Reducing the Gap in Health Outcomes

● 0 ✓ 3 📈 3 ? 1

Reducing the Gap in Economic circumstances

● 3 ✓ 5 📈 1 ? 0

Reducing the gap in learning outcomes

● 3 ✓ 5 📈 1 ? 0

### Customer Perspective Performance Indicators

● 15 ✓ 26 📈 32 ? 4

### Internal Process PIs

● 3 ✓ 1 📈 2 ? 0

### Learning and Growth PIs

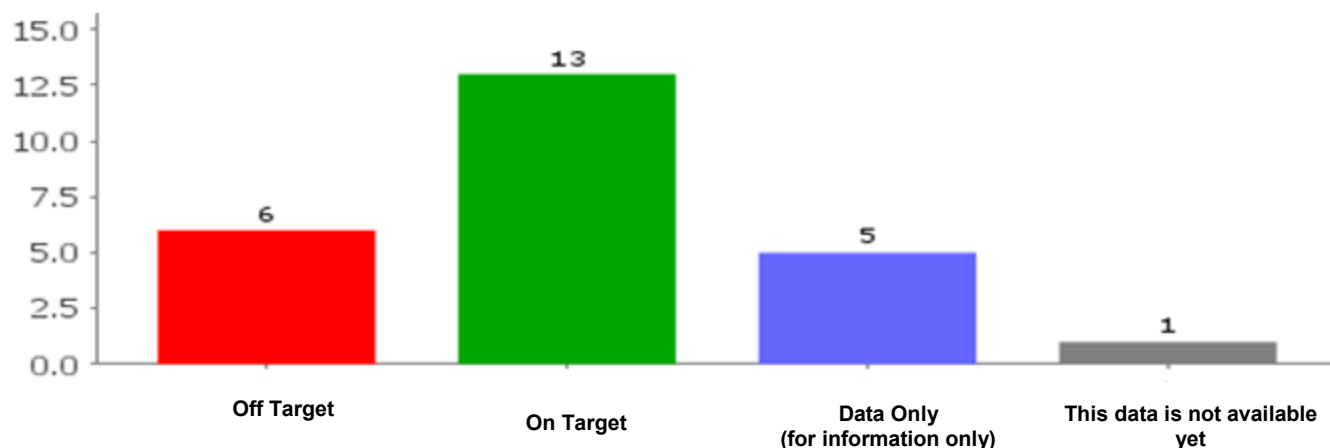
● 0 ✓ 3 📈 4 ? 0

### Financial Health PIs

● 2 ✓ 0 📈 0 ? 0

● Off Target   ✓ On Target   📈 Data Only Indicator   ? The Data is not available yet

# Single Midlothian Plan - Key Indicators



## Reducing the gap in economic circumstances

PI Description	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
% of those leaving school secure a positive destination	N/A	95.1%	95.1%	95%	✓
Number of new business start ups assisted in Midlothian area of Borders Rail Line corridor (cumulative)	N/A	100	63	Data Only	📊
Number of LEADER projects funded	N/A	10	7	7	✓
Midlothian Council Welfare Rights Team (WRT) will generate an additional benefit income maximization (£500k per quarter)	N/A	£2,874,343	£1,200,000	£1,000,000	✓
Midlothian Citizen Advice Bureaux (CABs) will generate an additional income maximization of £625k per quarter	N/A	£3,820,265	£1,980,075	£1,250,000	✓
% of 16-19 years olds secure a positive destination (reported quarterly). DSYW plan details the actions required to achieve this	N/A	N/A	93.6%	95%	✗
Number of new homes completed	N/A	80	77	165	✗
Number of households accessing energy saving or fuel advice and assistance schemes	3,724	2,449	1,097	1,500	✗
% of young people approaching youth homeless prevention (YHP) service that go on to present as homeless	N/A	33%	41%	95%	✓








On Target ✓

Off Target ✗










Data Only 📊

Data not available yet ?

