

# Notice of meeting and agenda



## Special Performance, Review and Scrutiny Committee

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

**Date:** Wednesday, 08 June 2016

**Time:** 14:00

**John Blair**  
Director, Resources

**Contact:**

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**Further Information:**

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

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

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

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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 Public Reports**

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|            |   |                  |
|------------|---|------------------|
| <b>4.1</b> | Commercial Operations Q4 Performance Report 2015/16                   | <b>3 - 16</b>    |
| <b>4.2</b> | Finance and Integrated Service Support Q4 Performance Report 2015/16  | <b>17 - 28</b>   |
| <b>4.3</b> | Property and Facilities Management Q4 Performance Report 2015/16      | <b>29 - 48</b>   |
| <b>4.4</b> | Midlothian Council Report Q4 Performance Report 2015/16               | <b>49 - 90</b>   |
| <b>4.5</b> | Introduction of the Balanced Scorecard - Report by Chief Executive    | <b>91 - 108</b>  |
| <b>4.6</b> | Procedure for External Inspection Reports - Report by Chief Executive | <b>109 - 120</b> |

## **5 Private Reports**

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No Private business to be discussed

# Commercial Operations Performance Report 2015/16



## 01. Progress in delivery of strategic outcomes

**Waste:** The food waste plant at Millerhill is due to accept commissioning waste during May 2016. Following an internal Health and Safety audit of the plant by Alauna Renewable Energy (ARE) additional safety features are being introduced which will benefit the plant running in the long term but have delayed full operation in the short term. Members were due to visit the plant during April prior to food waste deliveries commencing.

Following the roll out of food waste collections Midlothian residents have again exceeded anticipated participation rates. It was envisaged that approximately 2,000 tonnes of food waste would be recycled each year. However if current performance is maintained this will be exceeded by over 20%.

The residual waste plant having gained both planning and license approval from SEPA (Scottish Environmental Protection Agency) is entering the final stages prior to financial close. Having agreed at Council a variation if required to the capital contribution FCC Medio Ambiente S.A. are now working with their funders to secure internal agreements prior to signing off on the contract. FCC are currently on site carrying out pre construction works (at their risk) which will allow full construction to begin after financial close.

As a consequence of additional requirements by SEPA resulting in a detailed site investigation together with additional noise attenuation works there has been a delay in considering the planning permission for the recycling site at the Bellmans Road site in Penicuik. Any work, if approved is unlikely to take place prior to late summer 2016.

The annual recycling rate for 2015 has been confirmed at 47.9%. Given the higher than anticipated food waste recycling rate it is envisaged that for 2016 Midlothian may achieve an annual recycling rate of almost 53%.

Following Council agreement to sign up to the household waste charter discussions are being held with Zero Waste Scotland in relation to the modelling work necessary to consider the various service options.

**Road Network:** Following approval of additional funding at the Council meeting on 23 June 2015 a significant programme of footway projects has completed in 2015/16 with approximately 1.3% of the network improved. Work will focus on the older housing areas during 2016/17.

Similarly good progress has been made in terms of maintaining the road network. However, the very wet December followed by constant freezing and thawing has left a significant number of roads affected which may see a rise in the current backlog.

The programme of replacing inefficient lighting (due in part to securing third party funding) has continued with new LED lights introduced. Midlothian is on course to have almost 18% of the lighting stock with LED lights.

The initial phase of confirming the existing traffic regulation orders and restrictions on road have been completed. This is necessary before decriminalised parking in Midlothian can be progressed. The second phase to determine a robust business case is now progressing following a joint tender exercise with East Lothian Council. Work is on track to allow Council to consider this proposal and to see its introduction by April 2017.

The ELBF (Edinburgh, Lothians, Borders and Fife) shared services project has had its first meeting of the shadow Joint Committee. Officers will now progress for consideration areas where maximum benefit may be obtained.

**Borders Rail:** Following the successful opening of the line passenger numbers continue to exceed initial expectations. With the 0.5 million passenger mark having been passed and an average of 23,000 passengers using the line on a weekly basis it is predicted that final passenger numbers for the first year will exceed 1.2 million.

Work continues to maximise the opportunities that the new rail line brings to Midlothian and in that context the new hop on hop off bus was due to begin running on Monday 18 April. This has been supported with Borders rail from blue print group funding. The various attractions have been collaborating to offer potential passengers deals to attract them to use the new service.

**Land and Countryside:** A number of projects have been completed during the year with many as a result of securing third party funding. These included the riverside park footpath/cycleway, trim trails at both Cornbank and St Andrews primary schools, Stobhill primary school, trim trail (assault course) at Cornbank Primary School, developments at

Mayfield combined school (Mayfield Primary & St. Lukes Primary, trim trail at Sacred Heart PS, trim trail at St David's, new footpath and access gate completed at Cuiken Primary School.

In addition to retaining the green flag at Vogrie, Kings Park Dalkeith, Springfield Mill and Roslin Glen Country Park, work is progressing to secure a fifth green flag for Memorial Park, Loanhead.

Following the setting up of a joint team involving Land & Countryside and Road Services two contracts have been secured valued at £50,000. The intention is to seek and secure further work to increase income for the Council.

Significant numbers of youngsters have enjoyed work placements with the team, with 8 currently in place. This gives young people and particularly those with a troubled background the opportunity to learn new skills which they can use to secure employment.

**Travel and Fleet Services:** Electric charging points have been installed at Lasswade, Penicuik and Sheriffhall. Following discussions with city car club further charging points are to be installed in Dalkeith. On completion city car club will site vehicles for general use. The service will be looking in the new financial year to introducing a further five electric vehicles, more than doubling its fleet.

Through close monitoring of the home to school transport and social work travel arrangements further contracts have been taken in-house representing an additional £40,000 saving. The Council have engaged a graduate on a 16 week placement to research the use of the Council fleet of vehicles as well as 'grey fleet' mileage. The intention is to come forward with a range of options which will see a reduction in costs and equally importantly carbon emissions.

**Risk and Health and Safety:** Work is progressing with a range of health surveillance measures including smoke free and hand arm vibration arrangements to ensure the Council's workforce risk is reduced and future risks to the Council are minimised. The Council is in a stronger position having a policy led approach to all significant pieces of health and safety legislation impacting on the Council. To support the ongoing monitoring of the application of its Management Arrangements a Health & Safety Management Information System has been introduced. The service continues to work with colleagues in East Lothian Council to increase resources to meet the Council's obligations in relation to civil contingencies. The first ever joint health and safety training calendar for Midlothian & East Lothian was introduced from January 2016. This should result in greater efficiency of training delivery across the two Councils. The Severe Weather Plan has been revised with enhancements made to the arrangements.

## 02. Emerging Challenges

**Waste:** Processing of the blue bin (recycling) material and future contractual arrangements has still to be resolved. Potential processing costs have been put forward by Viridor but this is subject to a legal opinion being determined in relation to contaminated waste.

FCC Medio Ambiente S.A. (FCC) has been appointment as the Preferred Bidder for the Zero Waste: Edinburgh and Midlothian Residual Waste Treatment facility. Until formal signing of the contract takes places this still remains a challenge that should be recognised. Formal signing of the contract is anticipated in early Spring 2016.

Refurbish Penicuik Community Recycling Centre . The results from the site investigation, required by SEPA and the implications of noise attenuation measures are still awaited and these may impact on the viability of taking the proposed refurbishment forward.

Develop robust proposals following agreement to sign up to the household waste charter.

**Road Network:** Work is progressing on the case for decriminalised parking to be introduced in Midlothian. However, there is a requirement to present a robust business case and this is considered to be very challenging. Police Scotland has agreed to retain the Traffic Warden Service for one year till March 2017.

The reduction of the 2016/17 road maintenance budget will put pressure on the service to maintain the road network in a steady state position.

The Flood Risk Management Act will raise potential issues for the Council to address. However the Council will call on resources from neighbouring authorities, SEPA and Scottish Water to minimise any potential impacts.

**Borders Rail:** Promote the hop on hop off bus service to maximise its use during the coming summer period of use.

**Land and Countryside:** Continue to improve the quality of parks and open spaces in areas of deprivation involving the use of a "Parks Quality Assessment", and promote Midlothian and its path network. This includes completion of the Barleyknowe field in Gorebridge.

Continue to work in partnership with volunteers to create walking/Cycling leaflets for Midlothian. Substantial work being taken forward to encourage walking and cycling adjacent to the new rail line.

An appropriate solution to maintain the integrity of the land and ensure the Ironmills steps remain open is an ongoing issue. The remediation of bing sites continues to be an issue particularly the one at Emily Bing which continues to be monitored pending a permanent solution.

Further development of the Hard and Soft Landscape squads to secure additional income and retain skilled staff and endeavour to up skills and address will prove challenging particularly given the remuneration packages available to staff in neighbouring authorities.

An evaluation of all the pedestrian grass cutting routes will continue with a view to reducing costs in this area. In a similar vein efforts are being made to work with local communities on projects of common interest including bulb planting for example arranged for Penicuik at two locations in conjunction with the Community Council this Autumn.

The provision of work placements, school placements and careers advice to youngsters in local schools will continue.

The service is looking to improve access for all abilities to Midlothian Town Parks Play areas. In addition to introducing roundabouts suitable for wheel chair users in two Town parks at Loanhead and Dalkeith, the service is planning to install an additional roundabout in King George the fifth Park Bonnyrigg.

**Travel and Fleet Services:** Completion of additional charging points in Dalkeith and purchase of appropriate electric vehicles in a joint venture with NHS Lothian.

Continue to maintain an ageing fleet particularly in view of pressures on the fleet replacement budget.

Having engaged a graduate on 16 week placement to research use of Council vehicles and 'grey fleet' mileage, there is a need to develop suitable solutions which will allow the Council to reduce its cost base in addition to a significant carbon emission reduction.

**Health & Safety:** Having successfully procured the H&S Management Information system the challenge will be to ensure it is used appropriately across the Council going forward.

The high risks have been reviewed with the CMT and the challenge is to ensure there are adequate measures in place to minimise the potential impact of these risks.

Further progress is required on the Council's approach to Business Continuity. Services are taking fuller ownership of reviewing and updating risk management information but this requires further work during 2016/17.

# Commercial Operations PI summary

## 01.1 Outcomes and Customer Feedback

| Priority                                    | Indicator   | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |        |                   |             | Annual Target 2015/16 | Feeder Data   | Value |
|---|---|---------|------------|------------|------------|---------|--------|-------------------|-------------|-----------------------|---|-------|
|   |   | Value   | Value      | Value      | Value      | Value   | Status | Note              | Short Trend |                       |   |       |
| 01. Provide an efficient complaints service | Number of complaints received (cumulative)                          | 2,877   | 587        | 1,274      | 2,319      | 3,761   |        | 15/16: Data Only. |             |                       |   |       |
| 01. Provide an efficient complaints service | Average time in working days to respond to complaints at stage 1    | 2.6     | 1.82       | 1.65       | 1.75       | 1.94    |        | 15/16: On Target  |             | 5                     | Number of complaints complete at Stage 1                            | 3,411 |
|   |   |         |            |            |            |         |        |                   |             |                       | Number of working days for Stage 1 complaints to be Completed       | 6,612 |
| 01. Provide an efficient complaints service | Average time in working days to respond to complaints at stage 2    | 3       | 4          | 7.25       | 10.33      | 9.6     |        | 15/16: On Target  |             | 20                    | Number of complaints complete at Stage 2                            | 10    |
|   |   |         |            |            |            |         |        |                   |             |                       | Number of working days for Stage 2 complaints to be Completed       | 96    |
| 01. Provide an efficient complaints service | Percentage of complaints at stage 1 complete within 5 working days  | 96.02 % | 96.44 %    | 97.05 %    | 96.61 %    | 95.6 %  |        | 15/16: On Target  |             | 95%                   | Number of complaints complete at Stage 1                            | 3,411 |
|   |   |         |            |            |            |         |        |                   |             |                       | Number of complaints at stage 1 responded to within 5 working days  | 3,261 |
| 01. Provide an efficient complaints service | Percentage of complaints at stage 2 complete within 20 working days | 100%    | 100%       | 100%       | 100%       | 100%    |        | 15/16 On Target.  |             | 95%                   | Number of complaints complete at Stage 2                            | 10    |
|   |   |         |            |            |            |         |        |                   |             |                       | Number of complaints at stage 2 responded to within 20 working days | 10    |

## 01.2 Making the Best Use of our Resources

| Priority                      | Indicator  | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |        |  |             | Annual Target 2015/16 | Feeder Data                                     | Value    |
|-------------------------------|--|---------|------------|------------|------------|---------|--------|--|-------------|-----------------------|---|----------|
|                               |  | Value   | Value      | Value      | Value      | Value   | Status | Note   | Short Trend |                       |   |          |
| 02. Manage budget effectively | Performance against revenue budget                                       | N/A     | £ 15.849 m | £ 16.156 m | £ 16.007 m |         |        | 15/16: Performance against budget will be reported to the Council in June. |             | £ 15.756 m            |   |          |
| 03. Manage stress and absence | Average number of working days lost due to sickness absence (cumulative) | 14.08   | 2.95       | 5.64       | 8.67       | 12.42   |        | 15/16: On Target   |             | 13.30                 | Number of days lost (cumulative)                | 4,499.35 |
|                               |  |         |            |            |            |         |        |  |             |                       | Average number of FTE in service (year to date) | 362.42   |

### 01.3 Corporate Health








| Priority                            | Indicator   | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |        |   |                | Annual<br>Target<br>2015/<br>16 | Feeder Data   | Value |
|-------------------------------------|---|-------------|-------------------|-------------------|-------------------|---------|--------|---|----------------|---------------------------------|---|-------|
|                                     |   | Value       | Value             | Value             | Value             | Value   | Status | Note  | Short<br>Trend |                                 |   |       |
| 04. Complete all service priorities | % of service actions on target / completed, of the total number   | 95.24 %     | 100%              | 100%              | 100%              | 100%    |        | 15/16: On Target  |                | 90%                             | Number of service & corporate priority actions                  | 16    |
|                                     |   |             |                   |                   |                   |         |        |   |                |                                 | Number of service & corporate priority actions on tgt/completed | 15    |
| 05. Process invoices efficiently    | % of invoices paid within 30 days of invoice receipt (cumulative) | 89%         | 98%               | 97%               | 88%               | 84%     |        | 15/16: Off Target<br>Problem area actively being addressed. |                | 90%                             | Number received (cumulative)                                    | 6,238 |
|                                     |   |             |                   |                   |                   |         |        |   |                |                                 | Number paid within 30 days (cumulative)                         | 5,229 |
| 06. Improve PI performance          | % of PIs that are on target/ have reached their target.           | 72.73 %     | 87.5 %            | 88.89 %           | 92.31 %           | 92.31 % |        | 15/16: 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       | 0%          | 0%                | 0%                | 100%              | 100%    |        | 15/16: On Target.   |                | 100%                            | Number of high risks reviewed in the last quarter               | 1     |
|                                     |   |             |                   |                   |                   |         |        |   |                |                                 | Number of high risks  | 1     |

### 01.4 Improving for the Future





| Priority                        | Indicator  | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |        |                   |                | Annual<br>Target<br>2015/<br>16 | Feeder Data                   | Value |
|---------------------------------|--|-------------|-------------------|-------------------|-------------------|---------|--------|-------------------|----------------|---------------------------------|-------------------------------|-------|
|                                 |  | Value       | Value             | Value             | Value             | Value   | Status | Note              | Short<br>Trend |                                 |                               |       |
| 08. Implement improvement plans | % of internal/external audit actions in progress | 100%        | 100%              | 100%              | 100%              | 100%    |        | 15/16: On Target. |                | 90%                             | Number of on target actions   | 0     |
|                                 |  |             |                   |                   |                   |         |        |                   |                |                                 | Number of outstanding actions | 0     |






# Commercial Operations Action report

## 03. Service Priorities

| Code     | Priority   | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action   |
|----------|--|---|-------------|---|----------|--|
| CO.S.1.4 | 01. SMP CS - Work in partnership to deliver road safety preventative work                          | Undertake a programme of works to improve lighting levels in communities  | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete   |
| CO.S.2.1 | 02. SMP SG - Promote and develop travel and transport that benefits our health and the environment | Continue development of asset management plan (including data collection and system update) through SCOTS                           | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>SCOTS now considering to draw this project to a close as all Councils now have a workable Road Asset Management Plan (RAMP).                               |
| CO.S.2.2 |  | Compliance with Disabled parking legislation  | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>Processing all new requests within 6 months.   |
| CO.S.2.3 |  | Support Transport Scotland/Network Rail to progress detailed design and construction of Borders Rail                                | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete   |
| CO.S.2.4 |  | Improve opportunities within Midlothian, continue to work with Regional/National Partnerships in delivering key transport projects. | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>No new projects being progressed in 2015/16.   |
| CO.S.2.5 |  | Undertake a programme of work to improve road standards and footways  | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>16 major capital schemes completed.  |
| CO.S.2.6 |  | Implement Core Path signage to remote paths outwith main settlements  | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>100% of Core Paths now signed. Rural areas completed in 14/15 along with signage to and from Vogrie C.P. There are now 264 signs on the core path network. |











| Code      | Priority  | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action   |
|-----------|---|---|-------------|---|----------|--|
| CO.S.03.1 | 03. SMP SG - Improve sustainable waste management | Commence construction of food waste facility at Millerhill as part of Zero Waste Park   | 31-Mar-2016 |    | 80%      | <b>15/16: Off Target</b><br>Contractor on site, delay in accepting food waste from the 01 January 2016 due to a health & safety issue. Anticipated start date June 2016.   |
| CO.S.03.2 |   | Increase Public awareness of recycling, continue to work within schools and the wider community, attend events and promote achievements and publicise changes in service delivery | 31-Mar-2016 |    | 100%     | <b>15/16: Complete</b><br><br>Brown bin service restarted 7th March.<br><br>Waste Aware Team will undertake educational 'sticker' of bins once FRM report back on contaminated loads.<br><br>Bulky collections chargeable from 1 April 2016. Work done to prepare Contact Centre staff and to update website.<br><br>Graphic Designer and staff are working on new kerbside recycling collection calendar as the current version runs out at the end of May 2016.<br><br>Monitoring of all Recycling Points has taken place to ensure information provided on the Council website is accurate. |
| CO.S.4.1  | 04. SMP SG - Address Climate Change               | Flood risk in Midlothian is managed through action plans  | 31-Mar-2016 |  | 100%     | <b>15/16: Complete</b><br>Scottish Environment Protection Agency/Local Authority published FRM Strategy in December 2015 for LPD area. This will be used to produce Local Flood risk Management Plans in 2016.   |
| CO.S.4.2  |   | Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables  | 31-Mar-2016 |  | 100%     | <b>15/16: Complete</b><br>All orders for vehicles have been placed four vehicles outstanding for delivery.   |











| Code          | Priority  | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action  |
|---------------|---|---|-------------|---|----------|---|
| CO.S.05.1     | 05. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity | Explore opportunities for shared fleet services with East Lothian Council and NHS Lothian | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>NHS Lothian still reviewing their requirements - Midlothian Council as lead for the Community Planning Partnership is seeking to provide an electric van as part of the low carbon funding  |
| CO.S.05.2     |   | Explore shared opportunities, services and knowledge with the partners in the ELBF group  | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Reported to December 2015 Council. Council in the interim agreed to the formation of a "shadow" Joint Committee.  |
| CO.S.05.4     |   | Develop additional workstreams  | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Service continues to explore opportunities to insource ASN (Additional Support Needs), Social Work and mainstream Education contracts. Changes to some staff contracts have been made and has allowed for further runs to be bought in house. |
| CO.S.06.1     | 06. Ensure that Council facilities are safe places to work and visit  | Implement the 2015/16 objectives of the health and Safety Implementation plan             | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete.<br>The Health & Safety Team plan has been delivered during 2015/16.   |
| SMP.SG.CO.3.1 | 02. SMP SG - Promote and develop travel and transport that benefits our health and the environment            | Develop infrastructure incidental to Borders Rail   | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Link footway to the Newtongrange Mining Museum complete. Newtongrange signals work complete.  |





# Commercial Operations PI Report

## 03. Service Priority Performance Indicators

| PI Code   | Priority | PI   | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |  | Annual<br>Target<br>2015/16 | Benchma<br>rk            |
|-----------|----------|--|---------|---------------|---------------|---------------|---------|---|---|--|-----------------------------|--------------------------|
|           |          |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note   |                             |                          |
| CO.LPI.03 | 08. LPIs | Monitor the number of uplifts requested that are chargeable  | 569     | 131           | 254           | 468           | 825     |    |    | <b>15/16:</b> Data Only Cumulative - 825.  |                             | Data collection only     |
| CO.LPI.04 | 08. LPIs | Monitor the number of uplifts requested that are non chargeable  | 5,445   | 1,679         | 2,890         | 4,503         | 5,956   |    |    | <b>15/16:</b> Data Only Cumulative - 5,956.  |                             | Data collection only     |
| CO.LPI.06 | 08. LPIs | RL2: Percentage of all traffic light repairs completed within 48 hours                                       | 99%     | 98%           | 99%           | 99%           | 99.2%   |    |    | <b>15/16:</b> Complete 245 out of 247 faults recorded were repaired with in 48 hours   | 98%                         | 94.5% - Scottish Average |
| CO.LPI.09 | 08. LPIs | WM5: The percentage of abandoned vehicles that require to be removed by the council - removed within 14 days | 100%    | 100%          | 100%          | 100%          | 50%     |  |  | <b>15/16:</b> Off Target 12vehicle's reported as abandoned, 6 vehicles required to be uplifted. Cumulative 19 vehicles reported as abandoned in 15/16. | 100%                        |                          |

| PI Code   | Priority   | PI  | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |        |                |   | Annual<br>Target<br>2015/16 | Benchma<br>rk  |
|-----------|--|---|---------|---------------|---------------|---------------|---------|--------|----------------|---|-----------------------------|--|
|           |  |   | Value   | Value         | Value         | Value         | Value   | Status | Short<br>Trend | Note  |                             |  |
| CO.LPI.07 | 01. SMP CS -<br>Work in<br>partnership to<br>deliver road<br>safety<br>preventative work                             | Percentage of all<br>street light repairs<br>completed within 7<br>days   | 97.3%   | 98.5%         | 93.2%         | 95.4%         | 96.2%   | ✓      | ↓              | <b>15/16:</b> On Target<br>1352 out of 1406 faults<br>recorded were repaired within 7<br>days.  | 94%                         | Scottish<br>Average<br>3.07 days   |
| CO.S.1.4a |  | Number of lighting<br>columns replaced  | 842     | 71            | 417           | 417           | 690     | ✓      | ↓              | <b>15/16:</b> On Target<br>As a result of an additional £1m<br>capital funding the LED lighting<br>replacement programme has<br>been accelerated. | 400                         |  |
| CO.S.1.5a |  | % of the footpath<br>network resurfaced   | 0.2%    | 0.09%         | 0.33%         | 1.2%          | 1.3%    | ✓      | ↑              | <b>15/16:</b> Complete<br>To date 8.25KM of the footway<br>network has been resurfaced.   | 1.25%                       | Internal<br>program<br>me of<br>works -<br>benchma<br>rk against<br>target |
| CO.S.2.7  | 02. SMP SG -<br>Promote and<br>develop travel<br>and transport that<br>benefits our<br>health and the<br>environment | The % of the road<br>network that should<br>be considered for<br>maintenance<br>treatment<br>(annual)(Formula)    | 30.7%   | N/A           | N/A           | N/A           | 31.4%   | ✓      | ↓              | <b>15/16:</b> Complete  | 32%                         | 2012/13<br>Rank 10<br>Second<br>Quartile                                   |
| CO.S.2.2a |  | Process all<br>applications for a<br>new disabled<br>parking bays within<br>6 months of receipt<br>of application | 100%    | 100%          | 100%          | 100%          | 100%    | ✓      | ▬              | <b>15/16:</b> On Target<br>21 applications received and<br>processed within 6 months.   | 100%                        |  |
| CO.S.2.6a |  | Core path signage<br>complete across<br>Midlothian  | 100%    | 100%          | 100%          | 100%          | 100%    | ✓      | ▬              | <b>15/16:</b> On Target   | 100%                        |  |
| CO.LPI.01 | 03. SMP SG -<br>Improve<br>sustainable waste<br>management   | % of waste going to<br>landfill   | 55.3%   | 22.3%         | 25.8%         | 35.8%         | N/A     | ▬      | ▬              | <b>15/16 :</b> Awaiting information<br>from our contractors, returns<br>into waste data flow will be<br>available at Q1 16/17.                    | 55.0%                       |  |

| PI Code    | Priority   | PI   | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |   | Annual<br>Target<br>2015/16 | Benchma<br>rk                   |
|------------|--|--|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|---------------------------------|
|            |  |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |                                 |
| CO.S.03.2a | 03. SMP SG -<br>Improve<br>sustainable waste<br>management                       | Total tonnes of<br>BMW sent to<br>landfill   | 13,567  | 865           | 1,840         | 2,347         | N/A     |    |    | <b>15/16</b> : Awaiting information<br>from our contractors, returns<br>into waste data flow will be<br>available at Q1 16/17.  |                             | Benchma<br>rk against<br>target |
| CO.S.4.2a  | 04. SMP SG -<br>Address Climate<br>Change  | Percentage of<br>Council fleet which<br>is 'Green'   | 2.1%    | 2.1%          | 2.1%          | 2.1%          | 2.1%    |    |    | <b>15/16</b> : On Target<br>Currently have four fully electric<br>vehicles and one Hybrid.<br>£40,000 has been made<br>available from Scottish<br>Government for spend this<br>financial year by CPP and<br>orders have been placed for a<br>further 5 Electric vehicles. | 2.1%                        |                                 |
| CO.S.06.1a | 06. Ensure that<br>Council facilities<br>are safe places to<br>work and visit    | Percentage of<br>actions in the<br>Health and Safety<br>Plan that are<br>completed or on<br>target | 75%     | 25%           | 50%           | 75%           | 100%    |    |    | <b>15/16</b> : Complete.<br>The team have successfully<br>delivered on the 2015/16 team<br>plan going beyond the limits of<br>the plan to meet the needs of<br>Service Users.   | 100%                        |                                 |
| CO.S.07.1a | 07. Ensure<br>sustainable<br>strategy for the<br>delivery of<br>Council Services | Percentage of<br>actions in the Civil<br>Contingencies plan<br>that are completed<br>or on target  | 100%    | 25%           | 50%           | 75%           | 100%    |  |  | <b>15/16</b> : Complete.<br>The Contingency Planning work<br>has focused on maintaining the<br>current plans ahead of the<br>planned Partnership Work with<br>East Lothian Council.   | 100%                        |                                 |
| CO.S.9a    | 09. Positive<br>Destinations   | Take on 5<br>apprentices across<br>Commercial<br>Operations  |         | 17            | 17            | 18            | 18      |  |  | <b>15/16</b> : On Target<br>Travel Team have 3<br>apprentices in this quarter.<br>Road Services have 2 trainee<br>technicians and 8 apprentices.<br>Land Services have 5 trainees.  | 5                           |                                 |

| PI Code | Priority                     | PI  | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |   | Annual<br>Target<br>2015/16 | Benchma<br>rk |
|---------|------------------------------|---|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|---------------|
|         |                              |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |               |
| CO.S.9b | 09. Positive<br>Destinations | Provide 250<br>working days for<br>work placements<br>across the range of<br>services provided<br>by Commercial<br>Operations                               |         | 250           | 1,138         | 1,452         | 1,650   |    |    | <b>15/16: On Target</b><br>Cumulative 1650 hours<br>provided in 15/16.<br>During Q4 accommodated a<br>higher than planned number of<br>work placements and work<br>experience placements for<br>youngsters supporting the<br>Council Policy to ensure<br>Positive Destinations for young<br>people leaving school.<br>Placements we currently have<br>are 2 from STEM, one works a<br>full week the other does 15<br>hours per week. =612 hours.<br>1 from TOPS who does 8 hours<br>per week, =96<br>1 from MiJet does 6 hours per<br>week, =72<br>2 from LLE doing 15 hours per<br>week and one doing 30 hours<br>per week =540 hours<br>Also we had 3 schools<br>placements who have done one<br>week each. =108<br>=1428 div 7.2 =198 days this<br>quarter | 250                         |               |
| CO.S.9c | 09. Positive<br>Destinations | Provide 30 working<br>days for senior<br>school work<br>experience<br>placements across<br>the range of<br>services provided<br>by Commercial<br>Operations |         | 60            | 121           | 146           | 161     |  |  | <b>15/16: On Target.</b>  | 30                          |               |

## 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  | Cost of parks and open spaces per 1000 population (LGBF)         | £41,459 | £41,896 | £34,271 | £31,074 | £29,103 | Data will be available in January 2017 | 14/15 Rank 14 (Second Quartile).<br>13/14 Rank 16 (Second Quartile) |
| C&L5b | Percentage of adults satisfied with parks and open spaces (LGBF) | 78.3%   | N/A     | 81%     | 91%     | 80%     | Data will be available in January 2017 | 14/15 Rank 27 (Bottom Quartile).<br>13/14 Rank 6 (TOP 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 | Net cost of waste collection per premise (annual) (LGBF) | Not measured |         | £76.47  | £60.56  | £29.85  | Data will be available in January 2017 | 14/15 Rank 1 (TOP Quartile).<br>13/14 Rank 15 (Second Quartile) |
| ENV2a | Net cost of waste disposal per premise (annual) (LGBF)   | Not Measured |         | £72.52  | £56.61  | £73.62  | Data will be available in January 2017 | 14/15 Rank 6 (TOP Quartile).<br>13/14 Rank 2 (TOP Quartile)     |
| ENV3a | Net cost of street cleaning per 1,000 population (LGBF)  | £9,428       | £9,772  | £9,829  | £10,165 | £11,622 | Data will be available in January 2017 | 14/15 Rank 9 (Second Quartile).<br>13/14 Rank 6 (TOP Quartile)  |
| ENV3c | Street Cleanliness Score (LGBF)                          | 94%          | 93.6%   | 94.9%   | 94.9%   | 96.14%  | 97.3%                                  | 14/15 Rank 8 (TOP Quartile).<br>13/14 Rank 24 (Third Quartile)  |

| Code  | Title   | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16                                | External Comparison  |
|-------|---|---------|---------|---------|---------|---------|--|--|
|       |   | Value   | Value   | Value   | Value   | Value   | Value                                  |  |
| ENV4a | Cost of maintenance per kilometre of roads (LGBF)   | £9,013  | £6,488  | £14,854 | £11,281 | £12,494 | Data will be available in January 2017 | 14/15 Rank 29 (Bottom Quartile).<br>13/14 Rank 25 (Bottom 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%                                  | 14/15 Rank 9 (Second Quartile)<br>13/14 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%                                    | 14/15 Rank 8 (TOP Quartile)<br>13/14 Rank 13 (Second 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%                                  | 14/15 Rank 11 (Second Quartile)<br>13/14 Rank 10 (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%                                  | 14/15 Rank 10 (Second Quartile)<br>13/14 Rank 11 (Second Quartile)   |
| ENV6  | Percentage of total household waste that is recycled (LGBF)                                 | 44.1%   | 45.9%   | 45.1%   | 42.3%   | 46.9%   | N/A                                    | 14/15 Rank 13 (Second Quartile)<br>13/14 Rank 18 (Third Quartile)    |
| ENV7a | Percentage of Adults satisfied with refuse collection (LGBF)                                | 79%     | N/A     | 83%     | 76%     | 80%     | Data will be available in January 2017 | 14/15 Rank 26 (Bottom Quartile)<br>2013/14 Rank 27 (Bottom Quartile) |
| ENV7b | Percentage of adults satisfied with street cleaning (LGBF)                                  | 69.7%   | N/A     | 78%     | 71%     | 71%     | Data will be available in January 2017 | 14/15 Rank 22 (Third Quartile)<br>13/14 Rank 24 (Third Quartile)     |



# Finance and Integrated Service Support Performance Report 15/16



## 01 Progress in delivery of strategic outcomes

The strategic focus of Finance and Integrated Service Support is on delivering transformational change in service provision as a means to secure financial sustainability and achievement of priority outcomes.

The key programmes which support this are:

- . The Review of Local Government Workers Pay and Grading
- . Delivering Excellence
- . The Council's Financial Strategy

These are supported by:

- . The Procurement Strategy
- . The Digital Strategy
- . The ongoing ISS review
- . The Council's People Strategy
- . The Council's Transformational Programme

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.

### **Financial Stewardship and Sustainability Achievements**

- Completion of the 2015/16 Budget, addressing a shortfall of £7.6 million;
- Completion of the Q3 Financial Monitoring Reports to Council as part of the robust scrutiny of service financial performance demonstrating effective budgetary control across services.

### **Challenges and Actions**

- Develop budget projections, the impact of the Council Transformation Programme and the financial implications of investment decisions / priorities for 2017/18 to 2021/22;
- Complete financial monitoring for Q4 2015/16 and into 16/17 and continuing to work with service managers to maintain effective control over expenditure;
- Complete statutory 2015/16 Final Accounts by deadline of 30th June 2016;
- Continued Financial Services support for the Council Transformation Programme. Help shape and lead all strands of the programme, continue to revise savings profiles and regularly update on application of the fund;
- Continue to strengthen financial stewardship in a climate of reducing budgets and increasing service pressure. Continuing to elevate new policy or investment decisions to ensure that they are affordable and demonstrate best value.

