Place – Q3 23/24 performance report

Place is where people, location and resources combine to create a sense of identity and purpose. The Place service ambition is to deliver joined-up, collaborative, and participative approaches to services, land and buildings, across all sectors within a place, enabling better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

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

Transformation Blueprint (2023-2028)

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

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

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

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

Transformation Blueprint Objectives

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

Environmental

Midlothian Council was one of the first local authorities to sign Scotland's Climate Change Declaration, publicly acknowledging the challenges and opportunities that climate change brings with a commitment to make the Council's activities net zero carbon by 2030. Work continues to implement the Council's Climate Change Strategy and focus continues within Place services to achieve future emissions targets. The ambitious strategy sets out how we will reduce our greenhouse gas emissions, encourage and work with others in our community to mitigate and adapt to changing climate. The strategy incorporates an action plan with a number of initiatives and ongoing programmes which together are helping to reduce our emissions and carbon footprint.

Economic Development continues to promote the Midlothian Business Green Pledge. 82 businesses have committed to the Pledge with 16 of those signing up during quarter 3. The team continue to work with pledgers to identify the best platform for group sharing. Through the LinkedIn group, pledgers share their experiences and the team continue to share a mix of green information from partners on learning opportunities, support and funding.

The Scottish Government's Heat in Buildings Strategy (2021) sets out its aims and objectives for achieving net zero emissions within the entire building stock in Scotland by 2045, including addressing poor energy efficiency as a driver of fuel poverty. As part of this Strategy,

Local Heat & Energy Efficiency

Strategies (LHEES) will set out the long-term plan for decarbonising heat in buildings and improving energy efficiency across an entire local authority area. The Strategies will draw on a standardised methodology to:

- set out how each section of the building stock needs to change to meet national objectives, including achieving zero greenhouse gas emissions in the building sector, and the removal of poor energy efficiency as a driver of fuel poverty.
- identify strategic heat decarbonisation zones and set out the principal measures for reducing buildings emissions within each zone.
- prioritise areas for delivery, against national and local priorities.

A Local Heat & Energy Efficiency Strategy (LHEES) lead officer was recruited and work has progressed at pace to review the findings of the previously reported Stage 4 LHEES study, the outcome of which has provided a good foundation for the remaining stages. This quarter the draft LHEES strategy and implementation plan was prepared. There has been positive and good engagement with internal stakeholders' business and community representatives, and regular engagement with Joint Venture Partners Midlothian Energy who will be an essential partner in delivering an effective and viable plan. The draft strategy and plan has also been circulated to officers and the Scottish Governments review consultants.

The annual Capital Works Programme for carriageway resurfacing combined with the Residential streets programme continues this quarter with 12km of carriageway resurfaced this year to date (representing 1.72% of the total road network). 3.82km of carriageway surfacing took place in Q1 and 4.79km in Q2. Footpath resurfacing was brought back on target last quarter and continues to accelerate with 3.13km of footpaths resurfaced this year to date (representing 0.44% of the footpath network). 0.2km of surfacing took place in Q1 and 1.44km in Q2. A total of 15.13km of surfacing across roads and footpaths has taken place this year to date. This quarter a total of 433.66 tonnes of material was used to fill potholes. 161.58 tonnes of material was used for temporary repairs and 272.08 tonnes for pothole pro permanent patching. The Pothole Pro project equated to 2,514m² of permanent patching, repairing 843 potholes this quarter. Our Roads and Transportation services received a "well managed" annual performance rating from the Scottish Road Works Commissioner for the coordination of all road works on the Council's public network during 2022/23. The service have achieved this top rating for a third year in a row.

The street lighting capital programme is complete ahead of plan this year with 751 of a targeted 752 new lighting column replacements up

to the end of this quarter with 1 unit outstanding due to site complications. A further 446 street lights were upgraded to LED lanterns to include a central management system for dimming.

This quarter, new waste service standards and waste collection policies were approved by Council. The development of these polices will ensure services operate transparently and fairly, encouraging householder participation, maximise the quality and quantity of materials collected for recycling and improve operational efficiencies. Work is being undertaken to communicate changes to our customers via our website pages and other promotional activities. Going forward, monitoring these standards will help us communicate more effectively with our customer when complaints arise, giving a clear understanding of the levels of service that can be expected. In addition, £2.2m was awarded from the Scottish Government's Recycling Improvement Fund which allow the Council to fully transition existing waste and recycling collection services to meet the recommendations in the Charter for Household Waste Recycling.

