

# Notice of Meeting and Agenda



## Performance, Review and Scrutiny Committee

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

**Date:** Monday, 12 December 2022

**Time:** 11:00

**Executive Director : Place**

**Contact:**

Clerk Name: Democratic Services  
Clerk Telephone:  
Clerk Email: [democratic.services@midlothian.gov.uk](mailto:democratic.services@midlothian.gov.uk)

**Further Information:**

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

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

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## **2 Order of Business**

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Including notice of new business submitted as urgent for consideration at the end of the meeting.

## **3 Declaration 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 Minute of Previous Meeting**

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| <b>4.1</b> | Minute of the Meeting of 20 September 2022 submitted for approval | 3 - 8  |
| <b>4.2</b> | Action Log  | 9 - 10 |

## **5 Public Reports**

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- |            |  |          |
|------------|--|----------|
| <b>5.1</b> | Inspection of Newbyres Village Care Home - Joint Director Health and Social Care Partnership | 11 - 14  |
| <b>5.2</b> | Adult Health and Social Care Q2 Performance Report 2022/23                                   | 15 - 20  |
| <b>5.3</b> | Children Services, Partnerships and Communities Q2 Performance Report 2022/23                | 21 - 28  |
| <b>5.4</b> | Corporate Solutions Q2 Performance Report 2022/23  | 29 - 46  |
| <b>5.5</b> | Education Q2 Performance Report 2022/23  | 47 - 64  |
| <b>5.6</b> | Place Q2 Performance Report 2022/23  | 65 - 82  |
| <b>5.7</b> | Midlothian Council Q2 Performance Report 2022/23   | 83 - 90  |
| <b>5.8</b> | Half Year Balanced Scorecard   | 91 - 102 |

## **6 Private Reports**

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No Private Business for discussion

## **7 Date of Next Meeting**

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# Minute of Meeting

Performance Review and Scrutiny Committee  
Monday 12 December 2022  
Item No: 4.1



## Performance Review and Scrutiny

Date	Time	Venue
Tuesday 20 September 2022	11.00 am	Microsoft Teams

### Present:

Councillor Imrie (Chair)	Councillor Curran
Councillor Drummond	Councillor McCall
Councillor McManus	Councillor Pottinger
Councillor Russell	Councillor Virgo
Councillor Winchester	

### Also Present:

Councillor McKenzie	
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### In attendance:

Grace Vickers	Chief Executive
Kevin Anderson	Executive Director Place
Derek Oliver	Chief Officer Place
Nick Clater	Head of Adult and Social Care Services
Grace Cowan	Head of Primary Care and Older Peoples Services
Joan Tranent	Head of Children's Service
Michelle Strong	Education Chief Operating Officer
Marc Bedwell	Executive Business Manager
Saty Kaur,	Executive Business Manager
Sinead Urquhart	Executive Business Manager
Elaine Johnston	Policy and Scrutiny Officer
Marco Reece-Heal	Business Analyst
Andrew Henderson	Democratic Services Officer

## 1 Welcome, Introductions and Apologies

On account of the absence of the nominated Chair, Councillor Pottinger, seconded by Councillor Virgo nominated Councillor Imrie to act as chair of this meeting of the Performance Review and Scrutiny committee.

Apologies for absence had been received on behalf of Councillor McEwan, Councillor Milligan, Councillor Smaill and Fiona Robertson.

## 2 Order of Business

The Order of Business was as detailed within the Agenda.

## 3 Declarations of interest

No declarations of interest were received.

## 4 Minutes of Previous Meetings

- 4.1 The Minute of the Meeting of the Performance Review and Scrutiny Committee held on the 21<sup>st</sup> June 2022 was submitted and approved as correct record.
- 4.2 The Action Log of the meeting of Performance Review and Scrutiny Committee held on the 21<sup>st</sup> June 2022 was submitted and noted.

## 5. Reports

Agenda No.	Report Title	Presented by:
5.1	Adult Health and Social Care Performance Report Q1 2022/23	Head of Adult and Social Care Services
<b>Outline of report and summary of discussion</b>		
The Adult Health and Social Care Performance Report Q1 2022/23 was submitted. The Head of Adult and Social Care Services highlighted the progress in the delivery of strategic outcomes and summary of the emerging challenges as detailed within and thereafter answered questions raised by Elected Members.		
In response to comments relating to the potential increase of Community Payback Orders within Midlothian and how they could best be utilised in Midlothian, Nick Clater agreed to factor this into the Q2 performance report.		
Reference was made to a presentation that had been given to the MIJB with regard to drug deaths, Nick Clater agreed to circulate the slides amongst members.		
<b>Decision</b>		
a) Head of Adult Services to include further details in relation to the increase in Community Payback Orders and their best use in Midlothian within the Q2 performance report.		

- b) Head of Adult Services to circulate slides from MIJB presentation on drug deaths to members.
- c) To otherwise note the contents of the report.

Agenda No.	Report Title	Presented by:
5.2	Children Service's, Partnerships and Communities Performance Report Q1 2022/23	Head of Children's Service
<b>Outline of report and summary of discussion</b>		
<p>The Children Service's, Partnerships and Communities Performance Report Q1 2022/23 was submitted. The Head of Children's Service highlighted the progress in the delivery of strategic outcomes and provided a summary of the emerging challenges as detailed within the report</p> <p>A discussion ensued in relation to the National Care Service, Joan Tranent acknowledged the importance of having representatives from Midlothian present at talks and the consultation process. Members echoed these sentiments acknowledging the need for Midlothian to have a voice in the proceedings.</p>		
<b>Decision</b>		
To note the contents of the report.		

Agenda No.	Report Title	Presented by:
5.3	Corporate Solutions Performance Report Q1 22/23	Executive Director Place
<b>Outline of report and summary of discussion</b>		
<p>The Corporate Solutions Performance Report Q1 22/23 was submitted. With reference to the slide deck, the Executive Director Place highlighted the progress in the delivery of strategic outcomes and summary of the emerging challenges as detailed within the report and thereafter answered questions raised by Elected Members.</p> <p>In response to comments regarding Cost of Living crisis grant cheques that had not been cashed and measures that could be taken to identify recipients, Kevin Anderson agreed to follow this up.</p>		
<b>Decision</b>		
<ul style="list-style-type: none"> <li>a) Executive Director Place to follow up on Cost of Living crisis grant cheques to ascertain what measures are being taken to identify recipients.</li> <li>b) To otherwise note the contents of the report.</li> </ul>		

Agenda No.	Report Title	Presented by:
5.4	Education Quarter One Performance Report 2022-23	Education Chief Operating Officer
<b>Outline of report and summary of discussion</b>		
<p>The Education Quarter One Performance Report 2022/23 was submitted. Education Chief Operating Officer highlighted the progress in the delivery of strategic outcomes and summary of the emerging challenges as detailed within the report and thereafter answered questions raised by Elected Members.</p> <p>There was a brief discussion in relation to the metrics used to identify the poverty attainment gap and the equip for learning program, comments were also made in relation to the technical support being given to ensure that devices could be used appropriately.</p>		
<b>Decision</b>		
To note the contents of the report.		

Agenda No.	Report Title	Presented by:
5.5	Place Performance Report Q1 22-23	Chief Officer Place
<b>Outline of report and summary of discussion</b>		
<p>The Place Performance Report Q1 22-23 was submitted. With reference to the slide deck included as an appendix to the report, the Chief Officer Place highlighted the progress in the delivery of strategic outcomes and summary of the emerging challenges as detailed within the report.</p> <p>There was a brief discussion in relation to the rent freeze announcement and the impact that this would have on housebuilding, Kevin Anderson confirmed that a report regarding the annual rent strategy was being brought to Council on the 4<sup>th</sup> of October 2022 and that the current rent freeze would expire on the 31<sup>st</sup> March 2023.</p>		
<b>Decision</b>		
To note the contents of the report.		

Agenda No.	Report Title	Presented by:
5.6	Midlothian Council Report Report Q1 22-23	Chief Executive
<b>Outline of report and summary of discussion</b>		
<p>The Chief Executive was heard in amplification of the Midlothian Council Report Report Q1 22-23. Making reference to the strategic outcomes and summary of the emerging challenges as detailed within the report and thereafter opened to members questions.</p>		
<b>Decision</b>		
To note the contents of the report.		

## **6 Private Reports**

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No items for discussion

## **7 Date of the Next**

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Tuesday 01 November 2022 at 11.00 am  
The meeting terminated at 12.28 pm





# Action Log



No	Subject	Date	Action	Action Owner	Expected completion date	Comments
1	Place Q2 Performance Report	13/12/2021	The Chief Officer Place would review the possibility of recycling bins in some areas	Chief Officer Place	December 21	Trial public bins for recyclates within Dalkeith initially to monitor behaviours and contamination rates ahead of decision for wider scale roll out. Also exploring trial of “smart bin” technology.
2	Gender Pay Gap in Midlothian Council	22 March 2022	Provide Response to Gender Pay Gap in Midlothian Council	Executive Director Place	TBC	We continue to track our gender pay gap, with an improved position in the gender pay gap between the rate of pay for male and female employees and also the total number of female employees in the top 5%.
3	Children’s Services, Partnerships and Communities Annual Performance Report	21 June 2022	Clarity on funding for Scottish child intervention. Expand on the National Housing Project in particular Social Work input to the process	Sinead Urquhart		Joan Tranent to include within quarterly reporting

No	Subject	Date	Action	Action Owner	Expected completion date	Comments
4	Education Annual Performance Report	21 June 2022	Future reports to detail the attainment gap and how it is being tackled	Marc Bedwell		To be included in future Education Performance reports and information on Building Back Better recovery programme included in Q1 report
5	Adult Health and Social Care Performance Report Q1 2022/23	20 September 2022	Head of Adult Services to include further details in relation to the increase in Community Payback Orders and their best use in Midlothian within the Q2 performance report.	Nick Clater	12/12/2022	Included in Q2 report in relation to Unpaid Work hours.
6	Adult Health and Social Care Performance Report Q1 2022/23	20 September 2022	Head of Adult Services to circulate slides from MIJB presentation on drug deaths to members.	Nick Clater	01/11/2022	To be circulated by Democratic Services.
7	Corporate Solutions Performance Report Q1 22/23	20 September 2022	Executive Director Place to follow up on Cost of Living crisis grant cheques to ascertain what measures are being taken to identify recipients.	Kevin Anderson	01/11/2022	

## **Inspection of Newbyres Village Care Home**

Report by Morag Barrow, Joint Director Health and Social Care Partnership

### **1 Purpose of Report**

This report provides an overview of the recent unannounced Care Inspectorate report for Newbyres Village Care Home.

### **2 Background**

- 2.1 Midlothian Health and Social Care Partnership's Newbyres Care Home was inspected by the Care Inspectorate as a Registered care home for people aged over 60. Newbyres Care Home provides long term care for 61 residents. The home is laid out across five streets all with separate lounge and dining areas. There is a shared kitchen and laundry. The care home was inspected across the 6<sup>th</sup>/7<sup>th</sup> September 2022 and the report published on the 16<sup>th</sup> September 2022.

The inspection format was undertaken under Care Inspectorate Health and Social Care standards for care homes.

- 2.2 Following the recent inspection a report was published that details the areas of its findings and outlines areas for improvement and/or requirements.

The inspection report grades the areas of inspection from 1 (Unsatisfactory) to 6 (Excellent). This inspection report graded areas as follows:

<b>How well do we support people's wellbeing?</b>	<b>3</b>	<b>Adequate</b>
<b>How good is our leadership?</b>	<b>3</b>	<b>Adequate</b>
<b>How good is our staff team?</b>	<b>3</b>	<b>Adequate</b>
<b>How well is our setting?</b>	<b>4</b>	<b>Good</b>
<b>How good is our care and support planned?</b>	<b>4</b>	<b>Good</b>

- 2.3 Key messages from the report:

- Staff displayed a strong sense of duty of care towards people.
- When staffing was consistent, they were knowledgeable about people's support needs.
- There was a programme of activities with a good balance of one to one and group events
- Domestic staff worked hard to keep people's bedrooms and communal areas clean.

- The staff team had embraced the Open with Care visiting guidance from the Scottish Government, recognising visits were essential for the wellbeing needs of people.
- Improvements were needed to ensure people received their medication as prescribed and errors were minimised.
- The effectiveness of quality assurance and management oversight required improvement to ensure people experienced positive outcomes

#### 2.4 Areas of improvement noted at time of inspection are:

1. The provider should ensure that care staff are appropriately trained to meet the moving and handling needs of people and that this is delivered in a safe manner. This practice should also be underpinned through observation of practice by management. This is to support the ongoing development of staff, ensuring they are competent, skilled, and able to reflect on their practice to continue to meet people's needs.
2. The provider should ensure that there is a structured team meetings and support and supervision system in place for staff (which incorporates observations and reflections of practice). This is to support the ongoing development of staff, ensuring they are competent, skilled, and able to reflect on their practice to continue to meet people's needs.
3. The provider should ensure people's care planning documentation is reviewed on a regular basis and the systems and processes used by staff reflect this in a consistent way.

#### 2.5 There were areas of requirement highlighted in report around the need for regular audit cycles, and the need to have action plans in place for any areas identified as requiring development from audit outcomes. Infection control practices were also highlighted as requiring additional attention.

#### 2.6 Actions taken in response to inspection:

- Review of staff supervision processes to ensure both regular, individual and group supervision sessions in place.
- Documented Shift handovers, including actions required to enhance communication around care provision and information sharing.
- Working with Moving and Handling co-ordinator to undertake observations of practice and review of training records.
- Medication training supported by Omnicare and review of medication procedures and audit cycle processes
- Implementation of new documentation with a monthly audit cycle in place.

- Reviewed process of escalation of actions from audits to HSCP Clinical Care and Governance Group.

2.7 There have been no complaints since the last inspection.

### **3 Conclusion**

The Care Inspectorate reported in their findings through visiting clients and speaking to family members, that people said the care they received was positive.

### **4 Report Implications**

#### **4.1 Resource**

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

#### **4.2 Risk**

The Care Inspectorate inspect all registered services on a regular basis with announced and unannounced inspections. A report is published which informs all stakeholders about the key strengths of the service, areas for improvement and sets out the main points for action.

Following the publication of that report it is accessible to the public via the Care Inspectorate website, and by requesting a hard copy. It is also on display in the Care at Home base for staff and visitors to access and review progress.

#### **4.3 Policy**

##### **Strategy**

There is now a total of one recommendation from the recent inspection and 5 area for improvement –

Newbyres Village Care Home has responded to the inspection with a comprehensive action plan, with clear timescales and outputs to deliver to the plan.

Support to achieve the action plan is being provided by Midlothian HSCP lead pharmacist and Care Home Support Team. Oversight assurance for the action plan is in place via Midlothian HSCP Clinical and Care governance group.

##### **Consultation:**

Copies of the Inspection report have been made available to Elected Members, and staff members, and notified to families/carers and other interested parties.

## **Equalities**

There are no apparent equalities issues.

## **5 Technology issues**

There are no Technology issues arising from this report.

## **6 Recommendations**

Performance Review and Scrutiny Committee is asked to note the contents of the report.

**9<sup>th</sup> November 2022**

**Report Contact: Grace Cowan**  
**grace.cowan@midlothian.gov.uk**

## Adult Health and Social Care Performance Report Q2 2022/23



### Progress in delivery of strategic outcomes

**Our Vision:** People in Midlothian are enabled to lead longer and healthier lives.

**Our Values:** Right support, right time, right place.

Midlothian Integration Joint Board plan and direct the services that are delivered by Midlothian Health and Social Care Partnership (HSCP). The HSCP is a partnership between NHS Lothian and Midlothian Council and is responsible for services that help Midlothian residents to live well and get support when they need it. This includes all community health and social care services for adults in Midlothian and some hospital based services such as Accident and Emergency.

In order to meet the legal requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, the HSCP was required to develop, consult on, and publish a new 3 year Strategic Plan in 2022. The new Strategic Plan for 2022-25 was published in April 2022.

#### **HSCP COVID-19 Response**

The Health and Social Care Partnership, its partners and the communities it serves continued to be impacted by the COVID 19 pandemic, although restrictions are now eased, Scotland has seen an increase in the number of positive cases (1 in 45) compared to the last quarter (1 in 95). As we approach winter, our strongest mitigation against covid remains our vaccination programme. The Midlothian Health and Social Care Partnership Vaccination Plan has been presented at our Senior Management Team and is included in our Winter plan. We continue to work with our partners to support staff where required and ensure our service delivery is not impacted by deploying staff to cover absences where needed. As we progress into the next quarter and Winter, a strong focus on workforce is included in the Winter Plan.

#### **Seasonal Flu/COVID Booster Programmes**

The Midlothian vaccination team have responsibility for all vaccinations that were part of the Vaccination Transformation Programme from the GP's to the HSCP.

In accordance with JCVI Guidance on the covid booster vaccine our Flu/Covid booster vaccination programme is progressing well across the cohorts. Scheduled meetings take place to review our action log and track progress. Vaccine supply for Covid + Flu is currently good and is continuously being monitored.

The next cohort to be invited to receive their seasonal Flu and Covid booster vaccinations is the 50 – 64 cohort, while the Flu vaccine is currently being rolled in schools by the Community Vaccination Teams.

Activity being progressed as part of our inclusivity programme include conversations to connect with Ukraine and Afghan refugees placed in Midlothian, and the rollout of vaccinations within Hostels. The sharing of information with foodbanks within Gorebridge/Penicuik regarding clinics is taking place. Both have accessible venues to the users of the foodbanks.

#### **Service Transformation**

On 20 June 2022 the Scottish Parliament published the National Care Service Bill which will provide the foundation for the NCS. Alongside the Bill, explanatory notes, a policy memorandum, a financial memorandum and a delegated powers memorandum were also published. The first stage of the consultation was concluded in early September and we await the outcome of that.

#### **Justice**

We have continued to liaise with key partners (Courts and other Local Authorities) regarding the uptake of bail services which has been a nil return in orders being imposed at Court. Requests for assessments are being processed through notification of bail opposed lists but clients are either not in agreement to the assessment or,

more often than not, the Court is proceeding without formally requesting it. From communication with other areas we are aware that it is a similar picture nationally and we are feeding this back to colleagues in Scottish Government. The Justice Service have continued to manage the unpaid work hours. The term backlog was initially used in reference to unpaid work hours during Covid when unpaid work delivery was suspended in line with national restrictions and therefore for a period of time no hours were completed. The term backlog is somewhat misleading; as soon as a court imposes a CPO with 'Unpaid work or other activity' requirement the hours are outstanding until the client completes them. Midlothian have no orders in backlog and we were one of the first local authorities able to re-instruct clients to attend groups as soon as easing of restrictions permitted it. We were in part able to manage this due to a very motivated staff team and the work of the line managers in developing Covid risk assessments.

The team work closely with partner agencies to ensure that we are able to meet the needs of service users in terms of re-integration and rehabilitation but also serve the communities that have been most affected by crime. The Unpaid Work team has continued to develop and implement training pathways for clients undertaking an Unpaid Work Requirement. This starts with all clients completing SCQF award at level 4 in Health & Safety as part of their standard induction onto the Order. Clients have opportunity to undertake further SCQF qualifications including: First Aid, Advanced Health & Safety Training and Manual Handling. Working with the Community Lifelong Learning Team a further pathway has been developed for clients to undertake a variety of training courses including; an Adult Achievement Award, CSCS Card, Digital Skills, An Introduction to Wellbeing or to undertake work improving their literacy and numeracy Skills.

### **Substance Misuse**

Key services based in Number 11 in Dalkeith continued to provide services including outreach treatment, injecting equipment provision [IEP], naloxone, and information/advice. Currently, there are challenges with recruitment. However, the Midlothian Substance Use Service continues to support and treat those individuals who are most at risk. This includes the provision of Buvidal [an injectable form of Buprenorphine]. The caseload of the SUS service in Q2 averaged around 340. As a proxy measure, this indicates that at any given point, 340 people were provided treatment and support as a protective factor in minimising harm. Despite pressure on capacity due to recruitment challenges and consistently high number of people being treated, the service was able to deliver rapid access to 6 new patients. Staff recruitment to employ 2 Non-Medical Prescribers has been completed. Other recruitment to new nursing and 3rd sector posts are underway. These posts augment service capacity to deliver the Medication Assisted Treatment Standards.

### **Naloxone**

Accidental overdose is a common cause of death among users of heroin, morphine and similar drugs, which are referred to as opioids. Naloxone is a drug which temporarily reverses the effects of a potentially fatal overdose with these drugs. Administering Naloxone provides time for emergency services to arrive and for further treatment to be given. Services and MELDAP have continued the roll out of training and providing "Take Home Naloxone" kits (hereafter referred to as THN) or Nyxoid [Nasal Spray]. These are issued to people at risk of opioid overdose, their friends and family and service workers in order to help prevent overdose deaths. Any member of the public over the age of 16 can be trained in the use of Naloxone allowing them to carry and administer it as well as recognise the signs of someone who may be experiencing an overdose. In a joint initiative with MELDAP, Midlothian Council has agreed to:

- . Promote Naloxone training and carrying amongst their staff group.
- . Include Naloxone training and carrying with the 1st aid trainers course.
- . Look to try and ensure that there are Naloxone trained members of staff within all public facing buildings where possible.

This is voluntary initiative for staff.

Drug Trends Service staff have provided feedback that the noted previous increase in cocaine use through snorting, injecting and/or smoking continues. There also continues to be concerns about the availability of "street benzo's" for example, illicit Diazepam, Etizolam and Alprazolam [Xanax]. These tablets are likely to be used in conjunction with other drugs [poly drug use] increasing the level of risk.

### **Learning Disabilities**

The Complex Care Expert Panel Group which will oversee spending of Midlothian's Complex Care Community Fund has now been established and will meet at the end of October to develop the plan for the Midlothian allocation of Community Change Fund.



The Human Rights Expert Panel is now well established, meeting every six weeks, and has developed a programme of activities and three sessions covering Human Rights, The Charter for Involvement, Recovery from the pandemic and Communication.

The flats at Bonnyrigg High Street are scheduled for completion in September 2023. Designs for Primrose Lodge in Loanhead are complete, but the property is being used to house tenants of Teviot Court whilst their flats are being upgraded. The first six moves took place on 4th and 5th October and work at Teviot should be completed by March/April 2023, but outside works are weather dependent. We will reapply for capital funding for the work at Primrose Lodge once we are confident that Teviot tenants have fixed dates for moving back into their homes, and that we have full access to the building.

### **Older People**

**Extra Care Housing:** As with many other areas, Midlothian faces many challenges in addressing the housing and care needs of an ageing population with increasingly complex requirements. Extra Care Housing is a model of accommodation and care that supports people to live in their own tenancy. We have been working to identify the list of applicants for the facility at Normandy Court Dalkeith, to allow us to identify the level of care provision required for the facility going forward. The facility is due to come online at the end of March 2023.

**Care Homes:** Midlothian has 10 older people's care homes, 2 of which are HSCP run with one being an intermediate care facility. The remaining 8 are privately run either by private companies, charitable organisations or independent care homes. Health Boards and local Health and Social Care Partnerships continue to carry responsibilities for the clinical and professional oversight of the care provided to people resident in care homes in line with the Scottish Government guidelines (May 2020).

**Care at Home:** During Q2, our internal and external providers delivered ~78,000 care hours for clients in Midlothian. On average, our internal Care at Home service completed 6,873 visits per week, to an average of 298 clients. August was our busiest month providing care to 303 clients, and starting 51 new packages of care. During the quarter Midlothian HSCP continued to work closely with external providers who delivered approximately 51,000 care hours, or 66% of care hours for the quarter. Audits were completed for external providers, including feedback gathered directly from clients. Feedback highlighted the preference for regular carers, and the importance of carers' ability to engage with clients, stating, "The carers are friendly which helps when you have people coming into your home."

### **Carers**

Previously agreed additional resource has been supported by contracts and services should now be in a position to access this funding. Agreement was reached and amendments made to the existing contract made so that Alzheimer Scotland will recruit a Dementia Carer Support Practitioner from November. Governance groups within the HSCP gave support for additional funding to Grassy Riggs to deliver carer support, delivery of which should be possible with immediate effect. Long-term sickness and staff leaving due to personal reasons resulting in staff vacancies have impacted VOCAL, and have required alternative approaches to delivery being adopted, e.g. engaging CAB to support delivery of some welfare rights services.

Discussions of work to engage with stakeholders and carers re existing strategy; strengthening of services and gaps; utilisation of underspent and carried forwards carer act funding. Proposal for a plan for funding committal to SMT in January 2023. Carer Strategy at final stages of being checked for accessibility before aim of sign-off by Chief Officer and publication online.

### **Mental Health**

**Primary care developments:** There has been a postponement from the Scottish Government regarding the funding for the Mental Health and well-being Monies, National plans will not progress at this time, awaiting update from Scottish Government

Individual Placement Support has been impacted by Covid 19 and subsequently the current post holder has left the post. This post has unfortunately taken 4 recruitment processes but the post has now been successfully recruited to. The new member of staff will be commencing employment in October.