### **Transformational Change Achievements**

- External Engagement for Delivering Excellence developed and first phase rolled out across Midlothian communities;
- number of key areas including Housing, Adult Social Care progressing well with Delivering Excellence
- Transformational Officer support in:
  - . Delivering the customer service strategy 2015-18 incorporating a comprehensive service review of the customer service function, channel shift, and business process redesign to improve and enhance service delivery and deliver transformation savings.
  - . The content migration of the new Council website.
  - . Delivering an in-house Court provision
  - . Developing a joint Curators Schemes with Edinburgh City Council and East Lothian.
  - . the delivery of end to end review of children's services (bringing two localities together and taking an end to end approach from referral to provision of services);
  - . Implementation of online contractual changes process within Employment and Reward
  - . Recruitment and Leavers review within Employment and Reward
  - . Review of Social work financial assessments process

- . End to end review of Registrars service underway
- . Violence against Women review with the Public Protection Unit
- . Review of the work being undertaken in 3 Priority Areas including review of structures to deliver, development of measurable outcomes that will demonstrate our progress on our 3 priorities
- d)Equalities
  - . Equality Outcomes & Equality Mainstreaming Reports 2016 – 2018 for East Lothian & Midlothian Health & Social Care Partnerships;
  - . the new joint East & Midlothian Integrated Impact Assessment process and training programmes (about to be launched in May);
  - . The Midlothian Council Equality Employee Monitoring Report 2015 – 2016 (May).
  - . Development of Mainstream Report for Midlothian and East Lothian Councils
  - . Review of Impact Assessment

#### **Challenges and Actions**

- a) Progress to support Services through Delivering Excellence;
- b) Continue to drive through the current Business Transformation programme;
- c) Drive forward the Equality Agenda with Services becoming confident in undertaking EQUIAs;

#### **Digital Strategy Achievements**

- a) PSN - Cabinet Office Compliance maintained
- b) Digital Strategy - a revised Digital Strategy which is in line with National Strategy has been approved by the Digital Strategy Group
- c) Asset Management & Investment Plan –successfully replaced significant number of old servers across the school estate in line with asset management and technical service delivery plan. Replacement of ageing assets (devices) within the School estate and Network Improvements through the Scottish Wide Area Network (SWAN) programme.

#### **Challenges and Actions**

- a) PSN – Ongoing compliance with PSN – Plans in place to maintain PSN Compliance for 2016/17.
- b) Utilising digital solutions and opportunities to deliver transformation al change to service provision across all service areas and with partners

#### **People Strategy Achievements**

- a) Workforce planning , a key strategic objective is progressing
- b) HR Policy reviews, a refreshed code of conduct and enhancement of Line long learning are progressing through the review of pay and grading
- c) Additional positive destination appointments, development and resourcing of team dealing with leavers, job evaluation and payroll projects.

#### **Challenges and Actions**

- a) Review of Local Government Worker Pay and Grading to conclude negotiations and secure Council agreement to progress as a collective agreement, and importantly the 'give and get' of the employee relationship.
- b) Supporting cultural shift as part of the rollout of Delivering Excellence to services. Drive forward the importance of making budgetary and performance improvements as part of this agenda.

#### **Procurement Achievements**

- a) Council achieved accreditation as a Living Wage Employer early in April 2016;
- b) Continued roll out of Purchase to Pay project and purchasing cards.

#### **Challenges and Actions**

- a) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
- b) Meet the requirements of the new EU Directives and the Procurement Reform (Scotland) Act 2014.

## **02. Emerging Challenges**

- Balancing future years budget against a backdrop of reducing government funding, increase service demands and demographic cost pressures
- Concluding and implementing the review of pay and grading
- Continuing to secure a shift in culture and behaviours across the Council, adapting and innovating in response to the many challenges services face
- Securing implements in the services provided by F&ISS and reducing the costs of these services
- Maintaining security over the Councils digital infrastructure and investing to maximise the impact technology has in both the corporate and learning environments

# Finance and Integrated Service Support PI summary









## 01.1 Outcomes and Customer Feedback

| Priority                                    | Indicator   | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |        |                   |                | Annual<br>Target<br>2015/<br>16 | Feeder Data   | Value |
|---|---|-------------|-------------------|-------------------|-------------------|---------|--------|-------------------|----------------|---------------------------------|---|-------|
|   |   | Value       | Value             | Value             | Value             | Value   | Status | Note              | Short<br>Trend |                                 |   |       |
| 01. Provide an efficient complaints service | Number of complaints received (cumulative)                          | 22          | 7                 | 9                 | 14                | 17      |        | 15/16: Data Only  |                |                                 |   |       |
| 01. Provide an efficient complaints service | Average time in working days to respond to complaints at stage 1    | 11.5        | 1.6               | 2.17              | 3                 | 13.55   |        | 15/16: Off Target |                | 5                               | Number of complaints complete at Stage 1                            | 11    |
|   |   |             |                   |                   |                   |         |        |                   |                |                                 | Number of working days for Stage 1 complaints to be Completed       | 149   |
| 01. Provide an efficient complaints service | Average time in working days to respond to complaints at stage 2    | 24          | 13.5              | 13.5              | 13.5              | 13.5    |        | 15/16: On Target  |                | 20                              | Number of complaints complete at Stage 2                            | 2     |
|   |   |             |                   |                   |                   |         |        |                   |                |                                 | Number of working days for Stage 2 complaints to be Completed       | 27    |
| 01. Provide an efficient complaints service | Percentage of complaints at stage 1 complete within 5 working days  | 35.71 %     | 100%              | 100%              | 87.5 %            | 72.73 % |        | 15/16: Off Target |                | 95%                             | Number of complaints complete at Stage 1                            | 11    |
|   |   |             |                   |                   |                   |         |        |                   |                |                                 | Number of complaints at stage 1 responded to within 5 working days  | 8     |
| 01. Provide an efficient complaints service | Percentage of complaints at stage 2 complete within 20 working days | 75%         | 100%              | 100%              | 100%              | 100%    |        | 15/16: On Target  |                | 95%                             | Number of complaints complete at Stage 2                            | 2     |
|   |   |             |                   |                   |                   |         |        |                   |                |                                 | Number of complaints at stage 2 responded to within 20 working days | 2     |



## 01.2 Making the Best Use of our Resources

| Priority                      | Indicator  | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |        |  |                | Annual<br>Target<br>2015/<br>16 | Feeder Data                                     | Value    |
|-------------------------------|--|-------------|-------------------|-------------------|-------------------|---------|--------|--|----------------|---------------------------------|---|----------|
|                               |  | Value       | Value             | Value             | Value             | Value   | Status | Note   | Short<br>Trend |                                 |   |          |
| 02. Manage budget effectively | Performance against revenue budget                                       | N/A         | £ 12.760 m        | £ 9.929 m         | £ 11.986 m        | N/A     |        | 15/16: Performance against budget will be reported to the Council in June. |                | £ 9.693 m                       |   |          |
| 03. Manage stress and absence | Average number of working days lost due to sickness absence (cumulative) | 6.89        | 1.69              | 2.13              | 3.39              | 4.53    |        | 15/16: On Target   |                | 8.26                            | Number of days lost (cumulative)                | 1,231.98 |
|                               |  |             |                   |                   |                   |         |        |  |                |                                 | Average number of FTE in service (year to date) | 272.03   |

### 01.3 Corporate Health






| Priority                            | Indicator  | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |   |  |   | Annual<br>Target<br>2015/<br>16 | Feeder Data  | Value |
|-------------------------------------|--|-------------|-------------------|-------------------|-------------------|---------|---|--|---|---------------------------------|--|-------|
|                                     |  | Value       | Value             | Value             | Value             | Value   | Status  | Note   | Short<br>Trend  |                                 |  |       |
| 04. Complete all service priorities | % of service priority actions on target / completed, of the total number | 63.16 %     | 100%              | 100%              | 90.48 %           | 80.95 % |  | 15/16: Off Target Actions which are off target are being address with individual managers concerned. |  | 90%                             | Number of divisional & corporate priority actions                  | 21    |
|                                     |  |             |                   |                   |                   |         |   |  |   |                                 | Number of divisional & corporate priority actions on tgt/completed | 17    |
| 05. Process invoices efficiently    | % of invoices paid within 30 days of invoice receipt (cumulative)        | 91%         | 92%               | 91%               | 91%               | 90%     |  | 15/16: On Target   |  | 90%                             | Number received (cumulative)                                       | 2,309 |
|                                     |  |             |                   |                   |                   |         |   |  |   |                                 | Number paid within 30 days (cumulative)                            | 2,067 |
| 06. Improve PI performance          | % of PIs that are on target/ have reached their target.                  | 50%         | 0%                | 0%                | 100%              | 100%    |  | 15/16: On Target   |  | 90%                             | Number on tgt/ tgt achieved  | 1     |
|                                     |  |             |                   |                   |                   |         |   |  |   |                                 | Number of PI's   | 1     |
| 07. Control risk                    | % of high risks that have been reviewed in the last quarter              | 100%        | 100%              | 100%              | 100%              | 100%    |  | 15/16: On Target 1 High Risk reviewed and reclassified as medium risk by Manager.                    |  | 100%                            | Number of high risks reviewed in the last quarter                  | 4     |
|                                     |  |             |                   |                   |                   |         |   |  |   |                                 | Number of high risks   | 4     |





### 01.4 Improving for the Future







| Priority                        | Indicator  | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |   |  |   | Annual<br>Target<br>2015/<br>16 | Feeder Data                   | Value |
|---------------------------------|--|-------------|-------------------|-------------------|-------------------|---------|---|--|---|---------------------------------|-------------------------------|-------|
|                                 |  | Value       | Value             | Value             | Value             | Value   | Status  | Note   | Short<br>Trend  |                                 |                               |       |
| 08. Implement improvement plans | % of internal/external audit actions in progress | 80%         | 30.77 %           | 89.29 %           | 26.32 %           | 75.86 % |  | 15/16: Off Target Appropriate action being taken to progress outstanding/overdue actions |  | 90%                             | Number of on target actions   | 22    |
|                                 |  |             |                   |                   |                   |         |   |  |   |                                 | Number of outstanding actions | 29    |

# Finance and Integrated Service Support Action report





## 03. Service Priorities

| Code       | Priority  | Action   | Due Date    | Icon  | Progress | Comment & Planned Improvement Action   |
|------------|---|--|-------------|---|----------|--|
| FISS.S.1   | 01. SMP AHC - Staying at home - increased flexibility of local services/support | Develop the financial and resource arrangements required to support the Integration of Health and Social care, developing an action plan and implementing actions in the shadow year               | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>A report on the final financial assurance arrangements for the IJB was presented to Council in March and outlines the framework for 2016/17. |
| FISS.S.2.1 | 02. SMP SG - Support the local economy through the Ambitious Midlothian Plan    | Implement a Procurement Strategy which places greater emphasis on social responsibility requirements such as training opportunities, living wage etc , imbeds the Public Sector Procurement portal | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>Procurement Strategy 2015-18 complete and approved at Council on 23 June 2015  |
| FISS.S.2.2 |   | Continue to work with Local service providers to help them secure public sector contracts.   | 31-Mar-2016 |    | 75%      | <b>15/16:</b> Off Target<br>Work continuing to support local suppliers, meet they buyer event has been rescheduled for 2nd June 2016 due to elections.                 |
| FISS.S.3.1 | 03. SMP IOM - Increased positive destinations for adults and young people       | Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any eternal recruitment to those leaving learning.                       | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>CMT were given update on progress in April 2016  |
| FISS.S.4.1 | 04. SMP IOM - Engagement with local employers                                   | Adopt a revised Procurement Strategy which places greater emphasis on social responsibility requirements such as apprenticeships, and other opportunities for young people leaving learning        | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Procurement Strategy 2015-18 approved at Council on 23rd June 2015   |



| Code        | Priority   | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action  |
|-------------|--|---|-------------|---|----------|---|
| FISS.S.5.1  | 05. Ensure equality of opportunity as an employer                    | Deliver and embed second People Strategy and the actions targeted for 2015/16 to ensure that our workforce is positive, motivated, high achieving, well led and well managed and there is an understanding about the employee proposition                   | 31-Mar-2016 |    | 75%      | <b>15/16: Off Target:</b><br>Actions progressing in line with agreed People Strategy. Code of Conduct, Policy development, and lifelong learning all part of low pay negotiations   |
| FISS.S.5.2  |  | Manage MiFuture to ensure that Switch (Staff working in transition) and Internal Jobs Market support flexibility as our workforce reduces and our service requirements change to ensure that our workforce matches the needs of services and service users. | 31-Mar-2016 |    | 100%     | <b>15/16: Complete</b><br>Service reviews being supported through HR/OD support. Latest SWITCH statistics are:<br>Total number of people who have entered SWITCH - 86.<br>Number of people currently in SWITCH as at 31 March 2016 – 23.<br>Unfunded placement 2 and funded placement 21.<br>VSER taken 32<br>Redeployed staff 30 into posts.   |
| FISS.S.6.01 | 06. 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-2016 |    | 100%     | <b>15/16: Complete</b><br>Business Services structure was approved and implemented in Q4.   |
| FISS.S.6.03 |  | Implement Committee Management system and functionality   | 31-Mar-2016 |  | 100%     | <b>15/16: Complete</b><br><b>Phase 1: Democratic Services Team</b><br>The system is Live within the Democratic Services Team and has been launched on the Midlothian website for public access. Security permissions have been configured and rollout to Executive Officers and Executive Officer Support has been completed.<br><br><b>Phase 2: Report Authors</b><br>Work has commenced on the set up of the business manager module. The CMS team and the Total Document Management team will work in conjunction to establish the process for the submission of reports to committees. Initial discussions have taken place and a workshop is planned in April. |

| Code        | Priority   | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action   |
|-------------|--|---|-------------|---|----------|--|
| FISS.S.6.04 | 06. Ensure sustainable strategy for the delivery of Council Services | Strengthen our Maximising Attendance policies as part of the overall policy review July 2015 with an emphasis on early intervention to reduce overall sickness absence. Adopt revised policies and deliver on the actions planned for 2015/16 | 31-Mar-2016 |    | 75%      | <b>15/16:</b> Off Target<br>Changes to the HR/OD Policies are being progressed as part of the review of low pay. The employees Code of Conduct is in the process of being improves and updated - request made to extend due date to October 2016.  |
| FISS.S.6.05 |  | Achieve PSN compliance  | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>PSN Accreditation now confirmed (on 27th April 2016 for another year)<br>Digital Services will continue to monitoring and review all Council services to ensure PSN compliance is maintained.  |
| FISS.S.6.06 |  | Achieve the targets set out in our procurement Contract Delivery Plan to deliver cashable savings   | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>Contract Delivery Plan complete and endorsed at Council. All actions/contracts being delivered to timescale. No saving target has been set against the contract delivery plan, all savings identified and delivered through the tendering process will be reported and harvested.  |
| FISS.S.6.07 |  | Completion of the unaudited Statutory Accounts for 2013/14 to ensure that we maintain strong financial management and stewardship   | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>Unaudited accounts were completed in June and approved by Audit Committee and Council. They were submitted to the Councils auditors in advance of the statutory deadline of 30th June.   |
| FISS.S.6.08 |  | Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2014/15   | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Audited Accounts completed with an unqualified opinion.  |
| FISS.S.6.09 |  | Deliver quarterly financial reports an commentary to Council  | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Quarter 3 Monitoring Reports for both General Fund and Housing Revenue Account revenue and capital were presented to Council in February. This contributes to the Council priority of maintaining robust financial stewardship. The reports give CMT and members a full assessment of the financial health of the Council, highlights performance issues against budget, emerging pressures and provides an update on the Council's useable reserves strategy. |





| Code        | Priority   | Action   | Due Date    | Icon  | Progress | Comment & Planned Improvement Action  |
|-------------|--|--|-------------|---|----------|---|
| FISS.S.6.10 | 06. Ensure sustainable strategy for the delivery of Council Services | Deliver and monitor financial strategy for 2015/16 to 2017/18 to support Council setting the 2015/16 Council tax and a balanced budget | 31-Mar-2016 |    | 100%     | <b>15/16: Complete</b><br>The financial strategy was presented to the Council on 17th February 2015.  |
| FISS.S.6.11 |  | Provide a regular and robust assessment of savings arising from BTB programme and costs of the programme activities                    | 31-Mar-2016 |    | 100%     | <b>15/16: Complete</b><br>The latest position on Business Transformation Funds utilisation and savings achieved to date against targets was incorporated in the Quarter 3 Financial Monitoring Report. This gives visibility on the value of funds invested in the Transformation programme and the resultant budgetary savings. Investing in Business Transformation approved workstreams contributes to the longer term financial sustainability of the Council.  |
| FISS.S.6.12 |  | Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live                    | 31-Mar-2016 |    | 40%      | <b>15/16: Off Target</b><br>Following abandonment of upgrade to Integra 2 in February, implementation of purchasing cards has recommenced with focus on Schools.  |
| FISS.S.6.13 |  | Achieve the actions set out in the Total Document Management project plan  | 31-Mar-2016 |  | 100%     | <b>15/16: Complete</b><br><b>General - Education Access to CS10</b><br>The test environment has been configured and successfully accessed from an Education user account. This functionality will provide the same access to CS10 across both Corporate and Education networks. The next step is to configure live and enable the Employment and Reward contractual changes workflows for Education users.<br><b>Employment &amp; Reward Workstream</b><br>Implementation of workstream has been completed.<br><b>Purchase To Pay Workstream</b><br>Full end to end testing has been completed successfully by the P2P team with support from TDM team. Further progression to a live pilot is dependent on the the Integra upgrade which is planned for September 2016.<br><b>Business Services Workstream</b><br>User testing and pilot on the workflow to support the administration of mobile phones has been completed. Training for mobile phone administrators is planned for April. The introduction of the new process is planned for early May.<br><b>Policies and Procedures Workstream</b><br>HR and Employment & Reward policies and procedures is |







| Code        | Priority   | Action  | Due Date    | Icon  | Progress | Comment & Planned Improvement Action  |
|-------------|--|---|-------------|---|----------|---|
|             |  |   |             |   |          | <p>Live via the intranet portal. The TDM team and Digital Services are working with Health &amp; Safety and Contingency planning to migrate their policies and procedures to the portal. Digital Services are developing a generic portal module that will support future roll out of the portal to other service areas.</p> <p><b>Executive Officer Support</b></p> <p>The TDM Board have agreed that this implementation should progress in 4 phases - Executive Officer Support (Admin), Casework, Meetings/Committee reports and Executive Officers. Work is progressing with the Executive Officer Support (Admin). The scope for Casework and Meetings/Committee Reports has been agreed.</p> |
| FISS.S.6.14 | 06. Ensure sustainable strategy for the delivery of Council Services | Complete introduction of the Council's Managed Print Service  | 31-Mar-2016 |  | 100%     | <p><b>15/16: Complete</b></p> <p>Introduction of MPS completed. Handover from implementation to business as usual completed. Contract management arrangements in place with Xerox to monitor performance and print volumes.</p>   |
| FISS.S.6.15 | 06. Ensure sustainable strategy for the delivery of Council Services | To deliver the 2015/16 internal audit plan providing independent assurance on the management of risk (including corporate risks) and on the strength of internal controls within the Council to manage these risks. | 31-Mar-2016 |  | 80%      | <p><b>15/16: Off Target</b></p> <p>Overall 28 separate pieces of audit work have been completed for 2015/16. 3 pieces of work are at the reporting stage and fieldwork is underway for another 5. 2 audits have been carried forward to the next year's plan on the basis that unplanned audits were carried out on the Integrated Joint Board following the Council being appointed as the lead audit team for the IJB. The audit plan for 2015/16 is anticipated to be complete by the end of June, the target date.</p>  |





# Finance and Integrated Service Support PI Report

## 03. Service Priority

| PI Code      | Priority   | PI  | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |   |   |   | Annual Target 2015/16 | Benchmark |
|--------------|--|---|---------|------------|------------|------------|---------|---|---|---|-----------------------|-----------|
|              |  |   | Value   | Value      | Value      | Value      | Value   | Status  | Short Trend   | Note  |                       |           |
| FISS.S.6.06a | 06. Ensure sustainable strategy for the delivery of Council Services | Percentage of actions in the Contract Delivery Plan that are completed or on target | 100%    | 75%        | 75%        | 100%       | 100%    |  |  | <b>15/16:</b> On Target<br>All contracts are on target. | 100%                  |           |

## 03. Service Priorities relating to the Local Government Benchmarking Framework

| PI Code   | Priority   | PI  | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |   |   |   | Annual Target 2015/16 | Benchmark                                  |
|-----------|------------|---|---------|------------|------------|------------|---------|---|---|---|-----------------------|--|
|           |            |   | Value   | Value      | Value      | Value      | Value   | Status  | Short Trend   | Note  |                       |  |
| CORP6     | Benchmarks | Sickness Absence Days per Employee (All employees)    | 8.85    | 2          | 3.36       | 5.76       | 8.29    |  |  | <b>15/16:</b> Off Target<br>Organisational Development and Human Resources are continuing to upskill managers to maximise attendance in their service areas.                | 8                     | 14/15<br>13/14<br>Rank 8<br>(TOP Quartile) |
| CORP6aiii | Benchmarks | Sickness Absence Days per Teacher (CUMULATIVE) (LGBF) | 5.5     | 1.02       | 1.08       | 2.42       | 4.17    |  |  | <b>15/16:</b> Data Only<br>There is a decrease in the number of sickness/absence days per teacher from 5.5days in 14/15 to 4.17 days in 15/16. HR are continuing to support |                       | 14/15<br>Rank 6<br>(Top Quartile)<br>13/14 |

| PI Code   | Priority   | PI   | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |  | Annual<br>Target<br>2015/16 | Benchma<br>rk  |
|-----------|------------|--|---------|---------------|---------------|---------------|---------|---|---|--|-----------------------------|--|
|           |            |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note   |                             |  |
|           |            |  |         |               |               |               |         |   |   | services in reducing sickness absence by providing advice on individual cases and attending sickness absence meetings as well as identifying trends within their services.   |                             | Rank 5<br>(Top<br>Quartile)  |
| CORP6biii | Benchmarks | Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF) | 10.11   | 2.36          | 4.3           | 7.13          | 9.9     |    |    | <b>15/16: Data Only</b><br>There is a decrease in the number of sickness/absence days per teacher from 10.1 days in 14/15 to 9.9 days in 15/16. HR are continuing to support services in reducing sickness absence by providing advice on individual cases and attending sickness absence meetings as well as identifying trends within their services.  |                             | 14/15<br>Rank 11<br>(Second<br>Quartile)<br>13/14<br>Rank 14<br>(Second<br>Quartile) |
| CORP8     | Benchmarks | Percentage of invoices sampled and paid within 30 days (LGBF)        | 93.0%   | 95.0%         | 93.0%         | 91.0%         | 90.0%   |  |  | <b>15/16 : Off Target</b><br>The percentage of invoices paid within 30 days has fallen from 93% in 2014/15 to 90% in 2015/16. The percentage total value of invoices paid within 30 days is 96.8%.<br><br>Managers will be reminded of their obligation to pay suppliers within the 30 day payments terms. The Purchase to Pay project has a number of workstreams that will change the way we process payments to suppliers | 95.0%                       | 14/15<br>Rank 15<br>(Second<br>Quartile)<br>13/14<br>Rank 11<br>(Second<br>Quartile) |

# 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              | Central Support services as a % of Total Gross expenditure (LGBF)                           | 4.24%         | 4.15%      | 3.56%      | 4.39%      | 5.26%      | Data will be available in January 2017 | 14/15 Rank 20 (Third Quartile)<br>13/14 Rank 11 (Second Quartile)   |
| CORP2              | 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 | Data will be available in January 2017 | 14/15 Rank 25 (Bottom Quartile).<br>13/14 Rank 25 (Bottom Quartile) |
| CORP3b             | 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%                                  | 14/15 Rank 25 (Third Quartile).<br>13/14 Rank 24 (Third Quartile)   |
| CORP3c             | The gender pay gap between average hourly rate of pay for male and female council employees | New for 15/16 |            |            |            |            | £0.68                                  |   |
| CORP6aiii          | Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)                                       | New for 13/14 |            |            | 5.25       | 5.5        | 4.17                                   | 14/15 Rank 6 (Top Quartile)<br>13/14 Rank 5 (Top Quartile)          |
| CORP6biii          | Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)                        | New for 13/14 |            |            | 10.05      | 10.11      | 9.9                                    | 14/15 Rank 11 (Second Quartile)<br>13/14 Rank 14 (Second Quartile)  |
| CORP8              | Percentage of invoices sampled and paid within 30 days (LGBF)                               | 81.2%         | 83.1%      | 93.3%      | 93.4%      | 93.0%      | 90.0%                                  | 14/15 Rank 15 (Second Quartile)<br>13/14 Rank 11 (Second Quartile)  |

# Property & Facilities Management Performance Report 15/16



## 01. Progress in delivery of strategic outcomes

**Asset Management Rationalisation:** Through 2015/16 the EWiM programme has completed the reorganisation of Midlothian House second floor and the conversion of Croft Street. This has resulted in staff relocations from satellite offices and the closure and disposal of these buildings.

The depot design and feasibility study has now concluded with a report to Council for the consolidation of several buildings into a purpose built facility on the economic development land at Hopefield. Discussions are ongoing with the blue light services for their inclusion in our proposals.

A year of consultation and research into the feasibility of a new Council Headquarters building and subsequent regeneration of Dalkeith Town Centre was presented to a Seminar of Council during Q4. A full detailed report will be delivered to Council in May.

**Phase 2 Housing:** 127 houses at Jackson Street, Craigiefield and Eastfield Drive have been completed within budget and handed to Housing for occupancy.

New sites at Edgefield Road, Polton Street and two sites at Stobhill Road have commenced following the issue of consent for a further 96 units.

Service disconnections at Newbyres are complete allowing the demolition process to start. This will be done in a controlled manner to allow inspections by all interested parties of the foundations and substructures. The legal process to recover losses incurred is moving towards writs being served on 3 parties.

Potential sites for the remainder of Phase 2 and the future Phase 3 sites are being assessed from existing land assets including those arising from EWiM initiatives.

**Sport and Leisure:** Strategic plan discussions involving all directorates and the NHS are ongoing, including Sportscotland, based on the previous One Team One Vision strategy.

Additional investment in Active Living staff to augment the NHS referral team is being considered. This should realise considerable savings to the IJB budget through preventative exercise rather than prescribed medicine/consultation.

The introduction of free swimming during school holidays has seen over 3,000 children using this initiative. This has now been extended to include Dalkeith Campus.

Scottish Rugby used Midlothian Sports Awards video to highlight their Modern Apprentice Community Coach programme where Amy Sanderson - award winning coach of the year is now working with 10 additional primary schools to offer rugby this year. The Council has grown women's rugby to a level where there is now a Midlothian squad.

Scottish FA Quality Mark awards for Midlothian Clubs; Penicuik Athletic FC achieved the Scottish FA Quality Mark Legacy Award. Easthouses CFC and Dalkeith Thistle CFC moved up to Development level and St Bernards FC and Newtongrange Youth Development Academy achieved Standard level.

Active schools have introduced Sportshall Athletics for P6/7 children. This year, 427 pupils from 22 Midlothian primary schools took part over the 4 heats at Gorebridge Leisure Centre.

**Carbon Management:** Climate Energy Efficiency Fund (CEEF) is ending in April 2016. The Scottish Government and the Green Investment Bank, SALIX, have confirmed that existing funds can be retained and additional match funding will be released for investment in carbon reduction measures.

Work towards an energy company continues with discussion centred on the opportunity at Shawfair and potential solar farms.

Current initiatives including LED lighting, building consolidation, and the use of better insulation materials have resulted in saving 1000 tonnes of CO2 ahead of targets.

## 02. Emerging Challenges

### **Facilities Services**

1. The effects of increasing nursery provision will affect both services which will stretch already fully utilised services.
2. To develop menus that are acceptable to pupils but comply with legislation, particularly in High School (future concerns regarding sugar tax and reformulation of nutritional standards).
3. Absence and vacancy issues are still a challenge for managers on a daily basis to keep units and kitchens staffed to meet demands of our services.
4. Negotiating private cleaning contract with Melville Housing and looking at working partnerships with NHS Lothian and CRB.

### **Building Services**

1. Delivery of major works programmes with small internal team against a rising market of costs and labour shortage. 4x Primary schools, 1 Secondary school, Complex Care home, Phase 2 Housing sites, Woodburn Hub, EWIM 2 inclusive of Buccleuch House, Pentland and Midfield House refurbishments.
2. £157.000 new funding secured from Scottish Government and Energy company obligation to deliver the external wall insulation scheme throughout Midlothian.
3. Recovery of Scottish Water contributions £500,000 to projects over 5 years old.
4. Maintaining progress on programme on the schools projects at Newbattle, Paradykes, Roslin, Bilston and Gore Glen.

### **Property Assets**

1. Improvement plan is being prepared with proposals for investment in the environment of aging industrial estates and immediate areas. Will require cross sectional/directorate working to achieve desired outcomes.
2. A comprehensive Asset Register identifying those buildings required for Council receipt is now complete but requires management in accordance with Council policy and the emerging Community Empowerment Act.
3. Integrating new Government legislation from the emerging Community Empowerment Act into the Council's Asset Transfer Policy.

### **Sport & Leisure**

1. Introduction of a new Point of Sale system, following the tender analysis, without disruption to ongoing service.
2. Fees and charges increases take effect from 1 April, Sport and Leisure will monitor the effect on footfall and income levels.

# Property & Facilities Management PI summary









## 01.1 Outcomes and Customer Feedback

| Priority                                    | Indicator   | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |        |                   |                | Annual<br>Target<br>2015/<br>16 | Feeder Data   | Value |
|---|---|-------------|-------------------|-------------------|-------------------|---------|--------|-------------------|----------------|---------------------------------|---|-------|
|   |   | Value       | Value             | Value             | Value             | Value   | Status | Note              | Short<br>Trend |                                 |   |       |
| 01. Provide an efficient complaints service | Number of complaints received (cumulative)                          | 937         | 199               | 395               | 555               | 813     |        | 15/16: Data Only  |                |                                 |   |       |
| 01. Provide an efficient complaints service | Average time in working days to respond to complaints at stage 1    | 2.03        | 1.6               | 1.6               | 2.15              | 2.2     |        | 15/16: On Target. |                | 5                               | Number of complaints complete at Stage 1                            | 749   |
|   |   |             |                   |                   |                   |         |        |                   |                |                                 | Number of working days for Stage 1 complaints to be Completed       | 1,647 |
| 01. Provide an efficient complaints service | Average time in working days to respond to complaints at stage 2    | 30.5        | 4                 | 4.5               | 8.57              | 7.63    |        | 15/16: On Target  |                | 20                              | Number of complaints complete at Stage 2                            | 9     |
|   |   |             |                   |                   |                   |         |        |                   |                |                                 | Number of working days for Stage 2 complaints to be Completed       | 61    |
| 01. Provide an efficient complaints service | Percentage of complaints at stage 1 complete within 5 working days  | 93.59 %     | 94.68 %           | 95.39 %           | 95.07 %           | 95.33 % |        | 15/16: On Target  |                | 95%                             | Number of complaints complete at Stage 1                            | 749   |
|   |   |             |                   |                   |                   |         |        |                   |                |                                 | Number of complaints at stage 1 responded to within 5 working days  | 714   |
| 01. Provide an efficient complaints service | Percentage of complaints at stage 2 complete within 20 working days | 75%         | 100%              | 100%              | 100%              | 100%    |        | 15/16: On Target  |                | 95%                             | Number of complaints complete at Stage 2                            | 9     |
|   |   |             |                   |                   |                   |         |        |                   |                |                                 | Number of complaints at stage 2 responded to within 20 working days | 8     |



## 01.2 Making the Best Use of our Resources

| Priority                      | Indicator  | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |        |  |                | Annual<br>Target<br>2015/<br>16 | Feeder Data                                     | Value    |
|-------------------------------|--|-------------|-------------------|-------------------|-------------------|---------|--------|--|----------------|---------------------------------|---|----------|
|                               |  | Value       | Value             | Value             | Value             | Value   | Status | Note   | Short<br>Trend |                                 |   |          |
| 02. Manage budget effectively | Performance against revenue budget                                       | N/A         | £ 12.91<br>2 m    | £ 13.76<br>3 m    | £ 13.14<br>2 m    | N/A     |        | 15/16: Performance against budget will be reported to the Council in June.               |                | £ 13.68<br>8 m                  |   |          |
| 03. Manage stress and absence | Average number of working days lost due to sickness absence (cumulative) | 8.74        | 2.11              | 3.72              | 6.53              | 9.58    |        | 15/16: Off Target Work ongoing within service area to address issues of sickness absence |                | 8.50                            | Number of days lost (cumulative)                | 5,331.24 |
|                               |  |             |                   |                   |                   |         |        |  |                |                                 | Average number of FTE in service (year to date) | 556.41   |

### 01.3 Corporate Health

| Priority                            | Indicator  | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |   |   |   | Annual<br>Target<br>2015/<br>16 | Feeder Data   | Value  |
|-------------------------------------|--|-------------|-------------------|-------------------|-------------------|---------|---|---|---|---------------------------------|---|--------|
|                                     |  | Value       | Value             | Value             | Value             | Value   | Status  | Note  | Short<br>Trend  |                                 |   |        |
| 04. Complete all service priorities | % of service priorities on target / completed, of the total number | 100%        | 100%              | 100%              | 100%              | 100%    |  | <b>15/16:</b> 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)  | 86%         | 88%               | 85%               | 84%               | 83%     |  | <b>15/16:</b> Off Target<br>Timely processing of invoices is being addressed with managers.         |  | 85%                             | Number received (cumulative)                                    | 17,576 |
|                                     |  |             |                   |                   |                   |         |   |   |   |                                 | Number paid within 30 days (cumulative)                         | 14,646 |
| 06. Improve PI performance          | % of PIs that are on target/ have reached their target.            | 88.89 %     | 84.38 %           | 93.75 %           | 81.25 %           | 87.5 %  |  | <b>15/16:</b> Off Target<br>Improvement actions are being put in place to bring PIs back on target. |  | 90%                             | Number on tgt/ tgt achieved                                     | 28     |
|                                     |  |             |                   |                   |                   |         |   |   |   |                                 | Number of PI's  | 32     |
| 07. Control risk                    | % of high risks that have been reviewed in the last quarter        | 0%          | 0%                | 0%                | 0%                | 0%      |  | <b>15/16:</b><br>No high risks identified   |  | 0%                              | Number of high risks reviewed in the last quarter               | 0      |
|                                     |  |             |                   |                   |                   |         |   |   |   |                                 | Number of high risks  | 0      |




### 01.4 Improving for the Future







| Priority                        | Indicator  | 2014/<br>15 | Q1<br>2015/<br>16 | Q2<br>2015/<br>16 | Q3<br>2015/<br>16 | 2015/16 |   |  |   | Annual<br>Target<br>2015/<br>16 | Feeder Data                   | Value |
|---------------------------------|--|-------------|-------------------|-------------------|-------------------|---------|---|--|---|---------------------------------|-------------------------------|-------|
|                                 |  | Value       | Value             | Value             | Value             | Value   | Status  | Note   | Short<br>Trend  |                                 |                               |       |
| 08. Implement improvement plans | % of internal/external audit actions in progress | 100%        |                   | 50%               | 80%               | 0%      |  | <b>15/16:</b> Off Target<br>2 actions still outstanding from 2015 audit programme. |  | 90%                             | Number of on target actions   | 0     |
|                                 |  |             |                   |                   |                   |         |   |  |   |                                 | Number of outstanding actions | 2     |