## Reducing the gap in health outcomes

PI Description	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
Number of Health & Social Care staff who have participated in face to face or on-line training (in health inequalities)	N/A	193	65	Data Only	
The number of service users/patients supported through Community Health and Inequalities Team	N/A	3,736	102	Data Only	
Number of Health & Social Care staff who have participated in face to face or on-line training	N/A	0	470	Data Only	
Reduce the number of young people referred to CAMHS by providing alternative support.	N/A	649	254	360	
% uptake of 27-30 Month health checks	N/A	84.6%	Data not available yet	86.7%	
Offer immediate mental health assessments through the new Gateway pilot project. Run 2 sessions a week across Midlothian and provide 200 mental health assessments in	N/A	395	238	200	
Recovery College: number of people engaging in education, training, volunteering and employment	N/A	43	84	37	

## Reducing the gap in learning outcomes

PI Description	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
Total number of primary school exclusions	143	101	14	49	
Total number of secondary school exclusions	315	318	54	100	
Average primary school attendance	94.08%	95%	95.59%	96.5%	
Average secondary school attendance	89.8%	90.24%	91.41%	92%	
Number of eligible 2 year olds in receipt of Early Learning and Child Care	115	171	142	100	
Percentage of increase in PIPS score achieved by P1 pupils from SIMD deciles 1 and 2 between entry and exit compared to the Midlothian average improvement	N/A	81.2%	132%	90%	
Improvement in the % of SIMD 1 and 2 pupils achieving the expected CFE level by the end of P1, P4,P7 and S3	N/A	N/A	65.4%	Data Only	
Increase the percentage of SVQ4 and above qualification levels of Midlothian residents	N/A	38.5%	38.5%	40.9%	
Midlothian residents with no qualifications have reduced	N/A	6.4%	6.4%	7%	

On Target 

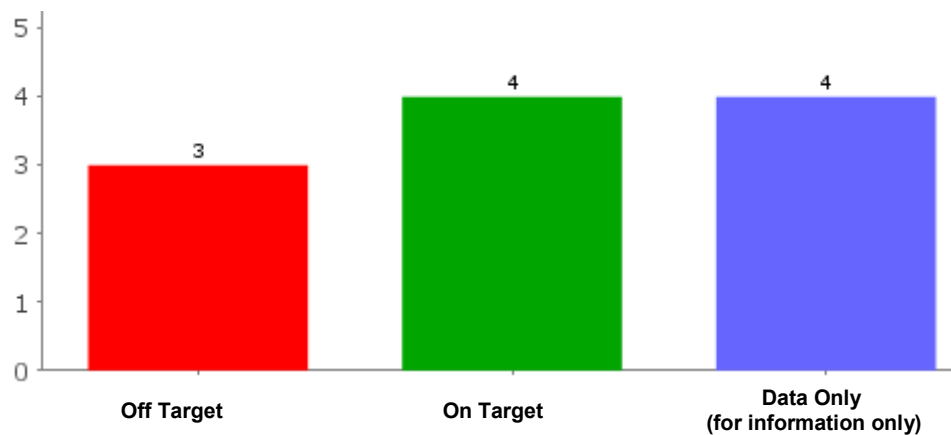
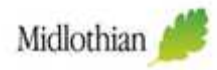
Off Target 

Data Only 

Data not available yet 



# Customer Perspective



## Adult Health and Care

Performance Indicator	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
Increase the percentage of people who say they are able to look after their health or who say they are as well as they can be	83%	83%	86%	83%	
Number of clients with new post diagnostic support	46	200	34	Data only	
Number of carers who feel valued and supported to continue in their role	55%	55%	52.7%	85%	
Maximise the no. of people accessing short breaks	827	700	494	Data only	
Percentage of people who say that have a say in the way their care is provided	78%	78%	81.7%	75%	
Reduce the number of emergency admissions for people aged 75+	3,876	2,257	715	Data only	
Number of women offenders from Midlothian who engage with support services	N/A	9	10	Data only	
Percentage of women offenders from Midlothian who engage with support services	N/A	55.5%	73%	50%	
% of satisfactory complete Community Payback Orders	N/A	78.7%	63%	80%	
Decrease the percentage of falls which result in a hospital admission for clients aged 65+	4.79%	5.03%	8.15%	10% target being reviewed	
Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date	1	11	11	0	
Percentage of service users 65+ with intensive needs receiving care at home. (LGBF)	37%	N/A	This indicator is measured annually and will be available in the end of year report.		

