

# Notice of meeting and agenda



## Performance, Review and Scrutiny Committee

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

**Date:** Tuesday, 05 September 2017

**Time:** 11:00

**John Blair**  
Director, Resources

**Contact:**

Clerk Name: Janet Ritchie  
Clerk Telephone: 0131 271 3158  
Clerk Email: [janet.ritchie@midlothian.gov.uk](mailto:janet.ritchie@midlothian.gov.uk)

**Further Information:**

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

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

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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 of Previous Meeting**

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| <b>4.1</b> | Minute of the meeting of 20 June 2017 submitted for approval | <b>3 - 12</b> |
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**5 Public Reports**

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|-------------|--|------------------|
| <b>5.1</b>  | Inspection of Hawthornden Primary School - Report by Head of Education | <b>13 - 20</b>   |
| <b>5.2</b>  | Midlothian Council Q1 2017/18 Performance Report                       | <b>21 - 30</b>   |
| <b>5.3</b>  | Adult Social Care Q1 2017/18 Performance Report                        | <b>31 - 46</b>   |
| <b>5.4</b>  | Children's Services Q1 2017/18 Performance Report                      | <b>47 - 54</b>   |
| <b>5.5</b>  | Communities and Economy Q1 2017/18 Performance Report                  | <b>55 - 76</b>   |
| <b>5.6</b>  | Commercial Operations Q1 2017/18 Performance Report                    | <b>77 - 90</b>   |
| <b>5.7</b>  | Customer and Housing Services Q1 2017/18 Performance Report            | <b>91 - 100</b>  |
| <b>5.8</b>  | Education Q1 2017/18 Performance Report                                | <b>101 - 118</b> |
| <b>5.9</b>  | Finance and Integrated Service Support Q1 2017/18 Performance Report   | <b>119 - 130</b> |
| <b>5.10</b> | Property and Facility Management Q1 2017/18 Performance Report         | <b>131 - 148</b> |

**6 Private Reports**

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# Minute of Meeting

Performance Review and Scrutiny Committee  
Tuesday 5 September 2017  
Item No. 4.1



## Performance, Review and Scrutiny Committee

Date	Time	Venue
20 June 2017	11.00am	Council Chambers, Midlothian House, Buccleuch Street, Dalkeith

### Present:

Councillor Parry (Chair)	
Councillor Alexander	Councillor Baird
Councillor Cassidy	Councillor Johnstone
Councillor Lay-Douglas	Councillor McCall
Councillor Montgomery	Councillor Russell
Councillor Small	Councillor Winchester

### Also in Attendance:

Kenneth Lawrie	Chief Executive
Garry Sheret	Head of Property and Facilities Management
Joan Tranent	Head of Children's Services
Grace Vickers	Head of Education
Kevin Anderson	Head of Customer and Housing Services
Ian Johnson	Head of Communities and Economy
Alison White	Head of Adult Services
Allister Short	Head of Primary Care and Older People's Services
Janet Ritchie	Democratic Services Officer

## 1 Apologies

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- 1.1 Election of Chair: Councillor Parry was nominated to the Chair of the Performance Review and Scrutiny Committee by Councillor Johnstone and seconded by Councillor McCall.
- 1.2 Apologies were received from Councillor Munro and Councillor Hardie

## 2 Order of Business

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The order of Business was as set out in the Agenda with an adjustment agreed by the Committee that 5.10 Education Annual Performance Report 2016-17 be presented after 5.5 Local Government Benchmarking Framework.

## 3 Declarations of interest

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No declarations of interest were intimated.

## 4 Minutes of Previous Meetings

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No previous minutes were submitted for approval.

## 5 Public Reports

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Agenda No	Title	Presented by:
5.1	<b>Membership and Terms of Reference and Appointment of Chair</b>	<b>Director Resources</b>
Outline and summary of item		
There was a report presented by the Chief Executive dated 13 June 2017, bringing the Committee's attention to the Terms of Reference and the Membership as approved by the Council on 23 May 2017. The Council had further agreed that the Committee shall have a Chair from its composition.		
Decision		
The Committee noted the Membership and Terms of Reference.		

Agenda No	Title	Submitted by:
5.2	<b>Inspection of Newbyres Village Care Home</b>	<b>Joint Director Health and Social Care</b>
Outline and summary of item		
There was a report presented to the Committee dated 6 March 2017 by the Head of Primary Care and Older People's Services which provided information in relation to the recent Inspection by the Care Inspectorate on 24 January 2017. The Committee was updated on the key points within the report regarding the restructure of the service and the good progress made in this service.		

The report details the findings of the inspection and the Grade 4s awarded in Quality of care and support; Quality of Environment; Quality of Staffing and Quality of management and leadership. Also highlighted to the Committee were the key strengths of the service and the areas for development as detailed in the report. The Head of Primary Care and Adult Services advised the Committee that there had been significant work done since January in addressing the areas for development.

Councillor Johnstone acknowledged the continued improvement and congratulated the service on this excellent report.

Councillor Russell highlighted the work done by the Sub Committee which had been set up after previous care inspection reports on Newbyres Village Care Home. Councillor Russell advised that the Sub Committee had met regularly including meetings at the Care Home involving residents, their families as well as staff and that the feedback was very positive.

Thereafter the Head of Primary Care and Adult Services responded to questions and comments raised by Members which included the introduction of nurses to the team, the concerns around medication, staffing issues and the standard of service.

The Chair acknowledged all the hard work done by all involved in Newbyres Village Care Home including all the work done by the Sub Committee.

#### Decision

The Performance Review and Scrutiny Committee noted the content of the inspection report and acknowledged the continued improvement since the last Inspection and the positive ongoing work by management and staff connected with Newbyres Village Care Home.

Agenda No	Title	Submitted by:
<b>5.3</b>	<b>Inspection of Hawthorn Children and Families Centre</b>	<b>Director Resources</b>
<b>Outline and summary of item</b>		
<p>There was a report submitted by Director of Resources bringing the Committee's attention to the report by the Head of Children's Services presented to Cabinet on 13 June 2017 on the Inspection of Hawthorn Children and Families Centre. The report outlined the outcome of the unannounced inspection of Hawthorn Children and Families Centre as carried out by the Care Inspectorate in March 2017.</p> <p>The Cabinet in respect of the Report had agreed on 13 June 2017 the following recommendations:</p> <ul style="list-style-type: none"> <li>(a) To note the content of the inspection report;</li> <li>(b) To refer the report to the Performance, Review and Scrutiny Committee for its consideration;</li> </ul>		

- (c) To congratulate the management and staff connected with Hawthorn Children and Families Centre on the excellent work being carried out at the Centre.

The Head of Children's Services presented the report to the Committee highlighting the positive report and the grades awarded to Hawthorn Children and Families Centre: Quality of Care and Support Grade 6 – Excellent and Quality of Staffing Grade 5 – Very Good. Also highlighted was the key strengths noted in the report which included: the excellent care and support the children received; the quality of staffing and the strong relationships with parents, children and other agencies who come into the Children's Centre.

#### Decision

The Performance Review and Scrutiny Committee noted the report

Agenda No	Title	Submitted by:
<b>5.4</b>	<b>Midlothian Council Annual Performance Report 2016-17</b>	<b>Chief Executive</b>
<b>Outline and summary of item</b>		
<p>The Chief Executive presented the Annual Performance Report for Midlothian Council detailing the delivery of Midlothian Council's priorities through the Community Planning Partnership and the Single Midlothian Plan. The Council Transformation Strategy and Individual Service Plans outlined how Midlothian Council would deliver its contribution to the Single Midlothian Plan.</p> <p>The Chief Executive highlighted to the Committee the achievements and progress notably Education Attainment and the Positive Destinations. Also highlighted to the Committee the challenges going forward from the Report.</p> <p>The Chief Executive then responded to a question on the length of the report and the ease of reading for the general public and highlighted that the Council has an obligation for public performance reporting and that an easier to read version was available on the Council website.</p>		
<b>Decision</b>		
To note the report.		

Agenda No	Title	Submitted by:
<b>5.5</b>	<b>Local Government Benchmarking Framework (LGBF)</b>	<b>Chief Executive</b>
<b>Outline and summary of item</b>		
<p>The purpose of the report is to update the Committee on the Local Government Benchmarking Framework and to present an overview of the Council's performance against the indicators for 2015-16. The benchmarking framework has</p>		

been in place for a number of years and that all 32 Scottish Councils have been working with the Improvement Service to develop a common approach to benchmarking. The purpose of the framework is to support Councils to deliver better outcomes for our Communities by benchmarking and learning from other Councils who are achieving the best performance in relation to local service deliver.

The Chief Executive highlighted the main sections from the report and provided further details on the Council's performance against the indicators.

#### Decision

To note the report.

Agenda No	Title	Submitted by:
<b>5.10</b>	<b>Education Annual Performance Report 2016-17</b>	<b>Head of Education</b>
<b>Outline and summary of item</b>		
<p>The Head of Education presented the Annual Performance Report 2016/17 to the Committee highlighting the progress in delivery of strategic outcomes, committing to the creation of a World Class Education system through excellence and equity.</p> <p>The Head of Education explained that the report focuses on the summary of the year for Education and provided the Committee with a brief summary on the four main targets for session 2016/17 which were:</p> <ul style="list-style-type: none"> <li>• To build excellence by raising attainment overall</li> <li>• To close the gap between the most and the least disadvantaged</li> <li>• Teaching, Learning and Assessment:</li> <li>• Self-evaluation for Self-Improvement and Leadership of Change</li> </ul> <p>Thereafter the Head of Education responded to comments and questions raised by various Members which included:</p> <ul style="list-style-type: none"> <li>• The very good report and the positive progress.</li> <li>• Figures on listening and talking and no baseline figure.</li> <li>• Children with complex needs and the management of the funding for these children.</li> <li>• Recruitment of Teachers and any impact of Brexit.</li> <li>• Exclusions and how can these be managed better.</li> </ul>		
<b>Decision</b>		
To note the report.		

Agenda No	Title	Submitted by:
<b>5.6</b>	<b>Adult Health and Care Annual Performance Report 2016-17</b>	<b>Head of Primary Care and Older People's Services and Head of Adult Services</b>
<b>Outline and summary of item</b>		
<p>The Annual Performance Report for Adult Social Care was submitted advising that the creation of a new Health and Care Partnership provided an opportunity to make significant change in how we deliver health and care services. The aim was to achieve this ambitious vision by changing the emphasis of services by being fully committed to the principles of reducing inequalities, promoting opportunities and eliminating discrimination in line with the Equality Act and Human Rights legislation.</p> <p>The Head of Primary Care and Older People's Services and the Head of Adult Services presented the report to the Committee highlighting the progress in delivery of strategic outcomes and the emerging challenges and risks as detailed in the report.</p> <p>Thereafter responded to questions and comments raised by the Members which included:</p> <ul style="list-style-type: none"> <li>• The Grassy Riggs project in Woodburn</li> <li>• The good work with the Recovery team.</li> <li>• The expansion of intermediate care at Highbank.</li> <li>• Cost of Domiciliary care.</li> <li>• Care Packages for elderly people leaving Hospital.</li> <li>• Substance misuse and the 23% funding reduction.</li> </ul> <p>The Chair also brought the Committee's attention to the Autism Exhibition and encouraged everyone to support this.</p>		
<b>Decision</b>		
To note the report.		

Councillor Baird left the meeting 12 noon

Councillor McCall left the meeting 12.15 pm

Agenda No	Title	Submitted by:
<b>5.7</b>	<b>Customer and Housing Services Annual Performance Report 2016-17</b>	<b>Head of Customer and Housing Services</b>
<b>Outline and summary of item</b>		
<p>The Annual Performance Report for Customer and Housing Services was submitted advising that in adopting a Transformation approach, we have become</p>		



more efficient and at the same time we have delivered changes resulting in improvements to the way we work, the services we deliver and the quality of life experienced by local people. These changes are evidenced in the delivery of new affordable homes and better outcomes through Customer & Housing Services.

The Head of Customer and Housing Services highlighted to the Committee the notable items and the emerging challenges as detailed in the report. The Head of Customer and Housing Services responded to questions raised by members on the benefit cap and Welfare Reform providing the Committee with an overview and advised the Committee that a more comprehensive report would be presented to Council after summer recess.

#### Decision

To note the report

Agenda No	Title	Submitted by:
<b>5.8</b>	<b>Children's Services Annual Performance Report 2016-17</b>	<b>Head of Children's Services</b>
<b>Outline and summary of item</b>		
<p>The Annual Performance Report for Children's Services was submitted advising that over the past year they had committed to building a new service that was flexible and responsive within a spectrum of early intervention, effective and proportionate and ensuring the protection of every child and different ways of working to senior managers in order to help change and improve the services we provide. The service review was now complete with almost everyone in post and with staff ready to move to new premises at the end of May 2017.</p> <p>The Head of Children's Services highlighted to the Committee the notable items and the emerging challenges as detailed in the Report and responded to questions raised by Members which included:</p> <ul style="list-style-type: none"> <li>• Education performance of children in kinship care and the support provided to the kinship carers</li> <li>• The number of Referrals and type of referrals received.</li> </ul>		
<b>Decision</b>		
To note the report		

Councillor Winchester left the meeting 12.38 pm

Agenda No	Title	Submitted by:
<b>5.9</b>	<b>Communities and Economy Annual Performance Report 2016-17</b>	<b>Head of Communities and Economy</b>

Outline and summary of item
<p>The Annual Performance Report for Communities and Economy was submitted advising that the core aims and responsibilities for the Communities and Economy Service were as follows:</p> <ul style="list-style-type: none"> <li>• Providing for optimal social, economic and physical environments for our communities.</li> <li>• Growing the Midlothian economy through supporting new and expanding businesses, attracting inward investment, and promoting key employment sectors.</li> <li>• Acting as a key driver in the development of our most disadvantaged communities.</li> <li>• Maintaining high standards of public health, consumer confidence and public safety.</li> <li>• Progress in 2016/17 can be summarised under four main areas; overall strategy, servicing communities, economic development, and service development/improvement.</li> </ul> <p>The Director, Education, Communities and Economy advised the Committee that there were four key headings in the report: Overall Strategy; Serving Communities; Economic Development; Service Development and Improvement and highlighted notable items and the emerging challenges as detailed in the Report. Thereafter the Head of Communities and Economy responded to a question raised by Councillor Montgomery regarding commercial Dog walkers.</p>
Decision
To note the report.

Agenda No	Title	Submitted by:
<b>5.11</b>	<b>Commercial Operations Annual Performance Report 2016-17</b>	<b>Head of Commercial Operations</b>
Outline and summary of item		
<p>The Annual Performance Report for Commercial Operations was submitted. The Head of Commercial Operations highlighted to the Committee the progress in the delivery of strategic outcomes and summary of the emerging challenges as detailed in the Report.</p> <p>Thereafter the Head of Commercial Operations responded to a question raised by Councillor Smaill with regards to the new pot hole mending machine and its efficiency.</p>		
Decision		
To note the report		

The Chair agreed to change the order of business as detailed below:

Agenda No	Title	Submitted by:
<b>5.13</b>	<b>Property and Facilities Management Annual Performance Report 2016-17</b>	<b>Head of Property and Facilities Management</b>
<b>Outline and summary of item</b>		
<p>The Annual Performance Report for Property and Facilities was submitted detailing the progress in delivery of strategic outcomes and the emerging challenges. The Head of Property and Facilities Management highlighted to the Committee the notable items within the report and thereafter responded to questions raised by Members which included:</p> <ul style="list-style-type: none"> <li>• The external wall insulation used in Midlothian properties.</li> <li>• The fire at Gorebridge Beacon.</li> <li>• Dalkeith Town Centre regeneration timescale.</li> </ul> <p>Councillor Russell expressed her disappointment on the further delay with Dalkeith Town Centre regeneration.</p>		
<b>Decision</b>		
To note the report.		

Agenda No	Title	Submitted by:
<b>5.12</b>	<b>Finance and Integrated Service Support Annual Performance Report 2016-17</b>	<b>Head of Finance and Integrated Service Support</b>
<b>Outline and summary of item</b>		
<p>The Annual Performance Report for Finance and Integrated Services was submitted advising 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 Head of Finance and Integrated Service Support highlighted to the Committee the notable items and emerging challenges as detailed in the report.</p>		
<b>Decision</b>		
To note the report.		

## **6 Private Reports**

No private reports submitted for discussion

The meeting terminated at 1.20 pm



## **Inspection of Hawthornden Primary School**

### **Report by Dr Grace Vickers, Head of Education**

#### **1.0 Purpose of Report**

The report outlines the outcome of the above inspection as carried out by Education Scotland which was communicated in their letter dated 20 June 2017.

#### **2.0 Background**

**2.1** A new Head Teacher was appointed to Hawthornden Primary School, which appointment took effect on 09 January 2017, following the departure of the previous Head Teacher in August 2016. In the interim, the school was managed by an Acting Head Teacher. Hawthornden Primary School was inspected on the week beginning 06 March 2017. The report was published on 23 June 2017 and has been distributed to all Portfolio Holders and Church Representatives on the Cabinet for their information. A copy is included in Appendix one.

**2.2** Following inspection, Education Scotland gathers evaluations of the core quality indicators to keep track of how well all Scottish Early, Learning and Childcare settings and schools are doing. Noted below are the evaluations for Hawthornden Primary School:

##### Primary Stages

Leadership of change	Satisfactory
Learning, Teaching and Assessment	Satisfactory
Ensuring wellbeing, equality and inclusion	Satisfactory
Raising Attainment and Achievement	Satisfactory

**2.3** The following particular strengths were indicated by the inspection team:

- The good start of the newly appointed Head Teacher in making improvements to the school.
- Children who enthusiastically speak about strategies to support their learning.
- Positive relationships between children, staff and the emphasis and impact on parental partnerships.
- Staff who are engaged in practitioner enquiry and are enthusiastic about developing the work of the school.

**2.4** The following areas for improvement were agreed between Education Scotland, the School and the Education service:

- Improve the quality of learning, teaching and assessment across the school to ensure all children are making the best possible progress in their learning.
- To raise attainment in literacy and numeracy, staff need to improve the use of assessment information during the course of their teaching to meet the individual needs of children.
- Develop flexible curricular pathways, to ensure that there are shared standards and expectations across the school so that children make the best possible progress in their learning.
- Ensure that the specialist provision is better integrated within the school so that children, particularly on part-time placements achieve their full entitlement to a broad general education.

## 2.5 Conclusion

Education Scotland will ask for a report on progress within 12 months of the inspection. This report will inform any decision made by Education Scotland regarding further engagement. This may include another inspection visit. When such a decision is made, Education Scotland will again write to Midlothian Council detailing the improvements the school has made and outline any further action, in agreement with Midlothian Council, that they intend to take. Midlothian Council will continue to inform parents/carers about the school's progress as part of its arrangements for reporting on the quality of its schools.

## 3.0 Report Implications

### 3.1 Resource

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

### 3.2 Risk

Education Scotland 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 Education Scotland 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 Education Scotland 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 complements 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.

**4.0 Recommendations**

Performance, Review & Scrutiny Committee is asked to:

- Note the content of the inspection report.
- Note the areas for further development.
- Note the positive steps by Education Scotland to review their findings in twelve month's time.

**24 August 2017**

**Report Contact:** Grace Vickers, Head of Education  
**Tel No:** 0131 271 3719  
**E-mail:** [julie.currie@midlothian.gov.uk](mailto:julie.currie@midlothian.gov.uk)

**Background Papers: (Please see Appendix 1 – Inspection - HawthorndenPS)**





20 June 2017

Dear Parent/Carer

In March a team of inspectors from Education Scotland visited Hawthornden Primary School and Specialised Provision. During our visit, we talked to parents/carers and young people and worked closely with the headteacher and staff. We gathered evidence to evaluate the quality of leadership and management, learning provision and children's successes and achievements.

The inspection team found the following strengths in the school's work:

- The good start of the newly appointed headteacher in making improvements to the school.
- Children who enthusiastically speak about strategies to support their learning.
- Positive relationships between children and staff and the emphasis and impact of parental partnerships.
- Staff who are engaged in practitioner enquiry and are enthusiastic about developing the work of the school.

The following areas for improvement were identified and discussed with the headteacher and representatives from Midlothian Council:

- Improve the quality of learning, teaching and assessment across the school to ensure all children are making the best possible progress in their learning.
- To raise attainment in literacy and numeracy staff need to improve the use of assessment information during the course of their teaching to meet the individual needs of children.
- Develop flexible curricular pathways, to ensure that there are shared standards and expectations across the school so that children make the best possible progress in their learning.
- Ensure that the specialist provision is better integrated within the school so that children, particularly on part-time placements achieve their full entitlement to a broad general education.

**Quality indicators help schools, education authorities and inspectors to judge what is good and what needs to be improved in the work of the school. You can find these quality indicators in the publication *How good is our school*<sup>1</sup>? Following the inspection of each school, the Scottish Government gathers evaluations of three important quality indicators to keep track of how well all Scottish schools are doing.**

Here are Education Scotland's evaluations for Hawthornden Primary School

<b>Leadership of Change</b>	<b>satisfactory</b>
<b>Learning, teaching and assessment</b>	<b>satisfactory</b>
<b>Raising attainment and achievement</b>	<b>satisfactory</b>
<b>Ensuring wellbeing, equality and inclusion</b>	<b>satisfactory</b>

The letter and more detailed summarised inspection findings will be available on the Education Scotland website at <https://education.gov.scot/inspection-reports/midlothian/5542227>

#### What happens next?

We will ask for a report on progress within 12 months of the inspection. This report will inform any decision made by Education Scotland regarding further engagement. This may include another inspection visit. When such a decision is made, we will write to you again detailing the improvements the school has made and outlining any further action, agreed with Midlothian Council that we intend to take.