## Property & Facilities Management - Action report







### 03. Service Priorities

| Code      | Priority   | Action   | Due Date    | Icon   | Progress | Comment & Planned Improvement Action  |
|-----------|--|--|-------------|--|----------|---|
| PFM.S.1.1 | 01. SMP GIRFEC - Deliver services that aim to prevent children and young people, their families and carers needing additionally support. | Continue to provide high quality nutritional school meals  | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>All school menus are continuing to meet nutritional standards. P1-3 meals uptake is achieving on average 89% above the Scottish Government target of 75%. Visit from Scottish Government minister to Penicuik HS recognised the work that has been put into the sourcing and joint working we have done with the school.  |
| PFM.S.1.2 |  | Promote and deliver Active Schools and Get Going programmes to school children   | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>Ongoing promotion through "Get Going with Active Schools" campaign in partnership with Active Schools Team.<br>Primary and Secondary school age programmes (9 weeks) delivered termly Get Going maintenance sessions "Keep Going" delivered weekly.<br>We have in place<br>8 Get Going initial 1-2-1s<br>1 Primary age Get Going Programme<br>1 Counterweight programme<br>11 Keep Going sessions   |
| PFM.S.2.1 | 02. SMP GIRFEC - Raise the educational attainment and achievement of children and young people   | Undertake programme of work to improve/upgrade Primary School Estate - Bilston, Gorebridge, Roslin, Paradykes Primary School | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br><b><u>Bilston</u></b><br>1. Works are ongoing.<br>2. Co-ordination of the decant arrangements is underway with the main contractor and school.<br><b><u>Gorebridge</u></b><br>1. Works ongoing and still on programme.<br><b><u>Paradykes and Roslin</u></b><br>1. Planning consent achieved 12th of January for both the new combined community facility and the new housing site.<br>2. Tender for the project returns 15th of April at 12 noon.<br>3. Start on site currently estimated for May with completion still planned for early August 2017. This will be reviewed once the main contractor's tender programmes have been returned.<br>4. The project remains within budget. |

| Code      | Priority   | Action   | Due Date    | Icon   | Progress | Comment & Planned Improvement Action   |
|-----------|--|--|-------------|--|----------|--|
| PFM.S.2.2 | 02. SMP GIRFEC - Raise the educational attainment and achievement of children and young people | Undertake programme of work to delivery improvement/upgrade High School Estate - Newbattle High School | 31-Mar-2016 |    | 100%     | <b>15/16: Complete Newbattle</b><br>1. Works have commenced on site and remain on programme<br>2. Grouting package is complete and the contractor is about to commence the earthworks package.<br>3. Completion of the building element scheduled for 30th of March 2018.  |
| PFM.S.3.1 | 03. SMP IOM - Increased positive destinations for young people                                 | Maintain the percentage of trainees completing courses through training and employability sources      | 31-Mar-2016 |    | 100%     | <b>15/16: Complete</b><br>24 trainees in Q4  |
| PFM.S.3.2 |  | Ensure all contracts include where possible for the engagement of local businesses                     | 31-Mar-2016 |    | 100%     | <b>15/16: Complete</b><br>All contracts contain a clause to include local labour   |
| PFM.S.4.1 | 04. SMP SG - Address climate change  | Review and implementation of recommendation from the Carbon Reduction Commitment (CRC) plan            | 31-Mar-2016 |    | 100%     | <b>15/16: Complete</b><br>Climate Energy Efficiency Fund (CEEF) ending in April 2016. Scottish Government and Green Investment Bank SALIX have confirmed that the fund can be retained and if commitment made to continue to invest in carbon reduction measures initial fund will be match funded. Midlothian has agreed to this and a programme of further CO2 reduction works have been developed and will be instigated in the forthcoming months. Investment requires a repayment within 4-8 years for further reinvestment.<br>Progress on Building Management Controls remains dependant on action to address firewall/intranet issues. |
| PFM.S.4.2 |  | Identification and instigation of projects as recommended as part of the Carbon Management Plan        | 31-Mar-2016 |  | 100%     | <b>15/16: Complete</b><br>Progress has been made with grid connections although Scottish Power Networks have confirmed that there is limited network capacity which will delay early implementation. Options are being considered to secure capacity where possible; opportunities for direct use of solar energy by the Council/storage are being investigated as a potential means of reducing carbon and generating income.   |
| PFM.S.4.3 |  | Energy saving measures for housing   | 31-Mar-2016 |  | 100%     | <b>15/16: Complete</b><br>Ongoing programme of energy savings initiative being implemented to maximise grant awards.   |







| Code      | Priority   | Action   | Due Date    | Icon | Progress | Comment & Planned Improvement Action  |
|-----------|--|--|-------------|------|----------|---|
| PFM.S.5.1 | 05. SMP SG - Provision of more social housing taking account of local demand           | Progress Phase 2 of capital plan new build programme                 | 31-Mar-2016 | ✓    | 100%     | <b>15/16:</b> Complete<br>127 houses built to date on Phase two sites. A further 96 units currently under construction are:<br>. 41 units at Edgefield Road<br>. 18 units at Polton Street<br>. 37 units at Stobhill<br>Site (51b) at Stobhill Road due to commence in May 2016.<br>Discussions for Newbyres housing mix brief ongoing. Demolition ongoing – due to complete June 2016. Establishing final sites to complete the phase 2 project still requiring agreement with housing.  |
| PFM.S.6.1 | 06. SMP AHC Enable people with complex needs to live in a homely setting in Midlothian | Undertake adaptations to houses for those with specific needs        | 31-Mar-2016 | ✓    | 100%     | <b>15/16:</b> Complete<br>To the end of March 2016, 309 minor adaptations have been completed and 50 Major adaptations of ramps and wet floor bathrooms have been completed.  |
| PFM.S.7.1 | 07. SMP AHC - Improve access to services   | Undertake adaptations to public buildings                            | 31-Mar-2016 | ✓    | 100%     | <b>15/16:</b> Complete<br>No funding made available for this work   |
| PFM.S.7.2 |  | Promote and deliver MAC and Ageing Well programmes to 50+ age groups | 31-Mar-2016 | ✓    | 100%     | <b>15/16:</b> Complete<br>Ageing Well organised a social event to help tackle social isolation in the form of a quiz night with over 50 in attendance.<br>Ageing Well spoke about their experiences in care homes delivering activities and Senior Games at a national networking event.<br>Ageing Well also spoke at the annual Age Scotland conference in Perth on the success of walking football and launched the walking football network in Torglen alongside former players.<br>The project now has 38 active volunteers including 6 new volunteers who completed the walk leader training this quarter.<br>An updated activity brochure has been produced and a leaflet designed to promote walking has also been designed and printed.<br>Ageing Well piloted a new spin cycling class in Mayfield to specifically target more men into the being active. This was a great success and will be offered on a weekly basis in the near future. |
| PFM.S.8.1 | 08. Enhance services to promote mental health and wellbeing                            | Promote and maintain uptake and use of leisure facilities            | 31-Mar-2016 | ✓    | 100%     | <b>15/16:</b> Complete<br>Extract from Tonezone Marketing Plan that is part of the Sport and Leisure Business Plan 2015/2016 - January / February promotion - Join for £5.00 - joining fee is £5.00. Refer a friend - new members.<br>MAC (Midlothian Active Choices) - Newsletter distributed to 3,500 approx. clients<br>MAC Awards annual event 100+ attendees.  |

| Code       | Priority   | Action  | Due Date    | Icon   | Progress | Comment & Planned Improvement Action   |
|------------|--|---|-------------|--|----------|--|
| PFM.S.9.1  | 09. Home Safety  | Design appropriate future developments in accordance with Secure by Design Principles                   | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>All Housing contract documents contain a clause to demand secure by design certification.  |
| PFM.S.10.1 | 10. Improve current standards of housing to comply with SHQS | Undertake programme of work to upgrade Council Houses to the Scottish Housing Quality Standard by 2015. | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>Works to chimneys roughcast, rainwater goods, smoke alarms and bathrooms, door entry systems, distribution boards and removal of lead pipe water supplies are ongoing. Programmes of windows, doors and external works for the Mayfield and Cameron Crescent area have commenced.  |
| PFM.S.11.1 | 11. Delivery of high quality Property Maintenance Services   | Delivery of high quality Property Maintenance Services  | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>Monitored through satisfaction surveys and Feedback forms.   |
| PFM.S.12.1 | 12. Delivery of high quality Facilities Management Services  | Delivery of high quality Facilities Management Services   | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>Facilities Service continues to deliver high quality services. The service level agreement was reviewed and updated in Feb 2016. Ongoing negotiations with Education to implement the changes to reflect the efficiencies savings within the janitorial and cleaning services and work towards roll out at the start of the new school year. Staff training remains a priority to fulfil all building cleaning and janitorial functions and a new training plan has been introduced in Q4. |
| PFM.S.14.1 | 14. Links to transformation strategy                         | Implement/set programme of office closures within Council estate  | 31-Mar-2016 |    | 100%     | <b>15/16:</b> Complete<br>EWiM Phase 2 main contract Section 1 (Midlothian House 1st floor), Section 2 (Croft Street) and Section 4 (Midlothian House 2nd floor) – Section 1 (Midlothian House 1st floor), Section 2 (Croft Street), Section 4 (Midlothian House 2nd floor) are complete; Section 3 (Buccleuch House) on hold due to debate over Dalkeith Town Centre regeneration   |
| PFM.S.15.1 | 15. Delivery of high quality Healthy Living Service          | Upgrade to Sport and Leisure Facilities   | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Lasswade MUGA will see work start in June 2016 on a 2g MUGA (Multi Use Games Area) for Lasswade Centre that will also include tennis.<br>New Goals and fencing being looked at to complete the Grass pitches at Lasswade Centre.   |
| PFM.S.15.2 |  | Delivery of high quality Healthy Living Service   | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Update on Memberships as following:<br>5,292 members, 1,190 Platinum, 717 Gold, 2,160 Silver, 407 Bronze, 573 Active Golden members and 223 Teenzone Members. Tonezone Marketing Plan was launched in April with different campaigns concentrating on retention.<br>We have 256 member more than this time last year   |









| Code        | Priority  | Action  | Due Date    | Icon   | Progress | Comment & Planned Improvement Action  |
|-------------|---|---|-------------|--|----------|---|
| PFM.S.16.01 | 16. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity | Meet the educational needs of increased numbers of pupils in Midlothian   | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Bilston and Gorebridge projects on target for August 2016.  |
| PFM.S.16.02 |   | Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>3 monthly reports for both projects agreed and approved.  |
| PFM.S.16.03 |   | Ensure new and existing facilities are developed to comply with new legislation   | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Two current schools under development meeting all legislative requirements.   |
| PFM.S.16.04 |   | Deliver Facilities Management and Maintenance induction, monitoring and support to new and existing Head Teachers       | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>Induction required and completed for two new Head Teachers year to date.  |
| PFM.S.16.05 |   | Ensure facilities meet the needs of all Midlothian pupils   | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>All developments meeting Scottish School Estates Standards and complying with School Premises Regulations.  |
| PFM.S.17.1  | 17. Review of Council's Asset Register  | Prepare and implement a rolling review of rents of the Council's non-operational land and buildings                     | 31-Mar-2016 |  | 100%     | <b>15/16:</b> Complete<br>The rolling programme of lease renewals continues to be progressed with inroads being made into the previous backlog and moderate rental increases combined with the implementation of new lease structures being achieved. |

# Property & Facilities Management PI Report

## 03. Service Priorities







| PI Code    | Priority  | PI  | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |   |   |  | Annual Target 2015/16 | Benchmark  |
|------------|---|---|---------|------------|------------|------------|---------|---|---|--|-----------------------|--|
|            |   |   | Value   | Value      | Value      | Value      | Value   | Status  | Short Trend   | Note   |                       |  |
| PFM.LPI.03 | 12. Delivery of high quality Facilities Management Services | Monthly number of meals prepared/monthly labour hours across production and dining centres.   | 8.59    | 9.14       | 10.83      | 11.42      | 10.3    |    |    | <b>15/16:</b> On Target<br>Kitchens continue to perform above the target labour hours  | 8                     | 8.46- Average per family group 2013/14 (APSE)                |
| PFM.LPI.04 |   | Achieve greater than the Scottish average in the annual school meals census (Primary Schools) | 64.5%   | 72.8%      | 72.8%      | 72.8%      | 72.8%   |    |    | <b>15/16:</b> On Target<br>School meal census published June 15 shows Midlothian uptake is 72.8%, national average is 64.8%                          | 60%                   | Scottish Government Annual Survey of School Meals 2015 64.8% |
| PFM.LPI.05 |   | Achieve greater than the Scottish average in the annual school meal census (High Schools)     | 77.7%   | 70.1%      | 70.1%      | 70.1%      | 70.1%   |  |  | <b>15/16:</b> On Target<br>School meal census published in June 15 showed Midlothian High School uptake at 70.1% against a national average of 44.2% | 60%                   | Scottish Government Annual Survey of School Meals 2015 44.2% |









| PI Code    | Priority   | PI   | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |        |                |  | Annual<br>Target<br>2015/16 | Benchma<br>rk                                    |
|------------|--|--|---------|---------------|---------------|---------------|---------|--------|----------------|--|-----------------------------|--|
|            |  |  | Value   | Value         | Value         | Value         | Value   | Status | Short<br>Trend | Note   |                             |  |
| PFM.LPI.09 | 10. Improve current standards of housing to comply with SHQS   | Progress of bathroom replacement programme   | 1,039   | 112           | 177           | 287           | 377     |        |                | <b>15/16:</b> On Target<br>377installations complete against target of 311 to be completed by end of Q4. 100% Satisfaction.                      | 311                         |  |
| PFM.LPI.10 |  | Progress of roughcast programme  | 89      | 0             | 0             | 0             | 0       |        |                | <b>15/16:</b> Off Target<br>There are no properties being roughcasted in 15/16. Tender has now been issued and works will commence in Q1 2016/17 | 44                          |  |
| PFM.S.1.1a | 01. SMP GIRFEC - Deliver services that aim to prevent children and young people, their families and carers needing additionally support. | % uptake of Primary School meals - aim to maintain at 11/12 level (LPI)                    | 77%     | 72.8%         | 78.35%        | 78.2%         | 81.4%   |        |                | <b>15/16:</b> On Target  | 60%                         | 50.07% - Average per family group (APSE 13/14)   |
| PFM.S.1.1b |  | % uptake of High School meals  | 47.8%   | 45.6%         | 41.3%         | 52.4%         | 51.9%   |        |                | <b>15/16:</b> On Target<br>Good performance P11 & 12, however P13 down as new outside take aways become an option for pupils.                    | 50%                         | 43.89% - Average per family group 2013/14( APSE) |
| PFM.S.1.2a |  | Number of distinct activities - Active Schools and Get Going programmes to school children | 40      | 55            | 55            | 50            | 50      |        |                | <b>15/16:</b> On Target<br>Active Schools and Get Going programme delivered 40 or more distinct activities.                                      | 40                          |  |
| PFM.S.3.1a | 03. SMP IOM - Increased positive destinations for young people   | Number of trainees within service completing courses                                       | 22      | 17            | 21            | 18            | 32      |        |                | <b>15/16:</b> On Target  | 15                          |  |









| PI Code    | Priority   | PI   | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |   | Annual<br>Target<br>2015/16 | Benchma<br>rk |
|------------|--|--|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|---------------|
|            |  |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |               |
| PFM.S.3.1b | 03. SMP IOM -<br>Increased<br>positive<br>destinations for<br>young people | Number of trainees<br>within Property<br>Maintenance<br>completing courses | 10      | 10            | 15            | 15            | 15      |    |    | <b>15/16: Target Achieved</b><br>Total Number of apprentices 5 moving to year 2. Four team leaders, 1 Painter and 1 planner now attending college to obtain an HNC plus 1 Maintenance Surveyor undertaking a degree. 3 new Apprentices now in post.   | 10                          |               |
| PFM.S.3.1c |  | Number of trainees<br>within Facilities<br>Services<br>completing courses  | 3       | 3             | 4             | 1             | 7       |    |    | <b>15/16: On Target</b><br>FM have two work experience placements, catering have 2. Catering also has 3 staff attending college for SVQ Level 2 Food Production   | 3                           |               |
| PFM.S.3.1d |  | Number of trainees<br>within Sport and<br>Leisure completing<br>courses    | 9       | 4             | 2             | 2             | 10      |   |   | <b>15/16: On Target</b><br>During Q 4 two people have been employed on a casual basis as Lifeguards at the Lasswade Centre. They previously attended their NPLQ training course within (National Pool Lifeguard Qualification) Midlothian Leisure Centres to become Lifeguards. Total for quarter three is 2 people. Total for year is 10 people with a positive destination. | 1                           |               |
| PFM.S.3.2a |  | Percentage of<br>contracts engaging<br>in local businesses                 | 100%    | 100%          | 100%          | 100%          | 100%    |  |  | <b>15/16: On Target</b><br>All Contracts have local business clauses inserted.  | 100%                        |               |















| PI Code    | Priority  | PI   | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |        |                |  | Annual<br>Target<br>2015/16 | Benchma<br>rk   |
|------------|---|--|---------|---------------|---------------|---------------|---------|--------|----------------|--|-----------------------------|---|
|            |   |  | Value   | Value         | Value         | Value         | Value   | Status | Short<br>Trend | Note   |                             |   |
| PFM.S.4.1a | 04. SMP SG -<br>Address climate<br>change   | Reduction in<br>carbon emissions<br>from Council<br>premises | 4,335   | 15,760        | 15,043        | 13,630        | 12,851  | ✓      | ↓              | <b>15/16:</b> On Target<br>Conversion factors vary based<br>on market conditions and<br>adopting the actual published<br>conversion factors results in<br>12,851 CO2t, an actual saving<br>of 1000 tonnes of CO2 over our<br>target of 13852 CO2t. | 13,852                      | Benchma<br>rked<br>internally<br>against<br>target<br>from<br>06/07 of<br>6213<br>tonnes<br>over a 5<br>year<br>period.<br>To date<br>we have<br>achieved<br>a carbon<br>reduction<br>of 7450<br>tonnes |
| PFM.S.5.1a | 05. SMP SG -<br>Provision of more<br>social housing<br>taking account of<br>local demand              | Number of new<br>build council<br>houses                     | 77      | 91            | 91            | 91            | 91      | ✓      | ↑              | <b>15/16:</b> On Target<br>91 properties completed by end<br>of Q4.  | 91                          |   |
| PFM.S.6.1a | 06. SMP AHC<br>Enable people<br>with complex<br>needs to live in a<br>homely setting in<br>Midlothian | Number of<br>adaptations<br>requested and<br>completed       | 100%    | 100%          | 100%          | 100%          | 100%    | ✓      | ▬              | <b>15/16:</b> On Target<br>To the end of March 2016 309<br>minor adaptations have been<br>completed and 50 Major<br>adaptations of ramps and wet<br>floor bathrooms have been<br>completed.  | 100%                        |   |

| PI Code     | Priority  | PI  | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |   | Annual<br>Target<br>2015/16 | Benchma<br>rk |
|-------------|---|---|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|---------------|
|             |   |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |               |
| PFM.S.7.2c  | 07. SMP AHC -<br>Improve access<br>to services                          | Number of<br>activities offered by<br>Ageing Well and<br>MAC 50+ age<br>groups                  | 24      | 24            | 24            | 24            | 50      |    |    | <b>15/16:</b> Target Achieved<br>MAC and Ageing Well delivered<br>over 24 distinct activities on a<br>weekly basis over this quarter.<br>202 referrals in the quarter. 66<br>MAC+ classes 70 Initial 1-2-1<br>consultations 3,5 12 week<br>reviews 182. 1-2-1 gym<br>sessions<br>During this quarter Ageing Well<br>have offered 50 classes per<br>week attracting over 600 people<br>each week. We offered 4 kinds<br>of dance classes, class based<br>exercise including tai chi,<br>pilates, yoga, aquafit, relaxation<br>and keep fit and groups run by<br>volunteers which include new<br>age kurling, health walks, table<br>tennis and walking football. | 16                          |               |
| PFM.S.08.1a | 08. Enhance<br>services to<br>promote mental<br>health and<br>wellbeing | Number of<br>attendances per<br>1,000 population to<br>all pools                                | 3,040   | 620           | 1,310         | 2,110         | 2,870   |    |    | <b>15/16:</b> Off Target<br>Total wet side usage figures for<br>Q4 show 80,577. Total for year<br>is 247,099.<br>That's 10,436 less than last<br>years annual total.<br>Building closures for<br>referendum, maintenance and<br>Easter break. Still awaiting<br>figures from accountant but<br>early indications show increase<br>in revenue due to customer<br>retention.  | 3,040                       |               |
| PFM.S.08.1b |   | Number of<br>attendances per<br>1,000 population<br>for indoor sports<br>and leisure facilities | 7,780   | 1,820         | 3,350         | 5,490         | 7,550   |  |  | <b>15/16 :</b> Off Target<br>Dry side usage figures for year<br>show 651,046. Building<br>closures for referendum,<br>maintenance and Easter break.<br>Still awaiting figures from<br>accountant but early indications<br>show increase in revenue due<br>to customer retention.  | 7,780                       |               |





| PI Code     | Priority   | PI  | 2014/15     | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16     |   |   |   | Annual<br>Target<br>2015/16 | Benchma<br>rk                  |
|-------------|--|---|-------------|---------------|---------------|---------------|-------------|---|---|---|-----------------------------|--------------------------------|
|             |  |   | Value       | Value         | Value         | Value         | Value       | Status  | Short<br>Trend  | Note  |                             |                                |
| PFM.S.9.1a  | 09. Home Safety  | Secure by Design Certification  | 100%        | 100%          | 100%          | 100%          | 100%        |    |    | <b>15/16: On Target</b><br>All housing contracts have a 'secure by design' specification  | 100%                        |                                |
| PFM.S.11.1a | 11. Delivery of high quality Property Maintenance Services | The percentage of properties achieving turnaround time of less than 20 days | 64.74%      | 76.06%        | 76.47%        | 67.44%        | 63.46%      |    |    | <b>15/16: Off Target</b><br>Based on 286 properties (includes survey and maintenance works). Average number of days is 17. 2.The housing department have requested that homeless accommodation voids be prioritised ahead of main stream voids which negatively affects the performance figures. A number of properties have now been put onto the temp accommodation list since January. These additional works have had even further impact on the main stream voids. | 83%                         |                                |
| PFM.S.15.1a | 15. Delivery of high quality Healthy Living Service        | Reduction in Financial Operating Cost of Sport & Leisure                    | £268,834.00 | £43,610.00    | £92,364.10    | £160,823.35   | £221,995.72 |  |  | <b>15/16:Off Target :</b><br>The income generated through the centres regarding customer and client receipts was £16,200 Income from Vending was £32,472.37 and savings from lifeguard reduction was £12,500 giving a total of £61,172.37 to Q4 and a year to date total of £221,995.72   |                             | N/A                            |
| PFM.S.15.2a |  | Tone zone retention rate  | 58%         | 60%           | 56%           | 59%           | 56.66%      |  |  | <b>15/16: On Target</b><br>The cumulative retention for the year end is 57.91%. The retention for Q4 alone was 56.66%   | 55%                         | No accepted industry standard. |

| PI Code     | Priority  | PI  | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |   | Annual<br>Target<br>2015/16 | Benchma<br>rk |
|-------------|---|---|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|---------------|
|             |   |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |               |
| PFM.S.15.2b | 15. Delivery of high quality Healthy Living Service   | Performance Indicator scores in registered Leisure Centres  | 90.6    | 83.38         | 85.18         | 92.66         | 92.44   |    |    | <b>15/16:</b> On Target<br>Viewpoint stats show that 92.44% were satisfied with leisure facility study that was completed in quarter four.  | 90                          |               |
| PFM.S.15.2c | 15. Delivery of high quality Healthy Living Service   | Frequency of distinct activities - MAC and Ageing Well programmes to 50+ age groups                                     | 24      | 24            | 24            | 24            | 24      |    |    | <b>15/16:</b> On Target<br>MAC and Ageing Well delivered over 24 distinct activities on a weekly basis over this quarter. 202 referrals in the quarter. 66 MAC+ classes 70 Initial 1-2-1 consultations 3,5 12 week reviews 182. 1-2-1 gym sessions<br>During this quarter Ageing Well have offered 50 classes per week attracting over 600 people each week. We offered 4 kinds of dance classes, class based exercise including tai chi, pilates, yoga, aquafit, relaxation and keep fit and groups run by volunteers which include new age curling, health walks, table tennis and walking football | 16                          |               |
| PFM.S.16.1a | 16. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity | Percentage of school plans for Bilston, North Gorebridge complete   | 100%    | 100%          | 100%          | 100%          | 100%    |  |  | <b>15/16:</b> On Target<br>Preparation for Paradykes and Roslin Schools ongoing.  | 100%                        |               |
| PFM.S.16.2a |   | Percentage of PPP maintenance issues that are addressed within timescale (failure results in penalty to PPP contractor) | 95%     | 95%           | 95%           | 90%           | 95%     |  |  | <b>15/16:</b> On Target   | 90%                         |               |

| PI Code     | Priority  | PI  | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |   | Annual<br>Target<br>2015/16 | Benchma<br>rk |
|-------------|---|---|---------|---------------|---------------|---------------|---------|---|---|---|-----------------------------|---------------|
|             |   |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note  |                             |               |
| PFM.S.16.6a | 16. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity | Percentage of new school briefs that incorporate the Curriculum for Excellence ethos.                                     | 100%    | 100%          | 100%          | 100%          | 100%    |    |    | <b>15/16:</b> On Target<br>All new school briefs incorporate the Curriculum of Excellence ethos with designs that promote more activity based learning and a smooth transition from nursery to primary school. In addition to this a brief for a 0-3 year old has been developed for Woodburn PS, which is currently out to tender. | 100%                        |               |
| PFM.S.17.1a | 17. Review of Council's Asset Register  | Percentage of non-operational sites and buildings reviewed  | 50%     | 25%           | 100%          | 100%          | 100%    |    |    | <b>15/16 : Complete:</b> Asset Register complete  | 50%                         |               |
| PFM.S.17.2a |   | Management and development of the Council's extensive land interests at Shawfair  | 100%    | 25%           | 50%           | 75%           | 100%    |    |    | <b>15/16:</b> On Target<br>Good progress made with Network Rail regarding the procurement of land for Town Centre with principles agreed  | 100%                        |               |
| SPI-15.2    | 10. Improve current standards of housing to comply with SHQS  | The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria  | 100.0%  | 100.0%        | 100.0%        | 100.0%        | 100.0%  |   |   | <b>15/16:</b> On Target   | 100.0%                      |               |
| SPI-15.4    |   | The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria | 100.0%  | 100.0%        | 100.0%        | 100.0%        | 100.0%  |  |  | <b>15/16:</b> On Target<br>479 exemptions   | 100.0%                      |               |

| PI Code  | Priority   | PI  | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |  | Annual<br>Target<br>2015/16 | Benchma<br>rk |
|----------|--|---|---------|---------------|---------------|---------------|---------|---|---|--|-----------------------------|---------------|
|          |  |   | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note   |                             |               |
| SPI-15.5 | 10. Improve current standards of housing to comply with SHQS | The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria | 100.0%  | 100.0%        | 100.0%        | 100.0%        | 100.0%  |  |  | <b>15/16:</b> On Target<br>100% of Midlothian Council houses are healthy safe and secure. 479 exemptions | 100.0%                      |               |

### 03. Service Priorities relating to the Local Government Benchmarking Framework

| PI Code | Priority   | PI   | 2014/15 | Q1<br>2015/16 | Q2<br>2015/16 | Q3<br>2015/16 | 2015/16 |   |   |  | Annual<br>Target<br>2015/16 | Benchma<br>rk   |
|---------|--|--|---------|---------------|---------------|---------------|---------|---|---|--|-----------------------------|---|
|         |  |  | Value   | Value         | Value         | Value         | Value   | Status  | Short<br>Trend  | Note   |                             |   |
| HSN3    | 10. Improve current standards of housing to comply with SHQS | Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF) | 93.1%   | 100.0%        | 100.0%        | 100.0%        | 93.1%   |    |    | <b>15/16:</b> On Target<br>In 2015/16 there was a decrease from 94.4% in 2013/14 to 93.1% of the Council's housing stock which meets the Scottish Housing Quality Standard criteria. Although there was a reduction we still exceeded our target of 90% and we were ranked 10th out of the 32 Scottish councils and we are above the national average of 90.38%.<br><br>Building Services are actively attempting to obtain access to the remaining 7% of properties that remain exemptions. There are no failures in any of the housing stock where access has been gained. | 100.0%                      | 14/15<br>Rank 10<br>(Second Quartile).<br>13/14<br>Rank 25<br>(Bottom Quartile) |
| HSN5    | 10. Improve current standards of housing to comply with SHQS | Percentage of council houses that are energy efficient (LGBF)  | 100.0%  | 100.0%        | 100.0%        | 100.0%        | 100.0%  |  |  | <b>15/16:</b> On Target<br>100% of Midlothian Council houses are energy efficient. 36 exemptions - mainly objections by tenants  | 100.0%                      | 14/15<br>Rank 1<br>(TOP Quartile).<br>13/14<br>Rank 8<br>(TOP Quartile)         |

# 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 | Proportion of operational buildings that are suitable for their current use (LGBF)          | 85.8%   | 88.2%   | 88.3%   | 88.89%  | 88.69%  | 89.22%                                 | 14/15 Rank 9 (Second Quartile). 13/14 Rank 8 (Top Quartile)      |
| C-AST2 | Proportion of internal floor area of operational buildings in satisfactory condition (LGBF) | 76.42%  | N/A     | 72.1%   | 81.5%   | 76%     | Data will be available in January 2017 | 14/15 Rank 26 (Bottom Quartile). 13/14 Rank 25 (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  | Cost per attendance at Sports facilities (LGBF)               | £5.50   | £5.47   | £7.00   | £7.01   | £7.61   | £5.70   | 14/15 Rank 27 (Bottom Quartile) 13/14 Rank 27 (Bottom Quartile) |
| C&L5d | Percentage of adults satisfied with leisure facilities (LGBF) | 79.7%   | 84.7%   | 77%     | 77%     | 72%     | 88.41%  | 14/15 Rank 24 (Third Quartile) 13/14 Rank 18 (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  | 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%                                  | 14/15 Rank 10 (Second Quartile). 13/14 Rank 25 (Bottom Quartile) |
| HSN4b | Average time taken to complete non-emergency repairs (LGBF)  | Not measured |         |         | 7       | 7.37    | Data will be available in January 2017 | 14/15 Rank 7 (TOP Quartile) 13/14 - Rank 6 (TOP Quartile)        |
| HSN5  | Percentage of council houses that are energy efficient (LGBF)  | 83.9%        | 92.2%   | 93.5%   | 99.1%   | 100.0%  | 100.0%                                 | 14/15 Rank 1 (TOP Quartile). 13/14 Rank 8 (TOP Quartile)         |





## Midlothian Council Performance Report – 2015/16

Midlothian Council delivers its priorities through the Community Planning Partnership and the Single Midlothian Plan. The Council Transformation Strategy and individual Service Plans outline how Midlothian Council will deliver its contribution to the Single Midlothian Plan.

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, Early Years Collaborative and the significant differences in social and economic equality across Midlothian.

Community Planning partners have agreed the following vision for Midlothian:

“Midlothian – a great place to grow”.

With the following three areas as key priorities:

- Economic growth and business support – we will increase economic growth as a basis for a more prosperous Midlothian.
- Positive Destinations for Young People – this priority is particularly important to us because life chances can be improved for our greatest assets.
- Early Years – Getting it Right for Every Midlothian Child.

The Community Planning Partnership priorities for 2015/16 have shown steady improvement across Early Years, Positive Destinations and Economic Development and these areas will be further developed in 2016-19. The Community Planning Partnership have recently reviewed key priorities and whilst they continue to build on the work previously undertaken, the key priorities for the period 2016-19 are: reducing the gap in learning outcomes; reducing the gap in health outcomes; and reducing the gap in economic circumstances.

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

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

Work will continue on the outcome priorities for 2015/16 and also the strategic priorities and budgets for 2015 through 2018. All service plans have demonstrated commitment to reducing the outcome gap for residents in areas of concentrated deprivation

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

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

## Progress of Single Midlothian Plan Themes 2015/16

### Adult, Health and Care - Achievements

#### *Responding to growing demand for adult social care services*

**Integration:** Scottish Government approved the proposed Midlothian Integration Scheme in June 2015, and the new Integration Joint Board went live on 20th August 2015. This Board approved a three year Strategic Plan in December 2015 and issued formal Directions to Midlothian Council and NHS Lothian on 31st March 2016.

**Older People:** The transformation programme of older people's services included the expansion of intermediate care at Highbank, which received Grade 5s from the Care Inspectorate. MERRIT (Midlothian Enhanced Rapid Response Intervention Team) continued to develop with the Hospital at Home service managing ten patients at a time over a seven day a week service. In relation to dementia, plans are well developed to transform Newbyres Care Home following a poor inspection report and the new joint service is well established. A full review of day services is underway to ensure isolation is effectively addressed.

**Mental Health:** There has been an increasing emphasis on promoting preventative and low level support through the expansion of outreach services, the development of a new "Gateway" service, expansion of peer support and the continuation of the library's *Bibliotherapy* Service. A particular focus has been the strengthening of joint working between substance misuse and mental health through management arrangements and regular staff meetings.

**Long Term Conditions, Physical Disability and Sensory Impairment:** Full reviews of services to people with disabilities and/or sensory impairment were undertaken in full consultation with the public during 2015-16. New plans have been approved including, for the first time, a stand-alone plan for the many people who have sensory impairments in Midlothian. New services were introduced in Health Centres to support people with long term health conditions, and a new support service for people recovering from treatment for cancer has been established.

**Criminal Justice:** A new Community Safety and Justice Partnership was formed in preparation for the disestablishment of Criminal Justice Authorities in April 2017. 2016/17 will be a shadow year and Transitional Plan was sent to the Scottish Government at the end of January. The *Spring Service* for women with multiple and complex needs involved in or at risk of offending, has been developed and funded for 2016-17.