Work continues on our parks and greenspaces with 57 improvements or new facilities completed up to the end of quarter 3. Completed park improvements to date include North Middleton Park, Kings Park, Ironmills Park, Vogrie Country Park, Mayfield Skate Park, Roslin Glen Country Park, Waterfall Park, Auld Gala Park, Kings Park miners memorial and Kaimes View. Play improvements are progressing across Midlothian with Arniston Park, Cowden Park and Cockpen View play areas completed this quarter. Utilising the Nature Restoration fund from the Scottish Government, Butterfly and Bee happy mixes of Bulbs and wild flowers were planted at some of our prominent roundabouts and in our parks. 20 locations were planted with 1,184,670 bulbs.

The Ranger Service completed countryside site tree surveys to include identification of dangerous and high priority trees for treatment, held environmental learning sessions with the 'Early Learning' outdoor nursery at Vogrie and delivered the Midlothian Outdoor Festival 2023, which included 30 events and over 1,550 participants. This year 5,244 volunteer hours (874 days) were spent in countryside sites ensuring an attractive, safe and welcoming environment for all to enjoy. Volunteer numbers have increased significantly over the last few years, with a 25% increase in volunteer hours this quarter compared to the same period last year. Work on our Countryside sites would not be possible without close partnership working between volunteers and their coordination by our Ranger service.

The Vogrie Country Park renewal strategy tender was completed this quarter and a consultant appointed to support the Head of Development Capital and Entrepreneurial Projects with the initial baseline survey now completed. Works are ongoing at Vogrie Country Park to upgrade the toilet blocks and play area adjacent to the House as well as a changing places unit.

The Environmental Crime Pilot team has been running for 7 months with an increased emphasis on fly-tipping, littering and dog fouling.

The year long pilot has the power to issue statutory and fixed penalty notices between £80-£200 to offenders and report potential crimes to the procurator fiscal. The pilot is now being supported with a public fly tipping press release. 45 fixed penalty notices were issued this quarter with the vast majority in relation to littering.

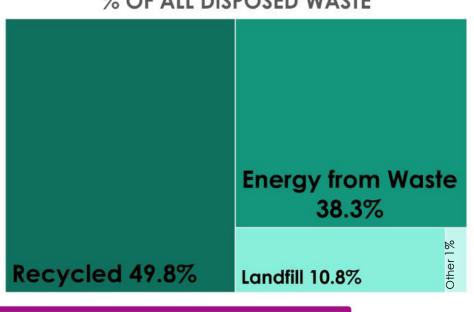
Our business regulations team have completed 100% of high-risk priority food law inspections that were planned in for 2023-2024. An additional 18 high risk food law inspections have been carried out to date, 6 of which within quarter 3. A total of 189 food law service requests have been received this year from Midlothian residents and businesses, 49 of which, received this quarter. 88% of those requests were responded within 5 working days. 50 interventions were carried out in relation to food safety/standards.

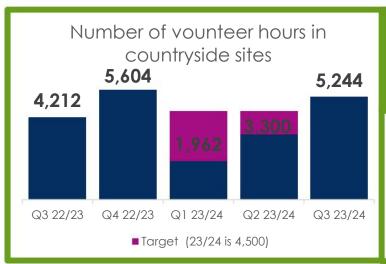
Trading Standards received 42 consumer complaints this quarter, 38 of which were completed. Completion is not fully within service control and is dependant on traders and complainants responding to investigations. 75 Trading Standards primary inspections took place this quarter including 12 under Animal Health and Welfare. A total of 195 primary inspections have been carried out this year. Compared to quarter 1 a marked decline in the number of illegal vapes being found for sale in the Midlothian area has been noted. It is possible, that following the seizure of approximately 1,400 disposable vapes from 6 shops in quarter 1, that illegal vapes are now less prevalent in Midlothian. This quarter a further 162 disposable vapes were seized. Vapes are seized due to contraventions of the safety law, mainly concerning the maximum quantity of nicotine.

This quarter at least £3,490 has been returned to Midlothian consumers following Trading Standards involvement totalling £25,765 for the year so far. This includes refunds as well as repairs and replacement goods.