Elizabeth Paterson  
HM Inspector

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<sup>1</sup> How good is our school? (4<sup>th</sup> Edition) 2015 [How good is our school? \(fourth edition\)](#)

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## Midlothian Council Quarter One 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.*

### 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 creation of a new Health and Care Partnership provides an opportunity to make significant change in how we deliver health and care services. We aim to achieve this ambitious vision by changing the emphasis of services; we are fully committed to the principles of reducing inequalities, promoting opportunities and eliminating discrimination in line with the Equality Act and Human Rights legislation.

**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.

**Learning Disabilities:** Teviot Court, the development of 12 houses for people with Complex Care needs in Penicuik, is now complete and people will be moving in from the beginning of August. One flat is designated as a Place of Safety designed to prevent unnecessary hospital admissions. The review of day services continues and a new day service policy for people with learning disabilities will be considered by Council at the end of August. Two Trumpets, the Midlothian autism strategy, was launched during June with an exhibition of work by artist Gayle Nelson, entitled 'The Triad of Impairments and Other Works' at Fairfield House. The new short break/respite facility in Woodburn will start accommodating people during August.

**Physical Disabilities/Sensory Loss:** The JPDPG (Joint Physical Disability Planning Group) continues to focus on improving the availability of information and the effective communication of it. A communications group has been formed to ensure a brief newsletter follows each planning group meeting, to be shared with a wide audience, keeping them updated on the work being undertaken and encouraging input and exchange of ideas. The proposed training of volunteers by Audiology took place on 4th May as planned. Around 10 people attended and were shown how to do basic maintenance and repair on hearing aids. A second session is to be arranged. Repair and maintenance will however be part of the proposed Adult Audiology Clinic at the Community Hospital in Bonnyrigg. This is expected by the end of July. Awareness training sessions are ongoing, having also been delivered to Midlothian Firefighters. This highlights 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, now awaiting publication.

**Self Directed Support:** Work is continuing to embed Self Directed Support into a 'business as usual' activity. Development work is focussed on organising back office activities to support flexibility choice and control in service provision. Ongoing service development is however taking into consideration requirements of Self Directed Support.

**Substance Misuse:** Peer Support Project was an integrated approach delivered in partnership between service users, GPs, secondary care and non-statutory agencies who introduced peer support for substance misuse into a general practice in Midlothian. The pilot was effectively deployed, structured and implemented with effective outcome measures and tools put in place to determine the success of the work. The pilot demonstrated some very positive outcomes and there is strong evidence that the learning and innovation potential was acknowledged in the recommendations to expand the pilot more widely.

## Community Safety - Achievements

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

**Criminal Justice/Community Justice** – The Unpaid Work service is being reviewed and the revised job descriptions have been approved. There will now be a consultation period with affected staff members. The aim of this is to develop a service where individuals receiving a Community Payback Order with a condition of unpaid work will progress through a learning and development pathway. This will enable them to develop new skills, achieve qualifications, make reparation to their communities and improve their community integration. The revised service will involve Unpaid Work staff delivering and assessing training aimed at helping people involved in offending increase employability skills and make positive changes to their lifestyle. The service will therefore focus on reducing reoffending as well as supporting people to successfully complete their Unpaid Work hours. In relation to Community Justice, a public health consultant from NHS Lothian, chairs the Community Safety and Justice Partnership Board. This reflects the importance of Health as a partner agency in reducing reoffending. Community Justice Scotland representatives are attending the Community Justice Working Group meeting on 7th August and will then meet with relevant staff to provide feedback on the Community Justice Outcomes Improvement Plan.

**Community Safety:** Mediation and early intervention can effectively mitigate the risk of escalation and associated intervention costs and the Midlothian Community Mediation Service has expanded in recent years beyond neighbour disputes to help people resolve disputed situations themselves in a safe and structured environment. East Lothian Council expressed interest in Midlothian Council delivering and developing a Resolution Service and a Service Level Agreement has been concluded to provide the East and Midlothian Resolution Service, which will be implemented from August, 2017.

**Roads Services:** The council recently won an award at the Scottish 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. 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.

Following intimation of the withdrawal of the traffic warden service, significant preparatory work has concluded which has resulted in a draft application submitted to Scottish Government to allow for the introduction of Decriminalised Parking Enforcement in Midlothian towards the end of this year.

A formal restart to the Edinburgh, Lothians, Borders and Fife (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 successfully procured a joint weather forecasting service.

## 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. Training was offered via their prep groups to 17 individuals and within Q1, 3 have gone to panel and been approved. However we also had 3 carers de-registered (1 resigned & 2 retired). Our aim to ensure that children are going through the care system with minimum delay continues to be a key priority and we look forward to staff from the Permanence and Care Excellence Programme (PACE) supporting us to improve practice in this area of work when they arrive in October.

**Child Protection:** In Q1 we have 56 children's names on the Child Protection Register which equates to 3.4% per 1,000 population of Midlothian children. The Scottish average is 3.0% therefore we are just above this figure.

**Education:** We are committed to the creation of a World-Class Education system through excellence and equity. The theme for 2017/18 is ***Mind the Gap: Taking a closer look at progression, progression, progression.***

Our commitment to the creation of a World-Class Education system through excellence and equity is rooted in the core ingredients of the Good to Great strategy are:

- To adopt an evidence based practice approach to educational improvement based on the forensic use of data with clear improvements shared and understood by all
- To create a leadership culture of continuing professional development where systems thinking becomes a habit focussed on delivering improved outcomes for every child
- To embrace Jim Collin's *Good to Great* Strategy: keeping it simple through a commitment to continuous improvement delivering results that are always better than our previous best.



The strategic outcomes set are linked directly to excellence in pedagogy, leadership, collaboration and collective responsibility in order to raise attainment overall at the same time as closing the poverty related attainment gap. We will continue in our shared endeavour to interrupt the cycle of poverty and the Pupil Equity Funding will be central. As practiced this year, in line with the National Improvement Framework, all school improvement priorities will clearly articulate with the following 4 key outcomes: Excellence through raising attainment: Raise attainment in literacy, numeracy; Close the Gap: Achieve equity by closing the gap between the most and the least disadvantaged children; GIRFEC: To improve children and young people's health and wellbeing; and Positive destinations for all: Continue to improve employability skills and sustained, positive destinations for all young people, adults and families

For 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 prepare for the implementation of the 1140 hours in early years by 2020 and the two strategic priorities for Lifelong learning and employability which were reported in their recent very positive inspection.

### **Care Experienced Young People – Educational Attainment**

We have now received the Scottish Government report on the educational attainment of our Looked after children and young people. It highlights many issues that we already know; that children and young people who are in settled foster placements do better educationally than those who reside in a residential house or have many moves. More concerning was the poor attainment of those young people who are looked after at home. Therefore our focus for the coming year is to ensure that we robustly track and monitor all looked after children and young people's attendance and ensure that any issues are immediately addressed and solutions found that maintain them within education.

## **Improving Opportunities for People in Midlothian - Achievements** *Creating opportunities for all and reducing inequalities.*

**Customer Services:** In the Customer Services Review, the public consultation in *Shaping our Future* will inform phase 3 of the review in changes to library opening hours, an increase in the number of transactions and resources available online, and the move towards enhanced self service functionality.

**Landscape & Countryside:** In support of the Council's play strategy a number of projects have been completed at Lasswade PS, Maurice wood PS, Danderhall Nursery and Bilston PS. In addition, grant aid funding has allowed for the progression of improvements in Mayfield park.

The drive to secure external income has been stepped up for the soft landscape team with an additional two contracts secured in partnership with local house builders. Discussions are ongoing with a view to targeting specific contracts outwith the authority area.

Following a successful initial campaign which includes the support of staff and the local community, higher usage levels have seen the Vogrie golf course raise income levels, which if sustained could secure the future of the course as a viable recreational facility.

### **Positive Destinations**

We exceeded our ambitious target for positive destinations with 95.1% of Midlothian young people now recorded to be in an initial positive destination. This is our highest recorded figure and Midlothian is now ranked joint 4th when compared with the 31 other local authorities in Scotland. Midlothian is ambitious on behalf of our young people and through the Developing Midlothian Young Workforce Board (DMYWB) we will focus on continuous improvements and offers within the eight areas below:

- Increasing vocational pathways in the senior phase
- Strengthening school/college partnerships
- Improving young people's employability skills
- Reviewing work experience
- Introducing foundation apprenticeships in schools
- Promoting pathways in science, technology, engineering and maths
- Strengthening school-business partnerships
- Supporting young people at risk of negative destinations

**Sport & Leisure:** The Summer of Sport 2017 programme was launched to provide increased sporting opportunities for children of all ages. Multi sports camps, basketball, swimming, skiing, football, gymnastics and trampoline classes are all available this summer.

Ageing Well won the Active Volunteering Award at the annual awards ceremony organised by Volunteer Midlothian and Midlothian also won the Scottish Walking Football Festival which included an 85 year old goalkeeper.

Awards ceremonies celebrating Midlothian sporting achievements were held at Lasswade Centre including Community Sport Hub Awards and Active School's Sports Personalities of the Year.



## **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**

- Proposed Midlothian Local Development Plan progressing through its formal examination by Scottish Government appointed Reporters.
- Strategic Development Plan for Edinburgh and South East Scotland (SESplan) formally submitted to Scottish Ministers for approval.

### **Serving Communities**

- Successful participatory budgeting event in which 473 residents allocated funding to 34 community groups in our priority communities to improve access to healthy, affordable food.
- Establishment of a child poverty plan and measurement framework in preparation for the enactment of the Child Poverty Act in 2018.
- Continued vigilance (including reports to the Procurator Fiscal) on unfair trading practice, and co-operation with the Police on tackling rogue traders through 'Operation Monarda'.
- Approval of Borders Rail 'Blueprint' funding and the securing of other external grants for major improvements primarily to the public realm at Gorebridge Town Centre and around the area of the railway station.

### **Economic Development**

- Good progress on allocation of funds to rural areas under the EU funded LEADER programme.
- With the assistance of Business Gateway and Economic Development staff, secured relocation of major food company to Bilston Glen bringing 38 new jobs and anticipated growth.
- Business Gateway targets to assist start up companies and develop growing businesses have been exceeded in Q1.
- Borders Rail 'Blueprint' funding has enabled the instigation of two master planning exercises at Newtongrange Town Centre, and at the Stobhill industrial/commercial area.
- Borders Rail 'Blueprint' funding has also provided for an in-depth study of the hotel market and opportunities along the rail corridor, as well as more widely across Midlothian.
- Another successful Midlothian Food and Drink Awards event, with a 50% increase in the number of votes cast by the public/customers.
- Rebranding for the Edinburgh Science Triangle to now be the Midlothian Science Zone.

**Homelessness:** The Polton Centre was opened in the former Midfield Young Peoples accommodation at Lasswade and the reuse of this building provides a direct alternative to Bed & Breakfast (B&B) accommodation. This the first phase of a new partnership between Midlothian Council and the Salvation Army with the reuse of Pentland House due to be opened in Penicuik in the Summer, which will significantly reduce the need for Midlothian Council to use B&Bs and provide localised services for homeless households.

**Waste Services:** Following a period of prolonged negotiation the terms of the revised recycling contract have been agreed which gives the Council a stable outlet for this material.

Work is continuing to model various options for the waste collections that the Council undertake to arrive at an optimum solution in terms of meeting financial and service requirements.

Discussions have been held with Zero Waste Scotland (ZWS) to consider the new Litter Code of Practice and the Council's participation in taking certain elements forward as part of a small trial project. There will be a greater emphasis on resources being allocated for litter prevention going forward.

In the drive to increase recycling/re-use levels generally all five food waste collection vehicles have been wrapped with promotional decal as part of a food waste promotional project funded by ZWS which is part of the drive to increase food recycling. In addition, as part of a re-use trial paint collected at Penicuik Household Waste Recycling Centre was donated to local charitable and community based organisations. The intention is to make this a longer term arrangement from Stobhill Household Waste Recycling Centre.

**Travel Services:** The service have secured an additional £51,000 of external funding which will allow for the installation of further electric charging points across Midlothian during 2017/18. Discussions are ongoing to secure further funding to address a shortage of charging points along the Eastern corridors.

Enterprise Car Club have agreed to site a vehicle at Dalkeith Bowling Club for the use of Council staff on Council business and more generally for residents of Midlothian. The intention is to have an agreement in place which will allow staff to have reduced car hire opportunities made available throughout the Enterprise operating area.

## 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

- Successful completion of 2015/16 Audited Financial Statements with an unqualified Audit Certificate;
- Completion of and presentation of quality Financial Monitoring reports for Council and Audit Committee as part of the continuing robust scrutiny of financial performance;
- Financial Strategy reports for 2017/18 to 2021/22 presented to Council meetings and other political or senior officer forums which outlines future years budget projections, the impact of the Change Programmes and the financial implications of investment decisions / priorities; Further development of the financial relationship between the Health and Social Care Integrated Joint Board and the Council.

## Emerging Challenges

### FINANCIAL

#### Financial Strategy

- a) Develop budget projections, the impact of the Council change Programme and the financial implications of investment decisions / priorities for 2018/19 to 2021/22;
- b) Complete statutory Audited Financial Statements by 30 September 2017;
- c) Prepare financial monitoring projections for 2017/18 and continue to work with service managers to maintain effective control over expenditure; Continued financial support for the Change Programmes. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits
- d) Review of the Capital Plan and Capital Strategy reflecting the significant investment pressures as a consequence of the growing population.

### 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;** 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.

### COMMUNITY SAFETY

**Community Safety:** Following the devastating fire incident at Grenfell Tower, London there is a focus on social rented housing; about the accessibility, affordability and quality of homes, and their impact on people's lives. With anticipated learning issues for all housing authorities in a system-based response expected in identifying and implementing any changes which may be necessary from a system failure, as an example, existing fire alarm standards differ for new buildings, social housing, private rented housing, and older owner occupied housing. We have responded to the information from the Scottish Government Ministerial Group and on-going requests in the review of building and fire safety standards. Although there is no high rise housing in Midlothian, and the low rise

stock cladding has been assessed as safe, we have focussed on fire safety actions in managing the housing stock and also providing home safety messages across the council's channels to ensure that people are able to feel safe and secure in their homes.

**Roads Services:** Increasing 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 Council will continue to utilise the developed asset management system. 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 a number of officers are reaching the latter stages of their careers. Whilst a small number of positions are being addressed through a trainee programme this will still leave significant gaps. Discussions have therefore begun to explore the options that are available to provide a more sustainable and cost effective service with colleagues in East Lothian Council.

The Flood Risk Management Plans were published in June 2016 the Council will work with other councils, SEPA and Scottish Water to draw on their expertise in assisting and considering what mitigation measures should be undertaken.

## GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

**Scottish Child Abuse Inquiry:** As a Local Authority we have had two Section 21 request from the Inquiry Team, which we have responded to. The challenge going forward is the potential impact this inquiry could have upon the Council in relation to both the increased workload and the financial implications from any potential claims that may be made against us. We have an inquiry and claims team working on mapping out what shall be required in order to manage future claims requests.

**Learning:** We are preparing 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 Education, Lifelong Learning and Culture (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.

**Recruitment of primary teachers:** This 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.

## IMPROVING OPPORTUNITIES FOR MIDLOTHIAN

**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.

In the **Customer Services Review**, the staffing structure progressed to recruitment being completed in Q1. The remaining savings target is largely predicated on the rationalisation of library opening hours and reliant on public consultation and corporate and political consent to achieve this. The consultation will inform phase 3 of the review in changes to library opening hours, an increase in the number of transactions and resources available online, and the move towards enhanced self service functionality. Online transactions are increasing in Revenues and Library services for accessible and convenient contacts to customers. The Council's new website give us the technology to make a shift to deliver more transactions online as we know that many of our customers would prefer to engage with us online as it fits with their lifestyle and saves time.

**Landscape & Countryside:** The Council are investigating opportunities for co-production which by way of example involves the potential for the local community to become involved in the maintenance of the shrub and flower beds within Kings Park.

Within the existing budget a reduction in grass cutting standards has been accepted as a means to derive savings. There is an ongoing challenge in that this is attracting a high degree of complaint from the public.

## SUSTAINABLE GROWTH and HOUSING

### 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.
- 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.

**Housing Services:** Midlothian Council is confident that its proposed Strategic Housing investment Plan (SHIP) can be delivered given the actions and initiatives undertaken to date by the Council and its strategic partners to source suitable sites for development. However, a number of challenges need to be addressed by the Council and its partners in order that an accelerated pace of development can be achieved. We are committed to the construction of new build council homes in Midlothian. The Council allocated £108m for its phase 1 new build programme, with 864 homes developed on 16 sites across Midlothian by the end of 2012. The Council has committed a further £60m for the development of Phase 2 new building with new build completed on three sites and a further 3 sites currently in construction. There is also a planned Phase 3 in the social housing programme. Together with Registered Social Landlords (RSL) partners and the Scottish Government, we have delivered an impressive 1,368 new build properties over the last 8 years. Nevertheless, the demand for affordable housing continues to grow at a significant rate and the next 5 years will present the Council and RSLs with further challenges on how to deliver investment to meet this need. In the context of the Edinburgh and South East Scotland (ESES) City Region Deal, the 3 year RPA announcement could impact the level of additional grant awarded. Accelerated and additional funding through ESES City Deal clearly has a pivotal role to play in this.



**Waste Management:** Paper banks within Midlothian are due to be removed by the private contractor who supplies and services these. It is likely that some paper may be diverted to the blue bins, however this may present challenges in terms of additional litter and fly-tipping in the short term. Contamination levels within the blue bins continue to be monitored. Work is being undertaken to identify what influences residents to contaminate this material source and ways in which this can be addressed.

# Midlothian Council Performance Indicator Summary





## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Corporate Indicator - Total number of complaints received (cumulative)	5,936	1,730	1,180		Data Only				
01. Provide an efficient complaints service	Corporate Indicator - Percentage of complaints at stage 1 complete within 5 working days	97.66 %	92.56 %	92.72 %		Q1 17/18: Off Target Performance shows continued improvement, service continues to address issues		95%	Number of complaints complete at Stage 1	1,167
									Number of complaints at stage 1 responded to within 5 working days	1,082
01. Provide an efficient complaints service	Corporate Indicator - Percentage of complaints at stage 2 complete within 20 working days	63.95 %	50%	100%		Q1 17/18: On Target		95%	Number of complaints complete at Stage 2	12
									Number of complaints at stage 2 responded to within 20 working days	12



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£198.4 46m	£202.2 66m			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Corporate Indicator - Sickness Absence Days per Employee (All employees)	11.53	2.97	2.29		Q1 17/18: Off Target		8	(All other government staff except Teachers)	3,648.6 3
									Number of days lost (cumulative)	8,355.9 2

## Corporate Health

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	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%		Q1 17/18: On Target		100%	Number of high risks reviewed in the last quarter	8
									Number of high risks	8
04. Process invoices efficiently	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	87.4%	88.8%	94.8%		Q1 17/18: Off Target Much improved position. 0.2% off target.		95.0%	Number received (cumulative)	22,170
									Number paid within 30 days (cumulative)	21,027

## Improving for the Future

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
06. Implement improvement plans	% of internal/external audit actions progressing on target.	26.67 %	33.93 %	70%		<b>Q1 17/18:</b> Off Target. The outstanding actions are being address by the relevant managers within each Service.		85%	Number of Actions on target	77
									Number of actions in progress	110



## Adult Social Care Performance Report Quarter One 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."**

#### Delivering Excellence

**Transformation:** 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. A current example of transformation is the imminent opening of accommodation in Penicuik providing a more local and more cost effective way of supporting 12 people with complex needs. The three major programmes of redesign being undertaken are Learning Disability Day Services; Care at Home; and Care Packages.

**Efficiency:** The budget recovery programme initiated in June 2016 and now referred to as the *Realistic Care Realistic Expectations* programme continues with an emphasis on stronger budget control systems; clearer policies governing resource allocation; and a major programme of individual case reassessments. Recent activity includes Council approval for policies of "Fair Allocation of care" and "Transport for Social Care Users".

**Stopping Reducing Services:** There is limited scope for stopping services as oppose to finding new, more cost effective ways of delivering them. The application of new technology is an ongoing programme with a current focus upon reducing reliance upon 'sleep over' cover. Another recent example of changing approaches to reduce costs has been the promotion of Appetito frozen meals rather than preparation of meals by home carers.

The creation of a new Health and Care Partnership provides an opportunity to make significant change in how we deliver health and care services. We aim to achieve this ambitious vision by changing the emphasis of services; we are fully committed to the principles of reducing inequalities, promoting opportunities and eliminating discrimination in line with the Equality Act and Human Rights legislation.