**Substance Misuse:** During 2015-16 a carers' support service was commissioned by MELDAP (Mid and East Lothian Drugs and Alcohol Partnership) and additional peer support services were developed, included a peer support group in Dalhousie Medical Practice. MELDAP are planning to implement savings as part of the redesign process to address the 20% reduction in drugs and alcohol monies announced by the Scottish Government. Despite this financial context, options are being pursued to establish a Recovery Hub in Dalkeith.

**Public Protection:** Following the formation of the Joint Public Protection Committee, Improvement Plans have been developed and are being implemented in all areas of Public Protection. Performance indicators are being reported and monitored quarterly. A programme of evaluation activities has been developed for 2016-17.

**Learning Disability:** The programme of transformation continued, with building work starting on the complex care housing development in Penicuik. Planning changes within Learning Disability health services continued in seeking a more integrated approach. Significant work has also been undertaken in the re-commissioning of residential and respite care provision while plans are in place or being developed to increase supported living provision, including arrangements for the few remaining people with learning disability living in a hospital setting.

**Self Directed Support:** Work continues to develop service provision to ensure service users have more choice and control in relation their care arrangements. Key areas of work have been developing practice in relation to outcome focussed assessment and care planning, changing operational procedures to facilitate increased flexibility and reviewing commissioning and planning activities to embed choice and control in service provision.

**Carers:** New services were introduced for carers of people misusing alcohol/drugs in relation to welfare reform, and in Dalkeith Health Centre. A new carers' strategy is being developed which will include actions to address the new carers legislation, improve emergency planning and continue to identify & support the many hidden carers.

## Community Safety - Achievements

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

**Community Safety:** The Community Safety Partnership established MIDSAFE (Midlothian Community Safety-resident's consultation and engagement group), a resident's consultation and engagement group to work in partnership with the Community Safety Partnership and other local organisations to assist with the development of the annual Midlothian Community Safety and Antisocial Behaviour Strategies. The MIDSAFE group contribute towards annual public consultation on Single Midlothian Plan priorities and local community safety priorities and support the Community Safety Partnership in its efforts to build public reassurance and local resilience support local communities by taking part in information Road Shows and Gala Days the development of projects which aim to help people feel safe and divert antisocial behaviour scrutiny of the Community Safety Partnership.

There is also the Midlothian Antisocial Behaviour and Violent Offender Monitoring Group (ASBVO). This group meets each month with a range of partners to effectively deal with persistent instances of antisocial behaviour and violent crime, taking into account individuals or families additional support needs, to implement actions which reduce anti-social behaviour and violent crime, these include tenancy warnings, and have resulted in ASBO/CRASBO applications and also evictions.

**Road Network:** Following approval of additional funding at the Council meeting on 23 June 2015 a significant programme of footway projects has completed in 2015/16 with approximately 1.3% of the network improved. Work will focus on the older housing areas during 2016/17.

Similarly good progress has been made in terms of maintaining the road network. However, the very wet December followed by constant freezing and thawing has left a significant number of roads affected which may see a rise in the current backlog.

The programme of replacing inefficient lighting (due in part to securing third party funding) has continued with new LED lights introduced. Midlothian is on course to have almost 18% of the lighting stock with LED lights.

The initial phase of confirming the existing traffic regulation orders and restrictions on road have been completed. This is necessary before decriminalised parking in Midlothian can be progressed. The second phase to determine a robust business case is now progressing following a joint tender exercise with East Lothian Council. Work is on track to allow Council to consider this proposal and to see its introduction by April 2017.

The ELBF (Edinburgh, Lothians, Borders and Fife) shared services project has had its first meeting of the shadow Joint Committee. Officers will now progress for consideration areas where maximum benefit may be obtained.

## Getting it Right for Every Midlothian Child - Achievements

*Improving outcomes for children, young people and their families.*

**Annual Children's Services Regulatory Inspection:** A number of Midlothian's children's services were inspected Fostering, Adoption and Children's Residential, with the following grades awarded:

The Adoption Services received **three Goods** for Quality of Care and Support, Staffing and Quality of Leadership and Management.

The Fostering Service received **two Goods** for Quality of Care and Support and Management & Leadership and a **Very Good** for the Quality of Staffing.

The Residential Inspection feedback from their inspection visit in October/November 2015 received **four Very Goods** for Quality of Care, Quality of Environment, and Quality of Staffing & Quality of Management & Leadership.

These Inspection reports are further evidence of the significant progress and excellent work staff undertake on a daily basis. We are all committed to improving performance and raising the quality of work we deliver within children's services to ensure that we deliver good outcomes for all our children and their families.

**Kinship:** Ensuring that we meet the demands and legislative requirements of the Children & Young People (Scotland) Act 2014 we are still awaiting draft kinship care guidance from Scottish Government to advise us exactly what is expected. In the interim we have employed a dedicated part time Team Leader with two part time social workers to work with all Kinship carers within Midlothian.

We held a coffee morning session at Lasswade High School on 19 April for kinship carers with the main objective being to devise a training plan which shall support carers in this role. The plan shall be the working tool to evidence our progress and highlight where there are gaps with the service we provide. The Head of Service shall oversee this piece of work on a six monthly basis.

**Permanence and Care Excellence (PACE) programme:** Midlothian Council was recently selected to become a test site by the Permanence and Care Excellence (PACE) programme. Midlothian was selected as a site because we had already begun to address drift and improve the quality of permanence work through the development of the Framework for Permanence.

This ground breaking programme was established in 2014 by Scottish Government and CELCIS (Centre for excellence for looked after children in Scotland) to improve how local councils work with other agencies; Children's Hearings System, Scottish Children's Reporter Administration, Courts, etc, to place vulnerable children in stable, long-term care. The approach involves promoting and influencing best practice, using Quality Improvement methodology and a programmed management approach.

Over the past year we have recruited 4 foster carers however our fostering campaign continues with team leaders using social media tools to have live interactions with the public to promote engagement and recruitment. There is a national shortage of carers and we have recently reviewed how we recruit and train and now offer more prep groups with immediate follow up so that we are responding quicker to enquiries and undertaking a home study at the earliest opportunity.

**Child Protection:** Our child protection statistics have remained relatively stable over the past year with 40 children's names being on the register in March 2016. This equate to 2.5% per 1,000 of population compared to the Scottish average of 3.0% per 1,000. The current rate per 1,000 of young people looked after in Midlothian is 14.2 compared to the national rate of 14.9.

The number of allocated cases has increased from the same time last year by 9%, however the actual number of children allocated has increased by 18% from 845 to 1001. The number of referrals coming into Children's Services has increased significantly from 2009/10 where we had 2321 referrals per year to 15/16 with 4582 referrals. This is in part due to earlier identification of concerns and getting support in place earlier to prevent escalation and also more awareness from all professionals and the public.

**Children & Young People (Scotland) Act 2014:** There is a great deal of work being undertaken in relation to ensuring that we meet all relevant parts of this new piece of legislation. We have a Corporate Parenting Plan which will be endorsed at the next GIRFEMC Board and which will improve how we engage and work with our most vulnerable children and young people and ensure they are offered the same opportunities in life as others.

We are working towards the development of an aftercare and continuing care service for our looked after young people and have dedicated one of our residential houses (Gorebridge) to young people aged 16-18 where we shall work with them enhancing their social and life skills so that they can safely and confidently transition to independent living.

**Early Years:** Implementation of the Early Learning and Childcare (ELC) provisions of the Children and Young People (Scotland) Act 2014 continues to be a priority. All centres now have Senior Childcare Development workers as a core part of their team. All centres have been fully staffed from August 2015 to ensure seamless, well supported transitions to our centres from home for all children. Woodburn Family Learning Centre opened in February 2016 and multi agency staff are now in place with two year old places now doubled and capacity now at eighteen .ELC team have applied to be a pilot site with SG testing out the Family Learning Centre model to deliver 600 hours ELC.

We have increased availability of places across a range of partners to offer flexible choice for parents who have entitled two year olds. We now have nine Childminders and two Playgroups in contract to deliver our two year old provision. We have 115 two year olds currently in A Good Time To Be 2 provision.

The Pre 5 Additional Support Needs specialist teaching team has been enhanced with the provision of 3 Senior Childcare Development Workers who are supporting Hawthorn Child and Family Centre, Bright Sparks Playgroup and the Pre 5 specialist teaching team. The partnership teaching team now includes an ASN specialist teacher. These enhancements are having a positive impact on staff skills and children and families experiences.

The 'I Can' provision at Mayfield Nursery School continues to offer excellent support for our youngest children with speech and language disorders. A recent external inspection has enabled it to continue its positive work. Plans are in place to expand the outreach element of this service. Education staff are working closely with Speech and language therapy service to offer training advice and support to our Early learning and childcare staff.

**Raising Attainment: Pupil progress in primary school performance using standardised assessment data -**

**End of P1:** There was a 0.64 improvement in Maths at the end of P1 due to the successful implementation of SEAL (Stages of Early Arithmetic Learning) -an ambitious target has been set for 52.2. There was a 0.33% decrease in Reading at the end of P1. An ambitious target has been set at 52.1 for 2015/16. **End of P7:** There was a 0.4 improvement in the number of P7 pupils leaving primary school with a reading age of 9.5 years+. An improvement target of 89.3 has been set for 2015/16. There was an improvement of 1.5 in Maths by the end of P7 and an ambitious target of 95.3 has been set for 2015/16. As part of the National Improvement Framework which was launched in January 2016, measuring progress through the Broad General Education will be a priority for session 2016/17.

**Learning and Teaching:** Building on the importance of improving pedagogy and investing in Teacher CPD, 520 teachers and leaders from across Midlothian and 150 support staff participated in professional learning about the Visible Learning approach in August. All primary teachers in Midlothian, along with a few secondary colleagues, engaged in the Visible Learning Plus Foundation Day and support staff were introduced to the Visible Learning approach by members of the Educational Psychology Service. Midlothian were also invited to present at the Visible Learning World Conference. Feedback from both strands of professional learning has been overwhelmingly positive. A further report will be prepared for June Council on progress with Visible Learning.

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

**Lifelong Learning and Employability (LLE):** The new service will be consolidating and developing new provision across the authority to support local people to develop skills for learning, life and work. The changes to employability support programmes due to the new devolved responsibilities and the reduction in funding centrally will pose a challenge. It is important that we attempt to mitigate the impact on those most vulnerable by offering targeted employment support opportunities on a localised basis. All devolved programmes require to be in place by April 2017 and optimum bidding areas are being identified and this should create opportunities to work in partnership with other local authorities. Targeted work will also take place to support a wider age group of young people to reflect the 16-19 year old age group in the participation measure; it is advised this will expand up to 24 year olds over time.

**Positive Destinations:** The SLDR (Scottish Leaver Destination Report) figures were published in December for positive destinations. In Midlothian 93.5% of young people moved into positive destinations. This is 0.6% above the Scottish Average. When compared with last year, 0.4% less young people entered a positive destination this year however, there were approximately 81 more leavers recorded this year when compared with last year.

Moving forward, we are ambitious and want to get to a stage where all young people are supported to achieve and sustain a positive destination. On this improvement journey, 95% has been set as the aspirational target for this year. A range of initiatives with local partners have been progressed and will come to fruition in the next quarter such as our new outreach partnership with the Recruitment and Skills Centre based at Kinnaird Park. In addition, there are robust tracking systems now in place. We now also need to focus on the 16 to 19 year old age group supporting those who may have been in and out of positive destinations. A positive meeting has already taken place with SDS (Skills Development Scotland) in order to agree the action plan which we will take forward commencing with the identification and allocation stage. Many of the community benefit clauses are also becoming a reality and are offering local opportunities for work experience, apprenticeships and jobs for example through the building of new schools. Lifelong Learning & Employability are supporting local people to take advantage of these.



**Customer Services (Contact Centre & Libraries & Registrars):** Mayfield Library and Customer Hub launched in 2015 as a pilot project in developing new ways of working and delivering accessible services within our localities. Learning points and outcomes will be reported to Council and used for a roll out to develop customer services across Midlothian libraries

A new, joint, switchboard upgrade at the Contact Centre from the EWiM building moves provided an integration opportunity, including an automated switchboard function allowing internal/external customers to “self-service” calls by voice recognition, without the need to wait in queues to speak with the person or service they require (ie. “virtual operators”) as well as management information and reporting functionality to monitor and improve public services through continuing channel shift.

**Serving our Communities:**

- Funding secured for participatory budgeting activity in Dalkeith/Woodburn.
- Direct intervention by Welfare Rights Service has resulted in substantial increases in local households receiving correct benefit entitlements.
- Completion and first stage of implementation of Child Poverty Action Plan.
- Four micro-chipping events across Midlothian with some 700 dogs chipped ahead of new legislation coming into force.
- Major planning permissions granted for new housing at North West Penicuik (458 units), Gorebridge (211 units) and Rosewell (290 units), of which a proportion are within the defined 'affordable' category.
- Planning permission granted for the Zero Waste Facility at Millerhill.
- As a consequence of legal planning agreements a further £5 million of developer contribution was received in 2015/16.

**Sport and Leisure:** Strategic plan discussions involving all directorates and the NHS are ongoing, including Sportscotland, based on the previous One Team One Vision strategy.

Additional investment in Active Living staff to augment the NHS referral team is being considered. This should realise considerable savings to the IJB budget through preventative exercise rather than prescribed medicine/consultation.

The introduction of free swimming during school holidays has seen over 3,000 children using this initiative. This has now been extended to include Dalkeith Campus.

Scottish Rugby used Midlothian Sports Awards video to highlight their Modern Apprentice Community Coach programme where Amy Sanderson - award winning coach of the year is now working with 10 additional primary schools to offer rugby this year. The Council has grown women's rugby to a level where there is now a Midlothian squad.

Scottish FA Quality Mark awards for Midlothian Clubs; Penicuik Athletic FC achieved the Scottish FA Quality Mark Legacy Award. Easthouses CFC and Dalkeith Thistle CFC moved up to Development level and St Bernards FC and Newtongrange Youth Development Academy achieved Standard level.

Active schools have introduced Sportshall Athletics for P6/7 children. This year, 427 pupils from 22 Midlothian primary schools took part over the 4 heats at Gorebridge Leisure Centre.

**Land and Countryside:** A number of projects have been completed during the year with many as a result of securing third party funding. These included the riverside park footpath/cycleway, trim trails at both Cornbank and St Andrews primary schools, Stobhill primary school, trim trail (assault course) at Cornbank Primary School, developments at Mayfield Primary & St. Lukes Primary, trim trail at Sacred Heart PS, trim trail at St David's, new footpath and access gate completed at Cuiken Primary School.

In addition to retaining the green flag at Vogrie, Kings Park Dalkeith, Springfield Mill and Roslin Glen Country Park, work is progressing to secure a fifth green flag for Memorial Park, Loanhead.

Following the setting up of a joint team involving Land & Countryside and Road Services two contracts have been secured valued at £50,000. The intention is to seek and secure further work to increase income for the Council.

## **Sustainable Growth and Housing - Achievements**

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

### **Promoting Economic Development**

- Extensive promotional activity with the tourism and other business sectors ahead of the opening of the Borders Railway in September 2015.
- Substantial activity to secure long-term economic benefits in Midlothian from the opening of the Borders Railway, through the appointment of specialist staff to augment the work of the Council's in house team in areas of business development and tourism opportunities.
- Successful bid for £3.4 million of EU funding through the LEADER programme to support rural economic development in Midlothian and East Lothian.
- Successful outcome of ballot to establish a Business Improvement District in Penicuik Town Centre.
- Collaboration with five neighbouring Councils in preparing a joint regional bid to Scottish and UK Governments for City Deal Status

**Waste Services:** The food waste plant at Millerhill is due to accept commissioning waste during May 2016. Following an internal Health and Safety audit of the plant by Alauna Renewable Energy (ARE) additional safety features are being introduced which will benefit the plant running in the long term but have delayed full operation in the short term.

Following the roll out of food waste collections Midlothian residents have again exceeded anticipated participation rates. It was envisaged that approximately 2,000 tonnes of food waste would be recycled each year. However if current performance is maintained this will be exceeded by over 20%.

The residual waste plant having gained both planning and license approval from Scottish Environment Protection Agency (SEPA) is entering the final stages prior to financial close. Having agreed at Council a variation if required to the capital contribution FCC Medio Ambiente S.A. are now working with their funders to secure internal agreements prior to signing off on the contract. FCC are currently on site carrying out pre construction works (at their risk) which will allow full construction to begin after financial close.

As a consequence of additional requirements by SEPA resulting in a detailed site investigation together with additional noise attenuation works there has been a delay in considering the planning permission for the recycling site at the Bellmans Road site in Penicuik. Any work, if approved is unlikely to take place prior to late summer 2016.

The annual recycling rate for 2015 has been confirmed at 47.9%. Given the higher than anticipated food waste recycling rate it is envisaged that for 2016 Midlothian may achieve an annual recycling rate of almost 53%.

**Housing Services- Annual Return on Scottish Social Housing Charter (ARC):** The Scottish Social Housing Charter is a regulatory requirement which replaces the previous performance standards and describes the results outcomes social landlords should achieve in meeting their legal duties. The Charter helps to improve the quality and value of the services that social landlords provide.

Midlothian Council's submission was provided as required by June, 2015 and details what tenants and other service users can expect from Midlothian housing services and the efforts towards achieving outcomes that matter to our customers. The Scottish Housing Regulator assessed the submissions as satisfactory.

**Phase 2 Housing:** 127 houses at Jackson Street, Craigiefield and Eastfield Drive, Penicuik have been completed within budget and handed to Housing for occupancy.

New sites at Edgefield Road, Polton Street and two sites at Stobhill Road have commenced following the issue of consent for a further 96 units.

Service disconnections at Newbyres are complete allowing the demolition process to start. This will be done in a controlled manner to allow inspections by all interested parties of the foundations and substructures. The legal process to recover losses incurred is moving towards writs being served on 3 parties.

Potential sites for the remainder of Phase 2 and the future Phase 3 sites are being assessed from existing land assets including those arising from EWiM initiatives.

**Homelessness:** There is a reduction in Homeless presentations reflecting the value of prevention through a range of initiatives in youth homelessness, workshops in our secondary schools and youth agencies. There are also more housing options developed for those at risk of homelessness in Midlothian.

Although homeless presentations are decreasing, the number of people placed in temporary accommodation has increased at a cost of over £1M each year. Action is being taken to reduce this with alternative housing options developed across all available tenures – council; RSL; private rented, flat shares and the plans to re-use Pentland House and Polton Centre for temporary accommodation use following Council approval.

**Revenues Services:** Rent Strategy Review for 2016/17 was carried out including stakeholder consultation on rent charge options and new build housing proposals. The consultation was completed and reported to Midlothian Council in December, 2015 which approved a 5% rent increase for a 3 year period.

**Borders Rail:** Following the successful opening of the line passenger numbers continue to exceed initial expectations. With the 0.5 million passenger mark having been passed and an average of 23,000 passengers using the line on a weekly basis it is predicted that final passenger numbers for the first year will exceed 1.2 million.

Work continues to maximise the opportunities that the new rail line brings to Midlothian and in that context the new hop on hop off bus was due to begin running on Monday 18 April. This has been supported with Borders rail from blue print group funding. The various attractions have been collaborating to offer potential passengers deals to attract them to use the new service.

**Asset Management Rationalisation:** Through 2015/16 the EWiM programme has completed the reorganisation of Midlothian House second floor and the conversion of Croft Street. This has resulted in staff relocations from satellite offices and the closure and disposal of these buildings.

The depot design and feasibility study has now concluded with a report to Council for the consolidation of several buildings into a purpose built facility on the economic development land at Hopefield. Discussions are ongoing with the blue light services for their inclusion in our proposals.

A year of consultation and research into the feasibility of a new Council Headquarters building and subsequent regeneration of Dalkeith Town Centre was presented to a Seminar of Council.

**Carbon Management:** Climate Energy Efficiency Fund (CEEF) is ending in April 2016. The Scottish Government and the Green Investment Bank, SALIX, have confirmed that the fund can be retained and additional match funding will be released for investment in carbon reduction measures.

Work towards an energy company continues with discussion centred on the opportunity at Shawfair and potential solar farms.

Current initiatives including LED lighting, building consolidation, and the use of better insulation materials have resulted in saving 1000 tonnes of CO2 ahead of targets.

#### **Travel and Fleet Services**

Electric charging points have been installed at Lasswade, Penicuik and Sheriffhall. Following discussions with city car club further charging points are to be installed in Dalkeith.

Through close monitoring of the home to school transport and social work travel arrangements further contracts have been taken in-house representing an additional £40,000 saving.



## **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.

#### **Shaping our Future – engaging with our communities**

To inform and support changing the way we do things at Midlothian Council and ensure that services are fit for the future we've launched a major community engagement drive as part of the Delivering Excellence programme. We want residents to tell us what the priorities are for them, their families and their communities - and we want them to help us reshape our services to meet those priorities.

#### **Financial Stewardship and Sustainability Achievements**

- a) Completion of the 2015/16 Budget, addressing a shortfall of £7.6 million;
- b) Completion of the Q3 Financial Monitoring Reports to Council as part of the robust scrutiny of service financial performance demonstrating effective budgetary control across services.

#### **Challenges and Actions**

- a) Develop budget projections, the impact of the Council Transformation Programme and the financial implications of investment decisions / priorities for 2017/18 to 2021/22;
- b) Complete financial monitoring for Q4 2015/16 and into 16/17 and continuing to work with service managers to maintain effective control over expenditure;
- c) Complete statutory 2015/16 Final Accounts by deadline of 30th June 2016;
- d) Continued Financial Services support for the Council Transformation Programme. Help shape and lead all strands of the programme, continue to revise savings profiles and regularly update on application of the fund;
- e) Continue to strengthen financial stewardship in a climate of reducing budgets and increasing service pressure. Continuing to elevate new policy or investment decisions to ensure that they are affordable and demonstrate best value.

#### **Transformational Change Achievements**

- a) External Engagement for Delivering Excellence developed and first phase rolled out across Midlothian communities;
- b) Number of key areas including Housing, Adult Social Care progressing well with Delivering Excellence
- c) Transformational Officer support in:
  - Delivering the customer service strategy 2015-18 incorporating a comprehensive service review of the customer service function, channel shift, and business process redesign to improve and enhance service delivery and deliver transformation savings.
  - The content migration of the new Council website.
  - Delivering an in-house Court provision
  - Developing a joint Curators Schemes with Edinburgh City Council and East Lothian.
  - The delivery of end to end review of children's services (bringing two localities together and taking an end to end approach from referral to provision of services);
  - Implementation of online contractual changes process within Employment and Reward
  - Recruitment and Leavers review within Employment and Reward
  - Review of Social work financial assessments process

- End to end review of Registrars service underway
  - Violence against Women review with the Public Protection Unit
  - Review of the work being undertaken in 3 Priority Areas including review of structures to deliver, development of measurable outcomes that will demonstrate our progress on our 3 priorities
- d) Equalities
- Equality Outcomes & Equality Mainstreaming Reports 2016 – 2018 for East Lothian & Midlothian Health & Social Care Partnerships;
  - The new joint East & Midlothian Integrated Impact Assessment process and training programmes (about to be launched in May);
  - The Midlothian Council Equality Employee Monitoring Report 2015 – 2016 (May).
  - Development of Mainstream Report for Midlothian and East Lothian Councils
  - Review of Impact Assessment

## Emerging Challenges

### FINANCIAL

Balancing future years budget against a backdrop of reducing government funding, increase service demands and demographic cost pressures

- Concluding and implementing the review of pay and grading
- Continuing to secure a shift in culture and behaviours across the Council, adapting and innovating in response to the many challenges services face
- Securing improvements in the services provided by F&ISS and reducing the costs of these services
- Maintaining security over the Councils digital infrastructure and investing to maximise the impact technology has in both the corporate and learning environments

### ADULT HEALTH AND CARE

The Violence Against Women and Girls budget has traditionally been ring fenced with funding ultimately agreed by the East Lothian and Midlothian Critical Services Oversight Group (CSOG). The budget contains contributions from both local authorities and Police Scotland. A shortfall in funding was identified to maintain the East Lothian and Midlothian Violence Against Women and Girls Strategy coordinator and MARAC (Multi-Agency Risk Assessment Conference) Co-ordinator posts at current levels within current budgets for 2016/17. As a result of this shortfall and the potential impact on the service a decision was taken by CSOG to initiate a full review of the Violence Against Women and Girls service provision with a view to incorporating both roles into the total funding in future. A decision to extend the current funding for both posts until 31st March 2017 was agreed in order to facilitate a full review of the Violence Against Women and Girls services.

### GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

**Number of children requiring permanent placements:** Due to the excellent collaborative work of ensuring that children in care do not drift and move swiftly towards a permanent placement, we currently have a substantial number of children requiring permanent placements (20+). Whilst this is positive on many levels, we are needing to identify both adopters and long term foster carers most of them out-with Midlothian which will not only incur additional costs but require social workers to be out and about more ensuring that these placements have the dedicated support and planning so that the transition into them is successful.

**Securing Teacher Numbers:** Ensuring that Midlothian Council continues to meet Scottish Governments Commitment to maintaining teacher numbers and ratios in our schools and at the same time secures sufficient supply teachers which is currently a national issue. Teacher recruitment within Scotland is proving problematic and Education and HR staff within Midlothian have worked hard to recruit classroom and subject teachers for the coming academic year. We have also recruited permanent supply staff. However, this will remain a challenge in the coming year.

**The Education Act and the National Improvement Framework:** Following the update on the Education Bill to Council in August and the further report on the new National Improvement Framework presented to Council in November which calls for the reporting arrangements within the Bill to be statutory. The roles and the responsibilities of the local authority within this Bill are: To work in partnership with the Scottish Government to support the development and implementation of the National Improvement Framework; To support and challenge schools to

help all children to succeed and achieve the highest possible standards; To support teachers to access high quality professional learning opportunities; To make forensic use of school performance information to target support and intervention, fulfilling their statutory duties; To provide strong leadership and direction to schools and teachers to continually improve children's attainment; To ensure that the priorities are translated into local plans. In addition, the Bill is likely to include a 25 hour week for all primary aged pupils.

**Implementation of the Named Person:** Implementation of Named Person – We are working closely with our Schools/Health Partners/Scottish Government and SEEMIS/IT providers to ensure that we are well placed for implementation in August 2016.

## **IMPROVING OPPORTUNITIES FOR MIDLOTHIAN**

**Lifelong Learning and Employability Service and Positive Destinations:** The new service will be consolidating and developing new provision across the authority to support local people to develop skills for learning, life and work. The changes to employability support programmes due to the new devolved responsibilities and the reduction in funding centrally will pose a challenge. It is important that we attempt to mitigate the impact on those most vulnerable by offering targeted employment support opportunities on a localised basis. All devolved programmes require to be in place by April 2017 and optimum bidding areas are being identified and this should create opportunities to work in partnership with other local authorities. Targeted work will also take place to support a wider age group of young people to reflect the 16-19 year old age group in the participation measure; it is advised this will expand up to 24 year olds over time.

**Positive Destinations:** Reporting on Positive Destinations changed in August 2015 to include participation measures for 16 – 19 year olds. We will monitor this closely during the course of the year and will realign our service to ensure that we not only work hard to improve the positive destinations of our school leavers but that we have sufficient learning pathways post school education to support young people aged 18 and 19 into positive and sustained destinations. The provision of work school placements and careers advice to youngsters in local schools will continue. placements, school placements and careers advice to youngsters in local schools will continue.

**Customer Services (Contact Centre & Libraries & Registrars):** Reshaping service delivery by working with customers and partners to provide essential services to those communities in greatest need. Channel shift transactions are increasing in Revenues and Library services for accessible and convenient contacts to customers.

The promotion of 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 changes and to complement the channel shift work already underway to maximise savings and efficiencies.

### **Serving Communities**

- Building the capacity of Community Councils and third sector groups to engage fully in community planning and neighbourhood planning work to achieve demonstrable outcomes for their communities.
- Tackle underage sales of tobacco.
- Review the climate change and biodiversity agenda for Midlothian.

**Land and Countryside:** Continue to improve the quality of parks and open spaces in areas of deprivation involving the use of a "Parks Quality Assessment", and promote Midlothian and its path network. This includes completion of the Barleyknowe field in Gorebridge.

Continue to work in partnership with volunteers to create walking/Cycling leaflets for Midlothian. Substantial work being taken forward to encourage walking and cycling adjacent to the new rail line.

An evaluation of all the pedestrian grass cutting routes will continue with a view to reducing costs in this area. In a similar vein efforts are being made to work with local communities to work on projects of common interest including bulb planting for example arranged for Penicuik at two locations in conjunction with the Community Council this Autumn.

The council is looking to improve access for all abilities to Midlothian Town Parks Play areas. In addition to introducing roundabouts suitable for wheel chair users in two Town parks at Loanhead and Dalkeith, the service is planning to install an additional roundabout in King George the fifth Park Bonnyrigg.

## SUSTAINABLE GROWTH and HOUSING

### Supporting, Protecting and Developing Communities

- Maximising the economic development (including tourism) opportunities presented by the Borders Rail Line.
- Securing (with our five local authority partners) a City Deal for the Edinburgh and South East Scotland Region.
- Preparing the Midlothian Local Development Plan for its Examination in Public.
- Working with Transport Scotland and Easter Bush Development Board partners to ensure that roads access does not constrain further development at the Bush
- Continue to deliver a high quality customer focused building standards service, while meeting the demands of the key performance outcomes within the new Performance Framework (set by Scottish Government).

**Waste:** Processing of the blue bin (recycling) material and future contractual arrangements has still to be resolved. Potential processing costs have been put forward by Viridor but this is subject to a legal opinion being determined in relation to contaminated waste.

FCC Medio Ambiente S.A. (FCC) has been appointment as the Preferred Bidder for the Zero Waste: Edinburgh and Midlothian Residual Waste Treatment facility. Until formal signing of the contract takes places this still remains a challenge that should be recognised.

Refurbish Penicuik Community Recycling Centre. The results from the site investigation, required by SEPA and the implications of noise attenuation measures are still awaited and these may impact on the viability of taking the proposed refurbishment forward.

**Housing Allocation Policy:** As demand for social housing continues to outstrip supply it is necessary to assess each housing applicant's housing need according to their circumstances and prioritise them according to the Housing Allocation Policy. The current policy adopted a group and points model in which three waiting lists were created to reflect applicant circumstances with yearly letting targets set for Homelessness, General Needs and the Choice Lists.

Allocation outcomes have matched the current policy intentions as reported annually to Cabinet and the Performance Review & Scrutiny Committee. While it is monitored regularly to ensure that equality requirements are met in terms of access to and allocation of housing, the bi- annual review will be reported to Council for any recommended changes as result of the lettings analysis and legislative changes.

**Syrian Vulnerable Persons Resettlement Scheme:** Midlothian Council is assisting with the resettlement of refugees and has agreement with the UK Government and Scottish Government to resettle up to 40 refugees over the period of the next 5 years. Support requirements include access to cultural, dietary, religious facilities as well as translation and interpretation services. Some households will be particularly vulnerable and require particular additional support through the relocation process.

Integration into Midlothian communities involves school provision requests, registering with doctors, obtaining National Insurance numbers and biometrics to be eligible to access services and benefits. In terms of rehousing, bringing people to safety is the main focus but in relocation from the camps the Council provides the opportunity for some element of mutual support in locating refugees. The rehousing of refugees is established within existing housing allocation arrangements and within the Council's responsibilities under the homelessness legislation.

**Revenues Services:** Revenues collections for rental income, Non-Domestic Rates and Council Tax continue to be challenging to secure income to the Council within a background of Welfare Reform and financial difficulties for residents and business in Midlothian.

DWP has been working with local authorities to look at areas where joint working would assist both council and DWP in a fraud and error reduction incentive scheme (FERIS) and real time earning information (RTEI) received from HMRC targets for interventions and recoveries.

In-Year collection of rents and Council Tax performance improved to date with collection amount and collection percentage measures increased.

A new model of local taxation is scheduled to be introduced to replace the existing Council Tax scheme. Guidance

is expected from Scottish Government towards implementation of any replacement scheme in 2017.

### **COMMUNITY SAFETY**

**Community Safety:** In reducing reoffending, with the planned replacement of the Community Justice Authorities and development of local Reducing Reoffending Partnerships; consideration and planning needs to be given to how this will link into the national oversight body, Community Justice Scotland. The Scottish Government has proposed that Community Planning Partnerships will be expected to actively contribute to reducing reoffending and be held accountable for performance, including its contribution to community justice through its existing governance and accountability arrangements.

Development of the shadow service and governance structures locally has been approved by Council towards full implementation in 2017. Alternative governance arrangements were approved with the establishment of the Midlothian Police and Fire & Rescue Committee for statutory scrutiny and review requirements and also the Community Safety and Justice Partnership for the wider partner obligations and integrated services.

Training is planned as improved outcomes will depend on a number of agencies working collaboratively to make communities safer and manage risk on a multiagency basis to protect the public in relation to a range of offenders.