Neighbourhood Services – performance

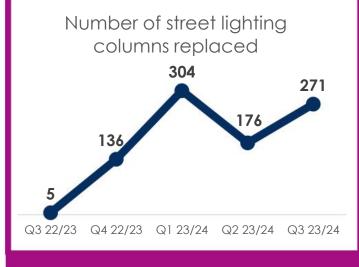






Environmental Green flags awarded for Kings Park and Straiton pond.

park and greenspace improvements/new facilities complete up to Q3 out of 50 planned (27 complete this guarter)

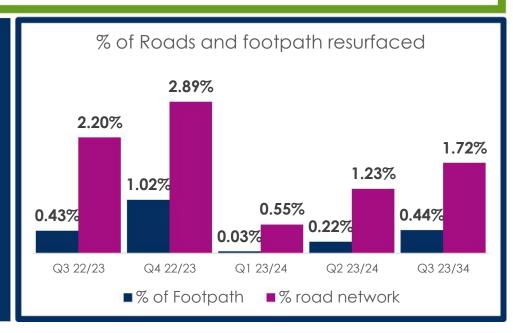


tonnes of carbon emissions saved from street lighting this quarter (Increase from 215 tonnes in Q2)



2,5 | 4_{m²} of permanent patching achieved

843 potholes were permanently repaired in Q3



Protective Services – performance

Food Standards

88% of food related service requests from mid residents and Businesses responded to with target of 5 working days.

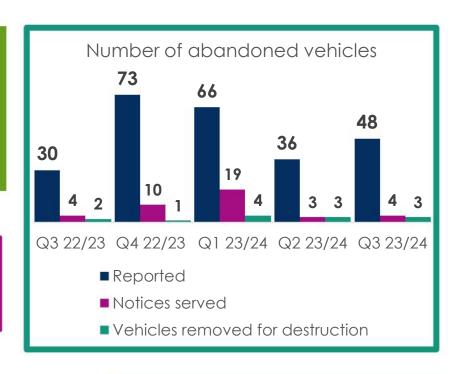
100% of Priority 1 and 2 premises receiving completed food law intervention in line with the service plan.

49 food law service requests received in Q3.

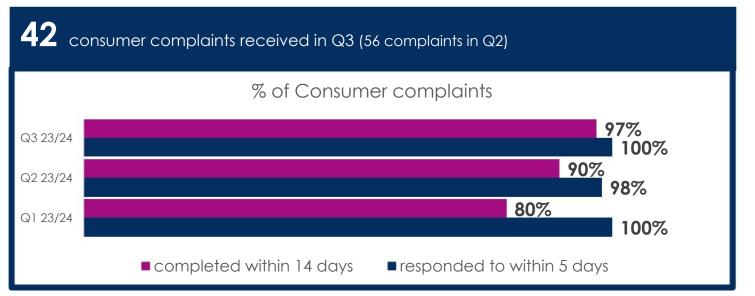
Public Health

222 Public Health service requests received from residents and businesses.

93% of public health complaints receiving first response within timescale.



Trading Standards



4% of businesses registered for tobacco/vapes in Midlothian visited this quarter.

2 interventions carried out where products seized from 1 premise this quarter.

Housing

Midlothian Council's updated Rapid Rehousing Transition Plan (RRTP) sets out key actions for delivery this year and addresses the next phase in transforming the services provided to meet housing need. These activities are crucial to reduce the time spent in temporary accommodation, improving the quality of temporary accommodation provided, continue to deliver Housing First and improve the health and wellbeing of those most vulnerable households. Our Rapid Rehousing Transition Plan is in its final year, this has brought significant change for homelessness over the last 4 years in ending the use of Bed and Breakfast type accommodation and developing better quality temporary accommodation, developing nomination agreements for people experiencing domestic abuse, and leaving the armed forces to enable access to permanent housing, preventing the need for a homeless assessment. Midlothian Council also adopted a model of Housing First which finds suitable properties before inviting nominations from a multi- disciplinary core group. Through the last award of our Rapid Rehousing Transition Plan (RRTP) monies, Housing Services have commissioned the Rock Trust for a two year contract to support our young tenants, helping them to move on from homelessness or avoid it altogether.

There continues to be a significant demand placed on homeless and temporary accommodation services, alongside the increase in energy, food and fuel costs, requiring a comprehensive preventative approach. Homelessness is not inevitable and can often be prevented.

The Homeless Persons (Suspension of Referrals between Local Authorities) (Scotland) Order 2022 gives people in housing crisis the freedom to settle where they choose with access to the support they need, and aims to help them integrate more fully into the local community and to reduce repeat homelessness. The removal of the necessity to have a local connection to an area under this legislation has seen a shift in persons who would have presented elsewhere, now presenting to Midlothian, despite which Housing Services still manage to comply with the Unsuitable Accommodation Order and have avoided breaches this guarter.