**Integration:** A Delivery Plan for Health and Care for 2017-18 has been compiled and disseminated and Directions have been issued to NHS Lothian and Midlothian Council. Work continues on the development of a Partnership Workforce Plan. An outline financial strategy has been agreed alongside the establishment of the Realistic Care Realistic Expectations Board intended to ensure social care expenditure is controlled within the reducing budgets available. A number of new members have been appointed to the Integrated Joint Board and a series of development sessions have been arranged. Local management arrangements are now in place for the NHS Community Learning Disability Team and work continues towards the establishment of joint teams in both learning disability and substance misuse.

**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.

**Learning Disabilities:** Teviot Court, the development of 12 houses for people with Complex Care needs in Penicuik, is now complete and people will be moving in from the beginning of August. One flat is designated as a Place of Safety designed to prevent unnecessary hospital admissions. The review of day services continues and a new day service policy for people with learning disabilities will be considered by Council at the end of August. Two Trumpets,

the Midlothian autism strategy, was launched during June with an exhibition of work by artist Gayle Nelson, entitled 'The Triad of Impairments and Other Works' at Fairfield House. The new short break/respite facility in Woodburn will start accommodating people during August.

**Physical Disabilities/Sensory Loss:** The JPDPG (Joint Physical Disability Planning Group) continues to focus on improving the availability of information and the effective communication of it. A communications group has been formed to ensure a brief newsletter follows each planning group meeting, to be shared with a wide audience, keeping them updated on the work being undertaken and encouraging input and exchange of ideas. The proposed training of volunteers by Audiology took place on 4th May as planned. Around 10 people attended and were shown how to do basic maintenance and repair on hearing aids. A second session is to be arranged. Repair and maintenance will however be part of the proposed Adult Audiology Clinic at the Community Hospital in Bonnyrigg. This is expected by the end of July. Awareness training sessions are ongoing, having also been delivered to Midlothian Firefighters. This highlights 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, now awaiting publication.

**Self Directed Support:** Work is continuing to embed Self Directed Support into a 'business as usual' activity. Development work is focussed on organising back office activities to support flexibility choice and control in service provision. Ongoing service development is however taking into consideration requirements of Self Directed Support.

**Substance Misuse:** Peer Support Project was an integrated approach delivered in partnership between service users, GPs, secondary care and non-statutory agencies who introduced peer support for substance misuse into a general practice in Midlothian. The pilot was effectively deployed, structured and implemented with effective outcome measures and tools put in place to determine the success of the work. The pilot demonstrated some very positive outcomes and there is strong evidence that the learning and innovation potential was acknowledged in the recommendations to expand the pilot more widely.

**Criminal Justice/Community Justice** – The Unpaid Work service is being reviewed and the revised job descriptions have been approved. There will now be a consultation period with affected staff members. The aim of this is to develop a service where individuals receiving a Community Payback Order with a condition of unpaid work will progress through a learning and development pathway. This will enable them to develop new skills, achieve qualifications, make reparation to their communities and improve their community integration. The revised service will involve Unpaid Work staff delivering and assessing training aimed at helping people involved in offending increase employability skills and make positive changes to their lifestyle. The service will therefore focus on reducing reoffending as well as supporting people to successfully complete their Unpaid Work hours. In relation to Community Justice, a public health consultant from NHS Lothian, chairs the Community Safety and Justice Partnership Board. This reflects the importance of Health as a partner agency in reducing reoffending. Community Justice Scotland representatives are attending the Community Justice Working Group meeting on 7th August and will then meet with relevant staff to provide feedback on the Community Justice Outcomes Improvement Plan.

### Emerging Challenges and Risks

**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;** 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.



## Suggested changes to priorities in Service Plan

### Actions

ASC.S.05.06 "Implement the falls strategy" - **changed to** "Refresh and implement the falls strategy"

ASC.S.05.10 "Increase support to all care homes through a Care Home Nurse Advisor" - **changed wording to** "Deliver a series of clinical training sessions to care homes"

ASC.S.10.04 - "Implementation of a new service funded by MacMillan to support individuals following cancer treatment to address lifestyle issues including employment, exercise, diet, counselling and social activities" **changed wording to** "Maintain service funded by MacMillan to support individuals following cancer treatment to address lifestyle issues including employment, exercise, diet, counselling and social activities."






### Indicators

ASC.S.05.01c "Increase the number of patients supported through Hospital at Home" - **removed**, duplicate of ASC.S.05.03a


# Adult Social Care Performance Indicator summary

## Quarter 1 – 2017/18









### Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	38	10	11		<b>Q1 17/18:</b> Data Only	↓			
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	0.12	13	22.17		<b>Q1 17/18:</b> Off Target Social care complaints timelines now match corporate timelines and work continues to simplify recording and reporting processes in order to effectively identify and progress complaints within timelines.	↓	5	Number of complaints complete at Stage 1	6
									Number of working days for Stage 1 complaints completed on target	133
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	4.42	56	11.2		<b>Q1 17/18:</b> On Target	↓	20	Number of complaints complete at Stage 2	5
									Number of working days for Stage 2 complaints to be Completed	56
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	17.65 %	100%	0%		<b>Q1 17/18:</b> Off Target Social care complaints timelines now match corporate timelines and work continues to simplify recording and reporting processes in order to effectively identify and progress complaints within timelines.	↓	95%	Number of complaints complete at Stage 1	6
									Number of complaints at stage 1 responded to within 5 working days	0
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	52.63 %	0%	100%		<b>Q1 17/18:</b> On Target	↑	95%	Number of complaints complete at Stage 2	5
									Number of complaints at stage 2 responded to within 40 working days	5



### Making the Best Use of our Resources

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 38.237 m	£ 39.141 m			<b>Q1 17/18:</b> Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	11.61	3.36	2.95		<b>Q1 17/18:</b> On Target	↑	11.87	Number of days lost (cumulative)	1,350.27
									Average number of FTE in service (year to date)	457.07









### Corporate Health










Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	80.95 %	80.95 %	92.1 %		<b>Q1 17/18:</b> On Target 35 out of 38 actions on target		90%	Number of service & corporate priority actions	
									Number of service & corporate priority actions on tgt/completed	35
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	89%	91%	97%		<b>Q1 17/18:</b> On Target		97%	Number received (cumulative)	8,619
									Number paid within 30 days (cumulative)	8,323
06. Improve PI performance	% of PIs that are on target/ have reached their target.	66.67 %	71.43 %	80%		<b>Q1 17/18:</b> Off Target 8 out of 10 indicators on target. Detail contained in main report. There are a further 21 indicators included for data only.		90%	Number of PI's on tgt/ tgt achieved	8
									Number of PI's	10
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%		<b>Q1 17/18:</b> 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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	0%	0%		<b>Q1 17/18:</b> Off Target 5 audit actions completed during Q1, services continue to address a further 9.		90%	Number of on target actions	0
									Number of outstanding actions	9

# Adult Social Care Action report

Service Priority Actions						
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		25%	<b>Q1 17/18:</b> On Target Range of small projects to address inequalities in place in all three areas.
ASC.S.01.02		Social care staff will be trained on inequalities and poverty	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target 22 staff trained during Q1.
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		25%	<b>Q1 17/18:</b> On Target A member of SW staff has been identified as the link between the new services such as Wellbeing and Mental Health Access Point, and the Community Care Team, providing advice on appropriate referrals and circulating a monthly email update on developments; contact information etc.
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		15%	<b>Q1 17/18:</b> Off Target Work continues to address challenges. Demand for services remains high.
ASC.S.02.02		Address the lack of capacity to undertake care package reviews	31-Mar-2018		20%	<b>Q1 17/18:</b> Off Target Work continues to address challenges. Demand for services remains high.
ASC.S.02.03		Strengthen joint working with health colleagues	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Work progressing to develop more joined up arrangements in Learning Disability, Substance Misuse and Mental Health.
ASC.S.02.04		Social Care staff will have more involvement in anticipatory care planning	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Planning meetings for Anticipatory Care Planning (ACP) have taken place. Pilot of the updated national ACP tool to take place in Newbyres care home and Penicuik Leadership Collaborative, a project working the the housebound in Penicuik. These are at the planning stage, but making good progress. Working group taking forward Penicuik project with external support.
ASC.S.02.05		Fully implement the uptake of Self Directed Support	31-Mar-2018		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target In progress, finalising cost models with supplier. Assessments will be available to all Midlothian practises within the GP practice software. Now considering purchasing a portal that will bring in aggregate view of frailty scores across Midlothian and still need to consider how having this awareness builds into a comprehensive plan for preventative intervention at an individual level.
ASC.S.04.01	04. Carers	Continue to work with voluntary organisations to seek to identify hidden carers	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Carer Strategy in final stages, identifying approaches to identify hidden carers.
ASC.S.04.02		Review the carer assessment process in light of new legislation	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Currently 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.
ASC.S.04.03		Develop a more structured and comprehensive approach to the provision of emergency planning for carers	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target In addition to pilot work being carried out for Scottish Government, VOCAL (Voices of Carers Across Lothian) assisting with work involving Adult Carer Support Plans and Emergency Planning.
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		25%	<b>Q1 17/18:</b> On Target MERRIT (Midlothian Enhanced Rapid Response Team) rationale report for divisional management team just about completed to review current service and recommendations for future possible developments. Advanced Practitioner Physiotherapist now in post and working closely with the Respiratory Multi Disciplinary team in the Royal Infirmary to prevent hospital admissions and support early discharge from respiratory wards. Discharge to Assess model being explored and will be included in the report mentioned above. Hospital at Home nurses now in post. Virtual ward increased to 15 with the expectation of increasing to 20 once nurses have undergone appropriate orientation and relevant skills/competencies have been completed.
ASC.S.05.02		Increase the range of intermediate care options within the community	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Staff recruited to Hospital at Home service.
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		25%	<b>Q1 17/18:</b> On Target Fifteen virtual beds now in place, with plans to expand to 20 in the near future.
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		25%	<b>Q1 17/18:</b> On Target Rationale Report produced.
ASC.S.05.05		Develop Inreach Hospital Discharge Team	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Inreach team now working in Midlothian Community Hospital.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.05.06	05. Older people	Refresh and implement the Falls Strategy	31-Mar-2018		15%	<b>Q1 17/18:</b> Off Target Awaiting recruitment
ASC.S.05.07		Development of the Joint Dementia Service to manage crisis referrals for people with dementia and their families	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Duty service now fully operational and embedded in team operation. Further work is underway to provide summary information to GPs - supporting referral pathway from primary care and improving clarity on what defines a crisis referral. Improved screening of urgent referrals is also under review with consideration being given to the trial of a dedicated triage/screening tool. Close liaison with Duty Social Work team is working well, 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		25%	<b>Q1 17/18:</b> On Target
ASC.S.05.09		Reprovision Gore Avenue extra care housing	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Tender closing in July.
ASC.S.05.10		Deliver a series of clinical training sessions to care homes	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Wound care sessions delivered during Q1.
ASC.S.06.01	06. Adults - Mental Health	Improve access to early intervention including through mental health access point	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Access point is now well established and seeing good numbers of people.
ASC.S.06.02		Address the physical health needs by providing drop in sessions in the community hospital.	31-Mar-2018		25%	<b>Q1 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. During Q1 A total of 24 people attended for a CHIT appointment from Orchard Centre, Glenesk Centre and Recovery Cafe.
ASC.S.06.03		Address the physical health needs through the Community Inequalities Team	31-Mar-2018		25%	<b>Q1 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. During Q1 At total of 44 people attended for a CHIT appointment from Homeless hostels, Women's Aid, Orchard Centre, Glenesk Centre, Recovery Cafe and others. There is also work with women involved with the Spring Programme and pre-diabetes courses planned for Q2.
ASC.S.06.04		Strengthen self-management through peer support and House of Care services	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Wellbeing service now fully established in eight GP practices, and to date over 800 people have been referred to the service since it started.
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		25%	<b>Q1 17/18:</b> On Target Teviot Court in Penicuik now complete. Now working to ensure robust service is in place when residents start to move in in August.











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.07.02	07. Adults - Learning Disability	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		25%	<b>Q1 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.
ASC.S.08.01	08. Adults - Substance Misuse	Reshape local services following reduction in funding	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target
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		25%	<b>Q1 17/18:</b> On Target Plan to make Team Leader and Social Worker posts fixed term for two years.
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		25%	<b>Q1 17/18:</b> On Target A nurse from CHIT (Community Health Inequalities Team) co-facilitates wellbeing sessions at the Spring Service. Women are 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		25%	<b>Q1 17/18:</b> On Target Arrangements in place and ready to implement if necessary.
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		25%	<b>Q1 17/18:</b> On Target Service now implemented and 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		25%	<b>Q1 17/18:</b> On Target Addressed through Day Service and Fair Allocation of Care policies.
ASC.S.10.08		Coordinate the provision of hearing aid maintenance and repair clinics in libraries including the recruitment of volunteers	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target One training session carried out by Audiology on 4th May, awaiting date for second session.
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		25%	<b>Q1 17/18:</b> On Target Training continues to be carried out as part of standard practices.
ASC.S.10.10		Wellbeing Services will be extended to a further 6 GP practices	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target The Wellbeing Service is now available in 8 GP practices. Data until end June is awaited from analyst but there were 508 people supported to end March 2017 with positive outcomes evidenced.















# Adult Social Care Performance Indicator Report

















## Service Priority Performance Indicators











PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.01.02a	01. Health Inequalities	Increase the number of staff trained in inequalities & poverty	233	85	22			Q1 17/18: Data Only		
ASC.S.01.03a		Number of referrals to the Community Health Inequalities Team	New for 17/18		68			Q1 17/18: On Target	10	
ASC.S.02.01a	02. Review the model of care management	Average waiting time for occupational therapy services	7 weeks	15 weeks	7 weeks			Q1 17/18: 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	19 weeks	13 weeks			Q1 17/18: 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		47%			Q1 17/18: Data Only		
ASC.S.02.05a		Improved reported outcomes by service users	86.6%	87.8%	89.6%			Q1 17/18: On Target Reviews include nine outcomes focussed questions. Since 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. 95 out of 106 people responded positively to at least 66% of the outcomes focussed questions they were asked.	75%	



PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.02.05c	02. Review the model of care management	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%			<b>Q1 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%			<b>Q1 17/18:</b> On Target 87 out of 99 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%	5.4%	6.05%			<b>Q1 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 133 out of 2,198 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%	4.8%	4.28%			<b>Q1 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 out of 2,198 individuals choosing option 2, and includes those under the age of 18.		
ASC.S.02.05g		The proportion of people choosing SDS option 3	93.35%	93.2%	93.4%			<b>Q1 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 2,053 out of 2,198 individuals choosing option 3, and includes those under the age of 18.		

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.02.05h	02. Review the model of care management	The proportion of people choosing SDS option 4	4.11%	4%	3.82%			<b>Q1 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 includes those under the age of 18. As option 4 refers to individuals who choose more than one option, these service users are also included in at least two of the first three options. This figure equates to 84 out of 2,198 individuals.		
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			<b>Q1 17/18:</b> Data Not Available Frailty tool currently being developed, currently exploring methods by which this can be measured.		
ASC.S.04.02a	04. Carers	Increase the number of people receiving an assessment of their care needs (Carer Conversations)	111	33	28			<b>Q1 17/18:</b> On Target	111	
ASC.S.04.02b		The ratio of workflow which is a Carer's Conversation	3.92%	4.23%	3.41%			<b>Q 17/18:</b> Data Only. Workflow in this measure refers to assessments, reviews and carer's conversations completed during April - June 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%	N/A	37.5%			<b>Q1 17/18:</b> On Target 3 out of 8 people were rehabilitated to the extent that a potential care package was no longer required.	5%	Baseline 8.7% 2014/15
ASC.S.05.02b		Decrease the percentage of Intermediate Care at Home Clients who were admitted to a care home	14.29%	N/A	0%			<b>Q1 17/18:</b> Data Only No clients admitted to a care home following intermediate care during April-June 2017		Baseline of 15.2% identified at end of 14/15.
ASC.S.05.02c		Decrease the percentage of Intermediate Care at Home Clients who	11.3%	0%	0%			<b>Q1 17/18:</b> On Target No clients returned to hospital following intermediate care during April-June.	15%	Baseline of 39% identified at end of

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
		returned to hospital								14/15.
ASC.S.05.03a	05. Older people	Increase the number of patients supported through Hospital at Home	New for 17/18		307			Q1 17/18: On Target	360	
ASC.S.05.05a		Reduce the rate of per 1,000 population emergency admissions for people aged 75+	314	354	353			Q1 17/18: Data Only		
ASC.S.05.05b		Reduce the number of patients delayed in hospital for more than 72 hours at census date	20	7	10			Q1 17/18: Off Target Work progressing on an overall review of care at home services, with an action plan being agreed to support implementation. The move to the new post-acute rehabilitation ward is still taking time to be embedded, which is resulting in an increase in health delays within the Royal Infirmary and Western General. To support the new model, additional input is being provided by a clinical nurse manager from the acute sector.		
ASC.S.05.08a		Increase the number of older people attending day centres	182	279	169			Q1 17/18: 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	New for 17/18		68			Q1 17/18: Data Only		
M.AHC.ASC.04.01a		Increase the number of people accessing the "Mental Health Access Point"	281		240			Q1 17/18: Data Only		
ASC.S.08.02a	08. Adults - Substance Misuse	Increase the number of people accessing peer support services	59	44	88			Q1 17/18: Data Only		
ASC.S.09.01a	09. Adults - Offenders	Numbers accessing SPRING service	42	13	14			Q1 17/18: Data Only		

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.09.03a	09. Adults - Offenders	Monitor the number of violent offenders with MAPPA involvement	0	0	0			Q1 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	27	5	13			Q1 17/18: Data Only		
ASC.S.10.04b		The number of people receiving an holistic needs assessment	24	9	22			Q1 17/18: Data Only		
ASC.S.10.09a		Number of people receiving training	233	85	22			Q1 17/18: Data Only		
ASC.S.10.10a		Increase the number of people seen by the wellbeing service	New for 17/18		508			Q1 17/18: Data Only Data until end June is awaited but there were 508 people supported to end March 2017 with positive outcomes evidenced.		

## 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 14/15				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)					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).



## Children's Services Performance Report Quarter One 2017/18

Midlothian 

### Progress in delivery of strategic outcomes

#### Strategic Direction

Children's Services has undergone significant transformation and the new service was implemented on the 1st April 2017. Staff were heavily involved in the transformation programme and involved in setting the vision and plans for the service. The vision is to improve families' lives by providing support at the earliest stage (early intervention and prevention). This will be achieved through having a workforce that is engaged, flexible and creative in its approach which is outcome focused with the emphasis on developing positive relationships with families and partner agencies.

#### Progress update:

**Champions Group & Participation:** At the end of June a group of care experienced young people along with staff from children's services, Police Scotland and Education travelled to Skye to attend a Leadership Academy run by Columba 1400. The work undertaken by both the young people and professionals alike is highly intensive and introduces values led leadership which participants develop throughout the week through a series of experiential sessions which take place both at our leadership centres and also utilises the wonderful surrounding landscapes. As the week progresses the focus moves from the individual, to the group as a whole and then to the impact the participants can have individually and collectively when they return to their own communities. Further feedback from this event should be available in Q2.

We are about to embark on our annual survey to find out what all our care experienced young people think of our service and what suggestions they have to improve the service. The findings will be fed back via the GIRFEMC Board.

**Care Experienced Young People – Educational Attainment:** We have now received the Scottish Government report on the educational attainment of our Looked after children and young people. It highlights many issues that we already know; that children and young people who are in settled foster placements do better educationally than those who reside in a residential house or have many moves. More concerning was the poor attainment of those young people who are looked after at home. Therefore our focus for the coming year is to ensure that we robustly track and monitor all looked after children and young people's attendance and ensure that any issues are immediately addressed and solutions found that maintain them within education.

**Disability:** Following the publication of a recent study 'Experiences of Transitions to Adults Years and Adult Service (Alliance Scotland) which highlighted the difficulties carers and young people face at the time of transitioning from children's services into adult services, we have developed a working group that is looking at new policy and guidance. The findings from this study of which there were 9 key recommendations highlight the need for improvement in the information available to families, further training and cross-training across children's and adults services in addition to other points around current structures, planning and resourcing within local authorities. Within our working group we shall consider the recommendations and identify what would work well within Midlothian.

**Child Protection:** In Q1 we have 56 children's names on the Child Protection Register which equates to 3.4% per 1,000 population of Midlothian children. The Scottish average is 3.0% therefore we are just above this figure.

**Looked After at home and away from home (LAC/LAAC):** Our looked after at home children and young people numbers have increased from 39 in Q1 last year to 79 in Q1 this year, this being a 103% increase. This relates to 4.2% 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 June 2016 we had only 2 children between ages 0-2 looked after at home whilst in June 2017 we had 27 within this age range again further evidence of us identifying issues at a much earlier stage.

Looked after away from home children and young people are split into two categories those in external residential schools of which there are 14 young people, an 18% decrease from this time last year (17). For those young people in external foster care, in Q1 there are 30 a 21% decrease on last year's Q1 figure (38). 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:** Continues to provide high quality care for children.

**Residential Care:** Our 12 beds continue to be full and there are challenges around support for young people with severe mental health issues.

**Family Placement Team:** We continue to try and recruit local carers and prospective adopters for our Midlothian children and young people. The team offered training via their prep groups to 17 individuals and within Q1, 3 have gone to panel and been approved. However we also had 3 carers de-registered (1 resigned & 2 retired). Our aim to ensure that children are going through the care system with minimum delay continues to be a key priority and we look forward to staff from the Permanence and Care Excellence Programme(PACE) supporting us to improve practice in this area of work when they arrive in October.