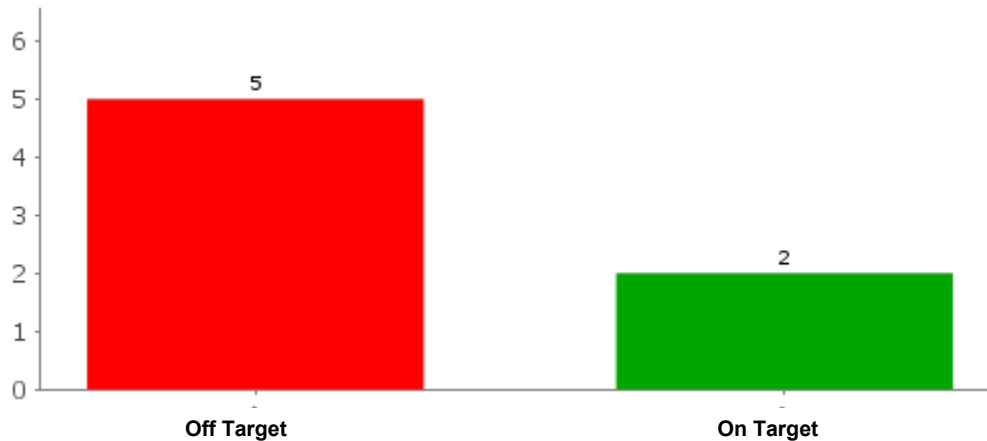
On Target

Off Target

Data Only

Data not available yet

# Customer Perspective



## Community Safety

Performance Indicator	2015/16	2016/17	Q2 2017/18		Status
	Value	Value	Value	Half Yearly Target	
% of satisfactory complete Community Payback Orders	N/A	78.7%	63%	40%	✓
Reduce the percentage of initial warning cases escalated to ABC	2%	0.8%	0.4%	3%	✓
Reduce the percentage of acceptable behaviour contracts (ABC) breached	31.25%	57%	33%	26.25%	✗
Number of high risk fire home safety visits	334	161	95	150	✗
Percentage of ASBOs breached	20%	50%	100%	20%	✗
Percentage of all street light repairs completed within 7 days	96.2%	98.5%	96.9%	100%	✗
Proportion of MAPPA clients convicted of a Group 1 or 2 offence	0%	0%	3.7%	1%	✗

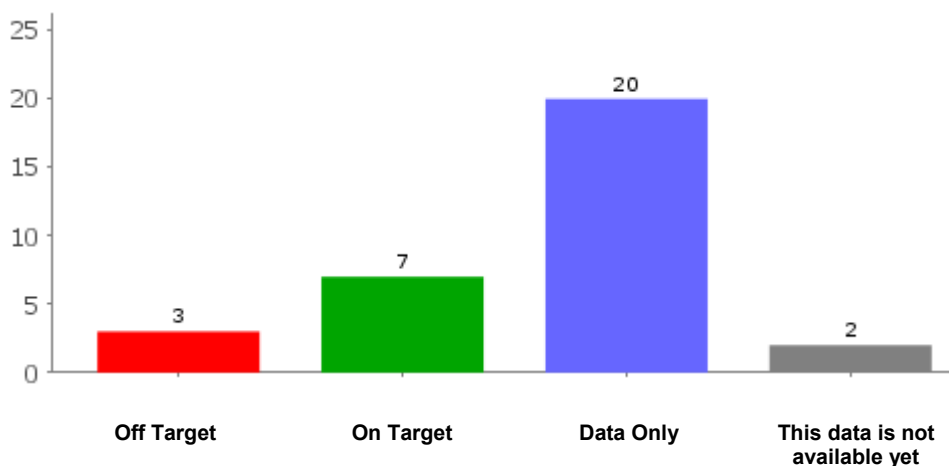
On Target ✓

Off Target ✗



Data Only 📊

Data not available yet ?
















