

# Notice of meeting and agenda



## Special Cabinet

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

**Date:** Tuesday, 30 August 2016

**Time:** 09:00

**John Blair**  
Director, Resources

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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>	Midlothian Council Q1 Performance Report 2016-17	<b>3 - 14</b>
<b>4.2</b>	Customer and Housing Services Q1 Performance Report 2016-17	<b>15 - 26</b>
<b>4.3</b>	Adult Social Care Q1 Performance Report 2016-17	<b>27 - 42</b>
<b>4.4</b>	Children's Service Q1 Performance Report 2016-17	<b>43 - 52</b>
<b>4.5</b>	Communities and Economy Q1 Performance Report 2016-17	<b>53 - 70</b>
<b>4.6</b>	Education Q1 Performance Report 2016-17	<b>71 - 84</b>
<b>4.7</b>	Commercial Operations Q1 Performance Report 2016-17	<b>85 - 98</b>
<b>4.8</b>	Finance and Integrated Service Support Q1 Performance Report 2016-17	<b>99 - 110</b>
<b>4.9</b>	Property and Facilities Management Q1 Performance Report 2016-17	<b>111 - 128</b>

## **5 Private Reports**

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No private business to be discussed

## Midlothian Council Performance Report – Quarter One 2016-17

Midlothian Council delivers its priorities through the Community Planning Partnership (CPP) 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 2015/16 plan year saw the end of a 3 year cycle of prioritising working together to improve outcomes for young people leaving school, improve lives of children in early years and their families, and improve the local economy. These priorities will continue to be further developed in 2016-19

The CPP undertook a review and engagement process in 2015/16 resulting in changed priorities for the next three years 2016-19.

Taking into consideration evidence about the comparative quality of life of people living in Midlothian, it is clear that less well off residents experience poorer health, have fewer or no choices in how they use low incomes, and also that there is a proven relationship between these factors and their learning. As a result the top three priorities for 2016-19 are:

- Reducing the gap in learning outcomes
- Reducing the gap in health outcomes
- Reducing the gap in economic circumstances

The council continues to face unprecedented challenges as a result of constrained funding combined with demographic and other cost pressures. In addition, managing the impact of a number of national and local challenges, including Welfare Reform, Health and Social Care Integration, Early Years Collaborative and the significant differences in social and economic equality across Midlothian.

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

“Midlothian – a great place to grow”.

Three key approaches will continue to be the focus for how the council works with its communities – preventive intervention, co- production and capacity building and localising / modernising access to services

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

Work will progress on the outcome priorities and also the strategic priorities and budgets for 2016 through 2019. The Council's contribution to the three year outcomes and the first year priorities for each of the thematic areas are set out in the individual service plans with associated actions and indicators.

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

- Adult Health, Care - *Responding to growing demand for adult social care and health services*
- Community Safety - *Ensuring Midlothian is a safe place to live, work and grow up in*
- Getting it Right for Every Midlothian Child - *Improving outcomes for children, young people and their families.*
- Improving Opportunities for People in Midlothian - *Creating opportunities for all and reducing inequalities.*

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

## Progress of Single Midlothian Plan Themes 2016-17

### Adult, Health and Care - Achievements

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

**Integration:** Local management arrangements changed on 1st June 2016, with two joint Heads of Service with responsibility for Primary Care and Older People, and Adult Services. These posts now manage services across health and social care. Work is underway to review the management structure.

**Carers:** The publication of the Carers (Scotland) Act 2016 has allowed us to set priorities to be included in the next Carer Strategy. Guidance will be provided from the Scottish Government with a commencement date identified as 1st April 2017, and at this point Council will be in a better position to respond and work on implementing any necessary changes arising from the guidance. The Community Health Inequality Team have begun offering sessions out of VOCAL (Voices of Carers Across Lothian) to support people who might struggle to prioritise their own health and support needs.

**Older people:** There have been developments across a number of areas in older peoples services, and some challenges along the way. These include the development of day care whereby Highbank day care has now moved into the Community Hospital. A project proposal is underway to develop the MARC (Midlothian Advice and Resource Centre) building into a community hub, and Woodburn day care will lead on this. The proposal to re-provision Highbank is underway with drawings being configured for the proposed new build. The joint dementia team now has an additional social worker with the aim to manage emergency situations for people with dementia by the autumn. Challenges have included increasing demand on care at home with limited capacity from external providers. The transformation of Newbyres to include a specialist dementia unit is well underway.

**Long Term Conditions:** A number of new Health and Wellbeing services are now quite well established providing support to people with long term health conditions, common mental health problems and those experiencing health inequalities.

**Learning Disability:** The programme of transformation continues, with building work started on the complex care housing development in Penicuik, and is on course for completion in February 2017. 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 three remaining people with learning disabilities living in a hospital setting.

**Mental Health:** To help tackle long waiting lists locally for psychological therapies a number of social prescribing alternatives were developed to assist those waiting, and to divert people at an earlier stage by providing preventative services. There is also a focus on better links between Mental Health and Substance Misuse services through a number of initiatives with the ultimate aim of co-location of both services.

**Substance Misuse:** MELDAP (Midlothian and East Lothian Drugs and Alcohol Partnership) are required to implement savings as part of the redesign process to address the 23% reduction in drugs and alcohol monies announced by the Scottish Government in July 2016. During the first quarter of 2016/17, a Midlothian Core Delivery Group started work in identifying an initial savings plan. At its meeting on 2nd July 2016, the MELDAP Strategic Group took cognisance of the initial suggested savings and remitted the Core Delivery Group to identify further savings to provide a balanced budget for the beginning of 2017/18. The MELDAP Strategic Group agreed to use the under spend from previous years to service the 23% reduction in funding for the financial year 2016/17. A letter is to be sent to all commissioned providers, outlining this position.

**Criminal Justice:** The new Community Safety and Justice Partnership has provided governance for the transition towards the new structure for Community Justice. We now have a Partnership Working Group and a partnership analyst who has created area profiles for the seven priority areas identified by the Scottish Government that are seen as most linked to risk of offending/reoffending. These profiles are now helping the partnership to develop the local Outcomes Improvement Plan for Community Justice that will be provided to the national body, Community Justice Scotland, in March 2017. The Spring service continues to expand and new accommodation has been identified at Dalkeith Arts Centre.

## Community Safety - Achievements

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

Midlothian Licensing Board approved an Overprovision Statement 2016 based on a profile exercise on the impact of alcohol related harm, and a public consultation.

The Serious & Organised Crime Integrity Group has been established for Midlothian with a range of partners. The group will focus on the principles of the national agenda to deter, disrupt, divert and deter criminality and potential areas of activity. A parallel Prevent Strategy group is also focussed on the counter terrorism agenda.

**Road Services:** Midlothian Council has acted as lead authority which, in conjunction with East Lothian, Borders and Fife has secured a new Weather Service contract for a further 3 (+2) years with the Met Office.

Having completed an audit of existing parking restrictions including signs and markings, progress continues with the business case for decriminalised parking enforcement to be introduced in Midlothian.

Following agreement to the formation of a shadow committee, a formal start has begun to the East Lothian, Borders and Fife shared services project. Initial work streams have been identified which will allow early progress on savings and work opportunities to be made.

## Getting it Right for Every Midlothian Child - Achievements

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

Midlothian have been successful in being selected as only one of four test sites within Scotland to join the Permanence and Care Excellence Programme (PACE) programme. This is a significant achievement having PACE come on board to help us further develop our permanence framework. This ground breaking programme was established in 2014 by Scottish Government and CELCIS (Centre for excellence for looked after children in Scotland). Its aim was to improve how local councils work with other agencies; Children's Hearings System, Scottish Children's Reporter Administration, Courts, and other organisations to place vulnerable children in stable, long-term care.

The programme works in partnership with key stakeholders, using a whole systems approach - designed to better understand and address sources of drift and delay from across all the agencies working with looked after children. Its main purpose is to help agencies make timely, robust decisions for children so that they achieve lasting permanent placements. The approach involves promoting and influencing best practice, using Quality Improvement methodology and a programme management approach. We have agreed the timescale of this work shall commence in January 2017 due to the commitment required from staff and partner agencies and once the service review is complete.

**Education:** The *Good to Great* Improvement Strategy was shared with all Head Teachers and Managers last session and in order to begin to create a coherent strategy which makes explicit our strategic direction to create a world-class education system here in Midlothian, session 2016/17 will focus on four main priorities:

1. To build excellence by raising attainment overall
2. To close the gap between the most and the least disadvantaged
3. Teaching, Learning and Assessment
4. Self-evaluation for Self-Improvement and Leadership of Change

The core ingredients of the Good to Great strategy will remain central:

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

improvement delivering results that are always better than our previous best.

**Early Years:** We have increased availability of places across a range of partners to offer flexible choice for parents who have entitled two's. We now have nine Childminders and two Playgroups in contract to deliver our two year old provision. 160 two year olds are currently in *A Good Time To Be 2* provision.

A targeted marketing campaign to raise awareness of the criteria for eligibility has included:

- Facebook Q&A sessions
- Concentrated effort into promoting awareness with staff in Family Support / Housing / Job Centre / Children's Services
- Parents from Midlothian Surestart have produced a 'parent to parent' leaflet explaining A Good Time To Be 2 provision
- Agreement with Health Visitors Manager to include a letter detailing A Good Time To Be 2 provision distributed with the invite letter to attend 27 Month Child Health Review
- We have increased our contracts with partnership settings to deliver A Good Time To Be 2 from 14 to 19 this year and we predict this figure increasing to 22 in the following year . This offers parent's a wide choice of Early Learning and Childcare settings with flexible delivery models.

**Sustained Positive Destinations – Lifelong Learning and Employability (LLE):** In Midlothian, a record number of Midlothian school leavers have gone onto a sustained positive destination for 2014/15. In the follow up survey of April 2016 the percentage of leavers sustaining a positive destination was 93% which is an increase of 3.0% on the previous year. This is Midlothian's highest recorded sustained destinations to date and is 1.0% higher than the national average.

Overall there continues to be a positive direction of travel. Work associated with positive destinations remains a priority for Midlothian Council and its partners. We continue to work closely with our schools, LLE and partner agencies to ensure positive outcomes for all leavers. There is a need to consider the implications of the statistics in relation to the total number of young people choosing Further and Higher Education and the additional supports in place to help young people sustain their destination within these categories.

Midlothian is ambitious on behalf of our young people and through the Developing Midlothian Young Workforce Board DMYWB will focus on continuous improvements and offers within the eight areas below:

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

**Implementation of the Children and Young People (Scotland) Act 2014:** Comes into force on 31st August 2016

**To improve the way services work to support children, young people and families, the Act:**

- Ensures that all children and young people from birth to 18 years old have access to a Named Person
- Puts in place a single planning process to support those children who require it through the Child's Plan
- Places a definition of wellbeing in legislation
- Places duties on public bodies to coordinate the planning, design and delivery of services for children and young people with a focus on improving wellbeing outcomes, and report collectively on how they are improving those outcomes.

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



**Customer Services:** A range of projects and activities have been developed to extend services to our wide range of different user groups including securing funding for the upgrade and extension of our free public WiFi provision across libraries, into our mobile library and into every area right across our hub buildings. Also the launch of our new mobile library service into new communities across Midlothian and the development of shared mobile library provision with our neighbours in East Lothian.

The launch and support in this first quarter to TCAT (Transforming Care After Treatment) the Macmillan Living Well in Midlothian project with dedicated space provided at Lasswade Library for cancer survivors. Secured funding to work in partnership with Creative Scotland to increase access to film resources for communities across Midlothian. Extended funding for our Connect Online digital support services in partnership with Volunteer Midlothian. The launch of Coding Clubs for primary aged children in our libraries across Midlothian. As a result of funding from the Scottish Library and Information Council, the development of 3D printing services, the launch of *Appiness* – a digital project for under 5s and their parents and the commitment to ensuring that every child is a library member from birth.

**Landscape and Countryside:** The Park improvements at 'Old Gala Park' Gorebridge (Barleyknowe) are substantially complete and include the installation of a Geo grid, path works, tree planting and other associated landscape works.

A number of projects are underway to provide out-door play space areas at a number of schools and Nurseries throughout Midlothian including Danderhall play group, Cornbank Primary School and Mayfield combined school.

### **Sport and Leisure**

- a) Lasswade Community Sport Hub Awards – following the launch of the Lasswade Community Sport Hub in 2015 involving over 15 sport clubs from the local area, a Hub Awards evening to celebrate sport within the community was organised at Lasswade High School with a large audience of over 100.
- b) Active Schools Summer programme organised for both Dalkeith High School Campus and The Lasswade Centre during the summer break.
- c) Walking Rugby was launched in Midlothian during June. Designed for over-50s to keep active where running is not permitted and there is no contact allowed either. Former Scotland and British and Irish Lions prop Peter Wright backed the kick-off of Walking Touch Rugby.
- d) Upbeat Dance and Active Schools put on a spectacular Dance Showcase involving 9 Primary Schools from across Midlothian, at Dalkeith Campus. KIC Dance and Active Schools also hosted 6 Primary Schools in a showcase at the Lasswade Centre.
- e) Midlothian Primary Schools participated in the Tesco Bank Football Challenge Festival at Dalkeith Thistles Junior Ground. One hundred local primary school children from across Midlothian are the latest to have taken part in 6 weeks of coaching sessions as part of the Scottish FA's flagship participation programme.
- f) Lasswade High School students took part in Active School's ClubGolf Delivery training and are now rolling out ClubGolf taster sessions to P5 pupils at St Marys, Burnbrae, Bonnyrigg and Paradykes Primary School.

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

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

### **Overall Strategy**

- Council approval of Midlothian Local Development Plan for sending formally to Scottish Ministers.
- Identification of specific projects in Midlothian for implementation through the Borders Rail Blueprint funding programme.
- Council confirmation of its commitment to City Deal, including proposed governance arrangements.

### **Serving Communities**

- Delivery of a Scottish Government funded Participatory Budgeting Project in Mayfield/Easthouses where 350 residents decided on the allocation of £30,000 to 17 locally based community projects.
- Joint Police/Trading Standards *operation Monarda 5* to target doorstep crime.
- Successful collaboration with Police by Trading Standards to stop sales of 'Poppers' (Amyl Nitrite) in Midlothian.
- Restoration of Newbyres Hall as part of the Gorebridge Conservation Area Regeneration Scheme.

### **Economic Development**

- New Business Gateway programme commenced 01/04/16.

- Continued focus on maximising economic impact of the Borders Rail Line in Midlothian.
- Establishment of the governance arrangements and resourcing of the EU LEADER Programme which supports and promotes rural economic development.

**Housing:** The Housing Allocation Policy was revised in the bi-annual review and reported to Council in May, which approved the recommendations for changes in order that the Policy continues to address local needs identified following public consultation and takes account of the Housing (Scotland) Act 2014 legislative changes.

**Waste Management:** FCC have continued dialogue with their funders which it is envisaged will allow FCC, Midlothian Council and City of Edinburgh Council to conclude an agreement towards the end of July 2016, which will allow the residual waste plant to be constructed at Millerhill.

The food waste collection service continues to perform above predicted collection levels with increased tonnages collected and now being delivered to the new facility at Millerhill.

Waste Aware team assisted schools with food waste recycling (Kings Park Primary, Newbattle High School, Stobhill Primary, Lasswade Primary and Bonnyrigg Primary)

### 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

- a) Completion of the 2015/16 unaudited Financial Statements;
- b) Completion of the 2015/16 Financial Monitoring reports with an underspend reported for the year of £0.270m;
- c) Provided financial assurance on and supported the process of delegation of resource to Midlothian Integrated Joint Board for Health and Social Care;
- d) Delivery of pension auto enrolment milestone with no additional resources.

### Transformational Change

- a) Securing a collective agreement to implement the review of pay and grading (Investing in our Workforce);
- b) Support to services driving a range of change initiatives including:
  - Delivering the customer service strategy 2015 - 18;
  - Delivering the end to end review of Children's Services;
  - Implementation of online contractual changes process within Employment and Reward;
  - Support to Communities and Economy on a review of Economic Development function.
- c) The completion of the first phase of systems training to relevant staff to meet the requirements of GIRFEC and Named Persons legislation;
- d) Recognition by the Keeper of Public Records in relation to best practice and achievements within Midlothian Council;
- e) Equality Outcomes and Equality Mainstreaming Reports 2016 - 2018 for East Lothian and Midlothian Health and Social Care Partnerships;
- f) The Midlothian Council Equality Employee Monitoring Report 2015/16 is progressing.



## 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

### ADULT HEALTH AND CARE

**Funding Pressures:** There is a continuing requirement to seek major efficiencies despite the growing demand, particularly in relation to older people. The service was overspent primarily as a result of some very high care packages and work is being undertaken to find more cost effective ways of providing care. The move towards an integrated budget through the establishment of the Integration Joint Board provides an opportunity to make better use of collective resources. Specific funding pressures include a potential shortfall between Carers Information Strategy monies, which is due to end, and the provision of funding provided for the implementation of the Carers (Scotland) Act 2016.

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

### GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

**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.

#### Implementation of the New Education (Scotland) Act 2015 and the National Improvement Framework

- To bring in line assessment arrangements to implement 'Achieving a level' in place of Developing, Consolidating and Secure.
- To implement the new act including provision of 25hrs primary school week for all stages and the new requirements for Gaelic Medium Education.

### IMPROVING OPPORTUNITIES FOR MIDLOTHIAN

**Customer Services:** Online transactions are increasing in Revenues and Library services for accessible and convenient contacts to customers. The Council's new website launched in July 2016, this will give us the technology to make a shift to deliver more transactions online as we know that many of our customers would prefer to engage with us online as it fits with their lifestyle and saves time. ([www.midlothian.gov.uk](http://www.midlothian.gov.uk))

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

**Road Services:** With a reduction in the revenue road maintenance budget of £250,000 the challenge is to maintain the road network at current condition levels. To do this the Council will utilise the asset management system to maximise the use of the available capital funding allocation.

Police Scotland has agreed to retain the Traffic Warden Service for a further year until 31 March 2017. For 2016/17 the Council will have to fully fund this post. Work is progressing on the business case to allow Decriminalised Parking Enforcement to be considered by Council in due course.

Ensure that infrastructure improvements associated with Borders Railway are completed. To this end, negotiations with the Shawfair developers and others is being facilitated to allow for the completion of rail and transportation infrastructure.

Elginhaugh bridge parapet was struck causing significant damage to the structure. As a consequence the road has been closed to all traffic. Works are ongoing to repair the structure, improve the road drainage and allow Scottish Water the opportunity to repair the adjacent pipe bridge.

**Landscape and Countryside:** Substantial work has gone into preparing four existing sites at Vogrie, Kings Park Dalkeith, Springfield Mill and Roslin Glen Country Park and one new location Memorial Park Loanhead for the green flag awards.

As part of the future budget considerations trials are ongoing to introduce more efficient ways of working. The Council is currently evaluating different work areas with front line staff. Currently looking at Grass cutting methods and trialling Rotary Ride on Machinery.

Progress works to reinstate the area following the land slip at Ironmills steps following funding approval at the recent Council meeting.

Continue to promote Midlothian and its path network by working in partnership with volunteers to create seven walking/Cycling leaflets for Midlothian. Core path network now 100% signed. Leaflets being prepared as part of smarter choices Border rail initiative.

Improving access for all abilities to Midlothian Town Parks Play areas. This includes the recent introduction of roundabouts suitable for wheel chair users in two Town parks at Loanhead and Dalkeith. Plans are progressing to install an additional roundabout in King George the fifth Park Bonnyrigg

## **SUSTAINABLE GROWTH and HOUSING**

### **Overall Strategy**

- Securing genuine engagement across the Community Planning Partnership to achieve tangible outcomes arising from the Single Midlothian Plan.
- Complete statutory stages to adoption of Midlothian Local Development Plan.
- Working with five partner Councils to conclude preparation of Strategic Development Plan (SESplan) No.2.
- Collaboration with five partner Councils to secure a City Deal for the Edinburgh City Region; to include proposals that meet the expectations of Midlothian in the areas of infrastructure, housing, skills and innovation.

### **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.
- Mitigate the impact of welfare reform.
- Deliver on health and safety, and food safety responsibilities.
- Tackle underage sales of tobacco.
- Review the climate change and biodiversity agenda for Midlothian.

### **Economic Development**

- Continue to maximise the medium and long term economic benefits of the Borders Railway.
- Ensure a strong start to the EU funded rural development LEADER programme.
- Maintain a focus on promoting town centres.
- Continue to support and promote further science based development at Easter Bush; and lead in seeking to address infrastructure (especially transport) constraints.

**Homelessness:** The Council has a statutory duty to provide temporary accommodation for unintentionally homeless households. Every night an average of 83 homeless households in Midlothian have to stay in Bed and Breakfast (B&B) accommodation, which is the fifth highest use of this type of accommodation by a local authority in Scotland.

B&B accommodation is considered to be an unsuitable environment for homeless households. The current shortage of affordable housing solutions cannot in the short to medium term meet the demand for those experiencing homelessness.

Considering the time and resource that goes into providing temporary accommodation, it is critical that it delivers positive outcomes for people rather than simply a response to homelessness of the households in Midlothian who

require our advice and assistance to remain in their communities.

The cost of providing temporary accommodation in Midlothian is significant at over £1M annually and demand remains high despite a reduction in overall recorded homelessness in recent years as a consequence of prevention practices by the Council. Action is being taken to reduce this with alternative housing options developed across all available tenures and the plans to re-use Pentland House and Polton Centre for temporary accommodation use are progressing following Council approval, with refurbishment works due for completion when these properties can be used from the Summer.

**Syrian Vulnerable Persons Resettlement Scheme:** The rehousing of Syrian arrivals is taking place within existing housing allocation arrangements and the Council's responsibilities under the homelessness legislation. Midlothian Council is assisting with the resettlement and has agreement with the UK Government and Scottish Government to resettle up to 40 people over the period of the next 5 years. 10 people have already been settled and further arrivals are planned this Summer when around half of the Council commitment will be met.

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.

**Waste Management:** Processing of the blue bin (recycling) material as market conditions have worsened with the prices for the processing of co-mingled dry recycle increasing substantially. Continuing discussions with Viridor to review and explore options moving forward.

Contractor for residual waste (New Earth Solutions) has gone into administration. Arranged temporary contract/measures to ensure residual waste continues to be disposed. Consider short term contract until Millerhill waste treatment facility is built.

Deliver waste solution and meet the Scottish Governments recycling targets. Alana FCC Medio Ambiente S.A. (FCC) as the preferred bidder for the Zero Waste: Edinburgh and Midlothian Residual Waste Treatment facility are due to complete contract sign off at the end of July 2016.

Refurbish Penicuik Community Recycling. Revised layout agreed, application submitted to Planning. Additional works requested from Planning, Environmental Health and Scottish Environmental Protection Agency. Costs have escalated with the additional works requested. Subject to final planning approval a report will be presented at a future Council meeting for consideration.

## COMMUNITY SAFETY

**Community Safety:** The Community Safety & Justice Partnership faces pressure to deliver on the Community Safety priorities within the context of changing priorities from national organisations and a reduction in key resources. Key challenges include: the number of dishonesty and domestic and non- domestic housebreakings continue to increase.

There has been a rise in overall antisocial behaviour complaints. The partnership is working together to target hot spots and ensure robust case management. A 20% cut in MELDAP (Midlothian and East Lothian Drugs and Alcohol Partnership) funding is presenting challenges regarding sustaining service provision.

The Community Safety & Justice Partnership aim to strengthen integrated working where possible and work towards involving communities more in the Partnership with the establishment of the Midlothian Police and Fire & Rescue Committee for statutory scrutiny and review requirements and also the Partnership Group for the wider partner obligations.

The Community Safety Delivery Group is working with Police Scotland on operation RAC (Reduce and Capture) and to raise awareness of home security. The ASBVO (Anti Social Behaviour of Violent Offenders) group continues to work together to safeguard the wellbeing of victims, to tackle perpetrators of antisocial behaviour and crime and contribute towards public reassurance in Midlothian.

## Midlothian Council PI summary

### 01. Outcomes and Customer Feedback

Priority	Indicator	2015/ 16	Q1 2015/ 16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Total number of complaints received (cumulative)	4,756	835	1,730		<b>Q1 16/17:</b> Data Only				
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	94.87 %	94.81 %	92.56 %		<b>16/17:</b> 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	1,479
									Number of complaints at stage 1 responded to within 5 working days	1,369
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	88.14 %	85.71 %	50%		<b>16/17:</b> 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	14
									Number of complaints at stage 2 responded to within 20 working days	7

### 02. Making the Best Use of our Resources



Priority	Indicator	2015/ 16	Q1 2015/ 16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£189.085m	N/A		<b>Q1 16/17:</b> Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Sickness Absence Days per Employee (All employees)	8.29	2	2.17		<b>Q1 16/17:</b> Off Target This is a priority area that services are addressing to reduce absence statistics. Managers are being trained to provide a consistent and supportive approach across the council.		8	Total number of employees (FTE) All employees including teachers	3,533.03
									Number of days lost (cumulative)	7,660.53

### 03. Corporate Health

Priority	Indicator	2015/ 16	Q1 2015/ 16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
05. Control risk	% of high risks that have been reviewed in the last quarter	100%		100%		<b>Q1 16/17:</b> All corporate Risks reviewed as part of significant revision of the Council's Corporate Risk Register		100%	Number of high risks reviewed in the last quarter	4
									Number of high risks	4
04. Process invoices efficiently	Percentage of invoices sampled and paid within 30 days (LGBF)	89.7 %	95.0%	88.8%		<b>Q1 16/17:</b> Off Target. The % total value of invoices paid within 30 days is 97.39%. Service		95.0%	Number received (cumulative)	11,826
									Number paid within 30 days (cumulative)	10,505

						areas to continue to work to ensure invoices paid within 30 days and a review of overall performance is to be undertaken.				
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#### 04. Improving for the Future

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
06. Implement improvement plans	% of internal/external audit actions in progress	72.13 %	38.64 %	28.57 %		<b>Q1 16/17:</b> Off Target. There are 56 Audit actions in progress of which 16 are On Target. The outstanding actions are being address by the relevant managers within each Service		85%	Number of Actions on target	16
									Number of actions in progress	56





## Customer and Housing Services Quarter One 2016-17 Performance Report



### 01. Progress in delivery of strategic outcomes

**1. Housing:** The Housing Allocation Policy was revised in the bi-annual review and reported to Council in May, which approved the recommendations for changes in order that the Policy continues to address local needs identified following public consultation and takes account of the Housing (Scotland) Act 2014 legislative changes.