There continues to be strong partnership working between Housing, Health and Social care and third sector providing support and housing for individuals with complex needs, through the housing first model.

### **Adults with Long Term Conditions, Disability and Impairment**

Awareness training sessions for HSCP staff, provided by Sight Scotland are being planned in light of Covid Restrictions easing. Sight Scotland continue to provide information sessions to staff in relation to the services they provide. Meetings are taking place with Deaf Action to review their role and remit in light of their specialist Social Worker leaving post.

Volunteers continue to uplift peoples' faulty hearing aids from their homes and delivered the aids to Midlothian Community Hospital for an Audiology technician to repair, and then return the repaired aids back to the individuals. Conversations have started between Audiology, Enable Local Area Coordinators and other relevant parties in regard to restarting repair clinics in Community Venues, as per pre pandemic. At the request of Audiology they wish to prioritise the start of an Audiology Clinic in Midlothian Community Hospital first before other options are more actively pursued.

Hybrid model up and running for delivery of face to face and digital for all weight management programmes. Digital devices secured for people referred so they are able to decide what options best suits their needs Improving.

Midlothian HSCP commenced work on Improving the Cancer Journey (ICJ) during 2021. ICJ is a partnership between Macmillan and the four Lothian Health and Social Care Partnerships. Midlothian Council hosts the Programme on behalf of the four HSCPs. The ICJ Programme aims to meet the non-clinical needs of people living with cancer; it promotes self-management and person-centred solutions. The service in Midlothian has strong links with the Wellbeing Service in GP practices and the MacMillan Welfare Rights Advisor in the Welfare Rights Team. The monthly target for the service to see 17 people per month. During Q2 39 people were referred and 27 people used the service demonstrating a slight increase. Local work continues to focus on primary care engagement with 'tests of change' within 3 GP practices. The other Lothian areas have a dominance of secondary care referrals but in Midlothian, there is a more even spread across secondary care, GPs, third sector and self-referrals.

### **Sport and Leisure**

Gorebridge Leisure Centre: The main hall remedial work is now complete. The works were delayed due to the ongoing roof replacement programme but the centre will now be able to accommodate a fuller programme. The centre is being utilised for the winter vaccination programme, on a smaller scale than previously with only the lesser hall being used.

Stabilisation in the global supply of chlorine products for swimming pools has meant that all spa pools previously closed due to low availability of chlorine have now reopened. Swimming pool closures due to lack of chlorine were avoided during Q2 which previously had looked very likely.

#### **Active Schools:-**

- . Continuing to expand our Active Schools Programme with more free opportunities being offered in schools with a pathway in place from schools to community & club sport.
- . Young Ambassador Programme: All secondary schools have engaged and have recruited 2 Young Ambassadors who will work with Active Schools Coordinators to promote sport & physical activity opportunities in schools and work to identify and address barriers to participation.
- . Fit for Girls Programme: We have established a Fit for Girls Committee who will identify & address barriers to participation for girls and will work to empower other girls to shape and influence sport & physical activity in Midlothian.
- . Young People Networking Event: We held a networking event for Midlothian Young People from our Young Ambassador Programme, Fit for Girls Committee and Active Schools Leadership Academy. This gave the pupils the opportunity to meet each other, discuss plans for the year and discuss ways that they can work together to promote, influence and shape sport in Midlothian.
- . Whole Systems Approach: We have been working with our NHS colleagues and have created a plan as part of the type 2 diabetes, Whole System Approach programme. This project will run in the Easthouses/Mayfield area addressing inequalities in accessing sport & physical activity.
- . Child Healthy Weight Programme: Along with our Active Schools colleagues (East, West, Edinburgh & Midlothian) and NHS colleagues we have finalised plans and launched the child healthy weight programme. This is a referral programme taking a targeted approach for young people. Review of term 1 will be undertaken in December.

### **COVID-19**

The Health and Social Care Partnership, its partners and the communities it serves continued to be impacted by the COVID 19 pandemic. The Health and Social Care Partnership has maintained delivery of services and continues to work with its partners to ensure resources are being managed and deployed to cover staff absences where needed and continue to develop our remobilisation plans. We continue to work to ensure key staff receive both the Covid and flu vaccine.

### **A growing and ageing population**

Midlothian is the second smallest Local Authority in mainland Scotland but the fastest growing. This will continue to pose challenges for health and social care services whilst also changing some local communities. As people live for longer many more people will be living at home with frailty and/or dementia and/or multiple health conditions. An increasing number of people live on their own, and for some this will bring a risk of isolation.

### **Higher rates of long-term conditions**

Managing long-term conditions is one of the biggest challenges facing health care services worldwide, with 60% of all deaths attributable to them. Older people are more susceptible to developing long-term conditions; most over 65s have two or more conditions and most over 75s have three or more conditions. People living in areas of multiple deprivation are at particular risk with, for example, a much greater likelihood of early death from heart failure. They are also likely to develop 2 or more conditions 10-15 years earlier than people living in affluent areas.

### **Higher rates of mental health needs**

Many mental health problems are preventable, and almost all are treatable, so people can either fully recover or manage their conditions successfully and live fulfilling healthy lives as far as possible. The incidence of mental health issues in Midlothian, while similar to the rest of Scotland, is a concern. Living in poverty increases the likelihood of mental health problems but also mental health problems can lead to greater social exclusion and higher levels of poverty. People who have life-long mental illness are likely to die 15-20 years prematurely because of physical ill-health.

### **Our services are under pressure**

People place a high value on being able to access effective health services when they need them. People expect to receive high quality care services when these are needed whether as a result of age, disability, sex, gender or long term health conditions. Yet there are a number of pressures on our services.

### **Financial pressures**

Financial pressures on public services are well documented. There is no doubt that we need to do things differently: the traditional approach to delivering health and care services is no longer financially sustainable.

We have particular pressures in our disability services with challenges to meet complex needs in the community when in the past care settings may have been considered.

### **Workforce pressures**

The Covid-19 pandemic has and will continue to influence the demand for, and deployment of, the health and care workforce for the foreseeable future.

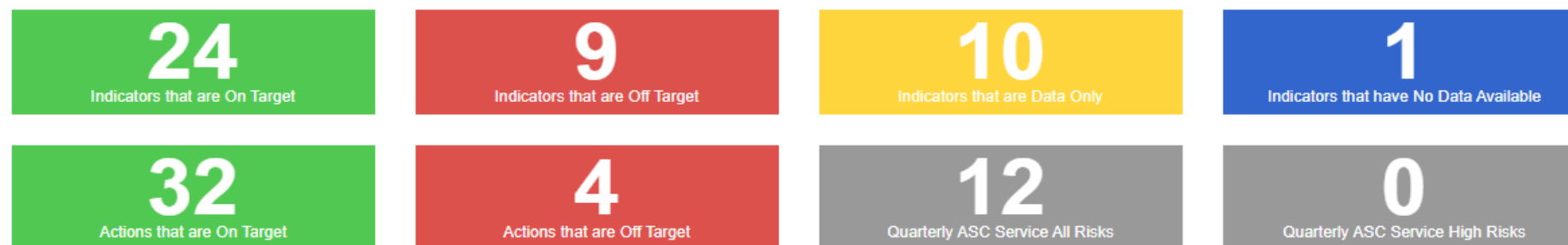
There is reduced availability of staff with appropriate qualifications or skills, including General Practitioners, Social Care Workers and Staff Nurses. This impacts on service delivery and development.

### **Unpaid carers**

Unpaid carers fulfil significant, valuable and wide-ranging roles within Midlothian communities, helping to keep people with care and support needs within our communities. During the pandemic many people became carers for the first time, or saw changes to their caring role, resulting in them providing significantly more care for their elderly, sick or disabled family, friends and neighbours. Through this period services supporting carers continued to offer a range of support, including digitally, and by telephone, though services supporting the person they provide support to may have been reduced, e.g. respite and day services, impacting on carers. Further work is required to reduce the significant pressure and impact of caring that carers reported, by continuing to explore innovative options to enable support to be given to both carers and the cared-for, and for there to be opportunities for breaks from caring.

**Acute hospitals** Acute hospitals are under huge pressure due to unsustainable demand and financial restrictions. Investing in community based services and work with carers is required to minimise avoidable and inappropriate admissions and facilitate earlier discharge. By treating people closer to home, or in their own home the HSCP can support admission avoidance and improve people's outcomes.

## Quarter 2 - Adult Health and Social Care-



### SMP Adult Health and Social Care INDICATORS Off Target

Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History
AHSC.P.2.1b Average wait time for social work services		19 weeks	6 weeks	01 Jan 2023	Q2 2022/23	
AHSC.P.2.1a Average wait time for occupational therapy services		8.6 weeks	6 weeks	01 Jan 2023	Q2 2022/23	
AHSC.P.10.8a Lines of communication formally agreed with all relevant agencies.		25%	50%	01 Jan 2023	Q2 2022/23	
AHSC.P.11.3a Completion of 6 month pilot of residential respite within Cowan Court ...		25%	50%	01 Jan 2023	Q2 2022/23	
AHSC.P.1.2a Number of people who received a health assessment from the Commu...		22	37.5	01 Jan 2023	Q2 2022/23	
AHSC.MPI.05 % of Service PIs that are on target/ have reached their target. (does n...		88.1%	90%	01 Jan 2023	Q2 2022/23	
AHSC.MPI.03 % of service priority Actions on target / completed, of the total number		89.19%	90%	01 Jan 2023	Q2 2022/23	
AHSC.MPI.04 % of invoices paid within 30 days of invoice receipt (cumulative)		96%	97%	01 Jan 2023	Q2 2022/23	
AHSC.MPI.01 Performance against revenue budget		£59.258m	£59.107m	01 Jan 2023	Q2 2022/23	

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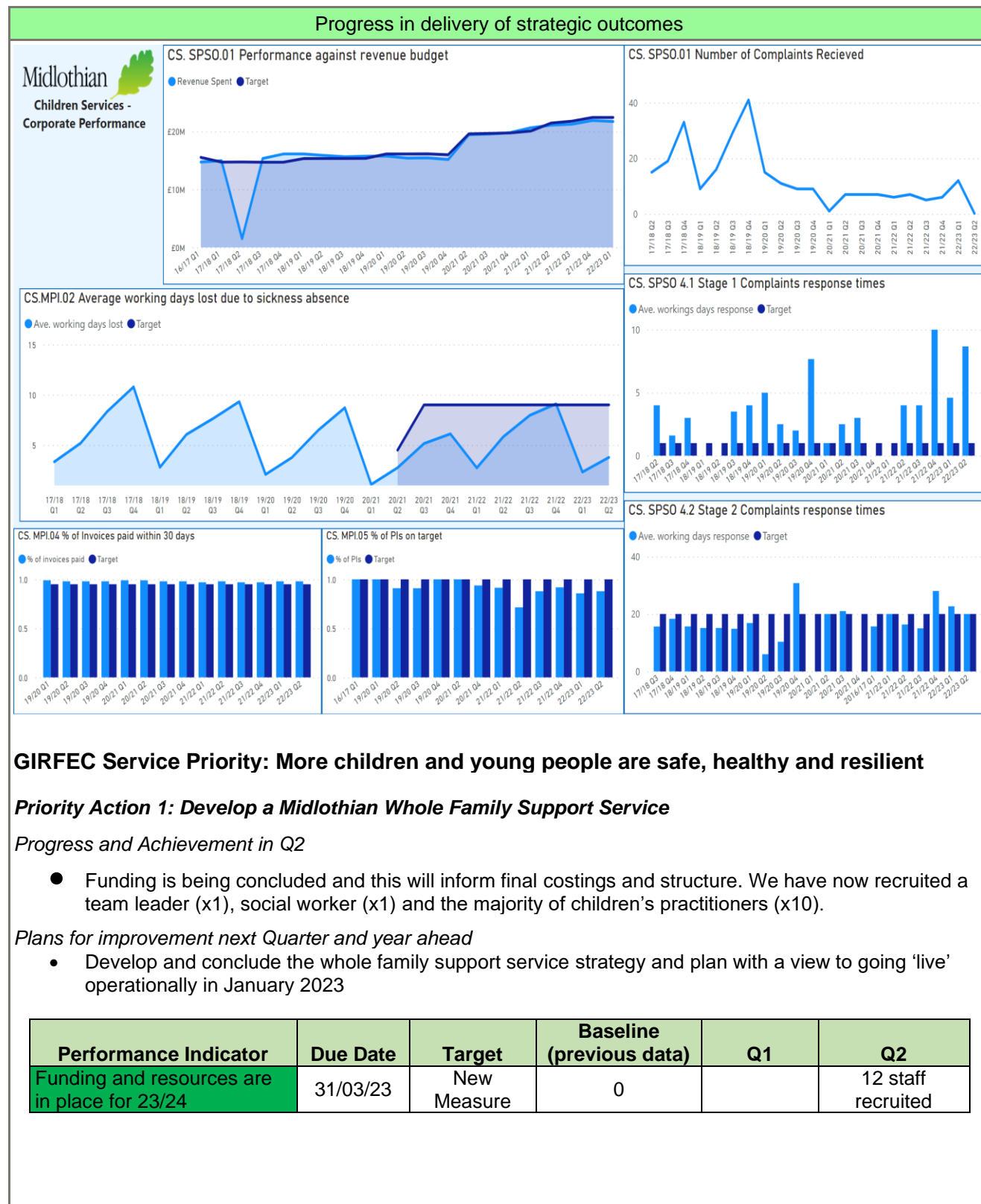
### SMP Adult Health and Social Care ACTIONS Off Target

Code & Title	Progress	Status	Due Date	Type
AHSC.P.2.1 Reduce waiting times for occupational therapy and social work services.		20% Check Progress	31 Mar 2023	Action
AHSC.P.5.1 Implement Individual Placement Support specialist employment support ...		20% Check Progress	31 Mar 2023	Action
AHSC.P.10.8 Establish effective links between the Physical Disability Planning Grou...		25% Check Progress	31 Mar 2023	Action
AHSC.P.11.3 Increase respite bed availability in Midlothian by offering residential res...		25% Check Progress	31 Mar 2023	Action

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# Children's Services, Partnership and Communities Performance Report 2022/23

## Quarter 2



**Priority Action 2: Increase the number of family who benefit from Family Systemic work***Progress and Achievement in Q2*

- 19 families referred in Q2

*Plans for improvement next Quarter and year ahead*

- Second family systemic worker now in post.
- One worker has completed the NVR (Non Violent Resistance) foundation training and Hybrid parenting group training to follow. The plan is to have both family systemic workers trained in this approach and set up parenting groups that provide this form of coaching to parents and carers.
- We will also be facilitating another set of awareness raising workshop which will be set up for the beginning of 2023 to support other practitioners with the various methods and techniques used with systemic approach

Performance Indicator	Due Date	Target	Baseline (previous data)	Q1	Q2
Number of families who benefit from Family Systemic Work	31/03/23	17	12		17

**Priority Action 3: Promote the use of Self-Directed Support (SDS) amongst families using services***Progress and Achievement in Q2*

- Q2 figure is 46

*Plans for improvement next Quarter and year ahead*

- Guidance has recently been updated and refresher training across the service will follow.
- Self Directed Support practice Standards being developed
- Transitions work has been re established
- Beginning to prepare for holiday provision next year and looking at opportunities to expand options locally

Performance Indicator	Due Date	Target	Baseline (previous data)	Q1	Q2
Increase by 10% the number of families who organise their own support	31/03/23	75	68		46

**Priority Action 4: Further develop the supports offered to Family Group Decision Making and Kinship supports***Progress and Achievement in Q2*

- Three family group decision making workers now in post
- Lifelong links work underway
- Kinship worker has been seconded into team
- Kinship carer engagement event had been planned with a focus on trauma. Unfortunately this had to be cancelled due to low numbers

*Plans for improvement next Quarter and year ahead*

- Consolidate links both with whole family support and statutory service
- Consult with kinship group in order to strengthen relationship and in turn achieve improved attendance

Performance Indicator	Due Date	Target	Baseline (previous data)	Q1	Q2
Number of families who a referred to Family Group Decision Making	31/03/23	increase 21/22 figs by 15%	79		32



Number of families who participate in Family Group Decision Making	31/03/23	Increase 21/22 figs by 10%	32		16
The number of assessments by kinship worker	31/03/23	increase 21/22 fig by 15%	14		7
Percentage of kinship carers who attend engagement sessions	31/03/23	80% of Kinship carers one event	New Measure		0
Reduce the number of CEYP who enter homeless accommodation vs other suitable accommodation	31/03/23	2			Data available March 2023
Number of CEYP living with Foster Carers on After Care arrangement post 21 years	31/03/23	3	New Measure		Data available March 2023
Increase number of young people in the National Housing Project	31/03/23	10-12	New Measure		Data available March 2023
Average age of young people in Continuing Care	31/03/23	Age 18	New Measure		Data available March 2023

**Priority Action 5: Develop a pathway for children and families to navigate mental health services**

*Progress and Achievement in Q2*

- This is still to be developed

*Plans for improvement next Quarter and year ahead*

- Single point of Access to be developed

Performance Indicator	Due Date	Target	Baseline (previous data)	Q1	Q2
1 x Single Point of Access in place (SPOA)	31/03/23	New Measure	0		N/A

**Priority Action 6: 6.0**

*Progress and Achievement in Q2*

- Referrals: 10
- Cases progressing: 25
- Financial Gain for the quarter: £34, 908

*Plans for improvement next Quarter and year ahead*

- CAB are still making attempts to recruit into the Early Intervention Income Maximisation post
- Once above worker is in post development sessions will be undertaken across the service to upskill workers on income maximisation support

Performance Indicator	Due Date	Target	Baseline (previous data)	Q1	Q2
Number of families offered an income assessment	31/03/23	90	60		27

**Priority Action 7: Children, young people and their families experience high quality services**

*Progress and Achievement in Q2*

- No Inspections have been completed post COVID

*Plans for improvement next Quarter and year ahead*

- Improvement plans in place

Performance Indicator	Due Date	Target	Baseline (previous data)	Q1	Q2
Local Adoption Service will provide high quality care and support	31/03/23	Care inspection Grading of GOOD	New Measure		Data available March 2023
Local Fostering Service will provide high quality care and support	31/03/23	Care inspection Grading of GOOD	New Measure		Data available March 2023
Local Continuing Care/Adult services will provide high quality care and support	31/03/23	Care inspection Grading of GOOD	New Measure		Data available March 2023
Hawthorn Family Learning Centre will provide high quality care and support	31/03/22	Care inspection Grading of GOOD	New Measure		Data available March 2023
Young People's Care Homes will provide high quality care and support	31/03/22	Care inspection Grading of GOOD	New Measure		Data available March 2023

**Priority Action 8: Children and young people are supported to develop a strong sense of their own identity**

*Progress and Achievement in Q2*

- X3 workers have started the Diploma in Life Story Work qualification

*Plans for improvement next Quarter and year ahead*

- Internal life story work training due to be delivered in October 2022

Performance Indicator	Due Date	Target	Baseline (previous data)	Q1	Q2
Staff are trained and understand Life Story work	31/03/23	20	16		N/A at this time

**Priority Action 9: Children and young people are supported by staff who understand the importance of trauma informed practice**

*Progress and Achievement in Q2*

- A trauma informed practice worker has very recently been recruited

*Plans for improvement next Quarter and year ahead*

- Trauma Informed Practice worker will start in post and develop a work plan

Performance Indicator	Due Date	Target	Baseline (previous data)	Q1	Q2
staff are trained in using a trauma informed approach	31/03/23	20	15	N/A	N/A at this time



## Challenges and Risks

**National Care Service:** The 'Bill' which is currently in Stage 1 of the process is currently being considered with an expectation that the lead committee will provide a report on the Bill at the start of 2023. CELCIS have been commissioned to undertake research around the inclusion of children's services within the NCS. This work should be concluded by August 2023.

### **Scottish Childhood Interview Model**

Whilst the new model is beginning to evidence nationally improved outcomes for children and their families, the continued challenge within Midlothian is that we are unable to offer more staff the opportunity to undertake this training due to the lack of funding to replace those workers. As such we cannot future proof the delivery of the model moving forward.

### **Impact of Covid-19**

We continue to prioritise resources to ensure there is adequate support in place to support our social work teams who are already at capacity. In line with the foundations of the Promise we have aligned staff to other areas of the service so that they ensure earlier support via Family Group Decision Making, Family Systemic Work and through the development of the Whole Family Support Service.

### **Children's Services Referral's**

There remains a significant increase in referrals into Children's Services. A recent analysis continues to inform the requirement for a different approach to supporting the many families who are experiencing financial hardship. Work continues to be ongoing with partner agencies to consider how we address this from a holistic perspective. The analysis highlighted that poverty is a growing area of concern and this has led to additional pressures on work load capacity.

Over quarter 2, referrals into Children's Services have risen to 2212 in comparison to 1901 for the same period last year.

### **Workforce:**

Midlothian is experiencing the same staffing issues encountered by other Councils. That there is a general lack of experienced and skilled staff across the sector and we are having to increasingly rely on locum workers.

Whilst not the only factor, the issue is exacerbated by our salaries not being as competitive as neighbouring local authorities. Furthermore, there is a view that many workers are leaving the profession due to increasing demands being placed on the social work role. We recognise that this is something that professional bodies are tackling nationally

### **Arrival of Ukrainian Families and Unaccompanied Asylum Seeking Children**

We continue to welcome Ukrainian families into Midlothian adopting a holistic approach to the support on offer. We are confident that our steady and thorough approach to this work has ensured that we are robust in the work we are undertaking.

We also continue to ensure that we meet the agreed quota of unaccompanied children seeking asylum in Midlothian, arriving from other parts of the world as well as planning and welcoming families fleeing from Afghanistan.

### **Residential Care Homes/Complex Needs**

Our care homes continue to ensure that children are placed within their local communities.

We continue to work with partners to explore how best to meet the current demands and pressure whilst making sure we future proof our services to deliver sustainable options locally for children and young people with ASN and Complex and Enduring Needs

### **Foster Care**

While Midlothian Council's recruitment statistics remain encouraging, we continue to seek and explore other options to expand our foster carer population recognising the need to future proof this area of service. We continue to explore whether potential adopters would be interested in fostering.

### **Kinship Care**

Our resources and kinship services are inextricably linked and rely on each other to rise to the pressure and demands of keeping our children and young people in the local community. Whilst challenging this is entirely in keeping with our local direction of travel and the Promise.

### **Instrumental Music Service**

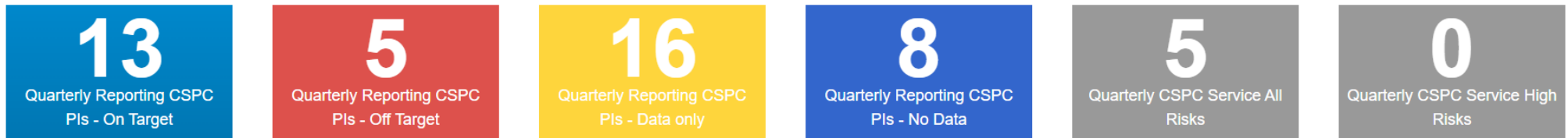
Providing free tuition to all pupils whilst having to meet a significant savings agreed within the Medium Term Financial Strategy will be challenging. We are undertaking an option appraisal which shall consider how we best

deliver and design a service that is modern, implementing the learning during the pandemic, whilst also delivering a service that is equitable and sustainable.

**Financial Pressures**

- There is a financial challenge to deliver statutory services given the current budget gap.
- Due to the current financial climate there may be an impact on services as a result of the cost of living and increase in poverty.

## Quarter 2 - Children's Services Partnership and Communities-



### Quarterly Reporting Pls - Off Target

...	Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History
	<b>22/23.CSPC.4a</b> Number of families who a referred to Family Group Decision Making		32	43	01 Apr 2018	Q2 2022/23	
	<b>CSPC.MPI.03</b> % of service priority Actions on target / completed, of the total number		78.26%	90%	01 Jul 2021	Q4 2020/21	
	<b>CS.SPSO.04.1</b> Average time in working days to respond to complaints at stage 1		8.667	5	01 Jan 2023	Q2 2022/23	
	<b>CS.SPSO.05.1</b> Percentage of complaints at stage 1 complete within 5 working days		33.33%	95%	01 Jan 2023	Q2 2022/23	
	<b>CS.SPSO.05.3</b> Percentage of complaints escalated and complete within 20 working ...		85.71%	95%	01 Jan 2023	Q2 2022/23	

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## Corporate Solutions Performance Report Q2 2022/23

Quarter 2 (July – September 2022) was a challenging quarter for Corporate Solutions as it continues to support post-pandemic recovery, present options to balance future years' budgets and progress a range of transformation projects. The main challenges for this quarter continue to be achieving and maintaining financial sustainability against increasing external pressures.