The Council's Strategic Housing Investment Plan (SHIP) 2024/25 to 2028/29 was submitted to the Scottish Government this quarter. The SHIP identifies the Council's priorities for investment in new affordable housing in Midlothian over a 5 year period. The delivery of more affordable housing remains a high priority for Midlothian, as reflected by our ongoing and ambitious housing development programme.

There were 5,481 active housing applicants placed on the Common Housing Register at the end of this reporting period, an 18% increase compared to the same period last year. The total number of lets made to the general needs applicants this quarter was 63 and 73 made to homeless applicants. Re-let times to permanent accommodation properties have been brought back on target this quarter, averaging 32 days to re-let compared to 47 days at quarter 2.

The length of time homeless applicants waited until receiving a permanent housing outcome has slightly decreased to 57.5 weeks showing a continued downward trend from 76 weeks at the same period last year and 121 for quarter 2 of last year. In addition, the length of time homeless applicants spent in temporary accommodation has decreased to 39.5 weeks in comparison to 58.3 weeks in quarter 2 and 89 weeks from the same period last year.

The Scottish Housing Regulator reviewed our Homelessness practice this quarter and showed an understanding of the local issues we face, providing positive feedback to Housing Services for the work completed during this challenging period.

Housing – performance

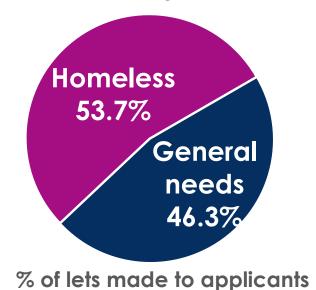
5,481 applicants on housing waiting list (General needs and Homeless) (increase from 5,251 in Q2)

56 Lets to new build and open market purchases (increase from 33 in Q2)

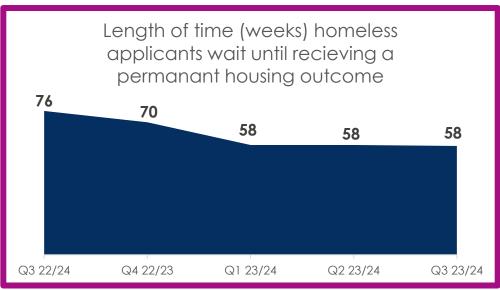
5 Lets to Housing First applicants (4 in Q2)

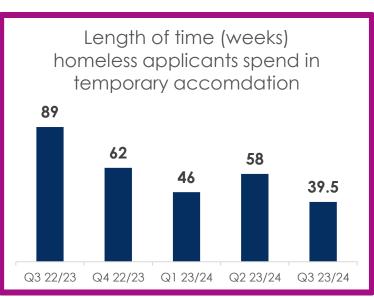


136 housing lets in Q3.

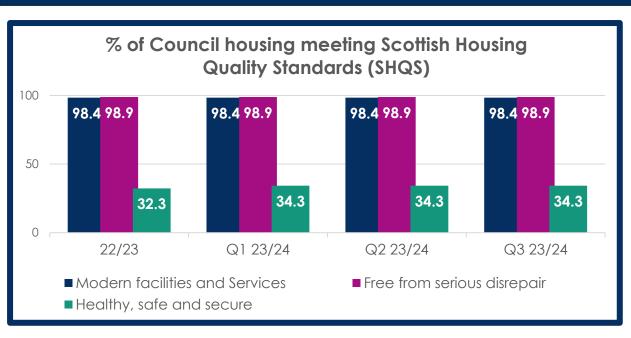


93.7% of
Homeless
applicants
sustaining a
permanent tenancy
after 1 year

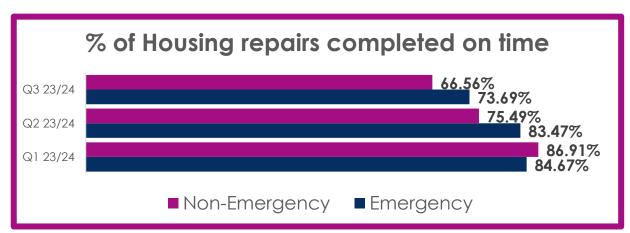




Building Services – performance



Percentage of jobs completed within time is lower than expected due to a number of jobs where work has been completed but completion/invoice dates were not recorded on the system until after the target date. (E.g., standby work carried out over weekends). As Building Maintenance Service are undergoing a whole systems service transformation the work streams included for job performance and reporting will be addressed within the programme improvements. Figures reported under this indicator will be used as a baseline for improving system reporting.

