

Place Service Plan – 2023-27

Place is where people, location and resources combine to create a sense of identity and purpose.

The Place Service Plan will deliver more joined-up, collaborative, and participative approaches to services, land and buildings, across all sectors within a place, enabling better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

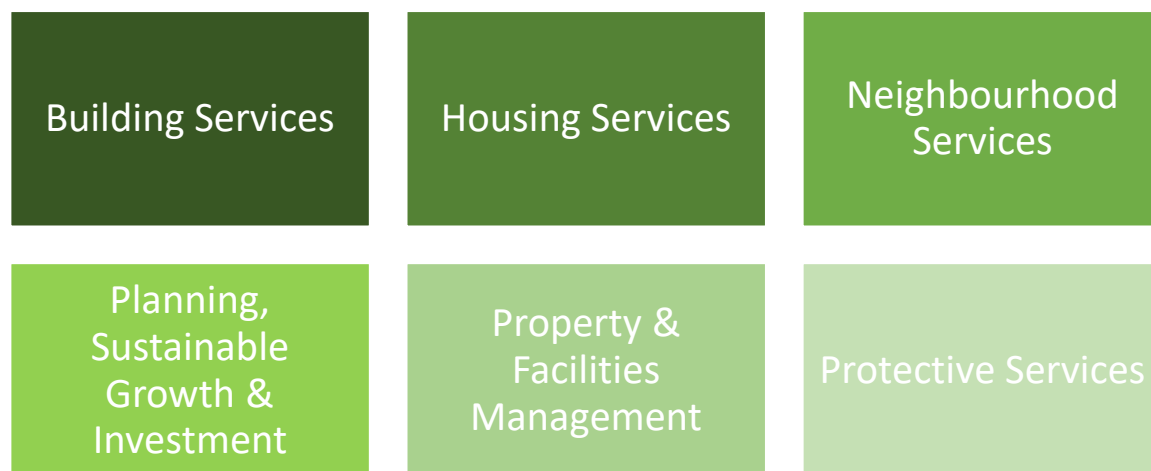
Introduction

The Place Service Plan sets out how we will achieve our vision, what actions we will undertake and how we will measure our success. This service plan is a key component of Midlothian's strategic framework which brings together the medium and long term activity that will ensure our communities are supported through and out of the current pandemic, building a sustainable future that is equitable and provides opportunities for all.

We faced unprecedented challenges as we emerged from the COVID pandemic and now operate within a much constrained financial landscape.

Innovative ways of working have been introduced and services adapted to respond to the needs of our citizens, in particular those experiencing the greatest levels of poverty and inequality, at pace. The rapid response to this pandemic has resulted in a complete transformation of how the Council works.

This plan describes how Place Services will continue to build on learning moving forwards, harnessing the energy, flexibility and creativity demonstrated by our workforce, to embed a culture of continuous improvement and innovation across Place.



Place Services encompasses Building Services; Housing Services; Neighbourhood Services; Planning, Sustainable Growth & Investment; Property & Facilities Management; and Protective Services.

This Service Plan sets out the vision and purpose of Place Services and provides a clear picture of planned activities for the remaining term of this Council.

The purpose of this Service Plan is to:

- Clearly show the vision and purpose of the service and how these relate to the Midlothian Community Planning Partnerships priorities.
- Sets out how Place Services is driving forward key themes in the

Transformation Blueprint 2023-2028

- Provide a basis for measuring and reporting on the progress of the Service in achieving its priorities.
- Provide an overarching plan which links up to the Single Midlothian Plan, together with Council and partner priorities. It forms a basis on which individual service work plans, individual staff performance and development plans are developed. Through this golden thread aims the workforce are able to understand how their work contributes to the Service's objectives and upward to the corporate aims of the Council, and its success in achieving those aims.

Transformation Blueprint (2023-2028)

As we move out of the pandemic into a new post pandemic world, we are committed to building on the learning and new ways of working that were adopted during this time, and renew our focus on delivering our key priorities at the most local level possible. Rooted in the creation of a wellbeing economy, the vision of our new 5 year strategy focuses on reducing inequalities at the same time as looking after the health of our planet. Specifically we have three main aims:

- Individuals and communities have improved health and learning outcomes
- No child or household live in poverty
- Significant progress is made towards net zero carbon emissions by 2030

The pandemic has accelerated the financial challenges that we are facing. Reprioritisation and redesign is crucial to balancing the financial position, as well as preparing for further challenges and changes that we will face.

The strategic plan sets out our biggest challenges that need to be addressed over the next five years. We will continue to work to address the inequalities that our communities face, respond to the demands of being one of the fastest growing local authorities in mainland Scotland, and delivering our vision of being a great, green place to grow.

Transformation Blueprint Objectives

1. Support the Council to address the 5 year funding gap of outlined in the MTFS.
2. Follow the Money to ensure that the services we commission, contracts we manage and digital solutions we use deliver value for money.
3. Develop an organisational workforce that is flexible ensuring the all staff have the necessary skills to work effectively supported by digital technologies that fit for a 21st century workforce
4. Design a workplace for the future delivering services in a holistic and integrated way.
5. Drive forward multi-agency transformation to deliver systems-level change resulting in joined-up service delivery which improve outcomes

Place

Place is where people, location and resources combine to create a sense of identity and purpose, and are at the heart of addressing the needs and realising the full potential of communities.

The challenges for Midlothian continue to grow: the impact of COVID-19 and our recovery out of the pandemic, the growing and ageing population and the increasing demand for services, all encompassed within a landscape of financial constraints. Population growth over the next 10 to 15 years will see Midlothian remain the fastest growing Council in Scotland. A 0-15 age population increase is projected at 20% and 75+ population increase is projected at 100% between 2014 and 2039.

This pace of growth demands additional capacity within the school estate to cope with the projected increase in pupil numbers. The general population growth forecast places additional pressure on our infrastructure, including the growth of the road network as new development roads are adopted, and increases the demand on essential services such as waste collection.