# Midlothian Council PI summary





## 01. Outcomes and Customer Feedback

| Priority                                    | Indicator   | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |        |  |             | Annual Target 2015/16 | Feeder Data   | Value |
|---|---|---------|------------|------------|------------|---------|--------|--|-------------|-----------------------|---|-------|
|   |   | Value   | Value      | Value      | Value      | Value   | Status | Note   | Short Trend |                       |   |       |
| 01. Provide an efficient complaints service | Number of complaints received (cumulative)                          | 4,145   | 847        | 1,793      | 3,043      | 5,590   |        | 15/16: Data Only   |             |                       |   |       |
| 01. Provide an efficient complaints service | Percentage of complaints at stage 1 complete within 5 working days  | 97.19 % | 94.81 %    | 95.74 %    | 95.12 %    | 94.87 % |        | 15/16: Off Target. Due to the complexity of various complaints received, some took longer than others to complete.                             |             | 95%                   | Number of complaints complete at Stage 1                            | 4,834 |
|   |   |         |            |            |            |         |        |  |             |                       | Number of complaints at stage 1 responded to within 5 working days  | 4,586 |
| 01. Provide an efficient complaints service | Percentage of complaints at stage 2 complete within 20 working days | 83.78 % | 85.71 %    | 85%        | 85.71 %    | 88.14 % |        | 15/16: Off Target Stage 2 complaints which took longer than 20 days to resolve are being addressed by the relevant officer within each service |             | 95%                   | Number of complaints complete at Stage 2                            | 59    |
|   |   |         |            |            |            |         |        |  |             |                       | Number of complaints at stage 2 responded to within 20 working days | 52    |



## 02. Making the Best Use of our Resources

| Priority                      | Indicator  | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |        |  |             | Annual Target 2015/16 | Feeder Data  | Value     |
|-------------------------------|--|---------|------------|------------|------------|---------|--------|--|-------------|-----------------------|--|-----------|
|                               |  | Value   | Value      | Value      | Value      | Value   | Status | Note   | Short Trend |                       |  |           |
| 03. Manage stress and absence | Sickness Absence Days per Employee (All employees) | 8.85    | 2          | 3.36       | 5.76       | 8.29    |        | 15/16: Off Target Organisational Development and Human Resources are continuing to upskill managers to maximise attendance in their service areas. |             | 8                     | Number of days lost (cumulative)                                 | 29,581.71 |
|                               |  |         |            |            |            |         |        |  |             |                       | Total number of employees (FTE) All employees including teachers | 3,571.08  |
| 02. Manage budget effectively | Performance against revenue budget                 | N/A     | £189.085m  | £191.793m  | £197.041m  | N/A     |        | 15/16: Performance against budget will be reported to the Council in June.   |             | £191.477m             |  |           |

### 03. Corporate Health

| Priority                         | Indicator   | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |   |  |   | Annual Target 2015/16 | Feeder Data                                       | Value  |
|----------------------------------|---|---------|------------|------------|------------|---------|---|--|---|-----------------------|---|--------|
|                                  |   | Value   | Value      | Value      | Value      | Value   | Status  | Note   | Short Trend   |                       |   |        |
| 04. Process invoices efficiently | Percentage of invoices sampled and paid within 30 days (LGBF) |         |            |            |            |         |   | <b>15/16 : Off Target</b><br>The percentage of invoices paid within 30 days has fallen from 93% in 2014/15 to 90% in 2015/16. The percentage total value of invoices paid within 30 days is 96.8%.                 |   |                       | Number received (cumulative)                      | 15,612 |
|                                  |   | 93.0 %  | 95.0 %     | 93.0 %     | 91.0 %     | 90.0 %  |    | Managers will be reminded of their obligation to pay suppliers within the 30 day payments terms. The Purchase to Pay project has a number of workstreams that will change the way we process payments to suppliers |    | 95.0 %                | Number paid within 30 days (cumulative)           | 14,791 |
| 05. Control risk                 | % of high risks that have been reviewed in the last quarter   |         |            |            |            |         |   | <b>15/16: Complete:</b><br>The Risk Manager has reviewed the High Risks and is supporting Service Risk Management Representatives to update High risks for their service.  |   |                       | Number of high risks reviewed in the last quarter | 8      |
|                                  |   | 100%    |            | 100%       | 100%       | 100%    |  |  |  | 100%                  | Number of high risks                              | 8      |

### 04. Improving for the Future

| Priority                        | Indicator  | 2014/15 | Q1 2015/16 | Q2 2015/16 | Q3 2015/16 | 2015/16 |   |  |   | Annual Target 2015/16 | Feeder Data                   | Value |
|---------------------------------|--|---------|------------|------------|------------|---------|---|--|---|-----------------------|-------------------------------|-------|
|                                 |  | Value   | Value      | Value      | Value      | Value   | Status  | Note   | Short Trend   |                       |                               |       |
| 06. Implement improvement plans | % of internal/external audit actions in progress |         |            |            |            |         |   | <b>15/16: Off Target.</b><br>There are 61 Audit actions in progress of which 44 are On Target. The outstanding actions are being address by the relevant managers within each Service. |   |                       | Number of Actions on target   | 44    |
|                                 |  | 90.44 % | 38.64 %    | 68.52 %    | 28.21 %    | 72.13 % |  |  |  | 85%                   | Number of actions in progress | 61    |



# 15/16 Adult, Health and Care Actions and PIs



| Adult, Health and Care                            |   |  |                 |  |   |   |                         |
|---|---|--|-----------------|--|---|---|-------------------------|
| Priority  | Action  | Action update  | Action Progress | Indicator  | Baseline  | Indicator Progress  | Future Model approaches |
| 01. Support people with long term conditions      | Implement the House of Care approach which will address the issue of nonclinical need in primary care while supporting people to self-manage their long-term conditions. Two GP Practices | <b>15/16:</b> Complete (100%). Now being implemented across the agreed sites in Midlothian – work has now started to seek funding to increase capacity within 5 other Practices in Midlothian. | 100%            | There is no Performance Indicator for this action  |   |   | Prevention              |
| 02. Support people with dementia and their carers | Design and implement new approaches to supporting people with dementia and their carers in line with the 5 and 8 Pillars national frameworks.   | <b>15/16:</b> Complete (100%). Co-production approach to 8 pillars adopted.  | 100%            | Number of clients with new post diagnostic support   | New measure. Target based on pilot work. Baselines currently being determined, and will be based on HEAT targets. | <b>15/16:</b> Target Exceeded (46). This value does not include post diagnostic support available through the clinic offered at Midlothian Community Hospital. Currently it is estimated that around 100 people are supported through the clinic. Work needs to be done to collate data and contrast with those supported via Alzheimer Scotland Link workers and within the Single Service team. | Prevention              |
|   |   |  |                 | Number of clients with mild/moderate stage of illness when identified for 8 pillars support                      | New measure. Target based on pilot work. Baselines currently being determined, and will be based on HEAT targets. | <b>15/16:</b> Target Exceeded (105). The number of clients supported by the three Community Psychiatric Nurses (CPN) within the team are not yet reportable. Therefore, this value is lower than actual performance, and work will continue to ensure that this can be reported in the future.  |                         |
|   |   |  |                 | Number of clients who have been allocated a Dementia Practice Support Worker who are actively involved with them | New measure. Data collected in 2015/16 will provide baseline for future reporting.                                | <b>15/16:</b> New measure (98). This value does not include number of clients active and open to Community Psychiatric Nurses as there is no standard report currently available to determine this value. Work will continue to ensure that this can be reported in the future.   |                         |



| Priority                                    | Action   | Action update   | Action Progress | Indicator  | Baseline   | Indicator Progress  | Future Model approaches  |
|---|--|---|-----------------|--|--|---|--------------------------|
| 03. Support people to live well with cancer | Develop services to support people to live well with cancer after treatment as a national test site.                   | <b>15/16:</b> Complete (100%). Central point of contact now established within Lasswade Library, with an information and support centre. This provides free access to health and wellbeing services, including exercise and nutrition; benefits advice; employment support; and occupational therapy. Midlothian now has Scotland's largest patient advisory group, which is helping shape the project.   | 100%            | There is no Performance Indicator for this action  |  |   | Prevention               |
| 04. Reduce incidents of falls               | Develop and implement a preventative approach to reducing the incidence of falls                                       | <b>15/16:</b> Off Target (75%). Falls Classes currently on hold due to lack of staff resource. Will need to reconsider the model and possibly work with Midlothian leisure. Pathway mapping exercise was productive at surfacing the complexity of falls referrals and the complexity of journeys through services. Significantly, the existing uninjured fallers pathway is being reviewed as questions have been highlighted around how accurate the information flows through it are. No guidance on pan-Lothian Falls Strategy currently and Midlothian strategy will address outstanding actions from Framework for Action for Scotland 2014/16. | 75%             | Increase the proportion of MERRIT callouts which result in a fall assessment               | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New Measure (23.57%). 310 out of 1315 callouts resulted in an assessment.   | Prevention               |
|   |  |   |                 | Decrease the percentage of falls which result in a hospital admission for clients aged 65+ | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New Measure (4.79%). There were 63 admissions to hospital following a fall during 2015-16. This is the first time this indicator has been recorded and as such the figures from 2015/16 will provide a baseline for future reporting. |                          |
| 05. Develop more local health services      | Develop the use of the Midlothian Community Hospital including the provision of out-patient clinics and rehabilitation | <b>15/16:</b> Off Target (90%). Hot Topics public engagement event held on 28 January and Action Plan for Midlothian Community Hospital developed for implementation in 2016/17. Additional Audiology Clinics agreed and now waiting for Service to begin delivering these clinics.   | 90%             | Number of additional services available in Midlothian Community Hospital                   | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New Measure (41). The number of services remains at 41 as Audiology Clinics have not yet started. These will now start in 2016/17.  | Prevention/Co-Production |

| Priority  | Action   | Action update  | Action Progress | Indicator   | Baseline   | Indicator Progress   | Future Model approaches  |
|---|--|--|-----------------|---|--|--|--------------------------|
| 06. Increase intermediate care provision            | Extend the provision of intermediate care in Highbank by the addition of 7 beds  | <b>15/16:</b> Complete (100%).   | 100%            | Increase the percentage of Intermediate Care at Home clients who returned home with no package of care  | 9% in 2014/15  | <b>15/16:</b> Off Target (4%). Whilst this is not yet at 15%, this does represent an increase in the proportion of clients returning home with no package of care.   | Prevention/Co-Production |
|   |  |  |                 | Decrease the percentage of Intermediate Care at Home Clients who were admitted to a care home           | 15% in 2014/15.  | <b>15/16:</b> Off Target (15%). Although this figure is off target, it demonstrates a continuing downward trend over the course of 2015/16.  |                          |
|   |  |  |                 | Decrease the percentage of Intermediate Care at Home Clients who returned to hospital                   | 39% in 2014/15.  | <b>15/16:</b> Target Exceeded (11.9%).   |                          |
| 07. Speed up the process of discharge from hospital | Undertake some tests of change to shift towards the practice of assessing need at home (discharge to assess) rather than in a hospital setting | <b>15/16:</b> Complete (100%). This has been replaced by the strengthening of MERRIT (Midlothian Enhanced Rapid Response and Intervention Team); re-provisioning of Highbank, and considering the use of Midlothian Community Hospital. The hospital inreach team is also working well to identify people suitable for discharge and facilitating early interventions. | 100%            | Number of people referred to SW assessed in their own homes following immediate discharge from hospital | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New Measure. Work is ongoing to ascertain figures on a regular basis.  | Prevention/Co-Production |
| 08. Avoid unnecessary hospital admissions           | Extend the provision of the service to reduce further emergency admissions to hospital   | <b>15/16:</b> Complete (100%). Interviews for additional medical cover now taking place in May and plans for further expansion of the service now being developed for implementation in 2016/17.   | 100%            | Reduce the number of emergency admissions for people aged 75+   | 2318 in 2012/13.   | <b>15/16:</b> The most recent figure available from NHS reports a provisional 2014/15 number of 3,876. This figure relates to patients aged 65+, consistent with previous reporting.   | Prevention/Co-Production |
|   |  |  |                 | Reduce the rate of per 1,000 population emergency admissions for people aged 75+                        | 27.36 in 2012/13.  | <b>15/16:</b> The most recent figure available from NHS reports a provisional 2014/15 number of 3,876. This figure relates to patients aged 65+, consistent with previous reporting. This equates to a rate per 1000 population of 44.96. Previous target is based on recent activity. |                          |
|   |  |  |                 | Maintain at zero the number of patients delayed in hospital for more than 72 hours at census date       | 3 in May 2014.   | <b>15/16:</b> Off Target (1). Whilst there was one patient delayed for more than 72 hours at census date, 72 hours is a target to be implemented in approximately three years, and is included in reporting structures in preparation for this.  |                          |

| Priority   | Action   | Action update   | Action Progress | Indicator  | Baseline   | Indicator Progress  | Future Model approaches  |
|--|--|---|-----------------|--|--|---|--------------------------|
|  |  |   |                 | Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date | 4 in March 2009.   | <b>15/16:</b> Off Target (1). One patient delayed for more than two weeks at census date in March.  |                          |
|  |  |   |                 | Reduce the number of occupied bed days for people aged 75+ by 4%                                 |  | <b>15/16:</b> Latest figures published by NSS (National Services Scotland) reports at NHS Lothian level only. Systems training sessions are being held in November, and it is hoped that this will allow staff access to more up to date information. |                          |
|  |  |   |                 | Reduce the number of attendances at A&E for people aged 75+                                      |  | <b>15/16:</b> Latest figures published by NSS (National Services Scotland) reports at NHS Lothian level only. Systems training sessions are being held in November, and it is hoped that this will allow staff access to more up to date information. |                          |
| 09. Increase the provision of telehealthcare                                 | Develop new ways of utilising telehealthcare through early assessment of frailty, supporting people with dementia and their carers; and supporting training programmes in care homes | <b>15/16:</b> Off Target (75%). Frailty: Data sharing agreement drafted and with industry partner for final details and approval. Videoconferencing: National procurement did not progress as expected. Alternative route found through existing framework. In discussion with supplier for quote and scope of work. Dementia: Hub live (soft launch) and being developed . | 75%             | Increase the number of people with telecare packages   | 221 in 2009/10.  | <b>15/16:</b> Off Target (992). It is accepted that this figure would plateau and level out over time.  | Prevention/Co-Production |
| 10. Enable people with complex needs to live in homely setting in Midlothian | Build new housing provision for people with complex needs to enable people to live locally   | <b>15/16:</b> Off Target (75%). This is now expected to be ready in February 2017. Action to be carried forward to allow monitoring to continue.  | 75%             | There is no Performance Indicator for this action  |  |   | Prevention/Co-Production |
| 11. Increase extra care housing provision                                    | Work with Registered Social Landlords to progress a pilot to transform sheltered housing schemes into extra care housing provision   | <b>15/16:</b> Off Target (25%). Review currently underway.  | 25%             | The number of sheltered housing places reallocated as extra care through a pilot exercise.       | New measure. Data collected in 2015/16 pilot will provide baseline for future reporting. | <b>15/16:</b> Off Target (25%). Review currently underway.  | Prevention/Co-Production |

| Priority   | Action   | Action update  | Action Progress | Indicator  | Baseline   | Indicator Progress   | Future Model approaches  |
|--|--|--|-----------------|--|--|--|--------------------------|
| 12. Improve access to services                                       | Build on the success of the gateway clinics in areas such as mental health thereby speeding up access  | <b>15/16:</b> Off Target (80%). Recruitment process started, proposed start date of August 2016.   | 80%             | There is no Performance Indicator for this action                              |  |  | Prevention/Co-Production |
| 12. Improve access to services                                       | Enable many more carers to access advice and support through information systems, the media and by proactive identification by health and care workers | <b>15/16:</b> Complete (100%). Citizen's Advice Bureau and Midlothian Voluntary Action secured monies from Midlothian Small Grants and Robertson Trust to explore local promotional campaign. Alzheimer Scotland running pilot surgery with VOCAL (Voices of Carers Across Lothian) around dementia awareness and support, resulting in increased referrals to Alzheimer Scotland for support for carers and cared for people. | 100%            | Increase the number of carers known to SW and VOCAL                            | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> Complete (100%). Carer survey expanded to include carers in contact with VOCAL; Alzheimer Scotland; Woodburn Daycare Club and St David's Bradbury Day Service. | Prevention/Co-Production |
| 12. Improve access to services                                       | Develop stronger links with BME communities and ensure that effective communication systems are available including interpreter services               | <b>15/16:</b> Complete (100%). This is complete for 2015/16, however opportunities to develop links with the Black and Minority Ethnic community will continue to be sought.   | 100%            | There is no Performance Indicator for this action                              |  |  | Prevention/Co-Production |
| 12. Improve access to services                                       | Improve access to alternative psychological therapy services for people with common mental health problems   | <b>15/16:</b> Off Target (25%). has not been met, although additional resources have now been sourced through the NHS and steps are in place to progress.  | 25%             | The number of people accessing alternative services to psychological therapies |  | <b>15/16:</b> Information for this indicator is not currently available.   | Prevention/Co-Production |
| 13. Provide holistic services to people with learning disabilities   | Develop more integrated and locally responsive services for people with learning disabilities  | <b>15/16:</b> Off Target (75%). This will be complete when senior management responsibilities have been reconfigured.  | 75%             | There is no Performance Indicator for this action                              |  |  | Prevention/Co-Production |
| 14. Provide holistic services to people who misuse drugs and alcohol | Develop more integrated and locally responsive services for people who misuse drugs and alcohol  | <b>15/16:</b> Complete (100%). A staff consultation is to take place in spring 2016.   | 100%            | There is no Performance Indicator for this action                              |  |  | Prevention/Co-Production |

| Priority   | Action  | Action update  | Action Progress | Indicator  | Baseline   | Indicator Progress  | Future Model approaches                        |
|--|---|--|-----------------|--|--|---|--|
| 15. Strengthen the quality of Social Care Services | Increase the uptake of Self Directed Support  | <b>15/16:</b> Complete (100%). Self Directed Support now embedded in practice. Internal Audit carrying out review, and resulting actions will be progressed through internal systems.  | 100%            | The proportion of people choosing SDS option 1   | 70 in 2009/10.   | <b>15/16:</b> New Measure (5.1%). 117 people in receipt of Self Directed Support Option 1 out of 2,279 care packages. This includes individuals under 18.   | Prevention/Co-Production                       |
|  |   |  |                 | The proportion of people choosing SDS option 2   | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New Measure (5.2%). 118 people in receipt of Self Directed Support Option 2 out of 2,279 care packages. This includes individuals under 18.   |  |
|  |   |  |                 | The proportion of people choosing SDS option 3   | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New Measure (97.2%). 2215 people in receipt of Self Directed Support Option 3 out of 2,279 care packages. This includes individuals under 18.   |  |
|  |   |  |                 | The proportion of people choosing SDS option 4   | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New Measure (7.4%). 168 people in receipt of Self Directed Support Option 4 out of 2,279 care packages. This includes individuals under 18.   |  |
| 15. Strengthen the quality of Social Care Services | Implement the new care at home provider arrangements  | <b>15/16:</b> Complete (100%). New contracts came in to effect on 16th May.  | 100%            | There is no Performance Indicator for this action  |  |   | Access to Services<br>Prevention/Co-Production |
| 15. Strengthen the quality of Social Care Services | Strengthen support to care homes including nursing support, telehealth care and management advice | <b>15/16:</b> Off Target (75%). National procurement contract through TEC (Technology Enabled Care) workstream failed to materialise, and therefore Midlothian is sourcing hardware through an alternative national framework. Broadband provision will now need to be considered separately.                              | 75%             | Increase the number of care homes with videoconferencing equipment (target 9)                          | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> Off Target (0). National procurement contract through TEC (Technology Enabled Care) workstream failed to materialise, and therefore Midlothian is sourcing hardware through an alternative national framework. Broadband provision will now need to be considered separately. | Access to Services                             |
|  |   |  |                 |  |  |   | Prevention/Co-Production                       |
| 16. Strengthen primary care services               | Improve access to Primary Care services   | <b>15/16:</b> Off Target (50%). A range of actions are currently underway which will utilise the Primary Care Team and improve access to primary care services. However, due to GP recruitment issues, there are now 50% of practices within Midlothian operating a restricted list, which is impacting on patient access. | 50%             | Improve the rating of overall care provision as reported in the annual Health & Care Experience Survey | 85% in 2011/12   | <b>15/16:</b> Off Target (79%). Target based on repeat of 2011/12 baseline. This figure refers to the 2013/14 survey, which is the most recent published. 2015 survey has been carried out, but results are not expected until summer 2016.   | Prevention/Co-Production                       |

| Priority                                  | Action   | Action update   | Action Progress | Indicator  | Baseline   | Indicator Progress  | Future Model approaches   |
|---|--|---|-----------------|--|--|---|---|
| 16. Strengthen primary care services      | Provide information about which services to access and develop health and wellbeing support in health centres              | <b>15/16:</b> Complete (100%). Carers - Ongoing carer support pilot at Dalkeith Surgery by VOCAL (Voices of Carers Across Lothian) in response to desire by GPs to better support carers. Long Term Conditions - The Community Health Inequalities Team (1.5 full time equivalent nursing staff) are now providing an outreach service to people less likely to seek support through their GP. Mental Health - funding bid successful, project currently under development. | 100%            | Increase the number of additional social care services available in health centres | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New measure. Work is ongoing to ascertain figures on a regular basis.                           | Access to Services Prevention/Co-Production   |
| 17. Strengthen interagency working        | Establish a new programme of events for the professional forums for 2015-16  | <b>15/16:</b> Complete (100%).  | 100%            | Hold 4 professional forums during 2015/16  | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> Complete (4). All scheduled forums planned for 2015/16 were held.                               | Prevention/Co-Production  |
| 17. Strengthen interagency working        | Develop stronger working between health, social care and third sector staff through a programme of local engagement events | <b>15/16:</b> Complete (100%). New programme developed for 2016/17.   | 100%            | Hold 16 locality engagement events in 2015/16                                      | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> Complete (16). All 16 events planned for 2015/16 held, and new programme developed for 2016/17. | Prevention/Co-Production  |
| 18. Improve communication with the public | Progress the development of the Health & Social Care website   | <b>15/16:</b> Off Target (75%). NHS looking to support Integrated Joint Boards with the development of a website, and this continues to be progressed. Relevant information continues to be published on the Council website. A summarised visual version of the strategy has been produced, with further improvements noted. Three meetings of the Hot Topics group held.  | 75%             | There is no Performance Indicator for this action                                  |  |   | Access to Services, Prevention, Co-Production Channel Shift/Local Access, Capacity Building |

| Priority                                  | Action   | Action update   | Action Progress | Indicator  | Baseline   | Indicator Progress  | Future Model approaches   |
|---|--|---|-----------------|--|--|---|---|
| 18. Improve communication with the public | Ensure the roll-out and implementation of the new communication strategy   | <b>15/16:</b> Complete (100%).  | 100%            | There is no Performance Indicator for this action  |  |   | Access to Services, Prevention, Co-Production Channel Shift/Local Access, Capacity Building |
| 19. Keeping people safe                   | Continue the programme of training and public awareness to improve the recognition and responsiveness to situations where people are in need of support and protection   | <b>15/16:</b> Complete (100%). All training delivered as planned.   | 100%            | Number of training and public awareness sessions   | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> Target Exceeded (39). 39 training sessions provided in 2015/16, surpassing target of 32.  | Prevention  |
| 19. Keeping people safe                   | Strengthen systems for monitoring the performance of all health and care services in ensuring the necessary workforce skills and internal procedures for dealing with incidents of possible abuse are in place | <b>15/16:</b> Complete (100%). Procedures have been reviewed and circulated for comment.  | 100%            | Increase the number of adult support and protection cases included in case file audits 60                  | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> Target Exceeded (152). This refers to the number of audits completed across adult social care. Files are audited holistically, however future requests for audit will include files specifically chosen because adult protection processes have been applied. | Prevention  |
|   |  |   |                 | Increase the proportion of Adult Support and Protection cases which are recorded to an acceptable standard | New measure. Data collected in 2015/16 will provide baseline for future reporting. | <b>15/16:</b> New indicator. Monthly case file audits now include one case per month with specific adult protection activity.   |   |
| 19. Keeping people safe                   | Progress the implementation of the Public Protection Performance Framework   | <b>15/16:</b> Off Target (80%). The Performance Framework is in place and has been reviewed for 2016 /17. Systems to collate the data, however, still require some improvement and this is being progressed internally. | 80%             | There is no Performance Indicator for this action  |  |   | Prevention  |



# 15/16 Community Safety Action Plans and PIs

| Community Safety |                              |   |   |                 |   |   |  |                              |
|------------------|------------------------------|---|---|-----------------|---|---|--|------------------------------|
| Action Code      | Priority                     | Action  | Action update   | Action Progress | Indicator   | Baseline  | Indicator Progress   | Future Model approaches      |
| SMP.CS.CH.01.07  | 01. Alcohol and Drugs Misuse | Police to actively identify and monitor problem and monitored licensed premises   | <b>15/16:</b> Complete<br>The Licensing Forum is working with the Police to ensure the licensing objectives are achieved.   | 100%            | Reduce the number of problematic/monitored premises in Midlothian   | <b>Baseline:</b><br>2013/15 - 2 year average = 11<br><b>Trend:</b><br>2014/15: Monitored: 8, problematic: 3 = total: 11<br>2013/14: Monitored: 9, problematic: 2 = total: 11<br><b>Target:</b><br>2015/16: 10 Based on a reduction on the 2 year baseline | <b>15/16:</b> Target achieved. There were 3 problematic/licensed premises at the end of the year. <i>Please note this indicator is not included in the 16/17 Strategy.</i>   | Prevention                   |
| SMP.CS.CH.01.08  | 01. Alcohol and Drugs Misuse | Encourage licensed premises to apply for the best bar none scheme   | <b>15/16:</b> Complete<br>A substantial amount of work has been put into promoting the scheme and supporting applicants, however a number of this years applicants dropped out meaning that the target number was not achieved. | 100%            | No of licensed premises participating in the best bar none scheme   | <b>Baseline:</b><br>4 (14/15), 3 (13/14)<br><b>15/16 Target</b> – increase to 5   | <b>15/16:</b> Off Target. 4 successful applicants this year with very high standards. 3 premises obtained gold awards and the 4th silver. A 5th premises, although they were not assessed this BBN year, are committed to remain in the scheme and plan on working hard to get through next year. Work is underway to promote the scheme for next year, targeting pub watch groups. <i>16/17 Target: 5</i> | Prevention, Locally Targeted |
| SMP.CS.CH.01.09  | 01. Alcohol and Drugs Misuse | Manage the intensive family support service (DASS) targeted to support 10 families for 12 weeks maximum at a time in Midlothian | <b>15/16:</b> Complete<br>19 families supported.  | 100%            | There is no Performance Indicator for this action   |   |  | Prevention                   |
| SMP.CS.CH.01.10  | 01. Alcohol and Drugs Misuse | Increase number of individuals engaging in post treatment Recovery Services   | <b>15/16:</b> Complete  | 100%            | The number of individuals who attend the Horizons Recovery Cafe and complete Pink Ladies Programme successfully | <b>Baseline:</b> H1 14/15: 85<br><b>Target:</b><br>15/16 Target: 90<br>14/15 target: 80   | <b>15/16:</b> Target achieved. 94 people successfully completed the pink ladies course. The number of individuals who attend the Horizons Recovery Cafe (64 people /week) and complete Pink Ladies Programme successfully (84% completion rate). <i>16/17 Targets: 86% completion rate for Pink Ladies and 70 per week for Horizons cafe.</i>  | Prevention                   |



| Action Code              | Priority                             | Action  | Action update   | Action Progress | Indicator   | Baseline   | Indicator Progress   | Future Model approaches |
|--------------------------|--------------------------------------|---|---|-----------------|---|--|--|-------------------------|
| SMP.CS.<br>CH.02.0<br>2  | 02. Reducing Violent Crime           | Work in partnership through the ASBVO group to reduce the risk posed by violent offenders | 15/16: Complete ASBVO (Antisocial Behaviour & Violent Offender) meets monthly to discuss antisocial and violent offenders and assess partner agency intervention or sanction outcomes required. | 100%            | Reduce the number of recorded violent crimes  | <b>Baseline:</b><br>14/15: 61<br>13/14: 64<br>12/13: 63<br><b>Target:</b><br>15/16 Target: reduce by 1.5% on 3 year baseline (2012/15)<br>14/15 target: 61 - reduce by 1.5% on 3 year baseline (2012/15) | <b>15/16:</b> Target achieved<br>9.8% drop in violent crime over the last year.  | Prevention              |
|                          |                                      |   |   |                 | Increase the % of positive stop and searches for weapons  | First year reporting on measure  | <b>15/16:</b> Data not available. An enhanced version of the National Stop & Search Database commenced on 1 June 2015. The enhanced database brought significant changes in the process of data capture and the methodology for recording data items. No previous year to date figures are provided as it has been previously acknowledged this data is not 100% accurate, therefore comparisons will provide misleading results or invalid conclusions. |                         |
|                          |                                      |   |   |                 | The proportion of offenders assessed as posing a significant risk of harm for which at least one multiagency risk management case conference (RMCC) has been held | <b>Target:</b> 100%  | <b>15/16:</b> Target achieved.<br><i>This indicator has been replaced by an indicator relating to new MAPPA violent offender arrangements for 2016/17.</i>   |                         |
| SMP.CS.<br>ASC.03.<br>04 | 03. Violence Against Women and Girls | Effectively implement the Caledonian system   | 15/16: Complete (100%).   | 100%            | Proportion of men who successfully complete the Caledonian programme  | First year reporting on measure  | <b>15/16:</b> Off Target. Since the programme started there have been 40 Midlothian men. But 14 of these are still ongoing i.e. not yet completed the orders. 12 guys have successfully completed and this is 48%. This figure is slightly higher than across Lothian and Borders. The average across Lothian & Borders is approx 43/44%.<br><b>16/17 Target: 75% - propose 16/17 target is amended to 44% to reflect area average</b>                   | Prevention              |

| Action Code     | Priority                             | Action  | Action update   | Action Progress | Indicator   | Baseline  | Indicator Progress   | Future Model approaches    |
|-----------------|--------------------------------------|---|---|-----------------|---|---|--|----------------------------|
| SMP.CS.CH.03.01 | 03. Violence Against Women and Girls | Increase multiagency working to improve the safety of high risk victims of domestic abuse | 15/16: Complete Partnership work includes MARAC (Multi-agency Risk Conference) and MATAC (Multi-agency Tasking and Co-ordinating Group) forums for actions and interventions for perpetrators and victims. VAW (Violence Against Women) team integrated into Public Protection Committee and reports directly to Committee and Chief Officer Group; Public Protection Team established. This action is complete for 2015/16 but is ongoing. | 100%            | Detection rates for crimes of domestic abuse  | <b>Baseline:</b><br>H1 14/15: 81.3%<br><b>Trend:</b><br>5-yr average: n/a<br>2013/14: 78.5% 2014/15 79.7%<br><b>Target:</b><br>15/16 Target: 80%<br>14/15 target: 79% (based on 12/13 rate)                                   | 15/16: Off Target. This is a top priority for Police Scotland and a range of measures are in place to detect crimes. YTD there were 681 crimes and offences of domestic abuse recorded in Midlothian, down from 740 PYTD and above the five-year average of 482 Police in Midlothian detected 515 crimes/offences of domestic abuse in 2015/16, at a detection rate of 75.6%. Note that the local Police Scotland target has been set at 75% which differs from that in the Community Safety Strategy (80%). 16/17 target: 1% increase on 3 year average (2013/16) | Prevention                 |
|                 |                                      |   |   |                 | Percentage of Domestic abuse and initial bail checks conducted within prescribed timeframe of 24 hours. | <b>Baseline:</b><br>H1 14/15: 91.3% ( 4 out of 46 not completed within timescale)<br><b>Trend:</b><br>2013/14: 95.6%<br>2014/15 98.8%<br><b>Target:</b><br>15/16 Target: 95%<br>14/15 target: 95.6% - based on 2013/14 figure | 15/16: Target achieved. 16/17 Target: 95%  |                            |
| SMP.CS.CH.03.03 | 03. Violence Against Women and Girls | Increase awareness of violence against women  | 15/16: Off Target 7 training days took place in the time period October 2015 – March 2016. The target was 9. This fell short of the target due to staffing vacancies. A multi-agency working group is now established to look at VAWG (Violence against Women and Girls) training needs and requirements going forward.   | 75%             | Number of Violence Against Women training events taking place   | <b>Baseline:</b><br>H1 14/15: 5<br>13/14: 8<br><b>Target:</b><br>15/16 Target: 9<br>14/15 target: 9 (an increase on the number provided in 2013/14)   | 15/16: Off Target. 7 training days took place in the time period October 2015 – March 2016. The target was 9. This fell short of the target due to staffing vacancies. A multi-agency working group is now established to look at VAWG training needs and requirements going forward. 16/17 target: 9  | Channel Shift/Local Access |
| SMP.CS.CH.03.06 | 03. Violence Against Women and Girls | Effective Risk Management of registered sex offenders                                     | 15/16: Complete   | 100%            | Proportion of MAPPA clients convicted of a level 1 or 2 offence   | <b>Baseline:</b><br>H1 14/15: 0%<br><b>Target:</b><br>15/16 Target: 2%<br>14/15 target: 2%  | 15/16: Target achieved. No MAPPA Client has been convicted of a Type 1 or 2 offence during 2015/16. These are sexual offences or serious violent offences.   | Prevention                 |

| Action Code              | Priority                 | Action   | Action update   | Action Progress | Indicator   | Baseline  | Indicator Progress  | Future Model approaches |
|--------------------------|--------------------------|--|---|-----------------|---|---|---|-------------------------|
| SMP.CS.<br>CH.04.0<br>1  | 04. Crimes of Dishonesty | Target prolific house breakers and thieves through ASBOs and CRASBOs, working in partnership with the ASBVO group.   | <b>15/16:</b> Complete The Antisocial Behaviour and Violent Offender (ASBVO) group are working to ensure a co-ordinated partnership approach to target prolific house breakers and thieves. The group monitors all ASBO's in force and works in partnership to ensure new ASBO's are applied for as required. | 100%            | The number of crimes of non domestic housebreaking (excluding businesses) | <b>Baseline:</b><br>14/15 321<br>13/14 293<br><b>Target:</b><br>15/16 Target – reduce by 1.5% on 2 year average (307), target = 302 | <b>15/16:</b> Target achieved however the number of housebreakings to domestic dwellings has increased. <i>16/17 Target – reduce by 1% on 3 year average (2013/16)</i>  | Prevention              |
| SMP.CS.<br>CH.04.0<br>2  | 04. Crimes of Dishonesty | Work in partnership to raise public awareness of crime prevention through campaigns and crime prevention initiatives | <b>15/16:</b> Complete Crime prevention advice is provided at the programme of Community Safety roadshows held throughout the year. The Community Safety & Justice Partnership has funded property marking kits and leaflets providing home security tips.  | 100%            | The number of crimes of housebreaking to domestic dwellings               | <b>Baseline:</b><br>14/15 66<br>13/14 134<br><b>Target:</b><br>15/16 Target – reduce by 1.5% on 2 year average (120), target = 118  | <b>15/16:</b> Off Target. Housebreaking to domestic properties continues to be a challenge with 159 recorded break-ins YTD, up 54.4% from LYTD total of 103 crimes. The Partnership is working together to target housebreaking and raise awareness of home security. This includes increased use of social media, issuing security advice and use of crime prevention surveys. Police operation Bistra and Greenbay are in place. The ASBVO group is working jointly to take action where stolen property is recovered in Council or social housing tenancies and an ASBO is being considered for a high tariff individual convicted of a number of housebreakings. <i>16/17 Target – reduce by 1% on 3 year average (2013/16)</i> | Prevention              |
| SMP.CS.<br>ASC.05.<br>02 | 05. Re-Offending         | Establish a shadow reducing re-offending partnership by April 2016   | <b>15/16:</b> Complete (100%). New Partnership established, with police and fire scrutiny removed from the Community Safety and Justice Partnership.  | 100%            | There is no Performance Indicator for this action                         |   |   | Prevention              |

| Action Code        | Priority         | Action  | Action update  | Action Progress | Indicator  | Baseline  | Indicator Progress   | Future Model approaches |
|--------------------|------------------|---|--|-----------------|--|---|--|-------------------------|
| SMP.CS. ASC.05. 03 | 05. Re-Offending | Community payback orders are completed satisfactorily | <b>15/16:</b> Complete (91%). During the period January – March 2016, 60 out of 66 payback orders were completed satisfactorily. Over 2015/16, a total of 86.8% of orders were completed satisfactorily, relating to 203 out of 240. | 100%            | Increase the % of successful completions of orders | <b>Baseline:</b><br>15/16: 86.60%<br>14/15: 93.20%<br>13/14: 87.60%<br>12/13: 88.20%<br><b>Target:</b><br>15/16 Target: 80%<br>14/15 target: 96% (based on 12/13 baseline of 95%) | <b>15/16:</b> Target achieved.<br><i>16/17 target: 80%</i>   | Prevention              |
| SMP.CS. ASC.05. 04 | 05. Re-Offending | Develop a sustainability plan for the SPRING service  | <b>15/16:</b> Complete (100%). This action is complete for 2015/16, however is an ongoing service. Social Worker to be recruited and Team Leader in post, however funding is still precarious.                                       | 100%            | % of women successfully completing orders          | <b>Baseline:</b> First year of reporting on particular measure  | <b>15/16:</b> Off Target. 15 out of 24 orders completed successfully. A range of factors can impact on a person completing an order, their circumstances are important and this can be affected by change of worker (for their CPO or other services they are working with), housing, employment and substance misuse. Transferring in or out of area can also be a factor as can be the view /reaction to the court if we return for review. This target was based on last years exceptionally high completion rate, generally a completion rate over 40% is viewed as positive. <i>This indicator has not been included in the 16/17 Strategy.</i> | Prevention              |