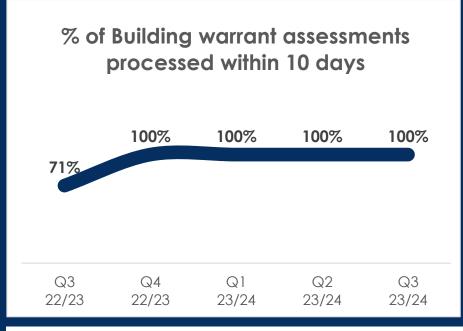


17.17 days

Average time taken to complete non-emergency repairs (decrease from 18 days in Q2)

20.22 hours

Average time taken to complete emergency repairs (increase from 17 hours in Q2)



The nationally adopted target for processing warrant is 20 days, Midlothian aim to process all applications in 10 days.

Economy & Regeneration

Midlothian Council's Economic Renewal Strategy sets out our ambitious approach to managing the transition from pandemic lockdown and planning for the longer term challenges the local economy will face. The strategy aims to mitigate the adverse economic impact on the local economy from COVID-19. Key aims are to protect jobs and aid business recovery using a place-based partnership approach that maximises the opportunities developing from the pandemic. Taking this partnership approach, the strategy will foster entrepreneurship, upskilling and training, addressing gaps in the market and changing the way business is done to better align this to customer behaviour. Alongside support for agriculture, tourism and the leisure and hospitality sectors, the council will also promote local jobs and self-employment opportunities, particularly for young people, to give them the necessary skills and support they need to benefit from economic recovery. Work is ongoing to refresh the Economic Strategy and will be presented for approval to Council later in the year.

The total number of new Business start-ups this quarter was 24. This should realise a forecasted creation of 40 jobs and an estimated contribution of £1.86M to the Midlothian economy in their first year of trading.

The Business Gateway team continue to promote localised procurement with clients, encouraging registration with the Supplier Development Programme and Public Contracts Scotland (PCS). The team actively encourage businesses to register with the Supplier Development Programme which provides access to free training and support in all aspects of public sector tendering to improve the tender readiness of local suppliers. This quarter discussions took place between Economic Development and Procurement proposing the creation of action groups to take key areas of work. Proposed areas of focus are:

- Refresh of the Local Procurement Strategy, supporting Community Wealth Building.
- Managing change the need for better understanding throughout the Council to increase the local spend and to minimise unregulated spend.
- Creation of sessions hosted by procurement and economic development to encourage services to direct spend to the local supply base.

The Community Wealth Procurement Officer is now engaging with clients referred by colleagues across the service, encouraging them to access the Supplier Development Programme, Public Contract Scotland and providing one to one support to help businesses start their procurement journey as part of a growth strategy.

The Business Gateway service continue to promote the social enterprise model to clients where their plans, objectives and values align to the model. Contributing to Community Wealth Building objectives, the team support projects from the Social Enterprise Conversation sessions as they develop. The Community Wealth Building Officer recently contacted 32 local social enterprises, 12 have engaged and are in receipt of ongoing support. The Economic Development service has provided a total of 27 support inputs to social enterprise during the quarter and Business Gateway Advisers are providing ongoing business support to 5 social enterprises.

A further 60 'Planning to Start' enquiries were received this quarter from individuals that are considering setting up a business but need support to achieve this, these clients tend to have numerous sessions with their advisor covering areas such as business planning, access to finance, regularity compliance, routes to market and can take from 3 months to a year to reach the trading stage.

Business Gateway Expert Help Programme: this quarter, a contract was awarded to Net Zero Nation (NZN) to undertake a Net Zero Accelerator Programme which will support 13 local businesses to accelerate their Net Zero Journey.

The businesses will take part in 12-month Net Zero Business Accelerators with funding support from Midlothian Council/Business Gateway Midlothian. In return, they must sign an agreement where they commit to approach their Net Zero strategy and credible carbon reduction plan with vigour, speak at physical and online events to encourage other business leaders to start their own transition to Net Zero. The companies will receive a 12-month carbon accounting software license, an expert partner providing 1:1 support over 12 months to help them produce their audited carbon accounts, their carbon reduction plan produced, an auditor to verify and certify their carbon accounts and carbon reduction plan.