**2. Customer Services:** A range of projects and activities have been developed to extend services to our wide range of different user groups including secured funding for the upgrade and extension of our free public WiFi provision across libraries, into our mobile library and into every area right across our hub buildings. Also the launch of our new mobile library service into new communities across Midlothian and the development of shared mobile library provision with our neighbours in East Lothian.

The launch and support in this first quarter to TCAT (Transforming Care After Treatment) the Macmillan Living Well in Midlothian project with dedicated space provided at Lasswade Library for cancer survivors. Secured funding to work in partnership with Creative Scotland to increase access to film resources for communities across Midlothian. Extended funding for our Connect Online digital support services in partnership with Volunteer Midlothian. The launch of Coding Clubs for primary aged children in our libraries across Midlothian. As a result of funding from the Scottish Library and Information Council, the development of 3D printing services, the launch of *Appiness* – a digital project for under 5s and their parents and the commitment to ensuring that every child is a library member from birth.

**3. Community Safety:** Midlothian Licensing Board approved an Overprovision Statement 2016 based on a profile exercise on the impact of alcohol related harm, and a public consultation.

The Serious & Organised Crime Integrity Group has been established for Midlothian with a range of partners. The group will focus on the principles of the national agenda to deter, disrupt, divert and deter criminality and potential areas of activity. A parallel Prevent Strategy group is also focussed on the counter terrorism agenda.

**4. Delivering Excellence & Shaping our Future:** Customer Service is identified as a strand in the Council approved programme of transformation projects over the period 2015- 2017, with a target saving of £350k to be delivered over 2 years. The savings profile produced has delivered savings of £120,000 across our customer services in 2016/17. These savings have had no impact on frontline service delivery and have presented the opportunity to streamline backroom tasks and build a solid base to take forward further service transformation.

Service structure changes and areas of potential service transformation are fundamental towards the next phase of savings being achieved and will be included in the public consultation in helping shape Midlothian's future.

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

**Challenge:** The Council has a statutory duty to provide temporary accommodation for unintentionally homeless households. Every night an average of 83 homeless households in Midlothian have to stay in Bed and Breakfast (B&B) accommodation, which is the fifth highest use of this type of accommodation by a local authority in Scotland.

B&B accommodation is considered to be an unsuitable environment for homeless households. The current shortage of affordable housing solutions cannot in the short to medium term meet the demand for those experiencing homelessness.

Considering the time and resource that goes into providing temporary accommodation, it is critical that it delivers positive outcomes for people rather than simply a response to homelessness of the households in Midlothian who require our advice and assistance to remain in their communities.

**Action :** The cost of providing temporary accommodation in Midlothian is significant at over £1M annually and demand remains high despite a reduction in overall recorded homelessness in recent years as a consequence of prevention practices by the Council. Action is being taken to reduce this with alternative housing options developed across all available tenures and the plans to re-use Pentland House and Polton Centre for temporary accommodation use are progressing following Council approval, with refurbishment works due for completion when these properties can be used from the Summer.

**Challenge - Syrian Vulnerable Persons Resettlement Scheme**

The rehousing of Syrian arrivals is taking place within existing housing allocation arrangements and the Council's responsibilities under the homelessness legislation. Midlothian Council is assisting with the resettlement and has agreement with the UK Government and Scottish Government to resettle up to 40 people over the period of the next 5 years. 10 people have already been settled and further arrivals are planned this Summer when around half of the Council commitment will be met.

**Action:** 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.

**Challenge - Revenues Services:** Prior to the introduction of Universal Credit, the Benefit Cap was applied to the combined income a household receives from Job Seeker's Allowance, Employment and Support Allowance, Housing Benefit, Child Benefit, Child Tax Credit and Carer's Allowance. Approximately 50 claimants in Midlothian were affected and had their entitlement to housing benefit reduced.

A further phase of Benefit Cap is due to be introduced in Autumn 2016 to an expected 131 claimants.

**Action:** DWP (Department of Work & Pensions) have provided bandwidths of customers affected by the change in the benefit caps and the Council will shortly run a scan to identify those claims affected and notify those households affected. A subsequent follow up scan will be completed late in summer with capping activity taking place in the Autumn. Exemptions for those in receipt of Carers Allowance and Guardians Allowance will be introduced via DWP regulations before the amended cap comes in to force. There are concerns around how caps will be applied to those in receipt of Universal Credit and also how Discretionary Housing Payment will work for these customers.

**Challenge - Community Safety:** The Community Safety & Justice Partnership faces pressure to deliver on the Community Safety priorities within the context of changing priorities from national organisations and a reduction in key resources. Key challenges include:

the number of dishonesty and domestic and non- domestic housebreakings continue to increase.

There has been a rise in overall antisocial behaviour complaints. The partnership is working together to target hot spots and ensure robust case management. A 20% cut in MELDAP (Midlothian and East Lothian Drugs and Alcohol Partnership) funding is presenting challenges regarding sustaining service provision.

**Action:** The Community Safety & Justice Partnership aim to strengthen integrated working where possible and work towards involving communities more in the Partnership with the establishment of the Midlothian Police and Fire & Rescue Committee for statutory scrutiny and review requirements and also the Partnership Group for the wider partner obligations.

The Community Safety Delivery Group is working with Police Scotland on operation RAC (Reduce and Capture) and to raise awareness of home security. The ASBVO (Anti Social Behaviour of Violent Offenders) group continues to work together to safeguard the wellbeing of victims, to tackle perpetrators of antisocial behaviour and crime and contribute towards public reassurance in Midlothian.

**Challenge - Customer Services:** Online transactions are increasing in Revenues and Library services for accessible and convenient contacts to customers. The Council's new website will give us the technology to make a shift to deliver more transactions online as we know that many of our customers would prefer to engage with us online as it fits with their lifestyle and saves time and was launched in July 2016. ([www.midlothian.gov.uk](http://www.midlothian.gov.uk))









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



**Suggested changes to priorities in Service Plan**

No changes





# Customer and Housing Services PI Summary 2016/17

## 01.1 Outcomes and Customer Feedback









Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	123	34	32		<b>Q1 16/17:</b> Data Only.				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	3.7	4.8	10.7		<b>Q1 16/17:</b> Off Target. Outstanding complaints and timescales being progressed internally by relevant managers.  Analysis of reduced performance found an incorrect target date is a factor affecting our complaints response time performance. The target date given on a complaint when logged is incorrect leading to a disproportionate number of first stage complaints failing when it comes to reporting at quarter end. Completion appears to be hitting target date at day 6 when, if these had been completed a day earlier our % success would go from 70% to 89%.		5	Number of complaints complete at Stage 1	27
									Number of working days for Stage 1 complaints to be Completed	290
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	7	25	25		<b>Q1 16/17:</b> Off Target. Outstanding complaints and timescales being progressed internally by relevant managers.		20	Number of complaints complete at Stage 2	3
									Number of working days for Stage 2 complaints to be Completed	75
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	80.19 %	71.88 %	70.37 %		<b>Q1 16/17:</b> Off Target. Outstanding complaints and timescales being progressed internally by relevant managers.  Analysis of reduced performance found an incorrect target date is a factor affecting our complaints response time performance. The target date given on a complaint when logged is incorrect leading to a disproportionate number of first stage complaints failing when it comes to reporting at quarter end. Completion appears to be hitting target date at day 6 when, if these had been completed a day earlier our % success would go from 70% to 89%.		95%	Number of complaints complete at Stage 1	27
									Number of complaints at stage 1 responded to within 5 working days	19

01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	68.75 %	0%	33.33 %		<b>Q1 16/17:</b> Off Target. Outstanding complaints and timescales being progressed internally by relevant managers.		95%	Number of complaints complete at Stage 2	3
									Number of complaints at stage 2 responded to within 20 working days	1



## 01.2 Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 12.400 m	£ 12.613 m	N/A		<b>Q1 16/17:</b> Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	9.12	2.65	1.98		<b>Q1 16/17:</b> Off Target. Absence continues to be addressed internally.		6.50	Number of days lost (cumulative)	305.45
									Average number of FTE in service (year to date)	154.31

## 01.3 Corporate Health

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	92.5%	97.78 %	100%		<b>Q1 16/17:</b> On Target. All 12 actions on target in the first quarter of 2016.17.		90%	Number of service & corporate priority actions	12
									Number of service & corporate priority actions on tgt/completed	12
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	97%	94%		<b>Q1 16/17:</b> On Target.		90%	Number received (cumulative)	1,449
									Number paid within 30 days (cumulative)	1,361
06. Improve PI performance	% of PIs that are on target/ have reached their target.	78.95 %	69.57 %	90%		<b>Q16/17:</b> On Target. 9 out of 10 indicators on target. There are an additional 4 indicators which are included as data only, and do not contribute to this target.		90%	Number on tgt/ tgt achieved	9
									Number of PI's	10
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%		<b>Q1 16/17:</b> No Risks classified as high in quarter. All service specific risks reviewed each quarter.			Number of high risks reviewed in the last quarter	0
									Number of high risks	0

## 01.4 Improving for the Future

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	0%	100%	100%		<b>Q1 16/17:</b> On Target.		90%	Number of on target actions	2
									Number of outstanding actions	2







## Customer and Housing Services Action report 16/17



### 03. Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
M.CSJ.CHS.04.01	01. Fewer people are victims of crime, abuse or harm	Target prolific house breakers and thieves through ASBOs and CRASBOs, working in partnership with the ASBVO group.	31-Mar-2019		25%	<b>Q1 16/17:</b> On Target 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 (Anti Social Behaviour Orders) in force and works in partnership to ensure new ASBO's are applied for as required.
M.CSJ.CHS.04.02		Work in partnership to raise public awareness of crime prevention through campaigns and crime prevention initiatives	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target 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.
CHS.S.02.02	02. The gap between average earnings of the working age population living and working in Midlothian and the Scottish average has decreased	Award monies through Scottish Welfare Fund, in line with set criteria, for Crisis Grants and Community Care Grants, to meet the need of vulnerable clients.	31-Mar-2017		25%	<b>Q1 16/17</b> On Target: Awarded £91,275 to 30 June 2016. £61,725 community care grants and £29,549 crisis grants within budget allocation year to date.
M.SG.CHS.03.01	03. More social housing has been provided taking account of local demand	Deliver more social housing in partnership between Council, Registered Social Landlords and private developers	31-Mar-2017		25%	<b>Q1 2016/17:</b> On Target 10 units completed in Loanhead. The Council currently has 4 sites under construction. 6 properties have been purchased from the open market for use as affordable housing. No Registered Social Landlord developments are under construction at present.
CHS.S.03.02		Designate housing for particular needs within existing and new build stock	31-Mar-2017		33%	<b>Q1 2016/17:</b> On Target 12 units for complex care needs are currently under construction in Penicuik. 1 Wheelchair house under construction in Loanhead.















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.S.04.01	04. Homelessness has reduced, and people threatened with homelessness can access advice and support services	Deliver "Leaving Home" education programme in all schools	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Despite the lack of activity in terms of presentations, Q1 has allowed the programme to be reviewed and updated. Similarly the programme must take into account the academic year and that it cannot commence until the post-summer term in August starts. The new programme will be delivered in conjunction with East Lothian Council, The Citizens Advice Bureau and The Bridges Project, a new partnership for housing education.
CHS.S.04.02		Improve access to homelessness advice & assistance.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Housing options process and website has improved homeless prevention and choice outcomes for clients. Housing Allocation Policy includes percentage lets for homeless group. Common Housing Register improves access to housing and customer focus. Housing advice process in place at Her Majesty's Prison Edinburgh.
CHS.S.04.03		Minimise re-let timescales for mainstream housing.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Good performance (16 days for April and May). June data not yet available.
CHS.S.04.04		Minimise re-let timescales for temporary accommodation.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Good performance (20 days for April and May). June data not yet available.
CHS.S.05.01	05. SMP Reduction in Alcohol and Drug Misuse	Encourage licensed premises to apply for the best bar none scheme	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> A range of activities are underway. These include visits to Pub watches, publicity regarding the most recent award winners and planned contact with all eligible premises.
M.CSJ.CHS.01.03		Undertake a range of proactive communication and engagement activity regarding responsible alcohol consumption	31-Mar-2017		25%	<b>Q1 16/17: On Target.</b> The Licensing Forum continues to promote responsible alcohol consumption. Work is also underway to establish a Dalkeith responsible alcohol retailing group and encourage applicants to apply for the Best Bar None scheme.

# Customer and Housing Services PI Report 16/17



## 03. Service Priorities

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CHS.S.02.01d	02. The gap between average earnings of the working age population living and working in Midlothian and the Scottish average has decreased	Average processing time for new claims (internally calculated)	20 days	20 days	19 days			<b>Q1 16/17:</b> On Target Year to date 19 days.	19 days	2014/15 Scottish Average - 24 days
CHS.S.02.01e		Average processing time for change of circumstances (internally calculated)	6 days	8 days	9 days			<b>Q1 16/17:</b> Off Target. Year to date 8.6 days.	7 days	2014/15 Scottish Average - 8 days
BS.CHS.02.01a		Number of calls received regarding Scottish Welfare Fund	7,391	1,720	1,958			<b>Q1 16/17:</b> Data Only 1,958 Scottish Welfare Fund calls received.		
BS.CHS.02.01b		Number of calls leading to application to Scottish Welfare Fund	4,220	1,018	1,105			<b>Q1 16/17:</b> Data Only 1105 applications received - 661 awarded, 428 refused, 16 declined.		
BS.CHS.02.01c		% of claims to Scottish Welfare Fund dealt with within 48 hours	97.94%	97.64%	98.37%			<b>Q1 16/17:</b> Data Only 98.37% claims decided within 48 hours. 1087 claims on target from a total of 1105 claims		
CHS.S.04.01a	04. Homelessness has reduced, and people threatened with homelessness can access advice and support services	Deliver "Leaving Home" education programme to all High Schools in Midlothian area (% of schools)	100%	33%	25%			<b>Q1 16/17:</b> On Target Q1 has been used to review our housing programme and develop a partnership with East Lothian Council, The Citizens Advice Bureau and The Bridges Project. Two high schools have secured dates for early 2017, while another has expressed their preference for the autumn months. The programme will now also be expanded to Edinburgh College. Despite no presentations having taken place, this is due to the academic year. Activity will commence in Q2.		

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CHS.S.04.02a	04. Homelessness has reduced, and people threatened with homelessness can access advice and support services	Number of customers accessing advice and assistance service	New for 16/17		219			Q1 16/17: Data Only		
CHS.S.04.04a		Re-let time temporary accommodation properties	New for 16/17		34			Q1 16/14: On Target	35	
BS.CHS.S.04.03a		Re-let time permanent properties (days)	52 days	40 days	42 days			Q1 16/17: On Target This figure does not include 5 Quarryfoot Gardens, 11 Loanburn Avenue & 38 Bridge Street due to major structural works taking place.	45 days	14/15 SHBVN peer group average 42 days
M.CSJ.CHS.01.01b	05. SMP Reduction in Alcohol and Drug Misuse	No of licensed premises participating in the best bar none scheme	4	0	0			Q1 16/17: On Target Application process for 16/17 has not yet started. Publicity underway.	5	
HSN1a	Benchmarks	Current tenants' arrears as a percentage of total rent due (quarterly-formula)	8.53%	8.84%	8%			Q1 16/17: On Target: Improvement of 0.47% since 31 March 2016. Collection affected by ongoing economic position and welfare reform. Universal Credit introduced from 27 April 2015 for single claimants with 85 tenants now receiving housing costs through Universal Credit. Recruitment of additional temporary Arrears Officer post to assist with increase in direct contact with tenants through early intervention, compliance with legislation regarding advice and assistance prior to proceeding with court action. Discretionary Housing Payments continued to 2016/17 to help mitigate under occupancy charges.	8%	
P-CORP4		Cost of collecting council tax per dwelling (LGBF)	LGBF measures are reported annually and will be published in January 2017							14/15 Rank 17 (Third Quartile). 13/14 Rank 23 (Third Quartile)
P-CORP7		Percentage of income due from council tax received by the end of the year % (LGBF)	94.4%	27.1%	27.5%			Q1 16/17: On Target	94.2%	14/15 Rank 31 (Bottom Quartile) 13/14 Rank 31 (Bottom Quartile)

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
P-HSN1b	Benchmarks	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (LGBF)	6.85%	LGBF measures are reported annually and will be published in January 2017						14/15 Rank 18 (Third Quartile) 13/14 Rank 6 (TOP Quartile)
P-HSN2	Benchmarks	Percentage of rent due in the year that was lost due to voids (LGBF)	LGBF measures are reported annually and will be published in January 2017							14/15 Rank 4 (TOP Quartile). 13/14 Rank 18 (Third Quartile)

# Local Government Benchmarking Framework - Customer and Housing Services

The LGBF data for 2015/16 will be published by the Improvement Service in January 2017  
Service performance information for 2015/16 is detailed where available



## Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-CORP4	Cost of collecting council tax per dwelling (LGBF)	£14.08		£14.23		£10.65	Data will be published in January 2017	14/15 Rank 17 (Third Quartile). 13/14 Rank 23 (Third Quartile)
P-CORP7	Percentage of income due from council tax received by the end of the year % (LGBF)	93.0%	93.6%	93.9%	93.5%	93.8%	94.4%	14/15 Rank 31 (Bottom Quartile). 13/14 Rank 31 (Bottom Quartile)

## Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-C&L2	Cost per library visit (LGBF)	£3.08	£3.13	£2.81	£2.81	£2.70	Data will be published in January 2017	14/15 Rank 12 (Second Quartile). 13/14 Rank 10 (Second Quartile)
P-C&L5a	Percentage of adults satisfied with libraries (LGBF)	82.8%		78%	81%	72%		14/15 Rank 28 (Bottom 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	
P-HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (LGBF)				4.3%	6.57%	6.85%	14/15 Rank 18 (Third Quartile). 13/14 Rank 6 (TOP Quartile)
P-HSN2	Percentage of rent due in the year that was lost due to voids (LGBF)	1.4%	1.3%	1.6%	1.6%	0.6%	Data will be published in January 2017	14/15 Rank 4 (TOP Quartile). 13/14 Rank 18 (Third Quartile)





# Adult, Social Care Performance Report for Quarter One, 2016-2017



## 01. Progress in delivery of strategic outcomes

**Integration:** Local management arrangements changed on 1st June 2016, with two joint Heads of Service with responsibility for Primary Care and Older People, and Adult Services. These posts now manage services across health and social care. Work is underway to review the management structure.

**Carers:** The publication of the Carers (Scotland) Act 2016 has allowed us to set priorities to be included in the next Carer Strategy. Guidance will be provided from the Scottish Government with a commencement date identified as 1st April 2017, and at this point Council will be in a better position to respond and work on implementing any necessary changes arising from the guidance. Community Health Inequality Team have begun offering sessions out of VOCAL (Voices of Carers Across Lothian) to support people who might struggle to prioritise their own health and support needs.

**Older people:** There have been developments across a number of areas in older peoples services, and some challenges along the way. These include the development of day care whereby Highbank day care has now moved into the Community Hospital. A project proposal is underway to develop the MARC (Midlothian Advice and Resource Centre) building into a community hub, and Woodburn day care will lead on this. The proposal to reprovise Highbank is underway with drawings being configured for the proposed new build. The joint dementia team now has an additional social worker with the aim to manage emergency situations for people with dementia by the autumn. Challenges have included increasing demand on care at home with limited capacity from external providers. The transformation of Newbyres to include a specialist dementia unit is well underway. We anticipate that the new staffing structure will be in place by October 2016.

**Long Term Conditions:** A number of new Health and Wellbeing services are now quite well established providing support to people with long term health conditions, common mental health problems and those experiencing health inequalities.

**Learning Disability:** The programme of transformation continued, with building work started on the complex care housing development in Penicuik, and is on course for completion in February 2017. 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 three remaining people with learning disabilities living in a hospital setting.

**Mental Health:** To help tackle long waiting lists locally for psychological therapies a number of social prescribing alternatives were developed to assist those waiting, and to divert people at an earlier stage by providing preventative services. There is also a focus on better links between Mental Health and Substance Misuse services through a number of initiatives with the ultimate aim of co-location of both services.

**Substance Misuse:** MELDAP (Midlothian and East Lothian Drugs and Alcohol Partnership) are required to implement savings as part of the redesign process to address the 23% reduction in drugs and alcohol monies announced by the Scottish Government in July 2016. During the first quarter of 2016/17, a Midlothian Core Delivery Group started work in identifying an initial savings plan. At its meeting on 2nd July 2016, The MELDAP Strategic Group took cognisance of the initial suggested savings and remitted the Core Delivery Group to identify further savings to provide a balanced budget for the beginning of 2017/18. The MELDAP Strategic Group agreed to use the under spend from previous years to service the 23% reduction in funding for the financial year 2016/17. A letter is to be sent to all commissioned providers, outlining this position.

**Criminal Justice:** The new Community Safety and Justice Partnership has provided governance for the transition towards the new structure for Community Justice. We now have a Partnership Working Group and a partnership analyst who has created area profiles for the seven priority areas identified by the Scottish Government that are seen as most linked to risk of offending/reoffending. These profiles are now helping the partnership to develop the local Outcomes Improvement Plan for Community Justice that will be provided to the national body, Community Justice Scotland, in March 2017. The Spring service continues to expand and new accommodation has been identified at Dalkeith Arts Centre. Funding has also been secured, on a temporary basis, to recruit a social worker for Spring.

## 02. Emerging Challenges and Risks

**Funding Pressures:** There is a continuing requirement to seek major efficiencies despite the growing demand, particularly in relation to older people. The service was overspent primarily as a result of some very high care packages and work is being undertaken to find more cost effective ways of providing care. The move towards an integrated budget through the establishment of the Integration Joint Board provides an opportunity to make better use of collective resources. Specific funding pressures include a potential shortfall between Carers Information Strategy monies, which is due to end, and the provision of funding provided for the implementation of the Carers (Scotland) Act 2016.

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

## Suggested changes to priorities in Service Plan

ASC.S.09.03a - suggest change in wording from "Increase the number of violent offenders with MAPPA involvement" to "Monitor the number of violent offenders with MAPPA involvement"

## Adult, Social Care PI summary









### 01.1 Outcomes and Customer Feedback

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	20	5	10		<b>Q1 16/17:</b> Data Only.				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	1	1	13		<b>Q1 16/17:</b> On Target. This relates to two complaints at stage 1. Stage one complaints relating to social care have a target time of 20 working days, and not 5.		20	Number of complaints complete at Stage 1	2
									Number of working days for Stage 1 complaints to be Completed	26
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	15	19	56		<b>Q1 16/17:</b> Off Target. Outstanding complaints and timescales being progressed internally by relevant managers.		40	Number of complaints complete at Stage 2	1
									Number of working days for Stage 2 complaints to be Completed	56
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	100%	100%	100%		<b>Q1 16/17:</b> On Target. This relates to two complaints at stage 1. Stage one complaints relating to social care have a target time of 20 working days, and not 5.		95%	Number of complaints complete at Stage 1	2
									Number of complaints at stage 1 responded to within 5 working days	2
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 40 working days	100%	100%	0%		<b>Q1 16/17:</b> Off Target. Outstanding complaints and timescales being progressed internally by relevant managers.		95%	Number of complaints complete at Stage 2	1
									Number of complaints at stage 2 responded to within 40 working days	0



### 01.2 Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 35.491 m	N/A		<b>Q1 16/17:</b> Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	12.83	2.53	3.36		<b>Q1 16/17:</b> Off Target. Absence management continues to be addressed.		11.87	Number of days lost (cumulative)	1,369.84
									Average number of FTE in service (year to date)	407.09

### 01.3 Corporate Health









Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	75.76 %	96.15 %	80.95 %		<b>Q1 16/17:</b> Off Target. 34 out of 42 actions on target. Detail of corrective action contained within body of report.		90%	Number of service & corporate priority actions	42
									Number of service & corporate priority actions on tgt/completed	34
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	92%	99%	91%		<b>Q1 16/17:</b> Off Target. Backlog continues to be addressed.		97%	Number received (cumulative)	2,955
									Number paid within 30 days (cumulative)	2,700
06. Improve PI performance	% of PIs that are on target/ have reached their target.	64%	65.79 %	71.43 %		<b>Q1 16/17:</b> Off Target. 5 out of 7 indicators on target. Corrective action for those off target can be found in the body of the report. There are a further 17 which are noted as data only. It is expected that some of these will be reportable in Q2.		90%	Number of PI's on tgt/ tgt achieved	16
									Number of PI's	27
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%		<b>Q1 16/17:</b> On Target (100%). Three high risks reviewed in quarter one. One downgraded to medium.		100%	Number of high risks reviewed in the last quarter	3
									Number of high risks	3







### 01.4 Improving for the Future

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	0%	16.67 %	0%		<b>Q1 16/17:</b> Off Target. One outstanding audit action relating to the upgrade of Social Care information Management system implementation of remains off target.		90%	Number of on target actions	0
									Number of outstanding actions	1













# Adult, Social Care Action report











## 03. Service Priority







Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S. 01.01	01. Health Inequalities	The Adults & Social Care Service will participate in and contribute to the area targeting projects	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target.
ASC.S. 01.02		Social care staff will be trained on inequalities and poverty	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Training sessions on health inequalities delivered to the Community Planning Partnership, GPs and practice staff, Health and Social Care staff, and the third sector, with 85 participants. Training included health inequalities, health literacy and good conversations. Upwards of 85% said the training would benefit their practice.
ASC.S. 01.03		The Social Care Service will establish links with new local services e.g. Community Health Inequalities Team and the Thistle Project	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Practitioner Forum established to ensure effective partnership working.
ASC.S. 02.01	02. Review the model of care management	Reduce the waiting times for occupational therapy and social work services	31-Mar-2017		15%	<b>Q1 16/17:</b> Off Target. Service in process of recruiting one occupational therapist and two community care assistants. Plans to progress in place but not yet implemented. Performance tracked through monthly performance monitoring frameworks.
ASC.S. 02.02		Address the lack of capacity to undertake care package reviews	31-Mar-2017		15%	<b>Q1 16/17:</b> Off Target. Service in process of recruiting one occupational therapist and two community care assistants. Plans to progress in place but not yet implemented. Performance tracked through monthly performance monitoring frameworks.
ASC.S. 02.03		Strengthen joint working with health colleagues	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Initial analysis of processes and volume undertaken.
ASC.S. 02.04		Social Care staff will have more involvement in anticipatory care planning	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Currently at early planning stages, working out the understanding and needs of staff to be able to contribute effectively to anticipatory care planning.
ASC.S. 02.05		Fully implement the uptake of Self Directed Support	31-Mar-2017		75%	<b>Q1 16/17:</b> On Target. Work is continuing to embed Self Directed Support as a business as usual process. Current focus is on finance and admin processed to support flexibility in the provision of support.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S. 03.01	03. Supporting service users through the use of technology	Introduce community frailty assessments	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target.
ASC.S. 04.01	04. Carers	Continue to work with voluntary organisations to seek to identify hidden carers	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. This continues to be a priority. In addition, working towards an application for "Carer Positive" status through links with the Midlothian Council Healthy Working Lives Group; working towards supporting employees in their paid work lives whilst they are undertaking an unpaid carer role. Seeking guidance regarding developing an information sharing agreement with a voluntary organisation so that an improved mapping and better appreciation of individual numbers of carers can be calculated; assisting with development and targeting of services.
ASC.S. 04.02		Review the carer assessment process in light of new legislation	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Opportunities for staff training regarding supporting carers and statutory requirements have been offered, and more training is planned. Current adult carer assessment practice continues, and more significant changes will be incorporated in light of guidance to accompany the Carers (Scotland) Act (2016) when this is published, anticipated to be in 2017. Ongoing separate working group looking at the impact and requirements of the legislation in relation to Young Carers, and thought being given to who will undertake the Young Carer Statement; creation of eligibility criteria; how the legislation relates to the requirements of the Children & Young People (Scotland) Act 2014.
ASC.S. 04.03		Develop a more structured and comprehensive approach to the provision of emergency planning for carers	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Responding to input from members of the Midlothian Carers Strategic Planning Group and Carers Action Midlothian, and also the priority issue identified within the Carers (Scotland) Act (2016) legislation, a working group focussing on Emergency Planning for Carers will be established. The group will seek to explore options which best support carers, and will include discussions regarding what support carers and cared for can expect in an emergency; who develops and updates the emergency plans; who hold the emergency plan information.
ASC.S. 05.01	05. Older People	Develop and expand the MERRIT service to provide increased support and enable quicker discharge from hospital	31-Mar-2017		70%	<b>Q1 16/17:</b> On Target. Current discussions are taking place by the MERRIT (Midlothian and East Lothian Rapid Response and Intervention Team) project team members to agree further expansion of the team and will consider the best skill mix of staff required across both nursing and care support staff.
ASC.S. 05.02		Increase the range of intermediate care options within the community	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Highbank and MERRIT (Midlothian and East Lothian Rapid Response Intervention Team) at full capacity, which may impact on responding to referrals for hospital discharge or crises in the community.