# Customer Perspective



## Getting it Right for Every Midlothian Child

Performance Indicator	2015/16	2016/17	Q2 2017/18		Status
	Value	Value	Value	Half Yearly Target	
Number of stage 2 outcome focused assessment undertaken	N/A	234	24	Data Only	
Number of stage 3 outcome focused assessment undertaken	N/A	180	526	Data Only	
Number of external "Foster" placements purchased this year	N/A	2	0	Data Only	
Number of referrals to the duty service	N/A	4,764	2,399	Data Only	
Number of children adopted	N/A	11	5	Data Only	
Length of time children in permanence process before reaching forever family	N/A	13.8	18.7	Data Only	
Number of foster carers going through prep groups on a quarterly basis	N/A	43	35	Data Only	
Number of new foster carers approved	N/A	9	3	Data Only	
Number of foster carers de-registered quarterly	N/A	5	3	Data Only	
Number of permanence LAAC Reviews happening quarterly	N/A	34	2	Data Only	
Number of children matched in quarter – (average months from perm LAAC to matching panel)?	N/A	19	7	6	
Number of places taken at residential houses - capacity 12	N/A	10	11	12	
The number of children living in kinship care	192	171	62	Data Only	
The number of children living in foster care	192	171	90	Data Only	
Number of Midlothian children on the Child Protection Register	N/A	54	54	Data Only	
Rate per 1,000 population of Midlothian children on the Child Protection Register in relation to the Scottish average	N/A	3.2	3.2	Data Only	
% of Child Protection plans which have chronology	N/A	79%	93%	Data Only	

On Target Off Target Data Only Data not available yet 

Performance Indicator	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
Rate per 1,000 of Midlothian Looked After Children AT HOME in comparison with the Scottish average	N/A	3.7	4	Data Only	
Rate per 1,000 of Midlothian Looked After and Accommodated Children in comparison with the Scottish average	N/A	10.7	9.7	Data Only	
The number of looked after children and young people not in residential placed outwith Midlothian	55	51	24	Data Only	
Increase by 5% the number of young people preparing to leave care/leaving care who engage with Through Care and After Care service	83%	88%	Data not available yet	88%	
Child Protection: % of Core Group meetings held within a 8 week period.	N/A	80%	99%	100%	
Child Protection: % of Core Group meetings held within 15 days for Initial (cumulative)	N/A	87%	100%	100%	
Reduce exclusions in Primary schools by 2% from the previous year	140.14	101	14	49	
Reduce exclusions in Secondary schools by 2% from the previous year	315	318	54	100	
Improve in Primary School attendance by 2% from the previous year	94.08%	95%	95.59%	96.5%	
Improve Secondary School Attendance by 2% from the previous year	90%	90.24%	91.41%	92%	
Establish baseline for take up of the 27-30 month review of children's health and development	85%	84.6%	Data not available yet	85%	
Number of eligible 2 year olds in receipt of Early Learning and Child Care	115	171	142	100	
Number of Children looked after at home	N/A	70	74	Data Only	
Number of Children looked after away from home	N/A	200	176	Data Only	
CAMHS - Annual percentage seen within 18 weeks for first treatment	N/A	N/A	45.1%	45%	
The percentage of care leavers in positive destinations.	76%	76.92%	These indicators are measured annually and will be available in the end of year report.		
Increase the average total tariff score for leavers to bring in line with the virtual comparator (National benchmarking measures)	N/A	4.5%			
Increase percentage of school leavers in positive destinations to 93% from 89.2%	93.5%	95.1%			
% S5 pupils with 3+ Level 6	34.15%	31.26%			
Proportion of Pupils Entering Positive Destinations (LGBF)	95.1%	N/A			

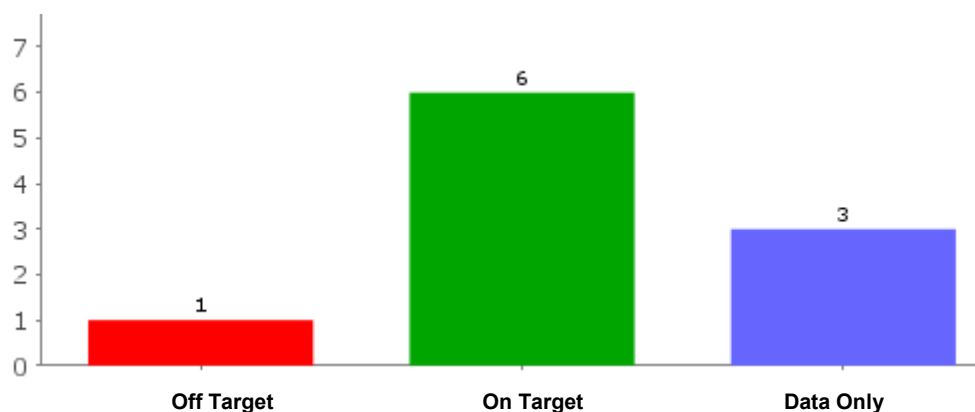
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# Customer Perspective