### Challenges

Inflation as well as rising energy costs are affecting the construction industry in Scotland and the UK is currently experiencing unprecedented adverse market conditions, leading to significant rises in tender prices for a wide range of materials. There is evidence that inflation of between 10% and 15% beyond BCIS predictions is affecting projects. Whilst measures such as value engineering are partially mitigating cost increase there is a risk that the capital budgets will need to be increased with a resultant impact on the funding strategy. The situation continues to be monitored however it is necessary to revisit existing capital plans and also review the 2022/23 service budgets and implement savings measures in the year.

The current year's budget, 2022/23, approved on 15 February 2022, was reliant on £12 million of one off funding measures. As reported at Council in October 2022, on the assumption that funding flexibilities will offset any unfunded costs associated with current pay offers and that there no further unfunded costs, the figure is now projected to be £10.600 million. That is the extent to which the recurring expenditure in the current year's budget is financed by non-recurring funding sources.

As a consequence of the inflationary increase in costs and the cash flat grant settlements, the projected budget gap for 2023/24 now stands at £11.084 million rising to a projected £23.154 million by 2027/28, albeit later years are based on the existing service responsibilities with no adjustment for the consequences of the National Care Service (Scotland) Bill. These budget gaps represent the extent to which recurring service expenditure is projected to exceed recurring income for future years.

The Scottish Government's Resource Spending Review (RSR), published on 31 May 2022, presented very challenging financial planning parameters for Local Government. It indicated cash flat grant settlements through to 2025/26 with a £100m increase for 2026/27. Commentators on the RSR have recognised the impact on Local Government, with both SPICe and the Fraser of Allander Institute stating that the proposals essentially represent a 7% real terms decrease in funding between 22/23 and 26/27. This is in contrast to the 4.7% real terms increase that the Scottish Government will see overall (2% if social security transfers are excluded), and the real terms increases that Health, Social Justice and Housing services will see. The real term decrease planned for Local Government comes on top of significant real term reductions since 2013/14, which has driven ongoing reform, rationalisation, innovation and transformation work across Local Government.

The Scottish Government's National Care Services (Scotland) Bill, if enacted, would have fundamental implications for the community and for Local Government itself. The wide reaching changes in the bill aim to deliver a National Care Service by the end of the parliamentary term, which will impact on all aspects of the work of the Corporate Solutions team, including financial implications, in both revenue and capital, our asset base, our workforce, governance and legal arrangements and our digital infrastructure and platforms. It will require an immediate focus for the foreseeable future and this will inevitably have implications for other priority work at a time of continued resource constraint.

***Corporate Solutions will “deliver forward looking services fit for a modern 21st Century organisation and put the citizen at the centre of Service Redesign”.***

Corporate Solutions has shifted to a structure with six service areas of Finance, Human Resources, Digital, Customer Services, Legal & Governance and Corporate Resources.

Building on our nine drivers for change, Corporate Solutions has a particular focus on the key elements of the route map that encompass the delivery and acceleration of the Capital Programme, delivering digital first and remote working. The redesign of services and the changes to build back better are predicated on the overarching principle that in delivering services, whether commissioned internally or externally, we will keep our communities, our employees and our environment safe, at the same time as meeting our commitment to being carbon neutral by 2030.

As a strategic partner, NESTA, the UK's innovation agency for social good are, through their people powered results team, supporting us to pioneer new approaches to achieving change and innovation. These approaches are smarter, faster, more collaborative and more inclusive of citizens and people working at the front line. This work recognises that people who are closest to services are the experts in both their own experience and the community they live in, but often don't have enough influence over transformation efforts.

The key activity which underpins this work and which the service is focused on includes:

- a) Securing continued financial sustainability and maintaining strong financial management across the Council through the delivery of the Council's Medium Term Financial Strategy (MTFS) incorporating Capital Strategy and Capital Investment plans, Reserves Strategy and Treasury Management Strategy;
- b) Nurturing a highly motivated and effective workforce through the delivery of the Workforce Strategy and the development of Service Workforce Plans;
- c) Digital first and embracing data insight and analytics by developing and implementing a refreshed Digital Strategy and Digital Learning Strategy;
- d) A refresh of the Customer Services Strategy and implementation of the online payments and services (CSP) platform;
- e) A refreshed Procurement Strategy and Contract Delivery Plan.

**Medium Term Financial Strategy (MTFS)**

The core objective of the MTFS is to secure the Council's financial sustainability during an ongoing period of financial constraint coupled with acute service demand pressures and increasing customer expectations.

The MTFS is not only about balancing the budgets, it provides a means to ensure as far as possible that the limited resources available to the Council are targeted on delivery of improved outcomes, particularly against the key priorities of:

- Reducing the gap in learning outcomes
- Reducing the gap in health outcomes
- Reducing the gap in economic circumstances
- Reducing Midlothian carbon emission to net zero by 2030

### **Achievements**

- Completion of the audited 2021/22 Financial Statements in advance of the revised statutory deadline with an unqualified audit opinion.
- Presentation to Council in August of a full suite of financial monitoring reports for quarter 1 of 2022/23 to promote sound financial governance.
- The finance team continue to provide in-depth financial input to key revenue and capital projects embedded in the Medium Term Financial Strategy
- Resources continue to be prioritised to process Scottish Welfare Fund and Self Isolation Grants as soon as these are received. This has meant that processing times for change in circumstances for benefit applications etc. are currently experiencing some delay as noted later in the report.
- In this quarter £215,051 was awarded from the Scottish Welfare Fund. 1,873 applications were received for crisis grants of which 988 met the criteria and resulted in payments of £109,583.
- Community Care Grant applications totalled circa 316 of which 103 payments were made totalling £105,468.
- In addition there were 105 applications for Self Isolation Support grants of which 39 qualified with payments totalling £8,775.

### **Workforce Strategy**

The purpose of the Workforce Strategy is to ensure that the Council continues to have a workforce that is able to deliver positive outcomes for the people of Midlothian. It sets out an approach to supporting, developing and reshaping the workforce now and in the future in response to changes as a consequence of national and/or local issues. It is underpinned by the Council's values and vision.

The Workforce Strategy is an important tool to outline the organisation's approach to articulating how workforce issues will be managed and ensures the Council has the people and skills to manage change and deliver services effectively and efficiently.

### **Achievements**

- Trade Union negotiations have taken place in relation to a revised Whistleblowing Policy and an Overpayments Policy. It is anticipated these will be made available soon once final agreement is reached.
- Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff including a recent employee engagement event at Stobhill.
- Revised industrial relations guidance was created and utilised for the strikes which took place in waste services.
- The Council agreed to 10 days of miscarriage leave to be incorporated into our suite of family leave policies and we signed up to the Miscarriage Association's pledge. In

addition, IVF treatment leave has also been added to our suite of family leave offerings.

- We continue to track our gender pay gaps and employee turnover rates. Turnover varies through the year. Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing. Aside from 2020/21 where staff turnover was 5.9%, the turnover rate has been consistent the last 3 years between 9-10.5%. Turnover rate over the last few quarters has been static between 2.3 and 2.4%. Rate for Q2 3.6%.

## Digital Strategy and Digital Learning Strategy

Supported by the appointment of SOCITIM Advisory (Society for innovation, technology and modernisation) as a strategic partner and led by the Digital First Board, work progressed to deliver an ambitious new digital strategy, ***Digital Midlothian 2021-2023, “Empowering People, Enabling Growth”***. Aimed at improving the way services are delivered to Midlothian citizens, the strategy sets out how local outcomes will be improved by delivering digital services to digitally connected communities.

Among the aims set out in the new strategy are plans to:

- Refresh the council’s approach to customer service, focussing on ‘digital first’, while making sure alternatives remain in place for those who need them
- Have a council website that meets customer needs , enabling customers to request and pay for services online and to log in to see their interactions
- Implement an update service, so that customers contacting the council online can receive follow up text messages or emails
- Look at opportunities to automate and better integrate processes so that staff can focus on the things that matter most to customers
- Enable people to stay independent and healthy for longer by using data and technology
- Introduce bookable online and face-to-face appointments so that customers don’t have to waste time queuing or travelling and to help the council reduce costs
- Review and improve online engagement with customers, including online consultations, communications and social media
- Promote Midlothian as a digital destination, creating an environment that attracts leading digital businesses to the area and supporting the innovation of start-ups
- Cultivate digital skills in our communities, ensuring that young people have access to the technology and support that they need to improve educational outcomes and to prepare them with the skills they need for the future
- Reduce digital exclusion and empower learners of all ages, enabling online access and supporting them to develop digital skills
- Support Midlothian to achieve high speed connectivity, smart infrastructure and resilient cyber defences

Funding was secured in the 20/21 budget to deliver the Equipped for Learning project, providing every school age pupil in the county with a learning device such as an iPad or Google Chromebook as part of Midlothian Council’s £10.5 million investment in digital learning. Midlothian is the first local authority in Scotland to launch a digital learning project on this scale. The ambitious plan recognises the importance of digital tools to support learning. This investment will ensure Midlothian’s young people have the digital skills they need to secure a positive destination such as a job or a Further or Higher Education place, which in turn will help support the local economy. Making sure all pupils have a device will



also help young people with additional support needs by giving them access to technology that can help with their different learning needs. Primary schools will have the flexibility to select the right device to support their school community until Primary 7 where all pupils from P7 upward will receive a Google Chromebook. Early years settings will also benefit from the digital strategy as they will have access to shared iPad devices.

## Achievements

- Continued progression of the new Digital Services Strategy ensuring the Council has the capacity and skills to take forward the associated investment and delivery of plans.
- **Hybrid Working/Office refresh:** Workspaces in Midlothian and Fairfield House have been upgraded with new monitors and docking stations to support hybrid working. Over 1000 corporate laptops have been migrated to Global Protect and over 500 mobile phones have been migrated to new platforms to allow better integration with O365 plans. Over 400 legacy desktops have been upgraded and this work continues.
- **Target Operating Model:** A new structure was agreed to strengthen the core staffing of Digital Services by Council and CMT. A service review has commenced to implement the new staffing structure. Chief Digital Officer has been appointed to start in Q3 2022/23.
- **Education strategy:** New Web Filtering software has been successfully piloted in schools. A new Wi-Fi network for Chromebooks and iPads has been introduced. A 3<sup>rd</sup> party Wi-Fi audit for schools has taken place and the actions are being implemented to improve coverage and capacity.
- **Digital enabled projects:** a number of business applications have been upgraded and these continue to improve customer and staff experience, including SQL migrations and SSRS implementation and a major upgrade of the virtualised and storage server environment.
- **Cyber Security resilience:** The cyber risk is high. A new Cyber Analyst joined the Council in July. The Corporate Management team were provided with a cyber report to setting out actions to strengthen core digital services team and purchase of additional cyber mitigation tools. New software has been deployed to alert staff responding to phishing emails. New vulnerability scanning software has also been deployed.
- **Cyber Security Compliance:** PSN penetration testing was conducted in April and following mitigation a report was sent to the Cabinet Office for independent review. The Council achieved PSN certification this quarter.

## Customer Service Strategy

The Customer Service Strategy defines the key drivers that will enable Midlothian Council to deliver 'customer service excellence' to our communities. It outlines the commitment to provide choice to the customer in the way services are accessed and provided. This includes innovation, partnership working and optimising the use of technology within resource constraints. The strategy will help us to change the way we deliver services utilising the latest technologies and linking to national frameworks.

As one of the fastest growing areas in Scotland, the Council cannot support more customers using the current resources, systems and processes. This means that the adoption of digital and automated processes will be key to continuing to provide a seamless customer journey, satisfying enquiries at the first point of contact and meeting increased demand.

Customer self-service and new automated processes can help deliver some key services without customers dealing directly with a member of staff and could truly transform the way the Council deliver services. Increasing the pace of digital transformation, particularly in front-facing customer services, will be a service and corporate priority, for Midlothian Council – one that can deliver the required efficiencies without negatively affecting customer experience.

### **Achievements**

- Work continues on implementing the Customer Services Platform (CSP) for Midlothian Council and redesigning key services that will improve the end to end customer journey. The modules in progress (missed bins, assisted collections, additional recycling containers, bulky uplifts, registrar's certificates, customer feedback and Subject Access Requests) are being designed, configured, built and tested with services. The Registrars module is in the final testing stages with recent delays due to external supplier live payment issues. The core build for the customer feedback module is complete with final build refinements planned during Q3. Engagement continues with service areas and a number of modules are anticipated to launch in the coming months.
- Registrars have remained steady with the rush of catch-up weddings settling. There have been changes to the remote registration process which is now allowing births to be registered remotely.
- Library Services remain busy with the majority of activities and events which had been suspended due to COVID having resumed. We had a very successful and busy Summer Reading Challenge with our starting and completing numbers reaching pre-COVID figures. We also had a wide range of events making up our summer programme. We worked in partnership with the University of Edinburgh's Engineering Department which tied in perfectly with the 'Gadgeteers' theme and there was much fun had at rocket launches, bridge building and pop-up engineering sessions all across the county.
- August saw the launch of the NHS 'Near Me' video appointment service in Gorebridge Library. This pilot project provides a safe, secure private space for appointments and supplies the technology and support for people to access them. Midlothian is one of 10 library services across the country providing this service.

### **Procurement Strategy**

The procurement function has a central role in supporting the Council to achieve its strategic priorities within a constrained financial envelope. Procurement allows the Council to repurpose its spending power to drive our key strategic priorities and to secure the best possible value and outcomes for Midlothian. Effective procurement can maximise the value of every pound spent in terms of jobs, skills and supply chain opportunities in the local community. We will aim to address economic, social and environmental considerations at all stages of the procurement cycle within the rules of open, fair and transparent competition.

The Procurement team, in conjunction with Economic Development, have developed a Small and Medium Enterprise (SME) Strategy to support and assist local businesses to win contracts fairly and transparently in a competitive market. We will further develop our collaborative and commercial relationships with key partners as part of our strategic category management approach, to deliver the best possible outcomes for the citizens of Midlothian.

The team continues to utilise framework agreements with Scotland Excel and Procurement for Housing (amongst others) which not only provides an easier route to market but also delivers value for money. The Procurement team is currently working with Scotland Excel to review the service to ensure it remains fit for purpose. We have also explored with neighbouring Councils albeit with limited success opportunities to collaborate on the joint delivery of procurement services and so will continue to engage with Scotland Excel to support service development.

## **Achievements**

- Work continues on the development of the SME/Procurement strategy. The team have reviewed and streamlined the non-competitive action process, the request for procurement and developed a non-regulated procurement process and new contract database. The team are working to implement a review of the procurement arrangement across the Council including continuing to explore options for joint working with neighbouring councils, populating and maintenance of the new contract database.
- The team continues to utilise framework agreements with Scotland Excel and Procurement for Housing (amongst others) which not only provides an easier route to market but also delivers value for money.
- A range of high value/complex contracts continue to be awarded and key activities include overhaul of Contract Database and City Deal participation. A follow up review of upcoming expiring contracts within Health and Social Care began in Q2 and is in early stages. The review will look for opportunities to extend services, and consolidate opportunities for efficiency.
- Progress being made for consultation on a new procurement structure, designed to increase the capacity and capability in this area.

## **Growing Council**

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

Midlothian is projected to have the highest percentage change in population size of all mainland council areas in Scotland. From 2018 to 2028, the population of Midlothian is projected to increase from 91,340 to 103,945. This is an increase of 13.8%, which is in contrast to a projected increase of 1.8% for Scotland as a whole, with a 40.9% increase in older people over 75. In addition, Midlothian has 10 zones which falls into the most deprived areas giving a local share of 8.7% living in the most deprived areas in Scotland.

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

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

- Research, Development and Innovation: £751 million
- Integrated Regional Employability and Skills: £25 million
- Transport: £156 million
- Culture: £45 million
- Housing: £313 million

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

The Capital Investment Strategy sits centrally within the Council's future planning activities and in doing so has to reflect the demands of Council services to ensure positive outcomes are achieved in the right place, at the right time for the maximum benefit to Midlothian. The extensive capital programme, totalling £0.8bn, delivers new schools, a record investment in council housing, improved community infrastructure, investment in the local transport network and in innovative developments such as the new low carbon heat network in Shawfair.

To ensure Midlothian is 'building back better', this investment is also creating new jobs, apprenticeship opportunities, opportunities for businesses and communities and families hard-hit by the impact of COVID-19. These new opportunities help lead the way out of the pandemic and towards a better future for Midlothian.

## Quarter 2 - Corporate Solutions-

**7**  
Quarterly Reporting Corporate  
Solutions PIs - On Target

**9**  
Quarterly Reporting Corporate  
Solutions PIs - Of Target

**15**  
Quarterly Reporting Corporate  
Solutions PIs - Data only

**0**  
Quarterly Reporting Corporate  
Solutions PIs - Data not  
available

**27**  
Quarterly Corporate Solutions  
All Service Risks

**0**  
Quarterly Corporate Solutions  
High Service Risks

### Quarterly Reporting Corporate Solutions PIs - Of Target

...	Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History
●	CORPS.MPI.04 % of invoices paid within 30 days of invoice receipt (cumulative)		94.9%	95.0%	01 Jan 2023	Q2 2022/23	
●	CORPS.P.3.4b All recovery overpayments - as a % of all HB overpayment debt		9%	10%	01 Jan 2023	Q2 2022/23	
🕒	CR.CC.2 % of contact centre calls answered within 60 seconds		62%	90%	01 Nov 2022	Q2 2022/23	
●	CSE.LPI.03 Average processing time for new claims (internally calculated)		45 days	25 days	01 Dec 2022	Q2 2022/23	
●	CSE.LPI.04 Average processing time for change of circumstances (internally calculated)		17 days	8 days	01 Dec 2022	Q2 2022/23	
●	CORPS.MPI.01 Performance against revenue budget		£22.751m	£22.644m	01 Jan 2023	Q2 2022/23	
●	CORPS.MPI.05 % of Service PIs that are on target/ have reached their target.		82.14%	90%	01 Jan 2023	Q2 2022/23	
●	CORP7 Corporate Indicator - Percentage of income due from council tax received by...		94.2%	95.0%	01 Apr 2023	2021/22	
●	CORP8 Corporate Indicator - Percentage of invoices sampled and paid within 30 day...		93.3%	95.0%	01 Jan 2023	Q2 2022/23	

← 1 of 1 →



# Midlothian Profile



## Cost of living - UK

Energy costs increased by **54%** in April 2022.

Petrol prices increased by **29.73%** and Diesel prices increased by **37.1%** from May 21 to May 22.

Inflation – The Consumer Prices Index (CPI) rose by **9%** in the 12 months to April 22, up from 7% in March.

**Total population 93,200** Males **44,800** and females **48,400**

Between **2018** and **2028**, the population of Midlothian is projected to increase by **13.8%** to **103,945** compared to **1.8%** for Scotland as a whole. (2020)



### Economy

Employment levels are above Scottish average with **48,000** people in employment (2021)

Midlothian's unemployment rate (model based) between Oct 20 to Sep 21 stands at **3.4%** and is below the Scottish (4.2%)

Midlothian has **2,720** businesses. 89.9% small employers, 3.7% medium and 6.4% large. (2020)

Job density is **0.59** (this means that there are 59 jobs for every 100 people aged 16-64) (2020)



### Earnings

Full time average gross weekly pay is **£598.60** of people living in Midlothian (2021)

There are **3,095** people claiming out of work benefits, the highest level of claimants since the 1990's. In November 2020, a total of **7,155** households in Midlothian were on Universal Credit.



### Health and wellbeing

**24.2%** of adults had a limiting long term condition in Midlothian (2019)

In 2020 the leading cause of death for males was ischemic heart diseases **(14.5%)**

The leading cause of death for females was dementia and Alzheimer's **(12.9%)**



### Households

**40,137** households in Midlothian (2020)

By 2028, Midlothian is projected to have the **highest** percentage change in household numbers out of all 32 council areas, an increase of **16%** compared to 4.9% for Scotland as a whole. (2020)



### Inequality

**24%** of children were living in poverty in Midlothian

Midlothian has lower than Scottish average levels of social exclusion. However, geographic pockets of multiple deprivation remain, particularly within the **Central Dalkeith/ Woodburn, Mayfield & Easthouses**, and **Gorebridge** areas. Two areas within **Bonnyrigg and Loanhead** also now emerging as areas of concern.



### Climate emergency:

While industry and commerce account for **21.2%** of carbon emissions in Midlothian, the biggest sources of carbon emissions are still **domestic heating (36.9%)** and **transport (36.6%)**

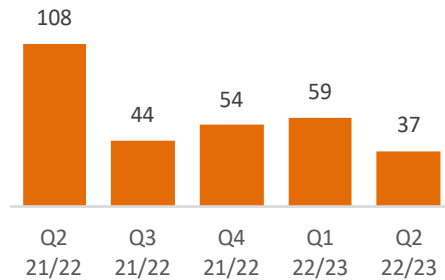


# Corporate Solutions Q2 22/23 performance report

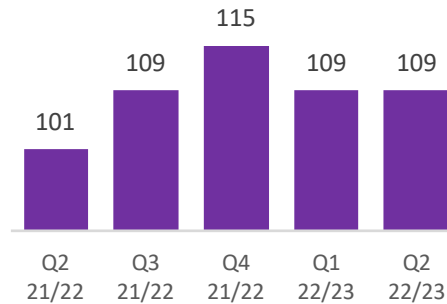
A full review of quarterly performance data is available via Pentana (Browser login link - <https://midlothian.pentanarpm.uk/login>)

## Trend Data

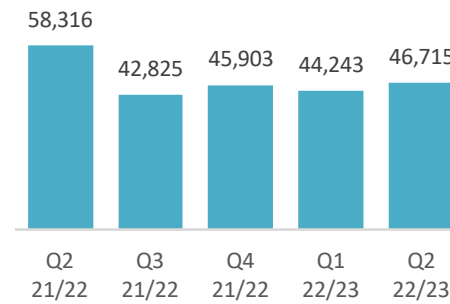
Number of complaints recieved (Corporate Solutions)



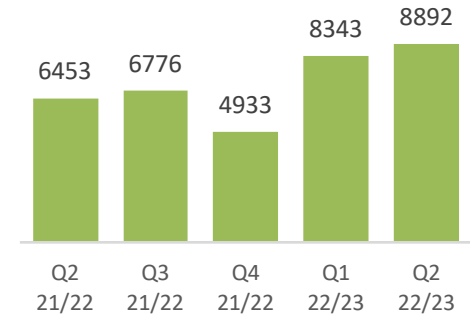
Total number of female employees in top 5%



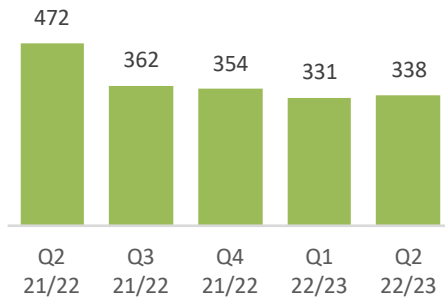
Number of virtual library visits



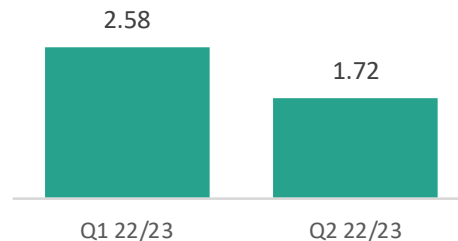
Number of Council Tax transactions recieved online



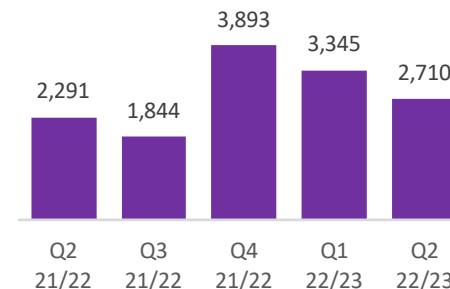
Number of social media contacts via Contact Centre



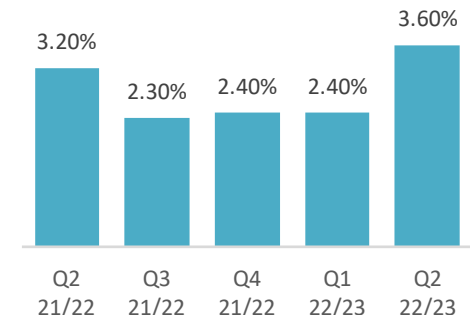
Corporate Solutions - Average number of working days lost due to sickness absence (quarterly)



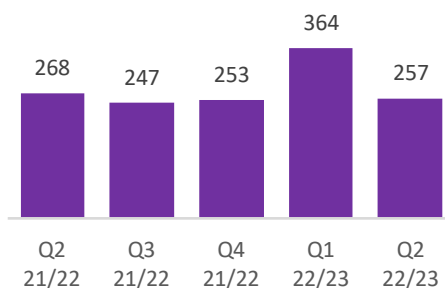
Number of webforms recieved via Contact Centre



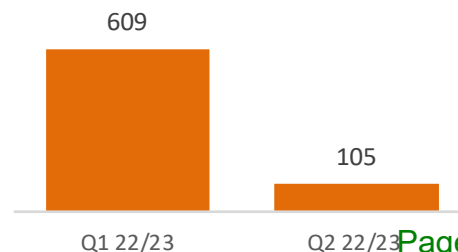
Percentage of staff turnover (including teachers)



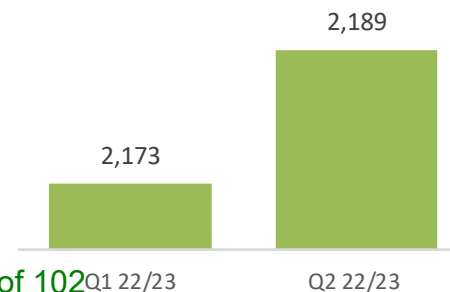
Number of Freedom of Information requests received (Council wide)



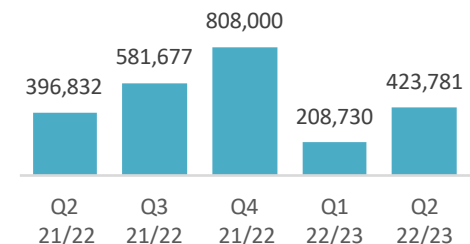
Number of Self isolation support grant applications received



Number of Scottish Welfare Fund applications received



Total amount granted from Scottish Welfare Fund for crisis grants and community care grants (£)





# Our Customers

Our customers have choice in the way Council services are accessed and provided  
Channel-shift has increased by the adoption of new digital tools and automated practices  
Delivery of customer service excellence to our communities

## Key highlights

Work continues on implementing the Customer Services Platform (CSP) for Midlothian Council and redesigning key services that will improve the end to end customer journey. The modules in progress (missed bins, assisted collections, additional recycling containers, bulky uplifts, registrar's certificates, customer feedback and Subject Access Requests) are being designed, configured, built and tested with services. The Registrars module is in the final testing stages with recent delays due to external supplier live payment issues. The core build for the customer feedback module is complete with final build refinements planned during Q3. Engagement continues with service areas and a number of modules are anticipated to launch in the coming months.