As part of work to address the issue of significant population growth and demographic changes within Midlothian, the key drivers of change in delivery of sustainable and transformational services and regeneration of our communities must be viewed holistically.

The Place Principle

We have endorsed the Place Principle because we are committed to strengthening the co-ordination and integration of all place based activity. The principle is a way of bringing together ideas about services, investments, resources and assets to achieve a shared vision. We are creating a shared understanding of what a place is for and what it wants to become with partners and communities collaboratively agreeing the joint actions required to make that happen and delivering these. This approach provides our key stakeholders with a way to exercise local or regional accountability over decisions taken about the way resources, services and assets are directed and delivered.

In implementing the Place Principle we:

- consider the benefits of planning, investment and implementation activity at the regional level of place - where that focus could drive faster rates of sustainable and inclusive economic growth
- ensure that place based work at the local level being led by Midlothian Council and its agencies/partnerships is taken forward in a way that is integrated and complementary of all the work being taken forward in associated policy areas and plans
- exemplify the behaviours reflecting the core of the principle, working and planning together with our partners and local communities to improve the lives of people, support inclusive growth and create more successful places.

Building Services

Building Services

Building Services covers the Building Standards Service and Building Maintenance Service. The purpose of the Building Standards system is to protect the public interest. The system sets out the essential standards that are required to be met when building work, or conversion of a building takes place in order to meet building regulations. Building Standards provides co-ordinated and integrated regulatory advice for developers, architects, surveyors, engineers and the general public on progressing buildings and development projects. The Building Standards service communicates its vision and strategy, and sets out performance against strategic goals and targets through the verification performance report which is a strategic planning and management tool that provides information about the local authority.

The Building Standards Service has again seen a year of continued high demand on its service delivery and this is reflected in an increase in income relative to the handling of building warrants and a resultant downward trend in performance.

The scale and workload mainly comprises of extensive private and social housing development. This sector is seen as contributing to Midlothian being identified as the fastest growing Authority in Scotland. This increase in the volume house builder developments has been a trend for a number of years, and forecasts suggest the trend is to continue until 2045. With the expansion of new housing, other areas of the built environment manifests in works which include retail and business parks, erection of primary and secondary schools, hotels and major supermarket developments. Additionally new housing has the knock on for new works such as garage conversions, domestic conservatories and sun rooms.

Although the majority of the work load is reflected in the new construction sector, the level for small scale building warrant applications such as alterations and extensions continues to been maintained.

November 2022 saw communication from the Scottish Government confirming that Midlothian Council, Building Standards would be re-appointed as verifier for its geographical area for a further six year period, commencing from 1st May 2023 until 30 April 2029.

The Scottish Government's re-appointment of Midlothian Council, Building Standards as verifier is on the condition that a new Performance Framework is put in place to improve the quality, compliance, consistency and predictability of verification activities.

As part of the reappointment award the Scottish Government requested that the Annual Verification Performance Report outlines the intended outcomes of our continuous improvement plan to address the relevant aspects of the service for improvement within the first year of appointment.

A key area which the service requires to develop is to sufficiently resource the service to ensure workforce supply will meet the longer term demand projections and maintain operational resilience.

The following section outlines a summary of the developments and improvements delivered and scheduled by Midlothian Council Building Standards.

NUMBER	CONTINUOUS IMPROVEMENT ACTION	STATUS
1	Undertake a service review and implement a structure capable of delivering an effective and efficient service to meet the demands of the Performance and Operational Framework demands.	Ongoing
2	Develop an electronic inspection 'assessment report framework', capable of ensuring continuity of inspection reporting and predictability of evidence requested by the verifier, to support site compliance and acceptance of CCNPs and completion certificates.	Ongoing
3	Develop and introduce a means to allow site inspection to be undertaken using electronic devices.	Complete
4	Fully develop the back office processes to allow intergration of the eBuilding Standards system and maximise the number of Building Standards services to be progressed electronically.	Ongoing
5	Agree a fee structure to cover the administrative burden associated with enforcement of raised structures and other services relative to licensing support.	Complete
6	Introduce a charge relative to pre application advice.	Ongoing
7	Agree a fee structure to cover the administrative burden associated with enforcement of defective and dangerous buildings	Not started

The Building Maintenance Service provides a wide range of property management, maintenance and a diverse range of professional and technical services to support the delivery of major projects. Key service areas include:

- Planned and Reactive Maintenance
- Void house management
- Scottish Housing Quality Standard
- Mechanical and Engineering services
- Provision of Project Management Services, Quantity Surveying Services, Clerk of Works Services and Design Services
- Energy Efficient Standard for Social Housing (ESSH).

The Building Maintenance Service is currently undergoing a significant redesign and restructure to drive performance, efficiency and customer service.

Service priorities	<ul style="list-style-type: none"> • Continue to deliver the Building Standards continuous improvement plan which forms part of the nationally adopted performance framework and is submitted to the Scottish Government. • Continue to deliver the additional programmes of work identified by the house condition surveys to maintain the Scottish Housing Quality Standard for the Councils housing stock. • Deliver the Energy Efficiency Standard for Social Housing (EESHS) programme. • Continue to improve the delivery of Building Maintenance services through the review of mobile working, process improvements, income and productivity. • Implementation of the Local Authority Carbon Management Plan and General Services Capital programme 			
Strategic framework	Single Midlothian Plan priorities <ul style="list-style-type: none"> • Midlothian will be Greener 	Single Midlothian Plan thematic outcomes: <ul style="list-style-type: none"> • Low Carbon/Renewable Energy Development and Home Energy Saving is Increased 	Drivers for change: <ul style="list-style-type: none"> • Holistic • Modern • Sustainable • Preventative • Asset Based • One Size Fits One • Continually Improve 	Plans <ul style="list-style-type: none"> • Carbon Management Plan • Climate Change Strategy & Action Plan • Housing Programme • Decarbonisation Programme & Capital Upgrades