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S. 05.03	05. Older People	Expand the 7 day working capacity of the Hospital at Home Team to manage 10 people at any one time	31-Mar-2017		90%	<b>Q1 16/17:</b> On Target. The Hospital at Home team nurses have been working over 7 days for the past 9 months. The Medicine of the Elderly on call consultant at the Royal Infirmary provides medical advice to the nurses at the weekend. The virtual ward remains at 10 beds.
ASC.S. 05.04		Develop a business case for the reprovision of Highbank care home to become a purpose built intermediate care home	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Business case completed. Funding agreed, and plans currently being drawn up.
ASC.S. 05.05		Develop Inreach Hospital Discharge Team with a focus on identifying the readmission rates and reasons with the Hospital Inreach Nurse	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Working closely with hospitals.
ASC.S. 05.06		Implement the Falls Strategy	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Strategy now in place.
ASC.S. 05.07		Development of the Joint Dementia Service to manage crisis referrals for people with dementia and their families	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Fixed term appointment concluded for Social Work post. Worker in post, commenced with service 13th June. Current period of induction and 'skilling up' with view to introduction of duty response within the service late autumn. GP forum on 10th May updated regarding proposal.
ASC.S. 05.08		Develop Day Support services to older people focussing on community hubs and a day support referral panel	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Highbank daycare now in the community hospital and developing a hub in the MARC (Midlothian Advice & Resource Centre) Building.
ASC.S. 05.09		Reprovision Gore Avenue extra care housing	31-Mar-2017		15%	<b>Q1 16/17:</b> Off Target. Existing housing on the site now demolished. Builder to be appointed and application for planning permission to be taken forward for this development, but units will not be completed by March 2017.
ASC.S. 05.10		Increase support to all care homes through a Care Home Nurse Advisor	31-Mar-2017		100%	<b>Q1 16/17:</b> Complete. Nurse Advisor now in post.
ASC.S. 06.01	06. Adults - Mental Health	Improve access to early intervention including through Gateway Services	31-Mar-2017		95%	<b>Q1 16/17:</b> On Target. Gateway Services due to go live on 27th August. Premises established and staff in place, currently going through induction.
ASC.S. 06.02		Address the physical health needs by providing drop in sessions in the community hospital.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target.
ASC.S. 06.03		Address the physical health needs through the Community Inequalities Team	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target.
ASC.S. 06.04		Strengthen self-management through peer support and House of Care services	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. New access point established to improve ease of access to services.









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S. 07.01	07. Adults - Learning Disability	Develop and implement 12 new homes specifically to meet the housing needs for people with complex learning disabilities	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Site build started, on schedule and within budget. Tender for care provision due to take place in July.
ASC.S. 07.02		Seek to invest in the development of a service to support families and paid care staff working with people with challenging behaviour	31-Mar-2017		20%	<b>Q1 16/17:</b> Off Target. Work ongoing to review complex care provision on a Lothian wide basis. Development sessions with staff planned to take place during Q2.
ASC.S. 08.01	08. Adults substance misuse	Reshape local services following reduction in funding	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. A "potential savings" paper has been agreed by the Midlothian Core Delivery Group and MELDAP (Midlothian and East Lothian Drugs and Alcohol Partnership) Strategic Group.
ASC.S. 08.02		Shift our use of resources to services which support recovery including peer support such as the Recovery Cafe and Health Centre pilot work	31-Mar-2017		50%	<b>Q1 16/17:</b> On Target. Whilst the Midlothian Core Delivery Group will endeavour to protect the post-treatment Recovery services, there may be a need to further develop co-production and partnership initiative to creatively ensure the further development of Recovery services.
ASC.S. 09.01	09. Adults - Offenders	Continue and expand the SPRING service provision in line with funding	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Vacancy for Spring Social Worker advertised, and expected to recruit during Q2. Service moving to Dalkeith Arts Centre by end of Q1.
ASC.S. 09.02		The new service to be provided by the Communities Health Inequalities Team will include specific targeting of people who have offended	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Communities Health Inequalities Team met with social work team leaders to progress working together.
ASC.S. 09.03		Extend Multi-Agency arrangements to include violent offenders	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Processes in place and ready to be implemented, however there have not yet been any suitable candidates identified.
ASC.S. 10.01	10. Adults with long term conditions, disability and sensory impairment	Lifestyle management work will be progressed with the Thistle Project to support the House of Care	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Wellbeing and Inequalities Team established. Peer Support Grants now available for new groups.
ASC.S. 10.02		Lifestyle management work will be progressed with the Communities Health Inequalities project to support the House of Care	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Communities Health Inequalities Team now working in Midlothian in areas such as homelessness.
ASC.S. 10.03		OT provided lifestyle management work will be progressed to support the House of Care	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Two Occupational Therapists funded through the Integrated Care Fund are now in place.













Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S. 10.04	10. Adults with long term conditions, disability and sensory impairment	Implementation of a new service funded by MacMillan to support individuals following cancer treatment to address lifestyle issues including employment, exercise, diet, counselling and social activities	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target. Service implemented in June 2016. MacMillan Work Service committed to monthly bookings, and drop in services are available for all issues noted except counselling, which will continue to be progressed during 2016/17. This pilot scheme will allow for further development and learning through the remainder of the year.
ASC.S. 10.05		Evaluate the need and most appropriate service response to the needs of people under 65yrs, learning from the experience of such facilities in Highbank for older people.	30-Apr-2017		15%	<b>Q1 16/17:</b> Off Target Planning underway to ascertain demand from this service group.
ASC.S. 10.06		Coordinate the production of clear information on the availability and suitability of taxis available in Midlothian	30-Apr-2017		15%	<b>Q1 16/17:</b> Off Target. Still in planning stage, however included as part of the 16/17 action plan.
ASC.S. 10.07		Coordinate the development and promotion of a resource pack to inform and support employers to recruit people with disabilities	31-Mar-2017		15%	<b>Q1 16/17:</b> Off Target. Still in planning stage, however included as part of the 16/17 action plan.
ASC.S. 10.08		Coordinate the provision of hearing aid maintenance and repair clinics in libraries including the recruitment of volunteers	30-Apr-2017		25%	<b>Q1 16/17:</b> On Target. Work ongoing, and contained within 16/17 action plan. Capacity issues within audiology preventing progression but being monitored and managed, with further progress expected during Q2.
ASC.S. 10.09		Arrange and deliver training to all health and social care staff working with NHS Lothian partners to ensure the implementation of a system to flag up sensory impairment on medical records	30-Apr-2017		10%	<b>Q1 16/17:</b> Off Target. Included in 2016/17 action plan. This is included in general awareness training, but it is acknowledged that this is a challenging target to achieve by the end of 2016/17.















# Adult, Social Care PI Report













## 03. Service Priority

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.01.02a	01. Health Inequalities	Increase the number of staff trained in inequalities & poverty	New for 16/17		85			<b>Q1 16/17:</b> Data Only. This is a new measure. Results for 2016/17 will help to inform any future target setting.		
BS.ASC.S.02.05b	02. Review the model of care management	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%	86%	83%			<b>Q1 16/17:</b> On Target. 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.	83%	
ASC.S.02.01b		Average waiting time for social work services	New for 16/17		19 weeks			<b>Q1 16/17:</b> Off Target. Service in process of recruiting one occupational therapist and two community care assistants. Plans to progress in place but not yet implemented. Performance tracked through monthly performance monitoring frameworks.	6 weeks	
ASC.S.02.05a		Improved reported outcomes by service users	87.57%	83.4%	87.8%			<b>Q1 16/17:</b> On Target. Reviews include nine outcomes focussed questions. Since not all questions are asked at each review, this measures the proportion of people who responded positively to at least 66% of the questions they were asked. Target has been reviewed and increased to 75%, as performance over eight reported quarters has consistently been over 80%.	75%	

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.02.05c	02. Review the model of care management	Increase the % of people who said that the care and support they received had a positive impact on their quality of life	89%	86%	89%			<b>Q1 16/17:</b> On Target. Responses over four user survey (2015) questions were averaged. These questions were that social work services have helped them in the following ways: a. "to feel safer" (93%); b. "to lead a more independent life" (96%); c. "to feel part of my community" (82%); d. "feel healthy" (83%). Results have been calculated by excluding the "neither agree nor disagree" response to ensure consistency with previous reporting.	85%	
ASC.S.02.05d		Increase the % of people who feel they are participating more in activities of their choice	88.24%	77%	90.48%			<b>Q1 16/17:</b> On Target. Responses over four user survey (2015) questions were averaged. These questions were that social work services have helped them in the following ways: a. "to feel safer" (93%); b. "to lead a more independent life" (96%); c. "to feel part of my community" (82%); d. "feel healthy" (83%). Results have been calculated by excluding the "neither agree nor disagree" response to ensure consistency with previous reporting.	75%	
ASC.S.02.05e		The proportion of people choosing SDS option 1	5.1%	5.3%	5.4%			<b>Q1 16/17.</b> Data Only . There is no target for self directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. This refers to 122 out of 2,254 individuals choosing option 1, and includes those under the age of 18.		
ASC.S.02.05f		The proportion of people choosing SDS option 2	5.2%	6.8%	4.8%			<b>Q1 16/17.</b> Data Only. There is no target for self directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. This refers to 110 out of 2,254 individuals choosing option 2, and includes those under the age of 18.		

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.02.05g	02. Review the model of care management	The proportion of people choosing SDS option 3	97.2%	87.9%	93.2%			<b>Q1 16/17:</b> Data Only. There is no target for self directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. This refers to 2,102 out of 2,254 individuals choosing option 3, and includes those under the age of 18.		
ASC.S.02.05h		The proportion of people choosing SDS option 4	7.4%	N/A	4%			<b>Q1 16/17:</b> Data Only. There is no target for self directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. This includes those under the age of 18. As option 4 refers to individuals who choose more than one option, these service users are also included in at least two of the first three options.		
ASC.S.04.02a	04. Carers	Increase the number of people receiving an assessment of their care needs (Carer Conversations)	126	27	33			<b>Q1 16/17:</b> On Target.	138	
ASC.S.04.02b		The ratio of workflow which is a Carer's Conversation	New for 16/17		4.23%			<b>Q1 16/17:</b> Data Only. Workflow in this measure refers to assessments, reviews and carer's conversations completed during Q1 16/17.		
ASC.S.05.01a	05. Older People	Increase the proportion of MERRIT callouts which result in a fall assessment	23.57%	20%	38%			<b>Q1 16/17:</b> On Target. 334 out of 878 callouts during April-June were for falls. Target for 2016/17 based on performance during 2015/16.	30%	
ASC.S.05.02a		Increase the percentage of Intermediate Care at Home clients who returned home with no package of care	4%	0%	N/A			<b>Q1 16/17:</b> Data Only. Technical issues being investigated to ensure performance can be reported in quarter 2. Target adjusted to take account of performance in 2015/16.		Baseline 8.7% 2014/15

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.05.02b	05. Older People	Decrease the percentage of Intermediate Care at Home Clients who were admitted to a care home	15%	11.5%	N/A			<b>Q1 16/17:</b> Data Only. Technical issues being investigated to ensure performance can be reported in quarter 2. Target adjusted to take account of performance in 2015/16.		Baseline of 15.2% identified at end of 14/15.
ASC.S.05.02c		Decrease the percentage of Intermediate Care at Home Clients who returned to hospital	11.9%	6.5%	N/A			<b>Q1 16/17:</b> Data Only. Technical issues being investigated to ensure performance can be reported in quarter 2. Target adjusted to take account of performance in 2015/16.	15%	Baseline of 39% identified at end of 14/15.
ASC.S.05.05a		Reduce the rate of per 1,000 population emergency admissions for people aged 75+	44.96	27.36	354			<b>Q1 16/17:</b> Data only. This is an NHS HEAT (Health Improvement; Efficiency; Access to Treatment; Treatment) target, supplied by NHS six months in arrears. Difficult to set targets as this is not wholly within the control of Council.		
ASC.S.05.05b		Reduce the number of patients delayed in hospital for more than 72 hours at census date	1	8	7			<b>Q1 16/17:</b> Off Target. Whilst there were seven patients 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.	0	
ASC.S.05.08a		Increase the number of older people attending day centres	New for 16/17		279			<b>Q1 16/17:</b> Data Only. Any target setting for future reporting will be based on activity measured in 2016/17.		
BS.ASC.S.05.01b		Decrease the percentage of falls which result in a hospital admission for clients aged 65+	4.79%	8.4%	1.19%			<b>Q1 16/17:</b> On Target. 4 out of 334 falls resulted in a hospital admission in the period April-June. Target for 2016/17 based in performance during 2015/16.	10%	
BS.ASC.S.05.05c		Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date	1	0	2			<b>Q1 16/17:</b> Off Target. Two patients delayed at census date, but actively managed to facilitate discharge.	0	

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
ASC.S.08.02a	08. Adults substance misuse	Increase the number of people accessing peer support services	New for 16/17	44				<b>Q1 16/17:</b> Data Only. Measure collected for first time. Target setting for any future monitoring will be advised by 16/17 performance.		
ASC.S.09.01a	09. Adults - Offenders	Numbers accessing SPRING service	New for 16/17	13				<b>Q1 16/17:</b> Data Only. This is the first year of data collection for this measure. Any future targets will be informed by 2016/17 data.		
ASC.S.09.03a		Increase the number of violent offenders with MAPPA involvement	New for 16/17	0				<b>Q1 16/17:</b> Data Only. No violent offenders currently within Midlothian.		
ASC.S.10.04a	10. Adults with long term conditions, disability and sensory impairment	The number of people attending the Transforming Care after Treatment drop in centre in Lasswade	New for 16/17	5				<b>Q1 16/17:</b> Data only. 2016/17 is the first year that this information is being collected. Year end performance will be used to inform any future target setting		
ASC.S.10.04b		The number of people receiving an holistic needs assessment	New for 16/17	9				<b>Q1 16/17:</b> Data Only. 2016/17 is the first year that this information is being collected. Year end performance will be used to inform any future target setting		
ASC.S.10.09a		Number of people receiving training	New for 16/17	85				<b>Q1 16/17:</b> Data Only.		



## Local Government Benchmarking Framework - Adult, Social Care

The LGBF data for 2015/16 will be published by the Improvement Service in January 2017  
Service performance information for 2015/16 is detailed where available



Adult, Social Care								
Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-SW1	Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£16.22	£16.98	£12.46	£23.81	£28.22	Data will be published in January 17	14/15 Rank 30 (Bottom Quartile). 13/14 Rank 27 (Bottom Quartile)
P-SW2	SDS spend on adults 18+ as a % of total social work spend on adults 18+(LGBF)	2.76%	2.18%	2.39%	2.73%	2.62%		14/15 Rank 18 (Third Quartile). 13/14 Rank 13 (Second Quartile)
P-SW3	Percentage of service users 65+ with intensive needs receiving care at home. (LGBF)	36.3%	38.4%	53.6%	38.8%	30.72%		14/15 Rank 22 (Third Quartile). 13/14 Rank 14 (Second Quartile)
P-SW4	Percentage of adults satisfied with social care or social work services (LGBF)	51.7%		57%	42%	43%	Data will be published in January 17	14/15 Rank 22 (Third Quartile). 13/14 Rank 29 (Bottom Quartile)
P-SW5	The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£351.30	£382.20	£390.84	£392.51	£377.86		14/15 Rank 14 (Second Quartile). 13/14 Rank 20 (Third Quartile)



## Children's Services Quarter One 2016-17 Performance Report



### 01. Progress in delivery of strategic outcomes

Since the last reporting period, we have progressed the Children's Services service review and now have Board approval to move forward. Children's Services Staff will be advised of the new structure on Friday September 9th. In addition to this the GIRFEMC (Getting it right for every Midlothian Child) Board has signed off Our Corporate Parenting Strategy and plan which give us a clear direction going forward around our agreed priorities.

Midlothian have been successful in being selected as only one of four test sites within Scotland to join the Permanence and Care Excellence Programme (PACE) programme. This is a significant achievement having PACE come on board to help us further develop our permanence framework. This ground breaking programme was established in 2014 by Scottish Government and CELCIS (Centre for excellence for looked after children in Scotland). Its aim was to improve how local councils work with other agencies; Children's Hearings System, Scottish Children's Reporter Administration, Courts, and other organisations to place vulnerable children in stable, long-term care.

The programme works in partnership with key stakeholders, using a whole systems approach - designed to better understand and address sources of drift and delay from across all the agencies working with looked after children. Its main purpose is to help agencies make timely, robust decisions for children so that they achieve lasting permanent placements. The approach involves promoting and influencing best practice, using Quality Improvement methodology and a programme management approach. We have agreed the timescale of this work shall commence in January 2017 due to the commitment required from staff and partner agencies and once the service review is complete.

Children's Services have now fully embedded our outcome focussed stage 2 assessments into practice and we are currently piloting the outcome focussed assessments in relation to stage 3 work to ensure it meets the tests and rigour of children's hearing, adoption panels and court requirements. Sitting alongside this is the implementation of the national risk assessment framework.

We have agreed processes in place in relation to the implementation of the Named person on the 31st August although there are minor teething issues that still require clarification from the ICO (Information Commissioners Office) around the sharing and 'screening' of information. Meetings are planned to address this during July.

Whilst our numbers for LAC/LAAC (Looked after Children / Looked after and accommodated Children) remain below the Scottish average, our figures for child protection are rising and have taken us just over the Scottish national average. This is being monitored through the public protection Performance & Quality Improvement sub group however at this time we are unsure why we have this sudden increase in child protection referrals.

We have Implemented the Vulnerable Young Person's Protocol which assists staff in children's service and our partner agencies to identify levels of risk in particular with those cases where we are considering an alternative placement such as secure care. By managing the level of risk across all agencies, we can often prevent young people leaving Midlothian by agreeing a risk management plan that manages the levels of risk until such times that the young person's level of risky behaviours decreases.

In summary, we have established a number of strategies, policies, procedures and processes which provide a sound foundation for Midlothian Children's Services to continue its journey into a new structure. This will enable a clear focus on robust early intervention and prevention, ensuring that care experienced young people are afforded timely family finding wherever possible. Furthermore, young people transitioning through the care system are supported into adulthood.

### 02. Emerging Challenges and Risks

Whilst we have managed to make and maintain positive improvements a number of challenges remain. These include the budget and the ongoing financial constraints. The new structure using the delivering excellence framework has been approved and delivers on the agreed savings, however further savings and more radical decisions are required in order to bring about significant further cuts in the budget. A further challenge at this time is maintaining staff morale

and motivation pending the outcome and implementation of the service review.

Whilst a great deal of time and effort has been put into the implementation of the Named person service there remain challenges around the sharing of information which are still not resolved. This in turn gives rise to concerns around staff being given information that they cannot daily screen. At this time we are unsure of the volume of referrals that will come into the service.

Continue to implement areas of work outlined in the Children and Young People's (Scotland) Act 2104 and the potential impact on resources; kinship care support, continuing care, residential care, foster care etc. Continued focus on maintaining children in local foster care

#### Suggested changes to priorities in Service Plan

**BS.CS.03** - Number of external placements purchased this year **CHANGE TO** Number of external "Foster" placements purchased this year.

**BS.CS.05** - Number of children/young people who are LAC **CHANGE TO** Change to Number of children/young people who are "Looked after at home".

**SMP.G.C.5.1a** - The number of looked after children and young people placed out of area. Split into 2 indicators

-- The number of looked after children and young people placed in Foster placement outwith Midlothian

-- The number of looked after children and young people placed in Residential School outwith Midlothian

**SMP.G.C.1b** Number of families receiving early intervention services - **Remove as measured in Service plan.**

**SMP.G.C.1g** The percentage of children & families surveyed who say that services have made a positive difference  
**Remove as this question doesn't appear in any of the current surveys. Current surveys follow the SHINARRI model of wellbeing indicators.**

**CS.S.02.01b** Evidence of co-location and resource sharing; feedback from stakeholders. **Indicator to be removed as covered by CS.S.01.01d** Feedback from communities, service users and partners on information available on how to access support.

**CS.S.02.01c** Feedback from communities, service users and partners. **Indicator to be removed as covered by**

**CS.S.01.01d** Feedback from communities, service users and partners on information available on how to access support.

01/08/2017 Request received

#### New PI

How many Midlothian children are on the child protection register

% of Midlothian children on the child protection register in relation to the Scottish average

How many Child Protection plans have chronology

% of Midlothian LAC in comparison with Scottish Average

% of Midlothian LAAC in comparison with Scottish Average

#### Existing PIs to be reinstated

CF.LPI.05 Child Protection: % of Core Group meetings held within 15 days for Initial (cumulative)

CF.LPI.04 Child Protection: % of Core Group meetings held within a 4 week period

# Children's Services PI summary









## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	13	0	4		Q1 16/17: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	1	0	1		Q1 16/17: On Target		20	Number of complaints complete at Stage 1	1
									Number of working days for Stage 1 complaints to be Completed	1
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	12.5	0	15.67		Q1 16/17: On Target		40	Number of complaints complete at Stage 2	3
									Number of working days for Stage 2 complaints to be Completed	47
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 20 working days	100%	0%	100%		Q1 16/17: On Target		95%	Number of complaints complete at Stage 1	1
									Number of complaints at stage 1 responded to within 20 working days	1
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 40 working days	100%	0%	100%		Q1 16/17: On Target		95%	Number of complaints complete at Stage 2	3
									Number of complaints at stage 2 responded to within 20 working days	3



## 01.2 Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.558 m	£ 14.864	N/A		Q1 16/17: Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	12.84	2.67	4.51		Q1 16/17: Off target. This is a priority area which as a service we are addressing to reduce our absence management statistics. Following training, we are endeavouring to provide a consistent yet supportive approach across the service.		8.50	Number of days lost (cumulative)	622.97
									Average number of FTE in service (year to date)	138.01

### 01.3 Corporate Health








Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%		Q1 16/17: On Target		90%	Number of service & corporate priority actions	10
									Number of service & corporate priority actions on tgt/completed	10
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	96%	95%		Q1 16/17: On Target		95%	Number received (cumulative)	363
									Number paid within 30 days (cumulative)	344
06. Improve PI performance	% of PIs that are on target/ have reached their target.	77.78 %	81.82 %	100%		Q1 16/17: On Target		90%	Number on tgt/ tgt achieved	8
									Number of PI's	8
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%		Q1 16/17: On Target No high risks.		100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0




### 01.4 Improving for the Future

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	100%	0%	0%		Q1 16/17: There are currently no outstanding audit actions for Children's Service		0%	Number of on target actions	0
									Number of outstanding actions	0

# Children's Services Action report

## 03. Service Priorities













Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.S.01.01	01. Children and young people are supported to be Healthy, happy and reach their potential	Establish a service that is flexible and responsive within a spectrum of early intervention, effective and proportionate support and ensuring the protection of every child.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> The new Children's service structure was accepted by the Board on 1st July however will not be shared with staff until 9th September due to other pressures. Following consultation, interviews for the new structure should be implemented by the new year at latest to allow new service to deliver on actions.
CS.S.01.02		Implement the changes outlined in the Children & Young People (Scotland) Act 2014, in relation to the Named Person provision.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> The Named Person legislation becomes statutory on 31.08.16 – processes are in place to support this going forward.
CS.S.02.01	02. Effective and efficient use of resources	Increase opportunities to work in collaboration, identifying opportunities to work with voluntary orgs and community groups, including resource-sharing and co-location, also for working more closely with partners at earlier stage and signposting to universal services	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Work is progressing regarding the move to new premises which will allow opportunities for other organisations to drop in. Move not anticipated to progress until January 17.
CS.S.02.02		Implement the changes outlined in the Children & Young People (Scotland) Act 2014 in relation to supporting care-experienced young people.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Once the new structure is announced in Q2 we shall have a more defined service for this area of work.
CS.S.02.03		Continue to promote active participation from our care experienced young people and to promote the work of the champions board through mentoring/work experience & leadership work	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Work progressing with Corporate Parenting Board with strategy & plan endorsed 30th June 2016.
CS.S.02.03		Improve educational outcomes of our looked after at home children.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Baselines have been established for Care Experienced Young People (CEYP) from 2014/15 Educational attainment and will be used in Q3 to measure progress.
CS.S.02.04		Implement alternative care arrangements for those young people who are at risk of secure care.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Children's services are considering alternatives to secure care in every case including using the "Flat". There are currently no children in secure accommodation.