## Improving Opportunities for Midlothian

Performance Indicator	2015/16	2016/17	Q2 2017/18		Status
	Value	Value	Value	Half Yearly Target	
Increase the percentage of people who say they are able to look after their health or who say they are as well as they can be	83%	83%	86%	83%	✓
Number of neighbourhood plans completed	15	15	16	16	✓
Number of calls received regarding Scottish Welfare Fund	7,391	7,806	2,210	Data only	📊
Number of calls leading to application to Scottish Welfare Fund	4,220	4,270	1,227	Data only	📊
% of claims to Scottish Welfare Fund dealt with within 48 hours	97.94%	93.68%	93.39%	Data only	📊
Percentage of contracts engaging in local businesses	100%	100%	100%	100%	✓
Midlothian Council Welfare Rights Team (WRT) will generate an additional benefit income maximization (£500k per quarter)	N/A	£2,874,343	£1,200,000	£1,000,000	✓
Midlothian Citizen Advice Bureaux (CABs) will generate an additional income maximization of £625k per quarter	N/A	£3,820,265	£1,980,075	£1,250,000	✓
Number of activities offered by Ageing Well programmes to 50+ age groups	24	23	23	16	✓
Tone zone retention rate	56.66%	55.25%	53%	55%	✗
Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes	9%	N/A	These indicators are measured annually and will be available in the end of year report.		
Proportion of Pupils Entering Positive Destinations (LGBF)	95.1%	N/A			

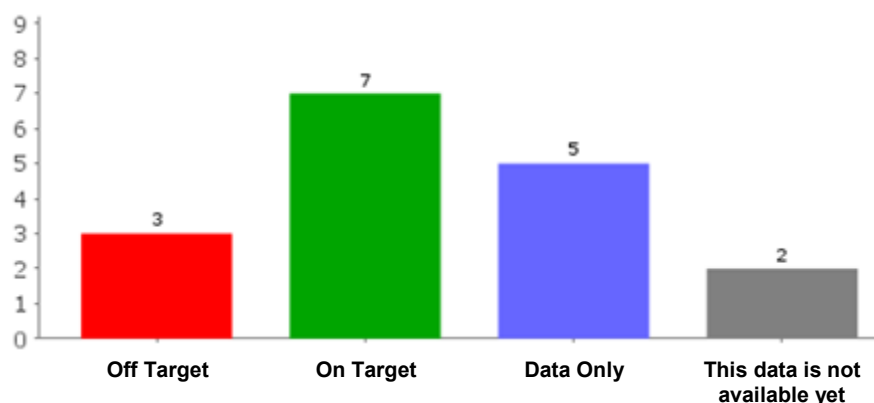
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# Customer Perspective



## Sustainable Growth and Housing



Performance Indicator	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
No of participating Midlothian tourism businesses (Target – 15)	5	45	22	15	
% premises to have access to next generation broadband Target – 98% by Dec 2017	78.5%	98.1%	98.1%	98%	
Number of young people receiving support through the Youth Homelessness Service	263	192	41	Data Only	
Number of homeless households accommodated in Midlothian Temporary Accommodation at quarter end (snapshot)	520	467	458	Data Only	
Number of new build properties	N/A	59	41	Data Only	
Number of environmental awards e.g. Green flags	5	5	5	5	
Number of individuals involved in Community Schemes	N/A	1,580	1,600	790	
Reduction in carbon emissions from Council premises	57,284	47,402	12,815	53,744	
Re-let time permanent properties (days)	52 days	48 days	52 days	45 days	
% of total road network resurfaced	1.15%	1.1%	0.68%	0.5%	
The percentage of Council fleet which is 'Green'	2.1%	4.68%	5.1%	3%	
% of waste going to landfill per calendar year	34.0%	33%	Data not available yet	46.0%	
Street Cleanliness Score (LGBF)	99%	97.5%	88.8%	97.5%	
Percentage of total household waste that is recycled (LGBF)	47.9%	53.5%	Data not available yet	54.0%	
Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	93.1%	93.1%	97.1%	100%	

On Target 

Off Target 

Data Only 

Data not available yet 

Performance Indicator	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
Number of new Business Start Ups assisted (cumulative)	173	168	63	Data Only	
Number of void properties re-let	219	258	62	Data Only	
Amount of additional direct inward investment	N/A	£4,000,000	These indicators are measured annually and will be available in the end of year report.		
Increase in tourist visitors	N/A	1.6%			
Increase in tourist spend	N/A	6.8%			
Average Percentage of roads that should be considered for maintenance treatment	31.4%	31.4%			