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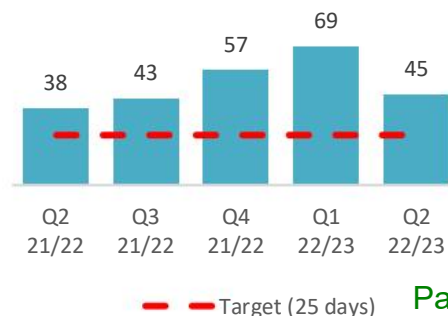
## Areas of improvement

There continues to be a steady volumes of calls via our Contact Centre, although calls have reduced compared to this time last year. There remains a significant number of applications for Scottish Welfare Fund. Resources continue to be prioritised to processing Scottish Welfare Fund as soon as these are received. Inevitably this has meant that processing times for change in circumstances for benefit applications etc are currently experiencing some delay as set out in the data below. In the quarter £215,051 was awarded from the Scottish Welfare Fund. 1,873 applications were received for Crisis grants of which 988 met the criteria and resulted in payments of £109,583. Community Care grant applications totalled circa 316 of which 103 payments were made totalling £105,468. In addition there were 105 applications for Self Isolation Support grants of which 39 qualified with payments totalling £8,775.

Average time in working days to respond to complaints at stage 1



Average processing time for new benefit claims (Days)



Average processing time for change of circumstances (Days)



Number of Contact Centre Calls



# Digital by default

We pledge to optimise the ways in which the Council does digital, data and technology to work effectively, collaborate, make decisions, adapt and innovate

We pledge to create better relationships between the Council and its communities by providing modern digital services that communities want to use

We pledge to maximize opportunities for digital, data and technology to enhance quality of life, the economy, sustainability and individual opportunity in Midlothian

## Key highlights

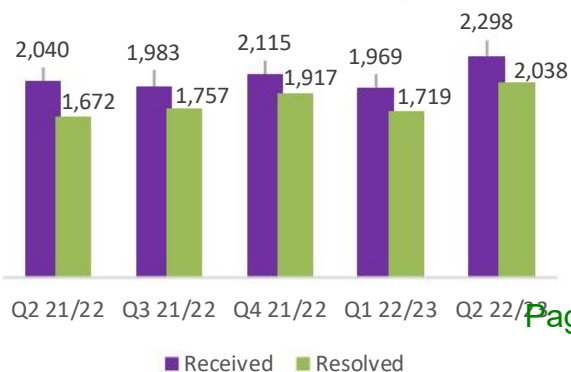
- Continued progression of the new Digital Services Strategy ensuring the Council has the capacity and skills to take forward the associated investment and delivery of plans.
- Hybrid Working/Office refresh:** Workspaces in Midlothian and Fairfield House have been upgraded with new monitors and docking stations to support hybrid working. Over 1000 corporate laptops have been migrated to Global Protect and over 500 mobile phones have been migrated to new platforms to allow better integration with O365 plans. Over 400 legacy desktops have been upgraded and this work continues.
- Target Operating Model:** A new structure was agreed to strengthen the core staffing of Digital Services by Council and CMT. A service review has commenced to implement the new staffing structure. Chief Digital Officer has been appointed to start in Q3 2022/23.
- Education strategy:** New Web Filtering software has been successfully piloted in schools. A new Wi-Fi network for Chromebooks and iPads has been introduced. A 3<sup>rd</sup> party Wi-Fi audit for schools has taken place and the actions are being implemented to improve coverage and capacity.
- Digital enabled projects:** a number of business applications have been upgraded and these continue to improve customer and staff experience, including SQL migrations and SSRS implementation and a major upgrade of the virtualised and storage server environment.
- Cyber Security resilience:** The cyber risk is high. A new Cyber Analyst joined the Council in July. The Corporate Management team were provided with a cyber report to setting out actions to strengthen core digital services team and purchase of additional cyber mitigation tools. New software has been deployed to alert staff responding to phishing emails. New vulnerability scanning software has also been deployed.
- Cyber Security Compliance:** PSN penetration testing was conducted in April and following mitigation a report was sent to the Cabinet Office for independent review. The Council achieved PSN certification this quarter.

## Areas of Improvement

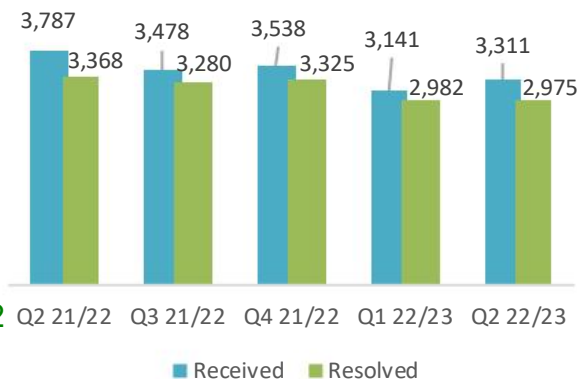
The gap between requests received and resolved in the graphs below is principally as a consequence of the lead time for new devices, reflecting global demand and the supply chain. Where necessary interim solutions are provided and the requests closed when a permanent resolution is secured.

Work will progress on the Digital Services priorities to continue to drive the Council's vision to improve outcomes using digital and data through the Digital First board, ensure the Council is well positioned to take advantage of emerging national initiatives and exploit technology in order to reduce costs and improve services.

Number of service requests



Number of service incidents



# Our Workforce

Our people deliver high performing services  
We build an entrepreneurial council for future  
We demonstrate strong and consistent leadership  
We Promote Equality, diversity and fairness

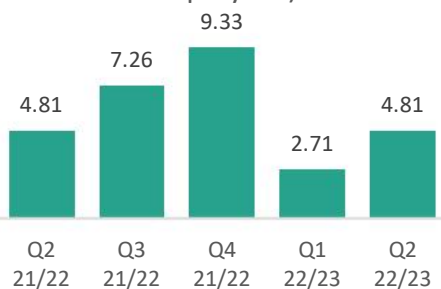
## Key highlights

- Trade Union negotiations have taken place in relation to a revised Whistleblowing Policy and an Overpayments Policy. It is anticipated these will be made available soon once final agreement is reached.
- Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff including a recent event at Stobhill.
- Revised industrial relations guidance was created and utilised for the strikes which took place in waste services. As any negotiations have now concluded at national level, Employment and Reward colleagues will now progress to implementing the agreement.
- The Council agreed to 10 days of miscarriage leave to be incorporated into our suite of family leave policies and as an organisation we have we signed up to the Miscarriage Association's pledge. In addition, IVF treatment leave has also been added to our suite of family leave offerings.
- We will continue to track our gender pay gaps and employee turnover rates. Turnover varies through the year .Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing. Aside from 2020/21 where staff turnover was 5.9% the turnover rate has been consistent the last 3 years between 9-10.5%. Turnover rate over the last few quarters has been static between 2.3 and 2.4%. Rate for Q2 3.6%.

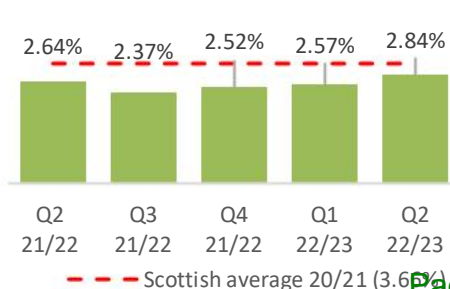
## Areas of improvement

Sickness absence days remain similar to that of last year council wide with no significant improvements. For Corporate Solutions, of the FTE days lost due to sickness, 67% was due to long term sickness, 13% self-certified, 20% short term absence. While there is no identifiable trend either in short term or long term absences work continues with each service area to review attendance levels and support those staff who are absent to be able to return to work.

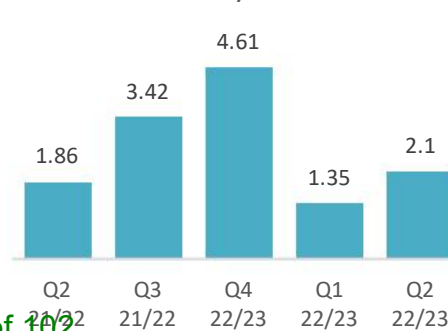
Sickness Absence Days per Employee - cumulative (All employees)



Gender pay gap between average hourly rate of pay for male and female (all employees)



Teacher Sickness absence days



Local Government employees Sickness absence days





## Key highlights

- Completion of the audited 2021/22 Financial Statements well in advance of the revised statutory deadline with an unqualified audit opinion.
- Presentation to Council in August of a full suite of financial monitoring reports for quarter 1 of 2022/23 to promote sound financial governance.
- The finance team continue to provide in-depth financial input to key revenue and capital projects embedded in the Medium Term Financial Strategy

## Areas for improvement:

The current year's budget, 2022/23, approved on 15 February 2022, was reliant on £12 million of one off funding measures. As reported at Council in October 2022, on the assumption that funding flexibilities will offset any unfunded costs associated with current pay offers and that there no further unfunded costs, the figure is now projected to be £10.600 million. That is the extent to which the recurring expenditure in the current year's budget is financed by non-recurring funding sources.

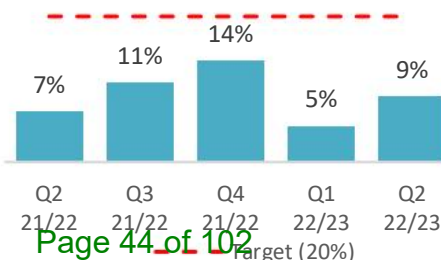
As a consequence of the inflationary increase in costs and the cash flat grant settlements, the projected budget gap for 2023/24 now stands at £11.084 million rising to a projected £23.154 million by 2027/28, albeit later years are based on the existing service responsibilities with no adjustment for the consequences of the National Care Service (Scotland) Bill. These budget gaps represent the extent to which recurring service expenditure is projected to exceed recurring income for future years.

The Scottish Government's Resource Spending Review (RSR), published on 31 May 2022, presented very challenging financial planning parameters for Local Government. It indicated cash flat grant settlements through to 2025/26 with a £100m increase for 2026/27. Commentators on the RSR have recognised the impact on Local Government, with both SPiCe and the Fraser of Allander Institute stating that the proposals essentially represent a 7% real terms decrease in funding between 22/23 and 26/27. This is in contrast to the 4.7% real terms increase that the Scottish Government will see overall (2% if social security transfers are excluded), and the real terms increases that Health, Social Justice and Housing services will see. The real term decrease planned for Local Government comes on top of significant real term reductions since 2013/14, which has driven ongoing reform, rationalisation, innovation and transformation work across Local Government.

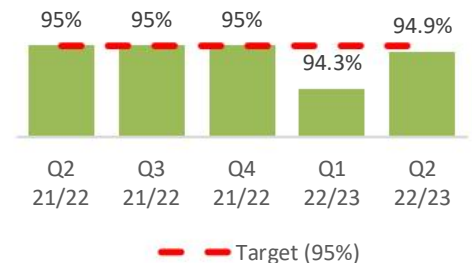
In year recovery of overpayments - % of all Housing benefit overpayments identified



All recovery overpayments - as a % of all HB overpayment debt



% of invoices sampled and paid within 30 days - Corporate Solutions



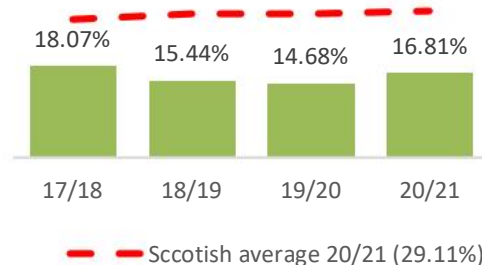
## Key highlights

- Work continues on the development of the SME/Procurement strategy. The team have reviewed and streamlined the non-competitive action process, the request for procurement and developed a non-regulated procurement process and new contract database. The team are working to implement a review of the procurement arrangement across the Council including continuing to explore options for joint working with neighbouring councils, populating and maintenance of the new contract database.
- The team continues to utilise framework agreements with Scotland Excel and Procurement for Housing (amongst others) which not only provides an easier route to market but also delivers value for money.
- A range of high value/complex contracts continue to be awarded and key activities include overhaul of Contract Database and City Deal participation. A follow up review of upcoming expiring contracts within Health and Social Care began in Q2 and is in early stages. The review will look for opportunities to extend services, and consolidate opportunities for efficiency.
- Progress being made for consultation on a new procurement structure, designed to increase the capacity and capability in this area.

## Areas of improvement

Work will continue to progress on the Procurement priorities: Review and reshape the procurement service, implement learning from the Scotland excel review and in partnership with Economic Development and stakeholders continue to ensure business community benefits in the supply chain to maximise opportunities for local people.

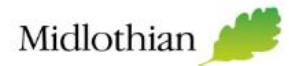
% of procurement spent on local enterprises (LGBF)



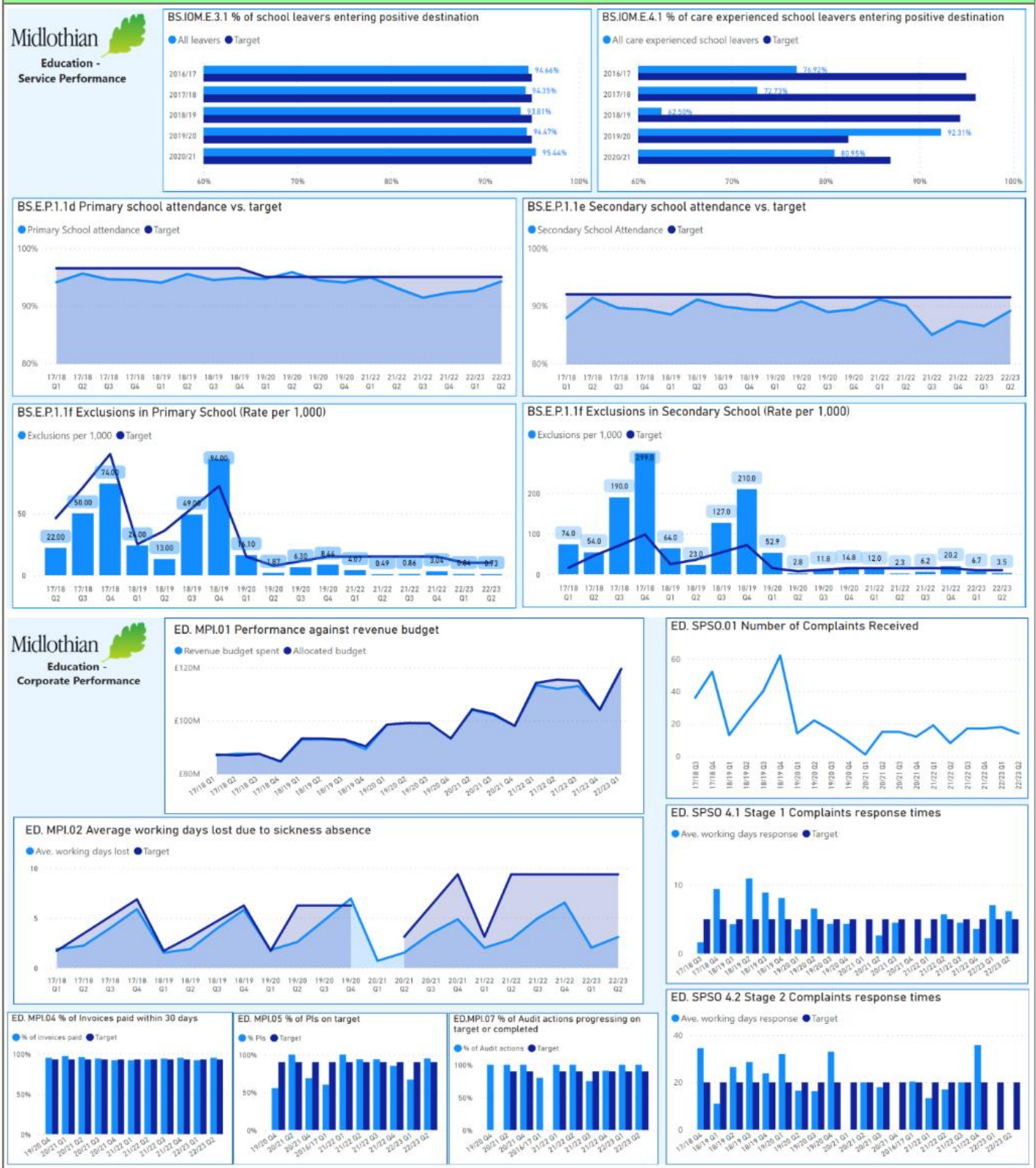


# Education Performance Report 2022/23

## • Quarter 2



### 01. Progress in delivery of strategic outcomes





## 01. Progress in delivery of strategic outcomes

### 22/23: Midlothian Single Plan Priority Reducing the gap in learning outcomes

#### Priority 1: Attainment and Achievement

##### 1.1 Improve attainment within the Broad General Education (BGE) stages:

###### Trend Data & Target

	2017	2018	2019	2021	Ave.	Target
Pr Literacy	62.25%	74.68%	72.76%	65.75%	68.86%	71.5%
Pr Numeracy	71.14%	79.63%	77.77%	72.80%	75.34%	72.0%
S3 Literacy	62.25%	74.68%	72.76%		69.90%	88.0%
S3 Numeracy	88.81%	87.68%	89.56%		88.68%	90.5%

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>1.1.1 Develop and implement a raising attainment strategy</b>	<ul style="list-style-type: none"> <li>Consulted with school leaders on strategy development.</li> <li>Key messages informed by data analysis.</li> <li>QA Visit 1 started and will continue in next quarter to reinforce stretch aims and processes to monitor and track.</li> <li>Recovery team working in 4 targeted schools</li> </ul>	<ul style="list-style-type: none"> <li>Draft strategy developed and shared with school leaders and key networks.</li> <li>Literacy and Numeracy guidance in place reflecting key pedagogical approaches outlined in Draft Raising Attainment Strategy.</li> <li>Literacy, Numeracy and QAMSO Networks involved in supporting school/ASG moderation.</li> <li>Further training and support for QAMSO Network will develop their expertise in assessment and moderation, enabling them to lead staff training within their own schools/ASG.</li> </ul>	<ul style="list-style-type: none"> <li>Attainment Visits support school engagement with strategy.</li> <li>Data uplift reveals a positive shift in attainment predictions and progress towards stretch aims.</li> <li>Final Strategy agreed and in place.</li> <li>QA discussions and visit 3 activity supports engagement with strategy and future school improvement priority planning.</li> <li>Themes from Visit 2 (Focus 2.3) reflect range of effective pedagogical approaches.</li> <li>Schools and ASGs planning for Moderation activity within BGE (literacy/numeracy focus determined by local data and utilising Midlothian Curricular Frameworks)</li> </ul>	<ul style="list-style-type: none"> <li>School SIRs include evidence of approaches taken and progress made towards stretch aims.</li> <li>School SIPs and PEF plans for 2023-24 reflect strategy.</li> <li>Plan for professional learning established in consultation with schools and networks and informed by analysis of SQR, attainment data and PEF reporting.</li> <li>Analysis of SQR reveals effective moderation taking place in all schools/ASGs and plans in place to continue to build capacity and activity in session 2022/23.</li> </ul>
<b>1.1.2 Develop a full range of curriculum frameworks.</b>	<ul style="list-style-type: none"> <li>Identified and shared examples of coherent curriculum pathways 3-18, for example, in STEM or the world of work. E.g. <a href="#">East Ayrshire flexible skills pathway</a></li> <li>Numeracy Framework shared with all schools. The Education Executive Group (EEG) has agreed a set of primary curriculum frameworks to pilot 2022-23.</li> </ul>	<ul style="list-style-type: none"> <li>Use these frameworks to check there are coherent 3-18+ pathways in each ASG. E.g. pathways into high-income STEM careers, pathways into creative/cultural careers. Engage our regional <a href="#">FHE partners in strengthening pathways</a>.</li> <li>Literacy Framework shared with all schools.</li> <li>Agreed draft Curricular Frameworks (with exception of Literacy and Numeracy) in use in identified schools/ASGs for pilot and evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>Deliver Leadership of Curriculum Design training. Engage partners eg <a href="#">Education Scotland Curriculum Innovation Team</a> to support action research in Curriculum Design. E.g. <a href="#">West Partnership curriculum redesign project</a></li> <li>Professional Learning Offer in place to support engagement with literacy and numeracy frameworks</li> <li>Updated draft frameworks shared with EEG</li> <li>Literacy, Numeracy and QAMSO Networks involved in supporting school/ASG moderation.</li> <li>Develop and introduce curriculum guidance for schools</li> </ul>	<ul style="list-style-type: none"> <li>All schools using Literacy and Numeracy Frameworks to support planning, teaching and assessment.</li> <li>Finalised suite of wider curricular frameworks launched with all schools and settings for use from 2023/24.</li> <li>Moderation activity planned for session 2023/24 utilising Literacy, Numeracy and QAMSO Networks and Midlothian Frameworks.</li> </ul>
<b>1.1.3 Revise Midlothian's Learning, Teaching and Assessment policy.</b>	<ul style="list-style-type: none"> <li>Working group consultation started for scoping of existing policy and school based approaches to include all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>Progress update on key messages within LTA Policy for school leaders and in collaboration with EEG.</li> <li>School leader consultation to engage working group.</li> </ul>	<ul style="list-style-type: none"> <li>Professional Learning Offer for school leaders on strategic leadership of elements of LTA Policy</li> <li>Themes from Visit 2 (Focus 2.3) support with LA Self evaluation of strengths and areas for improvement to inform the final Policy.</li> <li>Ongoing stakeholder engagement to inform final policy.</li> </ul>	<ul style="list-style-type: none"> <li>Final LTA Policy agreed for all school engagement during session 2023/24</li> <li>QA Processes and analysis of schools SQR reveal an increasing percentage of schools rated as good/very good for key Quality Indicators.</li> <li>Consultation with school leaders and networks to inform professional learning offer for session 2023/24.</li> </ul>



Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>1.1.4 Develop and pilot an effective tracking and monitoring system, incorporating development of stretch aims.</b>	<ul style="list-style-type: none"> <li>Work has started in scoping out the short life working group to identify and review remit for the project.</li> <li>Pilot schools have been identified and project plan has been developed to ensure the progress can be monitored and evaluated. Findings of this will be presented to the working group</li> </ul>	<ul style="list-style-type: none"> <li>Pilot phase of work on implementation of tracking and monitoring system with one ASG will continue during this period.</li> <li>Monitor and review the impact of the system within and throughout the schools.</li> <li>Working group will meet and discuss options for primary and secondary schools to take forward.</li> </ul>	<ul style="list-style-type: none"> <li>Final phase of evaluation of the new system. Review and consultation with working group and schools involved.</li> <li>Any significant or minor changes to the approach to be made before full implementation in all schools next quarter.</li> <li>Training programme on the system to be planned and scheduled with all schools.</li> </ul>	<ul style="list-style-type: none"> <li>Full implementation of final tracking system in all schools.</li> <li>Training programme on the system to be planned by ASG and data champions to take forward ownership within the school.</li> </ul>
<b>1.1.5 Support schools and settings to make best use of digital tools to enrich, enhance and improve learning, teaching and assessment</b>	<ul style="list-style-type: none"> <li>Working with schools to co-create short term targets (Aug-Dec) to deliver identified improvement priorities</li> <li>Tracking progress towards agreed targets through school/setting Action Trackers</li> <li>Provided Headteachers with relevant, timely and succinct information for session 22/23 HT pack</li> <li>Connected with Digital Leaders in every school and establish a community of innovative practitioners (97% turnout DL Meeting 5 September)</li> <li>Surveyed pupils, families and staff to understand the opportunities and challenges of the Phase One provision of EFL devices and plan next steps</li> <li>Deployment of devices to all new Chromebook users, new pupils</li> <li>Creation of EFL Phase 2 plan for board approval</li> </ul>	<ul style="list-style-type: none"> <li>Relaunch Digital Loan Bank to ensure schools and settings can access high quality digital technology and training</li> <li>Pilot BGE Digital Literacy Framework in primary schools and settings through Digital Leaders</li> <li>Use staff audit from May 22 to explore creation of a learning and teaching app library for pupils and staff, ensuring DPIA compliance</li> <li>Innovation project work in relation to EFL, linking schools across Midlothian- principally access to VR, creativity with iPad in Senior Phase, Future Classroom</li> <li>Deploy devices to new P1 intake using remote deployment model + flexible support</li> <li>Scoping of Roles and Responsibilities between DS and DILT</li> <li>AV audit scoping- ELCs/Primaries and ASN provisions by 30 Sept, secondaries by 14 Oct</li> </ul>	<ul style="list-style-type: none"> <li>Review short term targets with schools and settings against agreed measures and evaluate progress. Co-create short term targets (Jan-June)</li> <li>Pilot Third and Fourth levels of Digital Literacy Framework through secondary school working group</li> <li>Launch Google Workspace Skills for P7-S2 pupils to establish a benchmark standard of fluency using Workspace by end of BGE</li> <li>Review Professional Learning offer and plan for next steps</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate impact of implemented changes and use this to inform next steps</li> <li>Review and evaluate impact of Digital Literacy Framework</li> <li>Finalise app library offer for 23/24 and associated training offer</li> <li>Survey pupils, families and staff to understand to identify changes in attitude, proficiency and use of digital tools to enrich, enhance and improve learning, teaching and assessment</li> <li>Plan and host launch event for Midlothian's Apple Regional Training Centre, showcasing the work of our schools and settings and learning from others</li> <li>Managed transition of all devices and reallocation of school leavers' devices</li> </ul>

**1.2 Improve attainment within the senior phase by maximising opportunities through curriculum planning, consortium arrangements and partnership delivery, including addressing the ASN Senior Phase Gap**

*Trend Data & Targets for School Leavers*

	2018	2019	2020	2021	Ave.	Target
<b>Lit &amp; Num SCQF Level 4</b>	88.93%	89.45%	90.48%	89.85%	89.93%	TBC
<b>Lit &amp; Num SCQF Level 5</b>	66.33%	63.76%	65.12%	66.36%	65.08%	TBC
<b>1+ @ Level 4</b>	97.23%	96.67%	97.17%	95.44%	96.84%	<b>96.0%</b>
<b>1+ @ Level 5</b>	85.49%	86.01%	84.43%	84.72%	85.56%	<b>86.0%</b>
<b>1+ @ Level 6</b>	60.58%	56.08%	60.62%	59.98%	59.19%	<b>60.0%</b>
<b>5@ Lv 5</b>	60.58%	58.37%	63.45%	63.17%	60.86%	<b>65.0%</b>
<b>3@ Lv 6</b>	46.62%	42.89%	49.94%	47.66%	46.09%	<b>50.0%</b>
<b>5@ Lv 6</b>	32.56%	30.05%	36.94%	33.98%	32.33%	<b>35.0%</b>

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>1.2.1 Develop and implement a raising attainment strategy</b>	<ul style="list-style-type: none"> <li>- Consulted with school leaders on strategy development</li> <li>- Key messages informed by data analysis</li> <li>- QA Visit 1 started and will continue in next quarter to reinforce stretch aims and processes to monitor and track</li> </ul>	<ul style="list-style-type: none"> <li>- Draft strategy developed and shared with stakeholders, HTs, parents and young people</li> <li>- Literacy and Numeracy guidance in place reflecting key pedagogical approaches outlined in Draft Raising Attainment Strategy and shared directly with English and Maths Departments/DHT Networks.</li> </ul>	<ul style="list-style-type: none"> <li>- Attainment Visits and Secondary HT meetings support school engagement with strategy.</li> <li>- Data uplift shows a positive shift in attainment predictions within the senior phase.</li> <li>- Final agreed strategy in place.</li> </ul>	<ul style="list-style-type: none"> <li>- Secondary School Improvement Reports include evidence of approaches taken and progress made towards stretch aims.</li> <li>- School SIPs for 2023-24 reflect strategy.</li> </ul>
<b>1.2.2 Review the Senior Phase curriculum offer and pathways into positive sustained destinations.</b>	<ul style="list-style-type: none"> <li>- Started work on undertaking an extensive engagement/listening process with key stakeholders to establish the vision and purpose of the Midlothian Senior Phase Curriculum</li> <li>- Identified and shared examples of coherent curriculum pathways 3-18, for example, in STEM or the world of work. E.g. <a href="#">East Ayrshire flexible skills pathway</a></li> <li>- Structure of Midlothian Curriculum Paper established, will be drafted for consultation at joint HT Meeting in November</li> </ul>	<ul style="list-style-type: none"> <li>- Midlothian Senior Phase Principles agreed and expressed through an explicit Curriculum Rationale.</li> <li>- Session 23/24 curriculum pilots agreed with all secondary schools that ensure increased opportunities for students and collaborative working.</li> <li>- analysis of engagement and drafting of Midlothian Curriculum Paper; develop paper for secondary pilots to consult with identified school personnel</li> </ul>	<ul style="list-style-type: none"> <li>- Deliver Leadership of Curriculum Design training. Engage partners eg <a href="#">Education Scotland Curriculum Innovation Team</a> to support action research in Curriculum Design. E.g. <a href="#">West Partnership curriculum redesign project</a></li> </ul>	<ul style="list-style-type: none"> <li>- School 23/24 SIPs reflect this approach</li> </ul>
<b>1.2.3 Review and develop approaches that will allow secondary schools to implement reduced class contact time, in line with SG policy, for teachers from August 2024</b>	<ul style="list-style-type: none"> <li>- Review of curricular models and staffing levels in each secondary school has started.</li> <li>- Engaged with schools to model options.</li> <li>- Engaged and involved the MNCT in this process.</li> </ul>	<ul style="list-style-type: none"> <li>- Agree a Midlothian approach to the student and staff day, from August 2024, that ensures an appropriate balance between equality across schools and the context/need of each school.</li> <li>- Establish a paper to consult on within Midlothian</li> </ul>	<ul style="list-style-type: none"> <li>- Confirm for each secondary school an action plan that supports the transition to the agreed approach from August 2024.</li> <li>- Work with Business Executive colleagues to ensure that our DSM model and allocations support the implementation of approaches from August 2024.</li> </ul>	<ul style="list-style-type: none"> <li>- School 23/24 SIPs reflect this approach</li> </ul>
Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity

<b>1.2.4 Revise Midlothian's Learning, Teaching and Assessment policy.</b>	<ul style="list-style-type: none"> <li>- School leader consultation started to engage working group.</li> <li>- Working group consultation and scoping begun of existing policy and school based approaches to include all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>- Progress update on key messages within LTA Policy for school leaders and in collaboration with EEG.</li> </ul>	<ul style="list-style-type: none"> <li>- Professional Learning Offer for school leaders on strategic leadership of elements of LTA Policy</li> <li>- Themes identified as part of Visit 2 activity (Focus 2.3) support ongoing LA Self evaluation of strengths and areas for improvement to inform the final Policy.</li> <li>- Ongoing stakeholder engagement to inform final policy.</li> </ul>	<ul style="list-style-type: none"> <li>- Final LTA Policy agreed for all school engagement during session 2023/24</li> <li>- Consultation with school leaders and networks to inform professional learning offer for session 2023/24</li> </ul>
<b>1.2.5 Develop and pilot an effective tracking and monitoring system, incorporating development of stretch aims.</b>	<ul style="list-style-type: none"> <li>- Work has started in scoping out the short life working group to identify and review remit for the project.</li> <li>- Discussions have been held at the secondary HT meetings to discuss this project and how leaders can contribute.</li> </ul>	<ul style="list-style-type: none"> <li>- Pilot phase of work on implementation of tracking and monitoring system with one ASG, once governance has been agreed.</li> <li>- Monitor and review the impact of the system within and throughout the schools.</li> </ul>	<ul style="list-style-type: none"> <li>- Final phase of evaluation of the new system. Review and consultation with working group and schools involved.</li> <li>- Any significant or minor changes to the approach to be made before full implementation in all schools next quarter.</li> <li>- Training programme on the system to be planned and scheduled with all schools.</li> </ul>	<ul style="list-style-type: none"> <li>- Full implementation of final tracking system in all schools.</li> <li>- Training programme on the system to be planned by ASG and data champions to take forward ownership within the school.</li> </ul>
<b>1.2.6 Support schools and settings to make best use of digital tools to enrich, enhance and improve learning, teaching and assessment</b>	<ul style="list-style-type: none"> <li>- Work with schools to co-create short term targets (Aug-Dec) to deliver identified improvement priorities has started.</li> <li>- Tracking progress towards agreed targets through school/setting Action Trackers</li> <li>- Provide Headteachers with relevant, timely and succinct information for session 22/23 HT pack</li> </ul>	<ul style="list-style-type: none"> <li>- Innovation project work in relation to EfL, linking schools across Midlothian- principally iPad Creativity Apps in the Secondary Classroom, Future Classroom, Data Science Across the Curriculum</li> <li>- Future Classroom in Partnership with University of Edinburgh (UoE) defined Planning and technical implementation in participating secondary schools. The Collaborative enquiry cycle takes place Oct-Dec</li> <li>- iPad Creativity Apps in the Secondary Classroom</li> <li>- Support technical delivery of data science projects in Newbattle High School and Roslin PS</li> </ul>	<ul style="list-style-type: none"> <li>- Implement innovation project work- Supporting Music Technology in the Senior Phase</li> <li>- Implement innovation project work- Supporting Computing Science Qualifications in the Senior Phase</li> <li>- Continued work on iPad Creativity Apps in the Secondary Classroom</li> <li>- Continued work on Future Classroom</li> <li>- Further development on Data Science Across the Curriculum</li> </ul>	<ul style="list-style-type: none"> <li>- Review impact of all Senior Phase innovation project work, evaluate progress, plan next steps</li> <li>- Managed transition of all devices and reallocation of school leavers' devices</li> <li>- Further development on Data Science Across the Curriculum</li> </ul>

### 1.3 Reduce the attainment gap between the most and least deprived children, including care-experienced children.

Trend Data & Targets

	2018	2019	2020	2021	Ave.	Target
<b>Pr Literacy – GAP FSM vs. No FSM</b>	22.47%	29.35%	NC	32.24%	28.17% <sup>a</sup>	<b>22%</b>
<b>Pr Numeracy – GAP FSM vs. No FSM</b>	20.69%	22.69%	NC	27.98%	23.82% <sup>a</sup>	<b>20%</b>
<b>S3 Literacy – GAP FSM vs. No FSM</b>	22.57%	22.83%	NC	NC	22.94% <sup>b</sup>	<b>17%</b>
<b>S3 Numeracy – GAP FSM vs. No FSM</b>	12.04%	21.27%	NC	NC	16.35% <sup>b</sup>	<b>17%</b>
<b>1+ @ Level 4 – GAP FSM vs. No FSM</b>		4.9%	2.0%	3.2%	3.4%	<b>2.5%</b>
<b>1+ @ Level 5 – GAP FSM vs. No FSM</b>		23.6%	25.2%	19.8%	22.9%	<b>19%</b>
<b>1+ @ Level 6 – GAP FSM vs. No FSM</b>		30.7%	32.0%	35.0%	32.6%	<b>30%</b>

<sup>a</sup> Ave. is calculated from 2017-2021; <sup>b</sup> Ave. is calculated from 2017-2019

NC – not collected

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>1.3.1 Build quality and capacity within schools to improve outcomes for all disadvantaged children and young people, in partnership with our Education Scotland Attainment Advisor.</b>	<ul style="list-style-type: none"> <li>- Q1 school visits focus on raising attainment and narrowing the attainment gap has started and will continue in next quarter.</li> <li>- Visit 1 50% completed and focus on Q11.1, 1.3 and 3.2. Discussions focusing on raising attainment and identifying learners gaps.</li> <li>- Recovery team working in 4 targeted schools</li> </ul>	<ul style="list-style-type: none"> <li>- Further development of Midlothian's Professional Learning Academy which will offer training, guidance and support to school teams in improvement methodology, measuring impact.</li> <li>- Schools continue to monitor the impact of interventions and universal offer on reducing the attainment gap.</li> </ul>	<ul style="list-style-type: none"> <li>- Q1 school visits focus on evaluating impact of work to reduce the attainment gap.</li> </ul>	<ul style="list-style-type: none"> <li>- Summary report to capture the impact of interventions and universal offer on reducing the attainment gap.</li> </ul>
<b>1.3.2 Robust plans for PEF implemented and evaluated across all schools.</b>	<ul style="list-style-type: none"> <li>- PEF plans discussed with head teachers during QA process.</li> <li>- 60% of schools visited for SQIP feedback and in all these schools PEF plans discussed. 100% of PEF plans complete and evaluated by SGM/AA. Visits to identified schools to discuss plans post Oct break.</li> </ul>	<ul style="list-style-type: none"> <li>- Schools continue to monitor the impact of their PEF plans and interventions planned.</li> <li>- Engagement with schools through QA process ongoing</li> </ul>	<ul style="list-style-type: none"> <li>- Schools evaluation of impact of PEF plans ongoing and evaluations discussed with HTs prior to end of year school quality &amp; improvement report (SQIP) being finalised</li> </ul>	<ul style="list-style-type: none"> <li>- Schools evaluate impact of PEF plans in end of year school quality &amp; improvement report (SQIP)</li> </ul>
<b>1.3.3 Improve availability, accuracy and use of complex and intersectional data to target support more effectively.</b>	<ul style="list-style-type: none"> <li>- Development of interim analytical dashboards for use by schools to understand performance have been progressing.</li> <li>- Engagement with schools and service leads have taken place to start the scoping and development of this work</li> </ul>	<ul style="list-style-type: none"> <li>- Implement interim dashboard approach for all schools. Training programme to be scheduled alongside this with data champions.</li> <li>- Pilot implementation of full new analytical dashboards for schools to align with the new tracking and monitoring system and actions 1.1.4 and 1.2.4</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor and review the impact of the system within and throughout the schools. Any significant or minor changes to the approach to be made before full implementation in all schools next quarter. (align with 1.1.4 and 1.2.4)</li> <li>- Training programme on the system to be continued with all schools.</li> </ul>	<ul style="list-style-type: none"> <li>- Full implementation of final analytical dashboard to align with tracking system in all schools.</li> <li>- Training programme on the system to be planned by ASG and data champions to take forward ownership within the school.</li> </ul>

#### 1.4 Improved outcomes for vulnerable children and young people, and for those experiencing barriers to learning

##### Trend Data & Targets

	2018	2019	2020	2021	Ave.	Target
<b>Pr Literacy - LAC/ASN Pupils<sup>a</sup></b>	55.58%	53.26%	NC	43.66%	47.61% <sup>a</sup>	<b>53%</b>

<b>Pr Numeracy - LAC/ASN Pupils<sup>a</sup></b>	61.48%	58.64%	NC	52.18%	55.42% <sup>a</sup>	<b>58%</b>
<b>S3 Literacy - LAC/ASN Pupils<sup>a</sup></b>	68.66%	87.67%	NC	NC	78.17% <sup>b</sup>	<b>78%</b>
<b>S3 Numeracy - LAC/ASN Pupils<sup>a</sup></b>	72.64%	68.32%	NC	NC	72.77% <sup>b</sup>	<b>72%</b>
<b>1+ @ Level 4 - LAC/ASN Pupils<sup>a</sup></b>	91.79%	91.21%	92.95%	89.34%	91.32%	<b>91%</b>
<b>1+ @ Level 5 - LAC/ASN Pupils<sup>a</sup></b>	63.43%	69.23%	69.80%	67.44%	67.47%	<b>69%</b>
<b>1+ @ Level 6 - LAC/ASN Pupils<sup>a</sup></b>	32.09%	32.60%	43.96%	39.77%	37.10%	<b>40%</b>

<sup>a</sup> This contains pupils that are either LAC or ASN. Note that due to the small numbers in these categories the % can fluctuate quite significantly.

NC – not collected

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>1.4.1 Embed The Promise across the education service</b>	<ul style="list-style-type: none"> <li>- Schools have started work on ensuring accurate information of their care experienced CYP by working closely with CS and SEEMiS development officer.</li> <li>- Schools continue to extend their understanding of The Promise through the Directorate Conference. Directorate conference time and date to be confirmed. This may be in Q3 or Q4.</li> <li>- New Education Resource Group process is piloted. Two ERGs have been held. 21 CYP discussed at the first ERG and 11 CYP discussed at the second. Although it is in development, the reduction in numbers supports our aim to ensure our CYP get the right support at the right time. The feedback from establishments has been positive in supporting the schools to support their young people.</li> </ul>	<ul style="list-style-type: none"> <li>- Use the data to target support in schools that need this most in order to fully implement The Promise, UNCRC and GIRFEC.</li> <li>- Schools are trained in relationship/trauma based practice</li> <li>- Schools are embedding person centred planning and decision making</li> <li>- The PLA facilitates training on the right's of a child and the language of care</li> <li>- Schools are consulted on the draft amended exclusions policy</li> <li>- Schools continue to extend their understanding of The Promise through the Directorate Conference</li> </ul>	<ul style="list-style-type: none"> <li>- Use the data to target support in schools that need this most in order to fully implement The Promise, UNCRC and GIRFEC.</li> <li>- Schools are embedding in relationship/trauma based practice</li> <li>- QI school visits focus on ensuring that schools are improving outcomes for vulnerable CYP in line with The Promise</li> <li>- QI school visits focus on ensuring care experienced young people are receiving their entitlements</li> <li>- Schools will embed the new exclusion policy ensuring no formal or informal exclusions of care experienced young people occur</li> </ul>	<ul style="list-style-type: none"> <li>- Midlothian's parent and carer survey reports that parents/carers feel involved in the decision making process when planning the educational outcomes for a CYP</li> <li>- Midlothian's pupil survey reports an increase in the % of learners reporting that they receive the right support at the right time</li> </ul>
<b>1.4.2 Improve availability, accuracy and use of complex and intersectional data to identify the attainment gaps for young people with additional support needs and other barriers to learning.</b>	<ul style="list-style-type: none"> <li>- Work has started to build a tracking and monitoring system which can provide intersectional data to allow schools to produce an annual equalities report. This has been developed through engagement with the ASN central team.</li> </ul>	<ul style="list-style-type: none"> <li>- Work on developing the data dashboard will continue, through engagement with the service and schools.</li> <li>- Annual equalities report training for school leaders.</li> <li>- Adapt SQuIP to include equalities report.</li> </ul>	School leaders use the intersectional data to produce an annual school equalities report within SQuIP and set out what action they will take in the year ahead to reduce equalities issues.	<ul style="list-style-type: none"> <li>- All schools to use the tracking and monitoring system to understand and target interventions to young people</li> </ul>
<b>1.4.3 Pilot resource guidance: 'Identifying, Assessing and Providing for Additional Support Needs'.</b>	<ul style="list-style-type: none"> <li>- Working group to agree the draft policy on 'Identifying, Assessing and Providing for Additional Support Needs'</li> <li>- Training held and attended by over 50 members of staff across the establishments. This is to engage on the new guidance, policies and procedures around supporting CYP with ASN</li> </ul>	<ul style="list-style-type: none"> <li>- 'Identifying, Assessing and Providing for Additional Support Needs' draft policy shared with schools</li> <li>- Short life staff consultation group is formed to give initial feedback on the new guidance, policies and procedures</li> <li>- Short life parent/carers and pupil consultation group is formed to give initial feedback on the new guidance, policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>- All schools to pilot the draft policy on 'Identifying, Assessing and Providing for Additional Support Needs'</li> </ul>	<ul style="list-style-type: none"> <li>- Schools provide final feedback on guidance, policies and procedures to enable a final draft to be created session for 23/24</li> </ul>
Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>1.4.4 Establish an Education Resource Group to ensure a timely multi-agency response to assessing and providing</b>	<ul style="list-style-type: none"> <li>- Request for support in education panel has been identified. Multi-agency panel in place consisting of Education, Children and Families, Educational Psychology and Health.</li> </ul>	<ul style="list-style-type: none"> <li>- Request for support panel meetings occur fortnightly with minutes saved onto SEEMiS</li> <li>- P7-S1 request for support transition panel</li> <li>- Schools are issued with request for support</li> </ul>	<ul style="list-style-type: none"> <li>- N-P1 request for support transition panel</li> <li>- QI visits to focus on the assessment of need and response to providing</li> </ul>	<ul style="list-style-type: none"> <li>- Staff survey to measure the effectiveness of the new procedure and measure impact on the CYP</li> </ul>

for young people's additional support needs.	<ul style="list-style-type: none"> <li>- Request for support paperwork shared with all Head Teachers for feedback</li> <li>- Education Resource Group panel meetings has begun</li> </ul>	guidance and paperwork	support	
<b>1.4.5 Review Support for Learning practice to ensure capacity of workforce, consistency and quality.</b>	<ul style="list-style-type: none"> <li>- Continue SfL network and extended to secondary colleagues. This will continue throughout the session.</li> <li>- SfL network identified key CLPL opportunities required. Responses from the SfL teachers vary, however Dyslexia training has been identified as a key training need to ensure consistency across Midlothian in identification.</li> </ul>	<ul style="list-style-type: none"> <li>- PLA facilitate CLPL opportunities</li> <li>- SfL network, including representation from LAs, to draft a SfL guidance paper supporting staff to understand 5 roles of SfL,</li> </ul>	<ul style="list-style-type: none"> <li>- QI visits to focus on the SfL practice and quality assure the data to measure the impact of interventions</li> </ul>	<ul style="list-style-type: none"> <li>- SfL guidance paper to be finalised and shared ready to embed in session 23/24</li> </ul>

## Midlothian Single Plan Priority Reducing the gap in health outcomes

### ***Priority 2: Included, Involved and Engaged: Wellbeing & Equity***

#### ***2.1 Improve Equity and Inclusion***

#### *Trend Data & Targets*

	2018	2019	2020	2021	Ave.	Target
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<b>Pr Attendance Rate</b>	94.43%	94.70%	94.04%	95.06%	94.56%	<b>95%</b>
<b>Sec Attendance Rate</b>	89.18%	89.20%	89.37%	90.99%	89.69%	<b>91.5%</b>