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.S.03.01	03. Participation	Improve mechanism for regular feedback from our staff and continuous improvement.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target The new Supervision policy has been fully implemented, alongside the annual staff survey and robust adherence to HR procedures help maintain regular feedback from staff.
CS.S.03.02		Ensure that the service review provides a service that has a skilled and professional workforce who are able to appropriately respond to a wide range of needs and risk at the earliest opportunity	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target The new structure will focus upon the reclaiming Social Work Approach with identified areas of work such as motivational interviewing, Family Therapy Training (4 workers to complete course starting Sept 16) & trauma based work.
CS.S.03.03		Increase feedback from children and young people on their experiences of service provision, to improve service provision for children and young people across Midlothian. Promote active participation from children and young people who are service users.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Children and service user input / feedback have been an integral part of the Service review and an ability to maintain this regularly has been incorporated into the new Service model. An update will be available on implementation in Q3.



















# Children's Services PI Report

03. Service Priorities - all Children's Services Performance indicators are new for 16/17 therefore there is no previous trend data for 2015/16.

PI Code	Priority	PI	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Status	Short Trend	Note		
CS.S.01.01a	01. Children and young people are supported to be Healthy, happy and reach their potential	All Children's Service Teams relocated to new premises.	25%			<b>Q1 16/17:</b> On Target Plans are in place to relocate services in Q4 (January 2017).	100%	
CS.S.01.01b		Service structure re-designed to create teams with multiple, clearly defined roles.	25%			<b>Q1 16/17:</b> On Target Following consultation with staff and Service users the new structure has been designed to clarify roles. Structure has been approved by Board and will be implemented in Q2.	100%	
CS.S.01.01c		As part of re-design, increased evening and weekend working where needed.	N/A			<b>Q1 16/17:</b> N/A A flexible approach to evening and weekend working to meet the needs of service users will be expected from teams when the new structure is implemented in Q2.	100%	
CS.S.01.01d		Feedback from communities, service users and partners on information available on how to access support.	25%			<b>Q1 16/17:</b> On Target Feedback from communities, service users and partners has been considered as part of the Service review and fed into the outcomes.	100%	
CS.S.01.02a		Establish a named person service	25%			<b>Q1 16/17:</b> On Target Named person service is established and will go live with legislation in Q2.	100%	
CS.S.01.02b		Ensure sufficient information is shared with parents, carers & professionals in relation to the role of named person and how to make a complaint	25%			<b>Q1 16/17:</b> On Target Information leaflets are being produced and will be available through Midlothian and Schools websites as well as physically in Schools and public offices.	100%	

PI Code	Priority	PI	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Status	Short Trend	Note		
CS.S.01.02c	01. Children and young people are supported to be Healthy, happy and reach their potential	Ensure that service is robust over the school holiday periods and that professionals, and parents know where to refer to.	25%			<b>Q1 16/17:</b> On Target	100%	
CS.S.01.02d		Ensure Midlothian website is updated regularly with relevant information in relation to Named Person Service.	25%			<b>Q1 16/17:</b> On Target Information leaflets are being produced and will be available through Midlothian and Schools websites.	100%	
CS.S.02.01a	02. Effective and efficient use of resources	Feedback from stakeholders and evidence of collaborative working practices.	N/A			<b>Q1 16/17:</b> On Target Data only (New indicator)		
CS.S.02.01b		Evidence of co-location and resource sharing; feedback from stakeholders.	N/A			<b>Q1 16/17:</b> N/A Indicator to be removed as covered by CS.S.01.01d		
CS.S.02.01c		Feedback from communities, service users and partners.	N/A			<b>Q1 16/17:</b> N/A Indicator to be removed as covered by CS.S.01.01d		
CS.S.02.02a		Establish a continuing care support structure which gives LAAC the right to stay in placement until the age of 21	25%			<b>Q1 16/17:</b> On Target The new service structure has taken the continuing care requirements and appropriate supports into account. Data only (New indicator)		
CS.S.02.02b		Establish "advice, guidance and assistance" provision to care leavers up to the age of 26 where this is something that would be helpful to them.	25%			<b>Q1 16/17:</b> On Target The continuing care requirements and appropriate supports has been taken into account is designing the new structure. Data only (New indicator)		

PI Code	Priority	PI	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Status	Short Trend	Note		
CS.S.02.03a	02. Effective and efficient use of resources	Attendance of Corporate Parents at Champions Board Meeting. Measure active participation in priorities set out in Corporate Parenting Plan?	25%			<b>Q1 16/17:</b> On Target Corporate Parenting board have been represented at both Champion Board meetings so far this year. Minute's of meeting will be checked to identify future participation in priority setting. Data only (New indicator)		
CS.S.02.04a		Average total tariff score for 16 year old Care Experienced Younger People	N/A			<b>Q1 16/17:</b> N/A Information for this indicator will be available in Q2. Data only (New indicator)		
CS.S.02.04b		Number of CEYP continuing into 5th & 6th year.	N/A			<b>Q1 16/17:</b> N/A Information for this indicator will be available in Q2. Data only (New indicator)		
CS.S.02.05a		Reduce the number of young people in secure care	0			<b>Q1 16/17:</b> On target. There are currently no young people in secure. Data only (New indicator)	1	
CS.S.03.01a	03. Participation	Staff survey feedback; Service user feedback	25%			<b>Q1 16/17:</b> On Target The new Supervision policy has been fully implemented, alongside the annual staff survey and robust adherence to Human Resource procedures help maintain regular feedback from staff. Data only (New indicator)		
CS.S.03.02a		LAC/LAAC & CP figures remain below Scottish average.	25%			<b>Q1 16/17:</b> Off Target The current rate per 1,000 of young people looked after in Midlothian is 13.5 compared to the national rate of 14.9. The current rate per 1,000 of children on the Child Protection Register is 3.4 compared to the national rate of 3.0. Data only (New indicator)		
CS.S.03.02b		Number of families receiving intensive support from early intervention team and reduce the duration of involvement.	N/A			<b>Q1 16/17:</b> N/A Baselines and targets for this indicator will be established in Q4 for 17/18. Data only (New indicator)		
CS.S.03.03a		Feedback from service users on experience of using services.	25%			<b>Q1 16/17:</b> On Target. Children and service user input / feedback have been an integral part of the Service review and an ability to maintain this regularly has been incorporated into the new Service model. An update will be available on implementation in Q3. Data only (New indicator)		

## Local Government Benchmarking Framework - Children's Services



Children's Services								
Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-CHN8a	The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£1,832.00	£2,404.00	£2,869.00	£2,465.00	£1,748.35	Data for 15/16 will be published in January 2017	14/15 Rank 1 (TOP Quartile). 13/14 Rank 7 (TOP Quartile)
P-CHN8b	The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£258.00	£319.00	£271.00	£250.00	£311.20		14/15 Rank 24 (Bottom Quartile). 13/14 Rank 20 (Third Quartile)
P-CHN9i	Balance of Care for looked after children: % of children being looked after in the Community (LGBF)	88.41%	87.32%	91%	92%	87%		14/15 Rank 20 (Third Quartile). 13/14 Rank 6 (TOP Quartile)

# Communities and Economy Quarter One 2015/16 Performance Report

Special Cabinet  
Tuesday 30 August 2016  
Item No 4.5



## 01. Progress in delivery of strategic outcomes

### Overall Strategy

- Council approval of Midlothian Local Development Plan for sending formally to Scottish Ministers.
- Identification of specific projects in Midlothian for implementation through the Borders Rail Blueprint funding programme.
- Council confirmation of its commitment to City Deal, including proposed governance arrangements.

### Serving Communities

- Delivery of a Scottish Government funded Participatory Budgeting Project in Mayfield/Easthouses where 350 residents decided on the allocation of £30,000 to 17 locally based community projects.
- Joint Police/Trading Standards *operation Monarda 5* to target doorstep crime.
- Successful collaboration with Police by Trading Standards to stop sales of 'Poppers' (Amyl Nitrite) in Midlothian.
- Restoration of Newbyres Hall as part of the Gorebridge Conservation Area Regeneration Scheme.

### Economic Development

- New Business Gateway programme commenced 01/04/16.
- Continued focus on maximising economic impact of the Borders Rail Line in Midlothian.
- Establishment of the governance arrangements and resourcing of the EU LEADER Programme which supports and promotes rural economic development.

### Service Development and Improvement

- Integration of operational functions following confirmation of the Trading Standards Partnership between East Lothian and Midlothian Councils.
- Finalisation of preparation for rollout of eBuilding Standards in August 2016.

## 02. Emerging Challenges

### Overall Strategy

- Securing genuine engagement across the Community Planning Partnership to achieve tangible outcomes arising from the Single Midlothian Plan.
- Complete statutory stages to adoption of Midlothian Local Development Plan.
- Working with five partner Councils to conclude preparation of Strategic Development Plan (SESplan) No.2.
- Collaboration with five partner Councils to secure a City Deal for the Edinburgh City Region; to include proposals that meet the expectations of Midlothian in the areas of infrastructure, housing, skills and innovation.

### 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.
- Mitigate the impact of welfare reform.
- Deliver on health and safety, and food safety responsibilities.
- Tackle underage sales of tobacco.
- Review the climate change and biodiversity agenda for Midlothian.

### Economic Development

- Continue to maximise the medium and long term economic benefits of the Borders Railway.
- Ensure a strong start to the EU funded rural development LEADER programme.
- Maintain a focus on promoting town centres.
- Continue to support and promote further science based development at Easter Bush; and lead in seeking to address infrastructure (especially transport) constraints.

### Service Development and Improvement

- Implementation of 'Delivering Excellence' by driving further improvements in the development and regulatory services.
- Completion of review of Economic Development service.
- Review of the Business Gateway service as part of a new programme from August 2016.
- Rollout of e-Building Standards.

## Suggested changes to priorities in Service Plan

### **Environmental Health**

NEW Action and PI requested

Action - Deliver the Council's regulatory functions with respect to water quality regulations

PI - Percentage of private water supplies sampled in accordance with the Council's sampling programme which are broadly compliant with water quality regulations.

New PI for action **CE.S.06.01 Protecting public health by improving standards and safety in private rented housing** - Develop a procedure to assess housing conditions for people with disabilities to ensure compliance with the Tolerable Standard, particularly in relation to electrical safety, insulation and water quality.

**CE.S.05.04b Implement targeted inspection programme in relation to licensed premises and gambling establishments** reword to

Conduct inspection programme in relation to licensed premises with emphasis on protecting and improving public health and protecting children from harm.

Remove CE.S.05.04c Protect vulnerable persons from being exploited by gambling

### **Economic Development**

**M.SG.CE.03.01b Number of businesses participating in LEADER projects** to read

Number of businesses participating in LEADER application process by submitting an Expression of Interest

The Expression of Interest is the formal starting point for applicants to apply to our Programme. Once they submit that they're in the application pipeline and we essentially manage them. It just seems a slightly more measurable indicator.

### **Communities and Performance**

**CE.S.11.01a Deliver the 21 capacity building actions identified in the Communities Team contribution to the CLD Regulations** - change to 20

**CE.S.11.03a All 16 Community Councils to adopt the revised constitutions** to All 16 geographic Community Councils and the Federation of Community Councils to adopt the revised constitutions making target to be 17

**CE.S.11.01 Implement Community Learning and Development regulations action plan** reword to Implement Community Development as part of Community Learning and Development action plan

**CE.S.8.02a Number of Indicators being used at each level** change to **Reduce the number of indicators used at strategic and operational level**

**CE.S.10.01d % of appeals which are successful** change to **Number of referrals received per quarter** as the criteria for the new benefit has changed and the disputes of benefit now have an additional mandatory reconsideration step before proceeding to appeal which now involves more evidence finding and outcomes prior to the oral appeal stage.

### **Trading Standards**

**CE.S.07.01a How do both authorities working practices differ and how easily can integration take place** change to

**How do both authorities Trading Standards services working practices differ and how easily can integration take place**

# Communities and Economy PI summary









## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	44	12	26		Q1 16/17: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	9	1.88	3.38		Q1 16/17: On Target		5	Number of complaints complete at Stage 1	16
									Number of working days for Stage 1 complaints to be Completed	54
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	19	0	0		Q1 16/17: On Target No complaints of this category received in quarter		20	Number of complaints complete at Stage 2	0
									Number of working days for Stage 2 complaints to be Completed	0
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	52.38 %	87.5%	87.5%		Q1 16/17: Off Target Due to complexity of complaints 2 of 16 not completed on target.		95%	Number of complaints complete at Stage 1	16
									Number of complaints at stage 1 responded to within 5 working days	14
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	0%	0%		Q1 16/17: On Target No complaints of this category received in quarter		95%	Number of complaints complete at Stage 2	0
									Number of complaints at stage 2 responded to within 20 working days	0



## 01.2 Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 4.235 m	£ 4.315 m	N/A		Q1 16/17: Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	4.12	2.81	1.23		Q1 16/17: Off Target		4.50	Number of days lost (cumulative)	108.11
									Average number of FTE in service (year to date)	87.75

### 01.3 Corporate Health

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	90.48 %	90.48 %	100%		Q1 16/17: On Target		90%	Number of service & corporate priority actions	34
									Number of service & corporate priority actions on tgt/completed	34
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	97%	94%		Q1 16/17: On Target		92%	Number received (cumulative)	89
									Number paid within 30 days (cumulative)	84
06. Improve PI performance	% of PIs that are on target/ have reached their target.	83.33 %	77.14 %	75.68 %		Q1 16/17: Off Target 27/37		90%	Number on tgt/ tgt achieved	28
									Number of PI's	37
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	100%		Q1 16/17 : There were no risks graded as high		100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0







### 01.4 Improving for the Future










Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	68.75 %	0%	16.67 %		Q1 16/17: Off Target All 12 in progress		90%	Number of on target actions	2
									Number of outstanding actions	12






















# Communities and Economy Action report

## 03. Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
M.SG.CE.01.01	01. Promote and implement support for businesses in Midlothian	Continue to promote and implement the business support provisions highlighted in Ambitious Midlothian (Midlothian Economic Recovery Plan)	31-Mar-2017		10%	<b>Q1 16/17:</b> On Target
M.SG.CE.02.01	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Engage with adjacent Local Authorities and other partners e.g. Scottish Enterprise to implement the range of actions contained in the Borders Rail Line Blueprint document	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Ongoing - Business Adviser for tourism appointed jointly for Midlothian and Scottish Borders Councils. Consultant appointed to oversee Inward Investment jointly with Edinburgh and Scottish Borders. Blueprint Manager works between all three Councils.
M.SG.CE.03.01	03. Implement the Tyne Esk LEADER Programme 2014 / 20 in East Lothian and Midlothian eligible areas	Implement the Tyne Esk LEADER Programme 2014 /20 in East Lothian and Midlothian eligible areas	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target A LEADER Programme Coordinator was appointed prior to this reporting period and started on 4th April during this reporting period. A Project Officer has also been appointed during this reporting period. A Local Action Group meeting was held on 12th May 2016, one Communications Subgroup meeting and two Governance Subgroup meetings have been held during this period.
CE.S.04.01	04. Maintain progress on the implementation of the Easter Bush Master Plan	Continue to lobby the Scottish Government for urgent transport infrastructure schemes to serve the planned development of Easter Bush. Provide the programme and secretariat function for the running of the Easter Bush Development Board	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Ongoing
CE.S.05.01	05. Fewer people are victims of crime, abuse or harm	Deliver the Council's regulatory functions with respect to health and safety priority areas	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target These functions are being delivered in relation to the Environmental Health service plan for health and safety
CE.S.05.02		Deliver the Council's regulatory functions with respect to food safety and standards regulations	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target These functions are being delivered in accordance with the service plan for 2016-17. Specifically All "A" high risk inspections completed for Q1 92% of "B" risk inspection completed for Q1. 74% of low risk inspections completed 9 Inspections outstanding which should be achieved early in Q2 Sampling plan is on target, there are no outstanding service requests.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.05.03	05. Fewer people are victims of crime, abuse or harm	Review the guidance available to organisers produced by Env Health in relation to events safety management	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target This action will be achieved by the due date
CE.S.05.04		Protect and improve public health with regards to liquor and gambling	31-Mar-2017		25%	<b>Q1 16/17:</b> On target Targeted inspection programme is being developed to improve compliance with the licensing objectives of protecting and improving public health, protecting children from harm and protecting vulnerable people from being exploited by gambling.
CE.S.06.01	06. There is a reduction in inequality in health outcomes	Protecting public health by improving standards and safety in private rented housing	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Policies in relation to private housing are being reviewed and updated to incorporate legislative change and changes in Council's procedures.
CE.S.06.02		Deliver statutory duty to identify and secure remediation of contaminated land	31-Mar-2017		5%	<b>Q1 16/17:</b> On Target Contaminated Land Strategy will be reviewed and updated during 16/17. This will form the basis of future decisions in relation to priorities for site investigations and subsequent remediation. The highest priority sites have been identified and will be taken forward during 16/17
CE.S.06.03		Introduce an e-building standards framework capable of supporting the roll out of the national e-building standards initiative	31-Mar-2017		77%	<b>Q1 16/17:</b> On Target
CE.S.06.04		Support and meet the challenge to drive forward sustainable economic development. Set challenging performance targets for building warrant applications which benefit economic development.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target
CE.S.06.05		Maintain "Customer Excellence" and "Investors in People" status through further improvements in the Building Standards Service	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target
CE.S.06.06		Prepare protocol for liaison between Building Standards, Environmental Health and Development Management to achieve benefits in the handling of applications relating to energy performance requirements, environmental reviews and public safety at events.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target
CE.S.07.01	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	As part of the Trading Standards Partnership with East Lothian, look at the possibility of database integration.	31-Mar-2017		10%	<b>Q1 16/17:</b> On Target The whole Idox system in both authorities is to be upgraded in July/August 2016. Digital Services and others in both authorities will need to be consulted regarding the feasibility of potential integration of the two systems.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.07.02	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Development of new performance measures and benchmarking within the Partnership, in conjunction with national Trading Standards' performance measures currently being considered.	31-Mar-2017		5%	<b>Q1 16/17:</b> On Target Discussion to take place over the next few months regarding combining the performance indicators or developing new ones, however this will need to be in consultation with both Councils' Performance & Planning and taking account of any proposed national Trading Standards performance indicators being developed in conjunction with APSE (The Association for Public Service Excellence).
CE.S.07.03		A proportion of East Lothian Trading Standards staff to work part of the week from Fairfield House.	31-Mar-2017		5%	<b>Q1 16/17:</b> On Target Undertaken steadily to recognise need for a pace of transition to allow staff to remain confident.
CE.S.07.04		Work relating to incidences of rogue trading (e.g. complaints about driveways, roofing etc.), intervening, disrupting, investigating and working with the police to combat.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target
CE.S.07.05		Trading Standards: intelligence gathering. To maintain a good level of intelligence logging onto the Memex database.	31-Mar-2017		33%	<b>Q1 16/17:</b> On Target In conjunction with inputting into and using this database, regular tactical meetings are held to discuss ongoing and new intelligence and agree any relevant action. The minutes of these meetings are required to be sent to Trading Standards Scotland's Intelligence Unit.
CE.S.07.06		Trading Standards: Routine risk assessed primary inspections to traders.	31-Mar-2017		31%	<b>Q1 16/17:</b> On Target Progress is currently on track
CE.S.07.07		Pro-active Trading Standards investigations i.e. initiated by officers and not initially resulting from a consumer complaint.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target
CE.S.07.08		Trading Standards: resolution of consumer complaints.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target
CE.S.07.09		Undertake enhanced levels of enforcement on tobacco test purchasing	31-Mar-2017		10%	<b>Q1 16/17:</b> On Target No test purchasing this quarter. Expected there will be some test purchasing in Q2 in conjunction with East Lothian colleagues.
CE.S.07.10		Collaborative work with the Community Safety Partnership, on consumer safety issues.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Officer presented training at a Financial Harm Workshop, to social workers and other front line (NHS) staff through the training programme organized by East & Midlothian Public Protection Unit. This is conducted 4x a year. No specific consumer safety work for Trading Standards through the Community Safety Partnership this quarter.
CE.S.08.01	08. Performance improvement	Drive performance across Council and Community Planning Partnership – self evaluation	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Customer satisfaction survey completed on service planning. Seven Heads of Service reported communication about service planning was useful. Performance reporting survey questions prepared, to be distributed July/August 16.













Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.08.02	08. Performance improvement	Improve use of performance information at all levels	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Two new team plans created and further 8 team plans reviewed for use at management ,meetings.
CE.S.09.01	09. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Convert existing team post into traineeship.	31-Mar-2017		100%	<b>Q1 16/17:</b> Complete 1 post converted to traineeship
CE.S.10.01	10. Poverty levels in Midlothian overall are below the Scottish average	Mitigate impact of 'Welfare Reform'	31-Mar-2017		25%	<b>Q1 16/17:</b> On target 38 appeals attended. Welfare Reform Group meeting scheduled for August to plan Mitigation against welfare reform and set new priorities for training
CE.S.11.01	11. Citizens are engaged with service development and delivery	Implement Community Learning and Development regulations action plan	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Updated paper and action plan provided at the IOM on the 16 June 2016. Agreement at IOM that a subgroup would be established to review and oversee the implementation of the plan
CE.S.11.02		Implement improvements from neighbourhood plan review	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Meeting of Midlothian wide Neighbourhood Planning group focused on Town Centres, as per recommended in review. This brought together Planners and NP groups. Undertook an online survey for a stakeholders which has informed a schedule of review meetings to address the topics that cut across NP groups. Created a guide to help ensure consistency across NP. Have made progress against all of the seven recommendations, this is an ongoing process with no end date as improvements will be ongoing.
CE.S.11.03		Build capacity of Community Councils and third sector groups	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Increased support to Community Councils with named officers for each one. Increased funding support, and continue to increase the engagement of the Federation with Community Planning Partnership partners. Core role of Communities Team documented in the Teams work plan.
CE.S.12.01	12. Midlothian is an attractive place to live, work and invest in	Draft a Local Biodiversity Action Plan which through its implementation seeks to raise the profile of biodiversity issues in Midlothian.	31-Mar-2017		10%	<b>Q1 16/17:</b> On Target The Local Biodiversity Action Plan (LBAP) has not been drafted to date – this work is scheduled to commence in Q2
CE.S.12.02		To determine 80% of planning applications within target (2 months for a local application and 4 months for a major application).	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target 80% of planning applications were determined within target.
M.SG.CE.10.01		Submit the Proposed Midlothian Local Development Plan (MLDP) to the Scottish Government's Directorate for Planning and Environmental Appeals for Examination	31-Mar-2017		50%	<b>Q1 16/17:</b> On Target The evidence and response to outstanding issues (Schedule 4s) are being prepared and the Proposed MLDP is scheduled to be submitted to the Scottish Government in August 2016.