### Emerging Challenges and Risks

**Budget:** The ongoing pressures around reducing budgets remains a challenge particularly in a service where there is often very little control over the request for an expensive resource such as a place in a secure unit. The need to balance the potential risk to a young person who is at risk as a result of being out of control due to their own behaviour or at risk from others always needs to take priority and cannot always be planned for. In addition if a Children's Panel or sheriff request a secure bed (at the cost of circa £4500 p/w) then we need to adhere to the legal order even if we do not necessarily agree with the decision. These types of decisions can have a significant impact on the children's services budget and are difficult to predict and plan for.

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

**Scottish Child Abuse Inquiry:** As a Local Authority we have had two Section 21 request from the Inquiry Team, which we have responded to. The challenge going forward is the potential impact this inquiry could have upon the local authority in relation to both the increased workload and the financial implications from any potential claims that may be made against us. We have an inquiry and claims team working on mapping out what shall be required in order to manage future claims requests.

**Summer School for children affected by disability:** In previous years Capability Scotland have run a summer play scheme within Saltersgate for children affected by disability. Last year Capability Scotland made us aware that they did not wish to re tender for this work going forward. Midlothian Council therefore made other agencies aware and put this out for tender. Unfortunately no other organisation wished to undertake this piece of work. Children's Services along with education staff managed to pull together activities over the Easter period for a limited amount of children. We had hoped to do the same for Summer but to include more children, however we were unable to recruit enough trained staff to do this and therefore we offered parents/carers alternative solutions. Going forward we need to explore alternative options with parents/carer groups to try and identify a long term and sustainable solution to this challenge.

### Suggested changes to priorities in Service Plan

**CS.S.01.03a** - Evidence of resource sharing - workers seconded to health visiting - **Removed** - indicator, relates to last years practice, no secondments this year.

**CS.S.02.05b** - Number of YP issued with movement restriction Orders target - **Target changed** - was 0 now 2, movement restriction Orders can be an appropriate alternative to Secure and are being monitored closely by Children's service

**CS.S.02.07** - Ensure that all our commissioned services carry out annual reviews for service user feedback which is fed back to Midlothian Council Childrens Services - **removed** - was used in last years service review.

**CS.S.02.07a** - feedback from external services and stakeholders - **removed** - was used in last years service review.

**BS.CS.16** - **split into 2 indicators** - **BS.CS.16a** The number of children living in kinship care and **BS.CS.16b** The number of children living in foster care

**BS.CS.22** - **removed** - information not available.

**BS.CS.27** - **removed** - not Children's service.

**BS.CS.28** - **removed** - not Children's service.



# Children's Services Performance Indicator summary









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	35	4	4			↓			
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	0.67	6	0		Q1 17/18: On Target	↑	5	Number of complaints complete at Stage 1	0
									Number of working days for Stage 1 complaints to be Completed	0
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	11.5	15.67	18.75		Q1 17/18: On Target	↓	20	Number of complaints complete at Stage 2	4
									Number of working days for Stage 2 complaints to be Completed	75
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	66.67 %	100%	100%		Q1 17/18: On Target	↑	95%	Number of complaints complete at Stage 1	0
									Number of complaints at stage 1 responded to within 20 working days	0
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	85.71 %	100%	100%		Q1 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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.431 m	£ 14.707 m			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.40	4.51	3.34		Q1 17/18: On Target	↑	8.50	Number of days lost (cumulative)	448.84
									Average number of FTE in service (year to date)	134.33








### Corporate Health

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%		Q1 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%	95%	99%		Q1 17/18: On Target		95%	Number received (cumulative)	2,607
									Number paid within 30 days (cumulative)	2,582
06. Improve PI performance	% of PIs that are on target/ have reached their target.	77.78 %	100%	100%		Q1 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%	0%	100%		Q1 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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	100%	0%		Q1 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	4









# Children's Services Action report

Service Priority Actions						
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		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target In September we are looking at staff from Hawthorn Children's Centre moving to work in Penicuik to support surestart staff to care for those children who have complex needs but reside in Penicuik area. This will prevent the children travelling to Hawthorn Children's Centre in Mayfield.
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		25%	<b>Q1 17/18:</b> On Target There are now regular fortnightly meetings happening and a recent trip to Skye with Columba 1400, attended by CEYP and staff from Children's service, Education and Police.
CS.S.02.05		Implement alternative care arrangements for those young people who are at risk of secure care.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target We have and continue to utilise the Movement Restriction Order on some young people who remain on the cusp of secure care. Further analysis of this form of intervention will be carried out throughout the year.
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		25%	<b>Q1 17/18:</b> On Target A questionnaire shall be going out this month (July) to gain the views of CEYP across Midlothian.
CS.S.03.04	03. Inequalities in learning outcomes have reduced	Improve educational outcomes of our looked after at home children.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Educational outcome information for 16/17 School year will be available in Q2.
CS.S.04.01	04. Disability	Establish a transition policy for children and young people who have severe and complex needs	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target This is an ongoing piece of work with Adult services, several meetings have taken place however work is at the very beginning of establishing a new policy.

# Children's Services Performance Indicator Report

## Service Priority Performance Indicators

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			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%	25%	25%			<b>Q1 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 GIRFEMC	New for 17/18		25%			<b>Q1 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			<b>Q1 17/18:</b> Data not available Information will be available in Q2.		
CS.S.02.05a		Number of young people in secure care over the year period	2	0	1			<b>Q1 17/18:</b> Data Only As at 30/06/17, 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		2			<b>Q1 17/18:</b> On Target 2 young people have been issued with a Movement Restriction	2	
CS.S.02.06a		Increase service user feedback	New for 17/18		N/A			<b>Q1 17/18:</b> Data not available. A Survey of all Care Experienced Young People is planned for Q2.		
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			<b>Q1 17/18:</b> Data Only Information not available this quarter. Data will be available in the Q2 release of Insight data.		

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CS.S.03.04b	03. Inequalities in learning outcomes have reduced	Number of CEYP continuing into 5th & 6th year.	17	N/A	N/A			<b>Q1 17/18:</b> Data only Information for this indicator will be available in Q2.		
CS.S.03.04c		Number of CEYP are on part time timetables	New for 17/18		N/A					
CS.S.03.04d		Percentage of exclusion relate to CEYP over the school year – how many days?	New for 17/18		N/A					
CS.S.04.01a	04. Disability	Reduction in usage of external resources on an unplanned basis	New for 17/18		N/A			<b>Q1 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 One 2017/18



### 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 2016/17 can be summarised under four main areas; overall strategy, servicing communities, economic development and service development/improvement.

### Overall Strategy

- Proposed Midlothian Local Development Plan progressing through its formal examination by Scottish Government appointed Reporters.
- Strategic Development Plan for Edinburgh and South East Scotland (SESplan) formally submitted to Scottish Ministers for approval.

### Serving Communities

- Successful participatory budgeting event in which 473 residents allocated funding to 34 community groups in our priority communities to improve access to healthy, affordable food.
- Establishment of a child poverty plan and measurement framework in preparation for the enactment of the Child Poverty Act in 2018.
- Continued vigilance (including reports to the Procurator Fiscal) on unfair trading practice, and co-operation with the Police on tackling rogue traders through 'Operation Monarda'.
- Approval of Borders Rail 'Blueprint' funding and the securing of other external grants for major improvements primarily to the public realm at Gorebridge Town Centre and around the area of the railway station.

### Economic Development

- Good progress on allocation of funds to rural areas under the EU funded LEADER programme.
- With the assistance of Business Gateway and Economic Development staff, secured relocation of major food company to Bilston Glen bringing 38 new jobs and anticipated growth.
- Business Gateway targets to assist start up companies and develop growing businesses have been exceeded in Q1.
- Borders Rail 'Blueprint' funding has enabled the instigation of two master planning exercises at Newtongrange Town Centre, and at the Stobhill industrial/commercial area.
- Borders Rail 'Blueprint' funding has also provided for an in-depth study of the hotel market and opportunities along the rail corridor, as well as more widely across Midlothian.
- Another successful Midlothian Food and Drink Awards event, with a 50% increase in the number of votes cast by the public/customers.
- Rebranding for the Edinburgh Science Triangle to now be the Midlothian Science Zone.

### Service Development and Improvement

- Midlothian Council Planning Service shortlisted for the Scottish Awards for Quality in Planning.

## 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.
- . 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.

## Suggested changes to priorities in Service Plan

CE.S.13.02a Develop and implement a new participatory budget model for 180k Environmental Funds which reflects international best practice. Demonstrate increasing levels of community engagement in each participatory budgeting programme.- **target type changed** - was monetary target now annual Yes/No



# Communities and Economy Performance Indicator Summary









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints Service	Number of complaints received (cumulative)	49	26	8		Q1 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.38	3.38	2.57		Q1 17/18: On Target		5	Number of complaints complete at Stage 1	7
									Number of working days for Stage 1 complaints to be Completed	18
	Average time in working days to respond to complaints at stage 2	2	0	6		Q1 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 %	87.5%	85.71 %		Q1 17/18: Off Target Complexity of complaints		95%	Number of complaints complete at Stage 1	7
									Number of complaints at stage 1 responded to within 5 working days	6
	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%		Q1 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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 4.378 m	£ 4.613 m			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.91	1.23	1.24		Q1 17/18: Off Target Long term sickness absence improving.		4.50	Number of days lost (cumulative)	114.01
									Average number of FTE in service (year to date)	92.18

### Corporate Health






Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	80%	100%	96.15 %		Q1 17/18: On Target		90%	Number of service & corporate priority actions	26
									Number of service & corporate priority actions on tgt/completed	25
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95%	94%	95%		Q1 17/18: On Target		95%	Number received (cumulative)	106
									Number paid within 30 days (cumulative)	101
06. Improve PI performance	% of PIs that are on target/ have reached their target.	67.5%	75.68 %	86.5%		Q1 17/18: Off Target 45 from 52		90%	Number on tgt/ tgt achieved	45
									Number of PI's	52
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%		Q1 17/18: On Target There were no risks graded as high		100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0








### Improving for the Future








Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	16.67 %	0%		Q1 17/18: 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








## Service Priority Actions

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		25%	<b>Q1 17/18:</b> On Target Implementation continuing through Business Gateway, Supplier Development Programme, Regional Selective Assistance (Stoats), BIDS and tourism initiatives, Food & Drink Awards.
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		25%	<b>Q1 17/18:</b> On Target Ongoing projects include tourism destination development, food and drink showcase completed, hotel study draft completed, website development ongoing. Masterplanning projects procured and work commenced.
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		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target Included in the City Deal application awaiting approval
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		25%	<b>Q1 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	05. Fewer people are victims of crime, abuse or harm	Deliver the Council's regulatory functions with respect to food safety and standards regulations	31-Mar-2018		25%	<b>Q1 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.05.06		Identify mechanisms to further promote good dog control	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target A report was submitted to cabinet in June 2017 outlining a proposed code of conduct for professional dog walkers. This was in response to concerns about the increased number of commercial dog walkers using public parks. A further report will be submitted to Cabinet detailing dog control interventions and measures to further promote responsible ownership. The Green Dog Walkers campaign continues, with over 400 dog walkers signed up to campaign.
CE.S.05.07		Implement the new Residential Caravan Site Licensing Regime due for publication in 17/18	31-Mar-2018		0%	<b>Q1 17/18:</b> On Target The new regime does not come into force until May 2019. A report to Cabinet is being prepared for information and to seek confirmation of licence fees. Existing site owners are being contacted to make them aware of the new licensing requirements.
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		25%	<b>Q1 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		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target
CE.S.06.07		Protect public health through the development of a mechanism to assist private sector owners to progress common repairs	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Advisory information has been prepared for the website to give advice to owner occupiers in undertaking common repairs. A missing share procedure is being developed which, if approved, will allow the Council to assist where owner occupiers cannot or will not contribute to common repair work, with a mechanism to secure repayment through a charging order on the defaulting owner's title deeds.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.06.08	06. There is a reduction in inequality in health outcomes	Ensure the LA works towards meeting the Clean Air for Scotland (CAFS) objectives	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target A summary of the main responsibilities for local authorities improving air quality has been provided to relevant sections. The Council's Annual Air Quality report is being finalised for submission to Scottish Government.
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		20%	<b>Q1 17/18:</b> On Target As for Q4 2016/17. No further progress on integration of the two databases. This could be more easily progressed when the two teams are brought together within Fairfield House.
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		25%	<b>Q1 17/18:</b> On Target. It was agreed during 2016/17 that APSE Benchmarking Measures produced in conjunction with SCOTSS (The Society of Chief Trading Standards Officers in Scotland), would be adopted, as a consequence of a pilot study. A set of measures are now to be integrated into both authorities' existing PI's.
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		25%	<b>Q1 17/18:</b> On Target Officers participated in Operation Monarda, the national Police/Trading Standards' campaign to tackle doorstep crime and rogue traders. Two days of joint patrols with the police across Midlothian. A number of traders were advised over the two days. One trader and his associate were spotted about to start roofing work. They were ultimately questioned at length by officers and the work was subsequently prevented from proceeding as the householder 'cancelled' the contract. Discovered to have previous convictions for unfair trading and a history of violence. Originated from Yorkshire. Cautioned. In addition to this specific operation with the police there was further work involving some 14 other traders.
CE.S.07.05		Trading Standards: intelligence gathering. To maintain a good level of intelligence logging onto the Memex database.	31-Mar-2018		25%	<b>Q1 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		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target Officers have instigated 6 investigations.






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		25%	<b>Q1 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 summer/autumn 2017, prior to recruitment of new staff), the ability to respond to consumer complaints in a timely fashion might be hindered.
CE.S.07.09		Undertake enhanced levels of enforcement on tobacco test purchasing	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target No test purchasing has taken place this quarter, due to other work commitments/staffing. Routine visits to registered tobacco retailers have been slightly lower this quarter, but it is still expected that the target of 20% will be met by the end of Q4. 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		25%	<b>Q1 17/18:</b> On Target There have been no collaborative safety issue partnership initiatives in Q1, but work will continue for 17/18.
CE.S.09.02	09. Delivering excellence	Implement Delivering Excellence across the service	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target
CE.S.09.03		Complete a service review of Economic Development and Communities functions	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target
CE.S.09.04		Develop further customer service accreditation in the regulatory and development services	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target
CE.S.09.05		Review the operation of the Business Gateway service	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target
CE.S.09.06		Work with partner authorities to achieve a City Deal for the Edinburgh and South East Scotland Region	31-Mar-2018		90%	<b>Q1 17/18:</b> On Target

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.09.07	09. Delivering excellence	Implement the outcome of the service review of Business Transformation, Performance and Scrutiny	31-Mar-2018		75%	<b>Q1 17/18:</b> On Target Review completed in June 2017 with intended implementation on 01/08/2017.
CE.S.09.08		Participate in service review that will inform contents of this service plan	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target - Service review yet to commence.
CE.S.10.01	10. Poverty levels in Midlothian overall are below the Scottish average	Mitigate impact of 'Welfare Reform'	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Midlothian Welfare rights service hold a bi-monthly Welfare Rights Forum to discuss local issues regarding benefit changes and their impact on Midlothian residents and advice services. We attend MFIN (Midlothian Financial Inclusion Network) meetings, Universal Credit Operational Delivery Group meetings and have recently updated the elected members Welfare Reform Group on Welfare Reform and the impact to the council and it's residents.
CE.S.10.02		Implement the recommendation of the review of welfare rights	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Work is progressing on implementation of the recommendations of the welfare rights review, detailed analysis of appeals outcomes and overall performance reporting is now available to the service on a fortnightly basis.
CE.S.11.04	11. Citizens are engaged with service development and delivery	Complete modernisation of Community Council scheme with all 16 CC's by continuing to support the improvement of Community Councils and the Federation of Community Councils in line with the new requirements of the Community Empowerment Act	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target All 16 Community Councils have submitted their revised constitution. There is an ongoing need to improve community councils and we are working with the Federation to develop 'virtual' membership. We have also produced equality guidance with Police Scotland to support them to attract a diverse membership. We have arranged the first community council training day on the 8 October 2017, which will include training on the Community Empowerment Act.
CE.S.11.05		Deliver neighbourhood plans in each of the 16 areas. Produce revised approach to community-led neighbourhood planning based on best practice.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Neighbourhood plans exist for 15 of the 16 community council areas. Moorfoot's plan is in development. We have agreed a new approach based on best practice, most notably using the East Ayrshire model.
CE.S.11.06		Develop partnership working between strategic / local delivery in priority areas as lead for area targeting	31-Mar-2018		0%	<b>Q1 17/18:</b> On Target Neighbourhood plans are being progressed across the three priority communities. Highlights include the Woodburn Action Plan and the development of the MARC building into a community hub, participatory budgeting across all three areas and the work of the In It Together group to undertake a Masterplan of Mayfield town centre.











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.11.07	11. Citizens are engaged with service development and delivery	Agree and implement revised small and large 3-year grants programme 2018-21	31-Mar-2018		25%	<b>Q1 17/18: On Target</b> In June 2017 Council decided to continue with the small grants programme for 2018/19 and extend the current large grants at the same level of year 3 funding for an additional 6-months, until September 2018. A deliberative process involving the third sector, officers and elected members on the future of the grants programme is being planned. Careful consideration needs to be given for the need to sustain the third sector whilst at the same time balancing the significant savings that the council must make.
CE.S.11.08		Develop communication and provide support for Community Asset Transfer requests	31-Mar-2018		25%	<b>Q1 17/18: On Target</b> We have developed all of the supporting documentation and WebPages to facilitate asset transfer in line with the current policy and the regulations of the Community Empowerment Act. However, the Community Management Assessment Group has not been established nor has a searchable asset register been published. Some progress has been made in producing an asset register; however it is not yet ready for publication. This has been flagged up as a risk to the CMT in May 2017 and the full council in June 2017.
CE.S.11.09		Support the improvement of the CPP in community engagement	31-Mar-2018		25%	<b>Q1 17/18: On Target</b> In June 2017 we concluded the Scottish Community Supporting Community Programme to improve the CPP engagement with the community. We are organising a schedule of opportunities for CPP Board members to engage with community groups in receipt of participatory budgeting funding in the three priority communities.
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		25%	<b>Q1 17/18: On Target</b> The Local Biodiversity Action Plan is being drafted in 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		25%	<b>Q1 17/18: On Target</b> 96% of planning applications have been determined within target.
CE.S.12.03		Complete adoption of Midlothian Local Development Plan (MLDP)	31-Mar-2018		25%	<b>Q1 17/18: On Target</b> The Proposed Midlothian Local Plan (MLDP) is at examination with Scottish Government Reporter. The Council have been advised that the Reporter's findings will be published 10 July 2017. The council will consider the findings and seek to adopt the MLDP within 6 months.
CE.S.12.04		Complete preparation of a corporate climate change action plan	31-Mar-2018		0%	<b>Q1 17/18: Off Target.</b> The Climate Change Plan has not been drafted; plan will be drafted in Q2/3.



















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.12.05	12. Midlothian is an attractive place to live, work and invest in	Investment and actions in town centre	31-Mar-2018		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target
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>Q1 17/18:</b> Complete Successfully delivered. Undertook an internal evaluation where we gathered feedback from the applicants, participants and the Scottish Community Development Centre. Used a variety of methods including surveys, face-to-face interviews and videos. 34 projects received funding, 473 local people voted and also received positive press coverage and endorsement. Further work is planned with NHS Lothian to evaluate the impact of the projects.
CE.S.13.02		Develop and implement new participatory budget model for elected members Environmental Grants	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Draft proposals developed in partnership with PB Partners UK. Meeting planned in July with senior managers to agree how we approach this with elected members.
CE.S.13.03		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		25%	<b>Q1 17/18:</b> On Target Child poverty plan produced. The plan is being overseen by the Child Poverty Steering Group and has been considered and discussed by the GIRFEC Board, IOM group, Faith Based Partnership and the Midlothian Financial Inclusion Network.