Key Performance Indicators

PI Code	Performance indicator	Annual/Quarterly
HSN3	Corporate Indicator - Percentage of the Council's housing stock meeting the Scottish Housing Quality Standard criteria (LGBF) (ARC)	Quarterly
BS.PLA CE.P.5. 2b	Percentage of the Council's housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	Quarterly
PLACE. P.5.2a	Percentage of the Council's housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	Quarterly
PLACE. P.5.2c	Percentage of the Council's housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	Quarterly
HSN4b	Average time taken to complete non-emergency repairs (LGBF) (ARC)	Quarterly
New	Average time taken to complete emergency repair (ARC)	Quarterly
New	Percentage of emergency repairs completed on time	Quarterly
New	Percentage of non-emergency repairs completed on time	Quarterly
PLACE. P.10.2a	Percentage of Building warrant assessments processed within 10 days (rather than nationally adopted target of 20 days), fast tracking applications which provide economic benefit to the Midlothian area or people living with disabilities circumstances.	Quarterly
PLACE. P.17.8a	Measure satisfaction relating to key areas in Building standards including those on delivery, timeliness, information, access and the quality of customer service	Quarterly
New	Number of discretionary Building control advice applications	Quarterly
HSN5	Percentage of council dwellings that are energy efficient (LGBF) (ARC)	Annual

Housing Services

Housing

Midlothian's Housing Service is responsible for a number of key strategies that lead to the development of housing stock and tackle homelessness. The Local Housing Strategy is submitted to the Scottish Government on a five-year basis and sets out the Council's housing plans for developing, improving and managing the housing stock over that period. It includes a Needs and Demand analysis to ensure the mainstream provision and also particular needs of vulnerable groups including homeless, young people leaving care, older people and people with disabilities or support needs are met, as well as those of existing tenants and families.

The Midlothian Strategic Housing Investment Plan (SHIP) informs the Scottish Government's Affordable Housing Investment Programme (AHIP) to support the delivery of affordable housing development. The Rapid Rehousing Transition Plan takes a housing-led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long.

The team is also responsible for developing a Tenant Participation Strategy to ensure effective participation and scrutiny which gives tenants and other customers the opportunity to influence decisions about the housing services they receive.

Midlothian is collaborating with five other Local Authorities as part of the Edinburgh and South East Scotland City Region Deal to examine and develop approaches and projects to scale up the procurement of construction materials on a regional basis. The Regional Housing Board is developing several housing-related opportunities such as the procurement of new affordable housing at scale, including the establishment of a regional off-site construction demonstrator supported by a significant pipeline commitment from the regional SHIP.

For 2022/23, Housing Services key achievements:

- Midlothian Council increased its housing stock to 7121 properties (108 new builds);
- Purchased 22 open market properties;
- Let 475 properties to the waiting list;
- Progressed 59 mutual exchanges between tenants.

The Service let 376 rooms/properties to those in need and homeless into temporary accommodation. This included supportive housing services tailored to meet the needs of individuals and families experiencing homelessness including those with mental health, substance misuse, trauma, life skills training and ongoing case management. Housing continues to work in close partnership with partners in health and social care to ensure those who are most vulnerable are supported.

The Service is actively working to reduce the time spent in homelessness: reducing this to 58 weeks to close a homelessness case in 2023, compared to 106 weeks in 2022.

Homelessness prevention assists around 20 households with advice and assistance about homelessness prevention per week. This is rental assistance advice, financial awareness advice and mediation.

WithYOU, the tenancy and hostel managing supplier, has become a trusted partner and is distributing the £44,000 LACER funding to our vulnerable tenants.

Housing Services commissioned Changeworks to provide a Warm and Well programme between November 2021 and October 2023. The target is to assist 290 tenants to tackle poverty issues. To date this has resulted in savings of £50,884.48 for our tenants.

The Improvement Service is working on a project in Dalkeith called Shaping Places for Wellbeing Programme. Housing Services is part of the group looking at how to improve poverty in Dalkeith area.

The Service is in the process of working with procurement colleagues around commissioning a Young Persons support service for two years around sustaining tenancies and prevention of Homelessness

Service Priorities	<ul style="list-style-type: none"> • Continue to develop the Rapid Rehousing Transition Plan to increase the number of homeless households that obtain permanent accommodation, and further reduce the time taken for the Council to complete its homeless duty • Develop the Local Housing Strategy, the Strategic Housing Investment Plan, and a Tenant Participation and Customer Engagement Strategy • Increase the supply of new build affordable housing (including open market purchases) in Midlothian with the new build programme set out in the Strategic Housing Investment Plan. • Revise Midlothian Council's Allocation Policy • Continue to provide housing those with complex needs through a 'Housing First' model • Continue to drive forward transformation through the adoption of digital platforms, review of void management to minimise re-let timescales and further development of our tenancy support to improve the sustainability of tenancies • Establish Homeless Prevention Service for young persons • Introduce a new strategy to reduce drug deaths within Midlothian homelessness accommodation • Work with Procurement to tender the Tenancy Support and Hostel Management contract • Invest in our workforce through the ongoing development of cross team working to upskill and capacity build and the continued rollout of the Housing Options toolkit and trauma training 			
Strategic framework	Single Midlothian Plan priorities <ul style="list-style-type: none"> • Reducing the gap in economic circumstances • Reducing inequalities in the health of our population 	Single Midlothian Plan thematic outcomes: <ul style="list-style-type: none"> • Reduce health inequalities • Increase provision of accommodation for homeless households • Deliver further affordable housing • Develop and implement a programme of continuous improvement and efficiency to develop additional capacity 	Drivers for change: <ul style="list-style-type: none"> • Holistic • Hub and Spoke • Modern • Sustainable • Preventative • Asset Based • One Size Fits One • Continually Improve 	Plans <ul style="list-style-type: none"> • Local Housing Strategy • Rapid Rehousing Transition Plan • Strategic Housing Investment Plan • Homeless Prevention Strategy