# 15/16 Getting it Right for Every Midlothian Child Actions and PIs



| GIRFEMC     |   |   |   |                 |   |          |   |   |
|-------------|---|---|---|-----------------|---|----------|---|---|
| Action Code | Priority  | Action  | Action update   | Action Progress | Indicator   | Baseline | Indicator Progress  | Future Model approaches                     |
| SMP.GF.01.1 | 01. Deliver services to prevent the need for additional support, or provide it early. | Begin work on delivering Family Learning Centres and approach with a focus on the 3 Community Planning Partnership priority areas. This is a multi disciplinary preventative model. Work would begin on putting this vision into practice during 2015-16. | <b>15/16:</b> The Woodburn family learning centre opened in February 16, initial scoping work beginning for Mayfield.   | 100%            | Detailed plans for implementation of Family Learning Centres approved by Getting it Right for Every Midlothian Child Board and Elected Members by end 2015/16 |          | <b>15/16:</b> Complete. Family Learning Centre opened in Feb 16. This has already begun to engage more families in their child's learning.  | Prevention, Co-production, Locally Targeted |
| SMP.GF.01.2 | 01. Deliver services to prevent the need for additional support, or provide it early. | Analyse data and target key groups to increase uptake of 27-30 month health checks.   | <b>15/16:</b> NHS Lothian are unable to provide data in enough detail such as developmental category by ward or post code area to allow for targeting key groups. In line with the National picture Speech and Language continues to be the developmental category most often identified as delayed. Further information will be available for the May board meeting. | 50%             | Rate of uptake of 27-30 month health checks across Midlothian.  |          | <b>15/16:</b> The latest data available (Dec 14-Feb 15) showed that of the 243 27-30 month children identified 198 (81.5%) had been reviewed. Work is ongoing to increase uptake of reviews across Midlothian. However, staff resourcing challenges within the Health Visiting teams has caused some delaying effect in the effort. Up to date information will be available from NHS for next board meeting. | Prevention, Co-production, Locally Targeted |

| Action Code  | Priority  | Action   | Action update   | Action Progress | Indicator  | Baseline | Indicator Progress   | Future Model approaches                     |
|--------------|---|--|---|-----------------|--|----------|--|---|
| SMP.GF. 01.3 | 01. Deliver services to prevent the need for additional support, or provide it early.                                     | Develop systems to transfer the results of the 27 month health check to children's Early Learning and Childcare setting.   | <b>15/16:</b> Off Target. Information transfers to ELCC's are not yet taking place in a systematic way.   | 0%              | Information transfers of results of 27 month health check taking place                                       |          | <b>15/16:</b> Off Target. Health Visitor staff are making referrals as a result of the 27-30 Month Health Review findings to specialist services such as Speech and Language either directly or through stage 2 forums. A national team within the Early Years Collaborative is investigating the transfer of information to Early Learning and Childcare settings. Progress is likely to be delayed due to the implementation of both the new Health Visitor pathway and the named person by August 2016. | Capacity Building/Co-Production, Prevention |
| SMP.GF. 02.1 | 02. Improve the lives of vulnerable or at risk children and young people  | Strengthen Stage 2 of the Midlothian Assessment and Planning Staged System to reduce the number of the 0–17 year old population in out-of-authority care               | <b>15/16:</b> Complete. Improved process up and running in all primary schools and are now established with Health colleagues for under 5s. Social Work staff seconded into NHS to strengthen stage 2 interventions for under 5's in health.                                | 100%            | Reduced number of young people requiring support at Midlothian Assessment and Planning Staged System Stage 3 |          | <b>15/16:</b> Off target. There were 298 children receiving assistance at Staged System Stage 3 at the end of H2. Information from this indicator will be used to set future targets.  | Prevention                                  |
|              |   |  |   |                 | Number of 0–17 year old children and young people in out-of-authority care                                   |          | <b>15/16:</b> There were 55 children and young people in out of authority care at the end of H2. Continues to be the work of MARG (Multiagency Resource Group) and Gate-keeping. MARG has not negotiated any further out with Midlothian Placements. Young people previously placed have been risk assessed and it is not appropriate to disrupt settled placements.   |   |
| SMP.GF. 03.1 | 03. Improve the lives of children and young people by putting in place the changes being required by Scottish Government. | Increase the number of 2 year olds taking up the 600 hours of early learning and childcare – including implementing the change in qualifying criteria from August 2015 | <b>15/16:</b> Increased availability of places across a range of partners to offer flexible choice for parent, we now have 9 Childminders and 2 Playgroups in contract to deliver our 2 year old provision. 115 2 year olds are currently in A Good Time To Be 2 provision. | 100%            | Number of 2 year olds in early learning and childcare  |          | <b>15/16:</b> Complete. Increased availability of places across a range of partners to offer flexible choice for parent, we now have 9 Childminders and 2 Playgroups in contract to deliver our 2 year old provision. 115 2 year olds are currently in A Good Time To Be 2 provision.  | Prevention, Locally Targeted                |

| Action Code  | Priority  | Action   | Action update   | Action Progress | Indicator  | Baseline | Indicator Progress  | Future Model approaches |
|--------------|---|--|---|-----------------|--|----------|---|-------------------------|
| SMP.GF. 03.2 | 03. Improve the lives of children and young people by putting in place the changes being required by Scottish Government.   | Prepare for the Named Person Service   | 15/16: On Target. All Principal Teachers of Guidance and DHTs Pupil Support have undergone training on the role of Named Person. There are a number of issues still be confirmed by the Scottish Government in relation to guidance within the Act. | 66%             | All Health Visitors and relevant schools staff trained in Getting it Right for Every Child wellbeing indicators  |          | 15/16: On target (50%).<br><b>Health Visitors</b> Health Visitors Team Leader has recently been appointed, initial priority is to take stock of position and needs, training regarding Named Person service will follow. The Team Leader is part of the Midlothian Training and Practice Group which is made up of managers and practitioners from across Health and Education where relevant training and issues around it are discussed. A further update on this position will be available for the May board meeting. | Prevention              |
|              |   |  |   |                 | New Target - Results of Getting it Right for Every Child survey show improvement for those schools involved in 2014 pilot, other schools establish baseline for future monitoring. |          | 15/16: Off Target. It has been challenging for some primary schools to incorporate the surveys into their yearly planning therefore only a few schools have been able to complete them. Each primary school has been encouraged to use the surveys before they carry out their wellbeing training but this has not been consistent.   |                         |
| SMP.GF. 04.1 | 04. Support children and young people to manage risk taking behaviour   | Revise strategies, guidance and staff training on risk taking behaviour amongst children and young people, e.g. to take account of New Psychoactive Substances | 15/16: Complete. Policy was revised to be more focussed and more of a guidance paper for staff. Is linked to learning and development going forward.  | 100%            | Staff report being better able to deal with children and young people's risk taking behaviour  |          | 15/16: The Vulnerable Young Person's sub group has been working on the new Risk Taking Policy which offers guidance and support to all staff to help them deal with risk taking behaviour. We also have the Vulnerable Young Person's Protocol devised by the Public Protection Team which offers guidance around very high risk cases which has been getting utilised in most cases where the young person has been at risk of going into secure care.   | Prevention              |
| SMP.GF. 05.1 | 05. Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school | This priority is led by the Improving Opportunities Midlothian thematic group  |   | 0%              |  |          |   |                         |



# 15/16 Improving Opportunities for People in Midlothian Actions and PIs



| IOM                     |   |  |  |                 |   |          |  |                               |
|-------------------------|---|--|--|-----------------|---|----------|--|-------------------------------|
| Action Code             | Priority  | Action   | Action update  | Action Progress | Indicator   | Baseline | Indicator Progress   | Future Model approaches       |
| SMP.IO<br>M.CE.01.<br>1 | 01. Improve access to welfare advice through increased local and targeted provision | Responding to Universal Credit through awareness rising, training, research and coordination of activity. Monitoring sanctions and food bank use and take appropriate action.  | <b>15/16:</b> On target (100%). MARCH and Midlothian Financial Inclusion Network project delivered improved access to welfare advice. NHS staff now routinely referring people to welfare rights team.                                     | 100%            | % of service users self identifying having more control over their budgets.   |          | <b>15/16:</b> Initial satisfaction survey showed that 92% of Welfare rights service users rated the help received positively.  | Prevention                    |
| SMP.IO<br>M.CE.02.<br>1 | 02. Support people out of poverty and reduce welfare dependency                     | Deliver digital training and CV/interview skills training through JCP Flexible Support Fund. Target 100 accessing training.  | <b>15/16:</b> Complete (100%) 119 people accessed training.  | 100%            | Proportion of working age population who are economically active.   |          | <b>15/16 :</b> On Target (78.4%). Current information (Jan - Dec 2015) shows that Midlothian is outperforming the Scottish Average by 0.7%   | Prevention, Capacity Building |
|                         |   |  |  |                 | Reduce the % of working age population on nonwork benefits. (Target: in 2015-16 to increase the gap between Scotland and Midlothian by 1%.) |          | <b>15/16:</b> On Target (1.2%) The latest figures available show Midlothian JSA (Jobseekers allowance) and ESA (Employment and Support allowance) rates combined are 1.2% lower than the Scottish average at 9.8% of the working age population. |                               |
| SMP.IO<br>M.CE.03.<br>1 | 03. Increase the positive destinations for young people                             | Targeted support for vulnerable young people during transition phase. Increase awareness of MA and college/school programme in schools. Support parents to increase their knowledge of vocational routes and their benefits. | <b>15/16:</b> Target support and weekly meetings to ensure early identification of at risk young people Multi agency planning operationally and strategically, joint training with SDS. 10 learning pathways and additional PAVE 2 places. | 100%            | Percentage of young people achieving and sustaining positive destinations   |          | <b>15/16:</b> On Target<br>Currently on target. New figures will be released in June 2016.   | Prevention                    |

| Action Code             | Priority  | Action  | Action update  | Action Progress | Indicator  | Baseline | Indicator Progress   | Future Model approaches                              |
|-------------------------|---|---|--|-----------------|--|----------|--|--|
| SMP.IO<br>M.CE.04.<br>1 | 04. Increase qualifications gained by adults of working age | National adult achievement awards (SCQF levels 3/4/6) will be available in 2015 – Newbattle will be accreditation body. | <b>15/16:</b> Complete (100%). The Adult Achievement Awards were piloted last year and completed in January with learners awarded their certificates during this period. The next phase is to be out from June 2016. One of the pilots was completed in Midlothian jointly between Newbattle Abbey College and Midlothian Council Criminal Justice Team. The numbers have passed the target for the year. In total 42 adults achieved accreditation and 33 new learners started courses. | 100%            | Increase proportion of level of qualification gained by adults of working age at SCQF 1/2/3/4 and no qualifications. |          | <b>15/16:</b> Off Target (50%) Latest published information for 2015 Calendar year. Midlothian is above the Scotland for NVQ1 and NVQ2 but below Scotland for NVQ3 and NVQ4. | Prevention, Capacity Building                        |
| SMP.IO<br>M.CE.04.<br>2 | 04. Increase qualifications gained by adults of working age | ESOL SCQF modules delivered by CLD in June.   | <b>15/16:</b> Complete (100%). There have been 242 attendees at ESOL (English as Second or Other Language) classes in 15/16. The target was 234.   | 100%            | There is no Performance Indicator for this action  |          |  | Prevention, Capacity Building                        |
| SMP.IO<br>M.CE.04.<br>3 | 04. Increase qualifications gained by adults of working age | Increase the number of local accredited learning opportunities .  | <b>15/16:</b> Information for this action is not currently available.  | 50%             | There is no Performance Indicator for this action  |          |  | Prevention, Capacity Building                        |
| SMP.IO<br>M.CE.04.<br>4 | 04. Increase qualifications gained by adults of working age | Increase the number of pathways for progression   | <b>15/16:</b> Information for this action is not currently available.  | 50%             | There is no Performance Indicator for this action  |          |  | Prevention, Capacity Building                        |
| SMP.IO<br>M.CE.05.<br>1 | 05. Increase access to digital services for adults          | Technology steering group continues to meet to implement the recommendations of the pilot.                              | <b>15/16:</b> Complete (100%). The pilot is now complete.  | 0%              | No of jobseekers accessing ICT safely on a computer meeting MTSG standards in pilot area.                            |          | <b>15/16:</b> 21 jobseekers were supported in accessing the service.   | Capacity Building/Co-Production, Channel Shift/Local |

| Action Code             | Priority   | Action  | Action update   | Action Progress | Indicator  | Baseline | Indicator Progress  | Future Model approaches                       |
|-------------------------|--|---|---|-----------------|--|----------|---|---|
|                         |  |   |   |                 |  |          |   | Access  |
| SMP.IO<br>M.CE.05.<br>2 | 05. Increase access to digital services for adults | Voluntary sector forum re deliver training for ICT contingencies  | <b>15/16:</b> Information for this action is not currently available.   | 0%              | There is no Performance Indicator for this action      |          |   | Channel Shift/Local Access, Capacity Building |
| SMP.IO<br>M.CE.05.<br>3 | 05. Increase access to digital services for adults | Deliver ICT training through the MALP program   | <b>15/16:</b> A Digital Literacy Course was run in 2015 in Gorebridge Library by MALP (Midlothian Adult Learning Partnership) in partnership with MFIN (Midlothian Financial Inclusion Network). In addition, the current f/t Preparation for FE Course (SCQF Level 4) started in January 2016 and will end in June 2016. This is co-delivered by Midlothian Council Lifelong Learning and Newbattle Abbey College and runs in the college. This course includes an ICT unit. 10 students are enrolled on the course. | 100%            | % of JSA claimants online.                             |          | <b>15/16:</b> 33%. 9 participants started the course in April 2015. 3 participants completed the course including 2 job seekers. 1 participant has moved on to employment.. | Channel Shift/Local Access, Capacity Building |
| SMP.IO<br>M.CE.05.<br>4 | 05. Increase access to digital services for adults | SCQF 3/4 programme and delivering re digital literacy in 2015   | <b>15/16:</b> Information for this action is not currently available.   | 50%             | There is no Performance Indicator for this action      |          |   | Channel Shift/Local Access, Capacity Building |
| SMP.IO<br>M.CE.05.<br>5 | 05. Increase access to digital services for adults | Improve older people's digital confidence and skills through one-to-one and group IT tuition (Connect Online & Sidekicks – target 200 older people access services) | <b>15/16:</b> Complete (100%)   | 100%            | Number of older people who will receive 1 to 1 tuition |          | <b>15/16 :</b> Complete (54)  | Channel Shift/Local Access, Capacity Building |
|                         |  |   |   |                 | Number of older people who will receive group tuition  |          | <b>15/16 :</b> Complete (123)   |   |
|                         |  |   |   |                 | Number of computer clubs developed and run             |          | <b>15/16 :</b> Complete (6)   |   |
|                         |  |   |   |                 | Number of ipad for beginners courses                   |          | <b>15/16 :</b> Complete (3)   |   |

| Action Code             | Priority  | Action  | Action update  | Action Progress | Indicator   | Baseline | Indicator Progress  | Future Model approaches |
|-------------------------|---|---|--|-----------------|---|----------|---|-------------------------|
|                         |   |   |  |                 | percentage of isolated learners will report an increase in social interaction   |          | <b>15/16:</b> Complete (89%)  |                         |
|                         |   |   |  |                 | percentage of learners will report that their confidence and skills have improved   |          | <b>15/16:</b> Complete (100%)   |                         |
| SMP.IO<br>M.CE.06.<br>1 | 06. Reduce health inequalities and improve the health of people in Midlothian | Provide training and small grant funding for organisations on addressing inequalities through food/health activities. | <b>15/16:</b> Interim report complete. Final evaluation in progress for the 10 projects.                                       | 100%            | Reduce the proportion of people who don't know how to cook healthy meals on their budget (reduce to 7% - data from Citizens Panel). |          | <b>15/16:</b> On Target (6%). Information from the Winter Citizens Panel stated that only 56 of 611 responders didn't know how to cook healthy meals on their budget. |                         |
| SMP.IO<br>M.CE.06.<br>2 | 06. Reduce health inequalities and improve the health of people in Midlothian | Food & Health Alliance activities: increase access to affordable fruit and veg through 'Toot for Fruit' van           | <b>15/16: Complete (100%)</b> Moved from MVA management to Gorebridge Foodbank 1/5/16. Work will continue with improved access | 100%            | Increase proportion of people who report eating 5 portions of Fruit/Veg on 3+ days per week (85%)                                   |          | <b>15/16:</b> Off target. Information from the last Winter Survey shows that 40% of responders ate 5 pieces of Fruit/Veg per day on 3 or more days per week.          |                         |
|                         |   |   |  |                 | Reduce no people who never eat 5 portions of fruit/veg in a day (3%).   |          | <b>15/16:</b> On target. Information from the last Winter Survey showed that 2% of responders never ate 5 portions of fruit & vegetables per day.                     |                         |

# 15/16 Sustainable Growth Actions and PIs



| Sustainable Growth and Housing |   |   |  |                 |   |          |  |   |
|--------------------------------|---|---|--|-----------------|---|----------|--|---|
| Action Code                    | Priority                                | Action  | Action update  | Action Progress | Indicator   | Baseline | Indicator Progress   | Future Model approaches                                     |
| SMP.SG.CE.01.1                 | 01. Implement Ambitious Midlothian Plan | Deliver local procurement programme   | 15/16: Information for this action is not currently available.   | 0%              | No of local companies assisted through training in the public procurement processes (target 20 by March 2016)               |          | 15/16: Information for this indicator is not currently available.  | Prevention, Locally Targeted                                |
|                                |   |   |  |                 | % increase in turnover from public procurement by Midlothian businesses compared to previous year (target 5% by March 2016) |          | 15/16: Information for this indicator is not currently available.  |   |
| SMP.SG.CE.01.2                 | 01. Implement Ambitious Midlothian Plan | Deliver Catalyst for Growth, an in-depth programme to help businesses that are ready to grow to develop and implement growth plans  | 15/16: Off Target<br>Unable to progress due to changes by Scottish Government on basis by which funding is made available. | 0%              | No of potential businesses recruited to the Catalyst for Growth course which will run from Aug-Nov 2015 (Target – 10)       |          | 15/16: Off Target<br>Cancelled due to staff shortage, budget transferred to grants.  | Capacity Building/Co-Production, Channel Shift/Local Access |
|                                |   |   |  |                 | % Increase in turnover by businesses that have participated in the course during 2014-15 (Target 10 by March 2016)          |          | 15/16: Information for this indicator is not currently available.  |   |
| SMP.SG.CE.01.3                 | 01. Implement Ambitious Midlothian Plan | Deliver marketing programme to support successful achievement of Assisted Area Status   | 15/16: Information for this action is not currently available.   | 0%              | No of businesses to have relocated to Midlothian (Target – 10 by March 2016)  |          | 15/16: On Target<br>There have been 33 new companies starting in Midlothian in 2015/16. 19 companies have relocated to Midlothian. | Capacity Building/Co-Production, Channel Shift/Local Access |
| SMP.SG.CE.01.4                 | 01. Implement Ambitious Midlothian Plan | Deliver actions from the Bush Framework Masterplan related to infrastructure (environmental improvements, road and junction design, branding, signage and a path network) | 15/16: Information for this action is not currently available.   | 50%             | There is no Performance Indicator for this action   |          |  | Capacity Building/Co-Production                             |

| Action Code    | Priority   | Action  | Action update   | Action Progress | Indicator   | Baseline | Indicator Progress   | Future Model approaches                                     |
|----------------|--|---|---|-----------------|---|----------|--|---|
| SMP.SG.CE.01.5 | 01. Implement Ambitious Midlothian Plan            | Progress delivery of A701 relief road   | <b>15/16: Off Target</b><br>At Pre-Examination stage - Representations processed and reported to Council 17.05.16. If report approved – publish representations and submit plan to Scottish Ministers and prepare for Examination (6-9 month timescale). Action forms part of City Deal and if successful would assist in design & delivery post Examination. | 70%             | % progress preparation of Local Development Plan in accordance with Prevailing Development Plan. Target – 100% by March 2016. |          | <b>15/16: On Target</b>  | Capacity Building/Co-Production                             |
| SMP.SG.CE.01.6 | 01. Implement Ambitious Midlothian Plan            | Develop Penicuik Business Improvement District. Ensuring Local ballot completed by July 2015. | <b>15/16: Complete</b><br>Penicuik BID operational as of June 2015  | 100%            | There is no Performance Indicator for this action   |          |  | Capacity Building/Co-Production, Channel Shift/Local Access |
| SMP.SG.CE.02.1 | 02. Implement Midlothian Tourist Forum Action Plan | Mount specific tourism engagement events  | <b>15/16:</b><br>Information for this action is not currently available.  | 0%              | No of events organised (Target – 3 before March 2016).  |          | <b>15/16: On Target</b><br>3 Tourism Specific engagement events delivered.<br>May 2015<br>June 2015<br>Nov 2015  | Capacity Building/Co-Production, Channel Shift/Local Access |
|                |  |   |   |                 | Measure of success – numbers of businesses attending (Target – 60)  |          | <b>15/16: Complete</b><br>100+   |   |
|                |  |   |   |                 | No of new business members for Midlothian Tourism Forum (Target – 10)   |          | <b>15/16:</b> Information for this indicator is not currently available.   |   |
| SMP.SG.CE.02.2 | 02. Implement Midlothian Tourist Forum Action Plan | Support Midfest 2015  | <b>15/16: Complete</b><br>Unfortunately no information re breakdown of visitors from Midstock event. However for this event overall attendance increase by 27%.   | 100%            | No of visitors to Midlothian included in the audience (Target 1,500)  |          | <b>15/16: Complete.</b><br>A survey of attendees at Midfest's family fun day showed 20.8% of those who responded came from outwith Midlothian. This equates to 1518 of overall attendees. The Midstock event was attended by between 4700-5000 people but information on their usual residence is not yet available. | Capacity Building/Co-Production                             |

| Action Code     | Priority   | Action   | Action update   | Action Progress | Indicator  | Baseline | Indicator Progress   | Future Model approaches                     |
|-----------------|--|--|---|-----------------|--|----------|--|---|
|                 |  |  |   |                 | Write tender for hop on/off tourism bus linking with stations  |          | <b>15/16:</b> Information for this indicator is not currently available.   |   |
| SMP.SG. CE.02.3 | 02. Implement Midlothian Tourist Forum Action Plan | Develop portfolio of hotel sites to support new developers   | <b>15/16: Complete</b><br>Borders Rail Investment Prospectus launched Nov 15  | 100%            | There is no Performance Indicator for this action  |          |  | Capacity Building/Co-Production             |
| SMP.SG. CE.03.1 | 03. Implement Borders Railway Action Plan          | Completion of Midlothian Tourism Audit   | <b>15/16: Complete.</b><br>Tourism audit published and presented to industry at Borders Rail tourism event - May 2015.  | 100%            | There is no Performance Indicator for this action  |          |  | Channel Shift/Local Access                  |
| SMP.SG. CE.03.2 | 03. Implement Borders Railway Action Plan          | Visit Scotland marketing programme promoting railway and Midlothian as a destination programme promoting railway and Midlothian as a destination | <b>15/16: Complete</b><br>Marketing campaign complete and report produced.  | 25%             | Ongoing throughout 2015-16. Measure of success – marketing programmes. (Target – 6 unique marketing programmes). |          | <b>15/16: Complete</b><br>2015/16 Marketing campaign complete and report produced  | Capacity Building/Co-Production             |
| SMP.SG. CE.03.3 | 03. Implement Borders Railway Action Plan          | Hold food/drink/craft market in Waverley station promoting line and Midlothian Tourism/Food & Drink products                                     | <b>15/16: Complete.</b><br>A variety of Midlothian businesses were represented at the Waverley line opening alongside stallholders from Scottish Borders and Edinburgh. | 100%            | No of participating Midlothian tourism businesses (Target – 15)  |          | <b>15/16: Off Target</b><br>Substantial contact was made with local SMEs food producers to attend but only 3 businesses took up the opportunity. Other were already committed to other events and trade shows. | Capacity Building/Co-Production             |
| SMP.SG. CE.03.4 | 03. Implement Borders Railway Action Plan          | Trial hop on/off tourism bus linking with stations   | <b>15/16:</b> Information for this action is not currently available.   | 0%              | Write tender for hop on/off tourism bus linking with stations  |          | <b>15/16:</b> Information for this indicator is not currently available.   | Capacity Building/Co-Production, Prevention |
| SMP.SG. CE.04.1 | 04. Maximise access to next generation broadband   | Midlothian Council has paid £0.5M to Scottish Govt to maximise broadband coverage.   | <b>15/16:</b> Superfast Broadband has been rolled out from October 2015 – March 2016 and continues.   | 100%            | % premises to have access to next generation broadband Target – 98% by Dec 2017                                  |          | <b>15/16: Off Target</b><br>No change (78.5%), SFBB has been rolled out from October 2015 – March 2016   | Capacity Building/Co-Production             |
| SMP.SG. CE.04.2 | 04. Maximise access to next generation broadband   | Engage with business and provide info to enable them to secure funding to install high speed connections   | <b>15/16:</b> Information for this action is not currently available.   | 0%              | No of businesses to benefit from Connected Capital Broadband voucher (Target – 15 from Apr 2015-Mar 2016)        |          | <b>15/16: Complete</b>   |   |



| Action Code     | Priority   | Action  | Action update   | Action Progress | Indicator  | Baseline | Indicator Progress   | Future Model approaches         |
|-----------------|--|---|---|-----------------|--|----------|--|---------------------------------|
|                 |  | and increase take-up of digital trading   |   |                 | No of businesses to benefit from Scottish Enterprise managed digital vouchers (5 from Apr 2015-Mar 2016) |          | <b>15/16:</b><br>Information received from Business Gateway. |                                 |
| SMP.SG. CE.05.2 | 05. Address climate change   | Develop a comprehensive adaptation action plan  | <b>15/16: Off Target.</b><br>Midlothian Council Cabinet on 17 November 2015 approved the abandonment of this climate change adaptation action plan in favour of an emerging risk based approach to climate change adaptation. | 0%              | There is no Performance Indicator for this action  |          |  | Prevention                      |
| SMP.SG. CO.05.1 | 05. Address climate change   | Develop infrastructure incidental to Borders Rail   | <b>15/16: On target.</b>  | 100%            | There is no Performance Indicator for this action  |          |  | Prevention                      |
| SMP.SG. CO.05.3 | 05. Address climate change   | Complete development of food waste facility and associated infrastructure as part of Zero Waste Parc at Millerhill  | <b>15/16: Complete.</b><br>Planning permission has been granted for the site, the facility has been built and it is operational.  | 100%            | There is no Performance Indicator for this action  |          |  |                                 |
| SMP.SG. CO.05.4 | 05. Address climate change   | Part develop residual waste facility and associated infrastructure as part of Zero Waste Parc at Millerhill   | <b>15/16: Off Target</b><br>Contractor on site, delay in accepting food waste from the 01 January 2016 due to a health & safety issue. Anticipated start date June 2016.  | 80%             | There is no Performance Indicator for this action  |          |  | Prevention                      |
| SMP.SG. CE.06.1 | 06. Progress preparation of Midlothian Development Plan and SES plan | Through the Strategic Development Authority for South East Scotland, progress preparation of South East Scotland Strategic Development Plan no.2 in line with development plan scheme | <b>15/16: Complete</b><br>MIR complete and responses assessed and considered. Proposed Strategic Development Plan has been drafted in accordance with development plan scheme.  | 100%            | There is no Performance Indicator for this action  |          |  | Capacity Building/Co-Production |
| SMP.SG. CE.06.2 | 06. Progress preparation of Midlothian                               | Progress preparation of Midlothian Local Development Plan and   | <b>15/16: Complete</b><br>Proposed Local Development Plan   | 100%            | There is no Performance Indicator for this action  |          |  | Capacity Building/Co-Production |

| Action Code     | Priority   | Action  | Action update   | Action Progress | Indicator  | Baseline   | Indicator Progress  | Future Model approaches         |
|-----------------|--|---|---|-----------------|--|--|---|---------------------------------|
|                 | Development Plan and SES plan  | its action programme in line with development plan scheme   | published for a period of representation in accordance with development plan scheme.  |                 |  |  |   |                                 |
| SMP.SG. CE.07.1 | 07. Protect and improve our historic buildings, environment and town centres | Maintain progress on the Gorebridge Conservation Area Scheme (CARS)                                       | <b>15/16: Complete.</b>   | 100%            | % of Gorebridge CARS monies available for award which have been awarded Target 100% at end of 5 year programme             |  | <b>15/16: Complete</b><br>All of the grant available for building projects has now been awarded.  | Prevention                      |
| SMP.SG. CE.08.1 | 08. Protect the natural environment and promote biodiversity                 | Develop and deliver the Midlothian Green Network  | <b>15/16: On target.</b>  | 100%            | There is no Performance Indicator for this action  |  |   | Capacity Building/Co-Production |
| SMP.SG. CE.08.2 | 08. Protect the natural environment and promote biodiversity                 | Encourage extensions to woodland cover and protect existing woodlands (not including commercial forestry) | <b>15/16: On Target.</b>  | 100%            | Total additional woodland hectareage   |  | <b>15/16:</b><br>Awaiting Information from Forestry Commission Scotland.  | Prevention                      |
| SMP.SG. CH.09.1 | 09. Provision of more social housing taking account of local demand          | In partnership between Council , RSL and private developers, deliver more social housing                  | <b>15/16: Off Target</b><br>Despite not meeting the target of 100 units in 2015/16 the Council has agreed for a 3rd Phase of affordable housing which will enable an increased supply of affordable housing in future years. Five developments completed by Council and RSLs during 2015/16. Construction works have commenced on four sites. | 83%             | Deliver 100 new homes, including 60 Council and 40 RSL   | First year of reporting measure in this way.<br><b>14/15:</b> 76 Council houses were complete. | <b>15/16: Off Target</b><br>The 100 unit target has not been reached during 2015/16 due to unforeseen delay in tendering for council developments and a lower number of RSL completions. However, it is expected that approximately 140 units will be completed in 2016/17. | Prevention, Locally Targeted    |
| SMP.SG. CH.09.2 | 09. Provision of more social housing taking account of local demand          | Achieve planning permission for Complex Care Housing, Extra Care Housing and Gorebridge Developments      | <b>15/16: Complete</b><br>Planning permission granted for Complex Care development in Penicuik and Stobhill Road, Gorebridge.   | 100%            | Number of planning permissions granted for Complex Care Housing, Extra Care Housing and Gorebridge Developments – Target 2 | First year of reporting this measure.  | <b>15/16: On Target</b><br>Planning Permission Granted for Complex Care Development, Penicuik & Gorebridge (2)  | Capacity Building/Co-Production |

| Action Code     | Priority  | Action   | Action update   | Action Progress | Indicator  | Baseline   | Indicator Progress   | Future Model approaches      |
|-----------------|---|--|---|-----------------|--|--|--|------------------------------|
| SMP.SG. CH.10.1 | 10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support. | Increase the support to young people through the Youth Homelessness Prevention Service                       | <b>15/16: On Target</b><br>Delivery of pre-tenancy course to targeted groups will commence as from Q1 2016 /17.   | 100%            | Number of young people approaching homelessness service engaging with youth homelessness service       | Baseline :<br><b>13/14</b> - 387<br><b>14/15</b> - 372       | <b>15/16: Data Only</b><br>All 16-25 year olds presenting to the homeless service are referred to the Youth Homeless Officers. Advice and assistance (and mediation with family members) is provided, including a homeless assessment if appropriate option.   | Prevention, Locally Targeted |
| SMP.SG. CH.10.2 | 10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support. | Launch online housing options advice toolkit to improve the availability of tailored information and advice. | <b>15/16:</b><br>Progress update is not available at this time.   | 31%             | Number of households using online housing options toolkit per annum                                    | First year of new service being provided.                    | <b>15/16:</b> Information for this indicator is not currently available.   | Prevention, Locally Targeted |
| SMP.SG. CH.10.3 | 10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support. | Deliver homeless prevention education programme to agencies working with vulnerable youth                    | <b>15/16: Off Target</b><br>This indicator is due to be changed to better reflect the direction of the service, with our staff delivering pre-tenancy training to young people. Mid-spring will see Phase 2 of the SQA Tenancy and Citizenship Award, with 'care experienced' young people being prioritised in readiness for their transitions from care. In terms engaging with other external agencies, as well as developing a channel for them to request sessions on homeless prevention/education. It is anticipated that the SQA Award will become the 'norm' and we will either deliver this training directly to their nominated attendees, or support them to deliver it themselves. | 50%             | Increase the support to young people through the Youth Homelessness Prevention Service. (15 per annum) | <b>14/15:</b> 47 presentations/ events completed - Target 12 | <b>15/16: Off Target</b><br>This indicator will be amended, in light of the development of our SQA Tenancy and Citizenship Award – Phase 2 of the pilot project will commence mid-spring with an upcoming meeting arranged to discuss the course content and coordinate the delivery of the training to 'care experienced' young people. The training course will be open to any young person with support services, identifying possible participants for engagement. | Prevention                   |

| Action Code        | Priority  | Action  | Action update   | Action Progress | Indicator   | Baseline  | Indicator Progress   | Future Model approaches |
|--------------------|---|---|---|-----------------|---|---|--|-------------------------|
| SMP.SG.<br>CH.10.4 | 10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support. | Deliver "Leaving Home" education programme in schools   | <b>15/16: On Target</b><br>Successful engagement with all six of Midlothian's mainstream high schools. The coming week will be used for missed classes, but this year has been a resounding success in terms of the programme – so too as we are now seeing S2 pupils (from four years ago) completing their sixth year. They leave schools having concluded the whole programme, from homelessness to accessing housing, and are armed with a wealth of information and advice to help prevent them making poor housing decisions. | 100%            | Deliver "Leaving Home" education programme to all High Schools in Midlothian Area – Target 100% of Midlothian Schools | New measure for 15/16 to indicate the uptake of Midlothian schools to homeless prevention initiative.                     | <b>15/16: On Target</b><br>Successful engagement with all six mainstream high schools in Midlothian. Content for the presentations has been reviewed and amended, this year has also been particularly successful in terms of the programme's chronology (ie. S2 pupils we presented to in 2011/12 are now S6 pupils, we have presented to them across the whole of their high school careers), offering pupils the 'complete content' from homelessness through to housing options and accessing different tenures. | Prevention              |
| SMP.SG.<br>CH.10.5 | 10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support. | Promote the use to households of accessing energy saving or fuel advice and assistance schemes. Baseline referrals 1,800 2013-14. | <b>15/16: On Target</b><br>Energy saving advice schemes exceeding all expectations in uptake.   | 100%            | Increase the number of households accessing energy saving or fuel advice and assistance schemes                       | <b>13/14</b> - 2435 households Target 1800<br><b>14/15</b> - 2813 households Target 1980<br>Targe set at 2500 for 2015/16 | <b>15/16: On Target</b>  | Prevention              |

## **Introduction of the Balanced Scorecard**

**Report by: Kenneth Lawrie, Chief Executive**

### **1 Purpose of Report**

This report presents a current draft of the Balanced Scorecard produced as a result of the ongoing strategic review of planning and performance management arrangements. The report seeks to update members on the current position of the Balanced Scorecard as part of the quarterly performance reporting for the year end 2015/16 in order to agree the introduction of the final template as part of the ongoing annual planning and performance management approach for the 2016/17 cycle.