# Communities and Economy Performance Indicator Report

## Service Priority Performance Indicators



















PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			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			<b>Q1 17/18:</b> On Target	2	
CE.S.02.01a	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Number of new businesses locating in Borders Rail Corridor	New for 17/18		34			<b>Q1 17/18:</b> On 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.02.01a		Number of new business start ups assisted in Midlothian area of Borders Rail Line corridor (cumulative)	100	7	34			<b>Q1 17/18:</b> Data Only 34 for Q1		
M.SG.CE.02.01b		Number of tourism businesses assisted in Midlothian area of Borders Rail Line corridor	51	16	6			<b>Q1 17/18:</b> Data Only 6 for Q1		











PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
M.SG.CE.02.01d	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Number of inward investment/ indigenous enquiries received for sites/premises in Midlothian area of Borders Rail Line corridor (cumulative)	49	14	18		↑	Q1 17/18: Data Only 18 for Q1		
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		▬	Q1 17/18: On Target Total funding allocated is £678,708 for both East Lothian and Midlothian	£1,026,967	
M.SG.CE.03.01a		Number of LEADER projects funded	10	0	6		↑	Q1 17/18: On Target 2 projects funded for Midlothian	15	
M.SG.CE.03.01b		Number of businesses participating in LEADER application process by submitting an Expression of Interest	13	0	6		↑	Q1 17/18: On Target 4 Expressions of Interest received for Midlothian	20	
M.SG.CE.03.01c		Number of new jobs created through LEADER	1	0	2		↑	Q1 17/18: On Target 2 jobs created from East Lothian funded projects	3	
M.SG.CE.03.01d		Number of training opportunities created through LEADER	0	0	0		▬	Q1 17/18: On Target Training opportunities scheduled to progress after Q1	10	
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 (cumulative)	3	1	1		↓	Q1 17/18: On Target Meeting held 26/05/2017	2	
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		▬	Q1 17/18: On Target	3	
CE.S.05.02a		Percentage of food premises deemed "Broadly Compliant" with the food hygiene legislation	80%	80%	80%		▬	Q1 17/18: Off Target Broad compliance = 80%	84%	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.05.06a	05. Fewer people are victims of crime, abuse or harm	Number of professional dog walkers registered under the Commercial Dog Walkers Registration Scheme	New for 17/18		25%		▬	Q1 17/18: Data only		
CE.S.05.07a		Percentage of residential sites licensed	New for 17/18		100%		▬	Q1 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%		▬	Q1 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%	80%	86%		⬆	Q1 17/18: On Target	80%	
CE.S.06.04c		Undertake annual one to one meetings with major developers currently constructing within Midlothian	100%	25%	25%		▬	Q1 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	91.7	93.8		⬆	Q1 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			25%		▬	Q1 17/18: On Target	100%	













PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
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			10%			<b>Q1 17/18: Off Target</b> In terms of the partnership, the East Lothian team is in more need of staff being recruited. Recruitment for a new Primary Trading Standards Officer and an Environmental Officer is required as a matter of urgency. 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 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.	100%	
CE.S.07.01c		Level of integrated practices achieved			20%			<b>Q1 17/18: Off Target.</b> This is unlikely to occur until the majority of officers are located together in Fairfield House and joint authorisations have been agreed and issued. Given the seriousness of the staffing situation (see above), joint authorisations and warrants are very likely to be considered sooner than the full integration of the teams in one location.	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%	5%	25%			<b>Q1 17/18: On Target</b>	100%	









PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.07.04a	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	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	17	35			Q1 17/18: On Target	120	
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	115	107			Q1 17/18: On Target	400	
CE.S.07.06a		Trading Standards: Number of primary inspections conducted	189	38	31			Q1 17/18: On Target	125	
CE.S.07.07a		Trading Standards: Number of criminal investigations instigated	21	4	6			Q1 17/18: On Target	15	
CE.S.07.08a		Trading Standards: Percentage of consumer complaints completed within 14 days	86.6%	86.3%	91.6%			Q1 17/18: On Target	85%	
CE.S.07.09a		Trading Standards: Percentage of tobacco retailers visited annually.	49.59%		1.6%			Q1 17/18: Off Target The number of visits able to be made has been less than in previous years at the Q1 stage, however routine visits will pick up over the next three quarters and the target will be met.	20%	
CE.S.07.10a		Trading Standards: Participation in safety initiatives	9	0	0			Q1 17/18: On Target	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			Q1 17/18: On Target 1, Performance/Business transformation/Quality and Scrutiny complete 2, Economic development/Communities in progress 3, Business gateway in progress	3	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.09.02b	09. Delivering excellence	extent of savings achieved	New for 17/18		£270,000.00			<b>Q1 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%			<b>Q1 17/18:</b> On Target Review 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			<b>Q1 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%			<b>Q1 17/18:</b> On Target	100%	
CE.S.09.06a		Achieve City Deal Status	New for 17/18		95%			<b>Q1 17/18:</b> On Target City deal due for completion in Q2.	100%	
CE.S.09.06b		Extent of direct City Deal investment in Midlothian	New for 17/18		N/A			<b>Q1 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			<b>Q1 17/18:</b> On Target Amount of investment unknown until detailed City Deal programme has been approved.		
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			<b>Q1 17-18:</b> On Target There has been £755,090.97 raised for clients by the welfare rights service in the 1st quarter of 17/18. The total cost of Welfare rights service for the year was not available at time of recording to create the £ spent/£ created ratio.	£25	
CE.S.10.02a		Implement the actions in the review	New for 17/18		25%			<b>Q1 17/18:</b> On Target Work to embed the recommendations of the service review is ongoing.	100%	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
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			Q1 17/18: On Target	16	
CE.S.11.04b		Number of Community Councils who receive training on the Community Empowerment Act.	New for 17/18		0			Q1 17/18: Off Target Training events are due to commence October 2017.	16	
CE.S.11.05b		Evidence 3 improvements that have resulted in each of the Neighbourhood Planning areas	44	11	17			Q1 17/18: On Target Examples include agreeing the design of a new play park in Loanhead, a new green dog walker point in Rosewell, a new youth cafe in Woodburn and £25k for 10 new projects in Newtongrange.	42	
CE.S.11.06a		Deliver a community action plan in each of the three areas.	New for 17/18		0			Q1 17/18: On Target Neighbourhood plans are being progressed across the three priority communities. Highlights include the Woodburn Action Plan and the development of the MARC building into a community hub, and the work of the In It Together group to undertake a Masterplan to improve their town centre.	3	
CE.S.11.07a		Simplified grants form	New for 17/18		25%			Q1 17/18: On Target In June 2017 Council decided to continue with the small grants programme for 2018/19 and extend the current large grants at the same level as year 3 for an additional 6-months, until September 2018. A deliberative process involving the third sector, officers and elected members on the future of the grants programme is being planned.	100%	



PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.11.07b	11. Citizens are engaged with service development and delivery	Streamlined monitoring	New for 17/18		25%			<b>Q1 17/18: On Target</b> In June 2017 Council decided to continue with the small grants programme for 2018/19 and extend the current large grants at the same level as year 3 for an additional 6-months, until September 2018. A deliberative process involving the third sector, officers and elected members on the future of the grants programme is being planned.	100%	
CE.S.11.08a		Provide a guide, webpage, leaflet and bespoke local support for asset transfers.	New for 17/18		Yes			<b>Q1 17/18: On Target</b> A new Webpage, guide for local groups and offer of support has been launched. Still awaiting the publication of the asset register and the establishment of the 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			<b>Q1 17/18: Off Target</b> A schedule of opportunities for Community Planning Partnership Board members to engage with community groups in receipt of participatory budgeting funding in the three priority communities has been drawn up.	10	
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			<b>Q1 17/18: On Target</b> 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%			<b>Q1 17/18: On Target</b> 96% 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%			<b>Q1 17/18: On Target.</b> The Climate Change Plan has not been drafted; plan will be drafted in Q2/3.	100%	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.12.05b	12. Midlothian is an attractive place to live, work and invest in	Complete submission of stage 2 Heritage Lottery Fund (HLF) and Historic Environment Scotland (HES) funding at Penicuik	New for 17/18		25%			<b>Q1 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, with any necessary action being taken timeously	New for 17/18		Yes			<b>Q1 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.		
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			<b>Q1 17/18:</b> On Target Successfully delivered. 34 projects received funding, 473 local people voted.	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			<b>Q1 17/18:</b> Complete Working with NHS Lothian to evaluate the impact of the projects. We are also bringing representatives from the three steering groups together as part of the evaluation.	£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).



## Commercial Operations Performance Report Quarter One 2017/18



### Progress in delivery of strategic outcomes

The vision for commercial operations is one of a leaner and more customer focused service. This is being taken forward with that central aim, but with differing approaches to how that will be achieved. The structure of commercial operations is being geared towards co-location on one site at Hopefield in late 2019. This will see a leaner management team and a workforce where job profiles will be more generic in nature giving greater flexibility in terms of deployment.

A range of options are currently being explored to deliver the services the Council will require and will involve all manner of partners including shared service, strategic partnerships or co-production with community partners.

Progress in delivering outcomes across the key service areas that follow has been informed by applying the 'Delivering Excellence' continuous improvement approach of looking at how we do things with a focus on priorities and considering what could be changed or done differently.

#### 1: Waste Services

- a. Following a period of prolonged negotiation the terms of the revised recycling contract have been agreed which gives the Council a stable outlet for this material.
- b. The construction of the joint contract for a residual waste plant continues which will see completion in 2019 and allow the Council to meet its landfill obligations before the due date.
- c. Work is continuing to model various options for the waste collections that the Council undertake to arrive at an optimum solution in terms of meeting financial and service requirements.
- d. Discussions have been held with Zero Waste Scotland to consider the new Litter CoP and the Council's participation in taking certain elements forward as part of a small trial project. There will be a greater emphasis on resources being allocated for litter prevention going forward.
- e. In the drive to increase recycling/re-use levels generally all five food waste collection vehicles have been wrapped with promotional decals as part of a food waste promotional project funded by ZWS which is part of the drive to increase food recycling. In addition, as part of a re-use trial paint collected at Penicuik HWRC was donated to local charitable and community based organisations. The intention is to make this a longer term arrangement from Stobhill HWRC.

#### 2: Landscape & Countryside

- a. In support of the Council's play strategy a number of projects have been completed at Lasswade PS, Maurice wood PS, Danderhall Nursery and Bilston PS. In addition, grant aid funding has allowed for the progression of improvements in Mayfield park.
- b. The drive to secure external income has been stepped up for the soft landscape team with an additional two contracts secured in partnership with local house builders. Discussions are ongoing with a view to targetting specific contracts outwith the authority area.
- c. Following extensive trials including feedback from the works teams the service have introduced new ride on grass cutting machinery which gives greater flexibility in finishes and cost saving benefits.
- d. Following a successful initial campaign which includes the support of staff and the local community, higher useage levels have seen the Vogrie golf course raise income levels, which if sustained could secure the future of the course as a viable recreational facility.

### **3: Travel Services**

- a. The service have secured an additional £51,000 of external funding which will allow for the installation of further electric charging points across Midlothian during 2017/18. Discussions are ongoing to secure further funding to address a shortage of charging points along the Eastern corridors.
- b. Enterprise Car Club have agreed to site a vehicle at Dalkeith Bowling Club for the use of Council staff on Council business and more generally for residents of Midlothian. The intention is to have an agreement in place which will allow staff to have reduced car hire opportunities made available throughout the Enterprise operating area.
- c. An independent audit of the fleet operator license was completed by the FTA (Fleet Transport Association) and found no areas of significant concern. The next stage is an audit of the maintenance operation which will consider the operating requirements for a facility at the new Hopefield site.
- d. Discussions are ongoing with third party transport providers who are supported by the council to determine the optimum and sustainable transport model for future transport delivery across Midlothian.

### **4: Risk Management**

- a. The roll out of the Health and Safety Management Information system has been completed with the minor exception of two schools. This will allow for consistent information and safe working practises to be shared across the authority.
- b. A programme of training is being delivered to support additional income generation targets within the current staffing compliment. In Q1 the figure achieved was £9,500, with plans to increase training opportunities through the year.
- c. Business Continuity Policy has been prepared and consulted through the Contingency Planning group which looks to take forward Business Continuity planning from property related considerations to service impacts and contingency planning.
- d. Procurement of a new Health & Safety Management Information system has been carried out, with a call off from the digital market place due to take place in Q2 for a 4 year period.

### **5: Roads Services**

- a. The service has completed the 2016/17 footway and road improvement programme with the resultant indicators confirming the road network has continued in a steady state position, i.e. no increase in the overall maintenance backlog.
- b. Road Services team recently won an award at the Scottish 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. 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.
- c. Following intimation of the withdrawal of the traffic warden service, significant preparatory work has concluded which has resulted in a draft application submitted to Scottish Government to allow for the introduction of Decriminalised Parking Enforcement in Midlothian towards the end of this year.
- d. 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 successfully procured a joint weather forecasting service.
- e. Cycle Friendly School status has recently been achieved at both Danderhall Primary School and Newbattle High School.
- f. The Dalkeith THI/CARS project has been shortlisted in the 2017 Royal Town Planning Institute Awards for Planning Excellence.

## Emerging Challenges

### 1: Waste Management:

a. Paper banks within Midlothian are due to be removed by the private contractor who supplies and services these. It is likely that some paper may be diverted to the blue bins, however this may present challenges in terms of additional litter and fly-tipping in the short term.

b. Contamination levels within the blue bins continue to be monitored. Work is being undertaken to identify what influences residents to contaminate this material source and ways in which this can be addressed.

c. Recycling rates at Penicuik HWRC remain relatively low. A report is to be presented to Council giving an updated position following the granting of planning consent for the refurbished site, and, given the increased costs associated with the refurbishment seeking a decision on the options for the site.

### 2: Landscape & Countryside:

a. The Land and Countryside section has been involved in providing opportunities and advice for youngsters in support of the 'Positive Destinations' objective. This has included work placements, helping to initiate careers days at local High Schools, and attendance at High Schools to provide carers advice. This has proved challenging against the current background of reduced staffing following recent retirements.

b. There is an identified need to investigate and adopt greater efficiencies within the service and in this regard the service is currently examining the use of battery operated equipment to reduce costs, Hand Arm Vibration, carbon footprint and fatigue of operators.

c. In addition, the team are investigating opportunities for co-production which by way of example involves the potential for the local community to become involved in the maintenance of the shrub and flower beds within Kings Park.

d. Within the existing budget a reduction in grass cutting standards has been accepted as a means to derive savings. There is an ongoing challenge in that this is attracting a high degree of complaint from the public.

e. A recruitment exercise is currently underway to address shortages in key areas following recent staff retirements.

### 3: Travel Services:

a. Progress has been made in terms of a reduction in grey fleet use through extensive use of pool electric vehicles but further work is required to meet the challenging target set.

b. Discussions are ongoing, which if successful will lead to the introduction of Enterprise car club vehicles for staff use as part of the Council's Reward Strategy.

c. Discussions have taken place which it is hoped will allow for closer working with all transport suppliers to improve provision of Council Transport Requirements at the same time reducing the spend in these areas.

### 4: Risk Management

a. Council were issued with a Hand Arm Vibration Improvement Notice during this period, the Health and Safety team have responded by developing an action plan and have made progress against the actions with the affected Services.

b. A mini review of the service has been undertaken which will meet the needs of the Council going forward, addresses income generating requirements and shortfalls in skills levels following a recent departure of a key staff member.

### 5: Roads Services

a. Increasing 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 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.

b. Within the professional staff side a number of officers are reaching the latter stages of their careers. Whilst a small number of positions are being addressed through a trainee programme this will still leave significant gaps. Discussions have therefore begun to explore the options that are available to provide a more sustainable and cost effective service with colleagues in East Lothian Council.

c. The Flood Risk Management Plans were published in June 2016 the service will work with other councils, SEPA and Scottish Water to draw on their expertise in assisting and considering what mitigation measures should be undertaken.

## Suggested changes to priorities in Service Plan

### Changes requested

#### Waste Services

CO.S.04.04a (Total Tonnes of BMW sent to landfill) - **Target introduced** - 9,000 tonnes.

ENV3c (Street cleanliness score). **Target increased** from 93% to 97.5% to reflect performance

ENV6 (% total household waste that is recycled) **Target increased** - from 46% to 54% to reflect performance

BS.CO.S.04.04b (% waste going to landfill) **Target increased** - from 35% to 46% to reflect performance

#### Risk Management

CO.S.03.02a (Arrangements for shared opportunities in Health and Safety) - **Removed** - This is replication of other measures on Service Plan.

#### Transport Management

CO.S.03.07a % reduction in travel/transport costs" with target of 5% - **Changed to** - "Achieve 5% reduction in travel/transport costs" with a target of £3,600.000 spend for the year.

#### Road Services

CO.S.02.03 (Support Transport Scotland/Network Rail to progress detailed design and construction of Borders Rail) **to be removed**

CO.S.03.02b Performance indicator (Arrangements for shared opportunities in road markings.) to Action. **New code** CO.S.03.12.

CO.S.02.08 Slight wording change from "Support Transport following the opening of Borders Rail line to promote sustainable travel" to "Support Sustainable Transport following the opening of Borders Rail line to promote sustainable travel."



# Commercial Operations Performance Indicator Summary









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	4,581	1,320	917		Q1 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.21	2.1	1.07		Q1 17/18: On Target.		5	Number of complaints complete at Stage 1	916
									Number of working days for Stage 1 complaints to be Completed	983
	Average time in working days to respond to complaints at stage 2	9.5	0	12		Q1 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 %	93.14 %	94.43 %		Q1 17/18: Off Target Continued improved performance obtained through higher focus on complaints response in the service.		95%	Number of complaints complete at Stage 1	916
									Number of complaints at stage 1 responded to within 5 working days	865
	Percentage of complaints at stage 2 complete within 20 working days	100%	0%	100%		Q1 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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.850 m	£ 16.167 m			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	11.89	2.45	3.31		Q1 17/18: On Target		13.30	Number of days lost (cumulative)	1,267.55
									Average number of FTE in service (year to date)	382.73











### Corporate Health












Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	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 %		Q1 17/18: On Target		90%	Number of service & corporate priority actions	23
									Number of service & corporate priority actions on tgt/completed	22
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	78%	75%	90%		Q1 17/18: On Target		90%	Number received (cumulative)	1,180
									Number paid within 30 days (cumulative)	1,066
06. Improve PI performance	% of PIs that are on target/ have reached their target.	61.11 %	71.43 %	92.31 %		Q1 17/18: On Target		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%		Q1 17/18: On Target		100%	Number of high risks reviewed in the last quarter	1
									Number of high risks	1




### Improving for the Future

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	100%	0%	100%		Q1 17/18: On Target		90%	Number of on target actions	1
									Number of outstanding actions	1

# Commercial Operations Action report











Service Priority Actions						
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		25%	<b>Q1 17/18:</b> On Target Site data being analysed to determine accident cluster sites.
CO.S.01.02		Undertake a program of works to improve lighting levels in communities	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Capital lighting programme progressing.
CO.S.01.03		Work collaboratively to update school travel plans	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target 6 primary schools and 2 high schools will need updated this quarter.
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		25%	<b>Q1 17/18:</b> On Target Update of current Roads Asset management Plan in progress. Current programme based on output from the RAMP.
CO.S.02.02		Compliance with Disabled parking legislation	31-Mar-2018		10%	<b>Q1 17/18:</b> Off Target 16 applications of 28 received were processed within 6 months. Additional resources have been allocated.
CO.S.02.03		Support Transport Scotland/Network Rail to progress detailed design and construction of Borders Rail	31-Mar-2018		100%	<b>Q1 17/18:</b> Action to be removed?
CO.S.02.05		Undertake a programme of work to improve road standards and footways	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target 21 road maintenance projects being progressed in 2017/18.
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>Q1 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		25%	<b>Q1 17/18:</b> On Target Funding being sought for sustainable transport projects.
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		25%	<b>Q1 17/18:</b> On Target Discussions will continue – new manager appointed to post in East Lothian Council and will engage with him in Q2 to explore possible opportunities.











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.03.02	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Explore shared opportunities, services and knowledge with the partners in the ELBF group	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target New Shadow Joint Committee (SJC) now formed and first meeting still to be scheduled for 2017/18.
CO.S.03.03		Progress workforce re-alignment through the delivering excellence program with the aim of addressing the budget gap, matching service to available funding	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Introduced a generic trainee scheme involving land, waste and roads. Identified work streams through the ELBF to provide a degree of future resilience. Identified additional contract opportunities to develop cross working across roads and land teams.
CO.S.03.04		Develop additional workstreams to achieve income for the council	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Reviewed Dalkeith cemetery and released additional layers. Introduced fare scheme at Galas.
CO.S.03.05		Complete the portfolio of Health and safety management arrangements.	31-Mar-2018		95%	<b>Q1 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>Q1 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		25%	<b>Q1 17/18:</b> On Target This is an ongoing exercise, currently in process of 'mapping' all current transport provision. However this is a difficult exercise due to the poor data which is available to accurately map current demand
CO.S.03.08		Fully implement quality plans for Midlothian Parks	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target
CO.S.03.10		Report to council on the introduction of de-criminalised parking within Midlothian	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Decriminalised Parking Enforcement (DPE) 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		25%	<b>Q1 17/18:</b> On Target Agreed the scenarios which are all tactical models to determine required time/resources through webaspx.
CO.S.03.12		Arrange for shared opportunities in road markings	31-Mar-2018		50%	<b>Q1 17/18:</b> On Target Contract with East Lothian Council has been agreed.
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		25%	<b>Q1 17/18:</b> On Target Some orders have been placed with the remaining orders to be placed in Q2









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.04.03	04. Environmental limits are better respected, especially in relation to waste, climate change and biodiversity	Complete construction of residual waste facility at Millerhill as part of Zero Waste Park	31-Mar-2018		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target Attended: Bonnyrigg after School Club, Dobbies Garden Centre, all classes within Kings Park Primary School, Paradykes Primary, Loanhead Primary and St David's Primary School. Reviewed and stickered blue bins identified as presenting high levels of contamination. Introduced promotional banners promoting our services within the local community hubs.
CO.S.04.05		Monitor the number of incidents of fly tipping on council land	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target 138 fly tipping incidents on council land, 4 on private land totalling 142 fly tipping incidents reported.