Key Performance Indicators

PI Code	Performance indicator	Annual/Quarterly
BS.PLACE. P.4.2a	Re-let time permanent accommodation properties (calendar days) (ARC)	Quarterly
BS.PLACE. P.17.1	Length of time (weeks) homeless applicants wait until receiving a permanent housing outcome	Quarterly
PLACE.P.17 .2	Length of time (weeks) homeless applicants spend in temporary accommodation	Quarterly
PLACE.P.19 .1	Total applicants on waiting lists (General Needs & Homeless)	Quarterly
PLACE.P.19 .2	Total number of lets (ARC)	Quarterly
New	Percentage of lets made to homeless list applicants	Quarterly
New	Percentage of lets made to general needs list applicants	Quarterly
New	Number of lets to new build and open market purchases	Quarterly
New	Number of lets to Housing First applicants	Quarterly
New	Percentage of homeless applicants sustaining a permanent tenancy after 1 year	Quarterly

Neighbourhood Services

Neighbourhood Services

Neighbourhood Services is Place's 'Hub and Spoke' service. This service adopts a locality model of delivery, bringing together a number of key Place teams – Roads (operational, assets and policy), Travel & Fleet, Waste, and Land & Countryside to improve the quality of urban and rural spaces for Midlothian's citizens.

Road Services comprises civil engineering, road safety, structures and lighting professionals. In addition, staff provide input into major transportation projects in Midlothian and the surrounding area often in conjunction with other partners such as Transport Scotland and neighbouring Councils. The operational labour force comprises a multi skilled workforce able to undertake a comprehensive range of design maintenance, construction and servicing activities.

Travel and Fleet Services provides professional guidance and support in relation to transport legislation and driver licensing, revenue support for community transport services, and ensures that transport meets the requirements of the end user. They are responsible for the Council's full fleet, vehicle and plant maintenance, special transport, supported bus services and pool cars as well as the infrastructure for public transport, and electric vehicle charging.

Waste Management covers a wide range of functions that are flexible and focused in the delivery of the service. The Waste Strategy sets out the direction for the service to achieve the Scottish Government's target of 70% recycling and composting of household waste by 2025 and to enable compliance with the Household Recycling Charter for Scotland. The Council's Community Waste Officer and Trade Waste Officer provide advice and guidance to households and businesses, delivering talks and presentations to local schools and community groups and encouraging participation in the Council's recycling services and increased awareness of the environmental impacts of waste and resource efficiency. Other key operational services areas include the collection of household, commercial and confidential waste collections, street cleansing, household recycling centres, household bulky uplifts and abandoned vehicles.

Land and Countryside Service consists of a multi-disciplinary team which undertakes a complex and wide range of duties relating the management of Midlothian's Parks, Countryside, Cemeteries and Open Spaces. This includes the management and maintenance of horticultural, woodland, play areas, capital project landscaping and arboriculture, as well as events management, commercialisation and environmental volunteering.

For the immediate term in 2023-24, the focus for each team is detailed below:

Street Lighting

- install 746 new street lighting columns
- install 500 LED light upgrades to save energy
- upgrade 3 sets of traffic signals
- upgrade 12 school twin amber flashing unit (TAFU) and variable message sign (VMS) to smart Internet of Things (IoT)

- install next generation CCTV system to town centres in conjunction with Police Scotland

Roads Operations

- resurface 54,000m² of carriageway
- resurface 4,500m² of footway
- fill 11,250m² of potholes

Transport

- transport 2310 pupils to and from school by external contracted bus
- transport 194 pupils with special education needs to and from school by internal supplied bus
- transport 90 pupils to and from school by taxi
- transport 62 pupils with special education needs to and from school by taxi

Land & Countryside

- cut 356 hectares of grass 12 to 16 times per year
- inspect 1000 trees
- trim 2,296 m² of hedge
- maintain cemeteries for 260 full coffin burials and 98 cremated remains interments
- deliver 20 Ranger events
- improve 20 play parks
- maintain 63 sports pitches: 31 eleven-a-side pitches; 7 nine-a-side pitches; 18 seven-a-side pitches; and 7 rugby pitches
- maintain landscape at 30 local schools
- manage 7 countryside sites and 2 green flag sites

Waste Services

- collect 5,964,546 domestic bins from kerb side at 44,061 properties
- empty and clean 349 council houses to return
- collect trade waste, recycling and glass from 350 commercial premises across Midlothian.
- collect 15 tonnes of confidential waste from 25 Council properties and arrange for its secure destruction.
- welcome 145,000 individual customer visits (400 per day) to the household waste recycling centres (HWRC) at Stobhill and Penicuik
- empty community glass recycling bins 700 times (28 banks inc HWRC x 26 weeks) to collect 30 tonnes of glass.
- support 250 community litter pick events with the provision of pickers and bags and uplift of the collected waste.
- empty 250 dog waste bins at least weekly

- collect 15 tonnes of confidential waste from 25 Council properties and arrange for its secure destruction.