### **2 Background**

- 2.1** In 2012 Midlothian Council decided, with community planning partners, to integrate the Single Outcome Agreement, Midlothian Community Plan and Midlothian Council Corporate Strategy into a single document – the Single Midlothian Plan. This approach, combined with the integration of health and social care, signalled a significant shift towards partnership working and the need to ensure that Community Planning is at the core of all Council activities. The change also created significant challenges and opportunities in terms of strategic planning and performance management.
- 2.2** As part of the ongoing strategic review of planning and performance management, officers looked at revisiting the use of the Balance Scorecard which had been on the periphery of performance management previously but had not been fully embedded. This exercise ensured a future focus on delivering against outcomes which require a different way of conceiving and using performance measures. The review further noted that outcome indicators should show the overall benefit of the Council's work and not simply be a measure of day-to-day activities and outputs. Initial discussions with members regarding the introduction of the Balanced Scorecard as part of their development programme further informed its development.

### **3 Balanced Scorecard**

- 3.1** A draft of a revised view of the Council's annual performance report 2015/16 incorporating the balanced scorecard approach is shown in appendix 1. This shows the alternative to the current annual performance report which is part of the regular reports included in the performance reporting pack provided to members and which detail progress against strategic outcomes/emerging challenges, PI summary and additional information giving an update to the Single Midlothian Plan (SMP). Introducing the balanced scorecard will effectively replace the current PI

summary section. It will ensure that performance in relation to the balanced scorecard quadrants focus on performance against the key outcomes in the Single Midlothian Plan for the 3 key priority areas and under the customer quadrant, the Council specific contribution to the thematic areas in the Single Midlothian Plan. It also identifies key internal measures of Council performance across the remaining quadrants.

- 3.2** At the point of production, Section 2 which is the new balanced scorecard information has been populated following an exercise by Heads of Service to rationalise the performance measures and indicators currently held in covalent (the councils performance management and reporting system). The aim is to identify key performance indicators which demonstrate progress and delivery of outcomes related to the five thematic areas of the SMP within the first quadrant of the balanced scorecard. The remaining three quadrants of the balanced scorecard represent key internal measures of Council performance.

## **4 Report Implications**

### **4.1 Resource**

There are no direct resource implications arising from this report.

### **4.2 Risk**

The report seeks to ensure that the introduction of the Balanced Scorecard to support planning and performance management practices continue to focus on the agreed priorities and deliver best value.

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

Themes addressed in this report:

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

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

The Balanced Scorecard approach ensures a stronger aligned to the wider community planning priorities and thematic areas identified in the Single Midlothian Plan.

### **4.5 Impact on Performance and Outcomes**

This report directly impacts Midlothian's ability to capture and monitor performance and outcomes by proposing an approach which focuses on delivery of agreed outcomes.

#### **4.6 Adopting a Preventative Approach**

This report does not directly relate to adopting a preventative approach, but activities aligned to planning and performance management should support a preventative approach.

#### **4.7 Involving Communities and Other Stakeholders**

The Balanced Scorecard has been prepared following consultation with Chief Officers, Heads of Service, performance offices and input from elected members. The proposed approach is also aligned to the wider community planning priorities identified in the Single Midlothian Plan.

#### **4.8 Ensuring Equalities**

An Equalities Impact Assessment (EQIA) is not required at this stage and there are no equalities issues arising from the report.

#### **4.9 Supporting Sustainable Development**

There are no sustainable development issues raised in this report.

#### **4.10 IT Issues**

There are no IT issues raised in this report.

### **5. Recommendations**

The Committee is invited to consider the proposed Balanced Scorecard prior to its finalisation and introduction as part of the 2016/17 planning and performance cycle.

## **Appendix 1 – Section 2 – Balanced Scorecard Indicators 2015/16**

**Date:** 24 May 2016

**Report Contact:**

**Name** Myra Forsyth Tel No 0131 271 3445

[myra.forsyth@midlothian.gov.uk](mailto:myra.forsyth@midlothian.gov.uk)

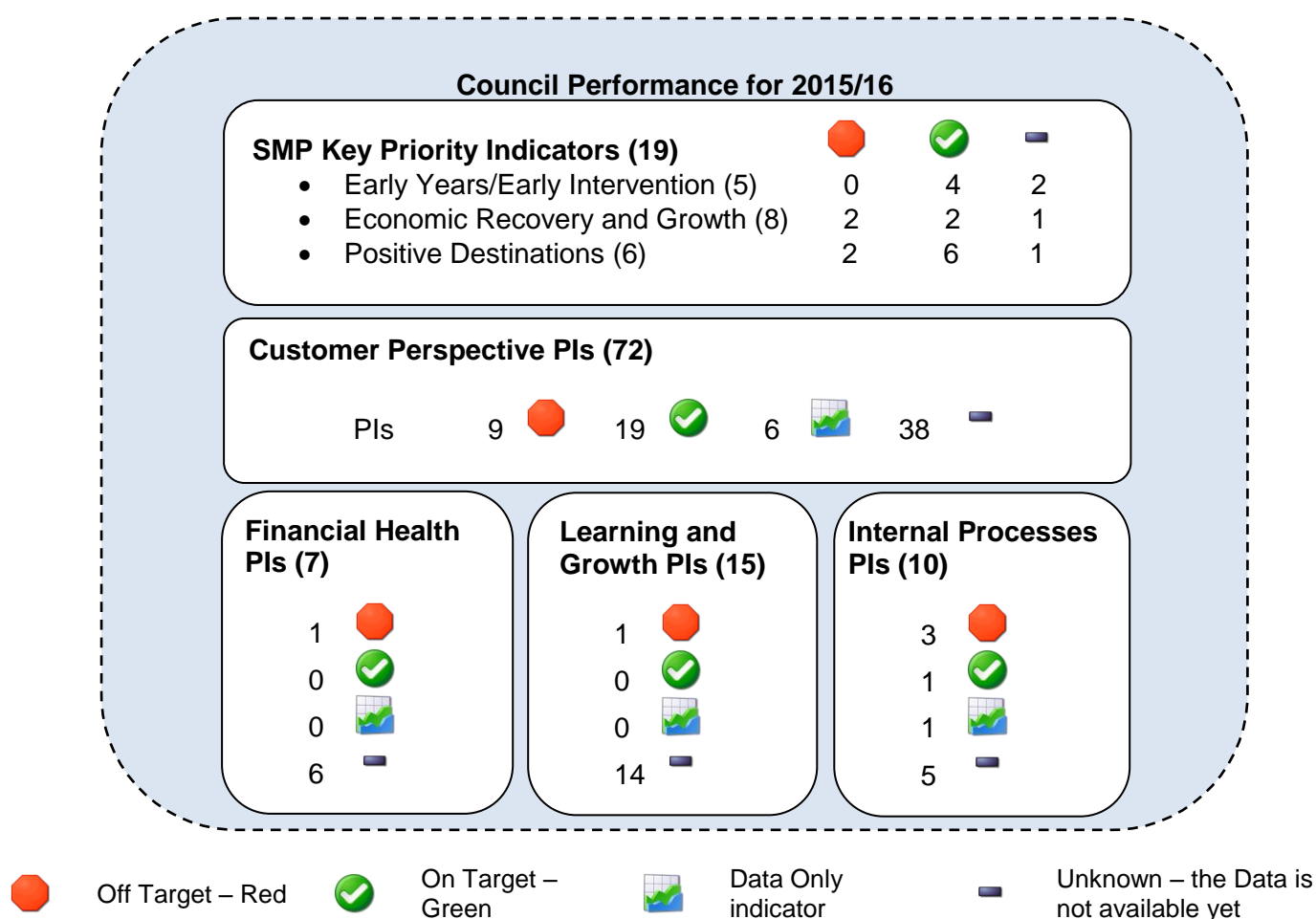


## Section 2 – Balanced Scorecard Indicators 2015/16

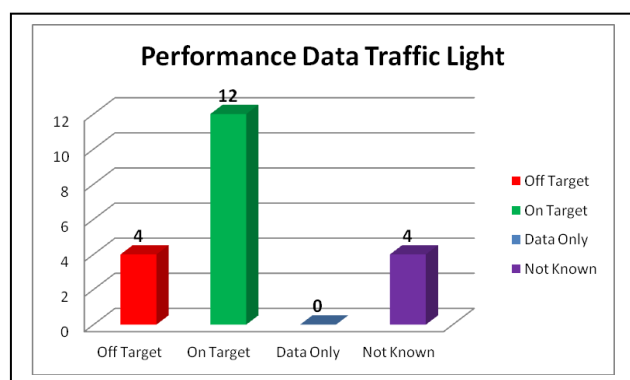
This section of the Council report is presented using the Balanced Scorecard approach. The four Balanced Scorecard perspectives and key areas of focus are shown in the following table and the associated key indicators that follow are drawn from across the Council's services.

| Customer/Stakeholder   | Financial Health   |
|--|--|
| <ul style="list-style-type: none"> <li>• Improving outcomes for children, young people and their families</li> <li>• Ensuring Midlothian is a safe place to live, work and grow up in</li> <li>• Creating opportunities for all and reducing inequalities</li> <li>• Growing the local economy and supporting businesses</li> <li>• Responding to growing demand for Housing and Adult Social Care services</li> </ul> | <ul style="list-style-type: none"> <li>• Maintaining financial sustainability and maximising funding sources</li> <li>• Making optimal use of available resources</li> <li>• Reducing costs and eliminating waste</li> </ul> |
| Internal Processes   | Learning and Growth  |
| <ul style="list-style-type: none"> <li>• Improving and aligning processes, services and infrastructure</li> </ul>  | <ul style="list-style-type: none"> <li>• Developing employee knowledge, skills and abilities</li> <li>• Improving engagement and collaboration</li> <li>• Developing a high performing workforce</li> </ul>                  |

Each of the perspectives shown above are supported by a number of key measures and indicators which ensure that the Balanced Scorecard informs ongoing performance reporting and helps to identify areas for further improvement. The strategy map below provides an at a glance summary of the key performance indicators identified for the Single Midlothian Plan and under each of the perspective headings of the Balanced Scorecard. Detailed performance data is available in the quarterly service performance reports.









# 1. Single Midlothian Plan – Key Priority Indicators



**Key Indicators (20)** 4 12 0 4

| PI Description   | 2015/16       |        |   |
|--|---------------|--------|---|
|  | Value         | Status | Note  |
| Number of families receiving early intervention services   | N/A           |        | <b>15/16: N/A.</b> Early Intervention screening is now undertaken by the East and West wellbeing meetings.  |
| Establish baseline for take up of the 27-30 month review of children's health and development  | 85%           |        | <b>15/16: Complete</b><br>Baseline target of 85% established  |
| Early Years Collaborative Aim that by the end of 2016 - 85% of all children reviewed have reached all of the expected development milestones at their 27-30 month review | 85.7%         |        | <b>15/16: Complete.</b><br>The latest available information showed that in 2014-15, 85.7% of the children who received a 27-30 month Child developmental review showed "No concerns across all domains".  |
| The percentage of children & families surveyed who say that services have made a positive difference   | N/A           |        | <b>15/16: N/A.</b> This question is no longer asked in the Champions Board annual questionnaire.  |
| Continue to outperform the Scottish average suite of key benefits  | 10.1%         |        | <b>15/16: On Target</b><br>Latest figure available is August 2015. Midlothian 10.1, Scottish average 11.00  |
| Continue to outperform the JSA claimant count (as % of working age population)   | 1.7%          |        | <b>15/16: On Target</b> Midlothian 1.7% JSA claimant Count Scotland 2.3%  |
| Business Survival Rates  | 65%           |        | <b>15/16: On Target</b>   |
| Workplace based Gross Value added  | 2,636,000,000 |        | <b>15/16: On Target</b>   |
| Jobs created/safeguarded by investment projects  |               |        | <b>15/16: Awaiting Data</b>   |
| Town Centre vacancy rates  | 6.7%          |        | <b>15/16: Off target.</b> Although target not achieved vacancies have reduced   |
| New Business Start Ups   | 173           |        | <b>15/16: Off target</b>  |
| Percentage of S4 Pupils Gaining 5+ Awards at Level 5 (LGBF)  | 38.3%         |        | <b>15/16: On Target</b><br>Due to changes in the national curriculum and the development of a new tool for senior phase benchmarking, comparative data is not being supplied by the Local Government Benchmarking Framework.<br><br>However, the council continues to monitor this indicator locally and in the 2014/15 examinations - 38.3% of pupils achieved 5+ Level 5 awards by the end of S4. |
| % S5 pupils with 3+ Level 6  | 34.15 %       |        | <b>15/16: Complete.</b> Virtual comparator is 40.6%   |
| The percentage of trainees   | 83%           |        | <b>15/16: On Target (83%).</b>  |

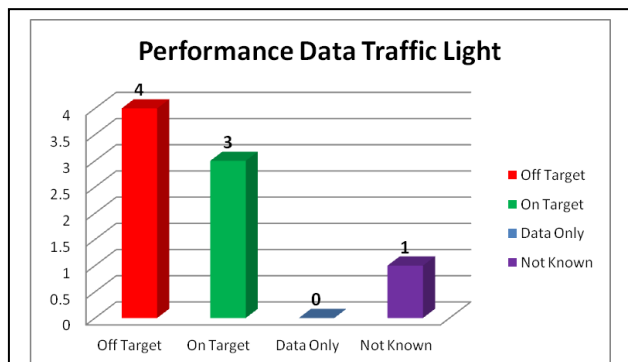
| PI Description   | 2015/16 |   |  |
|--|---------|---|--|
|  | Value   | Status  | Note   |
| completing training programmes   |         |   |  |
| The number of LAAC placed outwith Midlothian who improve their literacy and numeracy levels.                                       | N/A     |  | <b>15/16:</b> It is proposed that this information is obtained during the 6 monthly LAC reviews; educational progress should be assessed and recorded by the reviewing officer. This will be a continuing focus of Midlothian Champions Board. |
| The number of looked after children and young people placed out of area  | 55      |  | <b>15/16: Off Target.</b> Significant work has been done in this area and as at the end of Q4 there were no young people in secure.  |
| The percentage of care leavers in positive destinations.   | 76%     |  | <b>15/16: On Target</b> (76%) 19 of the 25 LAC/LAAC (Looked after / Accomodated Children) School leavers entered a positive destiantion according to the School Leavers Destination Report.  |
| Increase by 5% the number of young people preparing to leave care/leaving care who engage with Through Care and After Care service | 83%     |  | <b>15/16: On Target.</b>   |
| Increase percentage of school leavers in positive destinations to 93% from 89.2%   | 93.5%   |  | <b>15/16: Off Target</b><br>Data not available until June 2016. Early indicators suggest that this will increase   |
| Percentage of young people achieving and sustaining positive destinations  | 94.2%   |  | <b>15/16: On Target.</b> Currently on target. New figures will be released in June 2016.   |

## Balanced Scorecard Quadrants

The remainder of this report focuses on the key indicators supporting the Council's direct contribution to the 5 thematic areas of the Single Midlothian plan captured under Customer perspective and the remaining three perspectives relating to Financial Health, Internal Processes and Employee Learning and Growth.

### CUSTOMER

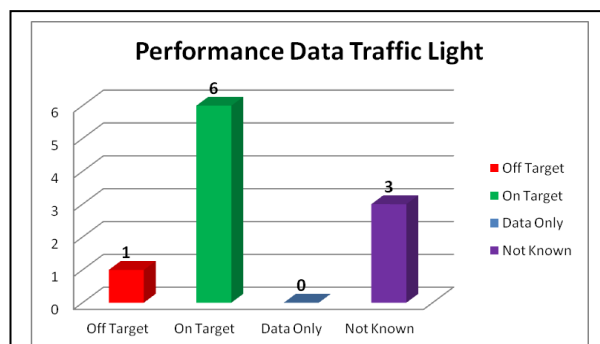
#### ADULT HEALTH AND CARE



Adult Health and Care (8) 4 3 0 1











| PI Description   | 2015/16 |        | Note   |
|--|---------|--------|--|
|  | Value   | Status |  |
| Number of carers who feel valued and supported to continue in their role                         | 55%     |        | <b>15/16: Off Target (55%).</b> In the 2015 Carer Survey 57 out of 105 carers responded positively to the question "I feel valued and supported as a carer". In 2015 the survey was also distributed by Alzheimer Scotland, Woodurn and St David's Day Centres in order to reach more carers. As part of internal processes Carers Conversations also take place, and these contain a number of outcomes based questions which include questions about carer satisfaction.   |
| Maximise the no. of people accessing short breaks  | 827     |        | <b>15/16: Target Achieved (827).</b>   |
| Percentage of people who say that have a say in the way their care is provided "                 | 78%     |        | <b>15/16: Target Achieved (78%).</b> Information from the 2015 user survey showed that 94 out of 120 respondents who expressed an opinion stated that they agreed with the question "I have been given choices about the type of service I receive". Responses included in this are Strongly Agree; Agree; Disagree; Strongly Disagree. It does not include the response Neither Agree Nor Disagree, consistent with previous calculations.  |
| Number of clients with new post diagnostic support   | 46      |        | <b>15/16: Target Exceeded (46).</b> This value does not include post diagnostic support available through the clinic offered at Midlothian Community Hospital. Currently it is estimated that around 100 people are supported through the clinic. Work needs to be done to collate data and contrast with those supported via Alzheimer Scotland Link workers and within the Single Service team.  |
| Decrease the percentage of falls which result in a hospital admission for clients aged 65+       | 4.79%   |        | <b>15/16: New Measure (4.79%).</b> There were 63 admissions to hospital following a fall during 2015-16. This is the first time this indicator has been recorded and as such the figures from 2015/16 will provide a baseline for future reporting.  |
| Reduce the number of emergency admissions for people aged 75+                                    | 3,876   |        | <b>15/16: Off Target</b> The most recent figure available from NHS reports a provisional 2014/15 number of 3,876. This figure relates to patients aged 65+, consistent with previous reporting.  |
| Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date | 1       |        | <b>15/16: Off Target (1).</b> One patient delayed for more than two weeks at census date in March.   |
| Percentage of service users 65+ with intensive needs receiving care at home. (LGBF)              | 38.8%   |        | <b>15/16: Off Target (38.8%).</b> This relates to the number of people who receive more than 10 hours of support per week in the community, instead of living in a care home. This figure does not include those clients receiving 7-10 hours and two additional services from assistive technology, meal services, or attending a day centre, which is included in other calculations of this figure. Additionally, Midlothian has seen a 13% drop in the number of people aged 65+ who are living in a care home, falling from 423 at the end of 2014/15 to 370 at the end of 2015/16. |

## COMMUNITY SAFETY

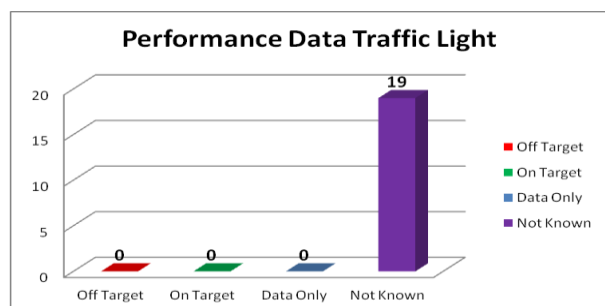


### Community Safety (10)

1  6  0  3 



| PI Description  | 2015/16 |   | Note  |
|---|---------|---|---|
|   | Value   | Status  |   |
| % of satisfactory complete Community Payback Orders   |         |    | <b>15/16:</b> Latest data recorded for 14/15 (87%). Future information will include the number of as well as percentages.   |
| Proportion of MAPPA clients who are convicted of a further level 1 or 2 offence.                            | 0%      |    | <b>15/16: On Target</b> (0%) There were no reported convictions of MAPPA clients in the fourth quarter of 2014/15.  |
| Percentage of women offenders from Midlothian who engage with support services                              |         |    | <b>15/16:</b> No current data, 14/15 (100%).  |
| Number of women offenders from Midlothian who engage with support services                                  |         |   | <b>New indicator</b> - baseline will be established in 2016-17  |
| Number of high risk fire home safety visits   | 334     |  | <b>15/16: Off Target:</b> Year end 334 high risk visits were completed which is an improvement on last years total of 320.<br>16/17 target: 300   |
| Reduce the percentage of acceptable behaviour contracts (ABC) breached                                      | 31.25%  |  | <b>15/16: Target Achieved.</b><br>10 out of 32 ABC's breached. During the year 15 new ABC's were signed.  |
| Reduce the percentage of initial warning cases escalated to ABC   | 2%      |  | <b>15/16: Target Achieved.</b><br>725 initial warnings, 15 ABC's (Anti Social Behaviour Contracts) signed.  |
| Percentage of ASBOs breached  | 20%     |  | <b>15/16: Target Achieved.</b> 1 out of 5 ASBO's breached. 3 ASBO's remaining at year end.  |
| Decrease by 5% the number of addresses subject of repeat complaints for ASB noise (under part V of ASB Act) | 8.9%    |  | <b>15/16: Target Achieved.</b> 17 out of a total of 191 complaints were repeat calls with verified antisocial noise levels.<br>This PI has not been included in the 16/17 Community Safety Strategy as the antisocial noise service has been withdrawn. |
| RL3: Percentage of all street light repairs completed within 7 days   | 96.2%   |  | <b>15/16: On Target</b><br>1352 out of 1406 faults recorded were repaired within 7 days.  |

## GETTING IT RIGHT FOR EVERY CHILD



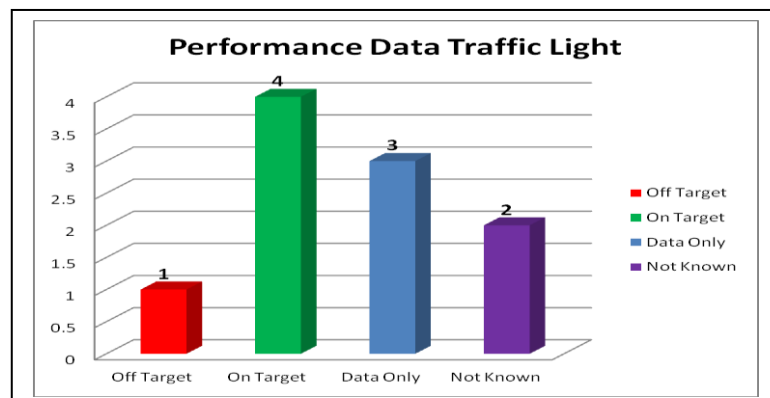
**Getting it Right for Every Child (19)** 0 0 0 19

| PI Description  | 2015/16 |        | Note  |
|---|---------|--------|---|
|   | Value   | Status |   |
| Number of stage 2 outcome focused assessment undertaken   |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Number of stage 3 outcome focused assessment undertaken   |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Number of external placements purchased this year   |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Number of referrals to the duty service   |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Number of children/young people who are LAC   |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Number of children/young people who are LAAC  |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Number of children/young people in kinship or foster care   |         |        | <b>15/16:</b> Previous indicator to be reinstated for 16/17 (14/15 – 192)             |
| Number of allocated places  |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Number of children adopted  |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Length of time children in permanence process before reaching forever family                                |         |        | <b>New Indicator</b> to be established by the end of 2016/17                          |
| Reduce exclusions in Primary schools by 2%  |         |        | <b>New Indicator</b> – Baseline to be established by end of the academic year 2016/17 |
| Reduce exclusions in Secondary schools by 2%  |         |        | <b>New Indicator</b> – Baseline to be established by end of the academic year 2016/17 |
| Improve in Primary School attendance by 2%  |         |        | <b>New Indicator</b> – Baseline to be established by end of the academic year 2016/17 |
| Improve Secondary School Attendance by 2%   |         |        | <b>New Indicator</b> – Baseline to be established by end of the academic year 2016/17 |
| Increase the number of children achieving the expected CfE level in Reading, Writing and Numeracy           |         |        | <b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17 |
| Increase the number of children from SIMD achieving the expected CfE level in Reading, Writing and Numeracy |         |        | <b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17 |
| Increase the percentage of leavers who achieve Literacy and Numeracy at Level 4 to                          |         |        | <b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17 |

|  |  |   |   |
|--|--|---|---|
| bring in line with the national average  |  |   |   |
| New Indicator - Increase the average total tariff score for leavers to bring inline with the virtual comparator (National benchmarking measures) |  |  | <b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17 |
| New Indicator - Close the attainment gap for all leavers (Attainment versus deprivation - National benchmarking measure)                         |  |  | <b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17 |



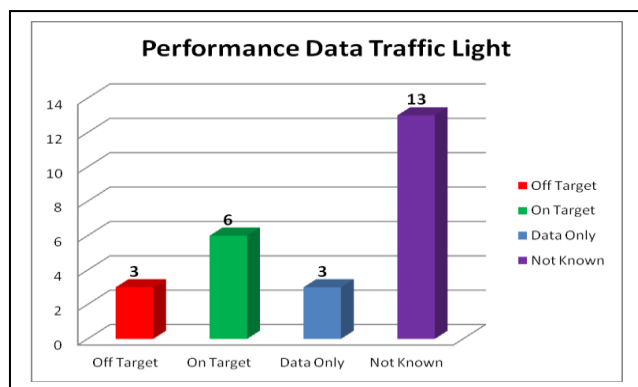
## IMPROVING OPPORTUNITIES FOR MIDLOTHIAN



Improving Opportunities for Midlothian (10) 1 4 3 2










| PI Description  | 2015/16 |        | Note  |
|---|---------|--------|---|
|   | Value   | Status |   |
| Number of neighbourhood plans completed   | 15      |        | <b>15/16: Off Target.</b> 15 produced. Schedule for remaining profile and 3 Community priority areas to be finalised for 2016/17.   |
| Number of calls received regarding Scottish Welfare Fund  | 7,391   |        | <b>15/16: Data Only</b><br>2,053 Scottish Welfare Fund calls received. 7391 year to date.   |
| Number of calls leading to application to Scottish Welfare Fund   | 4,220   |        | <b>15/16: Data Only</b><br>1160 applications received - 779 awarded, 354 refused, 27 declined.  |
| % of claims to Scottish Welfare Fund dealt with within 48 hours   | 97.94%  |        | <b>15/16: Data Only</b><br>97.58% claims decided within 48 hours - 1132/1160  |
| Increase the percentage of people who say they are able to look after their health or who say they are as well as they can be | 83%     |        | <b>15/16: Target Achieved (83%).</b> Information from the annual user survey 2015 reported that 82 out of 99 (83%) of clients (who expressed an opinion) agreed with the statement "Services have helped me feel healthy". Results have been calculated by excluding the "neither agree nor disagree" response to ensure consistency with previous reporting.   |
| Proportion of Pupils Entering Positive Destinations (LGBF)  |         |        | <b>15/16:</b> Data not yet available - 14/15 (93.5%)  |
| Tone zone retention rate  | 56.66%  |        | <b>15/16: On Target</b><br>The cumulative retention for the year end is 57.91%.   |
| Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes (LGBF)               |         |        | <b>15/16:</b> Data not yet available - 14/15 (12.33%)   |
| Percentage of contracts engaging in local businesses  | 100%    |        | <b>15/16: On Target</b><br>All Contracts have local business clauses inserted.  |
| Number of activities offered by Ageing Well and MAC 50+ age groups  | 50      |        | <b>15/16: Target Achieved</b><br>MAC and Ageing Well delivered over 24 distinct activities on a weekly basis over this quarter.<br>202 referrals in the quarter. 66 MAC+ classes 70 Initial 1-2-1 consultations 3,5 12 week reviews 182. 1-2-1 gym sessions<br>During this quarter Ageing Well have offered 50 classes per week attracting over 600 people each week. We offered 4 kinds of dance classes, class based exercise including tai chi, pilates, yoga, aquafit, relaxation and keep fit and groups run by volunteers which include new age kurling, health walks, table tennis and walking football. |

## SUSTAINABLE GROWTH AND HOUSING

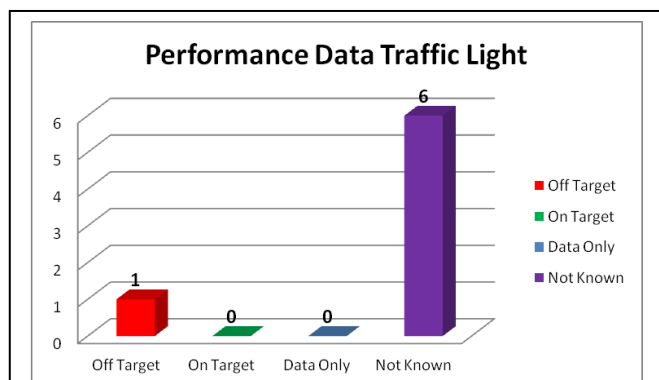


**Sustainable Growth and Housing (25)**   3   6   3   13

| PI Description  | 2015/16 |        | Note   |
|---|---------|--------|--|
|   | Value   | Status |  |
| Number of inward investment/indigenous investment enquiries received for sites/premises in Midlothian |         |        | <b>New Indicator</b> to be established in 2016/17  |
| Improved economic indicator data  |         |        | <b>15/16:</b> Previous indicator to be reinstated (14/15 noted an improvement)   |
| Number of buildings transferred to community groups.  |         |        | <b>15/16:</b> Policy complete. Asset register not complete. Property management oversight group yet to convene.  |
| Amount of additional direct inward investment   | N/A     |        | <b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing)..  |
| Increase in tourist visitors and spend  | N/A     |        | <b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing)..  |
| New Business Start Ups  | 173     |        | <b>15/16: Off Target</b>   |
| Number of tourism businesses assisted in Midlothian   |         |        | <b>New indicator</b> to be established in 2016/17  |
| Number of new jobs directly created   | N/A     |        | <b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing)..  |
| Number of young people receiving support through the Youth Homelessness Service                       | 263     |        | <b>15/16: Data Only</b><br>All 16-25 year olds presenting to the homeless service are referred to the Youth Homeless Officers. Advice and assistance (and mediation with family members) is provided, including a homeless assessment if appropriate option.   |
| Total number of homeless households accommodated in Midlothian temporary accommodation                | 520     |        | <b>15/16: Data Only</b><br>Provision of supported accommodation will expand as from July 2016. Tender exercise to appoint external contractor concluded. A key feature of this quarter has been identifying appropriate accommodation in light of a sharp increase in demand from family households. |
| Number of void properties re-let  | 219     |        | <b>15/16: Data Only</b>  |
| Average time from return of property to re-let (days)   | 52 days |        | <b>15/16: Off Target</b><br>Performance improving by end of quarter 4.   |
| Number of environmental awards e.g. Green flags   |         |        | <b>New Indicator</b> to be established in 2016/17  |
| Number of individuals involved in Community Schemes   |         |        | <b>New Indicator</b> to be established in 2016/17  |
| % of waste going to landfill  |         |        | <b>15/16 :</b> Awaiting information from our contractors, returns into waste data flow will be available at Q1 16/17.  |
| Percentage of total household   |         |        | <b>15/16 :</b> Awaiting information from our contractors, returns into waste data flow   |

|  |        |   |   |
|--|--------|---|---|
| waste that is recycled (LGBF)  |        |   | <p>will be available at Q1 16/17.</p> <p>Having recently introduced a food waste collection service the intention is to maintain over 50% recycling by the end of 2016 (the first two quarters of 2015 indicated recycling levels of over 51%). The intention is to review collection frequencies in conjunction with Zero Waste Scotland and the household waste charter to reach the optimum service within Midlothian whilst maintaining cost effective delivery. Work will be carried out to review dry recycle processing and resale particularly in light of recent issues.</p>   |
| Percentage of Council fleet which is 'Green'   | 2.1%   |    | <p><b>15/16: On Target</b></p> <p>Currently have four fully electric vehicles and one Hybrid. £40,000 has been made available from Scottish Government for spend this financial year by CPP and orders have been placed for a further 5 Electric vehicles.</p>  |
| Street Cleanliness Score (LGBF)  | 97.3%  |    | <p><b>15/16 :</b> In 2015/16, performance increased to 97.30% compared with 96.14%% in 2014/15. We exceeded our target which was set at 93%.</p> <p>A factor in this increase is the changes made to the street cleansing operations whereby all compact sweepers now follow the re-cycling vehicles en-route consequently reducing the amount of litter.</p> <p>Street cleansing was reviewed independently by APSE and found to deliver a cost effective service. During 2016 the service will continue to be monitored and changes introduced as appropriate</p> <p>Midlothian is leading on The Local Government Benchmarking Family Group for Street Cleaning. This group provides a practical structure for the eight councils participating to work together to drill down into each other's data, understand the reasons for variations in performance, and share best practice between councils and services to drive performance improvement.</p> |
| Percentage of roads that should be considered for maintenance treatment                                | 28.55% |  | <b>New indicator</b> - baseline will be established in 2016/17  |
| % of total road network resurfaced   | 1.15%  |  | <p><b>15/16: Complete</b></p> <p>7.43 KM of the road network has been resurfaced. Target achieved as a result of £1.0M additional capital funding.</p>  |
| Number of new build council houses   | 91     |  | <b>15/16: On Target</b> – 91 properties complete by end of Q4.  |
| Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF) | 93.1%  |  | <p><b>15/16: On Target</b></p> <p>In 2015/16 there was a decrease from 94.4% in 2013/14 to 93.1% of the Council's housing stock which meets the Scottish Housing Quality Standard criteria. Although there was a reduction we still exceeded our target of 90% and we were ranked 10th out of the 32 Scottish councils and we are above the national average of 90.38%.</p> <p>Building Services are actively attempting to obtain access to the remaining 7% of properties that remain exemptions. There are no failures in any of the housing stock where access has been gained.</p>   |
| Hectare take up of economic land   |        |  | <b>15/16:</b> Previous indicator to be reinstated for 16/17   |
| Reduction in carbon emissions  | 12,851 |  | <p><b>15/16: On Target</b></p> <p>Conversion factors vary based on market conditions and adopting the actual published conversion factors results in 12,851 CO2t, an actual saving of 1000 tonnes of CO2 over our target of 13852 CO2t.</p>   |
| % of premises to have access to next generation broadband  | 78.5%  |  | <b>15/16: Off Target.</b> Superfast broadband will be rolled out between October 2015 and March 2016. This rollout timetable is set by BT and the Scottish Government.  |