# Commercial Operations Performance Indicator Report

## Service Priority Performance Indicators

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			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	76	60			<b>Q1 17/18:</b> On Target Late start due to lighting column supply issue.	800	
CO.S.01.02c		% of the footpath network resurfaced	1.7%	0.5%	0.32%			<b>Q1 17/18:</b> On Target 2.08km of footway resurfaced.	0.5%	Internal programme of works - benchmark against target
CO.S.01.03a		Percentage of School Travel plans updated	100%	0%	25%			<b>Q1 17/18:</b> On Target 6 primary schools and 2 high schools will need updated this quarter.	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%			<b>Q1 17/18:</b> Off Target 28 applications received, 16 processed within 6 months. Additional resources have been allocated.	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	£30,000	£57,000			<b>Q1 17/18:</b> On Target Undertaken private contract work at two sites; Roslin PS for MacLauchlin & Harvey 30K, Stobhill social Housing for Harts Builders 27K.	£230,000	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			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	£12,400	£9,475			<b>Q1 17/18:</b> On Target Income is currently expected to come in at £39,000 this is under budget. This years budget target has risen by £15,000 to £54,000. The team plan to recruit to a training post enabling greater income generation work to be carried out and to secure the ability to deliver on the committed program.	£54,000	
CO.S.03.05a		Complete introduction of 8 management arrangements across the council of Health & Safety Management Information System (EHSMI)	5	N/A	5			<b>Q1 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%	25%	0%			<b>Q1 17/18:</b> On 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. Roll out to begin in Q2.	100%	
CO.S.03.07a		Achieve 5% reduction in travel/ transport costs	£3,789,372	N/A	£662,675			<b>Q1 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 £415,274, Health and Social Care £70,105, Resources £177,295	£3,600,000	
CO.S.03.08a		Number of parks for which quality plans have been implemented	6	6	6			<b>Q1 17/18:</b> On Target Plans currently in place for 6 Parks and work is ongoing to produce an additional plan for the Dalkeith to Penicuik walkway.	6	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
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	1,640	N/A			<b>Q1 17/18:</b> Data Only Awaiting information from our contractors, returns into waste data flow will be available at Q2 17/18. Q4 16/17: 3,479 Tonnes sent to landfill. Cumulative 9,563 Tonnes. The reason there has been an increase is due to the residual waste been land filled at Viridor's facility from October 2016. This is an interim measure until a new residual waste contract is awarded.	9,000	
CO.S.04.05a		Proportion of fly tipping incidents removed within 15 working days	N/A		N/A			<b>Q1 17/18:</b> Data only Means to report on this measure not set up. Measure reporting will be started in Q2.		
ENV3c		Street Cleanliness Score (LGBF)	97.5%	97.5%	97.5%			<b>Q1 17/18:</b> On Target No inspections carried out during Q1 16/17 overall street cleanliness' score was 98.7.	97.59%	15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV6	06. Local Government Benchmarking Framework	Percentage of total household waste that is recycled (LGBF)	N/A	59.0%	59.0%			<b>Q1 17/18:</b> On Target Awaiting information from our contractors, returns into waste data flow will be available at Q2 17/18. Q4 16/17 43.6% 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).

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

Midlothian 

### Progress in delivery of strategic outcomes

In adopting a Transformation approach, we have become more efficient and at the same time we have delivered changes resulting in improvements to the way we work, the services we deliver and the quality of life experienced by local people. These changes are evidenced in the delivery of new affordable homes and better outcomes through Customer & Housing Services

#### 1. Housing

##### Annual Return on Scottish Social Housing Charter (ARC)

The Scottish Social Housing Charter is a regulatory requirement which replaces the previous inspection process and performance standards and instead describes the results outcomes social landlords should achieve in meeting their legal duties. The Annual Return on the Charter evidences the quality and value of the services that social landlords provide.

Midlothian Council's submission was provided as required by May, 2017 and details what tenants and other service users can expect from Midlothian housing services and the efforts towards service improvement and achieving outcomes that matter to our customers.

##### 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. In recognition of this the housing mix on the first phase at Stobhill Road was designed to accommodate the household needs of the former tenants at Newbyres Crescent/Gore Avenue.

All eligible households have been informed about the progress of this site with allocations to 21 out of 64 households who wanted to be relocated now moving to a new home at this development. A Local Letting Initiative (LLI) was agreed at Council in Q1, to be used for the allocation of housing in the two phases of new council housing being developed at Stobhill Road, Gorebridge.

An additional Local Letting Initiative (LLI) was approved by Cabinet in Q1 for the allocation of housing at Teviot Court, Eastfield Farm Road, Penicuik.

In August 2014, Midlothian Council agreed to the development of 12 homes, designed to meet the needs of people with very complex needs, on the site which was previously the John Chant Centre at Eastfield Farm Road, Penicuik. These council houses have been built to meet the need for housing options for people with a learning disability and complex needs and will provide the best environment to support people whilst ensuring they can live in their own tenancy with dignity and privacy in a mainstream council tenancy.

**2. Homelessness:** The Polton Centre was opened in the former Midfield Young Peoples accommodation at Lasswade and the reuse of this building provides a direct alternative to Bed & Breakfast (B&B) accommodation. This the first phase of a new partnership between Midlothian Council and the Salvation Army with the reuse of Pentland House due to be opened in Penicuik in the Summer, which will significantly reduce the need for Midlothian Council to use B&Bs and provide localised services for homeless households.

**3. Community Safety:** Mediation and early intervention can effectively mitigate the risk of escalation and associated intervention costs and the Midlothian Community Mediation Service has expanded in recent years beyond neighbour disputes to help people resolve disputed situations themselves in a safe and structured environment. East Lothian Council expressed interest in Midlothian Council delivering and developing a Resolution Service and a Service Level Agreement has been concluded to provide the East and Midlothian Resolution Service, which will be implemented from August, 2017.

**4. Delivering Excellence:** 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.

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

**Community Safety:** Following the devastating fire incident at Grenfell Tower, London there is a focus on social rented housing; about the accessibility, affordability and quality of homes, and their impact on people's lives. With anticipated learning issues for all housing authorities in a system-based response expected in identifying and implementing any changes which may be necessary from a system failure, as an example, existing fire alarm standards differ for new buildings, social housing, private rented housing, and older owner occupied housing. We have responded to the information from the Scottish Government Ministerial Group and on-going requests in the review of building and fire safety standards. Although there is no high rise housing in Midlothian, and the low rise stock cladding has been assessed as safe, we have focussed on fire safety actions in managing the housing stock and also providing home safety messages across the council's channels to ensure that people are able to feel safe and secure in their homes.

**Housing Services:** Midlothian Council is confident that its proposed Strategic Housing investment Plan (SHIP) can be delivered given the actions and initiatives undertaken to date by the Council and its strategic partners to source suitable sites for development. However, a number of challenges need to be addressed by the Council and its partners in order that an accelerated pace of development can be achieved.

The Council is committed to the construction of new build council homes in Midlothian. The Council allocated £108m for its phase 1 new build programme, with 864 homes developed on 16 sites across Midlothian by the end of 2012. The Council has committed a further £60m for the development of Phase 2 new building with new build completed on three sites and a further 3 sites currently in construction. There is also a planned Phase 3 in the social housing programme. Midlothian Council, together with Registered Social Landlords (RSL) partners and the Scottish Government, have delivered an impressive 1,368 new build properties over the last 8 years. Nevertheless, the demand for affordable housing continues to grow at a significant rate and the next 5 years will present the Council and RSLs with further challenges on how to deliver investment to meet this need.

In the context of the Edinburgh and South East Scotland (ESES) City Region Deal, the 3 year RPA announcement could impact the level of additional grant awarded. Accelerated and additional funding through ESES City Deal clearly has a pivotal role to play in this.

**Revenues Services:** Universal Credit Full Service commenced for all claimants in Midlothian, except pensioner benefits, from 27 March, 2017. The Scottish Government propose to use its newly devolved Social Security powers to 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, and it is planned to extend this to the private sector also. The Scottish Social Security Bill has been published and the new agency will have a local presence focused on pre-application information, but also include advice on non-devolved benefits. Regulations on the use of the UC flexibilities have a planned implementation date in October by the Department of Work and Pensions. There is potential for some or all of this activity to be hosted within existing public access points.

**Customer Services:** In the Customer Services Review, the staffing structure progressed to recruitment being completed in Q1. The remaining savings target is largely predicated on the rationalisation of library opening hours and reliant on public consultation and corporate and political consent to achieve this.

A consultation will inform phase 3 of the review in changes to library opening hours, an increase in the number of transactions and resources available online, and the move towards enhanced self service functionality. Online transactions are increasing in Revenues and Library services for accessible and convenient contacts to customers. The Council's new website give us the technology to make a shift to deliver more transactions online as we know that many of our customers would prefer to engage with us online as it fits with their lifestyle and saves time.











The promotion of channel shift through digital participation and development of online skills is improving the capacity of customers to realise the benefits of digital by design services to respond to Welfare Reform and complement the channel shift work already underway to maximise savings and efficiencies.

### Suggested changes to priorities in Service Plan



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

# Customer and Housing Services PI Summary 2017/18









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	176	32	53		Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	1.6	10.7	3.7		Q1 17/18: On Target.		5	Number of complaints complete at Stage 1	53
									Number of working days for Stage 1 complaints to be Completed	196
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	6.1	25	0		Q1 17/18: On Target		20	Number of complaints complete at Stage 2	0
									Number of working days for Stage 2 complaints to be Completed	0
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	84.38 %	70.37 %	88.68 %		Q1 17/18: Off Target Performance shows continued improvement, service continues to address issues.		95%	Number of complaints complete at Stage 1	53
									Number of complaints at stage 1 responded to within 5 working days	47
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	60%	33.33 %	0%		Q1 17/18: Off Target Service continues to address issues.		95%	Number of complaints complete at Stage 2	0
									Number of complaints at stage 2 responded to within 20 working days	0



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 11.963 m	£ 12.158			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.61	1.98	1.11		Q1 17/18: On Target		6.50	Number of days lost (cumulative)	164.38
									Average number of FTE in service (year to date)	147.5

### Corporate Health







Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	83.33 %	100%	83.33 %		<b>Q1 17/18:</b> Off Target 10 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	10
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	94%	94%	98%		<b>Q1 17/18:</b> On Target		95%	Number received (cumulative)	1,565
									Number paid within 30 days (cumulative)	1,540
06. Improve PI performance	% of PIs that are on target/ have reached their target.	60%	90%	63.64 %		<b>Q1 17/18:</b> Off Target 7 out of 11 indicators on target. Detail contained in main report. There are an additional two indicators which are included for data purposes only.		90%	Number on tgt/ tgt achieved	7
									Number of PI's	11
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	100%		<b>Q1 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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	100%	100%		<b>Q1 17/18:</b> On Target.		90%	Number of on target actions	20
									Number of outstanding actions	20

# Customer and Housing Services Action report 17/18

## Service Priority Actions

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-2018		40%	<b>Q1 17/18:</b> On Target Police Scotland responsible for progressing Best Bar None and Pub watch. Activities on going for engagement in scheme.
M.CSJ.CHS.01.03		Undertake a range of proactive communication and engagement activity regarding responsible alcohol consumption	31-Mar-2018		40%	<b>Q1 17/18:</b> On Target Safer Midlothian Partnership raised awareness with all Gala Day Committees prior to Summer events. The Licensing Forum continues to promote responsible alcohol consumption as a responsible alcohol retailing group has been established for licensed premises and off-licences in Dalkeith. Work is also progressing to encourage more applicants to apply for the Best Bar None scheme.
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		25%	<b>Q1 17/18:</b> On Target Awarded £828,492 in Discretionary Housing Payments to 1293 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		25%	<b>Q1 17/18:</b> On Target Awarded £87,736 to 30 June 2017. £50,717 community care grants and £37,019 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		50%	<b>Q1 17/18:</b> On Target Complex Care Housing development has now been completed at Teviot Court in Penicuik. Two wheelchair homes planned for the new site at Robert Franks Gardens/Avenue, Gorebridge.
M.SG.CHS.03.01		Deliver more social housing in partnership between Council, Registered Social Landlords and private developers	31-Mar-2018		40%	<b>Q1 17/18:</b> On Target It is projected that 81 new build council homes will be completed during 2017/18 with applications for planning permission to be submitted for several more sites. 69 Registered Social Landlord Units are due for completion during 2017/18. The Scottish Government has also confirmed a total of £25.4 Million of funding for future affordable housing development between 2017/18 and 2019/20.



























Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
M.CSJ.CHS.04.01	04. Reduce crimes of dishonesty	Target prolific house breakers and thieves through ASBOs and CRASBOs, working in partnership with the ASBVO group.	31-Mar-2018		40%	<b>Q1 17/18:</b> On Target Police enforcement efforts and preventative work by the Community Safety Partnership through road shows and the Lock Down Crime Campaign has led to a continued downward trend in crimes of housebreaking. Domestic housebreakings are down 46% year to date, business housebreakings down 10.5% and non- domestic housebreakings down 9.1%. Police will continue to gather intelligence and deploy resources to housebreakings under Operation Greenbay and Operation Bistra which will include using a range of tactics to identify and apprehend offenders.
M.CSJ.CHS.04.02		Raise public awareness of crime prevention through campaigns and crime prevention initiatives	31-Mar-2018		40%	<b>Q1 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 shed alarm) are available to purchase from Police Scotland at the roadshows, which people can now reserve online. 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 progressing well with retailers on board to install Police Scotland lamppost wraps which have been ordered.
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>Q1 17/18:</b> On Target Sessions have been delivered in all secondary schools through term time.
CHS.S.06.02		Improve access to homelessness advice & assistance.	31-Mar-2018		40%	<b>Q1 17/18:</b> On Target Homelessness presentations in Midlothian have continued to reduce, and continue that position over the past 3 years, which is now against the regional trend and results from the homeless prevention work and the housing options developed.
CHS.S.06.03		Minimise re-let timescales for mainstream housing.	31-Mar-2018		40%	<b>Q1 17/18:</b> Off Target Small number of properties delayed due to issues with structural repairs, capital works and external utilities providers.
CHS.S.06.04		Minimise re-let timescales for temporary accommodation.	31-Mar-2018		30%	<b>Q1 17/18:</b> Off Target Small number of properties delayed due to issues with structural repairs, capital works and external utilities providers.



# Customer and Housing Services PI Report 17/18

## Service Priority Performance Indicators

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
M.CSJ.CHS.0 1.03a	01. Reduce alcohol and drug misuse	Reduce the number of alcohol related hospital admissions	377.2		N/A			<b>Q1 17/18:</b> Data not available Data produced by NHS Lothian and not available at this time.	370	
M.CSJ.CHS.0 1.03b		No of licensed premises participating in the best bar none scheme	5	0	0			<b>Q1 17/18:</b> On Target Premises to be visited in July to enable assessments to be carried out by the end of September.	5	
CHS.S.02.01d	02. Support people out of poverty and welfare dependency	Average processing time for new claims (internally calculated)	19 days	19 days	31 days			<b>Q1 17/18:</b> Off Target. 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	9 days	9 days			<b>Q1 17/18:</b> Off Target. Increase in number of change in circumstances processed during quarter.	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	0	12			<b>Q1 17/18:</b> On Target	10	
M.SG.CHS.03 .01a		Number of social housing completions	66	10	10			<b>Q1 17/18:</b> On Target	100	
M.CSJ.CHS.0 4.02a	04. Reduce crimes of dishonesty	Reduce the number of crimes of housebreaking to domestic dwellings by 1%	154	N/A	19			<b>Q1 17/18:</b> On Target	141	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
M.CSJ.CHS.04.02b	04. Reduce crimes of dishonesty	Reduce the number of crimes of non domestic housebreaking (excluding businesses) by 1% (cumulative)	299		77			Q1 17/18: On Target	291	
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			Q1 17/18: Off Target – this indicator will be consider and reported in Q2.	80	
CHS.S.06.02a		Number of customers accessing advice and assistance service	820	219	210			Q1 17/18: Data Only		
CHS.S.06.04a		Re-let time temporary accommodation properties	31	34	32			Q1 17/18: On Target	35	
CORP7	06. Local Government Benchmarking Framework	Corporate Indicator - Percentage of income due from council tax received by the end of the year %	95.5%	27.5%	28.0%			Q1 17/18: 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	£13.65	£14.23	£14.09	£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%	93.6%	93.9%	93.5%	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).



## Education Performance Report Quarter One 2017/18

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 Q1 for the education service. The theme for 2017/18 is *Mind the Gap: Taking a closer look at progression, progression, progression*.

Our commitment to the creation of a World-Class Education system through excellence and equity is rooted in the core ingredients of the Good to Great strategy are:

- To adopt an evidence based practice approach to educational improvement based on the forensic use of data with clear improvements shared and understood by all
- To create a leadership culture of continuing professional development where systems thinking becomes a habit focussed on delivering improved outcomes for every child
- To embrace Jim Collin's *Good to Great Strategy*: keeping it simple through a commitment to continuous improvement delivering results that are always better than our previous best.

The theme for 2017/18 is ***Mind the Gap: Taking a closer look at progression, progression, progression***.

The strategic outcomes set are linked directly to excellence in pedagogy, leadership, collaboration and collective responsibility in order to raise attainment overall at the same time as closing the poverty related attainment gap. We will continue in our shared endeavour to interrupt the cycle of poverty and the Pupil Equity Funding will be central. As practiced this year, in line with the National Improvement Framework, all school improvement priorities will clearly articulate with the following 4 key outcomes: Excellence through raising attainment: Raise attainment in literacy, numeracy; Close the Gap: Achieve equity by closing the gap between the most and the least disadvantaged children; GIRFEC: To improve children and young people's health and wellbeing; and Positive destinations for all: Continue to improve employability skills and sustained, positive destinations for all young people, adults and families

For 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 prepare for the implementation of the 1140 hours in early years by 2020 and the two strategic priorities for Lifelong learning and employability which were reported in their recent very positive inspection.

#### **1. Raising attainment and Achievement: (National Improvement Framework: 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: (National Improvement Framework: Assessment of Children's Progress)**

##### **(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: Leadership of change and 1.1 Self-evaluation for self-improvement (National Improvement Framework: School Leadership and Teacher Professionalism)**

#### **(a) I-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. A year long programme of moderation and achievement of a level training through the Broad General Education has been completed. All schools have participated in moderation activities in literacy and numeracy. Schools' tracking systems have been discussed and developed through QI Reviews. This will continue next session with the introduction of a new tracking module in SEEMIS, and pilot work surrounding new assessment and reporting guidance from Education Scotland. CfE data will be uplifted by the Scottish Government of 31 August 2017 and a further update will be provided in Q3 following the publication of the CfE levels in December.

#### **Senior Phase including Positive Destinations**

A full attainment report, based on the local measures, for the 2016/17 attainment diet will be presented to Council in Q3.

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.

### **2. Learning Provision:**

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

Broad General Education: This session we will take 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.

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

As already stated, a year long programme of moderation and achievement of a level training has been completed. All schools have participated in moderation activities in literacy and numeracy. Schools' tracking systems have been discussed and developed through QI Reviews. This will continue next session with the introduction of a new tracking module in SEEMIS, and pilot work surrounding new assessment and reporting guidance from Education Scotland. Further data will be shared in Q3

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

In November 2016 the Inclusion review was launched, this session we will implement the outcomes of this review. This will be closely monitored in order to ensure that we continuously implement interventions for excellence and equity ensuring that we get it right for ever midlothian child. We will also shared best practice through the leadership networks including the outcomes of the Child Health and Wellbeing PEF Project which is being implemented in our 3 target communities.

We will continue to focus on improving attendance and reducing exclusions. Following significant progress in the primary sector during 2016/17, the focus for 2017/18 will be on the secondary sector. The new outcomes dashboard, developed last year, enables the education service to critically analyse attendance weekly and take proactive action across the whole service in order to ensure that the very best interventions are implemented at the earliest possible stage.

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

#### (a) I-Collaborate

In August, we will implement 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 will also implement 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
- Inspections- Learning communities
- HMle inspections
- Toolkit evaluation
- Challenging conversations and support Shared practice forums – self evaluation – cluster or trio

### 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.

Pace of proposed legislative change in education: a paper was presented to Cabinet on 11 October which summarises this in detail.

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.

### Suggested changes to priorities in Service Plan

**E.S.02.01** - Change action to "Learning Provision:

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

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

**E.S.02.01b** - Change indicator to "Visible learning should continue to underpin the development of assessment capable learners; and to support teachers to Know thy impact through the impact cycle training"

**E.S.02.01c** - Change indicator to "I-Collaborate: to implement year 2 of the School Leadership Programme to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC; Named Person; and HGIOS 4"

**E.S.02.01d** - Change indicator to "Creating a collaborative leadership culture at all levels by continuing to grow our ASGs into Learning Communities in order to continue to build the self-improving system updating resources in line with HGIOS 4 and the new NIF. In session 2017/18 we will also implement a series of personal leadership reflection tools."