Service Priorities	<ul style="list-style-type: none"> • Deliver targeted Roads Capital Programme within Midlothian's Residential Streets • Continue to progress the capital programme for classified carriageway (£1.5m) and footway (£0.5m) renewal and improvement schemes. • Improve and expand active travel and public transport for Midlothian residents • Work with Transport Scotland to deliver £605,00 Cycling Walking Safer Routes programme • Further reduce the Council's energy consumption by increasing the use of LED street lighting • Manage the parking enforcement contract and parking restrictions/charges to maximise access and safety and produce efficiencies • Support the delivery of the Climate Change strategy and explore options for additional funding for Electric Vehicles and Electric Vehicle Charging Infrastructure • Promote the use of environmentally friendly, low- emission vehicles. • Continue to progress actions to reach the Scottish government targets to recycle 70% of all waste by 2025 • Ensure waste disposal contracts priorities maximum recycling, that waste services consider the climate impact of the service, seeking opportunities to limit the climate impact of the services approach to service delivery. • Reduce the low number customer complaints for waste services • Seek new income streams for Vogrie Country Park and develop the Park as a tourist destination to support local businesses. • Continue to design and implement re-design of outdoor facilities through landscape design as part of Early Years Settings expansion programme. • Maintain meadowland areas to create greater diversity and continue to develop areas of bio-diversity and foster community support. • Continue to target key locations within Midlothian for landscape improvements by the design of new parks and other open space sports facilities and play areas, subject to available funding, with an emphasis on inclusive play equipment. • Continue to invest in the workforce across all Neighbourhood Services teams to develop sustainable career pathways and generic working models to grow talent and foster leadership opportunities. • Transform service delivery through the adoption of digital and mobile platforms • Develop a comprehensive asset database management plan for all Neighbourhood Services assets • Continue to invest in the workforce across all Neighbourhood Services teams to develop sustainable career pathways and generic working models to grow talent and foster leadership opportunities
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Strategic framework	<p>Single Midlothian Plan priorities</p> <ul style="list-style-type: none"> • Reducing inequalities in the health of our population • Reducing the impact of climate change 	<p>Single Midlothian Plan thematic outcomes:</p> <ul style="list-style-type: none"> • Reduce health inequalities • Develop and implement a programme of continuous improvement and efficiency to develop additional capacity • Increase active travel • Implement the local biodiversity plan • Accelerate growth through infrastructure upgrades • Implement climate change strategy • Improve health and wellbeing for people living and working in Midlothian and safeguard our communities 	<p>Drivers for change:</p> <ul style="list-style-type: none"> • Holistic • Hub and Spoke • Modern • Sustainable • Preventative • Asset Based • One Size Fits One • Continually Improve 	<p>Plans</p> <ul style="list-style-type: none"> • Climate Change Strategy • Flood Risk Management Plan • Waste Strategy • Open Space Strategy • Fleet Management Plan • Asset Management Plan
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Key Performance Indicators

PI Code	Performance indicator	Annual/Quarterly
PLACE. P.20.1	Percentage of household waste used to generate heat and electric (Energy from Waste)	Quarterly
ENV6	Percentage of total household waste that is recycled (LGBF)	Quarterly
BS.PLA CE.P.15 .6a	Percentage of waste going to landfill per calendar year (quarterly)	Quarterly
BS.PLA CE.01	Number of environmental awards e.g. Green flags	Quarterly
PLACE. P.13.1a	Number of volunteer hours in countryside sites	Quarterly
BS.PLA CE.P.15 .3a	Percentage of Council fleet which is 'Green' (cumulative)	Quarterly
PLACE. P.14.2f	Percentage of the footpath network resurfaced (cumulative)	Quarterly
PLACE. P.14.2e	Percentage of total road network resurfaced (cumulative)	Quarterly
PLACE. P.15.1b	Number of lighting columns replaced (cumulative)	Quarterly
BS.PLA CE.P.15 .1c	Percentage of all street light repairs completed within 7 days (cumulative)	Quarterly
PLACE. P.15.1a	Total savings in street lighting carbon emissions (cumulative)	Quarterly
C&L4	Net cost of parks and open spaces per 1000 population (LGBF)	Annual
C&L5b	Percentage of adults satisfied with parks and open spaces (LGBF)	Annual
ENV7a	Percentage of Adults satisfied with refuse collection (LGBF)	Annual
ENV7b	Percentage of adults satisfied with street cleaning (LGBF)	Annual
ENV1a	Net cost of waste collection per premise (annual) (LGBF)	Annual
ENV2a	Net cost of waste disposal per premise (annual) (LGBF)	Annual
ENV3a	Net cost of street cleaning per 1,000 population (LGBF)	Annual
ENV3c	Street Cleanliness Score (LGBF)	Annual
ENV4a	Cost of maintenance per kilometre of roads (LGBF)	Annual
ENV4b	Percentage of A class roads that should be considered for maintenance treatment (LGBF)	Annual
ENV4c	Percentage of B class roads that should be considered for maintenance treatment (LGBF)	Annual

PI Code	Performance indicator	Annual/Quarterly
ENV4d	Percentage of C class roads that should be considered for maintenance treatment (LGBF)	Annual
ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment (LGBF)	Annual

Property & Facilities Management Services

Property and Facilities Management

Property Assets provide a wide range of professional property and valuation advice, energy management, asset rationalisation, data management and development of G.I.S. systems. They work with partner organisations and third sector groups to develop and bring forward master plan proposals in key locations. The service is responsible for the management and monitoring of energy usage and costs across all aspects of the Council's non-domestic property portfolio and developing renewable energy as a sustainable means of reducing costs and addressing energy security.

A key priority for the service is delivering the 'Effective Working in Midlothian' (EWiM) strategy. This refers directly to the rationalisation of the Council's office and depot estate. It includes the introduction of space standards throughout the estate complemented with the workforce's flexible and mobile working. The pandemic accelerated the adoption of remote working and enhanced digital capability across the Midlothian estate. EWiM is now pivotal to the Council's service redesign and recovery programmes.

Facilities Services provide professional and technical management across a number of sites. This includes the management of the catering teams, building cleaning and janitorial services. They also manage the functions and vending service, oversee external facilities contracts, public toilets and café services. The service works in partnership with a range of key partners and stakeholders such as Midlothian Food and Health Alliance Working Group, United Kingdom Cleaning Professionals Academic Service, Education Scotland and Food Standards Scotland.