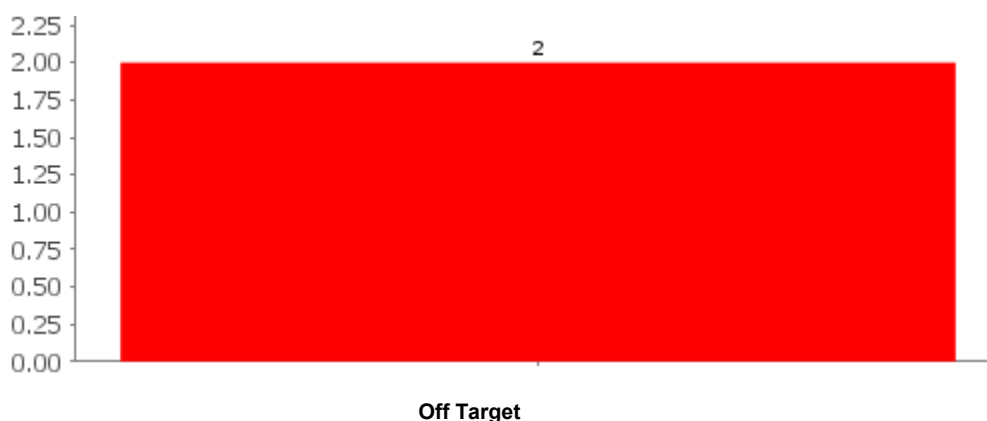
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# Financial Health Perspective



Performance Indicator	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
Performance against revenue budget	£191.344m	£198.446m	£204.835m	£202.511m	
Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	89.7%	87.4%	93.1%	95.0%	
Performance against capital budget	N/A	N/A	These indicators are measured annually and will be available in the end of year report.		
Business Transformational Funding Applied	N/A	N/A			
Business Transformational Funding Remaining	N/A	N/A			
Value of Transformational Savings Delivered	N/A	N/A			
Primary Education - Cost per pupil (LGBF)	£4,649.97	N/A			
Secondary Education - Cost per pupil (LGBF)	£6,298.73	N/A			
Pre- Primary Education - Cost per pupil (LGBF)	£3,558.81	N/A			
The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£2,951.54	N/A			
The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£319.83	N/A			
Central Support services as a % of Total Gross expenditure (LGBF)	5.08%	N/A			
Cost of collecting council tax per dwelling (LGBF)	£10.94	£9.62			
Net cost of waste collection per premise (annual) (LGBF)	£70.30	N/A			
Net cost of waste disposal per premise (annual) (LGBF)	£84.33	N/A			
Net cost of street cleaning per 1,000 population (LGBF)	£11,615.00				
Cost of maintenance per kilometre of roads (LGBF)	£14,517.00	N/A			
Cost of Trading standards per 1,000 population. (LGBF)	£6,362.28				
Cost of environmental health per 1,000 population. (LGBF)	£9,715.07				
Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£25.90	N/A			
SDS spend on adults 18+ as a % of total social work spend on adults 18+(LGBF)	3.85%	N/A			
The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£392.00	N/A			

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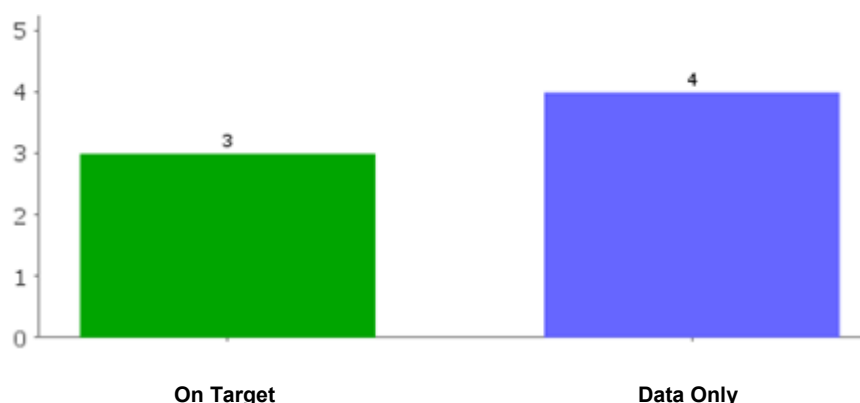
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# Learning and Growth Perspective