# Communities and Economy PI Report













## 03. Service Priorities

















PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
M.SG.CE.01.0 1b	01. Promote and implement support for businesses in Midlothian	Number of account managed businesses accepted by Scottish Enterprise	New for 16/17		0			<b>Q1 16/17:</b> On Target A number of businesses are working towards account management	2	
M.SG.CE.01.0 1c		Number of business related training workshops held	New for 16/17		11			<b>Q1 16/17:</b> On Target	30	
M.SG.CE.01.0 1a		Number of new Business Start Ups assisted	173		9			<b>Q1 16/17:</b> Off Target This reflects the normal seasonal pattern.	200	
M.SG.CE.02.0 1a	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Number of new business start ups in Midlothian area of Borders Rail Line corridor	New for 16/17		7			<b>Q1 16/17:</b> Data Only 7 new start ups in the Borders Rail Line corridor		
M.SG.CE.02.0 1b		Number of tourism businesses assisted in Midlothian area of Borders Rail Line corridor	New for 16/17		16			<b>Q1 16/17:</b> Data Only Number of Businesses Assisted with direct one to one business advice 16. Launch of Business Opportunities Guide number of businesses attending 40. Number of Collaboration projects 1		
M.SG.CE.02.0 1c		Hectareage take up of economic land in Midlothian area of Borders Rail Line corridor	New for 16/17		0			<b>Q1 16/17:</b> Data only There has currently been no take up		











PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
M.SG.CE.02.01d	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Number of inward investment/ indigenous enquiries received for sites/premises in Midlothian area of Borders Rail Line corridor	New for 16/17	14				Q1 16/17: Data only		
M.SG.CE.03.01a	03. Implement the Tyne Esk LEADER Programme 2014 / 20 in East Lothian and Midlothian eligible areas	Number of LEADER projects funded	New for 16/17	0				Q1 16/17: Data Only The Local Action Group doesn't intend to assess applications till the first week in November so no projects have been approved in Midlothian yet.		
M.SG.CE.03.01b		Number of businesses participating in LEADER projects	New for 16/17	0				Q1 16/17: Data Only The Local Action Group doesn't intend to assess applications until the first week in November so no projects have been approved in Midlothian yet.		
M.SG.CE.03.01c		Number of new jobs created through LEADER	New for 16/17	0				Q1 16/17: Data Only The Local Action Group doesn't intend to assess applications until the first week in November so no projects have been approved in Midlothian yet.		
M.SG.CE.03.01d		Number of training opportunities created through LEADER	New for 16/17	0				Q1 16/17: Data Only The Local Action Group doesn't intend to assess applications until the first week in November so no projects have been approved in Midlothian yet.		
CE.S.06.01a	06. There is a reduction in inequality in health outcomes	Review policies re private rented housing inc. interdepartmental and agency working to ensure properties in private residential sector meet statutory requirements are in good repair, safe, landlords are fit and proper persons	New for 16/17	25%				Q1 16/17: On target Work in relation to assisting Housing developing minimum acceptable standards for properties to be let through Council's new Private Leasing Scheme is complete. Policies in relation to landlord registration to be reviewed during Q2 and Q3, with input from the Police in relation to fit and proper person checks. Work to update licensing conditions for HMOs to be reviewed during Q4.	100%	







PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.06.02a	06. There is a reduction in inequality in health outcomes	Review and update contaminated land strategy including re-prioritisation of sites	New for 16/17		5%			<b>Q1 16/17: Off Target</b> The Contaminated Land Strategy will be reviewed and updated during 16/17.	100%	
CE.S.06.02b		Undertake Site Investigations in accordance with contaminated land strategy	New for 16/17		0			<b>Q1 16/17: Off Target</b> Next priority sites identified for investigation and subsequent remediation. In process of obtaining scope of works / specification for tender to allow work to progress. Delays due to difficulties contacting Coal Authority and obtaining advice in relation to detailed scope of work.	4	
CE.S.06.03a		Further development of e-building standards (to meet Scottish Government target launch date)	Yes	Yes	Yes			<b>Q1 16/17: On Target</b>	Yes	
CE.S.06.04a		Local target for building warrant assessment at 10 days rather than nationally adopted target of 20 days	New for 16/17		100%			<b>Q1 16/17: On target</b>	80%	
CE.S.06.04b		Undertake annual focus group meetings with local architects	New for 16/17		50%			<b>Q1 16/17: On Target</b>	100%	
CE.S.06.04c		Undertake annual one to one meetings with major developers currently constructing within Midlothian. (100% by April 17)	New for 16/17		25%			<b>Q1 16/17: On Target</b>	100%	
CE.S.06.05a		Measure satisfaction relating to key areas including those on delivery, timeliness, information, access and the quality of customer service	New for 16/17		91.7			<b>Q1 16/17: On Target</b>	85	









PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.06.06a	06. There is a reduction in inequality in health outcomes	Have in place a performance management system which enables the recording, tracking and analysis of all associated workload allocation against risk and development complexity.	New for 16/17	25%			Q1 16/17: On Target	100%		
CE.S.07.01a	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Trading Standards Partnership: How do both authorities (East Lothian and Midlothian) working practices differ and how easily can integration take place	New for 16/17	10%			Q1 16/17: Off Target Idox system to be upgraded in July/August 16. Digital Services and others in both East Lothian Council and Midlothian Council will need to be consulted regarding the feasibility of potential integration of the two systems.	100%		
CE.S.07.02a		Trading Standards Partnership: The evaluation of both authorities' current performance measures and an agreement by both to move to one set of identical indicators	New for 16/17	5%			Q1 16/17: Off Target Consultation to take place with both councils' Performance & Planning and taking account of any proposed national Trading Standards performance indicators being developed in conjunction with APSE (The Association for Public Service Excellence).	100%		
CE.S.07.03a		Trading Standards Partnership: The level of regular working from Fairfield House as base	New for 16/17	5%			Q1 16/17: Off Target. Undertaken steadily to recognise need for a pace of transition to allow staff to remain confident.	25%		
CE.S.07.04a		Trading Standards: Number of active interventions. Target is an estimate of the number of investigations likely to be undertaken, based on action in 2015/16	New for 16/17	17			Q1 16/17: On Target	35		

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.07.05a	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Trading Standards: Number of logs made. We would expect in excess of 350 for the year, based on current performance.	New for 16/17		115			Q1 16/17: On Target	350	
CE.S.07.06a		Trading Standards: Number of primary inspections conducted	New for 16/17		38			Q1 16/17: On Target	125	
CE.S.07.07a		Trading Standards: Number of criminal investigations instigated	New for 16/17		4			Q1 16/17: On Target	10	
CE.S.07.08a		Trading Standards: Percentage of consumer complaints completed within 14 days	New for 16/17		86.3%			Q1 16/17: On Target	80%	
CE.S.07.09a		Trading Standards: Percentage of tobacco retailers visited annually.	21%	5.6%	14.8%			Q1 16/17: On Target	10%	
CE.S.07.10a		Trading Standards: Participation in safety initiatives	New for 16/17		0			Q1 16/17: On Target Target is 3 for the year 16/17	3	
CE.S.08.01a	08. Performance improvement	% of managers who feedback on increased/improved support from performance team	New for 16/17					Q1 16/17: Data Only This years data will provide baseline for future performance. Customer satisfaction survey during Q2		
CE.S.08.02a	08. Performance improvement	Number of Indicators being used at each level	New for 16/17		N/A			Q1 16/17: Data Only This year's data will provide baseline for future performance. Analysis during Q2		

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.08.02b	08. Performance improvement	Number of key indicators relating to improvement actions rather than mainstream business	New for 16/17	9			<b>Q1 16/17:</b> Data Only This year's data will provide baseline for future performance  9 management areas have individual monitoring of team plans within the council performance management information system			
CE.S.08.02c		Increased use of operational indicators in management meetings to track performance	New for 16/17	10			<b>Q1 16/17:</b> Data Only This year's data will provide baseline for future performance. Currently 2 new team plans created and 8 reviewed for use in management meetings.			
CE.S.09.01a	09. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of young people employed on traineeship	New for 16/17	1			<b>Q1 16/17:</b> Complete One traineeship within team	1		
CE.S.10.01a	10. Poverty levels in Midlothian overall are below the Scottish average	Number of Welfare Claim tribunals attended	New for 16/17	38			<b>Q1 16/17:</b> On Target	124		
CE.S.10.01b		Number of Welfare Rights referrals received per quarter	New for 16/17	180			<b>Q1 16/17:</b> Off Target	600		
CE.S.11.01a	11. Citizens are engaged with service development and delivery	Deliver the 21 capacity building actions identified in the Communities Team contribution to the CLD (Community Learning and Development) Regulations	New for 16/17	4			<b>Q1 16/17:</b> Off Target Of the 20, 4 are complete, 5 no progress, 11 some progress to date.	21		
CE.S.11.02a		Complete all 16 Neighbourhood Plans and agree a schedule of review	New for 16/17	15			<b>Q1 16/17:</b> On Target 15 of the 16 Neighbourhood Profiles complete, Moorfoot no progress, schedule of reviews being negotiated individually will have a schedule completed for reporting by Q3.	16		

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.11.02b	11. Citizens are engaged with service development and delivery	Evidence 3 improvements that have resulted in each of the Neighbourhood Planning areas	New for 16/17	11				<b>Q1 16/17: On Target</b> - Bonnyrigg, Lasswade and Poltonhall (2 Community Council Areas)– two cinema evenings have been held at The Lasswade Centre - Dalkeith and Woodburn; produced Community Action Plan 2016-21 with Coalfields Regeneration Trust and distributed £40,000 to local projects - Damhead – 12 residents took part in a little pick where they collected 45 bags of litter. - Danderhall; refreshed double yellow lines on roads - Eskbank and Newbattle; produced and distributed an information booklet on local services - Howgate Parish Church granted a substantial area of land for community use as a result of the Neighbourhood Planning. - Loanhead – Memorial Park, railings repainted, signage and community information panel installed - Mayfield – In It Together group formed to address Town Centre Regeneration – 1 Funding application submitted - Newtongrange – Draft Community Profile produced for consideration by community groups - Rosewell – quarterly litter picks have been organised with approximately 10 members of the community - Tynewater – Community based Internet coverage set up in Cousland	45	
CE.S.11.03a		All 16 Community Councils to adopt the revised constitutions	New for 16/17	3				<b>Q1 16/17: Off Target</b> 3 no progress, 6 in progress, 5 with Legal Services for review/approve and 3 complete.	16	

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CE.S.12.01a	12. Midlothian is an attractive place to live, work and invest in	When a Local Biodiversity Action Plan has been drafted and a programme of action has been identified	New for 16/17	10%			<b>Q1 16/17: Off Target</b> The Local Biodiversity Action Plan (LBAP) has not been drafted to date – this work is scheduled to commence in Q2.	100%		
CE.S.12.02a		The time to determine planning applications over the stated period is the key measure in defining customer service as set by the Scottish Government	New for 16/17	80%			<b>Q1 16/17: On Target</b> 80% of planning applications were determined within target.	80%		
M.SG.CE.10.01a		When the MLDP has been submitted to the Scottish Government. The MLDP is the Council's spatial strategy and provides certainty to businesses and residents	New for 16/17	No			<b>Q1 16/17: Off Target</b> The evidence and response to outstanding issues (Schedule 4s) are being prepared and the Proposed MLDP is scheduled to be submitted to the Scottish Government in August 2016.	Yes		

# Local Government Benchmarking Framework - Communities and Economy



The LGBF data for 2015/16 will be published by the Improvement Service in January 2017

## Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-CORP5b2	The average time (hours) between time of domestic Noise complaint and attendance on site, for those requiring attendance on site (LGBF)	55.90 hours	22.10 hours	25.23 hours	1.83 hours	0.65 hours	Data will be published in January 2017	14/15 Rank 8 (Top Quartile) 13/14 Rank 15 (Second Quartile)

## Economic Development

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value		
P-ECON1	Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes (LGBF)			8	6.83	12.33	Data will be published in January 2017	14/15 Rank 15 (Second Quartile). 13/14 Rank 23 (Third Quartile)

## Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-ENV5a	Cost of Trading standards per 1,000 population. (LGBF)			£4,273.50	£4,368.36	£8,189.31	Data will be published in January 2017	14/15 Rank 27 (Bottom Quartile) 13/14 Rank 13 (Second Quartile)
P-ENV5b	Cost of environmental health per 1,000 population. (LGBF)			£8,855.65	£13,282.17	£9,697.25		14/15 Rank 3 (TOP Quartile) 13/14 Rank 9 (2nd Quartile)



# Education

## Quarter One 2016-17 Performance Report



### 01. Progress in delivery of strategic outcomes

**Reporting for this quarter concentrates on the strategic direction for 2016/17, Early Years, Sustained Positive Destinations - Lifelong Learning and Employability and the implementation of the Children and Young People (Scotland) Act 2014**

**Setting the Strategic Direction:** The *Good to Great* Improvement Strategy was shared with all Head Teachers and Managers last session and in order to begin to create a coherent strategy which makes explicit our strategic direction to create a world-class education system here in Midlothian, session 2016/17 will focus on four main priorities:

#### 1. To build excellence by raising attachment overall:

- 2% increase in the number of children achieving the expected CfE level in Reading,
- Writing, Listening and Talking, Numeracy and Maths by the end of P1, P4, P7 and S3
- 2% increase in attendance
- 2% decrease in exclusions
- Each secondary school have individualised targets for the senior phase

#### 2. To close the gap between the most and the least disadvantaged:

- 5% increase in the number of children from SIMD 1 and 2 achieving the expected level in Reading, Writing, Listening and Talking, Numeracy and Maths by the end of P1, P4, P7 and S3
- Each secondary school have individualised targets for the senior phase

#### 3. Teaching, Learning and Assessment:

- To continue to support schools with moderation, tracking and assessment of progress through the Broad General Education (BGE).
- Visible Learning should continue to underpin the development of assessment capable learners; and to support teachers to *know thy impact*

#### 4. Self-evaluation for Self-Improvement and Leadership of Change:

- To implement the Uplifting Leadership Programme for school leaders to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC Named Person; and HGIOS 4
- The core ingredients of the Good to Great strategy will remain central:
- To adopt an evidence based practice approach to educational improvement based on the forensic use of data with clear improvements shared and understood by all
- To create a leadership culture of continuing professional development where systems thinking becomes a habit focussed on delivering improved outcomes for every child
- To embrace Jim Collin's *Good to Great* Strategy: keeping it simple through a commitment to continuous improvement delivering results that are always better than our previous best.

We will also continue to implement the National Improvement Framework and the new Education (Scotland) Act 2015.

**Early Years:** We have increased availability of places across a range of partners to offer flexible choice for parents who have entitled two's. We now have nine Childminders and two Playgroups in contract to deliver our two year old provision. 160 two year olds are currently in *A Good Time To Be 2* provision.

A targeted marketing campaign to raise awareness of the criteria for eligibility has included:

- Facebook Q&A sessions
- Concentrated effort into promoting awareness with staff in Family Support / Housing / Job Centre / Children's Services
- Parents from Midlothian Surestart have produced a 'parent to parent' leaflet explaining *A Good Time To Be 2* provision
- Agreement with Health Visitors Manager to include a letter detailing *A Good Time To Be 2* provision distributed with the invite letter to attend 27 Month Child Health Review
- We have increased our contracts with partnership settings to deliver *A Good Time To Be 2* from 14 to 19 this year and we predict this figure increasing to 22 in the following year. This offers parent's a wide choice of Early Learning and Childcare settings with flexible delivery models.

**Sustained Positive Destinations - LLE:** In Midlothian, a record number of Midlothian school leavers have gone onto a sustained positive destination for 2014/15. In this follow up survey of April 2016 the percentage of leavers sustaining a positive destination was 93% which is an increase of 3.0% on the previous year. This is Midlothian's highest recorded sustained destinations to date and is 1.0% higher than the national average.



Overall there continues to be a positive direction of travel. Work associated with positive destinations remains a priority for Midlothian Council and its partners. We continue to work closely with our schools, LLE (Lifelong Learning and Employability) and partner agencies to ensure positive outcomes for all leavers. There is a need to consider the implications of the statistics in relation to the total number of young people choosing Further and Higher Education and the additional supports in place to help young people sustain their destination within these categories.

Midlothian is ambitious on behalf of our young people and through the Developing Midlothian Young Workforce Board DMYWB will focus on continuous improvements and offers within the eight areas below:

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

**Implementation of the Children and Young People (Scotland) Act 2014:** Coming into force date: 31st August 2016

**To improve the way services work to support children, young people and families, the Act:**

- Ensures that all children and young people from birth to 18 years old have access to a Named Person
- Puts in place a single planning process to support those children who require it through the Child's Plan
- Places a definition of wellbeing in legislation
- Places duties on public bodies to coordinate the planning, design and delivery of services for children and young people with a focus on improving wellbeing outcomes, and report collectively on how they are improving those outcomes.

### **Wellbeing**

Wellbeing training for all staff in schools, nurseries, specialist settings and partners is now in place. The interactive training sessions have challenged staff to evaluate their own practice around the values and principles of Getting it Right for Every Child (GIRFEC) and start to forward plan using the eight wellbeing indicators. The development of the e-Training module will allow staff across the council as well as third sector partners to access an appropriate level of training to meet the requirements of the legislation.

### **Named Person**

Training has been delivered to all staff who will have Named Person responsibilities with clear guidance available, in line with national advice, as to who will fulfil the role for Midlothian children:

0-starting school - Health Visitors

Primary - Primary Head Teachers/Deputy Head Teachers/Principal Teachers

Secondary - Guidance/Principal Teachers

16-18 leavers - Life Long Learning and Employability

Gypsy Travellers - If children attend school, Named Person within school

If not attending school - Principal Teachers EAL & Gypsy Travellers

Home Schooled - Education Team

During school holidays the Named Person Service will be delivered by Children's Services.

A single Named Person Service email address has been created, and tested successfully, to facilitate secure information sharing with NHS Lothian and Police Scotland.

### **SEEMiS Wellbeing Application Module**

SEEMiS have delivered an operational version of the Wellbeing Module that will support the Named Person Service for Midlothian children from 31 August 2016. Training for all staff involved in delivering the Service has been delivered in Q1, with catch up sessions planned for August.

## **02. Emerging Challenges and Risks**

### **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.

### **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.

**Implementation of the New Education (Scotland) Act 2015 and the National Improvement Framework**

To bring in line assessment arrangements to implement 'Achieving a level' in place of Developing, Consolidating and Secure.

To implement the new act including provision of 25hrs primary school week for all stages and the new requirements for Gaelic Medium Education.

**Delivering Excellence**











To continue to progress the agreed Business Transformation themes, delivering excellence and the budget savings required over the course of 2016/17 and beyond.

**Suggested changes to priorities in Service Plan**



No changes



# Education PI summary

## 01.1 Outcomes and Customer Feedback









Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	9	3	6		Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	3.67	3	3		Q1 16/17: On Target		5	Number of complaints complete at Stage 1	2
									Number of working days for Stage 1 complaints to be Completed	6
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	17.33	0	20.33		Q1 16/17: Off Target Of the 3 Stage 2 assessments completed 2 were completed within the appropriate timeframe (20 days), whilst 1 complaint required further investigation and was completed in 23 days.		20	Number of complaints complete at Stage 2	3
									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	66.67 %	100%	100%		Q1 16/17: On Target		95%	Number of complaints complete at Stage 1	2
									Number of complaints at stage 1 responded to within 5 working days	2
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	0%	66.67 %		Q1 16/17: Off Target Of the 3 Stage 2 assessments completed 2 were completed within the appropriate timeframe (20 days), whilst 1 complaint required further investigation and was completed in 23 days.		95%	Number of complaints complete at Stage 2	3
									Number of complaints at stage 2 responded to within 20 working days	2

## 01.2 Making the Best Use of our Resources



Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 76.957 m	£ 74.654 m	N/A		Q1 16/17: Performance against budget will be reported to the Council in September				

03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.51	1.3	1.46		<b>Q1 16/17: Off Target</b> This is a priority area which as a service we are addressing to reduce our absence management statistics. Following training, we are endeavouring to provide a consistent yet supportive approach across the service.		5.5	Number of days lost (cumulative)	2,234.87
									Average number of FTE in service (year to date)	1,527.29






### 01.3 Corporate Health

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%		<b>Q1 16/17: On Target</b>		90%	Number of divisional & corporate priority actions	5
									Number of divisional & corporate priority actions on tgt/completed	5
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	95%	97%		<b>Q1 16/17: On Target</b>		92%	Number received (cumulative)	2,188
									Number paid within 30 days (cumulative)	2,115
06. Improve PI performance	% of PIs that are on target/ have reached their target.	63.16 %	63.64 %	60%		<b>Q1 16/17: Off Target</b> 6 of 10 indicators on target. There are a further 21 indicators which will be reported annually.		90%	Number on tgt/ tgt achieved	6
									Number of PI's	10
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%		<b>Q1 16/17: On Target</b> There are no risks graded as high.			Number of high risks reviewed in the last quarter	0
									Number of high risks	0

### 01.4 Improving for the Future

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	91.67 %	0%	50%		<b>Q1 16/17: Off Target</b> The recommended audit actions over Pre-School Provision Partnership Providers have been reviewed and are due to be fully implemented in Q2.		90%	Number of on target actions	5
									Number of outstanding actions	10

## 03. Service Priorities


Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
E.S.01.01	01. Inequalities in learning outcomes have reduced	To build excellence by raising attainment overall	31-Mar-2017		25%	<b>Q1 16/17:</b> Information available in Q2 will create benchmark against which 2% increase value will be added. New National Improvement Framework has changed the way CFE achievement has been measured.
E.S.01.02		To close the gap between the least and the most disadvantaged.	31-Mar-2017		25%	<b>Q1 16/17:</b> Information available in Q2 will create benchmark against which 5% increase value will be added. New National Improvement Framework has changed the way CFE achievement has been measured. SIMD (Scottish Index of Multiple Deprivation) 2016 is due for release in Q2 and will be used to identify the areas of highest deprivation.
E.S.02.01	02. Engaged and supported workforce	Learning Teaching and Assessment	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> A co-ordinated approach is being taken to support our School settings by incorporating the new Uplifting School Leadership Programme for School leavers and growing Midlothian's Associated School Groups (ASG's) into learning communities. It is imperative that this learning incorporates up to date data and use of the latest attainment and attendance information will help underpin areas of strength and weakness.
E.S.03.01	03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient	To increase the availability of Early Learning and Child Care (ELCC) for 2 year olds to meet the requirements of the Children and Young People (Scotland) Act from August 2015.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Numbers for "A Good Time To Be 2" places across Midlothian have increased to 160. A targeted marketing campaign to raise awareness of the criteria for eligibility has been launched and has helped increase the numbers of places throughout the year.
E.S.04.01	04. Children and young people are supported to be Healthy, happy and reach their potential	Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> In Midlothian, a record number of Midlothian school leavers have gone onto a sustained positive destination for 14/15. In this follow up survey of April 2016 the percentage of leavers sustaining a positive destination was 93% which is an increase of 3.0% on the previous year. This is Midlothian's highest recorded sustained destinations to date and is 1.0% higher than the national average.









# Education PI Report













## 03. Service Priorities













PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
M.G.E.08.0 2a	01. Inequalities in learning outcomes have reduced	Average primary school attendance	94.08%	94.18%	95.01%			<b>Q1 16/17: Off Target</b> Final figures for the School year show School year attendance for Primary Schools has increased to 95.01% from 94.18% last year.	96.96%	94.9% (09/10) 94.8% (10/11) 95.1% (11/12) 94.2% (12/13) 94.9% (13/14) 94.5% (14/15)
M.G.E.08.0 2b		Average secondary school attendance	89.8%	88.92%	90.1%			<b>Q1 16/17: Off Target</b> Final figures for the School year show School year attendance for Secondary Schools has increased to 90.1% from 88.9% last year.	92%	91.1% (09/10) 91.0% (10/11) 91.6% (11/12) 91.4% (12/13) 92.4% (13/14) 91.0% (14/15)
M.G.E.08.0 3a		Total number of primary school exclusions	143	21	17			<b>Q1 16/17: On Target</b> There were 17 Primary exclusion incidents in the first quarter of 2016/17.	96	109 (09/10) 127 (10/11) 101 (11/12) 84 (12/13) 102 (13/14) 86 (14/15)
M.G.E.08.0 3b		Total number of secondary school exclusions	315	108	39			<b>Q1 16/17: On Target</b> There were 39 Secondary exclusion incidents in the first quarter of 2016/17.	309	423 (09/10) 476 (10/11) 469 (11/12) 323 (12/13) 422 (13/14) 365 (14/15)
E.S.01.01d		Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in S3	New for 15/16		N/A			<b>Q1 16/17:</b> Information available in Q2 will create benchmark against which 2% increase value will be added. New National Improvement Framework has changed the way CFE achievement has been measured.	2%	











PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.01.02a	01. Inequalities in learning outcomes have reduced	Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P1	New for 15/16	N/A				<b>Q1 16/17:</b> Information available in Q2 will create benchmark against which 5% increase value will be added. New National Improvement Framework has changed the way CFE achievement has been measured .	5%	
E.S.01.02b		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P4	New for 15/16	N/A				<b>Q1 16/17:</b> Information available in Q2 will create benchmark against which 5% increase value will be added. New National Improvement Framework has changed the way CFE achievement has been measured .	5%	
E.S.01.02c		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P7	New for 15/16	N/A				<b>Q1 16/17:</b> Information available in Q2 will create benchmark against which 5% increase value will be added. New National Improvement Framework has changed the way CFE achievement has been measured .	5%	
E.S.01.02d		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in S3	New for 15/16	N/A				<b>Q1 16/17:</b> Information available in Q2 will create benchmark against which 5% increase value will be added. New National Improvement Framework has changed the way CFE achievement has been measured .	5%	
E.S.02.01a	02. Engaged and supported workforce	To continue to support schools with moderation, tracking and assessment of progress through the Broad General Education (BGE)	New for 15/16	25%				<b>Q1 16/17: On Target</b> A dashboard of School demographics and attainment is under development for each primary and Secondary detailing data by stage and deprivation level.	100%	



PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.02.01b	02. Engaged and supported workforce	Visible learning should continue to underpin the development of assessment capable learners; and to support teachers to Know thy impact	New for 15/16		25%			<b>Q1 16/17: On Target</b> In May 67 teachers from 26 schools participated in the Visible Learning into Action for Teachers programme. Over the two day programme teachers are exploring how to use evidence from their class to understand the impact they are having on our learners and what they can do to work smarter rather than harder. The programme supports teachers to examine what is working best and to make adjustments to practice in relation to its impact on the outcomes they seek for their learners. A seminar for elected members was delivered June 2016.	100%	
E.S.02.01c		To implement the School Leadership Programme to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC; Named Person; and HGIOS 4	New for 15/16		25%			<b>Q1 16/17: On Target</b> Preparation is underway to commence the Uplifting Leadership Programme with all Headteachers at the beginning of the 16/17 School Year.	100%	
E.S.02.01d		To Grow our ASGs into Learning Communities in order to continue to build the self-improving system updating resources in line with HGIOS 4 and the new NIF.	New for 15/16		25%			<b>Q1 16/17: On Target</b> Further work is planned for the new School Year to grow the 6 Associated School Groups (ASG) into learning communities in line with the HGIOS 4 (How Good Is Our School) and NIF (National Improvement Framework) alongside the visible learning process.	100%	
E.S.03.01a	03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient	Number of eligible 2 year olds in receipt of Early Learning and Child Care	115	N/A	151			<b>Q1 16/17: Off Target.</b> By the end of the 2015-16 School year their was 151 eligible 2 year olds in receipt of Early Learning and Childcare.	200	



PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.04.01a	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the % of leavers (S4/S5/S6) who achieve Literacy and Numeracy at level 4+ (Insight National benchmarking measure)	85.7%	N/A	N/A			<b>Q1 16/17:</b> N/A Insight data will be available and reported on for leavers in Q4.		3 Yearly average 77.10% Midlothian; 77.6% Virtual comparator; 78.6% National average (Insight national benchmarking data)
E.S.04.01b		Increase the % of leavers (S4/S5/S6) who achieve Literacy and Numeracy at level 5+ (Insight National benchmarking measure)	56.3%	N/A	N/A			<b>Q1 16/17:</b> Insight data will be available and reported on for leavers in Q4.		3 Yearly average: 48.6% Midlothian; 51.1% Virtual comparator; 53.5% National average (Insight national benchmarking data)
E.S.04.01c		Increase the average total tariff score for lowest 20% of learners by the end of S4 to bring in line with the virtual comparator	113	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.		3 Yearly average: 120 Midlothian; 124 Virtual; 111 National (Insight national benchmarking data)
E.S.04.01d		Increase the average total tariff score for middle 60% of learners by the end of S4 to bring in line with the virtual comparator	N/A	N/A	N/A			<b>Q1 16/17:</b> Insight data will be available and reported on for leavers in Q4.	396	3 Yearly average: 362 Midlothian; 374 Virtual; 359 National (Insight national benchmarking data)
E.S.04.01e		Increase the average total tariff score for highest 20% of learners by the end of S4 to bring in line with the virtual comparator	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	628	3 Yearly average: 590 Midlothian; 615 Virtual; 600 National (Insight national benchmarking data)