Service Priorities	<ul style="list-style-type: none"> • Develop carbon reduction targets for Council properties and work with energy partners to develop energy efficiency projects, including renewable energy, in support of sustainable low carbon energy targets and district heating schemes. • Support the delivery of the Economic Renewal Strategy through the letting and sale of Property Investment Account properties. • Lead the acquisition and disposal of identified sites in support of Capital and Local Plans, Learning Estate and Housing programmes and the climate change agenda. • Continue to deliver Building Rationalisation and hybrid working. • Maintain compliance and review Health and Nutrition of school meals in accordance with new Scottish Government legislation and continue the assessment of food commodities/products for school meal menus in relation to proposed changes in nutritional regulation. • Increase revenue throughout the commercial sector of catering services. • Continue to provide a catering and facilities service that reacts to, and meets the requirements of, the Early Years expansion programme • Continue to improve the facilities and cleaning services and introduce new cleaning practices and methodologies. 			
Strategic framework	Single Midlothian Plan priorities <ul style="list-style-type: none"> • Reducing the gap in economic circumstances • Reducing inequalities in the health of our population • Reducing the inequalities in the outcomes of learning in our population 	Single Midlothian Plan thematic outcomes: <ul style="list-style-type: none"> • Reduce health inequalities • Deliver further affordable housing • Increase economic participation • Implement climate change strategy • Develop and implement a programme of continuous improvement and efficiency to develop additional capacity 	Drivers for change: <ul style="list-style-type: none"> • Holistic • Hub and Spoke • Modern • Sustainable • Preventative • Asset Based • One Size Fits One • Continually Improve 	Plans <ul style="list-style-type: none"> • Effective Working in Midlothian (EWiM) • Capital Plan • Learning Estate Strategy • Housing Programme

Key Performance Indicators

PI Code	Performance indicator	Annual/Quarterly
New	Electricity Consumption (non-Heat) kWh/year/m2 – Offices	Annual
New	Electricity Consumption (non-Heat) kWh/year/m2 – Schools	Annual
New	Electricity Consumption (non-Heat) kWh/year/m2 – Schools with pool	Annual
New	Electricity Consumption (non-Heat) kWh/year/m2 – Leisure centres	Annual
New	Electricity Consumption (non-Heat) kWh/year/m2 – Leisure centres with pool	Annual
New	Carbon Dioxide emissions (all Energy + water) KgCO2e/year/m2 – Offices	Annual
New	Carbon Dioxide emissions (all Energy + water) KgCO2e/year/m2 – Schools	Annual
New	Carbon Dioxide emissions (all Energy + water) KgCO2e/year/m2 – Schools with pool	Annual
New	Carbon Dioxide emissions (all Energy + water) KgCO2e/year/m2 – Leisure centres	Annual
New	Carbon Dioxide emissions (all Energy + water) KgCO2e/year/m2 – Leisure centres with pool	Annual
New	Water Consumption M3/Year – Offices	Annual
New	Water Consumption M3/Year – Schools	Annual
New	Water Consumption M3/Year – Schools with pool	Annual
New	Water Consumption M3/Year – Leisure centres	Annual
New	Water Consumption M3/Year – Leisure centres with pool	Annual
New	Percentage of Local Heat & Energy Efficiency Strategies (LHEES) complete	Quarterly
New	Number of secondary school meals prepared per hour (APSE)	Quarterly
New	Number of nursery and primary meals prepared per hour (APSE)	Quarterly
New	Percentage of primary school meal uptake	Quarterly
New	Percentage of secondary school meal uptake	Quarterly
New	Percentage of free school meal uptake (P1-P5)	Quarterly
New	Percentage of school meal food waste	Quarterly
New	Percentage of cleaning hours against budgeted hours achieved in primary schools	Quarterly
New	Percentage of cleaning hours against budgeted hours achieved in secondary schools	Quarterly
CLIM1	CO2 emissions area wide per capita (LGBF)	Annual
CLIM2	CO2 emissions are wide: emissions within scope of LA per capita (LGBF)	Annual
C-AST1	Proportion of operational buildings that are suitable for their current use (LGBF)	Annual
C-AST2	Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)	Annual

Planning, Sustainable Growth & Investment

Planning and Economy

The Planning service comprises the statutory town and country planning functions of the Council, primarily; the preparation of strategic and local development plans, planning and environmental policy and guidance, designing and implementing heritage and environmental schemes, the determination of planning applications and the handling of planning appeals, securing developer contributions towards Council infrastructure and the enforcement of planning control. It also comprises officers who provide a Council-wide service of supplying demographic/land use information, and geographic information system (GIS) mapping and graphics. In addition to the services planning function it is also currently leading on the Council's response to the declared Climate Change Emergency and in August 2020 the Council approved the Climate Change Strategy and Action Plan.

Aims of the Planning Service are set out in the Midlothian Local Development Plan (MLDP) and a detailed policy framework to guide land use in the area which forms the basis against which Planning Officers consider development proposals. Midlothian Council is one of six partner councils which form the Strategic Development Planning Authority for South East Scotland (known as SESplan). They prepare the Strategic Development Plan (SDP), which provides the spatial strategy for development across the Edinburgh city region.

The MLDP is prepared to manage future change in Midlothian in line with the SDP's goals.

Economic Development is responsible for increasing capacity of the local area to improve economic outcomes and uplift the area's quality of life. In June 2020, the Council approved a new Economic Renewal Strategy (an addendum to the Council's Strategy for Growth 2020-25) in June 2020, in response to the pandemic. Setting out its ambitious approach to managing the transition from lockdown and planning for the longer term challenges the local economy will face, the strategy aims to mitigate the adverse economic impact on the local economy from COVID-19.

Through its strategy and associated actions, the service is focused on innovation, partnerships, inclusivity and ambition in its approach to capitalising on the Edinburgh and South East Scotland City Region Deal, which will deliver £1.3 billion pounds of inclusive economic growth across the city region through housing, innovation, transport, skills and culture. For Midlothian, key investments are in Data Driven Innovation, £120m of investment to Sheriffhall roundabout, and through the Integrated Regional Employability & Skills Programme to reduce skills shortages and gaps and deliver opportunities for people across the area. The strategy will also capitalise on the Borders Railway Blueprint, and maintain a focus on key employment sectors such as tourism and life/bio/animal sciences. The strategy also supports the Council's Climate Change Action Plan by committing to creation of low carbon/energy efficient space in new Council led developments, by measuring and reducing CO2 emissions per capita and by developing a Carbon Charter and encouraging businesses to sign it and implement it. This function also includes Business Gateway (Midlothian) which provides direct support to new and growing

small and medium sized businesses. Concluding the EU funded LEADER programme (a French acronym of a European funding programme which supported rural community and business projects) also sits within the service, and focuses on developing the rural economy.