Delivering this programme to businesses will bring benefits to the Midlothian local business base in terms of economic, social and environmental progression and aligns with the Councils' commitment to Net Zero.

Economic Development have also been progressing a fourth expert help programme, Learn e-commerce, with marketing commencing in November 2023 and a <u>landing page</u> set up for registrations, this programme will commence in Q4 and will support retailers to increase their reach, turnover and profits through a multiple platform approach to e-retailing.

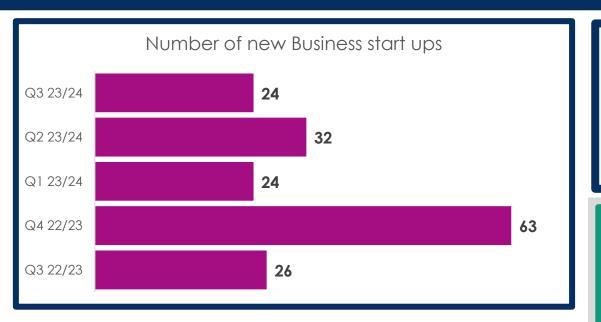
The new Midlothian Business Directory on Locate in Midlothian was launched during quarter 3. The new directory allows Midlothian businesses to have a listing on a <u>dedicated webpage</u> with images, an outline of the business activity, the business location and links to websites

and social channels, all at no cost. Businesses are also highlighted on a map of Midlothian and categorised by sector, enabling businesses, consumers, and council services.

The Midlothian Business Directory will be used by Council Services to support the strategic priority of redirecting public sector spend into the local economy by making it easier for them to find local businesses for tender opportunities. As at the end of December 2023 there were 42 listings on the Midlothian Business Directory. Following the adoption of the National Planning Framework No.4, this quarter, the planning service has formally commenced its review of the Council's adopted spatial strategy, the Midlothian Local Development Plan 2. The first phase consists of engagement with community groups, key agencies, the development industry, local residents and elected members. This engagement will be ongoing throughout the year.

The percentage of Secondary school meal uptake has increased considerably from 20.36% in quarter 1 to 45.71% in quarter 2 and has been sustained during quarter 3 with 44.41% uptake. This is due to changes made to the menu offered to secondary schools to attract pupils back into the dining room.

Planning, Sustainable Growth & Investment-performance



16 Businesses signed up to the Midlothian Business Green Pledge in Q3 (increase from 15 in Q2)

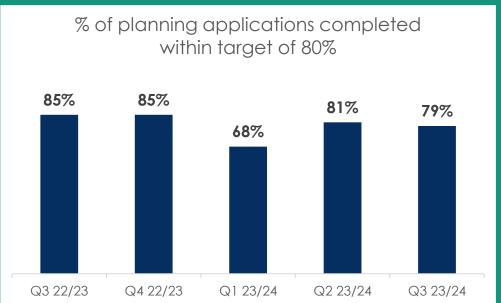
17 Social enterprises supported in Q3 (increase from 12 in Q2)

60 'Planning to Start' enquires/submissions in Q3 (increase from 56 in Q2)

Social media

1,572 Locate in Midlothian followers.

2,083 Business Gateway followers



50.1 weeks

Average time to determine planning applications for **major** developments

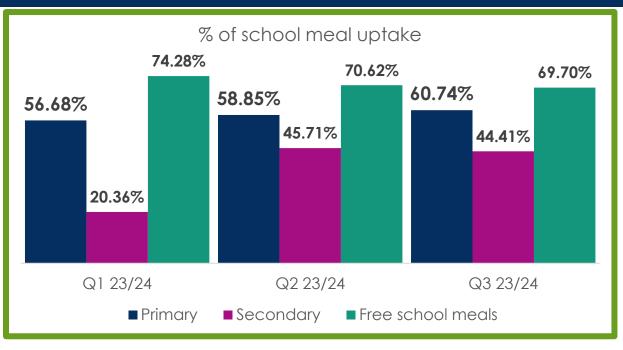
(Increase from 40.4 weeks in Q2)

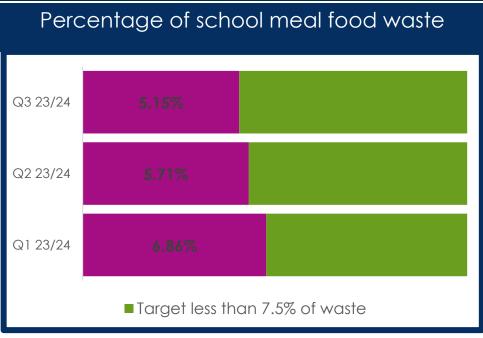
9 weeks

Average time to determine planning applications for **minor** developments.