# Education Performance Indicator Summary









## Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	58	6	6			↓			
	Average time in working days to respond to complaints at stage 1	0.82	3	17.8		Continued training on indicator time scales, system use and development of policy within schools is underway	↓	5	Number of complaints complete at Stage 1	5
									Number of working days for Stage 1 complaints to be Completed	89
	Average time in working days to respond to complaints at stage 2	5	20.33	0		Q1 17/18: On Target	↑	20	Number of complaints complete at Stage 2	0
									Number of working days for Stage 2 complaints to be Completed	0
	Percentage of complaints at stage 1 complete within 5 working days	42.42 %	100%	33%		Continued training on indicator time scales, system use and development of policy within schools is underway.	↓	95%	Number of complaints complete at Stage 1	5
									Number of complaints at stage 1 responded to within 5 working days	1
	Percentage of complaints at stage 2 complete within 20 working days	42.11 %	66.67 %	100%		Q1 17/18: On Target There were no stage 2 complaints in Q1.	↑	95%	Number of complaints complete at Stage 2	0
									Number of complaints at stage 2 responded to within 20 working days	0



## Making the Best Use of our Resources

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 82.589 m	£ 83.568 m			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.84	1.46	1.9		Q1 17/18: Off Target. Work is ongoing with our HR colleagues to address short and long term absence within Education, in particular to ensure that there is a consistent approach taken across the service in supporting and managing this issue.	↓	5.5	Number of days lost (cumulative)	3,012.8
									Average number of FTE in service (year to date)	1,587.05






### Corporate Health

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%		Q1 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%	97%	97%		Q1 17/18: On Target		92%	Number received (cumulative)	3,320
									Number paid within 30 days (cumulative)	3,214
06. Improve PI performance	% of PIs that are on target/ have reached their target.	61.54 %	60%	100%		Q1 17/18: On Target		90%	Number on tgt/ tgt achieved	6
									Number of PI's	6
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	N/A	100%		Q1 17/18: On Target		100%	Number of high risks reviewed in the last quarter	1
									Number of high risks	1

### Improving for the Future

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	77.78 %	80%	77.78 %		Q1 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	14
									Number of outstanding actions	18



# Education Action Report





Service Priority Actions						
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		25%	<b>Q1 17/18:</b> On Target Data from CfE (Curriculum for Excellence) and SQA (Scottish Qualifications Authority) will be available in Q2.
E.S.01.02		To close the gap between the least and the most disadvantaged.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Data from CfE (Curriculum for Excellence) and SQA (Scottish Qualifications Authority) will be available in Q2.
E.S.02.01	02. Engaged and supported workforce	Learning Teaching and Assessment	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target A comprehensive Leadership Programme has been delivered this session, focusing on 'Uplifting Leadership, Andy Hargreaves. 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		25%	<b>Q1 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 taking up a place throughout 2016-17. 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. Our first two year old in a local authority setting will take up a place in Moorfoot ELC setting in August.
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		0%	<b>Q1 17/18:</b> On Target The Initial Destinations of Senior Phase School Leavers report published by the Scottish Government confirmed that Midlothian Council has significantly improved positive destinations and that <b>95.1%</b> of our 15/16 school leavers have now achieved an initial positive destination, with 93% sustaining that initial destination. Figures for those aged up to 19 years old (the participation measure ) will be released in August 2017.



# Education Performance Indicator Report 2017/18



## Service Priority Performance Indicators

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			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	N/A	N/A	<b>Q1 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.		2015 figures P1 Reading - 73%, Writing - 63%, 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	N/A	N/A			2015 Figures P4 Reading - 75%, Writing - 67%, 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	N/A	N/A			2015 figures P7 Reading - 77%, Writing - 63%, Listening and Talking - n/a, Numeracy 56%
E.S.01.01d		Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in S3	15%	N/A	N/A	N/A	N/A			2015 figures S3 Reading - 53%, Writing - 51%, Listening and Talking - n/a, Numeracy - 81%

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.01.02a	01. Inequalities in learning outcomes have reduced	Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P1	N/A	N/A	N/A	N/A	N/A	<b>Q1 17/18:</b> Data not available Information on CfE levels at individual pupil level 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	N/A	N/A	N/A	N/A	N/A		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	N/A	N/A	N/A	N/A	N/A		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	N/A	N/A	N/A	N/A	N/A		5%	
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%	25%	25%			<b>Q1 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 and numeracy. Schools' tracking systems been discussed and developed through QI Reviews. This will continue next session with the introduction of a new tracking module in SEEMIS, and pilot work surrounding new assessment and reporting guidance from Education Scotland.	100%	



PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.02.01b	02. Engaged and supported workforce	Visible learning should continue to underpin the development of assessment capable learners; and to support teachers to Know thy impact	100%	25%	25%			<b>Q1 17/18: On Target</b> 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%	
E.S.02.01c	02. Engaged and supported workforce	Continue to implement the School Leadership Programme to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC; Named Person; and HGIOS 4	100%	25%	25%			<b>Q1 17/18: On Target</b> A comprehensive Leadership Programme has been delivered this session, focusing on 'Uplifting Leadership, Andy Hargreaves. 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 has also been developed through a practitioner enquiry approach. An 'I Collaborate' Conference was delivered which allowed teachers to share excellent practice and network with colleagues. Inspirational speakers have supported the programme, including Sir John Jones, Guy Claxton and Shirley Clarke.	100%	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.02.01d	02. Engaged and supported workforce	To Grow our ASGs into Learning Communities in order to continue to build the self-improving system updating resources in line with HGIOS 4 and the new NIF.	100%	25%	25%			<b>Q1 17/18: On Target</b> 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 the 2016-17 session School Group Managers carried out a system wide quality assurance programme across QI looking at leadership of change and learning, teaching and assessment. All of this information will be collated and used during the next session 2017-18 to drive targeted support to schools to improve the quality of provision both individually and as part of ASG learning communities, and to inform collaborative working through improvement partnerships. 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	100%	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
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	151	152			<b>Q1 17/18: 152</b> At the last count (May 2017) there were 152 eligible 2 year olds in receipt of Early Learning and Child Care. School and nursery enrolment in Q2 will give a fuller picture of numbers for the 2017-18 year.	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	N/A	<b>Q1 17/18: Data not available</b> Data and analysis from the 16-17 School year will be available in Q2	88.1%	3 Yearly average 77.10% Midlothian; 77.6% Virtual comparator; 78.6% National average (Insight national 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	N/A		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	122	N/A	N/A	N/A	N/A		124	3 Yearly average: 121 Midlothian; 123 Virtual; 111 National (Insight national benchmarking data)



PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.04.01d	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the average total tariff score for middle 60% of learners by the end of S4 to bring in line with the virtual comparator	377	N/A	N/A	N/A	N/A	Q1 17/18: Data not available Data and analysis from the 16-17 School year will be available in Q2	380	3 Yearly average: 376 Midlothian; 382 Virtual; 370 National (Insight national benchmarking data)
E.S.04.01e		Increase the average total tariff score for highest 20% of learners by the end of S4 to bring in line with the virtual comparator	555	N/A	N/A	N/A	N/A		602	3 Yearly average: 582 Midlothian; 607 Virtual; 600 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	126	N/A	N/A	N/A	N/A		172	3 Yearly average: 134 Midlothian; 175 Virtual; 147 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	571	N/A	N/A	N/A	N/A		671	3 Yearly average: 587 Midlothian; 666 Virtual; 621 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	1,135	N/A	N/A	N/A	N/A		1,173	3 Yearly average: 1174 Midlothian; 1196 Virtual; 1178 National (Insight national benchmarking data)

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
										benchmarking data)
E.S.04.01i	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the average total tariff score for lowest 20% of learners by the end of S6 to bring in line with the virtual comparator	147	N/A	N/A	N/A	N/A	Q1 17/18: Data not available Data and analysis from the 16-17 School year will be available in Q2	185	3 Yearly average: 134 Midlothian; 186 Virtual; 146 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	809	N/A	N/A	N/A	N/A		1,206	3 Yearly average: 713 Midlothian; 858 Virtual; 774 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	1,878	N/A	N/A	N/A	N/A		2,033	3 Yearly average: 1766 Midlothian; 1846 Virtual; 1801 National (Insight national benchmarking data)
E.S.04.01l		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%			Q1 17/18: On Target On target 95.1 % of school leavers secured an initial positive destination with 93% sustaining that initial destination. Figures for those aged up to 19 years old (the participation measure ) will be released in August 2017.	96%	3 Yearly average: 92.28% Midlothian 91.86% Virtual 92.42% National average (Insight national benchmarking data)

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.04.01m	04. Children and young people are supported to be Healthy, happy and reach their potential	Percentage of Midlothian LAC & LAAC school leavers progressing to positive destinations	76.92%	80%	N/A	N/A	N/A	<b>Q1 17/18:</b> Data not available Data and analysis from the 16-17 School year will be available in Q2	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%	N/A	N/A	N/A	N/A		46.3%	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%	N/A	N/A	N/A	N/A		41.2%	2010-21.1 2011-24.3 2012-23.8 2013-26.6 2014-26.1 2015-34.15 3yr avg-28.9
E.S.04.01p		Breadth and depth for all candidates by the end of S6 - percentage with 3+ at Level 6	43.9%	N/A	N/A	N/A	N/A		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	N/A		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)
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)

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
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)



# Finance and Integrated Service Support

## Quarter One 2017/18

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 People 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
- The Digital Strategy
- The continuation of the Integrated Service Support review, reducing the overall cost of providing the Finance and integrated support service

The transformation and repositioning of services is critical to the Council maintaining a sustainable financial and service delivery strategy during a period of continued pressure on public sector finances.

#### 1: Financial Strategy - Achievements

- a) Completion of the 2016/17 unaudited Financial Statements;
- b) Completion of the 2016/17 Final outturn Financial Monitoring reports;
- c) Early engagement with EY the new external auditors on audit approach and plan for 2017/18 Accounts;
- d) Delivery of pension auto enrolment milestone;
- e) An updated Financial Strategy report for 2018/19 to 2021/22 presented to Council on 27th June securing agreement for the timeline and approach to setting the 2018/19 budget and development of a medium term financial strategy.
- f) Continued development of the financial relationship between the Health and Social Care Integrated Joint Board and the Council, with a focus on supporting the service transformation agenda.

#### 2: People Strategy, Investing in our Workforce and Workforce planning - Achievements

- a) Continued focus on imbedding the New People Management policies launched in March 2017.
- b) Organisational Change, including the up skilling and redeployment of employees in Change Programmes.
- c) Continuing to support leadership development collaborating with Health and Social Care and Education to foster relationship building and 'good to great' leadership in support of a 'One Council' approach.
- d) Working closely with Services to develop service workforce plans and to collate these into a Council wide workforce plan and associated workforce strategy.

#### 3: Digital Strategy - Achievements

- a) Digital Strategy Group has been refocused to reflect the revised Digital Strategy, Digital Learning Strategy and National Transformation Programme.
- b) Asset Management and Investment in Digital infrastructure/services including:
  - The Scottish wide Area Network (SWAN) Project is now in implementation phase with all sites to be migrated by summer 2017;
  - Wifi Programme - design complete. At the implementation phase, subject to procurement / funding.
  - 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.
  - Digital Services – Self Service Portal has now been deployed across both Corporate and Education.
  - Commissioning and/or decommissioning of a number of sites to support the Property Programme (Buccleuch House, Eskdail Court and Hopefield Resource Centre) Security Awareness - successful and ongoing 'Private I' Information Security campaign – Council wide.
- c) Revised Information Management action plan to take account and manage the risk associated with new European legislation (GDPR) General Data Protection Regulation in relation to data protection.
- d) Cyber security resilience maintained.

#### 4: Procurement - Achievements

- a) Progressing the Contract Delivery plan and with colleagues in the Finance Team securing the renewal of insurance provision on more favourable terms
- b) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards.
- c) Responding to the requirements of IR35 for off payroll working to protect the Council from additional liabilities

## Emerging Challenges

### 1: Financial Strategy

- a) Develop budget projections, the impact of the Council change Programme and the financial implications of investment decisions / priorities for 2018/19 to 2021/22.
- b) Complete statutory Audited Financial Statements by 30 September 2017;
- c) Prepare financial monitoring projections for 2017/18 and continue to work with service managers to maintain effective control over expenditure; Continued financial support for the Change Programmes. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits.
- d) Review of the Capital Plan and Capital Strategy reflecting the significant investment pressures as a consequence of the growing population.

### 2: People Strategy, Investing in our Workforce and workforce Plans

- a) Support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
- b) Implement the sustained culture change necessary as part of the low pay agenda;
- c) Delivering the benefits of Investing in our Workforce, embedding the new People Policies and securing increase in flexibility and productivity;
- d) Transformation of recruitment, 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 R&P agreement with Local Government TU's including the GMB.
- h) Completion of Council workforce plan and Workforce strategy.

### 3: Digital Strategy

- a) The threat of cyber/security attacks, e.g. ransomware / hackers continues to be an ongoing challenge to mitigate risk and service disruption;
- b) Ensuring sustainable investment in digital assets at a time of financial constraint;
- c) 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;
- 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-diagnostic solution that 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.

### 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) Securing the improvement in flexibility and productivity throughout the workforce;
- b) Continuing to reshape the service to deliver savings;
- c) Continue to support services through Delivering Excellence;
- d) Continue to drive through the current Business Transformation Programme;
- e) The delivery of the Business Services Improvement Plan;
- f) Total Document Management: the provision of access to the Document Management System (CS10) for schools;
- g) The impact of amendments to the requirements for Welfare Fund Payments on the ability to provide cash payments for Corporate Appointee clients;
- h) Review of Business Support arrangements resulting from the relocation and review within Children's Services;



i) The programming of application upgrades within resource constraints.

Suggested changes to priorities in Service Plan

No changes noted

## Finance and Integrated Service Support Performance Indicator Summary









### Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	17	3	8		Q1 17/18: Data Only	↓			
	Average time in working days to respond to complaints at stage 1	1.38	7.5	5.75		Q1 17/18: Off Target	↓	5	Number of complaints complete at Stage 1	8
									Number of working days for Stage 1 complaints to be Completed	46
	Average time in working days to respond to complaints at stage 2	1.5	3	N/A		Q1 17/18: No complaints of this type recorded in 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 %	50%	75%		Q1 17/18: Off Target. 6 of 8 complaints responded to in timescale	↑	100%	Number of complaints complete at Stage 1	8
	Percentage of complaints at stage 2 complete within 20 working days	50%	100%	0%		Q1 17/18: No complaints of this type recorded in quarter.	↓	100%	Number of complaints at stage 1 responded to within 5 working days	6
									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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 12.365 m	£ 12.524 m			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.02	1.13	1.38		Q1 17/18: On Target	↑	8.26	Number of days lost (cumulative)	355.17
									Average number of FTE in service (year to date)	257.77







### Corporate Health








Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	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%	75%	96%		Q1 17/18: On Target		90%	Number of divisional & corporate priority actions	26
									Number of divisional & corporate priority actions on tgt/completed	25
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	95%	97%		Q1 17/18: On Target		95%	Number received (cumulative)	1,252
									Number paid within 30 days (cumulative)	1,213
06. Improve PI performance	% of PIs that are on target/ have reached their target.	62.5%	50%	60%		Q1 17/18: Off Target Two of five measures off target, both corporate and minimally failing. See full report		90%	Number on tgt/ tgt achieved	3
									Number of PI's	5
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	100%		Q1 17/18: On target		100%	Number of high risks reviewed in the last quarter	4
									Number of high risks	4












### Improving for the Future



Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target.	7.69%	19.05 %	74.42 %		Q1 17/18: Off Target 11 historic audit actions off target. Other outstanding actions are due for completion mainly in remainder of 2017/18		90%	Number of on target actions	32
									Number of outstanding actions	43

# Finance and Integrated Service Support Action report 17/18

Service Priority Actions						
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		25%	<b>Q1 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>Q1 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		80%	<b>Q1 17/18:</b> On Target Work continues with local businesses on a daily basis, construction line meet the buyer event attended in March 2016, national procurement meet the buyer event scheduled for October 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		25%	<b>Q1 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		25%	<b>Q1 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 Second People Strategy, 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		25%	<b>Q1 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		25%	<b>Q1 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>Q1 17/18:</b> On Target <b>P2P workstream:</b> Full end to end test from scanning to invoice approval completed. Further test scheduled . On completion of successful testing a live pilot will be agreed. <b>HR Disciplinary Casework:</b> Live pilot cases ongoing. Next steps feedback from pilot and wider rollout. <b>Committee Reports Drafting:</b> Presentation to CMT outstanding and to be arranged. Privacy Impact Assessment drafted. <b>Education (mgfl) Access:</b> Successful testing in test environment. Configuration and set up completed in Live environment. Initial testing in live identified a number of issues. Digital Services working to resolve issues. <b>Intranet Portals:</b> Test portals developed for Sport & Leisure and Business Services. <b>Workflows:</b> Workflows are being developed for Mail In – Distribution, ID Badges, Off Payroll Working and Fuel Keys and Trackers. <b>Office 365:</b> Initial discussions with Digital Services and Opentext have taken place to explore the implications of the planned Office 365 project
FISS.S.05.07		Maintain PSN compliance	31-Mar-2018		25%	<b>Q1 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>Q1 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		25%	<b>Q1 17/18:</b> On Target Audit work has commenced with plans to complete early September with accounts considered at September 2017 Audit Committee.
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2018		25%	<b>Q1 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.
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		25%	<b>Q1 17/18:</b> On Target Update provided to Council on 27 June 2017 with timetable and approach agreed.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.15	05. Ensure sustainable strategy for the delivery of council services	Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2018		67%	<b>Q1 17/18:</b> Off Target Testing for Invoice Approval ongoing, pilot now expected in Q2. E-Forms testing completed. Purchase Ordering implementation completed for Registrars, Contact Centre and Communications.
FISS.S.05.17		Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	31-Mar-2018		50%	<b>Q1 17/18:</b> Off Target Testing uncovered missing functionality in Mosaic regarding restricted and non-disclosed records. Upgrade to Mosaic v5.13.2.3 required, installed in test on 15th June, testing cannot re-commence until 17th July due to staff absence and annual leave.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2018		25%	<b>Q1 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		95%	<b>Q1 17/18:</b> On Target Report drafted and to be presented to next ISS Board for approval.
FISS.S.05.20		Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	31-Mar-2018		90%	<b>Q1 17/18:</b> On Target PDD developed, further work required to quantify savings and prioritise actions.
FISS.S.05.21		Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2018		25%	<b>Q1 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		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target Initial GDPR workshop has taken place facilitated by NSS. Awareness and nominated officers appointed within the three directorates. Project is progressing but need to ensure resource and directorates take ownership.
FISS.S.05.24		Deliver all payrolls on schedule	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target All paid on time plus payroll bureau set up for TUPE staff. Additional election payroll delivered.
FISS.S.05.25		Produce more efficient Licensing system through the use of IDOX project management system	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target There has been a review of the use of the IDOX systems and work practices have been amended to ensure all applications are properly recorded and managed through the system
FISS.S.05.26		Support the Returning Officer with May elections	31-Mar-2018		100%	<b>Q1 17/18:</b> Complete Election held on 04.052017 and post election tasks completed





Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.27	05. Ensure sustainable strategy for the delivery of council services	Implement and support new People Policies as part of the Investing in our Workforce Project.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Implementation complete, focus on imbedding policies and supporting managers to work within new policy framework.
FISS.S.05.28		Achieve contract delivery targets set out in the Contract Delivery Plan 2017/18	31-Mar-2018		80%	<b>Q1 17/18:</b> On Target All contracts for Q1 have been delivered and are complete. A new contract delivery plan is currently under development and will be submitted to Cabinet for approval.

# Finance and Integrated Service Support PI Report 17/18

## Service Priority Performance Indicators

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			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%	30%	80%			Q1 17/18: On Target	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%			Q1 17/18: On Target All contracts for Q1 have been delivered and are complete. A new contract delivery plan covering 2018-2020 is currently being developed and will be submitted to Cabinet for approval over the coming months.	100%	
CORP6	07. Local Government Benchmarking Framework	Corporate Indicator - Sickness Absence Days per Employee (All employees)	11.53	2.97	2.29			Q1 17/18: Off Target	8	
CORP6biii		Corporate Indicator - All Employees except teachers sickness absence days (non-teacher) (CUMULATIVE) (LGBF)	9.64	2.47	2.48			Q1 17/18: Data Only		15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP6aiii		Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.94	1.34	1.75			Q1 17/18: Data Only		15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).



PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CORP3b	07. Local Government Benchmarking Framework	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	47.0%	45.5%	47.2%			<b>Q1 17/18</b> : On target Ongoing positive trend.		15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP8		Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	87.4%	88.8%	94.8%			<b>Q1 17/18</b> : Off Target Much improved position. 0.2% off target.	95.0%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second 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	4.16	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 & Facilities Management Performance Quarter One 2017/18

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**

1. Midlothian Council now has 100% of its housing stock meeting the SHQS. This has been achieved through various works programmes with some minor exemptions.
2. Property Maintenance has developed a 5 year business programme based on stock condition surveys to maintain the SHQS up to 2020. Securing budget of £60 million up to 2035.
3. Total funding of £6,635,000 has now been secured to deliver energy efficiency projects since 2011.
4. £500,000 new funding now secured from Scottish Government and Energy Company for this year's delivery of the external wall insulation scheme throughout Midlothian.
5. Establishment of the Learning Estate Strategy Board will assist in informing the need for capital investment in Education.
6. Phase 3 social housing designs/tendering has commenced.
7. The new Newbattle High School construction commenced in January 2016 and continues on programme and on budget for an opening in May 2018.
8. Roslin and Paradykes Primary School projects remain on progress and budget to open later this year.
9. EWIM works to the third floor of Midlothian House will allow the reduction of office floor space resulting in the closure of Jarnac Court and a reduction in utility costs and rates.