<p>Service Priorities</p>	<ul style="list-style-type: none"> • Continue to work on achieving the aims sets out in the Planning Performance Framework (PPF) • Review the 2020 Climate Change Strategy and identify costings for implementing the Council's net zero ambitions Conclude • Supplementary guidance on 'Developer Contributions' which will be used as a tool to secure financial contributions towards infrastructure to meet the demands arising from new development. • Complete the Planning, Sustainable Growth and Investment Service Review • Draft, adopt and publish an updated Economic Growth Strategy • Maintain and grow the client reach of Business Gateway services in Midlothian and continue to develop Locate in Midlothian • Continue to provide Business support/advice in response to all 'Planning to Start a Business', 'Established Business' and 'Emerging and Established Social Enterprises' enquiries • Develop a Local Transport Strategy, setting out policies for active travel, the promotion of public transport and operation standards for parking and electric vehicle charging and the Council's ambition for the delivery of an orbital bus service and the potential for trams to Midlothian • Develop an Active Travel Strategy to be used as a basis to attract external funding towards active travel projects • Prepare the MLDP2 'Evidence Report' and present it to Planning Committee for sign off before submission to Scottish Government • Conclude the guidance on developer contributions – to progress as supplementary/planning guidance and future incorporation into MLDP2 • Review the Local Review Body processes and procedures • Prepare a Local Transport Strategy, setting policies for active travel, the promotion of public transport and operation standards for parking and electric vehicle charging. The strategy shall also set out the Council's ambition for the delivery of an orbital bus service and the potential for trams to Midlothian • Deliver a project plan for the A7 Urbanisation scheme. • Deliver an Active Travel Strategy to be used as a basis to attract external funding towards active travel projects
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Strategic framework	<p>Single Midlothian Plan priorities</p> <ul style="list-style-type: none"> • Reducing the gap in economic circumstances • Reducing the impact of climate change 	<p>Single Midlothian Plan thematic outcomes:</p> <ul style="list-style-type: none"> • Develop and implement a programme of continuous improvement and efficiency to develop additional capacity • Integrate Midlothian with the regional economy and promote the region internationally • Increase economic participation • Implement climate change strategy 	<p>Drivers for change:</p> <ul style="list-style-type: none"> • Holistic • Modern • Sustainable • Asset Based • One Size Fits One • Continually Improve 	<p>Plans</p> <ul style="list-style-type: none"> • Climate Change Strategy • Midlothian Local Development Plan • Strategic Development Plan • Strategy for Growth 2020-25 • Economic Renewal Strategy
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Key Performance Indicators

PI Code	Performance indicator	Annual/Quarterly
PLACE. P.17.9a	Determine 80% of planning applications within target (2 months for a local application and 4 months for a major application).	Quarterly
New	Average timescale (weeks) to determine planning applications for major developments	Quarterly
New	Average timescale (weeks) to determine planning applications for local developments	Quarterly
New	Number of discretionary pre-planning advice applications	Quarterly
ECON5 a	Number of New Business Start Ups	Quarterly
New	Number of Businesses signed up to the Midlothian Business Green Pledge	Quarterly
New	Number of Planning to Start enquiries/submissions	Quarterly
New	Number of social enterprises supported	Quarterly
New	Number of Locate in Midlothian social media followers	Quarterly
New	Number of Business gateway social media followers	Quarterly
New	Number of meet the buyer events held	Quarterly
ECON1	Percentage of Unemployed People Assisted into work from Council (LGBF)	Annual
ECON2	Cost of Planning and Building Standards Services per planning application (LGBF)	Annual
ECON3	Average time for Commercial planning application (LGBF)	Annual
ECON5	No of business gateway start-ups per 10,000 population (LGBF)	Annual
ECON6	Cost of Economic Development & Tourism per 1,000 population (LGBF)	Annual
ECON7	Percentage earning less than the Living Wage (LGBF)	Annual
ECON8	Proportion of properties receiving superfast broadband (LGBF)	Annual
ECON9	Town Centre vacancy rates (LGBF)	Annual
ECON1 0	Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan (LGBF)	Annual
ECON1 1	Gross Value Added (GVA) per capita (LGBF)	Annual
ECON1 2a	Claimant Count as % of Working Age Population (LGBF)	Annual
ECON1 2b	Claimant Count as % of 16-24 Population (LGBF)	Annual

Protective Services

Protective Services

Protective Services brings together Place's regulatory functions of Environmental Health, Trading Standards, Corporate Health and Safety, Contingency Planning and Risk.

Environmental Health provide a wide range of legal duties to do with looking after the health and wellbeing of people living and working in Midlothian. They also deliver public health protection through regulation and enforcement; more specifically the public health team covers housing standards as well as general public health, environmental crime, air quality, contaminated land and licensing, dog and pest control. The food and safety team delivers food safety (Food Service Plan approved separately by Cabinet), occupational health and safety, infectious diseases control, and licensing standards. In the last year, the demand on Environmental Health has increased dramatically, as one of the lead services in the Council's response to the pandemic.

Trading Standards are responsible for enforcing fair trading legislation, and where necessary reporting cases for prosecution to the Procurator Fiscal, regarding unfair/rogue trading practices, safety of consumer goods including fireworks, counterfeit goods, internet and social media selling, under age sales of tobacco and e-cigarettes, animal health and welfare, weights and measures, second hand dealers and petroleum licensing. The team also provides advice to local businesses and residents who have complaints about businesses; often extended to intervention. We also maintain the region's local standards of weights and measures to provide a calibration service to local authorities and businesses.