(Increase from **8.5** weeks in Q2)

Property and Facilities – performance



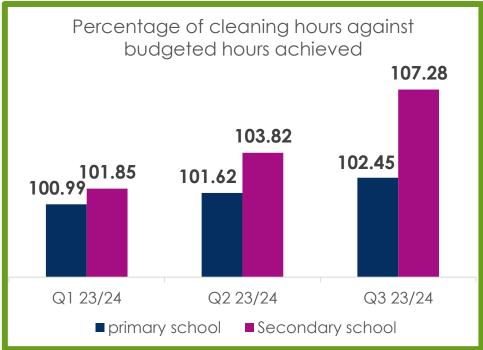


7.48 nursery and primary school meals prepared per hour (increase from 7.27 in Q2)

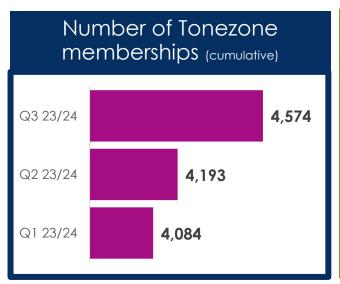
TARGET: APSE national average 8.84 meals prepared per hour

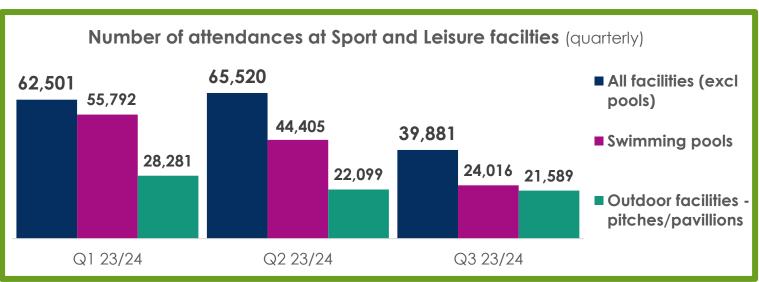
8.23 Secondary school meals prepared per hour (decrease from 8.46 in Q2)



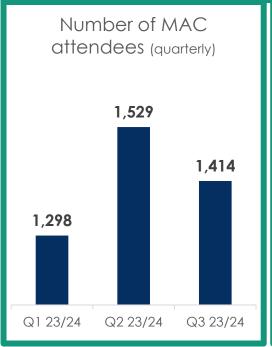


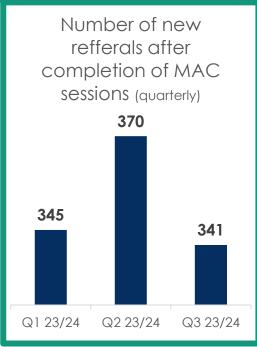
Sport and Leisure - performance





Midlothian Active Choices (MAC)





Ageing Well and Active Schools programme



197 activities involving Active Schools programme

2,802
participants
attending Active
Schools clubs

1,972
volunteer hours
delivered in Active
Schools
programme

Capital Investment Programme

As Scotland's fastest growing local authority area, it is critical to delivery that investment in community infrastructure, such as housing, the learning estate, economic investment and green infrastructure, is in the right place at the right time. This will help our communities to live well, live locally and prosper.

How we invest in community infrastructure must also respond to changes in our working and living patterns brought about by the COVID-19 pandemic. Communities need to be able to readily access the services they require. Capital investment is also an opportunity to support our local economy through job creation and skills enhancement, particularly in relation to supporting a transition to a green economy as we invest in sustainable, highly energy efficient buildings.

As a growing Council, we have the opportunity to transform parts of Midlothian in a way that reflects how we live now. We will invest in community infrastructure with a focus on place-making, reducing inequalities, improving economic opportunities and improving education and health and wellbeing outcomes.

The Capital Investment Strategy brings together many strands of the Council's activities to build upon our past successes and drive forward innovation in a co-ordinated and achievable manner for the benefit of Midlothian and its citizens.

The Capital Investment Strategy sits centrally within the Council's future planning activities and in doing so has to reflect the demands of Council services to ensure positive outcomes are achieved in the right place, at the right time for the maximum benefit to Midlothian. The extensive capital programme delivers new schools, a record investment in council housing, improved community infrastructure, investment in the local transport network and innovative developments such as the new low carbon heat network in Shawfair.