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>2.1.1 Extend professional learning offer to promote nurturing, trauma-informed practice across schools and settings.</b>	<ul style="list-style-type: none"> <li>- Nurture Strategy has had first meeting to work on agreeing priorities/actions. ASG meetings have helped to clarify next steps based on priorities</li> <li>- Professional development planning underway.</li> </ul>	<ul style="list-style-type: none"> <li>- Nurture lead meetings re-commence with plan mapped out for the year.</li> <li>- Launch of webinars and training options supported by practice guides and digital resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Follow up opportunities (reflection circles) to enable focused case discussions and problem solving.</li> <li>- Exploratory research project into the supervision and support needs of those staff working with children presenting with significant emotional distress.</li> </ul>	<ul style="list-style-type: none"> <li>- Facilitate shadowing opportunities for staff involved in enhanced nurturing roles (eg. guidance teachers, nurture staff, residential staff) followed by collaborative enquiry opportunities to reflect on learning.</li> <li>- Review of learning and identifying needs to inform planning for 2023-24.</li> </ul>
<b>2.1.2 Revise Attendance Strategy in partnership with Children's Services</b>	<ul style="list-style-type: none"> <li>- Attendance Strategy has had first meeting to agree priorities/actions.</li> <li>- Attendance procedures are under review.</li> <li>- Engagement strategy is being developed with children and families</li> </ul>	<ul style="list-style-type: none"> <li>- Attendance consultation group to analyse attendance data to support the identification of barriers to attendance, identify what's working and gaps in services and support.</li> <li>- Engage with young people about barriers to attendance and factors that promote school attendance.</li> <li>- Pilot approaches based on relational, practical and psycho-educational support to promote attendance.</li> </ul>	<ul style="list-style-type: none"> <li>- Attendance strategy updated and shared with all relevant stakeholders</li> <li>- Co-produce attendance practice guidance that provides consistent, evidence-based pathways to promote attendance.</li> </ul>	<ul style="list-style-type: none"> <li>- All schools to ensure the attendance strategy is fully embedded within their establishment</li> </ul>
<b>2.1.3 Develop a comprehensive Family Learning Strategy</b>	<ul style="list-style-type: none"> <li>- Draft Family Learning Strategy through multi-agency co-production. Strategy group extended to widen range of members and include CLLE, Education staff and young people, CSs and third sector.</li> <li>- Strategy document recirculated to group with focused questions for consideration.</li> <li>- Workshop session planned.</li> </ul>	<ul style="list-style-type: none"> <li>- Family Learning workshop session to be held with multi-agency group. Education Scotland Family learning material to be used.</li> <li>- Action plan created after co-production session.</li> <li>- Link with Parental and Learner Engagement Strategy work</li> <li>- FL Strategy agreed and disseminated.</li> <li>- Support implementation.</li> </ul>	<ul style="list-style-type: none"> <li>- Development of a central source of information about Family Learning offer in Midlothian.</li> </ul>	<ul style="list-style-type: none"> <li>- Undertake consultation with stakeholders about availability and gap across Midlothian. Revisions made to improve awareness of family learning and engagement in opportunities.</li> </ul>
<b>2.1.4 Develop ASD Strategy</b>	<ul style="list-style-type: none"> <li>- Work on this has been paused due to priority taken on the development of exclusion policy.</li> </ul>	<ul style="list-style-type: none"> <li>- Working group formed to create a Draft ASD strategy in partnership with Health and Social Care to be written and shared with all relevant stakeholders</li> <li>- CLPL opportunities identified, PLA to facilitate identified training needs</li> <li>- Review and clarify role and responsibilities within the neuro-developmental pathway</li> </ul>	<ul style="list-style-type: none"> <li>- Pilot ASD strategy across the directorate</li> <li>- PLA to facilitate identified training needs</li> </ul>	<ul style="list-style-type: none"> <li>- Finalise and embed ASD strategy across the directorate</li> <li>- Apply to be an ASD friendly local authority</li> </ul>
<b>2.1.5 Mental Health strategy established</b>	<ul style="list-style-type: none"> <li>- Mapping activity has begun to gain clear picture of the support in place for wellbeing and mental health at universal, universal+, targeted and specialist levels.</li> <li>- Mapping activity had also begun to gain clear picture of level of need amongst children and young people and gaps in provision and services.</li> </ul>	<ul style="list-style-type: none"> <li>- Survey schools to gain an overview of the therapeutic services that schools procure.</li> <li>- Analysis of need and services available.</li> </ul>	<ul style="list-style-type: none"> <li>- Seek children and young people's views about what's working and not working in the support for wellbeing and mental health.</li> <li>- Identify children and young people reference group to support strategy development.</li> </ul>	<ul style="list-style-type: none"> <li>- Development of strategy</li> </ul>

## 2.2 Children have a greater understanding of their rights (UNCRC) and these rights are being met across our establishments

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>2.2.1 Carry out a Children's Rights Review with CYP and staff across</b>	<ul style="list-style-type: none"> <li>- Created the Mental Health &amp; Wellbeing Survey (p1-3; p4-7; S1-S3; S4-S6; early years &amp; Saltergate focus group questions) with</li> </ul>	<ul style="list-style-type: none"> <li>- Launch the Mental Health &amp; Wellbeing Survey. Create a criteria &amp; evaluation for the Children's Rights Review based on long-term aims of Midlothian Children's Rights Strategy &amp;</li> </ul>	<ul style="list-style-type: none"> <li>- Collate, analyse &amp; evaluate data from reviews.</li> <li>- Create feedback summary from reviews per ASG (including next steps/recommended actions)</li> </ul>	<ul style="list-style-type: none"> <li>- Attend ASG meetings to share feedback summaries with HTs.</li> </ul>



<b>Midlothian, set against the <a href="#">7 principles of a rights-based approach</a></b>	questions featured connected to the 7 principles of a rights-based approach.	<p>7 principles of a rights-based approach.</p> <ul style="list-style-type: none"> <li>- Liaise with QIOs organising QI Visit 2 (Learning and Teaching) to embed questions around children's rights into every school visit.</li> <li>- Identify Rights-Respecting School leads.</li> <li>- Identify schools in each ASG to review in terms of highlighting good practice and assets to build on within Midlothian.</li> <li>- Identify and coordinate Children's Rights Review teams.</li> <li>- Conduct Children's Rights Review visits within identified schools.</li> <li>- Identify and facilitate focus groups of children &amp; young people, families, and stakeholders.</li> <li>- Hold Learner &amp; Parent Conferences and gain views around the long-term aims/vision of taking a rights-based approach in Midlothian, to feed into Children's Rights Review.</li> </ul>		
<b>2.1.2 Develop and implement the Midlothian Children's Rights strategy across the Directorate, in partnership with Children's Services &amp; CLLE.</b>	<ul style="list-style-type: none"> <li>- Identified Steering group consultation teams to consult with to consider long-term aims/vision of strategy (made up of key stakeholders: Central team; Education Scotland; School staff; Parents; Young People).</li> <li>- Initial meetings with Steering Group consultation teams held and planned with all teams.</li> </ul>	<ul style="list-style-type: none"> <li>- Meet with Steering Group consultation teams to revisit the long term aims and vision as thinking progresses.</li> <li>- Start to hone into where Midlothian would like to be in 5 years time.</li> </ul>	<ul style="list-style-type: none"> <li>- Create Happy, Safe &amp; Thriving (HST) ASG working groups.</li> <li>- Create terms of reference for HST ASG working groups.</li> <li>- HST ASG working groups to analyse feedback summary and create action plan/next steps for their ASG in terms of professional learning.</li> </ul>	<ul style="list-style-type: none"> <li>- Follow-up focus groups about Mental Health &amp; Wellbeing Survey with S4-S6 about exam stress, and S1 transitions, to feed into ASG working groups connected with implementing the Midlothian Children's Rights Strategy.</li> <li>- HST working groups to implement actions created.</li> </ul>

### **Priority 3: Self-improving Systems**

#### **3.1 Leaders at all levels work together within an empowered system to improve outcomes for children, young people and families**

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>3.1.1 Comprehensive professional learning opportunities to improve</b>	<ul style="list-style-type: none"> <li>- Developed a leadership continuum for Midlothian's schools and ELC funded provider partner managers.</li> </ul>	<ul style="list-style-type: none"> <li>- Phased introduction of PLA offers.</li> <li>- Delivery partnerships established within the PLA.</li> </ul>	<ul style="list-style-type: none"> <li>- Phased introduction of Professional learning Academy offers.</li> <li>- Delivery and evaluation of SEIC leadership</li> </ul>	



<b>quality of leadership at all levels, including leadership of learning.</b>	<ul style="list-style-type: none"> <li>- Introduction of SEIC leadership offer. Co-created the programme with headteachers.</li> <li>- EYs leadership training for SEYPs, EYOs carried out</li> <li>- HT peer induction set up: 5 new HTs are matched to experienced HTs/ QIO. Support pack with suggested operating model sent out and support offered if required.</li> <li>- The four DHT Network meetings No.1 took place in September 2022. Meeting 2 dates in diary for November 2022. Co-constructed with DHTs. 75 DHTs/ PTs signed up with 85% attendance at meeting 1 in Sep 2022. Feedback was very positive with suggestions for future foci.</li> </ul>	- Delivery of SEIC leadership offer.	offer.	
<b>3.1.2 Deliver a minimum data set and support data literacy to improve self-evaluation through leadership professional learning and data champions.</b>	<ul style="list-style-type: none"> <li>- Principal data officer &amp; QIOs created a strategic plan for data improvement for the directorate, with specific projects identified to take forward improvement in this area. This is led on three main pillars of data infrastructure &amp; systems, data management and data culture.</li> <li>- Data QIO team and principal officer have met to ensure consistent approaches and messaging to schools during QA visits.</li> <li>- Data lead for Midlothian attends the SEIC Data &amp; Analysis Network 3-monthly meetings where good practice and support is shared.</li> </ul>	<ul style="list-style-type: none"> <li>- Establish a data champions network and co-design job description, job tasks, training and evaluation arrangements</li> <li>- Data lead for Midlothian attends the SEIC Data &amp; Analysis Network 3-monthly meetings where good practice and support is shared.</li> </ul>	<ul style="list-style-type: none"> <li>- Data champions network meetings continue training and data tasks.</li> <li>- Data lead for Midlothian attends the SEIC Data &amp; Analysis Network 3-monthly meetings where good practice and support is shared.</li> </ul>	<ul style="list-style-type: none"> <li>- End of year evaluation and co-create 2023-24 activities.</li> <li>- Develop programme of training with professional learning academy for 2023-24.</li> </ul>

### 3.2 Children and families participate in, influence and inform how we deliver our services

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>3.2.1 Refresh the Midlothian Parental Involvement and Engagement Strategy. Co-create this with Midlothian parents using the National Community Engagement guide.</b>	<ul style="list-style-type: none"> <li>- The results of the PIE Survey 2022 have been analysed to find out where improvement in PIE is required across Midlothian.</li> <li>- Discovery has been undertaken to find and share examples of good</li> </ul>	<ul style="list-style-type: none"> <li>- Form a PIE steering group with parent and staff representatives from all 6 ASGs.</li> <li>- Co-create PIE steering group action plan.</li> <li>- Audit Parent Councils' equity of representation amongst office bearers</li> </ul>	<ul style="list-style-type: none"> <li>- Implementation of PIE steering group action plan.</li> <li>- Use PC Equalities Audit to adjust PC guidance, recruitment &amp; promotional materials.</li> </ul>	

	<p>practice in parental engagement. This has been used to inform the Midlothian approach.</p> <p>- Share the PICL (Parents' Involved in their Children's Learning) approach. Network meetings held termly to share practice. MLC presented research at Midlothian event and at an international conference in August.</p>	and for attendance at PC meetings.		
<b>3.2.2 Learner Engagement Strategy</b>	- Identified priorities through baseline engagement strategy co- created with children and young people			

### ***3.3 Quality Assurance activities lead to improvements in the quality of education provision across settings and schools***

<b>Key Actions</b>	<b>Q2 - Progress achieved</b>	<b>Q3 – Planned activity</b>	<b>Q4 – Planned activity</b>	<b>Q1 23/24 – Planned activity</b>
<b>3.3.1 Quality Improvement framework in place</b>	<p>- Schools and ELC settings implement the QA Framework.</p> <p>- Initial self evaluation/ support and challenge documents available for reflection against in google drive.</p>	<p>- Schools and ELC settings implement the QA Framework and begin to align school and ELC settings processes.</p> <p>- Feedback via EEG on format/organisation of visit 1 activity as vehicle for gathering required data.</p>	<p>- Schools and ELC settings implement the QA Framework.</p> <p>- Feedback via EEG on visit 2 activity.</p>	- Evaluate the QA Framework with head teachers and centre managers at the end of year.
<b>3.3.2 Programme of quality assurance activities</b>	<p>- Visit 1 documentation prepared in consultation with school leaders/EEG</p> <p>- QA visit 1 using the new framework to all schools and ELC settings, which is continuing into the next quarter.</p>	<p>- QA visit 2 with a focus on Q.2.3 leads to clear LA self-evaluation of progress in schools relating to Learning, Teaching and Assessment.</p> <p>- Key messages from visit 2 activities inform LA LTA Framework</p>	- QA visit 3 provides schools, ELC settings and LA with a clear picture of progress in raising attainment as well as improvement over time.	- Final QA programme agreed and in place for future sessions, able to support with provision of clear information regarding capacity for improvement for our schools and ELC settings related to key QIs.

## **Midlothian Single Plan Priority Reducing the gap in economic circumstances**

### ***Priority 4: Life-Long Learning and Career-Ready Employability***

#### ***4.1 Children and young people are well prepared for the world of work***

<b>Key Actions</b>	<b>Q2 - Progress achieved</b>	<b>Q3 – Planned activity</b>	<b>Q4 – Planned activity</b>	<b>Q1 23/24 – Planned activity</b>
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<b>4.1.1 Analyse opportunity data to inform which careers offer the best opportunities for Midlothian's CYP over the next 10 years.</b>	<ul style="list-style-type: none"> <li>- Analysed and shared opportunity data to inform - review of Midlothian curriculum frameworks and ASG curriculum pathway.</li> </ul>	<ul style="list-style-type: none"> <li>- Align curriculum pathways with career range indicated by opportunity data.</li> <li>- Work with FHE partners to improve career pathways school to FHE (eg lack of Fin Tach, Food Tech &amp; HSD courses)</li> <li>- Engage with Skills Investment Plans for City Deal region to ensure we have Midlothian career pathways aligned.</li> <li>- Undertake ADES led review into Midlothian Positive Destination trends, with a focus on establishing actions to increase numbers moving into Higher Education.</li> </ul>	<ul style="list-style-type: none"> <li>- Align curriculum pathways with career range indicated by opportunity data.</li> <li>- Medium Term Strategy and associated Action Plan agreed with all stakeholders to reflect outcomes from ADES Review.</li> </ul>	- School 23/24 SIPs reflect this approach
<b>4.1.2 Embed My World of Work (MWoW) into the curriculum of every school</b>	<ul style="list-style-type: none"> <li>- No progress as yet due to identification of resource allocation on this action</li> </ul>	<ul style="list-style-type: none"> <li>- Audit how many schools have embedded MWoW into their curriculum.</li> <li>- Support remaining schools to embed MWoW into their curriculum.</li> <li>- Meet with SDS to target support where it is needed.</li> </ul>	<ul style="list-style-type: none"> <li>- Support remaining schools to embed MWoW into their curriculum.</li> <li>- Meet with SDS to target support where it is needed.</li> </ul>	
<b>4.1.3 Further develop bespoke Skills Development Scotland tutor and mentoring support for senior phase secondary students</b>	<ul style="list-style-type: none"> <li>- Audit underway of how many schools are providing tutor and mentoring support and to how many young people.</li> </ul>	<ul style="list-style-type: none"> <li>- Support remaining schools to provide tutor and mentor support.</li> <li>- Meet with SDS to target support where it is needed.</li> </ul>	<ul style="list-style-type: none"> <li>- Support remaining schools to provide tutor and mentor support.</li> <li>- Meet with SDS to target support where it is needed.</li> </ul>	

## Priority 5: Finance & Resources

### 5.1 Deliver Best Value through:

Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity
<b>5.1.1 Learning Estate</b>	<ul style="list-style-type: none"> <li>- Learning Estate Strategy being formulated to deliver best value.</li> </ul>	<ul style="list-style-type: none"> <li>- Dependent on the approval of the Learning Estate Strategy, programmes of work to be developed.</li> </ul>	<ul style="list-style-type: none"> <li>- As Q3</li> </ul>	<ul style="list-style-type: none"> <li>- Provide update on LES progress.</li> </ul>

<b>5.1.2 DSM Review</b>	<ul style="list-style-type: none"> <li>- DSM has been updated to reflect current landscape.</li> <li>- ELC DSM under consultation.</li> </ul>	<ul style="list-style-type: none"> <li>- Complete the ELC DSM consultation.</li> <li>- Finalise the ASN DSM</li> </ul>	<ul style="list-style-type: none"> <li>- Complete the ASN DSM consultation.</li> </ul>	<ul style="list-style-type: none"> <li>- Continue comms and roll-out of DSM</li> </ul>	
<b>5.2 Equipped for learning:</b>					
Key Actions	Q2 - Progress achieved	Q3 – Planned activity	Q4 – Planned activity	Q1 23/24 – Planned activity	
<b>Transformation</b>  <b>Devise and deliver Phase Two of the Equipped for Learning project to ensure positive, sustained impact for children and young people</b>	<ul style="list-style-type: none"> <li>- Scope Phase Two priorities within and beyond project team</li> <li>- Create Phase Two plan with associated detailed action plans for each identified workstream</li> <li>- Present Phase Two plan to EFL Board for approval</li> <li>- Review forecast expenditure in line with Phase Two priorities</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of workstream actions as detailed in EFL Phase Two project plan</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of workstream actions as detailed in EFL Phase Two project plan</li> </ul>	<ul style="list-style-type: none"> <li>- Delivery of workstream actions as detailed in EFL Phase Two project plan</li> <li>- Review of Phase Two and scoping for Phase Three</li> </ul>	
<b>Asset Management</b>  <b>Confirm asset management strategy including investigating provision of a device when a pupil leaves school and develop agreed deployment plans then Implement.</b>	<ul style="list-style-type: none"> <li>- Laptop refresh schedule to be implemented - every 5 years</li> <li>- PC refresh schedule to be developed and implemented</li> <li>- Engage with teachers on the use of PCs in the classroom and the requirements for these devices</li> <li>- iPad / Chromebook refresh schedule to be established and documented</li> <li>- iPad / Chromebook refresh schedule to be implemented</li> </ul>	<ul style="list-style-type: none"> <li>- Develop reporting and governance on asset disposals, breakages, failure rates, replacements etc</li> </ul>	<ul style="list-style-type: none"> <li>- Monitor refresh schedule to be developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>- AV refresh schedule to be developed and implemented</li> </ul>	
<b>Storage and Back Up</b>  <b>Review/update record management policy, confirm document management approach, tidy data in line with RMP, migrate data to central servers and then decommission old servers; explore back-up solutions for email and drive/workspace, confirm solution and implement.</b>	<ul style="list-style-type: none"> <li>- Commence full data cleanse of data held in schools, starting with non-essential photos and videos</li> </ul>	<ul style="list-style-type: none"> <li>- Define and agree upon reporting on data utilisation / cleansing progress</li> <li>- Formulate rules for deletion: age, impact on records management obligations, size</li> </ul>	<ul style="list-style-type: none"> <li>- Centralise storage on centrally managed servers.</li> <li>- Assess volume of storage required on the basis of the outputs of the data cleanse process</li> <li>- Assess options - servers held in high schools on behalf of primaries vs servers held centrally on behalf of all schools</li> <li>- Procure and implement new hardware</li> <li>- Migrate data from existing servers to new servers</li> </ul>		
<b>Security</b>  <b>Identify a solution/tools MDM, DLP and Other to prevent data from being copied into a personal app. Investigate &amp; implement CASB, 2FA &amp; Data Classification within Workspace</b>			<ul style="list-style-type: none"> <li>- Identify Security work packages that need third party support / procurement</li> <li>- Identify MDM / DLP tools and solutions to prevent data being copied out of the workspace onto personal apps</li> <li>- Investigate alternative inbuilt controls to overcome MDM risks in non-Windows/Chrome user environments</li> </ul>		

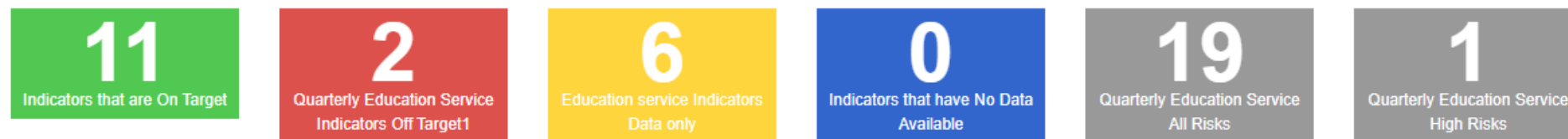
<b>Network and Wifi</b>  <b>Develop Network Wi-Fi requirements, develop Network/Wi-Fi forecast model with scenario planning capability to proactively plan capacity. Wholesale update of Wi-Fi Network</b>		<ul style="list-style-type: none"> <li>- Deploy Lightspeed network</li> <li>- Roll out Windows / Mac Lightspeed agent</li> <li>- Deploy Network Agent Lightspeed DNS Proxy in schools</li> <li>- Roll out Lightspeed BYOD network</li> </ul>		
<b>Audio Visual</b>  <b>Define how teachers could/should use Chromebooks and AV for each type of learning setting. Define requirement for AV service offering.</b>	<ul style="list-style-type: none"> <li>- Select provider for school AV equipment</li> <li>- Complete full mapping of existing AV equipment</li> <li>- Develop joint working protocols between Digital Services and Digital Inclusion ad Learning Team</li> </ul>	<ul style="list-style-type: none"> <li>- Carry out focused engagement with teachers to define use, requirements and board selections</li> <li>- Audit current estate</li> <li>- Formulate scope and spec for Connected Classroom as part of Innovation project work</li> <li>- Deliver Connected Classroom pilot in six sites</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct change management in all schools</li> <li>- Procure all hardware through Scotland ESL Framework</li> <li>- Agree installation plan with chosen supplier</li> <li>- Review support arrangements for software updates</li> </ul>	<ul style="list-style-type: none"> <li>- Carry out installation</li> </ul>
<b>Identity</b>  <b>Build a case for change, develop options assessment and business case. Implement simpler corporate wide identity solution to education</b>		<ul style="list-style-type: none"> <li>- Conduct a survey of outstanding issues between AD and other environments - highlight current pain points</li> <li>- Consider policy and parameters relating to access for third parties (eg Edinburgh Chamber of Commerce, LEAPS, CLL, NHS) and internal staff who need access to the domain</li> </ul>	<ul style="list-style-type: none"> <li>- Review interim arrangement for managing issues related to accounts and identities</li> <li>- Implement identity solution</li> </ul>	
<b>Support</b>  <b>Review support processes, where best placed to sit. Update Service Now to allow Digital Learning access. Confirm Governance process on managing and tracking of assets.</b>	<ul style="list-style-type: none"> <li>- Define interactions between Digital Services and Digital Learning, with each workstream taking responsibility for its own interactions</li> <li>- Investigate the use of Service Now to deliver Digital Learning support, providing schools with a single point of contact</li> </ul>	<ul style="list-style-type: none"> <li>- Review as-is resourcing model for support activities and forecast to-be resource requirements.</li> <li>- Set up regular comms, reviews and engagement processes between Digital Learning staff, help desk staff, and technologists</li> </ul>	<ul style="list-style-type: none"> <li>- Assess the viability of using Service Now to deliver Digital Learning support functions</li> <li>- Carry out trial run of Service Now for delivery of support functions</li> <li>- Carry out change management for migration to Service Now</li> </ul>	Potentially migrate Digital Learning support functions to Service Now

## 02. Challenges and Risks

### 22/23:

- Outcome of the Education Reform Consultation and National Care Service Consultation
- Uncertainty about how SQA qualifications will be assessed going forward in the future.
- The continuing impact of the pandemic on attendance and on post-school destinations
- Midlothian Council has a relatively high proportion of funded ELC places delivered by partners in the private and voluntary sectors. As such, any increases in the rate that is paid to funded providers would create additional upward pressure on the early years budget for 2022/23.
- Rate of demographic growth on the learning estate
- A full refresh of school roll projections and capacities has been undertaken to assess current and future demand. This work will inform and shape the Learning Estate Strategy over the next 5 years.
- A number of schools funded through the Scottish Governments Learning Estate Investment Programme are at the briefing and design stages. There are council and developer funded projects being undertaken also.
- The Roll Projection data will be checked and refreshed on a 6 month basis to ensure we have provided sufficient capacity in each catchment. There are a number of schools with imminent capacity breaches.
- A programme of Suitability Surveys will be conducted in 2022 to ensure our Core Facts data is reflective of the current situation.
- The Place Directorate are conducting Condition Surveys in all schools assets.
- Increase in the number of children and young people with additional support requiring more specialist provision will require robust monitoring to ensure staffing and specialist facilities meets level of needs
- There are a number of Scottish Government consultations, on issues such as school uniform and physical restraint, that are ongoing which may result in change in education policies for this coming session and beyond.
- There is a financial challenge to deliver statutory services given the current budget gap.
- Due to the current financial climate there may be an impact on services as a result of the cost of living and increase in poverty.

## Quarter 2 - Education-



### Education INDICATORS Off Target

...	Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History
●	ED.SPSO.05.1 Percentage of complaints at stage 1 complete within 5 working days		66.67%	95%	01 Jan 2023	Q2 2022/23	
●	ED.SPSO.04.1 Average time in working days to respond to complaints at stage 1		6.167	5	01 Jan 2023	Q2 2022/23	

← 1 of 1 →

### Quarterly Education Service High Risks

...	Code & Title	Current Assessment	Date Assessed	Score	Impact/Target	Likelihood/Target
⚠	ED.RR.01-03 School Capacities/Catchment Areas/Demand for Pupil Places	⚠ High High	10 May 2022	16		

← 1 of 1 →





## Place Performance Report Q2 2022-23

### Challenges

Inflation as well as rising energy costs are affecting the construction industry in Scotland and the UK is currently experiencing unprecedented adverse market conditions, leading to significant rises in tender prices for a wide range of materials. There is evidence that inflation of between 10% and 15% beyond BCIS predictions is affecting projects. Whilst measures such as value engineering are partially mitigating cost increase there is a risk that the capital budgets will need to be increased with a resultant impact on the funding strategy. The situation continues to be monitored however it is necessary to revisit existing capital plans and also review the 2022/23 service budgets and implement savings measures in the year.

The current year's budget, 2022/23, approved on 15 February 2022, was reliant on £12 million of one off funding measures. As reported at Council in October 2022, on the assumption that funding flexibilities will offset any unfunded costs associated with current pay offers and that there no further unfunded costs, the figure is now projected to be £10.600 million. That is the extent to which the recurring expenditure in the current year's budget is financed by non-recurring funding sources.