Health and Safety takes all reasonably practicable steps to ensure the health, safety and welfare at work of all its employees. The Council also acknowledges its responsibilities in respect of persons other than its own employees. A high standard of health and safety performance is one of the Council's primary objectives and is recognised as an integral part of service delivery. Contingency Planning facilitates and coordinates the Council's approach to business continuity and emergency planning, ensuring the Council identifies and assesses potential Civil Contingency exposures and develops plans to mitigate or respond to incidents, as appropriate. The team also have a role in ensuring the Council test plans through appropriate training and exercising and that statutory duties in relation to Civil Contingencies are met. The Risk service facilitates and coordinates the Council's approach to risk management, ensuring services have identified and assessed risks to delivery of Council and service objectives. The Risk Management function importantly provides regular monitoring statements to the Council Management Team and Audit Committee to support them in decision making and reviewing internal controls accordingly. The Council's Corporate Risk Register is reviewed quarterly and reported to the Audit Committee. The Corporate Risk Management Group monitor the corporate service risk register and enable any new and emerging risks to be recorded. Mitigating actions are put in place to ensure these are managed and controlled.

Service Priorities	<ul style="list-style-type: none"> • Continue to deliver the Council's regulatory functions with respect to food hygiene and standards regulations. • Deliver the Scottish Governments Clean Air for Scotland (CAFS) objectives including the review and assessment of air quality in Midlothian to take into account of exposure in proximity to schools located near busy roads. • Continue to deliver the statutory duty to identify and secure remediation of contaminated and review contaminated land strategy. • Continue to manage the CO2 gas ingress to non- council stock properties in Gorebridge. • Seek to enable disabled persons to continue to live an independent life through the provision of disabled adaptation grants for private sector properties. • Protect and develop safe communities through risk assessment and improvement of sub-standard private water supplies. • Protect and contribute to the enhancement of the environment regarding dog control activities and develop a commercial dog walkers registration scheme for Midlothian. • Regulate Health and Safety across Midlothian through the investigation of workplace accidents • Restart a programme of test purchase for under-age goods • Continue to identify and respond to incidents of rogue trading. • Conduct a programme of inspections to businesses identified as of high and medium-risk including at least 20% of tobacco retailers. • Develop new commercial opportunities within the Council and external to the Council. • To raise the profile of health and safety across the Council by providing comprehensive health and safety support, including a training and development offering which meets the Council's needs and generates income for the Council. • To promote and provide support to managers by providing them with the tools to self-assess their services to achieve full compliance with health and safety standards in advance of audit programme. • To encourage a pro-active approach to OHS and to promote a positive health and safety culture across the Council. • To review the Council's current fire safety arrangements and further develop these arrangements to fully reflect the Council's legal obligations under the Fire (Scotland) Act 2005 and Fire Safety (Scotland) Regulations 2006. • Support the Council to enhance resilience arrangements, leading to confidence in Contingency Planning and Emergency Preparedness. • To develop and maintain a strategy, including methodology for Business Continuity planning that in turn enables managers to produce their own service Business Continuity arrangements in a coordinated and consistent approach, which recognises dependencies across Council wide resources. • Support the Council to assess the risk and opportunities before the council in the short and longer time to support and improve decision making. • Review of Licensing Service
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Strategic framework	Single Midlothian Plan priorities <ul style="list-style-type: none"> Reducing inequalities in the health of our population 	Single Midlothian Plan thematic outcomes: <ul style="list-style-type: none"> Develop and implement a programme of continuous improvement and efficiency to develop additional capacity Improve health and wellbeing for people living and working in Midlothian and safeguard our communities Implement climate change strategy 	Drivers for change: <ul style="list-style-type: none"> Holistic Modern Sustainable Asset Based One Size Fits One Continually Improve 	Plans <ul style="list-style-type: none"> Corporate Health and Safety Plan Risk Management Framework Business Continuity Plans Food Service Plan Emergency Planning
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Performance indicators

PI Code	Performance indicator	Annual/Quarterly
PROSERVICE S.1.1	Number of food law service requests received (includes food safety and food standards)	Quarterly
New	Percentage of food related service requests from Midlothian residents and businesses responded to within the target response time of 5 working days. (includes food safety and food standards)	Quarterly
PROSERVICE S.1.3	Number of food law interventions carried out (Food Hygiene/Food Standards)	Quarterly
New	Percentage of priority 1 and 2 premises receiving completed food law interventions in line with the Service plan	Quarterly
New	Number of Public Health Service requests from Midlothian residents and businesses received	Quarterly
New	Percentage of Public Health complaints receiving first response within timescales	Quarterly
New	Number of Public Health Service requests from internal sources received	Quarterly
New	Percentage of Public Health complaints from internal sources receiving first response within timescales	Quarterly
New	Number of abandoned vehicles reported	Quarterly
New	Number of abandoned vehicle notices served	Quarterly
New	Number of abandoned vehicles removed for destruction	Quarterly
New	Number of private water supplies inspected	Quarterly
New	Number of private water supplies sampled	Quarterly
New	Number of short term let applications received	Quarterly
New	Number of short term let Licences issued	Quarterly
PROSERVICE S.2.1	Number of consumer complaints received by Trading standards	Quarterly
New	Percentage of consumer complaints responded to within 5 working days	Quarterly
New	Percentage of consumer complaints completed within 14 days	Quarterly
New	Number of intelligence logs input to Intelligence Database (IDB)	Quarterly
New	Number of Trading Standards Primary inspections	Quarterly
New	Percentage of planned inspections achieved in line with Service plan	Quarterly
New	Number of Liquor Licencing applications received	Quarterly
New	Percentage of Liquor Licence applications determined	Quarterly
New	Number of Civic Government Licence applications	Quarterly
New	Percentage of Civic Government Licence applications determined	Quarterly
New	Percentage of Civic Government Act applications referred to the General Purposes Committee	Quarterly
New	Number of workplace safety RIDDOR reports received	Quarterly

PI Code	Performance indicator	Annual/Quarterly
New	Number of RIDDOR related visits to investigate business workplace health and safety incidents	Quarterly
ENV5	Cost of trading standards and environmental health per 1,000 population (LGBF)	Annual
ENV5a	Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)	Annual
ENV5b	Cost of environmental health per 1,000 population. (LGBF)	Annual