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.04.01f	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the average total tariff score for lowest 20% of learners by the end of S5 to bring in line with the virtual comparator	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	145	3 Yearly average: 132 Midlothian; 169 Virtual; 145 National (Insight national benchmarking data)
E.S.04.01g		Increase the average total tariff score for middle 60% of learners by the end of S5 to bring in line with the virtual comparator	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	639	3 Yearly average: 570 Midlothian; 639 Virtual; 596 National (Insight national benchmarking data)
E.S.04.01h		Increase the average total tariff score for highest 20% of learners by the end of S5 to bring in line with the virtual comparator	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	1,197	3 Yearly average: 1172 Midlothian; 1197 Virtual; 1179 National (Insight national benchmarking data)
E.S.04.01i		Increase the average total tariff score for lowest 20% of learners by the end of S6 to bring in line with the virtual comparator	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	167	3 Yearly average: 127 Midlothian; 167 Virtual; 137 National (Insight national benchmarking data)
E.S.04.01j		Increase the average total tariff score for middle 60% of learners by the end of S6 to bring in line with the virtual comparator	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	736	3 Yearly average: 658 Midlothian; 806 Virtual; 736 National (Insight national benchmarking data)
E.S.04.01k		Increase the average total tariff score for highest 20% of learners by the end of S6 to bring in line with the virtual comparator	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	1,782	3 Yearly average: 1689 Midlothian; 1817 Virtual; 1782 National (Insight national benchmarking data)

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.04.01i	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the % of leavers (S4,5,6) in a positive destination in order to continue to exceed both the virtual and the national average	93.44%	N/A	93%			<b>Q1 16/17: Off Target</b> In Midlothian, a record number of Midlothian school leavers have gone onto a sustained positive destination for 14/15. In this follow up survey of April 2016 the percentage of leavers sustaining a positive destination was 93% which is an increase of 3.0% on the previous year. This is Midlothian's highest recorded sustained destinations to date and is 1.0% higher than the national average.	95%	3 Yearly average: 92.28% Midlothian 91.86% Virtual 92.42% National average (Insight national benchmarking data)
E.S.04.01m		Percentage of Midlothian LAC & LAAC school leavers progressing to positive destinations	76%	N/A	80%			<b>Q1 16/17: Off Target</b> Of the 906 Leavers surveyed 30 had experienced Care at some point in their Education, 24 of those were in Positive destinations at Follow-up (80%). The target for Care Experienced Young People has been increased to 95% to bring it into line with all School leavers.	95%	Scot Gov stats for 12/13 (different criteria) 27 looked after leavers, 74% initial, 63% follow-up
E.S.04.01n		Breadth and depth for all candidates by the end of S4 - percentage with 5+ at Level 5	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	42%	2011-30.0 2012-32.0 2013-32.4 2014-40.3 2015-38.3 3yr avg-37.0
E.S.04.01o		Breadth and depth for all candidates by the end of S5 - percentage with 3+ at Level 6	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	34.15%	2010-21.1 2011-24.3 2012-23.8 2013-26.6 2014-26.1 2015-34.15 3yr avg-28.9
E.S.04.01p		Breadth and depth for all candidates by the end of S6 - percentage with 3+ at Level 6	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	40.21%	2010-31.8 2011-31.3 2012-32.5 2013-35.9 2014-36.3 2015-40.21 3yr avg-37.5%

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
E.S.04.01q	04. Children and young people are supported to be Healthy, happy and reach their potential	% of SIMD deciles in which Leavers (S4,5 6) pupils' average tariff score is at or above the virtual comparator.	N/A	N/A	N/A			<b>Q1 16/17:</b> Annual data is reported on in Q2.	50%	80% 2009/10 20% 2010/11 40% 2011/12 20% 2012/13 50% 2013/14 (Insight national benchmarking data)

## Local Government Benchmarking Framework - Education

The LGBF data for 2015/16 will be published by the Improvement Service in January 2017  
Service performance information for 2015/16 is detailed where available



### Children's Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-CHN1	Primary Education - Cost per pupil (LGBF)	£4,679.35	£4,799.39	£4,784.62	£4,762.29	£4,725.50	Will be published in January 2017	14/15 Rank 18 (Third Quartile). 13/14 Rank 17 (Third Quartile)
P-CHN2	Secondary Education - Cost per pupil (LGBF)	£6,163.70	£6,200.19	£6,274.35	£6,367.07	£6,411.56		14/15 Rank 9 (Second Quartile). 13/14 Rank 14 (Second Quartile)
P-CHN3	Pre- Primary Education - Cost per pupil (LGBF)	£3,362.91	£2,958.02	£3,071.86	£3,003.54	£2,894.24		14/15 Rank 9 (Second Quartile). 13/14 Rank 18 (Third Quartile)
P-CHN4	Percentage of S4 Pupils Gaining 5+ Awards at Level 5 (LGBF)	31%	33%	34%	34%	37%	38.3%	2012/13 Rank 28 Bottom Quartile
P-CHN5	Percentage of Pupils Gaining 5+ Awards at Level 6 (LGBF)	19%	21%	21.4%	24.13%	23.01%	Will be published in January 2017	14/15 Rank 29 (Bottom Quartile). 13/14 Rank 27 (Bottom Quartile)
P-CHN6	Percentage of Pupils from Deprived Areas Gaining 5+ Awards at Level 5 (SIMD) (LGBF)	11.4%	20.3%	17.91%	Not reported by the Scottish Government due to concerns over comparability of this data given changes introduced through Curriculum for Excellence.			
P-CHN7	Percentage Pupils from Deprived Areas Gaining 5+ Awards at Level 6 (SIMD) (LGBF)	5.7%	5.9%	11.39%	13.75%	6.94%	Will be published in January 2017	14/15 Rank 23 (Third Quartile). 13/14 Rank 10 (Second Quartile)
P-CHN10	Percentage of Adults satisfied with local schools (LGBF)	85.8%		82%	78%	78%		14/15 Rank 23 (Third Quartile). 13/14 Rank 25 (Bottom Quartile)
P-CHN11	Proportion of Pupils Entering Positive Destinations (LGBF)	85.2%	85.4%	89.2%	93.9%	93.5%		14/15 Rank 15 (Second Quartile). 13/14 Rank 7 between Rank 1 and Rank 16 there is a difference of 3.2%

# Commercial Operations

## Quarter One 2016-17 Performance Report



### 01. Progress in delivery of strategic outcomes

**1.Risk Management/Health and Safety:** The pace of development of Health and Safety arrangements has been sustained in-line with the planned program with the following arrangements developed during this quarter: Management of Contractors, Management of Noise, New & Expectant Mothers , Young Persons, Working at Height, Workplace Health & Safety, Confined Spaces, Pressure Systems, Risk Assessment.

East Lothian and Midlothian Council continue to jointly progress Management Arrangement development, training delivery and health and safety team development.

**2: Waste Management:** FCC have continued dialogue with their funders which it is envisaged will allow FCC, Midlothian Council and City of Edinburgh Council to conclude an agreement towards the end of July 2016, which will allow the residual waste plant to be constructed at Millerhill.

The food waste collection service continues to perform above predicted collection levels with increased tonnages collected and now being delivered to the new facility at Millerhill.

Waste Aware team assisted schools with food waste recycling (Kings Park Primary, Newbattle High School, Stobhill Primary, Lasswade Primary and Bonnyrigg Primary) and completed work on the 'recycling' pages of the new Council website.

**3. Road Services:** Midlothian Council has acted as lead authority which, in conjunction with East Lothian, Borders and Fife has secured a new Weather Service contract for a further 3 (+2) years with the Met Office.

Having completed an audit of existing parking restrictions including signs and markings, progress continues with the business case for decriminalised parking enforcement to be introduced in Midlothian. An update report will be presented to Council in August 2017.

Following agreement to the formation of a shadow committee, a formal start has begun to the East Lothian, Borders and Fife shared services project. Initial work streams have been identified which will allow early progress on savings and work opportunities to be made.

**4. Travel & Fleet Services:** Four new electric vehicle charging points have been installed at the rear of Fairfield House. £73,000 grant has been agreed by Scottish Government for further Electric Vehicle Charge points and upgrades to existing chargers at Sheriffhall, Midlothian Hospital, Dalkeith and Newtongrange. Orders have been placed for two new electric cars with a further order for an electric van due to be placed.

A comprehensive report has been provided by a short term graduate placement. This focuses on fleet utilisation, hire vehicle usage, grey fleet and other staff travel. Work is currently underway to analyse the data and come forward with proposals to reduce both costs and carbon emissions for the Council.

The Midlothian Explorer began operating from Newtongrange Mining Museum following an intensive pre advertising campaign. Despite this the number of passengers has remained disappointingly low. Further advertising and measures to increase patronage are being undertaken.

**5. Landscape and Countryside:** The Land and Countryside section has accommodated a high number of work placements and work experience placements for youngsters supporting the Council Policy to ensure Positive Destinations for young people leaving school. This has included 3 placements from Services in Training and Employment (STEM), 1 from Lifelong Learning and Employment (LLE) and 5 from schools. One placement has been given a full time fixed term contract from April.

In addition, the Ranger service has worked with the Cash Back for Communities Vogrie group undertaking the John Muir award working with up to ten participants on a 10 week block.

The Park improvements at 'Old Gala Park' Gorebridge (Barleyknowe) are substantially complete and include the installation of a Geo grid, path works, tree planting and other associated landscape works.

A number of projects are underway to provide out-door play space areas at a number of schools and Nurseries throughout Midlothian including Danderhall play group, Cornbank Primary School and Mayfield combined school.

## 02. Emerging Challenges

**General for all services:** Work is ongoing within the services to bring forward proposals for consideration as part of the Council's future budget deliberations. This will include a range of options from service transformation through to a cessation of services.

**1. Risk Management/Health and Safety:** The main challenge during this quarter has been to continue to deliver the day-to-day support to Services while completing the Management Arrangement Development and undertaking the major roll-out of a new health and safety management information system to more than 140 people during this quarter alone.

**2. Waste Management:** Processing of the blue bin (recycling) material as market conditions have worsened with the prices for the processing of commingled dry recycle increasing substantially. Continuing discussions with Viridor to review and explore options moving forward.

Contractor for residual waste (New Earth Solutions) has gone into administration. Arranged temporary contract/measures to ensure residual waste continues to be disposed. Consider short term contract until Millerhill waste treatment facility is built.

Deliver waste solution and meet the Scottish Governments recycling targets. Alana FCC Medio Ambiente S.A. (FCC) as the preferred bidder for the Zero Waste: Edinburgh and Midlothian Residual Waste Treatment facility are due to complete contract sign off at the end of July 2016.

Refurbish Penicuik Community Recycling. Revised layout agreed, application submitted to Planning. Additional works requested from Planning, Environmental Health and Scottish Environmental Protection Agency. Costs have escalated with the additional works requested. Subject to final planning approval a report will be presented at a future Council meeting for consideration.

**3. Road Services:** With a reduction in the revenue road maintenance budget of £250,000 the challenge is to maintain the road network at current condition levels. To do this the service will utilise the asset management system to maximise the use of the available capital funding allocation.

Police Scotland has agreed to retain the Traffic Warden Service for a further year until 31 March 2017. For 2016/17 Council will have to fully fund this post. Work is progressing on the business case to allow Decriminalised Parking Enforcement to be considered by Council in due course. An update report is being taken to August Council.

Ensure that infrastructure improvements associated with Borders Railway are completed. To this end, negotiations with the Shawfair developers and others is being facilitated to allow for the completion of rail and transportation infrastructure.

Elginhaugh bridge parapet was struck causing significant damage to the structure. As a consequence the road has been closed to all traffic. Works are ongoing to repair the structure, improve the road drainage and allow Scottish Water the opportunity to repair the adjacent pipe bridge.

**4. Travel & Fleet Services:** Discussions are ongoing to set up access to membership of City Car Club (now Enterprise City Car Club) for Midlothian Council employees. This will form part of the strategy to encourage more sustainable travel modes.

Work is progressing to develop options for Council consideration in respect of travel carried out on behalf of the Council.

**5. Landscape and Countryside:** Substantial work has gone into preparing four existing sites at Vogrie, Kings Park Dalkeith, Springfield Mill and Roslin Glen Country Park and one new location Memorial Park Loanhead for the green flag awards. As part of this work a management plan for Memorial Park Loanhead has been produced in addition to updating the management and action plans for the existing sites.

As part of the future budget considerations trials are ongoing to introduce more efficient ways of working. The service is currently evaluating different work areas with front line staff. Currently looking at Grass cutting methods and trialing Rotary Ride on Machinery.

Progress works to reinstate the area following the land slip at Ironmills steps following funding approval at the recent Council meeting.

Continue to promote Midlothian and its path network by working in partnership with volunteers to create seven walking/Cycling leaflets for Midlothian. Core path network now 100% signed. Leaflets being prepared as part of smarter choices Border rail initiative. Seventeen leaflets have been completed and seven further leaflets are being developed.

Improving access for all abilities to Midlothian Town Parks Play areas. This includes the recent introduction of roundabouts suitable for wheel chair users in two Town parks at Loanhead and Dalkeith. Plans are progressing to install an additional roundabout in King George the fifth Park Bonnyrigg

#### Suggested changes to priorities in Service Plan

Change in wording  
CO.S.03.06a

**Short name:** Proportion of planned Health & Safety Audits completed successfully.

Change wording  
CO.S.03.04c

Income target achieved by providing services to partner organisations and through the provision of income generating training from internal and external sources.

Change Target: £40,000

Suggested remove

**CO.S.06.03a**

Proportion of fly tipping incidents removed within 15 working days as not measurable.

**CO.S.02.04**

Improve opportunities within Midlothian, continue to work with Regional/National Partnerships in delivering key transport projects.

No programs planned for financial year.

Suggested wording change

**CO.S.06.03**

Monitor the number of incidents of fly tipping on council land ( remove target - *and remove within 5 working days*)



# Commercial Operations PI summary









## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	3,761	587	1,320		Q1 16/17: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	1.94	1.82	2.1		Q1 16/17: On Target		5	Number of complaints complete at Stage 1	1,137
									Number of working days for Stage 1 complaints to be Completed	2,387
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	9.6	4	0		Q1 16/17: On Target No second stage complaints complete in quarter		20	Number of complaints complete at Stage 2	0
									Number of working days for Stage 2 complaints to be Completed	0
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	95.6%	96.44 %	93.14 %		Q1 16/17: Off Target 1059 of 1127 complaints complete within timescale.		95%	Number of complaints complete at Stage 1	1,137
									Number of complaints at stage 1 responded to within 5 working days	1,059
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days		100%	0%		Q1 16/17: On Target No second stage complaints complete in quarter		95%	Number of complaints complete at Stage 2	0
									Number of complaints at stage 2 responded to within 20 working days	0



## 01.2 Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.304 m	£ 15.849 m	N/A		Q1 16/17: Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	12.42	2.95	2.45		Q1 16/17: On Target.		13.30	Number of days lost (cumulative)	946.41
									Average number of FTE in service (year to date)	385.77

### 01.3 Corporate Health

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service actions on target / completed, of the total number	100%	100%	100%		Q1 16/17: On Target			Number of service & corporate priority actions	23
									Number of service & corporate priority actions on tgt/completed	23
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	84%	98%	75%		Q1 16/17: Off Target Problem area being actively addressed.		90%	Number received (cumulative)	1,048
									Number paid within 30 days (cumulative)	787
06. Improve PI performance	% of PIs that are on target/ have reached their target.	92.31 %	87.5%	71.43 %		Q1 16/17: Off Target Refer to PI report for off target measures. One measure data only.		90%	Number on tgt/ tgt achieved	10
									Number of PI's	14
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	100%		Q1 16/17: On Target			Number of high risks reviewed in the last quarter	1
									Number of high risks	1

### 01.4 Improving for the Future








Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	100%	100%	0%		Q1 16/17: Off Target Outstanding Audit actions will be addressed in Q2		90%	Number of on target actions	0
									Number of outstanding actions	1








## Commercial Operations Action report



### 03. Service Priorities















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.01.01	01. Fewer People are victims of crime, abuse or harm	Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Site data currently being analysed to determine accident clusters.
CO.S.01.02		Undertake a program of works to improve lighting levels in communities	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Capital work due to start August 2017.
CO.S.02.01	02. Accessibility by sustainable travel and transport is improved	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Update of current Roads Asset Management Plan currently underway.
CO.S.02.02		Compliance with Disabled parking legislation	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target All applications being processed within 6 months.
CO.S.02.03		Support Transport Scotland/Network Rail to progress detailed design and construction of Borders Rail	31-Mar-2017		100%	<b>Q1 16/17:</b> Complete
CO.S.02.04		Improve opportunities within Midlothian, continue to work with Regional/National Partnerships in delivering key transport projects.	31-Mar-2017		100%	<b>Q1 16/17:</b> Complete No new projects being progressed in 2016/17.
CO.S.02.05		Undertake a programme of work to improve road standards and footways	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target 19 road maintenance projects being progressed in 2016/17.
CO.S.02.06		Develop infrastructure incidental to Borders Rail	31-Mar-2017		100%	<b>Q1 16/17:</b> Complete
CO.S.02.07		Work collaboratively to update school travel plans	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target All currently up to date. 20 primary schools and 2 High schools will need updated before 31 March 2017.









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.03.01	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Explore opportunities for shared fleet services with East Lothian Council and NHS Lothian	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Providing NHS with an electric van as part of the funding provided to the Community Planning Partnership. Have agreed to site an electric vehicle charge point at Midlothian Community Hospital as part of the infrastructure funding from Scottish Government. No further arrangements with East Lothian Council at present.
CO.S.03.02		Explore shared opportunities, services and knowledge with the partners in the ELBF group	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Future work streams have been identified with a lead council for each. Programme awaiting approval of the Shadow Joint Committee (SJC).
CO.S.03.03		Progress workforce re-alignment through the delivering excellence program with the aim of addressing the budget gap, matching service to available funding	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Work is progressing under three strands namely delivering excellence, transformation and budget savings to allow the services to come forward in October with proposals, initially for Strategic Leadership Group (SLG) consideration.
CO.S.03.04		Develop additional workstreams to achieve income for the council	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> <b>Health and Safety</b> The team have started to extend the range of training offered to First Aid, lifting, handling and Personal Safety training. This training has previously been bought in by the Council. This demonstrates insourcing, will reduce overall costs and will contribute to income generation. A member of the H&S team has also been providing H&S support to East Lothian Council during Q1 which has generated income for the team. Courses being offered are being accredited to enhance the attraction to external organisations.  <b>Land and Countryside</b> Additional Soft Landscape work stream is being progressed.
CO.S.03.05		Complete the portfolio of Health and safety management arrangements.	31-Dec-2016		75%	<b>Q1 16/17: On Target</b> Final 3 Management Arrangements being prepared.
CO.S.03.06		Implementation of Health & Safety Management Information System (EHSMI) across all services in the council.	31-Dec-2016		40%	<b>Q1 16/17: On Target</b> System rolled out in Resources and progressing in Adults, Health & Social Care
CO.S.03.08		Fully implement quality plans for Midlothian Parks	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Plans have been undertaken and implemented for Vogrie, Kings Park, Memorial Park, Springfield Mill, Roslin Glen and Goreglen. Additional plan for the Dalkeith to Penicuik walkway to be produced in Q4 Park Quality assessment due to be undertaken at 44Parks in Q2 & 3











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.03.09	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Implement changes to waste collection systems as confirmed by council	31-Mar-2017		50%	<b>Q1 16/17:</b> On Target No changes to waste collections submitted or agreed by council. Review of current collection methods agreed with Zero Waste Scotland following the Council's decision to sign up to the new charter for household recycling in Scotland. Primary findings expected around December 2016.
CO.S.03.10		Report to council on the introduction of de-criminalised parking within Midlothian	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Consultant completed Traffic Regulation Order audit, now working on Parking Strategy and initial consultation process.
CO.S.04.01	08. S.SG - Address climate change	Produce adequate flood risk management plans as a result of climate change.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Flood Risk Management plans published in June 2017. No major schemes identified in Midlothian.
CO.S.04.02		Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables	31-Mar-2017		40%	<b>Q1 16/17:</b> On Target All vehicle orders have been placed – further orders for plant to be arranged and possible spend to save. Orders placed using Scotland Excel Frameworks
CO.S.06.01	06. S.SG - Reduce, Re-use and recycle our waste	Commence construction of residual waste facility at Millerhill as part of Zero Waste Park	31-Mar-2017		50%	<b>Q1 16/17:</b> On Target Joint project moving to financial close end of July early August 2016. Expected completion date following construction late 2018.
CO.S.06.02		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-2017		25%	<b>Q1 16/17:</b> On Target Recycling talk at Mount Esk Nursery and Cowan Court residents. Held information stand at Pitcairn Centre, Bonnyrigg  New pull-up banner 'recycle your nuts and shells' created to promote food waste recycling. This banner joins the rotation of banners on display at Council venues.  Around 100 paper versions of the new kerbside collection calendars have been printed and posted to residents without internet access. Training attended and run by Zero Waste Scotland on the Electronic Duty of Care system which aims to introduce electronic duty of care certificates. These will be issued to internal customers from 2017.
CO.S.06.03		Monitor the number of incidents of fly tipping on council land and remove within 5 working days	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target 114 fly tipping incidents reported, all tipped waste removed.

# Commercial Operations PI Report

## 03. Service Priorities

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
BS.CO.S.01.02b	01. Fewer People are victims of crime, abuse or harm	Percentage of all street light repairs completed within 7 days	96.2%	98.5%	100%			<b>Q1 16/17:</b> On Target 123 out of 123 faults were repaired within 7 days.	90%	Scottish Average 3.07 days
CO.S.01.02a		Number of lighting columns replaced	690	71	76			<b>Q1 16/17:</b> Off Target Lighting Replacement Programme is due to start in August 2016.	400	
CO.S.01.02c		% of the footpath network resurfaced	1.3%	0.09%	0.5%			<b>Q1 16/17:</b> On Target 3.52km of footway resurfaced.	0.5%	Internal programme of works - benchmark against target
BS.CO.S.02.05b	02. Accessibility by sustainable travel and transport is improved	% of total road network resurfaced	1.15%	0.25%	0.3%			<b>Q1 16/17:</b> On Target 1.77km of carriageway resurfaced.	1%	
CO.S.02.02a		Process all applications for a new disabled parking bays within 6 months of receipt of application	100%	100%	100%			<b>Q1 16/17:</b> On Target 19 applications received and processed within 6 months.	100%	
CO.S.02.06a		Number of passengers using "Visit Midlothian Explorer"	New for 16/17		235			<b>Q1 16/17:</b> Off Target This covered period from April 18th to end of June. Revenue income to offset subsidy £318.79	5,000	
CO.S.02.07a		Percentage of School Travel plans updated	Nw for 16/17		0%			<b>Q1 16/17:</b> On Target All currently up to date. 20 primary schools and 2 High schools will need updated before 31 March 2017.	94%	

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CO.S.03.04a	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Income achieved by sourcing third party opportunities through joint roads/ Land and Countryside dept working on Soft Landscape	New for 16/17	£18,000.00			<b>Q1 16/17: Off Target</b> The soft Landscape squad has been undertaking work for Harts the Builder at phase one Edgefield, Penicuik.	£100,000.00		
CO.S.03.04b		Income achieved by sourcing third party opportunities through joint roads/ Land and Countryside dept working on Hard Landscape	New for 16/17	£30,000.00			<b>Q1 16/17: Off Target</b> The Hard Landscape squad has primarily been undertaking work at Mayfield PS installing play equipment.	£200,000.00		
CO.S.03.04c		Income achieved by providing additional training courses to external organisations	New for 16/17	£12,400.00			<b>Q1 16/17: On Target</b> £12400 income generated through provision of services. Wording of measure to be changed in Q2 to:  Income target achieved by providing services to partner organisations and through the provision of income generating training from internal and external sources.	£40,000.00		
CO.S.03.06a		Proportion of successful Health & Safety Management Information System (EHSMI) audits undertaken	New for 16/17	25%			<b>Q1 16/17: On Target</b> Audit module of new Health & Safety Management Information System to be rolled out in Q3-Q4, following implementation of Health & Safety Management Information System across all services. Roll out of system on target; development of audit pro-formas on target.  Change in wording for Q2. Proportion of planned Health & Safety Audits completed successfully.	100%		

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CO.S.03.08a	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Number of parks for which quality plans have been implemented	New for 16/17		6			<b>Q1 16/17:</b> On Target Plans have been undertaken and implemented for Vogrie, Kings Park, Memorial Park, Springfield Mill, Roslin Glen and Goreglen. Additional plan for the Dalkeith to Penicuik walkway to be produced in Q4	5	
BS.CO.S.06.02b	06. S.SG - Reduce, Re-use and recycle our waste	% of waste going to landfill	34.0%	22.3%	N/A			<b>Q1 16/17:</b> On Target (for 15/16) Awaiting information from our contractors, returns into waste data flow will be available at Q2 16/17. Reported performance for 2015/16 34% against a target of 55%. Target reduced to 35% for 16/17.	35.0%	
CO.S.06.02a		Total tonnes of BMW sent to landfill	7,379	865	N/A			<b>Q1 16/17:</b> Data Only Awaiting information from our contractors, returns into waste data flow will be available at Q2 16/17. BMW sent to landfill 2015/16 7379 tonnes compared to 13567 tonnes in 2014/15.		
CO.S.06.03a		Proportion of fly tipping incidents removed within 15 working days	N/A	N/A	N/A			<b>Q1 16/17:</b> Suggest removal of measure for Q2. Not able to collate this measure. 114 fly tipping incidents reported all tipped waste removed.	100	
BS.CO.S.08.02a	08. S.SG - Address climate change	Percentage of Council fleet which is 'Green'	2.1%	2.1%	2.1%			<b>Q1 16/17:</b> On Target Currently have four fully electric vehicles and one Hybrid. Awaiting delivery of five electric vehicles, four for use by Midlothian Council and one by NHS. Additionally a further £19,300 is being made available for further electric vehicles.	5%	



# Local Government Benchmarking Framework - Commercial Operations

The LGBF data for 2015/16 will be published by the Improvement Service in January 2017

Service performance information for 2015/16 is detailed where available



## 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	
P-C&L4	Cost of parks and open spaces per 1000 population (LGBF)	£41,459.21	£41,896.32	£34,271.13	£31,074.38	£29,103.35	Data will be published in January 2017	14/15 Rank 14 (Second Quartile). 13/14 Rank 16 (Second Quartile)
P-C&L5b	Percentage of adults satisfied with parks and open spaces (LGBF)	78.3%		81%	91%	80%		14/15 Rank 27 (Bottom Quartile). 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	
P-ENV1b	Net cost of waste collection per premise (annual) (LGBF)			£76.47	£60.56	£29.85	Data will be published in January 2017	14/15 Rank 1 (TOP Quartile). 13/14 Rank 15 (Second Quartile)
P-ENV2a	Net cost of waste disposal per premise (annual) (LGBF)			£72.52	£56.61	£73.62		14/15 Rank 6 (TOP Quartile). 13/14 Rank 2 (TOP Quartile)
P-ENV3a	Net cost of street cleaning per 1,000 population (LGBF)	£9,428.15	£9,772.98	£9,829.06	£10,165.29	£11,622.78		14/15 Rank 9 (Second Quartile). 13/14 Rank 6 (TOP Quartile)
P-ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	97.3%	14/15 Rank 8 (TOP Quartile). 13/14 Rank 24 (Third Quartile)
P-ENV4a	Cost of maintenance per kilometre of roads (LGBF)	£9,013.68	£6,488.16	£14,854.35	£11,281.74	£12,494.07	Data will be published in January 2017	14/15 Rank 29 (Bottom Quartile). 13/14 Rank 25 (Bottom Quartile)
P-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). 13/14 Rank 9 (Second Quartile)
P-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). 13/14 Rank 13 (Second Quartile)
P-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). 13/14 Rank 10 (Second Quartile)

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-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) 13/14 Rank 11 (Second Quartile)
P-ENV6	Percentage of total household waste that is recycled (LGBF)	44.1%	45.9%	45.1%	42.3%	46.9%	47.9%	14/15 Rank 13 (Second Quartile) 13/14 Rank 18 (Third Quartile)
P-ENV7a	Percentage of Adults satisfied with refuse collection (LGBF)	79%		83%	76%	80%	Data will be published in January 2017	14/15 Rank 26 (Bottom Quartile) 13/14 Rank 27 (Bottom Quartile)
P-ENV7b	Percentage of adults satisfied with street cleaning (LGBF)	69.7%		78%	71%	71%		14/15 Rank 22 (Third Quartile) 13/14 Rank 24 (Third Quartile)



## Finance and Integrated Service Support Quarter One 16/17 Performance Report



### 01 Progress in delivery of strategic outcomes

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

The key programmes which support this are:

- . The People Strategy and the associated Investing in our Workforce programme;
- . Delivering Excellence;
- . The Council's Financial Strategy.