As a consequence of the inflationary increase in costs and the cash flat grant settlements, the projected budget gap for 2023/24 now stands at £11.084 million rising to a projected £23.154 million by 2027/28, albeit later years are based on the existing service responsibilities with no adjustment for the consequences of the National Care Service (Scotland) Bill. These budget gaps represent the extent to which recurring service expenditure is projected to exceed recurring income for future years.

The Scottish Government's Resource Spending Review (RSR), published on 31 May 2022, presented very challenging financial planning parameters for Local Government. It indicated cash flat grant settlements through to 2025/26 with a £100m increase for 2026/27. Commentators on the RSR have recognised the impact on Local Government, with both SPICe and the Fraser of Allander Institute stating that the proposals essentially represent a 7% real terms decrease in funding between 22/23 and 26/27. This is in contrast to the 4.7% real terms increase that the Scottish Government will see overall (2% if social security transfers are excluded), and the real terms increases that Health, Social Justice and Housing services will see. The real term decrease planned for Local Government comes on top of significant real term reductions since 2013/14, which has driven ongoing reform, rationalisation, innovation and transformation work across Local Government.

The Scottish Government's National Care Services (Scotland) Bill, if enacted, would have fundamental implications for the community and for Local Government itself. The wide reaching changes in the bill aim to deliver a National Care Service by the end of the parliamentary term, which will impact on all aspects of the work of the Corporate Solutions team, including financial implications, in both revenue and capital, our asset base, our workforce, governance and legal arrangements and our digital infrastructure and platforms. It will require an immediate focus for the foreseeable future and this will inevitably have implications for other priority work at a time of continued resource constraint.

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

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

In implementing the place principle we:

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

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

Hub and Spoke, one of Midlothian's key drivers for change, will see a locality approach to service delivery adopted, developed in conjunction with community planning partners. The opportunity to review and redesign services will result in a more efficient and effective operation of sites within local communities. This will improve service delivery, and ensure better outcomes for local communities. The continued rollout of enhanced ICT capabilities will strengthen cross service working, produce resource efficiencies and support the localisation of services.

Quarter 2 (July – September 2022) was a challenging quarter for Place as it continues to support post-pandemic recovery, operate a business as usual approach to service delivery and progress a range of transformation projects.

## **Environmental**

Midlothian Council was one of the first local authorities to sign Scotland's Climate Change Declaration, publicly acknowledging the challenges and opportunities that climate change brings with a commitment to make the Council's activities net zero carbon by 2030. Work continues to implement the Council's Climate Change Strategy and focus continues within Place services to achieve future emissions targets. The ambitious strategy sets out how we will reduce our greenhouse gas emissions, encourage and work with others in our community to mitigate and adapt to changing climate. The strategy incorporates an action plan with a number of initiatives and ongoing programmes which together are helping to reduce our emissions and carbon footprint. The annual progress report on Climate Change was presented to Cabinet at its meeting of 18 October 2022.

Economic Development continues to promote the Midlothian Carbon Pledge, culminating in a virtual business event during Carbon Week. There are now 36 businesses committed to the Carbon Pledge, which is now a prerequisite for any businesses looking to secure grant support from the LACER Green fund.

Work continues with Midlothian Energy to develop business case options for addressing building fabric and energy decarbonisation of the existing estate. Good progress has been made with City of Edinburgh Council to secure the site for the new Midlothian Energy Centre at Millerhill, as a key step in the delivery of District Heating at Shawfair.

The annual Capital Works Programme for carriageway resurfacing continues to make good progress this quarter with 9.43km of carriageway resurfaced over Q1 and Q2 (1.38% of the total road network). Our initial annual target of resurfacing 1% of the total road network has been achieved and a new revised target of 2.2% has been set for the remainder of the year. In addition 1.88km of footways were resurfaced to the end of this quarter (0.27%), bringing this indicator back on target.

Work is progressing to offer a reuse cabin at Stobhill Recycling Centre for the collection of household bric-a-brac for "play through learning". The reuse cabin is expected to reopen in Q3.

A further 319 customers have signed up to the chargeable garden waste collection service this quarter. The service has a total of 18,563 customers and 19,639 bins. Domestic residual waste collection tonnages remain high, which is a continued trend from the COVID-19 pandemic effects. Recycling rates are estimated to have increased over Q1 and Q2 quarter.

With support from our volunteers at both locations, Vogrie Country Park and Loanhead Memorial park received green flag awards this quarter. Land Services continue to progress projects across Midlothian including a new play area in Waterfall Park, community garden in Penicuik, Burnbrae Primary School play area, Danderhall Pavilion play area and new equipment installations as part of Scottish Government's capital spend on play improvements. New path works at Straiton pond were completed this quarter.

Overall grounds maintenance standards have been good this year. The dry weather in Q2 reduced grass cutting requirements. Working towards Midlothian's aim to be Carbon Neutral by 2030, Land Services have purchased additional battery powered small plant and machinery and a large charging unit which records and reports on carbon savings made. In

Q2 the operation of Pellenc battery operated equipment resulted in a 334.8kg reduction in Co2 emissions and also provided an equivalent saving of £223.00 in fuel costs.

73% of public health requests were responded to this year, which is similar to that responded to in Q1 21/22. In the previous year the service was impacted by the diversion of Environmental Health resources to proactively deal with the COVID pandemic. This figure reflects those cases where response has been recorded in the Data Management System. EH service is further impacted by a number of staff vacancies.

As part of the Environmental Crime Strategy a procedure to deal with abandoned vehicles has been developed and implemented. Within Q2, 54 requests for service have been received.

### **Economic and Regeneration**

Midlothian Council's Economic Renewal Strategy sets out our ambitious approach to managing the transition from lockdown and planning for the longer term challenges the local economy will face. The strategy aims to mitigate the adverse economic impact on the local economy from COVID-19. Key aims are to protect jobs and aid business recovery using a place based partnership approach that maximises the opportunities developing from the pandemic. Taking this partnership approach, the strategy will foster entrepreneurship, upskilling and training, addressing gaps in the market and changing the way business is done to better align this to customer behaviour. Alongside support for agriculture, tourism and the leisure and hospitality sectors, the council will also promote local jobs and self-employment opportunities, particularly for young people, to give them the necessary skills and support they need to benefit from economic recovery. A report on EU-Exit impacts and the economy was presented to Council in October which will inform the refresh of the Economic Strategy to be presented for approval to Council in early 2023.

The Business Gateway service continues to be digitally delivered. The number of new business start-ups has dropped for the quarter. Concerns around EU Exit and post COVID trading conditions is a probable cause. The cost of living is having an effect on businesses and will continue to do so. There is an atmosphere of uncertainty, which results in less investment in people or capital and a resulting decrease in growth. The increase in costs of doing business, especially fuel, raw materials, import duties and availability has had a big effect on trading and will continue to affect growth. However, there is a strong pipeline of "pre-start" businesses engaging with the Business Gateway service with a resulting spike in starts for the next quarter expected.

Advisers have attended local networking events with partners to increase service reach. The use of the Gateway CRM has improved the quality of reporting and data available to Midlothian Council on business trends. The Social Enterprise development events have continued to stimulate interest in social enterprise as a business structure. This quarter, Business Gateway has supported 14 clients that were unaware of the model but did have social or environmental aims, and this includes 2 enterprises that are "spin offs" from Local Authority teams. One of the local social enterprises was visited by Louise Macdonald, National Director for Economy, for the Scottish Government.

Plans are in place for the virtual delivery of community enterprise sessions across Midlothian in 2022/23 contributing to Community Wealth Building objectives. The Locate in Midlothian website continues to be a valuable tool for employability opportunities and

employment support with 4,075 website visits this quarter. Each social media channel is targeting different audiences and each is performing well in terms of audience growth and interaction with 1,828 'Business Gateway Midlothian' followers and 1,695 'Locate in Midlothian' followers across Facebook, Twitter and LinkedIn.

This quarter saw the introduction of a procurement mentor service to the client journey providing 1-2-1 support in public sector tendering, with the aim to increase the volume and quality of local bids. Clients are being referred via the Business Gateway Advisers and already feedback is showing interest in this service. Business Gateway will continue to promote to clients and work to develop the mentoring offering, as well as work closely with the procurement team to implement the local procurement strategy.

We have continued to maximise opportunities to support recovery of the tourism sector by supporting the development of the tourism forum's digital presence and representation on the steering group. A £10,000 grant to the Midlothian Tourism Forum will allow the forum to design and build a website to increase membership and interest. The new Economic Strategy planned for 2023 approval will include Tourism, Culture and Heritage.

At its meeting in August 2022 the Planning Committee considered a report that highlighted that the Council has secured £9.5m and also received £12.1m in developer contributions towards infrastructure and local facilities for the period 2021/22. Planning permission has been granted for the erection of 100 dwelling houses and associated works on the 'Doctor's Field', Rosewell and planning permission has been granted for 430 dwelling houses at land at Cauldcoats, Danderhall.

Whilst work is progressing to develop proposals for the Hopefield Economic Development site in conjunction with the Development, the estates team have been successful in acquiring a mixed Industrial and office development adjacent to the Council's existing Hardengreen Industrial Estate. This represents a further expansion and diversification in the style and size of units the Council will be able to make available to support growing Midlothian enterprises.

### **Housing and homelessness**

Midlothian Council's updated Rapid Rehousing Transition Plan (RRTP) was submitted to the Scottish Government at the end of June 2022 which sets out key actions for delivery in 22/23 and addresses the next phase in transforming the services provided to meet housing need. These activities are crucial to reduce the time spent in temporary accommodation, improving the quality of temporary accommodation provided, continue to deliver Housing First and improve the health and wellbeing of those most vulnerable households. The plan also explains how Midlothian Council will address the next phase of its approach to transforming the services provided to those in housing need by developing other initiatives during 2022/23 and into 2023/24, with an emphasis on the prevention of homelessness, tenancy sustainability and early intervention.

There continues to be a significant demand placed on homeless and temporary accommodation services. A potential key challenge will be an increase in homelessness as the financial measures put in place to protect households during the Covid pandemic are now withdrawn, alongside the recent increase in energy, food and fuel costs, requiring a comprehensive preventative approach as set out in the Council's Rapid Rehousing Transition Plan.

During Q2 the number of households assessed as homeless or potentially homeless was 118, which is a 13.5% increase from Q2 20/21. The number of cases provided with Advice & Assistance in Q2 was 211. 69 clients were prevented from becoming homeless by accessing advice and assistance. We continue to promote this service to ensure early successful intervention when possible. There were 4,596 active housing applicants placed on the Common Housing Register at the end of this reporting period. Re-let time for permanent properties has decreased to 36 days this quarter compared to 45 days for Q1. Temporary re-lets has decreased to 25 days from 34 days in Q1.

This quarter, Cabinet agreed to develop a new Youth Homeless and Prevention Support Project as part of the Council's RRTF. The aim of this service is to prevent youth homelessness by supporting young people to remain in their current accommodation, or secure alternative accommodation as part of a planned move. Where this is not possible, young people would be supported through their homeless journey and into permanent accommodation. Support would also be available to Midlothian Council tenants at risk of eviction due to rent arrears or other breaches of their tenancy agreement to prevent recurring homelessness. This project is currently going through the tendering process and we anticipate it will commence during Spring 2023.

During Q2 we have worked closely with Social Work, Melville Housing Association and the Ministry of Defence to support refugees through the respective Governments Resettlement Schemes. This has included providing housing and advice and support to households and assisting in sourcing housing options for families involved in the scheme.

### **Capital programme**

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

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

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

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

The Capital Investment Strategy sits centrally within the Council's future planning activities and in doing so has to reflect the demands of Council services to ensure positive outcomes are achieved in the right place, at the right time for the maximum benefit to Midlothian. The extensive capital programme, totalling £0.8bn, delivers new schools, a record investment in council housing, improved community infrastructure, investment in



the local transport network and innovative developments such as the new low carbon heat network in Shawfair.

To ensure Midlothian is 'building back better', this investment is also creating new jobs, apprenticeship opportunities, opportunities for businesses and communities and families hard-hit by the impact of COVID-19. These new opportunities help lead the way out of the pandemic and towards a better future for Midlothian.

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

In relation to our ambitious affordable housing programme, in total there were 334 site starts last year with 154 homes continuing construction into 22/23. In total, Midlothian Council attracted over £15m of Scottish Government grant funding into its affordable housing programme in 2021/22.

Midlothian Council is overseeing a significant housing programme. This includes the largest Passivhaus programme in Scotland, with 182 homes to be built to the exacting Passivhaus standard, in line with Midlothian Council's Net Zero Housing Design Guide. This ensures exceptionally high levels of energy efficiency and low utility bills for our residents.

### **Growing Council**

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

Midlothian is projected to have the highest percentage change in population size of all mainland council areas in Scotland. From 2018 to 2028, the population of Midlothian is projected to increase from 91,340 to 103,945. This is an increase of 13.8%, which is in contrast to a projected increase of 1.8% for Scotland as a whole, with a 40.9% increase in older people over 75. In addition, Midlothian has 10 zones which falls into the most deprived areas giving a local share of 8.7% living in the most deprived areas in Scotland.

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

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

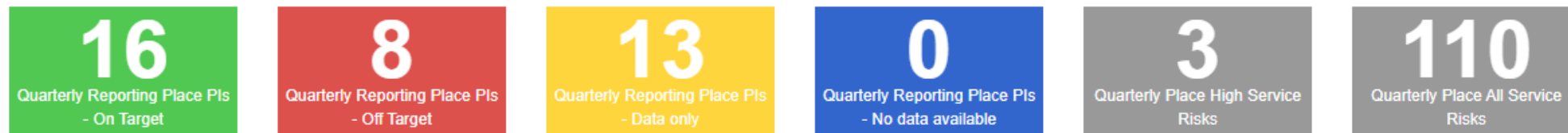
- Research, Development and Innovation: £751 million
- Integrated Regional Employability and Skills: £25 million
- Transport: £156 million



- Culture: £45 million
- Housing: £313 million

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

## Quarter 2 - Place ▾



### Quarterly Reporting Place PIs - Off Target

...	Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History
●	BS.PLACE.P.4.2a Re-let time permanent accommodation properties (calendar days)		36 days	35 days	01 Jan 2023	Q2 2022/23	
●	PLACE.MPI.04 % of invoices paid within 30 days of invoice receipt (cumulative)		88%	90%	01 Jan 2023	Q2 2022/23	
●	PLACE.MPI.05 % of Service PIs that are on target/ have reached their target. (does ...		73.81%	90%	01 Jan 2023	Q2 2022/23	
●	PLACE.P.5.2a Percentage of the Council's housing stock meeting the 'Free from seri...		98.9%	100%	01 Jan 2023	Q2 2022/23	
●	PLACE.P.5.2c Percentage of the Council's housing stock meeting the 'Healthy, safe ...		34.3%	100%	01 Jan 2023	Q2 2022/23	
●	PLACE.P.13.1a Number of volunteer hours in countryside sites		2,736	3,000	01 Jan 2023	Q2 2022/23	
●	PLACE.SPSO.05.1 Percentage of complaints at stage 1 complete within 5 working d...		88.95%	95%	01 Jan 2023	Q2 2022/23	
●	PLACE.SPSO.05.2 Percentage of complaints at stage 2 complete within 20 working ...		50%	95%	01 Jan 2023	Q2 2022/23	

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### Quarterly Place High Service Risks

...	Code & Title	Current Assessment	Date Assessed	Score	Impact/Target	Likelihood/Target
⚠	PL.HHS.02 Staff Wellbeing	⚠ High High	09 Feb 2022	16		
⚠	PL.HHS.06 Homelessness and Temporary Accommodation - Duties as a Statutory s...	⚠ High High	09 Feb 2022	20		
⚠	PL.HHS.07 Housing Services Staffing resource - To enforce the provisions of the Ho...	⚠ High High	09 Feb 2022	16		

← 1 of 1 →



# Midlothian Profile



## Cost of living - UK

Energy costs increased by **54%** in April 2022.

Petrol prices increased by **29.73%** and Diesel prices increased by **37.1%** from May 21 to May 22.

Inflation – The Consumer Prices Index (CPI) rose by **9%** in the 12 months to April 22, up from 7% in March.

**Total population 93,200** Males **44,800** and females **48,400**

Between **2018 and 2028**, the population of Midlothian is projected to increase by **13.8%** to **103,945** compared to **1.8%** for Scotland as a whole. *(2020)*



### Economy

Employment levels are above Scottish average with **48,000** people in employment *(2021)*

Midlothian's unemployment rate (model based) between Oct 20 to Sep 21 stands at **3.4%** and is below the Scottish (4.2%)

Midlothian has **2,720** businesses. **89.9%** small employers, **3.7%** medium and **6.4%** large. *(2020)*

Job density is **0.59** (this means that there are 59 jobs for every 100 people aged 16-64) *(2020)*



### Earnings

Full time average gross weekly pay is **£598.60** of people living in Midlothian *(2021)*

There are **3,095** people claiming out of work benefits, the highest level of claimants since the 1990's. In November 2020, a total of **7,155** households in Midlothian were on Universal Credit.



### Health and wellbeing

**24.2%** of adults had a limiting long term condition in Midlothian *(2019)*

In 2020 the leading cause of death for males was ischemic heart diseases **(14.5%)**

The leading cause of death for females was dementia and Alzheimer's **(12.9%)**



### Households

**40,137** households in Midlothian *(2020)*

By 2028, Midlothian is projected to have the **highest** percentage change in household numbers out of all 32 council areas, an increase of **16%** compared to 4.9% for Scotland as a whole. *(2020)*



### Inequality

**24%** of children are living in poverty in Midlothian

Midlothian has lower than Scottish average levels of social exclusion. However, geographic pockets of multiple deprivation remain, particularly within the **Central Dalkeith/ Woodburn, Mayfield & Easthouses, and Gorebridge** areas. Two areas within **Bonnyrigg and Loanhead** also now emerging as areas of concern.



### Climate emergency:

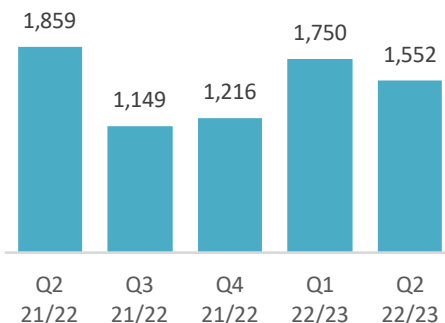
While industry and commerce account for **21.2%** of carbon emissions in Midlothian, the biggest sources of carbon emissions are still **domestic heating (36.9%)** and **transport (36.6%)**

# Place Q2 22/23 performance report

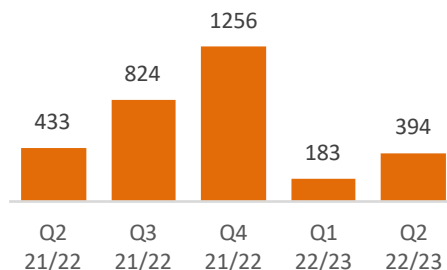
A full review of quarterly performance data is available via Pentana (Browser login link - <https://midlothian.pentanarpm.uk/login>)

## Trend Data

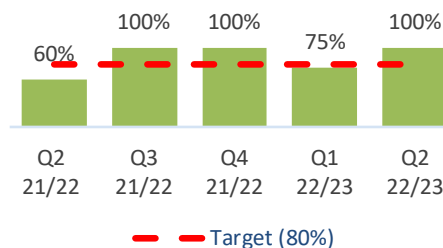
Number of complaints received



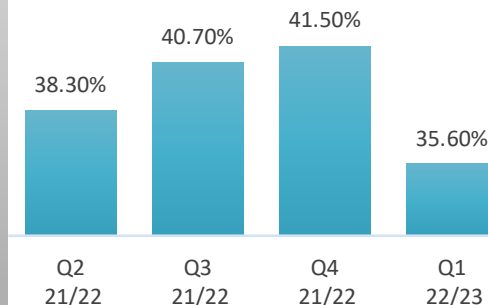
Total savings in street lighting carbon emissions (Tonnes) (cumulative)



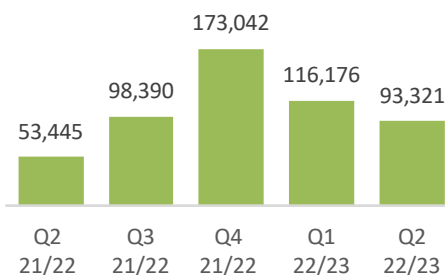
% of building warrant assessments processed within 10 days rather than nationally adopted target of 20 days



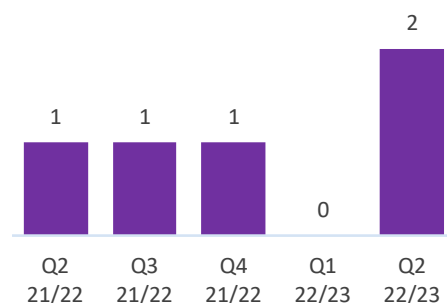
% of waste used to generate heat and electric (Energy from Waste)



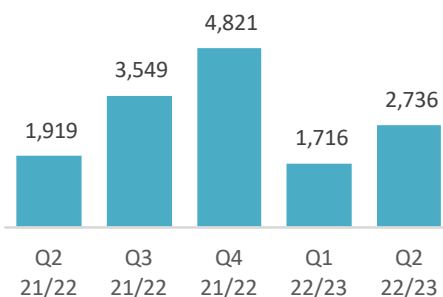
Number of Free school meals provided (Primary 1-5) (quarterly)



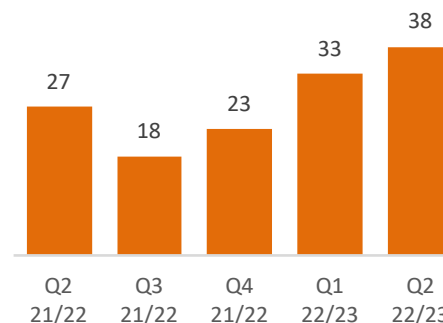
Number of environmental awards e.g. Green flags



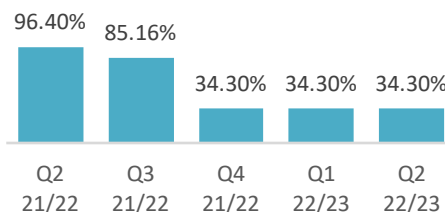
Number of volunteer hours in countryside sites (cumulative)



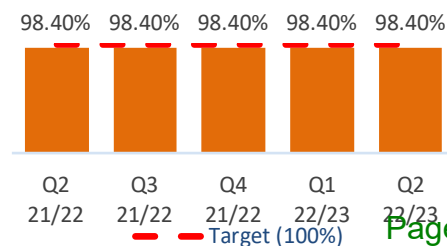
Number of out of control dog investigations conducted



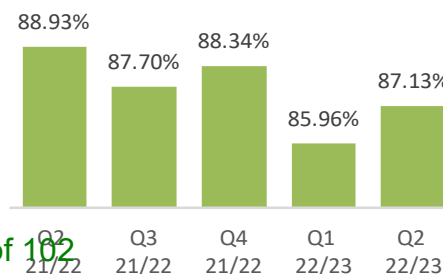
% of Councils housing stock meeting Scottish Housing Quality Standard (SHQS) criteria (Target 100%)



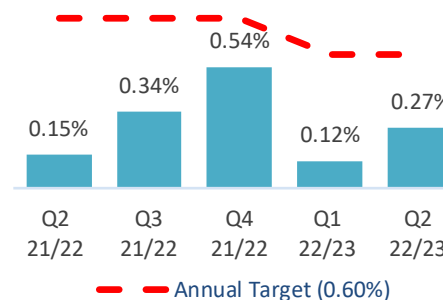
% of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria



% of completed second priority repairs within target of 7 days



% of the footpath network resurfaced





# Building Services

Continue to deliver the Building Standards continuous improvement plan which forms part of the nationally adopted performance framework and is submitted to the Scottish Government.

Continue to deliver the additional programmes of work identified by the house condition surveys to maintain Scottish Housing Quality Standard for the Councils housing stock.

Deliver the Energy Efficiency Standard for Social Housing (EESH) programme.

Continue to improve the delivery of Building Maintenance services through the review of mobile working, process improvements, income and productivity.

Implementation of the Local Authority Carbon Management Plan and General Services Capital programme.

## Key highlights

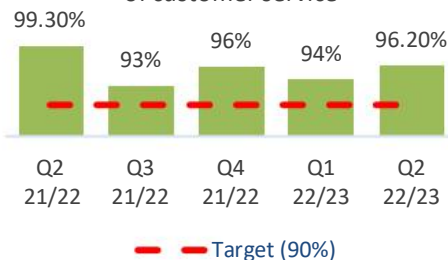
Building Standards continues to provide a high level of customer satisfaction against an increasing demand by co-ordinating working arrangements with partners, monitoring performance, identifying any dips, publishing information on this together with any remedial action, identifying customer needs and ensuring appropriate resources are available to meet those needs.