#### **Facilities Services**

1. Catering has continued to perform well above the national average in Primary and Free Meal uptake. High Schools face challenges from the High street but continue to again be well above the national average.
2. Secured external contract to provide catering at the National Mining Museum.
3. Working on the pilot at Cornbank Primary with Early Years for the provision of hot meals.
4. Added to the successful start up of new cleaning and caretaking services at Melville HA and Ryze by securing the contract with the NHS for their Loanhead Clinic and a repeat contract for Skanska in Midlothian's PPP primary schools.
5. Saltersgate security works completed in Q1 by our PPP provider, to help with the increased security needs of our pupils, staff and facilities.
6. Existing fittings, furnishings and equipment at the old Roslin Primary were offered to other schools, nurseries and community groups to assist in financial budgeting.

#### **Property Assets**

1. Strategic acquisition of 49 Abbey Road from British Gas Network has allowed election stores to be moved releasing space in in-demand industrial units to be re-let.
2. The initial stage public engagement was completed in respect of the Stobhill / Lady Victoria Masterplan and attended by 72 people.
3. A capital Projects Board has been established to recommend and fast track decision making on emerging projects.

**Sport & Leisure**

1. Summer of Sport 2017 programme was launched to provide increased sporting opportunities for children of all ages. Multi sports camps, basketball, swimming, skiing, football, gymnastics and trampoline classes are all available this summer.
2. Football festivals for over one hundred primary seven girls were held in Penicuik Park involving ten teams from seven schools.
3. Ageing Well won the Active Volunteering Award at the annual awards ceremony organised by Volunteer Midlothian and Midlothian also won the Scottish Walking Football Festival which included an 85 year old goalkeeper.
4. Awards ceremonies celebrating Midlothian sporting achievements were held at Lasswade Centre including Community Sport Hub Awards and Active School's Sports Personalities of the Year.

**Emerging Challenges****Building Services**

1. Reduction in operating costs whilst maintaining frontline services. Action is to review all operational/procurement procedures with an overview of existing services.
2. Delivery of Major works programmes with small internal team against a rising market of costs and labour shortage. 2x Primary schools, 1 Secondary School, Phase 2 and 3 Housing sites, Gorebridge Hub, Pentland and Midfield house refurb. Action is to monitor workloads and pressure on staff making sure the correct resources are available to assist in these projects. Management to support staff through this busy period.

**Facilities Services**

1. Merger of Facilities Services and Sport and Leisure staff where operational overlaps are evident to create one service and produce budget savings.
2. Providing a catering and facilities service that reacts to and meets the requirements of the Early Years expansion programme.
3. Addressing the challenge of the decline in High School meal uptake by looking at alternative delivery models.
4. Addressing vandalism and dangerous behaviour by pupils at Dalkeith campus which has been increasing and has been raised as a serious issue by the PPP provider.
5. Providing interim temporary units where required whilst the catchment review for each primary school is re-determined to include the revised nursery numbers.

**Property Assets**

1. Re-rating the estate to avoid excessive and inflated rates bills following the appointment of a surveying consultant.
2. Concluding the land negotiations for the purchase of the Town Centre site at Shawfair including all necessary site investigations.
3. Agreeing a partnership approach with City of Edinburgh Council towards an agreement with FCC to utilise the heat from the Millerhill Zero Waste plant.

**Sport and Leisure**

1. Replacing the outdated and unsupported till system with an d new fit for purpose Leisure Management system which will enhance our customer focus and on-line booking experience whilst also addressing participation statistics / data.
2. Concluding the business case for Destination Hillend and evaluating the financial model before presenting to Council.
3. Development and publishing of the Sport and Physical Activity Strategy for Midlothian Council involving all participants and external agencies.
4. Securing funding to support the Midlothian active Choices product in collaboration with the NHS.
5. Reviewing the operating hours / procedures in order to address budget shortfalls.

### Suggested changes to priorities in Service Plan

#### Changes requested.

##### Building Services

PFM.S.01.04b (Completion of contractual works on site and handover to client) - **Removed** at request of HOS as not PI, no ownership. and reported in action.

PFM.S.01.03a (Performance measured against construction contract program) - **Removed** - at request of HOS as not PI, no ownership. and reported in action.

PFM.S.04.02a (PI to be developed during Q1) - **Removed** - at request of HOS as no PI developed.

PFM.S.05.01 from "Progress Phase 2 of capital plan new build programme" - **Wording changed** - "Complete Phase 2 and Progress Phase 3 of capital plan new build programme"










##### Facilities management

PFM.S.10.1 from "Meet the educational needs of increased numbers of pupils in Midlothian. Complete construction of Gorebridge and Bilston primary schools" - **Wording changed** - "Meet the educational needs of increased numbers of pupils in Midlothian. School Estate Planning – Implementing short term investment requirements".



# Property & Facilities Management Performance Indicator Summary

## Quarter 1 – 2017/18









### Outcomes and Customer Feedback

Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	982	319	173		Q1 17/18: Data Only				
	Average time in working days to respond to complaints at stage 1	0.49	1.97	2.32		Q1 17/18: On Target		5	Number of complaints complete at Stage 1	172
									Number of working days for Stage 1 complaints to be Completed	399
	Average time in working days to respond to complaints at stage 2		13.67	15		Q1 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 %	92.81 %	91.28 %		Q1 17/18: Off Target 157 of 172 complaints responded to within 5 working days.		95%	Number of complaints complete at Stage 1	172
									Number of complaints at stage 1 responded to within 5 working days	157
	Percentage of complaints at stage 2 complete within 20 working days	33.33 %	66.67 %	100%		Q1 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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 14.049 m	£ 13.713 m			Q1 17/18: Performance against budget will be reported to the Council in August				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	10.92	2.99	2.48		Q1 17/18: Off Target		8.50	Number of days lost (cumulative)	1,358.62
									Average number of FTE in service (year to date)	547.46

### Corporate Health




Priority	Indicator	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	93.1%	100%	100%		Q1 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%	80%	85%		Q1 17/18: On Target		85%	Number received (cumulative)	3,462
									Number paid within 30 days (cumulative)	2,929
06. Improve PI performance	% of PIs that are on target/ have reached their target.	78.38 %	83.87 %	67.74 %		Q1 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%		Q1 17/18: 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	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Feeder Data	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 %		Q1 17/18: On Target		90%	Number of on target actions	10
									Number of outstanding actions	11





# Property and Facilities Management Action report 17/18







## Service Priority Actions








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		25%	<b>Q1 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		25%	<b>Q1 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, @active_mid Twitter). 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.
PFM.S.01.03		Undertake programme of work to improve/upgrade Primary School Estate - Bilston, Gorebridge, Roslin, Paradykes Primary School	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target <b>Bilston:</b> Project completed on time and within budget. Phase 1 years defects list is being developed at present and meeting will take place prior to the end of July. Phase 2 Pitch is now complete and fenced off until October. The contractor will be undertaking maintenance until that point and in October the fence will be removed and the pitch will be ready for play. <b>Gorebridge:</b> The years defects list is being developed at present and meeting will take place prior to the end of July. <b>Paradykes:</b> Phase 1 Main works are due to complete at the end of July. The contractor has more work left to complete than we would have liked but they seem confident that they will complete the project by the end of July. We have moved the opening date back to the 14th of August to build in some comfort. <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. The contractor begins the phase 2 works (demolition of the existing school) On Monday the 3rd of July.



Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.01.04	01. Children and young people are supported to be healthy, happy and reach their potential	Undertake programme of work to deliver improvement/upgrade High School Estate - Newbattle High School	31-Mar-2018		25%	<b>Q1 17/18: On Target</b> <b>Newbattle</b> Works remain on programme and progress has been good over the period. The school block is wind and water tight and the bulk of the partitions have been installed. 2nd fix works to the school block are now progressing from the 2nd floor down. The sports block is nearing wind and water tight. The pool structure is now complete and the blockwork to the main sports hall is nearing completion. Completion of the building element scheduled for March 2018.
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		25%	<b>Q1 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		25%	<b>Q1 17/18: On Target</b>  All contracts contain a clause to include local labour
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		25%	<b>Q1 17/18: On Target</b> Programme of Carbon Reduction Projects identified and initial phase – boiler replacements in hand
PFM.S.04.02		Identification and instigation of projects as recommended as part of the Carbon Management Plan	31-Mar-2018		25%	<b>Q1 17/18: On Target</b> Non Domestic Energy Efficiency (NDEE) Framework grant applied for to secure funding to identify investment of in excess of £1.5million with guaranteed payback period and annual net savings of 10% p.a . Programme will accelerate if grant is successful
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		25%	<b>Q1 17/18: On Target</b> 69 units currently under construction are: 69 units at Stobhill to be handed over in July 2017 Site (51b) at Stobhill Road delayed handover due to utilities Final sites to complete the phase 2 project agreed with housing. Phase 3 sites also identified
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		25%	<b>Q1 17/18: On Target</b> Heating, bathroom, windows and doors surveys and roughcasting contract ongoing. Surveys for reactive repairs questionnaire have been updated. Repairs survey has been progressed through the use of the Councils Customer Satisfaction Measurement tool with reports being prepared and monitored via the Team Plan Reports









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.05.03	05. More social housing has been provided taking account of local demand	Complete survey and report into EESSH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31-Mar-2018		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target To the end of June 2017. 33 minor adaptations have been completed and 6 Major adaptations of ramps and wet floor bathrooms have been completed.
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		25%	<b>Q1 17/18:</b> On Target Continued involvement with Weight Management Programme and NHS services, developing links with the Newbattle Community Learning Partnership, to promote Mac to parents of pupils within Midlothian who are suffering from depression and weight management issues. Delivering information sessions to Women's aid and Spring Group – who work with women who have committed an offence or have had an offence committed against them.
PFM.S.07.02		Promote and deliver Ageing Well programmes to 50+ age groups	31-Mar-2018		25%	<b>Q1 17/18:</b> On target 3 talks/taster sessions for local groups reaching 87 people Annual New Age Kurling tournament for all groups – 38 attended Functional fitness test day at Penicuik town hall – 29 attended Presentation and taster session to Scottish Govt Active Scotland on walking football Ageing Well won the Active Volunteering Award at the annual awards ceremony organised by Volunteer Midlothian Macbear DVD produced to promote seated dance in care homes Midlothian won the Scottish Walking Football Festival at Glasgow Green last month, attracting media coverage in various articles including stories on an 85 year old participant goalkeeper who plays 6 times a week.













Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.07.03	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and maintain uptake and use of leisure facilities	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Extract from Tonezone Marketing Plan that is part of the Sport and Leisure Business Plan 2017/2018 April - 7 day pass to expired members. May - 1st to the 15th of May for £10.00 then normal price from the 16th May. June - Fit in 8 promotion 8 weeks for the price of 4. Fit in 8 employee promotion. No join fee for AGY, Teenzone and Junior memberships. <b>Corporate Parenting cards</b> showing a steady increase. <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 ongoing to relocate back to the centre from alternative accommodation.
PFM.S.07.04		Delivery of high quality Healthy Living Service	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Update on Memberships as following: 4,783 members, 1,173 Platinum, 555 Gold, 1,707 Silver, 383 Bronze, 642 Active Golden members and 241 Teenzone Members. Tonezone Marketing Plan was launched in April with different campaigns concentrating on retention. We have also 202 Fit in 8 promotion sales.
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		25%	<b>Q1 17/18:</b> On Target All Housing contract documents contain a clause to demand secure by design certification.
PFM.S.09.01	09. Deliver efficient Services	Delivery of high quality Property Maintenance Services	31-Mar-2018		25%	<b>Q1 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		25%	<b>Q1 17/18:</b> On Target Facilities Service continues to deliver high quality services. The service level agreement was implemented in October 2016. 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		25%	<b>Q1 17/18:</b> On Target <b>EWiM Phase 2; Office rationalisation</b> Complete with the relocation of c250 staff – no change <b>EWiM Phase 3; Depot rationalisation</b> Revised target completion December 2019 Desk Top Site Investigations complete Intrusive Site Investigations complete Transportation study in progress Acoustic studies in progress Environmental studies in progress Draft designs in progress <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







Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						(HUBCO).  Alternative business models have been developed by HUBCO options have been provided to Finance 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
PFM.S.09.04	09. Deliver efficient Services	Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target PPP1 - PPM (Planned Preventative Maintenance) to Leisure areas, first floor shared areas being carried out during summer holidays. PPM to General classrooms/ offices where required being carried out during summer holidays. PPM programme continues to be implemented across 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		25%	<b>Q1 17/18:</b> On Target 60 rent reviews due this year with 15 already completed
PFM.S.10.01	10. Inequalities in learning outcomes have reduced	Complete construction of Gorebridge and Bilston primary schools" to "Meet the educational needs of increased numbers of pupils in Midlothian. School Estate Planning – Implementing short term investment requirements	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Agreed short term investment requirements for inclusion in capital plan – projects include Cuiken PS extension, Sacred Heart PS extension and temporary units on 5 school sites.
PFM.S.10.02		Develop proposals to Scottish Futures Trust to enable meeting new 1020hrs target for nursery places	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Procurement underway 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		25%	<b>Q1 17/18:</b> On Target The method of Shawfair land limited disposals, to check overage additional payments, is currently under active consideration.
PFM.S.11.02		Shawfair Town Centre Amenities - produce report to council, including financial implications, for final approval.	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Meaningful dialogue continues with Network Rail regarding the land transfer for the new Secondary School accommodation within the Town Centre.
PFM.S.11.03		Confirm primary school sites to be safeguarded with education	31-Mar-2018		25%	<b>Q1 17/18:</b> On Target Burnbrae PS extension and St. Mary's PS site agreed, awaiting outcome of formal consultation. School Estate Strategy Report will help advise on requirements for sites and programme across the schools estate.

# Property and Facilities Management Performance Indicator Report 17/18











## Service Priority Performance Indicators

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			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%	79.6%	78.6%			<b>Q1 17/18: On Target</b> 2 elections during this period caused numbers to decline as 30% of our locations were closed. There was a high number of school trips this quarter causing drop in paid meals.	70%	57.82% - Average per family group (APSE 14/15)
PFM.S.01.01b		% uptake of High School meals	46.9%	45.1%	39.1%			<b>Q1 17/18: Off Target</b> High School numbers dropped, external competition and the nutritional restrictions we have are not attractive to customers. This period covers the exam leave with many pupils off site. Meeting was held with high school supervisors and managers this period to look at the barriers to pupils using the service.	50%	43.89% - Average per family group 2014/15(AP SE)
PFM.S.01.02a		Number of distinct activities - Active Schools programmes to school children	40	24	30			<b>Q1 17/18: On Target</b> Active Schools programmes delivered 30 distinct activities to Midlothian school pupils. 210 Activity Session Blocks totalling 1,515 Activity Sessions delivered through Active Schools programmes to P1-S6 pupils through 30 different distinct activities.	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	15	20			<b>Q1 17/18: On Target</b>	14	













PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.02.01b	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within Property Maintenance completing courses	11	7	8			<b>Q1 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	
PFM.S.02.01c		Number of trainees within Facilities Services completing courses	5	4	4			<b>Q1 17/18:</b> On Target Two new trainee Cooks appointed, awaiting appropriate SVQ Level 2 course to be available. 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	4	8			<b>Q1 17/18:</b> On Target During quarter 1 eight people have been employed on a casual and or fixed term basis as Lifeguards three at Newbattle Pool, three at The Lasswade centre and two at The Penicuik centre. They previously attended their NPLQ (National Pool Lifeguard Qualification) training course within Midlothian Leisure Centres to become Lifeguards. Total for quarter 1, is 8 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	0	0			<b>Q1 17/18:</b> On Target No new houses handed over in Q1. 69 to be handed over in Q2.	156	
PFM.S.05.02a		The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%			<b>Q1 17/18:</b> On Target 100% of Midlothian Council houses are free from serious disrepair. (15 exemptions which reflect rate of 99.78%).	100.0%	
PFM.S.05.02b		The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%			<b>Q1 17/18:</b> On Target 100% of Midlothian Council houses have modern facilities. (479 exemptions which reflect rate of 93.24%)	100.0%	











PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.05.02c	05. More social housing has been provided taking account of local demand	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	100%	100%		▬	<b>Q1 17/18:</b> On Target	100%	
PFM.S.05.02d		Number of Council properties roughcast	140 complete	31 complete	0 complete		↓	<b>Q1 17/18:</b> Off Target No properties started at this time.	220 complete	
PFM.S.05.03a		Number of upgrades to central heating systems	227	80	95		↓	<b>Q1 17/18:</b> Data Only Actual: Housing Gas Heating Servicing on Programme. 1557 systems serviced out of 6749. 25% Complete. Comment: Monthly meeting held with contractor to monitor performance and progress of service contract.		n/a internal programme of works - benchmark against target
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%		▬	<b>Q1 17/18:</b> On Target	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	11	19		↑	<b>Q1 17/18:</b> On Target Number of activities offered by MAC during this quarter. 7 weekly gym groups - 91 gym groups for quarter - 404 attendees 9 weekly low level classes – 117 classes for quarter - 1239 attendees Initial one to ones- 86 for quarter 12 weekly reviews – 68 for quarter One to one gym sessions as and when required - 210	16	
PFM.S.07.01b		Number of attendees during quarter to MAC(Midlothian Active Choices) activities	5,253	861	2,007		↑	<b>Q1 17/18:</b> Data Only Total number of attendees for quarter = 2007 7 weekly gym groups - 91 gym groups for quarter - 404 attendees 9 weekly low level classes – 117		







PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
								classes for quarter - 1239 attendees Initial one to ones- 86 for quarter 12 weekly reviews – 68 for quarter One to one gym sessions as and when required - 210		
PFM.S.07.03a	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Number of attendances per 1,000 population to all pools	2,620	560	430			<b>Q1 17/18: Off Target</b> Wet side usage figures for quarter one show 36,951. Drop in usage due to General Election, Loanhead Leisure Centre closure for refurbishment.	3,040	
PFM.S.07.03b		Number of attendances per 1,000 population for indoor sports and leisure facilities	7,230	1,890	1,480			<b>Q1 17/18: Off Target</b> Dry usage figures show 127,230. This is drop on last year's Q1 figure by 35,571 General Election closures for Lasswade several days, also some Leisure centres and some Pavilions Loanhead Leisure Centre closed for refurbishment.	8,290	
PFM.S.07.04b		Performance Indicator scores in (selected) registered Leisure Centres	92.59%	92.22%	92.16%			<b>Q1 17/18: On Target</b> Viewpoint stats show that 92.16% were satisfied with leisure facilities at Newbattle Pool	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%			<b>Q1 17/18: On Target</b> All houses contracts have "secure by design" specifications.	100%	
PFM.S.09.01a	09. Deliver efficient Services	Average turn-around of properties (inclusive of homeless properties) Target 20 working days	72.94%	N/A	62%			<b>Q1 17/18: Off Target</b> Total number of voids in Q1 was 62. Day to day voids average of 19 days due to a larger number of voids requiring extensive works which has affected the turnover figure badly. Homeless voids have an 11 day turnover average.	83%	



PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.09.02a	09. Deliver efficient Services	Cost per square metre cleaned	£8.90	£8.90	£8.90			<b>Q1 17/18: On Target</b> 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			<b>Q1 17/18: On Target</b> 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)
PFM.S.09.02c		Monthly number of meals prepared/monthly labour hours across production and dining centres.	8.9	8.9	8.4			<b>Q1 17/18: Off Target</b> Decrease in productivity is due to lower High School numbers (exam leave). Primary schools had 2 election days in this period which closed a number of schools.	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%			<b>Q1 17/18: On Target</b> 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%			<b>Q1 17/18: On Target</b> 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%			<b>Q1 17/18: On Target</b>	90%	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.09.05a	09. Deliver efficient Services	Proportion of commercial properties rent reviews complete	65%	50%	25%			<b>Q1 17/18:</b> On Target 60 rent reviews due this year with 15 already completed	100%	
PFM.S.01.03a	10. Inequalities in learning outcomes have reduced	Performance measured against construction contract program						<b>Q1 17/18:</b> <i>Please remove from service plan.</i>	100%	
HSN3	12. Local Government Benchmarking Framework	Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	93.1%	79.5%	97.1%			<b>Q1 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%			<b>Q1 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	211,418	181,237			<b>Q1 17/18:</b> Off Target Total number of attendances was 181,237 for the quarter down 30,181 on last year. Loanhead Leisure Centre refurbishment closure and General Election closures during this quarter.	916,000	
C&L1c		Corporate Indicator - Total number of attendance at all pools	226,060	48,617	36,951			<b>Q1 17/18:</b> Off Target Wet side usage figures for quarter one show 36,951. Closures due to General Election - Lasswade Refurbishment of Loanhead Leisure Centre	257,000	

PI Code	Priority	PI	2016/17	Q1 2016/17	Q1 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
C&L1d	12. Local Government Benchmarking Framework	Corporate Indicator - Total number of attendance for other indoor sports and leisure facilities, excluding pools in a combined complex	622,880	162,801	144,286			<b>Q1 17/18:</b> Off Target Dry usage figures show 144,286. General election, Refurbishment at Loanhead Leisure Centre	659,000	
C&L5d		Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	92.73%	92.22%	92.16%			<b>Q1 17/18:</b> Data Only Percentage of adults satisfied with leisure facilities using Viewpoint system show 92.16%.		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).