Performance Indicator	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
Corporate Indicator - Sickness Absence Days per Employee (All employees)	11.54	9.34	3.48	4	
Number of staff in SWITCH	N/A	42	33	Data only	
All Employees except teachers sickness absence days (non-teacher) (CUMULATIVE) (LGBF)	9.9	9.64	4.13	Data only	
Progress against Council's mainstream report (Equality and Diversity)	N/A	100%	100%	100%	
The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	47.0%	48.1%	47%	
The gender pay gap between average hourly rate of pay for male and female - all council employees	4.58%	2.96%	3.81%	Data only	
Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.17	4.94	1.79	Data only	
Percentage of employees who are performing as 'Outstanding' in their individual performance framework	N/A	5.87%	These indicators are measured annually and will be available in the end of year report.		
Percentage of employees who are performing as 'High' in their individual performance framework	N/A	26.72%			
Percentage of employees who are performing as 'Good Overall' in their individual performance framework	N/A	43.12%			
Percentage of employees who are performing as 'Below Standard' in their individual performance framework with appropriate improvement plans in place	N/A	0.44%			
Number of Work Experience Placements	N/A	N/A			
Number of Apprenticeships	N/A	N/A			
Number of Trainee Positions	N/A	N/A			
Employee Survey - I enjoy the work I do	N/A	94.4%			
Employee Survey - I am proud to work for Midlothian Council	N/A	79.3%			
Employee Survey - I can see how my objectives link to the councils objectives and priorities	N/A	85.3%			

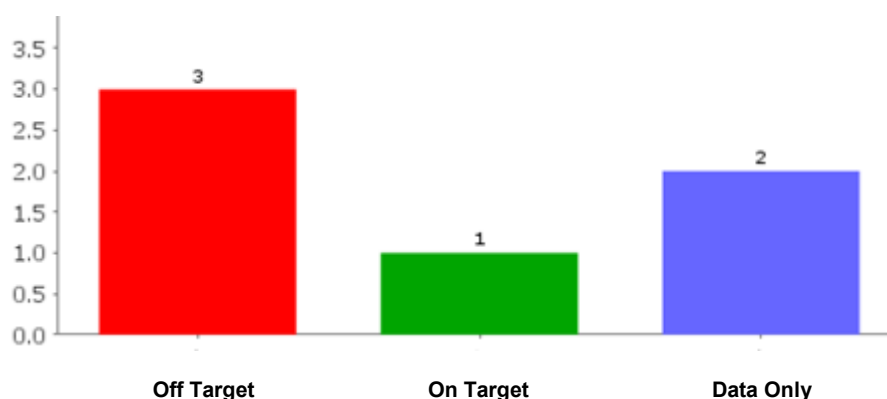
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



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# Internal Processes Perspective



Short Name	2015/16	2016/17	Q2 2017/18		
	Value	Value	Value	Half Yearly Target	Status
% of internal/external audit actions progressing on target.	72.13%	26.67%	60.64%	85%	
% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	
Percentage of adults satisfied with leisure facilities (LGBF)	73.67%	92.73%	91.18%	Data only	
Total number of complaints received (cumulative)	4,756	5,936	2,425	Data only	
Percentage of complaints at stage 1 complete within 5 working days	94.87%	97.66%	93.57%	95%	
Percentage of complaints at stage 2 complete within 20 working days	88.14%	63.95%	86.67%	95%	
Transformation Programme - % of Transformation Strands on target (5 strands)	N/A	N/A	These indicators are measured annually and will be available in the end of year report.		
Delivering Excellence - % of Service Area Savings on Target (8 service areas)	N/A	N/A			
Percentage of adults satisfied with libraries (LGBF)	68.33%	N/A			
Percentage of adults satisfied with parks and open spaces (LGBF)	79%	N/A			
Percentage of Adults satisfied with local schools (LGBF)	78%	N/A			
Percentage of Adults satisfied with refuse collection (LGBF)	83%	N/A			
Percentage of adults satisfied with street cleaning (LGBF)	72%	N/A			
Percentage of adults satisfied with social care and social work services (LGBF)	37%	N/A			

On Target 

Off Target 

Data Only 

Data not available yet 