These are supported by:

- . The Procurement Strategy;
- . The Digital Strategy;
- . The ongoing Integrated Service Support review;
- . 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.

#### **1: Financial Stewardship and Sustainability**

- a) Completion of the 2015/16 unaudited Financial Statements;
- b) Completion of the 2015/16 Financial Monitoring reports with an underspend reported for the year of £0.270m;
- c) Provided financial assurance on and supported the process of delegation of resource to Midlothian Integrated Joint Board for Health and Social Care;
- d) Delivery of pension auto enrolment milestone with no additional resources.

#### **2: Transformational Change**

- a) Securing a collective agreement to implement the review of pay and grading (Investing in our Workforce);
- b) Support to services including:
  - . Delivering the customer service strategy 2015 - 18;
  - . Delivery of end to end review of Children's Services;
  - . Implementation of online contractual changes process within Employment and Reward;
  - . Support to Communities and Economy on a review of Economic Development function.
- c) The completion of the first phase of systems training to relevant staff to meet the requirements of GIRFEC and Named Persons legislation;
- d) Recognition by the Keeper of Public Records in relation to best practice and achievements within Midlothian Council;
- e) Equality Outcomes and Equality Mainstreaming Reports 2016 - 2018 for East Lothian and Midlothian Health and Social Care Partnerships;
- f) The Midlothian Council Equality Employee Monitoring Report 2015/16.

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

- a) Digital Strategy Group has been refocused to reflect the revised Digital Strategy and National Transformation Programme;
- b) New service desk, 'Service Now' has been successfully implemented across the Council bringing together two historical legacy systems / applications. Further phases are now planned to expanded Service improvements and capabilities across the Council;
- c) Asset Management and Investment Plan developments include:
  - . SWAN Contract has now been signed so now move into implementation phase of SWAN;
  - . The Wi-Fi controllers have been upgraded in key locations to help with Wi-Fi provision, capacity and additional access points in key sites across the Council, further improvements planned;

- . Core Server Infrastructure - (Citrix Site) used by the majority of users and business applications has been upgraded and applications are now being moved over to this new environment;
- . Web filtering application used to manage and filter users web access has been upgraded;
- . Upgrade to software management environment (SCCM) - allowing software to be deployed remotely to Council devices. (Servers, desktops and laptops);
- . PSN Compliance - achieved (April 2016);
- . Revised Information Management Action Plan to take account and manage the risk associated with new European legislation in relation to data protection: this will still be required regardless of Brexit position.

#### **4: People Strategy and Investing in our Workforce**

- a) Securing a collective agreement for the review of pay and grading, including changes in HR Policy Framework;
- b) Employee engagement survey has been successfully conducted for the fifth year consecutively and will highlight the issues organisationally that we need to focus on in the coming year.

#### **5: Procurement**

- a) Secured Living Wage accreditation;
- b) Procured employee benefits through Edenred.

## **02. Emerging Challenges**

### **1: Financial Stewardship and Sustainability**

- 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 statutory Audited Financial Statements by 30 September 2016;
- c) Prepare financial monitoring projections for 2016/17 and continue to work with service managers to maintain effective control over expenditure;
- d) Continued support for the Council Transformation Programme and for Delivering Excellence. Help shape and lead all strands of the programme, continue to revise savings profiles and regularly update on the application of the fund;
- e) Strengthen financial stewardship in a climate of reducing budgets and increasing service provision;
- f) Supporting services to develop budget options for 2017/18.

### **2: Transformational Change**

- a) Implement changes to pay and grading by 01 October 2016 and securing the improvement in flexibility and productivity;
- b) Continue to support Services through Delivering Excellence;
- c) Continue to drive through the current Business Transformation Programme;
- d) The review and introduction of business processes and the provision of systems training to all relevant staff to meet the requirements of GIRFEC and Named Person legislation;
- e) Supporting work for CHI seeding and audit and fair warning process within MOSAIC; The impact of amendments to the requirements for Welfare Fund Payments on the ability to provide cash payments for Corporate Appointee clients.

### **3: Digital Strategy**

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

### **4: People Strategy and Investing in our Workforce**

- a) Sustaining current service delivery with a decreasing budget;
- b) Seamlessly moving from one Occupational Health provider to another;
- c) Supporting the leadership agenda to bring about the desired organisational change
- d) Implement the sustained culture change necessary as part of the low pay agenda;
- e) Delivering the benefits of Investing in our Workforce;
- f) Identifying alternative service delivery approaches;
- g) Transformation of recruitment, work pattern seminars, special leave and absence processes;
- h) Further re-structuring of Employment and Reward to identify savings;

### **5: Procurement**











- a) Deliver and demonstrate savings through procurement;
- b) Deliver the Purchase to Pay Project;
- c) Deliver a robust contract and supplier management tool;
- d) Deliver actions from Procurement Strategy 2015 - 18

## **Suggested changes to priorities in Service Plan**





No changes

# Finance and Integrated Service Support PI summary 16/17









## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	17	7	3		Q1 16/17: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	13.55	1.6	7.5		Q1 16/17: Off Target One complaint @ 14 days.		5	Number of complaints complete at Stage 1	2
									Number of working days for Stage 1 complaints to be Completed	15
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	13.5	13.5	3		Q1 16/17: On Target		20	Number of complaints complete at Stage 2	1
									Number of working days for Stage 2 complaints to be Completed	3
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	72.73 %	100%	50%		Q1 16/17: Off Target Due to complaint stated earlier		95%	Number of complaints complete at Stage 1	2
									Number of complaints at stage 1 responded to within 5 working days	1
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%		Q1 16/17: On Target		95%	Number of complaints complete at Stage 2	1
									Number of complaints at stage 2 responded to within 20 working days	1



## 01.2 Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 12.305 m	£ 12.760 m	N/A		Q1 16/17: Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	4.53	1.69	1.13		Q1 16/17: On Target			Number of days lost (cumulative)	297.61
									Average number of FTE in service (year to date)	264.36

### 01.3 Corporate Health

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	80.95 %	100%	75%		<b>Q1 16/17:</b> Off Target Work continues within the service areas to address the off target actions. Six actions not reported on.		90%	Number of divisional & corporate priority actions	24
									Number of divisional & corporate priority actions on tgt/completed	18
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	90%	92%	95%		<b>Q1 16/17:</b> On Target			Number received (cumulative)	802
									Number paid within 30 days (cumulative)	759
06. Improve PI performance	% of PIs that are on target/ have reached their target.	100%	0%	50%		<b>Q1 16/17:</b> Off Target Reference individual Indicators in report for detail Two measures not reported.		90%	Number on tgt/ tgt achieved	2
									Number of PI's	4
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	0%		<b>Q1 16/17:</b> On Target No high risks		100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0

### 01.4 Improving for the Future

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	75.86 %	30.77 %	19.05 %		<b>Q1 16/17:</b> Off Target 2015 - 7 audit actions off target. 2016 - 8 audit actions off target		90%	Number of on target actions	4
									Number of outstanding actions	21







# Finance and Integrated Service Support Action report 16/17





















## 03. Service Priority

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.01.01	01. People, including those with disabilities/ long term conditions or are frail are able wherever possible to live independently and in their own homes	Embed the financial and resource arrangements required to support the Midlothian IJB. Evaluating the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Financial Assurance work continues and will be an ongoing process throughout the year. Work is underway with Health finance colleagues to establish the arrangements for supporting the new management structure for the partnership, including a timetable for joint monitoring reports.
FISS.S.02.01	02. New jobs and businesses are located in Midlothian	Embed community benefit clauses in all regulated procurements, targeting training opportunities, apprenticeships and work experience opportunities	31-Mar-2017		50%	<b>Q1 16/17:</b> On Target Community Benefit clauses included in all appropriate regulated procurements, work underway with Lifelong Learning team to help realise community benefits.
FISS.S.02.02		Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2017		100%	<b>Q1 16/17:</b> Complete Work continues with Local Businesses on a daily basis, meet the buyer event attended in June 2016, supplier engagement events being held prior to all appropriate regulated procurements, drop in surgeries available to all local suppliers.
FISS.S.02.03		Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target The in-house team is in place and has been able to deliver completed planning agreements with developers.
FISS.S.03.01	03. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any eternal recruitment to those leaving learning.	31-Mar-2017		100%	<b>Q1 16/17:</b> Complete.
FISS.S.04.01	04. Ensure equality of opportunity as an employer	Deliver and embed second People Strategy and the actions targeted for 2016/17 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-2017		30%	<b>Q1 16/17:</b> On Target Actions progressing in line with agreed People Strategy. Code of Conduct, Policy development, and lifelong learning all part of low pay negotiations.






















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.04.02	04. Ensure equality of opportunity as an employer	Ensure statutory responsibility as an employer to our Equality and Diversity	31-Mar-2017		80%	<b>Q1 16/17:</b> On Target. Regular review of Equality activities including council reporting is undertaken by the Equality and Diversity Officer. A refresh of the Councils Equality Working Group is planned for 2016
FISS.S.04.03		Complete the Review of Local Government Workers Pay and Grading and if approved implement the changes	31-Dec-2016		33%	<b>Q1 16/17:</b> On Target Proposals approved and collective agreement secured. Implementation underway.
FISS.S.05.01	05. Ensure sustainable strategy for the delivery of council services	Maintain momentum of the ISS Project to transform Service support, improve customer service, effectiveness and efficiency of service provision	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Actions progressing
FISS.S.05.02		Ensuring robust governance and monitoring and challenge of current Transformation Programme - ISS, Children Services, Customer Service, Education and Services to Communities	31-Mar-2017		85%	<b>Q1 16/17:</b> On Target A robust approach and timetable is already in place but will be enhanced by the inclusion of oversight of all key change initiatives.
FISS.S.05.03		Delivering Excellence - ensuring progress and tangible outcomes by monitoring progress of Services progressing through Delivering Excellence framework	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Delivering Excellence programme to be monitored via Business Transformation Steering Group
FISS.S.05.04		Achieve the actions set out in the Total Document Management project plan	31-Mar-2017		25%	<b>Q1 16/17 : On Target</b> <b>General - Education Access to CS10</b> The test environment has been configured and successfully accessed from an Education user account. Further testing has highlighted that further investigation is required to allow education user access to workflow forms within CS10. Following this, configuration to Live will be required to enable the Employment and Reward contractual changes workflows for Education users. <b>Purchase To Pay Workstream</b> Further progression to a live pilot is dependent on the Integra upgrade which is planned for September 2016. <b>Business Services Workstream</b> Training for mobile phone administrators has been completed. Guidance and communication on the new process is being drafted <b>Policies and Procedures Workstream - Health &amp; Safety and Emergency Planning</b> Digital Services are <b>nearing completion on the</b> development of a generic portal module that will support future roll out of the portal to other service areas. Health & Safety/Emergency Planning are reviewing content for the portal and Digital Services aim to have a Live portal completed by the end of July with the Education link created by the start on the new school term.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
	05. Ensure sustainable strategy for the delivery of council services					<b>Executive Officer Support</b> <b>Executive Officer Support (Admin):</b> File plan agreed and developed. User training completed. Live since mid June <b>Casework:</b> Disciplinary casework process mapping completed. Framework of workflow design has been completed and presented to Human Resources and Organisational Development. Feedback and further development ongoing. <b>Committee reports:</b> In conjunction with Democratic Services options for committee reports drafting and submission have been discussed. Next step to develop demo to present options to CMT for consideration.
FISS.S.05.05	05. Ensure sustainable strategy for the delivery of council services	Continue to Implement Committee Management system and functionality	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> <b>Phase 2: Report Authors</b> A workshop was held in conjunction with the Total Document Management team to explore the options for the end to end process from drafting a committee report to the publication of the report. A demo is being developed to present options to CMT for consideration.
FISS.S.05.06		Strengthen our Maximising Attendance polices with an emphasis on early intervention to reduce overall sickness absence. Adopt revised policies and deliver on the actions planned for 2016/17	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Changes to the Human Resources and Organisational Development 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.05.07		Maintain PSN compliance	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Digital Services continues to review and monitor all Council applications to ensure PSN compliance is maintained.
FISS.S.05.08		Achieve the targets set out in our procurement Contract Delivery Plan 2016/17 to deliver cashable savings	31-Mar-2017		100%	<b>Q1 16/17: Complete</b> Contracts being delivered on schedule as per the contract delivery plan
FISS.S.05.09		Completion of the unaudited Statutory Accounts for 2015/16 to ensure that we maintain strong financial management and stewardship	30-Jun-2016		100%	<b>Q1 16/17: Complete.</b>
FISS.S.05.10		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2015/16	30-Sep-2016		10%	<b>Q1 16/17: Off Target</b> External Auditors are now engaged with pre-audit work completed.
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2017		10%	<b>Q1 16/17: Off Target</b> Financial Monitoring reports for Quarter 1 will be presented to Council in September.
FISS.S.05.12		Deliver and monitor financial strategy for 2016/17 to 2020/21 to support Council setting the 2017/18 Council tax and a balanced budget	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Financial Strategy to June Council agreeing timetable.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.13	05. Ensure sustainable strategy for the delivery of council services	Develop in-house Court Team to support Children and Families through permanence process in the Sheriff Court	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> The in-house court team is in place and is supporting Children and Families to improve quality of documentation required for court. Court systems are being prepared and it is intended to lodge cases in court by Q4.
FISS.S.05.14		Implement revised Standing Orders to support internal Council governance arrangements	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Revised Standing Orders have been drafted but not yet approved by Council.
FISS.S.05.15		Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2017		0%	<b>Q1 15/16: Off Target</b> 180 Purchasing Cards now live. Purchase Ordering implementations complete for Lifelong Learning & Employability and Democratic & Document Services.
FISS.S.05.16		Introduction of SEEMIS: Wellbeing Application including training and ongoing support for GIRFEC	31-Dec-2016		75%	<b>Q1 16/17: On Target</b> System Admin training completed in May. Training on use of Wellbeing Application delivered to 100 Education staff in June. Named Person Support staff to be trained in July/Aug.
FISS.S.05.17		Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	30-Jun-2016		50%	<b>Q1 16/17: Off Target</b> Mosaic upgrade completed 12/7. Further infrastructure work planned 24/7. NHS Lothian configuration scheduled August. IIE testing scheduled for September.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Classification of workstreams within the improvement plan has been agreed with a number of workstreams identified. Work is continuing on developing the scope of these workstreams.
FISS.S.05.19		Review the Employment and Reward Management structure to improve flexibility and resilience.	30-Jun-2016		15%	<b>Q1 16/17: Off Target</b> Piloted an alternative reporting structure, now withdrawn. Aligned Team leaders broadly under HR BP remits.
FISS.S.05.20		Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	30-Jun-2016		25%	<b>Q1 16/17: Off Target</b> Talentlink Health Check on 19/07/2016 used to refresh thinking on recruitment. 3rd Party Payments, absence and outcomes from Investing In Our Workforce may offer further opportunities.
FISS.S.05.21		Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Digital Services currently have a number of projects in progress that are linked to the wider asset management plan:- School Laptop replacement, Audio Visual and projection equipment – now covered by support & maintenance agreement,
FISS.S.05.22		Implementation of the Digital Strategy	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Digital Strategy is progress and Midlothian Council has now signed up to the Local Government Digital Transformation Partnership along with 27 other Councils. Further discussions are ongoing with National Health Service(NSS), NHS Lothian and other partner organizations

# Finance and Integrated Service Support PI Report 16/17

03. Service Priority										
PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
FISS.S.04.01a	04. Ensure equality of opportunity as an employer	% of actions in the second People Strategy plan that are completed or on target	New for 16/17		30%			<b>Q1 16/17:</b> On Target <b>Vision-</b> Great place to grow development <b>Workforce-</b> plans now developed <b>Management development</b> – courageous conversations <b>Org change</b> – low pay collective agreement	100%	
FISS.S.04.02a		Progress against Council's Mainstream report and ongoing campaigns	New for 16/17		25%			<b>Q1 16/17:</b> On Target The Report is progressing as planned for publication on 30th April 2017	100%	
FISS.S.05.02a	05. Ensure sustainable strategy for the delivery of council services	6 weekly Board meetings and progress against plan	New for 16/17		25%			<b>Q1 16/17:</b> On Target A robust approach and timetable is already in place but will be enhanced by the inclusion of oversight of all key change initiatives.	100%	
FISS.S.05.08a		Percentage of actions in the Contract Delivery Plan that are completed or on target	100%	75%	100%			<b>Q1 16/17:</b> On Target.	100%	
P-CORP6aiii	06. Benchmarks	Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	4.17	1.02	1.34			<b>Q1 16/17</b> Data only at this time. 2015/16 Data will be published in January 2017		14/15 Rank 6 (Top Quartile) 13/14 Rank 5 (Top Quartile)
P-CORP6biii		Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	9.9	2.36	2.47			<b>Q1 16/17</b> Data only at this time. 2015/16 Data will be published in January 2017		14/15 Rank 11 (Second Quartile) 13/14 Rank 14 (Second Quartile)

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
CORP6	06. Benchmarks	Sickness Absence Days per Employee (All employees)	8.29	2	2.17			<b>Q1 16/17:</b> Off Target This is a priority area that services are addressing to reduce absence statistics. Managers are being trained to provide a consistent and supportive approach across the organisation.	8	14/15 Rank 8 (TOP Quartile)
P-CORP3c		The gender pay gap between average hourly rate of pay for male and female council employees	£0.68	New				<b>Q1 16/17:</b> This is a new indicator introduced to the Local Government Benchmarking Framework and will be reported annually		New for 15/16
P-CORP8		Percentage of invoices sampled and paid within 30 days (LGBF)	89.7%	95.0%	88.8%			<b>Q1 16/17:</b> Off Target. The% total value of invoices paid within 30 days is 97.39%. Service areas to continue to work to ensure invoices paid within 30 days and a review of overall performance is to be undertaken.	95.0%	14/15 Rank 15 (Second Quartile) 13/14 Rank 11 (Second Quartile)

## Local Government Benchmarking Framework - Finance and Integrated Service Support

The LGBF data for 2015/16 will be published by the Improvement Service in January 2017  
Service performance information for 2015/16 is detailed where available



### Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-CORP1	Central Support services as a % of Total Gross expenditure (LGBF)	4.24%	4.15%	3.56%	4.39%	5.26%	Data will be published in January 2017	14/15 Rank 20 (Third Quartile) 13/14 Rank 11 (Second Quartile)
P-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		14/15 Rank 25 (Bottom Quartile). 13/14 Rank 25 (Bottom Quartile)
P-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%		14/15 Rank 25 (Third Quartile). 13/14 Rank 24 (Third Quartile)
P-CORP3c	The gender pay gap between average hourly rate of pay for male and female council employees	Not measured until 2015/16					£0.68	New for 15/16
P-CORP6aiii	Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	Not measured until 2013/14			5.25	5.5	4.17	14/15 Rank 6 (Top Quartile) 13/14 Rank 5 (Top Quartile)
P-CORP6biii	Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	Not measured until 2013/14			10.05	10.11	9.9	14/15 Rank 11 (Second Quartile) 13/14 Rank 14 (Second Quartile)
P-CORP8	Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	89.7%	14/15 Rank 15 (Second Quartile) 13/14 Rank 11 (Second Quartile)



# Property & Facilities Management Quarter One 2016/17 Performance Report



## 01. Progress in delivery of strategic outcomes

### 1: Property Assets

- a) Sale of Cockpen Centre to a third party at higher than estimated disposal value.
- b) Adoption of the new Central Energy Efficiency Fund and enhancement of the fund through proposals from Salix bank is now complete, resulting in funds allocated against identified carbon reduction measures.
- c) Following the Council decision to proceed with Depot relocation, consultation and design procurement has commenced. Dalkeith Town Centre Regeneration outline business case options are being progressed with external consultants.

### 2: Facilities Services

- a) Catering performance remains well above the national average in both Primary and High School meals in the annual school meal census.
- b) Partnership working between Catering staff and pupils in Penicuik HS Home Economic Department produced a function for 120 in the school.
- c) Positive feedback from the HMIE (Her Majesty's Inspectorate of Education) Health and Well-being Inspector after the inspection at Mauricewood Primary School.
- d) Positive feedback from Edinburgh College following a six month work placement at Dalkeith Campus.
- e) Two members of staff successfully completed their SVQ Level 2 in professional cookery at Edinburgh College.
- f) Successful start up of new cleaning and caretaking contract with Melville Housing at the Corn Exchange, Dalkeith.
- g) Facilities Services staff provided support for the MidAid charity project, two elections and the successful planning and stewarding of the royal visit to the Corn Exchange during Q1.

### 3: Sport and Leisure

- a) Lasswade Community Sport Hub Awards – following the launch of the Lasswade Community Sport Hub in 2015 involving over 15 sport clubs from the local area, a Hub Awards evening to celebrate sport within the community was organised at Lasswade High School with a large audience of over 100.
- b) Active Schools Summer programme organised for both Dalkeith High School Campus and The Lasswade Centre during the summer break.
- c) Walking Rugby was launched in Midlothian during June. Designed for over-50s to keep active where running is not permitted and there is no contact allowed either. Former Scotland and British and Irish Lions prop Peter Wright backed the kick-off of Walking Touch Rugby.
- d) Upbeat Dance and Active Schools put on a spectacular Dance Showcase involving 9 Primary Schools from across Midlothian, at Dalkeith Campus. KIC Dance and Active Schools also hosted 6 Primary Schools in a showcase at the Lasswade Centre.
- e) Midlothian Primary Schools participated in the Tesco Bank Football Challenge Festival at Dalkeith Thistles Junior Ground. One hundred local primary school children from across Midlothian are the latest to have taken part in 6 weeks of coaching sessions as part of the Scottish FA's flagship participation programme.
- f) Lasswade High School students took part in Active School's ClubGolf Delivery training and are now rolling out ClubGolf taster sessions to P5 pupils at St Marys, Burnbrae, Bonnyrigg and Paradykes Primary School. Developing the children's putting, chipping and full swing skills.

### 4: Building Services

- a) Midlothian Council has now maintained a level of 100% of housing stock meeting the SHQS. This has been achieved through various works programmes although some properties, through refusal of entry, are classified as exemptions.
- b) Property Maintenance has developed a 5 year business programme based on stock condition surveys to maintain the SHQS up to 2020, within the budget of £60 million up to 2035.
- c) £5,635,000 funding secured to deliver energy efficiency projects since 2011.
- d) £468,368 new funding secured from Scottish Government and Energy Company with an obligation to deliver the external wall insulation scheme throughout Midlothian.
- e) Bright Sparks facility completed and handed over to the client.
- f) School building programme has increased to five sites delivering primary schools at Gore Glen, Bilston, Roslin and Paradykes, plus the new high school at Newbattle.



## 02. Emerging Challenges

### 1: Property Assets

- a) Funding required for investment in improvements required to workshop units. Improvement plan has been prepared utilising funding from the Property Investment Account whilst alternative sources of funding are also being sought.
- b) Ensuring Central Energy Efficiency Fund monies aimed at carbon reduction targets are allocated within the next quarter. Close working with Building Services established; key works planned for summer months.
- c) Wider adoption of K2 data storage system across the Service. Training sessions arranged for Development and Investment Teams. Service Managers have agreed to develop a common file structure to enable all relevant data to be stored and accessed by various Council services.