## FINANCIAL PERSPECTIVE



**Financial Perspective (7)**   1   0   0   6

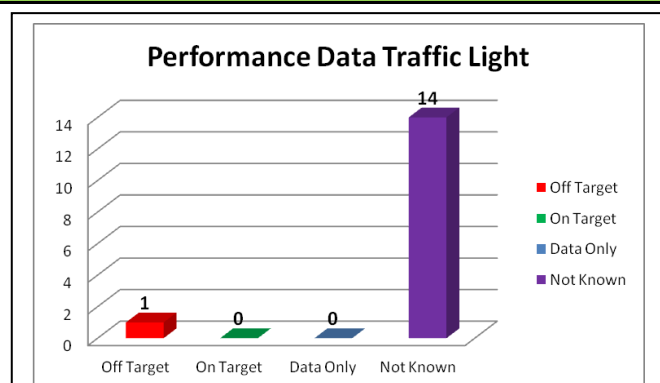
| PI Description  | 2015/16 |        | Note   |
|---|---------|--------|--|
|   | Value   | Status |  |
| Performance against revenue budget                              |         |        | <b>15/16:</b> Performance against budget will be reported to the Council in June.  |
| Performance against capital budget                              |         |        | <b>New indicator</b> to be established in 2016-17  |
| Percentage of invoices sampled and paid within 30 days (LGBF)   | 90.0%   |        | <b>15/16 : Off Target</b><br>The percentage of invoices paid within 30 days has fallen from 93% in 2014/15 to 90% in 2015/16. The percentage total value of invoices paid within 30 days is 96.8%.<br><br>Managers will be reminded of their obligation to pay suppliers within the 30 day payments terms. The Purchase to Pay project has a number of workstreams that will change the way we process payments to suppliers |
| Business Transformational Funding Applied                       |         |        | <b>New indicator</b> to be established in 2016-17  |
| Business Transformational Funding Remaining                     |         |        | <b>New indicator</b> to be established in 2016-17  |
| Percentage and Value of Transformational Savings Delivered      |         |        | <b>New indicator</b> to be established in 2016-17  |
| Percentage and Value of Delivering Excellence Savings Delivered |         |        | <b>New indicator</b> to be established in 2016-17  |

**Local Government Benchmarking Framework 15/16** - Local Government Benchmarking Framework data for all 32 Scottish Councils will not be published until January 2017 therefore 14/15 data is shown in the commentary with any updated internal data (where available) noted for 15/16 for those indicators associate with the financial quadrant.

| Benchmark Description  | 2015/16 | Note                               |
|--|---------|------------------------------------|
|  | Value   |                                    |
| Primary Education - Cost per pupil   | N/A     | LGBF Data for 2014-15 - £4,725.50  |
| Secondary Education - Cost per pupil   | N/A     | LGBF Data for 2014-15 - £6,411.56  |
| Pre- Primary Education - Cost per pupil  | N/A     | LGBF Data for 2014-15 - £2,894.24  |
| The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week | N/A     | LGBF Data for 2014-15 - £1,748.35  |
| The Gross Cost of "Children Looked After" in a Community Setting per Child per Week        | N/A     | LGBF Data for 2014-15 - £311.20    |
| Central Support services as a % of Total Gross expenditure                                 | N/A     | LGBF Data for 2014-15 - 5.26%      |
| Corporate and democratic core costs per 1,000 population                                   | N/A     | LGBF Data for 2014-15 - £42,036.89 |
| Cost of collecting council tax per dwelling  | N/A     | LGBF Data for 2014-15 - £10.65     |

| Benchmark Description  | 2015/16 | Note  |
|--|---------|---|
|  | Value   |   |
| Percentage of income due from council tax received by the end of year %                                      | N/A     | LGBF Data for 2014-15 – 93.8%                                 |
| Net cost of waste collection per premise (annual)  | N/A     | LGBF Data for 2014-15 – £29.85                                |
| Net cost of waste disposal per premise (annual)  | N/A     | LGBF Data for 2014-15 - £73.62                                |
| Net cost of street cleaning per 1,000 population   | N/A     | LGBF Data for 2014-15 - £11,622.78                            |
| Cost of maintenance per kilometre of roads   | N/A     | LGBF Data for 2014-15 - £12,494.07                            |
| Cost of Trading standards per 1,000 population.  | N/A     | LGBF Data for 2014-15 - £8,189.31 (published) £4,605 (actual) |
| Cost of environmental health per 1,000 population.   | N/A     | LGBF Data for 2014-15 - £9,697.25                             |
| Older Persons Home Care Costs per Hour (Over 65)   | £28.22  | LGBF Data for 2014-15 - £28.22                                |
| SDS spend on adults 18+ as a % of total social work spend on adults 18+                                      | 2.62%   | LGBF Data for 2014-15 – 2.62%                                 |
| The Net Cost of Residential Care Services per Older Adult (+65) per Week                                     | £377.86 | LGBF Data for 2014-15 - £377.86                               |
| Cost of attendance at Sports facilities  | N/A     | LGBF Data for 2014-15 - £7.61                                 |
| Cost per library visit   | N/A     | LGBF Data for 2014-15 - £2.70                                 |
| Cost of parks and open spaces per 1000 population  | N/A     | LGBF Data for 2014-15 - £29,103.35                            |
| Gross rent arrears (all tenants) as at 31 march each year as a percentage of rent due for the reporting year | N/A     | LGBF Data for 2014-15 – 6.85%                                 |
| Percentage of rent due in the year that was lost due to voids  | N/A     | LGBF Data for 2014-15 – 0.6%                                  |

## LEARNING AND GROWTH PERSPECTIVE



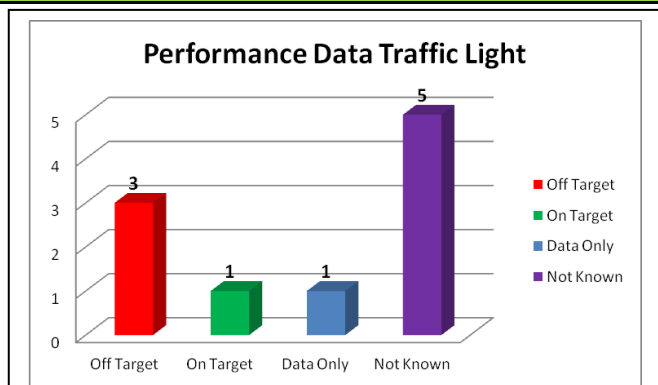
Learning and Growth Perspective (15) 1 0 0 14

| PI Description   | 2015/16 |        | Note  |
|--|---------|--------|---|
|  | Value   | Status |   |
| Staff turnover - number and percentage   |         |        | <b>New indicator</b> to be established in 2016-17   |
| Number of Work Experience Placements   |         |        | <b>New indicator</b> to be established in 2016-17   |
| Number of Apprenticeships  |         |        | <b>New indicator</b> to be established in 2016-17   |
| Number of Trainee Positions  |         |        | <b>New indicator</b> to be established in 2016-17   |
| Sickness Absence Days per Employee (All employees)   | 8.29    |        | <b>15/16: Off Target</b> Organisational Development and HR are continuing to up skill managers to maximise attendance in their service areas. |
| Percentage of employees who are performing as 'Outstanding' in their individual performance framework    |         |        | <b>New indicator</b> to be established in 2016-17   |
| Percentage of employees who are performing as 'High' in their individual performance framework           |         |        | <b>New indicator</b> to be established in 2016-17   |
| Percentage of employees who are performing as 'Good Overall' in their individual performance framework   |         |        | <b>New indicator</b> to be established in 2016-17   |
| Percentage of employees who are performing as 'Below Standard' in their individual performance framework |         |        | <b>New indicator</b> to be established in 2016-17   |
| Number of cases currently in PIP   |         |        | <b>New indicator</b> to be established in 2016-17   |
| New Indicator - Number of staff in SWITCH  |         |        | <b>New indicator</b> to be established in 2016-17   |
| Progress against Council's mainstream report and ongoing campaigns (Equality and Diversity)              |         |        | <b>New indicator</b> to be established in 2016-17   |
| Employee Survey - I enjoy the work I do  |         |        | <b>New indicator</b> to be established in 2016-17   |
| Employee Survey - I am proud to work for Midlothian Council  |         |        | <b>New indicator</b> to be established in 2016-17   |
| Employee Survey - I can see how my objectives link to the councils objectives and priorities             |         |        | <b>New indicator</b> to be established in 2016-17   |

**Local Government Benchmarking Framework 15/16** - Local Government Benchmarking Framework data for all 32 Scottish Councils will not be published until January 2017 therefore 14/15 data is shown in the commentary with any updated internal data (where available) noted for 15/16 for those indicators associate with the learning and growth quadrant.

| Benchmark Description   | 2015/16 | Note                               |
|---|---------|------------------------------------|
|   | Value   |                                    |
| Percentage of council employees in top 5% of earners that are women                         | 44.6%   | LGBF Data for 2014-15 – 47.7%      |
| The gender pay gap between average hourly rate of pay for male and female council employees | £0.68   | New for 15/16                      |
| Sickness Absence Days per Teacher (CUMULATIVE)  | 4.17    | LGBF Data for 2014-15 – 5.5 days   |
| Sickness Absence Days per Employee (non-teacher) (CUMULATIVE)                               | 9.9     | LGBF Data for 2014-15 – 10.11 days |

## INTERNAL PROCESSES PERSPECTIVE



**Internal Process Perspective (10)**   3 1 1 5

| PI Description  | 2015/16 |        | Note  |
|---|---------|--------|---|
|   | Value   | Status |   |
| % of high risks that have been reviewed in the last quarter   | 100%    |        | <b>Q4 15/16:</b> All corporate Risks reviewed as part of significant revision of the Council's Corporate Risk Register.                               |
| The total number of complaints received per thousand population (cumulative)                          | 0.065   |        | <b>15/16: Data Only</b>   |
| Percentage of complaints at stage 1 complete within 5 working days                                    | 94.87%  |        | <b>15/16: Off Target.</b> Due to the complexity of various complaints received, some took longer than others to complete.                             |
| Percentage of complaints at stage 2 complete within 20 working days                                   | 88.14%  |        | <b>15/16: Off Target</b> Stage 2 complaints which took longer than 20 days to resolve are being addressed by the relevant officer within each service |
| % of internal/external audit actions in progress  | 72.13%  |        | <b>Q4 15/16: Off Target.</b> There are 61 Audit actions in progress of which 44 are On Target. Outstanding actions are being addressed.               |
| Transformation Programme - % on target to deliver agreed savings and transformation                   |         |        | <b>New indicator</b> to be established in 2016-17   |
| Delivering Excellence - No of Service Improvement Plans in place to deliver savings                   |         |        | <b>New indicator</b> to be established in 2016-17   |
| Delivering Excellence - No of Service Improvement Plans Delivered and savings realised                |         |        | <b>New indicator</b> to be established in 2016-17   |
| Delivering Excellence - No of Services completing the Midlothian Excellence Framework self evaluation |         |        | <b>New indicator</b> to be established in 2016-17   |
| Delivering Excellence - No of Services completing the Service Review using Systems Thinking Tools     |         |        | <b>New indicator</b> to be established in 2016-17   |

**Local Government Benchmarking Framework 15/16** - Local Government Benchmarking Framework data for all 32 Scottish Councils will not be published until January 2017 therefore 14/15 data is shown in the commentary with any updated internal data (where available) noted for 15/16 for those indicators associate with the internal process quadrant.

| Benchmark Description   | 2015/16 |  | Note                        |
|---|---------|--|-----------------------------|
|   | Value   |  |                             |
| Percentage of adults satisfied with libraries                           | N/A     |  | LGBF Data for 2014-15 – 72% |
| Percentage of adults satisfied with parks and open spaces               | N/A     |  | LGBF Data for 2014-15 – 80% |
| Percentage of adults satisfied with leisure facilities                  | 88.41%  |  | LGBF Data for 2014-15 – 72% |
| Percentage of Adults satisfied with local schools                       | N/A     |  | LGBF Data for 2014-15 – 78% |
| Percentage of Adults satisfied with refuse collection                   | N/A     |  | LGBF Data for 2014-15 – 80% |
| Percentage of adults satisfied with street cleaning                     | N/A     |  | LGBF Data for 2014-15 – 71% |
| Percentage of adults satisfied with social care or social work services | 43%     |  | LGBF Data for 2014-15 – 43% |





**Procedure for External Inspection Reports****Report by: Kenneth Lawrie, Chief Executive****1. Purpose of the Report**

The purpose of this report is to seek approval for a proposed approach to be applied to all published external inspection reports for services which Midlothian Council has direct responsibility for and which are subject to inspection from the following agencies:

- Care Inspectorate
- Education Scotland
- Healthcare Improvement Scotland
- Mental Welfare Commission
- Scottish Housing Regulator

**2. Background****2.1 Special Performance Review and Scrutiny**

The minute from the Special Performance Review and Scrutiny Committee meeting on the 19 January 2016 noted that –

*“....the Committee agreed to receive a report from Council Officers to be considered at a future meeting of the Performance, Review and Scrutiny Committee in relation to the reporting arrangements for inspection reports produced by external scrutiny bodies.”*

The information in this report and supporting appendices are in response to the Committee’s request. This report will also be brought forward to Cabinet in due course.

**2.2 External Scrutiny**

The findings of the 2007 Crerar Review of external scrutiny called for improved coordination and an overall reduction in the external scrutiny of Scottish local government. Part of the response to these findings has been the development of the National Scrutiny Plan for Local Government. The plan takes a more coordinated approach to setting out the work that Scotland’s external scrutiny agencies will carry out with councils and aims to reflect a more proportionate and risk-based approach to scrutiny activity.

The National Scrutiny Plan for Local Government is supported by Local Scrutiny Plans (LSP) for each of the 32 Scottish local authorities. Each LSP is the product of an annual Shared Risk Assessment (SRA) undertaken collectively by the Local Area Network (LAN) comprising of representatives from all the relevant scrutiny agencies for the local authority.

These local plans set out the reasons behind and a time table for the planned scrutiny activity for each council. A copy of the latest Midlothian Council Local Scrutiny Plan can be found on the Audit Scotland website and on the Council's website. Further information about the LAN agencies, along with copies of the Council's previous inspection reports are available on the relevant websites as follows:

- **Care Inspectorate** <http://www.careinspectorate.com>

The Care Inspectorate is a non-departmental public body (NDPB). The Care Inspectorate's purpose is to provide assurance and protection for people who use care, social work and children's services.

- **Education Scotland** <http://www.educationscotland.gov.uk/inspectionandreview>

Education Scotland is an executive agency. It is the Scottish Government's national development and improvement agency for education. It is charged with providing support and challenge to the education system, from early years to adult learning, in line with the government's policy objectives.

- **Healthcare Improvement Scotland** <http://www.healthcareimprovementscotland.org>

Healthcare Improvement Scotland (HIS) is a health body. The function of HIS is to improve the quality of the care and experience of every person in Scotland every time they access healthcare by supporting healthcare providers.

- **Mental Welfare Commission** <http://www.mwcscot.org.uk>

The Mental Welfare Commission aims to ensure that care, treatment and support are lawful and respect the rights and promote the welfare of individuals with mental illness, learning disability and related conditions.

- **Scottish Housing Regulator** <https://www.scottishhousingregulator.gov.uk>

The Scottish Housing Regulator (SHR) is a non-ministerial department. The statutory objective of the SHR is to safeguard and promote the interests of people who are or may become homeless, tenants of social landlords, or recipients of housing services provided by social landlords.

In addition to the annual scrutiny plans identified in the Local Scrutiny Plan a number of services such as Adult Social Care, Children's Services and Education are subject to an additional ongoing inspection regime by the relevant agencies which can be a planned or unannounced visit and which results in the publication of an inspection report. It is these reports that are the subject of the proposed procedure in Appendix 1 to ensure that a consistent approach is applied to all external inspections reports published for those services which Midlothian Council has direct responsibility for.

As safeguarding is everybody's business, it is important that the inspectorates examine the contribution that all public agencies make to keep children and young people in a given area safe; this is achieved via a multi-agency inspection approach. Through formal and informal challenge and scrutiny these services, and ultimately outcomes, can be improved and therefore thematic multi-agency inspections are carried out which incorporate a number of the agencies previously mentioned, and others.

A further example of a multi-agency approach is the Care Inspectorates joint inspection of children's services with education, health, police and voluntary agencies. Some of Midlothian's services, such as Hawthorn, have been subject to a joint inspection by both Education Scotland and the Care Inspectorate covering both the nursery element and child care and welfare. In addition to joint inspections an integrated framework for inspection is used to review children's services within local areas and is very much a wider inspection of how well the community improve services for children.

The Care Inspectorate with Healthcare Improvement Scotland, carry out joint inspections of health and social work services for older people. Joint inspections for services for older people scrutinises Health and Social Care Partnerships' progress with health and social care integration. All partnerships will be inspected in due course to see how well they work in partnership with services provided through local NHS boards and hospitals and how this impacts on the lives of older people. The inspections will also look at the role of independent and voluntary organisations in the community. It is planned that the scope of these joint inspections will be expanded to include health and social work services for other adults.

The GIRFEC (Getting it right for every child) integrated framework identifies quality indicators which support self-evaluation and leads to improvement across services for children, young people and families. It places the child at the centre and is applicable to the full range of services which contribute to the wellbeing of all children, young people and their families, further details of this framework are included in section 2.3.

### **2.3 Internal Scrutiny**

In addition to external scrutiny we also carry out our own internal reviews of progress and performance. Our approach to self-assessment is through the Midlothian Excellence Framework (MEF) which is based on the Public Service Improvement Framework (PSIF). The framework is a self-assessment tool which helps us to evaluate performance and identify examples of best practice and areas for improvement. The framework incorporates the legislative duties of Best Value with direct linkages to other quality models and standards and is a key component of the Councils continuous improvement framework Delivering Excellence.

### **2.4 External Scrutiny Committees**

Cabinet, Audit and Performance Review and Scrutiny Committee have powers to scrutinise Council performance in their respective areas of responsibility and their link to external scrutiny and inspection activities are as follows:

- **External inspection reports** e.g. School Inspections, are submitted to Cabinet and the Performance Review and Scrutiny Committee throughout the year. These reports are covered in the proposed procedure in Appendix 1.
- **National reports**, published by Audit Scotland, are submitted to the Audit Committee throughout the year and are subject to a different procedure overseen by Internal Audit.

## 2.5 External Inspection Process

A recent external inspection of Newbyres Care Home (September 2015) highlighted an existing discrepancy in the internal scrutiny approach applied to external inspection reports across the various services subject to inspections. As a result the Performance Review and Scrutiny Committee asked officers to review the approach across council and return with a proposal which offered both visibility and consistency of the external inspections undertaken across Midlothian Council services.

As noted above a number of services such as Adult Social Care, Children's Services and Education are subject to an additional ongoing inspection regime by the relevant agencies and this can be a planned or unannounced visit with the output being a published inspection report with assessment against the relevant inspection framework. The following paragraphs provide an overview of the frameworks and the grading system used.

The **Care Inspectorate** inspect and grade elements of the service against 'quality themes' listed below. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. The grade reflects the assessment of how the service performs against the quality themes and statements.

- Quality of care and support
- Quality of environment
- Quality of staffing
- Quality of management and leadership

The framework applied by **Education Scotland** for schools is How Good is Our Schools which consists of a set of 15 quality indicators (QIs) (See Appendix 2) designed to respond to three questions linked to important aspects of the work and life of our schools. The quality indicators are therefore divided into the following three categories:

- Leadership and Management: How good is our leadership and approach to improvement?
- Learning Provision: How good is the quality of care and education we offer?
- Successes and Achievements: How good are we at ensuring the best possible outcomes for all our learners?

The framework applied by **Education Scotland** for Early Years is the Child at the Centre which consists of six simple but powerful questions as shown below and which are set out in nine key areas as shown in Appendix 3.

- What outcomes have we achieved?
- How well do we meet the needs of our centre community?

- How good is the education we provide?
- How good is our management?
- How good is our leadership?
- What is our capacity for improvement?

The **GIRFEC** integrated framework used to carry out a **joint inspection** of children's services within a local area consists of the following six key questions and is set out across ten key areas as shown in Appendix 4:

- What key outcomes have we achieved?
- How well do we meet the needs of our stakeholders?
- How good is our delivery of services?
- How good is our management?
- How good is our leadership?
- What is our capacity for improvement?

The following **Six Point grading levels** apply across the inspection frameworks noted above:

- **6** – Excellent (Outstanding or Sector Leading)
- **5** – Very Good (Major strengths)
- **4** – Good (Important strengths with areas for improvement)
- **3** – Satisfactory/Adequate (Strengths just outweigh weaknesses)
- **2** – Weak (Important weaknesses)
- **1** – Unsatisfactory (Major weaknesses)

A proposed procedure for ensuring that members are notified of all external inspection reports published for Midlothian Council services and that appropriate governance is in place for Cabinet and Performance Review and Scrutiny for those council services which have been subject to an external inspection report is set out in Appendix 1.

The committee should note that the procedure focuses on those services which Midlothian Council is directly responsible for and not for those services provided by an external party such as the numerous non-council care homes which exist across the county. Whilst the inspection regime applies equally to the non-council establishments, the inspectors deal directly with providers and therefore it is not a matter of course that the council would be aware of these inspections. The procedure does however incorporate an additional step to ensure that notification of inspection reports published for non-council establishments with existing links such as partnerships and/or commissioned services is captured in the quarterly performance reporting process by the appropriate Head of Service.

### **3. Report Implications**

#### **3.1 Resource**

There are no direct resource implications in this report.

### 3.2 Risk

There is a current risk that self-assessments against recommendations and plans for improvement contained within inspection reports are not undertaken by Midlothian Council or are undertaken but not communicated effectively to Elected Members. The proposed procedure would reduce this risk.

### 3.3 Single Midlothian Plan

Themes addressed in this report:

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

### 3.4 Key Priorities within the Single Midlothian Plan

This report does not relate directly to the key priorities within the Single Midlothian Plan however the proposed procedure supports the ongoing improvement agenda across a number of the thematic areas.

### 3.5 Impact on Performance and Outcomes

Adoption of this procedure should ensure that, where relevant, external inspection reports presented to Cabinet and Performance Review and Scrutiny include a self-assessment against recommendations and plans for improvement.

### 3.6 Adopting a Preventative Approach

Adoption of this procedure should ensure that the Council is proactively responding to improvement opportunities noted as part of the inspection process.

### 3.7 Involving Communities and Other Stakeholders

The procedure has been referred to the Corporate Management Team for discussion.

### 3.8 Ensuring Equalities

There are no equalities issues with regard to this report.

### 3.9 Supporting Sustainable Development

There are no sustainability issues with regard to this report.

### 3.10 IT Issues

There are no IT issues with regard to this report.



#### 4. Recommendations

Members are asked to review and approve the procedure for External Inspection Reports

**Date:** 7 June 2016  
**Report Contact:** Myra Forsyth, Quality & Scrutiny Manager  
**Tel No:** 0131 271 3445  
**E-Mail:** [Myra.forsyth@midlothian.gov.uk](mailto:Myra.forsyth@midlothian.gov.uk)

#### Appendices

Appendix 1 - Procedure for External Inspection Reports  
Appendix 2 – How Good is Our School – The Quality Indicators  
Appendix 3 – The Child at the Centre – Early Years Quality Framework  
Appendix 4 – GIRFEC – Joint Inspection Framework



## Appendix 1

### Procedure for External Inspection Reports

1. The Head of Service or Service Lead emails the Quality & Scrutiny Manager to advise that an external inspection report has been published.
2. The Quality & Scrutiny Manager records all reports advised on a central report tracker detailing the published report, who it has been allocated to in order to produce any required reports for Cabinet for information and then the Performance Review and Scrutiny Committee for review, and when these will be presented.
3. The relevant Head of Service should ensure that any areas of concern noted in the draft report are shared in confidence firstly with the portfolio holder and then as appropriate with the shadow portfolio holder and the leader of both the Administration and Opposition.
4. On publication of the inspection report the Lead Officer should share the initial feedback and high light any areas of concern to their Head of Service and Director to ensure that the information is shared with the Executive Team and the Quality and Scrutiny Manager at the earliest opportunity.
5. The Quality & Scrutiny Manager monitors the report tracker and advises Democratic Services that a note should be added to the agenda of the next available Cabinet and then to the Performance Review and Scrutiny Committee detailing:

‘the following External Inspection Reports have been published.....

Where appropriate, reports responding to published inspection reports will be submitted to Cabinet for information and Performance Review and Scrutiny Committee, detailing the impact of the report and an assessment against the recommendations and plans for improvement where applicable.’

6. The Quality & Scrutiny Manager whilst monitoring the Report Tracker will remind the Lead Officer of any outstanding reports.
7. Once available, the report (including an assessment against the recommendations and plans for improvement) will be presented to the Cabinet for information and Performance Review & Scrutiny Committee for review. The full inspection report will also be presented if necessary (this will be decided on a case by case basis).
8. Any relevant recommendations and plans for improvement will be updated to Covalent by the Service presenting the report.
9. As part of the quarterly review of performance process reporting to Cabinet/Performance Review and Scrutiny, Heads of Service should ensure that there is reference within their front page narratives of all external inspections completed or Midlothian Council Services in the previous quarter, this should also include a summary for any inspection reports published for services not delivered directly by Midlothian Council but which have formal links to the council such as partnerships and/or commissioned services.

## Appendix 2 - How Good is Our School - The quality indicators

| What is our capacity for improvement?   |  |  |
|---|--|--|
| Leadership and management   | Learning provision   | Successes and achievements   |
| How good is our leadership and approach to improvement?   | How good is the quality of the care and education we offer?  | How good are we at ensuring the best possible outcomes for all our learners?   |
| Self-evaluation for self-improvement<br>Leadership of learning<br>Leadership of change<br>Leadership and management of staff<br>Management of resources to promote equity | Safeguarding and child protection<br>Curriculum<br>Learning, teaching and assessment<br>Personalised support<br>Family learning<br>Transitions<br>Partnerships | Improving wellbeing, equality and inclusion<br>Raising attainment and achievement<br>Increasing creativity and employability |

### Appendix 3 - The Child at the Centre – Early Years (Quality Framework)

| WORK AND LIFE OF THE CENTRE   |  | SUCSESSES AND ACHIEVEMENTS  |   | VISION AND LEADERSHIP  |
|---|--|---|---|--|
| WHAT OUTCOMES HAVE WE ACHIEVED?                                       | HOW WELL DO WE MEET THE NEEDS OF OUR EARLY EDUCATION CENTRE?                                       | HOW GOOD IS THE EDUCATION WE PROVIDE?   | HOW GOOD IS OUR MANAGEMENT?   | HOW GOOD IS OUR LEADERSHIP?  |
| <b>1 KEY PERFORMANCE OUTCOMES</b>                                     | <b>2 IMPACT ON LEARNERS, PARENTS, CARERS AND FAMILIES</b>  | <b>5 PROVISION OF EARLY EDUCATION</b>   | <b>6 POLICY DEVELOPMENT AND PLANNING</b>  | <b>9 LEADERSHIP</b>  |
| 1.1 Improvements in performance<br>1.2 Fulfilment of statutory duties | 2.1 Children's experiences<br>2.2 The centre's successes in involving parents, carers and families | 5.1 The curriculum<br>5.2 Teaching for effective learning<br>5.3 Meeting learning needs<br>5.4 Assessment for learning<br>5.5 Expectations and promoting achievement<br>5.6 Equality and fairness<br>5.7 Partnerships with children and parents<br>5.8 Care, welfare and development<br>5.9 Improvement through self-evaluation | 6.1 Policy review and development<br>6.2 Participation in policy and planning<br>6.3 Planning for improvement | 9.1 Vision, values, aims<br>9.2 Leadership and direction<br>9.3 Developing people and partnerships<br>9.4 Leadership of improvement and change |

|  |  |  |   |  |
|--|--|--|---|--|
|  | <b>3 IMPACT ON STAFF</b>   |  | <b>7 MANAGEMENT AND SUPPORT OF STAFF</b>  |  |
|  | 3.1 The engagement of staff in the life and work of the centre   |  | 7.1 Staff sufficiency, recruitment and retention<br>7.2 Staff deployment and teamwork<br>7.3 Staff development and review   |  |
|  | <b>4 IMPACT ON THE COMMUNITY</b>   |  | <b>8 RESOURCES</b>  |  |
|  | 4.1 The centre's successes in engaging with the local community<br>4.2 The centre's successes in engaging with the wider community |  | 8.1 Partnership with the community, educational establishments and agencies<br>8.2 Management of finance for learning<br>8.3 Management and use of resources and space for learning<br>8.4 Managing information |  |
| <b>WHAT IS OUR CAPACITY FOR IMPROVEMENT?</b> |  |  |   |  |

### Appendix 4 - GIRFEC – Joint Inspection (Quality Framework)

| WORK AND LIFE OF THE CENTRE   |   | SUCCESSES AND ACHIEVEMENTS  |   | VISION AND LEADERSHIP   |
|---|---|---|---|---|
| WHAT KEY OUTCOMES HAVE WE ACHIEVED?   | HOW WELL DO WE MEET THE NEEDS OF OUR STAKEHOLDERS?                | HOW GOOD IS OUR DELIVERY OF SERVICES FOR CHILDREN YOUNG PEOPLE, AND FAMILIES?   | HOW GOOD IS OUR OPERATIONAL MANAGEMENT?   | HOW GOOD IS OUR LEADERSHIP?   |
| <b>1 KEY PERFORMANCE OUTCOMES</b>   | <b>2 IMPACT ON CHILDREN, YOUNG PEOPLE AND FAMILIES</b>            | <b>5 DELIVERY OF KEY PROCESSES</b>  | <b>6 POLICY, SERVICE AND DEVELOPMENT AND PLANNING</b>   | <b>9 LEADERSHIP AND DIRECTION</b>   |
| 1.1 Improvements in the wellbeing of children and young people.   | 2.1 Impact on children and young people<br>2.2 Impact on families | 5.1 Providing help and support at an early stage<br>5.2 Assessing and responding to risks and needs<br>5.3 Planning for individual children<br>5.4 Involving individual children, young people and families | 6.1 Policies, procedures and legal measures<br>6.2 Planning and improving services<br>6.3 Participation of children, young people, families and other stakeholders.<br>6.4 Performance management and quality assurance | 9.1 Visions, values and aims<br>9.2 Leadership of strategy and direction<br>9.3 Leadership of people<br>9.4 Leadership of improvement and change. |
|   | <b>3 IMPACT ON STAFF</b>  |   | <b>7 MANAGEMENT AND SUPPORT OF STAFF</b>  |   |
|   | 3.1 Impact on staff   |   | 7.1 Recruitment, deployment and joint working<br>7.2 Staff training, development and support  |   |
|   | <b>4 IMPACT ON THE COMMUNITY</b>                                  |   | <b>8 PARTNERSHIP AND RESOURCES</b>  |   |
|   | 4.1 Impact on community   |   | 8.1 Management of resources<br>8.2 Commissioning arrangements<br>8.3 Securing improvement through self-evaluation   |   |
| <b>10. WHAT IS OUR CAPACITY FOR IMPROVEMENT?</b><br><i>Global judgement based on an evaluation of the framework of quality indicators</i> |   |   |   |   |