To ensure Midlothian is 'building back better', this investment is also creating new jobs, apprenticeship opportunities, opportunities for businesses and communities and families hard-hit by the impact of the pandemic. These new opportunities help lead the way out of the pandemic and towards a better future for Midlothian.

The Education Learning Estate Strategy programme has been developed and is subject to regular review meetings with Education and stakeholders to ensure effective monitoring, reporting and delivery of improvement and expansion of the Education estate including Early Years provision. This currently covers approximately 30 projects at various stages of development.

Midlothian Council is overseeing a significant housing programme. Phase 1 provided 864 additional houses within Midlothian. The total number of new homes from phase 2, 3 and 4 is currently estimated at 1134, comprising of 489 from phase 2 budget and 645 from phase 3 and 4 budgets. Progress continues with 645 homes currently being constructed on site either through commencement of enabling works or main contract works as of November 2022. An additional 327 homes are funded for delivery in phase 5. This included the largest Passivhaus programme in Scotland, with 191 homes to be built to the exacting Passivhaus standard, in line with Midlothian Council's Net Zero Housing Design Guide. This ensures exceptionally high levels of energy efficiency and low utility bills for our residents. At present further Passivhaus developments are paused for a cost benefit analysis exercise.

Challenges and risk

Over recent years, innovative ways of working have been introduced and services adapted at pace to respond to the needs of our citizens, in particular those experiencing the greatest levels of poverty and inequality. Our services are continuing to build on this learning moving forward, harnessing the energy, flexibility and creativity demonstrated by our workforce, to embed a culture of continuous improvement and innovation across Place.

Growing Council

In addition to the financial sustainability challenges, other challenges for Midlothian continue with our recovery from the pandemic, the cost of living crisis, the growing and ageing population and the increasing demand for services that this brings.

The recent Census results 2022 highlights that Midlothian remains the fastest growing local authority in Scotland with an increase of 16.1%. The 2011 census data lists Midlothian as having a population of 83,187 which has risen to 96,600 in the 2022 census data. The level of growth

is 2.3% higher than our previous calculation and is now 13.4% higher than the Scottish average of 2.7%. In terms of households, Midlothian saw the highest percentage increase at 17.2% since the 2011 census. Population density in Midlothian is 273.1 residents per square kilometre compared to the Scottish average of 69.8. In addition, Midlothian has 10 zones which fall into the most deprived areas.

This growth creates the opportunity to meet the housing need with 25% of new homes being built in the affordable housing bracket, in addition to the expansion in Council house building. This construction will directly support employment and will see a steady increase in the value of Council Tax income received over time.

The approved Capital Strategy sets out the infrastructure required to meet those demographic pressures and includes the financial contributions Midlothian will make to the Edinburgh and South East Scotland City Region Deal. Encompassing five main themes the City Region Deal will bring significant investment across the regions with total investment of circa £1.3 billion across:

Data Driven Innovation: £751 million

Integrated Regional Employability and Skills: £25 million

Transport: £156 million
Culture: £45 million
Housing: £313 million

Through the Data Driven Innovation strand the Deal will leverage existing world-class research institutes and commercialisation facilities in order that Easter Bush becomes a global location of Agritech excellence. The Easter Bush project includes significant investment in transport infrastructure along the A701/2 transport corridor. In addition, by improving on-site infrastructure at Easter Bush and transport infrastructure, The University of Edinburgh expects commercial partners will be able to co-locate at scale to commercialise Agritech breakthroughs.

Risk

The Council's Strategic Risk Profile is presented retrospectively to Audit Committee quarterly. The most critical risks to the Council are Financial Sustainability, Climate Change and the Change Programme. Corporate Solutions is key to the delivery of mitigating actions to these risks; through strategic planning and the Medium Term Financial Strategy and driving forward the Council's transformation programme to derive change and redesign services.

Pentana Performance Dashboard

A full review of quarterly performance data is available via Pentana (Browser login link - https://midlothian.pentanarpm.uk/login)

Quarter 3 - Place -

33 Quarterly Reporting Place Pls - On Target 19
Quarterly Reporting Place Pls
- Off Target

74. Quarterly Eleportining Place Pis

Quarterly Reporting Place Pls
- No data available

Guarterly Place High Service

108
Quarterly Place All Service