### 2: Facilities Services Management

- a) To develop menus in line with the feedback from the recent HMIE Inspection which are acceptable to the pupils.
- b) To continue to look at innovative ways to encourage High School pupils to use our service despite competition from the High St.
- c) To review the service to look at ways to maximise income/reduce waste.
- d) To open the 2 new primary schools at Gore Glen and Bilston including staff training in the new premises and ensure full service is provided from the outset.
- e) To provide resources and flexibility in support of the summer maintenance programme in schools, in conjunction with Building Services.

### 3: Sport and Leisure

- a) Working with an outdated till system software until the procurement of the system is complete and installed.
- b) Working on strategies to eliminate overtime for staff in Sport and Leisure following the Low Pay regrading, whilst dealing with sickness absence and staff holidays/training.
- c) Fitness Trail in Bonnyrigg - Pre-tenders have been returned and are being assessed before final procurement/installation.
- d) Addressing the budget gap from the loss of income due to free swimming for school children during holiday periods.

### 4: Building Services

- a) Completing EWIM 2 on programme and budget whilst keeping all affected departments up to date on proposed moving dates and any unforeseen delays.
- b) Monitor workloads and pressure on staff ensuring the correct resources are available to assist in the following projects 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 / Depot, Pentland and Midfield House refurbishments.
- c) Working with Property Assets and Housing colleagues to identify future housing sites for the new build programme.

## Suggested changes to priorities in Service Plan

### Additional Information

#### Replace

**PFM.S.09.01a** - The percentage of properties achieving turn - around time of less than 20 working days ( inclusive of homeless properties)

with

**PFM.S.09.01a** Average turn-around of properties (inclusive of homeless properties) Target 20 working days

#### Replace

**PFM.S.05.02** - Undertake programme of work to upgrade Council Houses to the Scottish Housing Quality Standard by 2015

with

**PFM.S.05.02** - Continue to undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard (2015).

#### New Action to be added

**PFM.S.04.04** Energy Saving Measures for Operational Buildings

#### Change Target

**PFM.S.02.01d** Number of trainees within Sport and Leisure completing courses. Annual Target increased from 1 to 4.

#### Change to Wording

**PFM.S.07.04b** Performance Indicator scores in registered Leisure Centres **Change to** Performance Indicator scores in (selected) registered Leisure Centres

# Property & Facilities Management PI summary 16/17









## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	813	199	319		Q1 16/17: Data Only	↓			
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1		1.6	1.97		Q1 16/17: On Target	↑	5	Number of complaints complete at Stage 1	
									Number of working days for Stage 1 complaints to be Completed	575
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	7.63	4	13.67		Q1 16/17: On Target	↓	20	Number of complaints complete at Stage 2	3
									Number of working days for Stage 2 complaints to be Completed	41
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days		94.68 %	92.81 %		Q1 16/17: Off Target 271 of 292 complaints responded to within 5 working days.	↓	95%	Number of complaints complete at Stage 1	
									Number of complaints at stage 1 responded to within 5 working days	271
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	66.67 %		Q1 16/17: Off Target 1 of 3 complaints at this stage off target.	↓	95%	Number of complaints complete at Stage 2	3
									Number of complaints at stage 2 responded to within 20 working days	2



## 01.2 Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 13.166 m	£ 12.912 m	N/A		Q1 16/17: Performance against budget will be reported to the Council in September				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	9.58	2.11	2.99		Q1 16/17: Off Target	↓		Number of days lost (cumulative)	1,607.7
									Average number of FTE in service (year to date)	537.26

### 01.3 Corporate Health





Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%		Q1 16/17: On Target		90%	Number of service & corporate priority actions	28
									Number of service & corporate priority actions on tgt/completed	28
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	83%	88%	80%		Q1 16/17: Off Target		85%	Number received (cumulative)	2,893
									Number paid within 30 days (cumulative)	2,317
06. Improve PI performance	% of PIs that are on target/ have reached their target.	87.5%	84.38 %	83.87 %		Q1 16/17: Off Target Improvement actions are being put in place to bring PIs back on target.		90%	Number on tgt/ tgt achieved	26
									Number of PI's	31
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	100%	100%		Q1 16/17: No high risks identified		100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0








### 01.4 Improving for the Future




Priority	Indicator	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	0%	0%	33.33 %		Q1 16/17: Off Target 4 actions still outstanding from 2015 audit programme. 2 actions off target from 2017 programme.		90%	Number of on target actions	3
									Number of outstanding actions	9


# Property and Facilities Management action report 16/17





## 03. Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.01.01	01. Children and young people are supported to be healthy, happy and reach their potential	Continue to provide high quality nutritional school meals	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Uptake figures remain high and well above national averages for both Primary & High Schools. HMle report for Mauricewood Primary highlighted in May 2016" School lunches are good quality and look appealing on the service counter. There is a good uptake of fruit, and uptake of salad items is encouraged by P7 helpers which is having a positive impact."
PFM.S.01.02		Promote and deliver Active Schools programmes to school children	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Ongoing promotion of Active Schools programmes and events through Active Midlothian website, @active_mid Twitter, printed materials and presence at school events. A total of 2121 distinct pupils engaged in Active Schools extra curricular programmes and 2018 pupils attending a variety of Active Schools sports events.
PFM.S.01.03		Undertake programme of work to improve/upgrade Primary School Estate - Bilston, Gorebridge, Roslin, Paradykes Primary School	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Bilston and Gorebridge
PFM.S.01.04		Undertake programme of work to deliver improvement/upgrade High School Estate - Newbattle High School	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Newbattle, <ul style="list-style-type: none"> <li>• Works remain on programme</li> <li>• Foundation works have started with the formation of the reinforcement cages etc.</li> <li>• Completion of the building element scheduled for March 2018</li> <li>• Regular cycle of project board meetings now in place.</li> </ul>








Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.02.01	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Maintain the percentage of trainees completing courses through training and employability sources	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target 15 trainees completed courses in Q1.
PFM.S.03.01	03. New jobs and businesses are located in Midlothian	Ensure all contracts include where possible for the engagement of local businesses	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target All contracts contain a clause to include local labour
PFM.S.04.01	04. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity	Review and implementation of recommendation from the Carbon Reduction Commitment (CRC) plan	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target The preparation of the Carbon Reduction Document (CRC) return for 2015/16 almost completed and will be ready for submission by 29/07/2016.
PFM.S.04.02		Identification and instigation of projects as recommended as part of the Carbon Management Plan	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Progress with identifying and implementing projects are well under way. We have identified 45 sites where the heating controls need upgrading. In addition we are in the process of designing a lighting upgrade at Fairfield House to LED. A telephone conference with the funders, Salix Finance Ltd, has been arranged for 19/07/2016
PFM.S.04.03		Energy saving measures for Housing	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Ongoing programme of energy savings initiative being implemented to maximise grant awards.
PFM.S.05.01	05. More social housing has been provided taking account of local demand	Progress Phase 2 of capital plan new build programme	31-Mar-2017		25%	<b>Q1 15/16:</b> On Target 137 houses built to date on Phase two sites. A further 96 units currently under construction are: . 41 units at Edgefield Road. 10 Units have been handed over to housing . 18 units at Polton Street . 37 units at Stobhill Site (51b) at Stobhill Road due to commence in July 2016. Newbyres site demolition Complete . Establishing final sites to complete the phase 2 project still requiring agreement with housing
PFM.S.05.02		Undertake programme of work to upgrade Council Houses to the Scottish Housing Quality Standard by 2015	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Heating, bathroom, windows and doors surveys and roughcasting contract ongoing. Surveys for reactive repairs questionnaire has been updated. Repairs survey has been progressed through the use of the Councils Customer Satisfaction Measurement tool with reports being prepared and monitored via the Team Plan Reports



Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.05.03	05. More social housing has been provided taking account of local demand	Complete survey and report into EESSH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> 93% of Midlothian Council Housing stock currently meet the Energy Efficient Standard for Social Housing (EESH). Consultant has been asked to produce a current report to establish all works required to meet the standard
PFM.S.06.01	06. People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes	Undertake adaptations to houses for those with specific needs	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> To the end of June 2016 36 minor adaptations have been completed and 8 Major adaptations of ramps and wet floor bathrooms have been completed.
PFM.S.07.01	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and deliver MAC (Midlothian Active Choices) programmes	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> <b>Received 159 referrals for this quarter.</b>  Promoted through groups/forums/events to promote and represent MAC; Cardiac Rehab Group TCAT meetings including launch event. Healthy Living Group, Health & Wellbeing Practitioner Forum, Spring Team Women's Group and Surestart Groups. Initial 1-2-1 consultations - 56, 12 weeks reviews - 32, Supervised gym sessions – 33, 1-2-1 gym sessions - 170, MAC classes - 32, Seated exercise/postural stability class – 5 . Partner in developing Weight Management and Diabetes Prevention Pathway.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.07.02	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and deliver Ageing Well programmes to 50+ age groups	31-Mar-2017		25%	<p><b>Q1 16/17 On Target:</b>  <b>Ageing Well has delivered 62 classes per week over 22 different activities attracting approximately 700 participants each week.</b></p> <p>This figure includes 4 new groups in Mayfield, Gorebridge and Newtongrange including a spin cycling class specifically tailored for this age group as well as badminton and table tennis. Ageing Well held their first new age kurling tournament in May to bring together all the groups who play the sport weekly. 34 took part in this fun event and a new group was formed in Newtongrange to cater for the increased interest in the sport which is suitable for all abilities including the frailer elderly.</p> <p>Ageing Well's singing group have entertained community groups and day care settings and held their annual fundraising concert raising £1750 for two local charities.</p> <p>Ageing Well also offered a morning of functional fitness tests in Dalkeith with 21 completing the tests and launched walking rugby as a trial activity for the project.</p> <p>There are currently 42 volunteers signed up with Ageing Well and 37 of them have been active in this quarter running walking groups, new age kurling, singing and table tennis. The Midlothian walking football team won the Glasgow Green tournament and the Gracemount one and came runners up in the Borders tournament and the Scottish walking football festival, beaten by Motherwell in the final.</p> <p>Spirit 2012, Legacy 2014 funding  Ageing Well received funding to carry out a project within care homes, sheltered housing and frail elderly in the community. Care staff from seven care homes in Midlothian have now received training on the importance and benefits of physical activity and strength and balance exercises for the elderly. A walking challenge has been offered in all care homes as well as an opportunity to borrow games in preparation for the Senior Games. Part of the project is to work with Transform, a youth volunteering project, who attend 4 sheltered housing complexes offering activities to residents and encouraging them to continue to be active more regularly as well as offer support and social skills to the young volunteers. Two postural stability classes are also being offered as part of this project to encourage the frail elderly to stay active, specifically tailoring exercises around strength and balance to reduce the risk of falls and increase functional ability to be able to lead as independent a life in the community for as long as possible.</p>

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.07.03	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and maintain uptake and use of leisure facilities	31-Mar-2017		25%	<p><b>Q1 16/17:</b> On Target</p> <p><b>Tonezone Marketing Plan</b> in place as part of the Sport and Leisure Business plan for 2016/ 2017.</p> <p><b>May promotion</b> (join between the 1st and the 15th of May for £5.00) gained 201 new members.</p> <p><b>Corporate Parenting cards</b> currently sitting at 37.</p> <p><b>Fit in 8</b> as at the 30th of June was 303 plus 25 Midlothian Council staff.</p> <p><b>Active Golden Years membership</b> seen a positive growth on the back of the new fees and charges.</p> <p><b>Summer of Sport</b> brochure (22 pages) distributed to all school children within the county.</p> <p><b>Free swimming</b> for all school children during the summer holidays.</p> <p><b>New promotional video</b> -Staff from Sports Development, Active Schools and the leisure centres where involved in the production of a new promotional video highlighting Midlothian Sport &amp; Leisure services. The video highlights other services run through sport &amp; leisure such as, Ageing Well, Midlothian Active Choices, Active Schools, Community Recreation, Football &amp; Rugby Development.</p>
PFM.S.07.04		Delivery of high quality Healthy Living Service	31-Mar-2017		25%	<p><b>Q1 16/17:</b> On Target</p> <p>Update on Memberships we have 5056 members 1,154 Platinum, 670 Gold, 2036 Silver,394 Bronze,575 Active Golden Years and 227 Teenzone memberships.</p> <p>Tonezone Marketing Plan was launched in April with different campaigns concentrating on retention.</p> <p>Get Going with Active Schools Awards Scheme – certificates and flyers distributed to participants this quarter.</p> <p>Summer of Sport booklets distributed to all primary and S1-2 pupils included Get Going advert.</p> <p>Midlothian Active choices received 159 referrals for the quarter</p> <p>Partner in developing Midlothian Weight Management and Diabetes Prevention pathway and single referral process now in place.</p> <p>Counterweight adult weight management programmes are all in place.</p>
PFM.S.08.01	08. People feel safe in their neighbourhoods and homes	Design appropriate future developments in accordance with Secure by Design Principles	31-Mar-2017		25%	<p><b>Q1 16/17:</b> On Target</p> <p>All Housing contract documents contain a clause to demand secure by design certification.</p>
PFM.S.09.01	09. Deliver efficient Services	Delivery of high quality Property Maintenance Services	31-Mar-2017		25%	<p><b>Q1 16/17:</b> On Target</p> <p>Monitored through satisfaction surveys and Feedback forms.</p>

















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.09.02	09. Deliver efficient Services	Delivery of high quality Facilities Management Services	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Facilities Service continues to deliver high quality services. The service level agreement was reviewed and updated in May 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 15/16.
PFM.S.09.03		Implement/set programme of office closures within Council estate	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> EWiM 2 Office rationalisation EWiM Phase 2; Office rationalisation Currently 75% complete with the relocation of c250 staff The remaining works are on hold for a decision to be made following the decision to progress the Dalkeith Town Centre to a full business case  EWiM Phase 3; Depot rationalisation Instructed to progress at Council Meeting 18 May 2016 Target completion June 2019 EWiM 4; Dalkeith Town Centre Regeneration Instructed on 18 May 2016 to develop full business case with range of options and associated risks; this also includes progressing design to a conceptual stage
PFM.S.09.04		Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2017		25%	<b>Q1 16/17: On Target</b>
PFM.S.09.05		Prepare and implement a rolling review of rents of the Council's non-operational land and buildings	31-Mar-2017		50%	<b>Q1 16/17: On Target</b> Good progress made on agreeing revised rentals and implementing the introduction of the modernised leases
PFM.S.10.01	10. Inequalities in learning outcomes have reduced	Meet the educational needs of increased numbers of pupils in Midlothian. Complete construction of Gorebridge and Bilston primary schools.	31-Mar-2017		95%	<b>Q1 16/17: On Target</b> Set to be complete August 2016.
PFM.S.10.02		Develop proposals to Scottish Futures Trust to enable meeting new 1020hrs target for nursery places	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Proposal submitted to Scottish Futures Trust.
PFM.S.11.01	11. Midlothian is an attractive place to live, work and invest in	Management and development of the Council's extensive land interests at Shawfair	31-Mar-2017		25%	<b>Q1 16/17: On Target</b> Good progress on Council Report (Dec 15) actions 1-6.















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.11.02	11. Midlothian is an attractive place to live, work and invest in	Shawfair Town Centre Amenities - produce report to council, including financial implications, for final approval.	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Good progress on Council Report (Dec 15) actions 1-6.
PFM.S.11.03		Confirm primary school sites to be safeguarded with education	31-Mar-2017		25%	<b>Q1 16/17:</b> On Target Hopefield Primary School procurement progressing.















## 03. Service Priorities











PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.01.01a	01. Children and young people are supported to be healthy, happy and reach their potential	% uptake of Primary School meals - aim to maintain at 11/12 level (LPI)	81.4%	72.8%	79.6%	✓	↓	<b>Q1 16/17:</b> On target Uptake remained good despite lots of trips and events in the summer term.	70%	57.82% - Average per family group (APSE 14/15)
PFM.S.01.01b		% uptake of High School meals	51.9%	45.6%	45.1%	✓	↓	<b>Q1 16/17:</b> On target New retail openings around High Schools continue to affect sales. Target for Q1 seasonally adjusted.	50%	43.89% - Average per family group 2014/15(AP SE)
PFM.S.01.02a		Number of distinct activities - Active Schools programmes to school children	50	55	24	✓	↓	<b>Q1 16/17:</b> On Target Active Schools delivered 25 different activities to P1-S6 pupils, with the introduction of new snowsport programmes including skiing and snowboarding. Year end target is 38.	38	
PFM.S.01.04a		Amounts raised through capital bids towards refurbishing of non housing estates	N/A	N/A	£1,800,000	✓	▬	<b>Q1 16/17:</b> Complete.	£1,800,000.00	
PFM.S.02.01a	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within service completing courses	32	17	15	✓	↓	<b>Q1 16/17:</b> On Target	14	

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.02.01b	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within Property Maintenance completing courses	15	10	7			<b>Q1 16/17:</b> On Target Total Number of apprentices 5 moving to year 3. Two team leaders, 1 Painter now attending college to obtain an HNC. 3 Apprentices moving to year Two.	7	
PFM.S.02.01c		Number of trainees within Facilities Services completing courses	7	3	4			<b>Q1 16/17:</b> On target 3 staff attending Edinburgh College for SVQ Level 2 Food Production & 1 trainee from Edinburgh College at Dalkeith Campus.	3	
PFM.S.02.01d		Number of trainees within Sport and Leisure completing courses	10	4	4			<b>Q1 16/17:</b> On Target During quarter 1 four people have been employed on a casual basis as Lifeguards two at Loanhead Leisure Centre and two at Lasswade centre. They previously attended their NPLQ (National Pool Lifeguard Qualification) training course within Midlothian Leisure Centres to become Lifeguards. Total for quarter 1, is 4 people	4	
BS.PFM.S.03.01a	03. New jobs and businesses are located in Midlothian	Percentage of contracts engaging in local businesses	100%	100%	100%			<b>Q1 16/17:</b> Complete All Contracts have local business clauses inserted.	100%	
BS.PFM.S.04.01a	04. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity	Reduction in carbon emissions from Council premises	12,851	15,760	12,572			<b>Q1 16/17:</b> On Target. Annual equivalent.	13,436	Benchmark ed internally against target from 06/07 of 6213 tonnes over a 5 year period. To date we have achieved a carbon reduction of 7450 tonnes

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.05.01a	05. More social housing has been provided taking account of local demand	Number of new build council houses	91	91	0			<b>Q1 16/17:</b> On Target No houses have yet been completed, which was the plan for this stage. Q2 will show handover of Edgefield Road Site	59	
PFM.S.05.02a		The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	100	100%			<b>Q1 16/17:</b> On Target 100% of Midlothian Council houses are free from serious disrepair. (15 exemptions which reflect rate of 99.78%).	100.0%	
PFM.S.05.02b		The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	100%	100%			<b>Q1 16/17 :</b> 100% of Midlothian Council houses have modern facilities. (479 exemptions which reflect rate of 93.24%)	100.0%	
PFM.S.05.02c		The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%			<b>Q1 16/17:</b> On Target	100.0%	
PFM.S.05.02d		Progress of roughcast programme	0 complete	0 complete	31 complete			<b>Q1 16/17:</b> Off Target Contract has been late, work has commenced on the planned 220 properties for 16/17.	220 complete	
PFM.S.05.02e		Progress of bathroom replacement programme	377	112	101			<b>Q1 16/17:</b> Data Only Winding down of program. Majority of those remaining rejecting replacement.		
PFM.S.05.02f		Number of upgrades to central heating systems	313	36	80			<b>Q1 16/17:</b> On Target	280	n/a internal programme of works - benchmark against target

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.06.01a	06. People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes	Proportion of adaptations requested and completed	100%	100%	100%			Q1 16/17: On Target	100%	
PFM.S.07.01a	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Number of activities offered by MAC (Midlothian Active Choices)	New for 16/17		11			Q1 16/17: On Target There are 11 activities Daily 1-2-1 consultations Weekly Reviews 7xMAC Classes 1-2-1 Gym Sessions	16	
PFM.S.07.01b		Number of attendees during quarter to MAC(Midlothian Active Choices) activities	New for 16/17		861			Q1 16/17: Data Only Number of attendees during this quarter was 861		
PFM.S.07.03a		Number of attendances per 1,000 population to all pools	2,870	620	560			Q1 16/17: Off Target Wet side usage figures for quarter one show 48,617. Drop due to referendum and essential maintenance closures at Lasswade 31st May to 1st June and Newbattle Pool 25th May and 29th June.	3,040	
PFM.S.07.03b		Number of attendances per 1,000 population for indoor sports and leisure facilities	7,550	1,820	1,890			Q1 16/17: On Target Dry usage figures show 162,801. This is an increase on last years Q1 figure by 8,339 Referendum closures for Lasswade several days, also 3 Leisure centres and 5 Pavilions Loanhead Dance studio closed on 25th May for essential maintenance to Air Handling Unit.	8,290	
PFM.S.07.04b		Performance Indicator scores in registered Leisure Centres	92.44%	83.38%	92.22%			Q1 16/17: On Target Survey completed at Snowsports centre 92.22%	90%	
BS.PFM.S.07.02a		Number of activities offered by Ageing Well programmes to 50+ age groups	24	24	24			Q1 16/17: On Target MAC (Midlothian Active Choices) and Ageing Well delivered over 24 distinct activities on a weekly basis over this quarter.	16	

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
BS.PFM.S.07.04a	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Tone zone retention rate	56.66%	60%	54%			<b>Q1 16/17:</b> On Target Retention figures for quarter 1 shows 54%	55%	No accepted industry standard.
PFM.S.09.01a		The percentage of properties achieving turnaround time of less than 20 working days (inclusive of homeless properties)	63.46%	76.06%	N/A			<b>Q1 16/17:</b> Measure to be replaced with - Average turn-around time in quarter (inclusive of homeless properties) Target 20 working days.	83%	
PFM.S.09.02a		Cost per square metre cleaned	£8.90	£10.03	£8.90			<b>Q1 16/17:</b> On Target Our cost per square meter cleaned of £8.90 remains lower than the national average of £12.29 from the information provided by the Association for Public Service Excellence (APSE) in December 2015	£10.03	£12.29 - Average per family group 2014/15 (APSE)
PFM.S.09.02b		Total square metres cleaned per hour	1.25	1.25	1.25			<b>Q1 16/17:</b> On Target Our aim is to be higher than the APSE national average of 1.09 sqm cleaned per FTE, currently at 1.25 sqm as published by the Association for Public Service Excellence (APSE) in December 2015	1.2	1.09 - Average per family group 2014/15 (APSE)
PFM.S.09.02c		Monthly number of meals prepared/monthly labour hours across production and dining centres.	10.3	9.14	8.9			<b>Q1 16/17:</b> Off target Reduced productivity in both Primary and High Schools due to study leave, 2 polling days and primary school trips/events.	10	8.46- Average per family group 2013/14 (APSE)
PFM.S.09.02d	09. Deliver efficient Services	Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	72.8%	72.8%	76.1%			<b>Q1 16/17:</b> On target School meal census published June 16 shows Midlothian uptake is 76.1%, an increase of 3.3% on 15/16. National average is now 66%.	66%	Scottish Government Annual Survey of School Meals 2015 64.8%
PFM.S.09.02e		Achieve greater than the Scottish average in the annual school meal census (High Schools)	70.1%	70.1%	59.8%			<b>Q1 16/17:</b> On target School meal census published in June 16 showed Midlothian High school uptake at 59.8%, a drop of 10.4% on 15/16. However it is still above the national average of 53.7%	53.7%	Scottish Government Annual Survey of School Meals 2015 44.2%

PI Code	Priority	PI	2015/16	Q1 2015/16	Q1 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
PFM.S.09.04a	09. Deliver efficient Services	Percentage of PPP maintenance issues that are addressed within timescale (failure results in penalty to PPP contractor)	95%	95%	95%			<b>Q1 16/17:</b> On Target	90%	
PFM.S.09.05a		Proportion of commercial properties rent reviews complete	New for 16/17		50%			<b>Q1 16/17:</b> On Target Good progress has been made in agreeing revised rentals at Market Value and introducing new style leases.	65%	
C&L1c	12. Benchmarks	Total attendance at all pools	247,099	52,472	48,617			<b>Q1 16/17:</b> Off Target Wet side usage figures for quarter one show 48,617. Closures due to referendum - Lasswade closed for several days Closures due to essential maintenance, replacement of the Air Handling Unit on roof at Lasswade 31st May to 3rd June Closure due to essential maintenance at Newbattle in plant room 25th of May and 29th of June.	257,000	
P-HSN3		Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	93.1%	100.0%	79.5%			<b>Q1 16/17:</b> Off Target This value has dropped from 100% as a result of new builds being added to the total properties. We are in the process of gathering the information about these properties and fully expect this value to change back to 100%	100.0%	14/15 Rank 10 (Second Quartile). 13/14 Rank 25 (Bottom Quartile)
P-HSN5		Percentage of council houses that are energy efficient (LGBF)	100.0%	100.0%	100.0%			<b>Q1 16/17:</b> On Target 100% of Midlothian Council houses are energy efficient. 36 exemptions	100.0%	14/15 Rank 1 (TOP Quartile). 13/14 Rank 8 (TOP Quartile)



# Local Government Benchmarking Framework - Property and Facilities Management

The LGBF data for 2015/16 will be published by the Improvement Service in January 2017  
Service performance information for 2015/16 is detailed where available



## Corporate Asset

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
P-C-AST1	Proportion of operational buildings that are suitable for their current use (LGBF)	85.8%	88.2%	88.3%	88.89%	88.69%	Data will be published in January 2017	14/15 Rank 9 (Second Quartile). 13/14 Rank 8 (Top Quartile)
P-C-AST2	Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)	76.42%		72.1%	81.5%	76%		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	
P-C&L1	Cost per attendance at Sports facilities (LGBF)	£5.50	£5.47	£7.00	£7.01	£7.61	Data will be published in January 2017	14/15 Rank 27 (Bottom Quartile) 13/14 Rank 27 (Bottom Quartile)
P-C&L5d	Percentage of adults satisfied with leisure facilities (LGBF)	79.7%	84.7%	77%	77%	72%		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	
P-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)
P-HSN4b	Average time taken to complete non-emergency repairs (LGBF)				7	7.37	Data will be published in January 2017	14/15 Rank 7 (TOP Quartile) 13/14 Rank 6 (TOP Quartile)
P-HSN5	Percentage of council houses that are energy efficient (LGBF)	83.9%	92.2%	93.5%	99.1%	100.0%		14/15 Rank 1 (TOP Quartile). 13/14 Rank 8 (TOP Quartile)