**Capital programme:** The Capital Investment Strategy sits centrally within the Council's future planning activities and in doing so has to reflect the demands of Council services to ensure positive outcomes are achieved in the right place, at the right time for the maximum benefit to Midlothian. The extensive capital programme, totalling £0.8bn, delivers new schools, a record investment in council housing, improved community infrastructure, investment in the local transport network and innovative developments such as the new low carbon heat network in Shawfair.

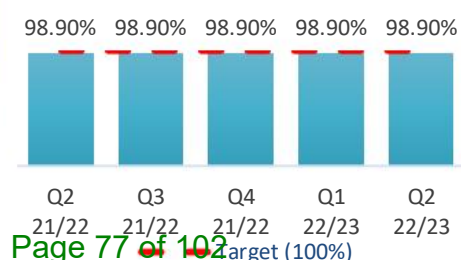
In relation to our ambitious affordable housing programme, in total there were 334 site starts during 21/22 with 154 homes continuing construction into 22/23. In total, Midlothian Council attracted over £15m of Scottish Government grant funding into its affordable housing programme last year. This includes the largest Passivhaus programme in Scotland, with 182 homes to be built to the exacting Passivhaus standard, in line with Midlothian Council's Net Zero Housing Design Guide. This ensures exceptionally high levels of energy efficiency and low utility bills for our residents. During Q2, 50 new build homes were handed over for our tenants, providing vital turnover over of older properties and allows movement across our waiting list to applicants. The newly conversion of Jarnac Court fully opened this quarter providing 22 rooms for temporary accommodation. The Education Learning Estate Strategy programme continues to progress this quarter and currently covers approximately 30 projects at various stages of development.

**Areas of improvement:** Due to changes in the Energy Efficiency regulations affecting the Scottish Housing Quality Standards (SHQS) criteria, 431 houses have been identified as failing the Energy Efficiency Standard for Social Housing (EESH). We have reduced these failures to 160 to meet the 2025 targets. However, with the Electrical Installation Condition Reports (EICR's) now part of the SHQS from the 31st March 2022 we have found that 4733 fail assessment and have 34.3% meeting standard. It should be noted that 100% of smoke alarms comply with current legislation. Contracts are in process to address the EICRs and 160 properties for EESH failure.

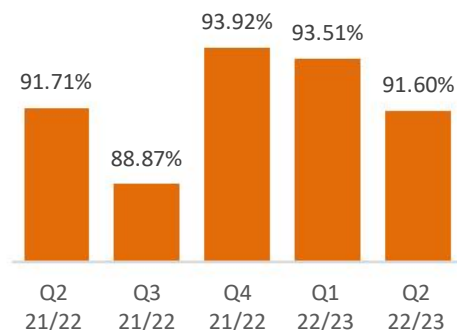
Satisfaction % relating to key areas in Building standards including those on delivery, timeliness, information, access and the quality of customer service



% of the Council's housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria



% of completed first priority repairs within target of 24hrs



# Property and Facilities Management

Develop carbon reduction targets for Council properties and support of sustainable low carbon energy targets and district heating schemes.

Support the delivery of the Economic Renewal Strategy through the letting and sale of Property Investment Account properties.

Lead the acquisition and disposal of identified sites in Capital and Local Plans, Learning Estate and Housing programmes and the climate change agenda.

Continue to deliver Building Rationalisation and hybrid working.

Maintain compliance and review Health and Nutrition of school meals in accordance with new Scottish Government legislation.

Increase revenue throughout the commercial sector of catering services.

Continue to provide a catering and facilities service that reacts to, and meets the requirements of the Early Years expansion programme.

## Key highlights

**Energy:** Work continues with Midlothian Energy to develop business case options for addressing building fabric and energy decarbonisation of the existing estate. Good progress has been made with City of Edinburgh Council to secure the site for the new Midlothian Energy Centre at Millerhill, as a key step in the delivery of District Heating at Shawfair.

## Harden Green Economic Development Acquisition

Whilst work is progressing to develop proposals for the Hopefield Economic Development site in conjunction with the Development, the estates team have been successful in acquiring a mixed Industrial and office development adjacent to the Council's existing Hardengreen Industrial Estate. This represents a further expansion and diversification in the style and size of units the Council will be able to make available to support growing Midlothian enterprises.

**Asset Valuation:** Asset Valuation was completed last quarter, confirmation of the valuation approval is with audit.

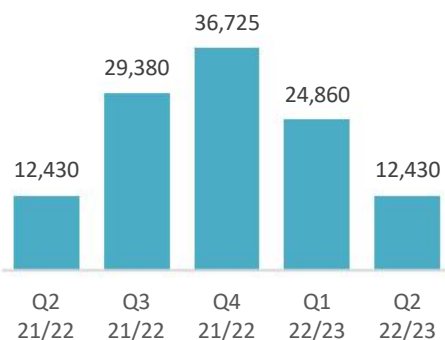
**Investment:** The sale of Nivens Knowe road site in Loanhead to Landsdown has resulted in securing a capital receipt in excess of £600,000.

**Janitorial, Cleaning & Catering:** A total of 148,749 schools meals were provided during quarter 2 for nursery, primary and secondary schools. Cleaning Services continue to provide enhanced cleaning, fogging, touchpoint cleaning and additional Janitorial support across all Council Buildings.

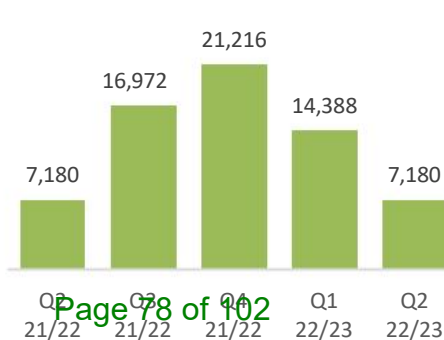
**Areas for improvement:** Negotiations on behalf of Shawfair LLP for the acquisition of a new Shawfair All Through Schools Campus site from Network Rail are ongoing. This is a complex negotiation involving multiple parties and although linked, have separate agreements.

International instability are impacting on energy prices and Midlothian current reliance on Carbon based fuel and lack of historical investment in alternative energy sources makes us potentially vulnerable increasing and fluctuation prices. Current framework contract agreements are currently protecting the Council from significant increases. We continue to monitor usage but this will be an ongoing challenge for the foreseeable future, with the need to also invest in fabric improvements and Net Zero also presenting a corresponding technical, financial and resource challenge.

Total hours used for cleaning in **primary schools**



Total hours used for cleaning in **secondary schools**



Total hours used for **Janitorial services in schools**





# Housing

**Increase the number of homeless households that obtain permanent accommodation, and half the average time taken to complete homeless duty from 105 weeks to 52 weeks.**  
**Implement Midlothian Council's Allocation Policy.**  
**Implement the approach to housing those with complex needs through a 'Housing First' model.**  
**Review void management to minimise re-let timescales and further development of our tenancy support to improve the sustainability of tenancies.**  
**Introduce a new strategy to reduce drug deaths within Midlothian homelessness accommodation.**

## Key highlights

Midlothian Council's updated Rapid Rehousing Transition Plan (RRTP) was submitted to the Scottish Government at the end of June 2022 which sets out key actions for delivery in 22/23 and addresses the next phase in transforming the services provided to meet housing need. These activities are crucial to reduce the time spent in temporary accommodation, improving the quality of temporary accommodation provided, continue to deliver Housing First and improve the health and wellbeing of those most vulnerable households. The plan also explains how Midlothian Council will address the next phase of its approach to transforming the services provided to those in housing need by developing other initiatives during 2022/23 and into 2023/24, with an emphasis on the prevention of homelessness, tenancy sustainability and early intervention.

This quarter, Cabinet agreed to develop a new Youth Homeless and Prevention Support Project as part of the Council's RRTP. The aim of this service is to prevent youth homelessness by supporting young people to remain in their current accommodation, or secure alternative accommodation as part of a planned move. Where this is not possible, young people would be supported through their homeless journey and into permanent accommodation. Support would also be available to Midlothian Council tenants at risk of eviction due to rent arrears or other breaches of their tenancy agreement to prevent recurring homelessness. This project is currently going through the tendering process and we anticipate it will commence during Spring 2023.

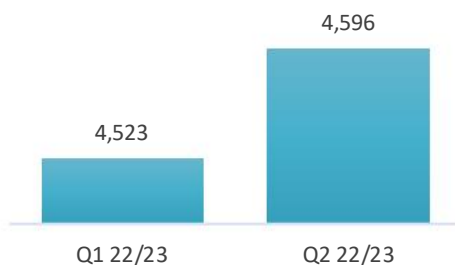
During Q2 the number of households assessed as homeless or potentially homeless was 118, which is a 13.5% increase from Q2 20/21. The number of cases provided with Advice & Assistance in Q2 was 211. 69 clients were prevented from becoming homeless by accessing advice and assistance. We continue to promote this service to ensure early successful intervention when possible.

Re-let time for permanent properties has decreased to 36 days this quarter compared to 45 days for Q1. Temporary re-lets has decreased to 25 days from 34 days in Q1.

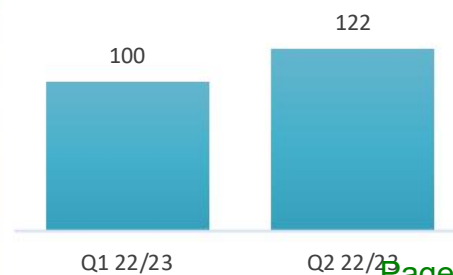
During Q2 we have worked closely with Social Work, Melville Housing Association and the Ministry of Defence to support refugees through the respective Governments Resettlement Schemes. This has included providing housing and advice and support to households and assisting in sourcing housing options for families involved in the scheme.

**Areas for improvement:** There continues to be a significant demand placed on homeless and temporary accommodation services. A potential key challenge will be an increase in homelessness as the financial measures put in place to protect households during the Covid pandemic are now withdrawn, alongside the recent increase in energy, food and fuel costs, requiring a comprehensive preventative approach as set out in the Council's Rapid Rehousing Transition Plan.

Total applicants on housing waiting lists (General needs and Homeless)



Total number of housing lets



**121** weeks wait time until homeless applicants receive a permanent housing option. This is an increase from Q1 (106 weeks). Focus continues to target long term cases where permanent housing options are more challenging due to specific housing needs *To note: The Council's Rapid Rehousing Transition Plan set a target of*

**86** weeks was length of time homeless applicants spent in Temporary accommodation. Lets to legacy homeless applicants resulting in increased time spent in temporary accommodation.

# Neighbourhood Services

Transform service delivery through the adoption of digital and mobile platforms.  
 Improve and expand active travel and public transport for Midlothian residents.  
 Continue to progress actions to reach the Scottish Government targets to recycle 70% of all waste.  
 Develop a comprehensive asset database management plan for all Neighbourhood Services assets.  
 Continue to invest in the workplace across all Neighbourhood Services teams to develop sustainable career pathways and generic working model to grow talent and foster leadership opportunities.

## Key highlights

The annual Capital Works Programme for carriageway resurfacing continues to make good progress this quarter with 9.43km of carriageway resurfaced over Q1 and Q2 (1.38% of the total road network). Our initial annual target of resurfacing 1% of the total road network has been achieved and a new revised target of 2.2% has been set for the remainder of the year. In addition 1.88km of footways were resurfaced to the end of this quarter (0.27%), bringing this indicator back on target.

Work is progressing to offer a reuse cabin at Stobhill Recycling Centre for the collection of household bric-a-brac for “play through learning”. The reuse cabin is expected to reopen in Q3.

A further 319 customers have signed up to the chargeable garden waste collection service this quarter. The service has a total of 18,563 customers and 19,639 bins.

With support from our volunteers at both locations, Vogrie Country Park and Loanhead Memorial park received green flag awards this quarter. Land Services continue to progress projects across Midlothian including a new play area in Waterfall Park, community garden in Penicuik, Burnbrae Primary School play area, Danderhall Pavilion play area and new equipment installations as part of Scottish Government’s capital spend on play improvements. New path works at Straiton pond were completed this quarter.

Overall grounds maintenance standards have been good this year. The dry weather in Q2 reduced grass cutting requirements. Working towards Midlothian’s aim to be Carbon Neutral by 2030, Land Services have purchased additional battery powered small plant and machinery and a large charging unit which records and reports on carbon savings made. In Q2 the operation of Pellenc battery operated equipment resulted in a 334.8kg reduction in Co2 emissions and also provided an equivalent saving of £223.00 in fuel costs.

**Areas for improvement:** Domestic residual waste collection tonnages remain high, which is a continued trend from the COVID-19 pandemic effects. Although recycling rates are estimated to have increased over Q1 and Q2 quarter, non-target materials placed by customers in blue bins continue to incur additional separation/disposal costs for the Waste Services.

Discussions continue to take place with Zero Waste Scotland regarding the implications of the introduction of the Deposit Return Scheme in August 2023, and the introduction of Extended Producer Responsibility regulations.

Holistic

Sustainable

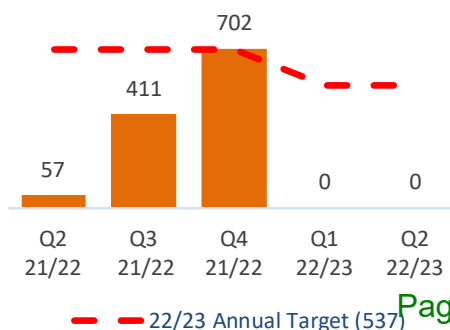
Preventative

One size fits one

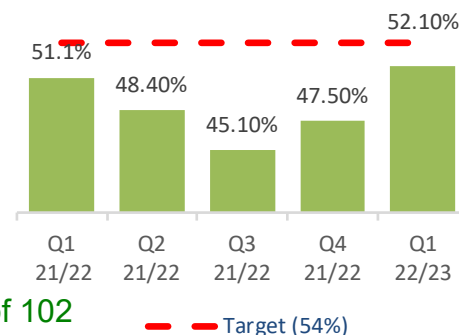
**8.2%** of Council fleet which is ‘Green’

**93%** of all street lights completed within 7 days

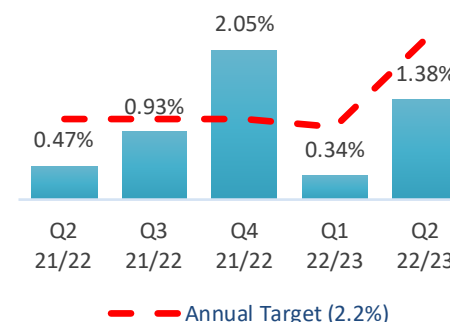
Number of lighting columns replaced (cumulative)



% of total household waste that is recycled (Tonnes)



% of total road network resurfaced (cumulative)



# Planning and Economy

- Achieve the aims set out in the Planning Performance Framework (PPF)
- Continue to embed the Climate Change Strategy and deliver against the action plan.
- Implement year 3 of a 5 year Penicuik Heritage project which delivers public realm improvements and investment in heritage assets in the town centre
- Draft and adopt supplementary guidance on the 'Quality of Place' which will be used as a tool to enhance place-making within Midlothian
- Draft and adopt supplementary guidance on 'Developer Contributions' which will be used as a tool to secure financial contributions towards infrastructure to meet the demands arising from new development
- Implement the statutory requirements of the new Planning Act 2019 which places additional burdens onto the Planning Service
- Deliver on the objectives identified in the Strategy for Growth 2020-25
- Maintain and grow the client reach of Business Gate way services in Midlothian and continue to develop locate in Midlothian



### Key highlights

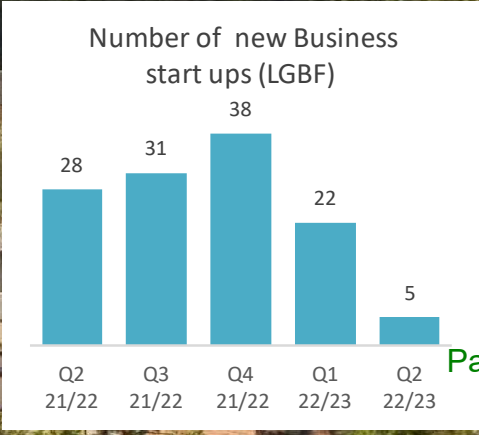
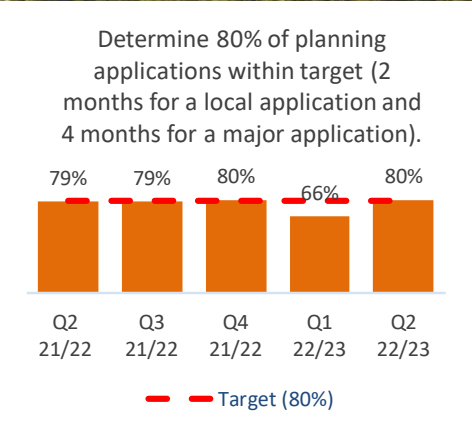
The Business Gateway service continues to be digitally delivered. Advisers have attended local networking events with partners to increase service reach. The use of the Gateway CRM has improved the quality of reporting and data available to Midlothian Council on business trends. The Social Enterprise development events have continued to stimulate interest in social enterprise as a business structure. This quarter, Business Gateway has supported 14 clients that were unaware of the model but did have social or environmental aims, and this includes 2 enterprises that are “spin offs” from Local Authority teams. One of the local social enterprises was visited by Louise Macdonald, National Director for Economy, for the Scottish Government. Plans are in place for the virtual delivery of community enterprise sessions across Midlothian in 2022/23 contributing to Community Wealth Building objectives.

This quarter saw the introduction of a procurement mentor service to the client journey providing 1-2-1 support in public sector tendering, with the aim to increase the volume and quality of local bids. Clients are being referred via the Business Gateway Advisers and already feedback is showing interest in this service. Business Gateway will continue to promote to clients and work to develop the mentoring offering, as well as work closely with the procurement team to implement the local procurement strategy.

We have continued to maximise opportunities to support recovery of the tourism sector by supporting the development of the tourism forum’s digital presence and representation on the steering group. A £10,000 grant to the Midlothian Tourism Forum will allow the forum to design and build a website to increase membership and interest. The new Economic Strategy planned for 2023 approval will include Tourism, Culture and Heritage.

At its meeting in August 2022 the Planning Committee considered a report that highlighted that the Council has secured £9.5m and also received £12.1m in developer contributions towards infrastructure and local facilities for the period 2021/22. Planning permission has been granted for the erection of 100 dwelling houses and associated works on the ‘Doctor’s Field’, Rosewell and planning permission has been granted for 430 dwelling houses at land at Cauldcoats, Danderhall.

**Areas for improvement:** The number of new business start ups has dropped for the quarter. Concerns around EU exit, post COVID trading conditions is a probable cause. There is an atmosphere of uncertainty, which results in less investment in people or capital and a resulting decrease in growth. The increase in costs of doing business, especially fuel, raw materials, import duties and availability has had a big effect on trading and will continue to affect growth. However, there is a strong pipeline of “pre-start” businesses engaging with the Business Gateway service with a resulting spike in starts for the next quarter expected.



Locate in Midlothian website visits: **4,075** website visits in Q2.

**1,828** ‘Business Gateway Midlothian’ followers and **1,695** ‘Locate in Midlothian’ followers across Facebook, Twitter and LinkedIn.



# Protective Services

Continue to deliver the Council's regulatory functions with respect to food hygiene and standards regulations  
Regulate Health and Safety across Midlothian through the investigation of workplace accidents  
Restart a programme of test purchase for under-age goods  
Implement a robust business continuity management system and business continuity approach  
Continue to identify and respond to incidents of rogue trading

## Key highlights

As part of the Environmental Crime Strategy a procedure to deal with abandoned vehicles has been developed and implemented. Within Q2, 54 requests for service have been received.

A Short Terms Lets Licensing Scheme policy has been developed and consulted on. The online application system is now available to accept applications.

As a result of active involvement or advice by the Trading Standards Service, refunds of at least £10,160 were made to consumers this quarter making a total this year of at least £22,660.

A total of 66 Trading Standards consumer complaints were received this quarter with 61 completed and 57 completed within 14 days. Completion is not fully within service control as complainants and traders can be slow to respond to enquiries. Trading Standards seek to contact consumers and traders as early as possible to maximise time. In addition to consumer complaints, the service were proactive in accepting and completing 16 Notifications from Advice Direct Scotland.

42 primary inspections were carried out this quarter. The number of inspections annually is dependent on the number of business premises risk assessed for inspection. Some fluidity is required in that existing premises cease trading and new premises open and may require inspection. Also, new businesses found can also be inspected.

**Areas of improvement:** 73% of public health requests were responded to this year, which is similar to that responded to in Q1 21/22. In the previous year the service was impacted by the diversion of Environmental Health resources to proactively deal with the COVID pandemic. This figure reflects those cases where response has been recorded in the Data Management System. EH service is further impacted by a number of staff vacancies.

Holistic

Preventative

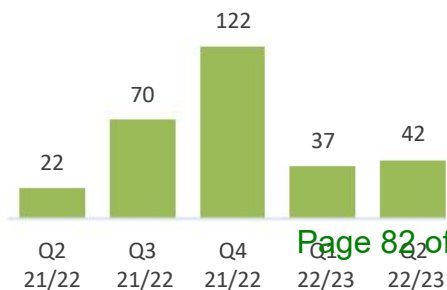
Hub and Spoke

One size fits one

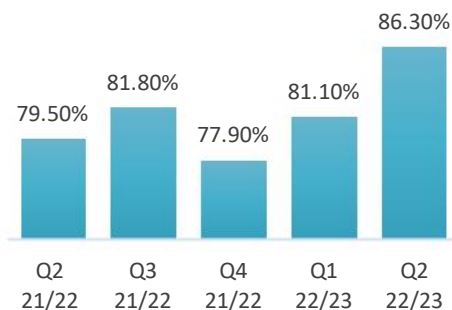
**16%** of dog control investigations required statutory enforcement action this quarter.

**73%** of all Public Health service requests responded to this quarter.

Number of primary inspections conducted (quarterly)



% of consumer complaints completed within 14 days



## Midlothian Council Report Quarter Two 22/23



### Progress Against Strategic Outcomes

*Individuals and communities in Midlothian will be able to lead healthier, safer, greener and successful lives by 2030. No child or household need live in poverty. Midlothian will be a Great Green Place to Grow by achieving our net zero carbon ambitions.*

We are focussing on our new [Single Midlothian Plan](#) to reduce the impact of poverty on our most vulnerable.

Midlothian's Child Poverty report 2020 set out Midlothian's commitment to eradicating child poverty by 2030.

The three drivers for achieving this are:

- reduce the cost of living
- increase income from employment
- and increase income from social security and benefits in kind

We are also committed to improving health outcomes by working with partners to develop and maintain services close to home that support the needs of local people

The Climate Emergency Group's values are to get to net zero equitably, taking into account different people and communities' capacities and abilities to get there. Scotland's national target is to be Net Zero by 2045. Following the motion to Council in 2019, in January 2020 the Community Planning Partnership (CPP) agreed to make meeting the Climate Emergency target of 'Reducing Midlothian Carbon emissions to net zero by 2030' a priority in its shared partnership work.

Whilst a full update for the performance for each of the Council's Service areas is published separately, this report reflects an overview of the key service updates, against the thematic areas of the Single Midlothian Plan.

Going forward from 1<sup>st</sup> July 2022 for the next five year the Community Planning Partnership have identified our outcomes which are:

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

### Single Midlothian Plan Themes in 2022/23

#### Adult, Health and Care - Achievements

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

**Our Vision:** People in Midlothian are enabled to lead longer and healthier lives.

**Our Values:** Right support, right time, right place.

Midlothian Integration Joint Board plan and direct the services that are delivered by Midlothian Health and Social Care Partnership (HSCP). The HSCP is a partnership between NHS Lothian and Midlothian Council and is responsible for services that help Midlothian residents to live well and get support when they need it. This includes all community health and social care services for adults in Midlothian and some hospital based services such as Accident and Emergency.

In order to meet the legal requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, the HSCP was required to develop, consult on, and publish a new 3 year Strategic Plan in 2022. The new Strategic Plan for 2022-25 was published in April 2022.

**HSCP COVID-19 Response** - The Health and Social Care Partnership, its partners and the communities it serves continued to be impacted by the COVID 19 pandemic, although restrictions are now eased, Scotland has seen an

increase in the number of positive cases (1 in 45) compared to the last quarter (1 in 95). As we approach winter, our strongest mitigation against covid remains our vaccination programme. The Midlothian Health and Social Care Partnership Vaccination Plan has been presented at our Senior Management Team and is included in our Winter plan. We continue to work with our partners to support staff where required and ensure our service delivery is not impacted by deploying staff to cover absences where needed. As we progress into the next quarter and Winter, a strong focus on workforce is included in the Winter Plan.

**Learning Disabilities:** Extra Care Housing: As with many other areas, Midlothian faces many challenges in addressing the housing and care needs of an ageing population with increasingly complex requirements. Extra Care Housing is a model of accommodation and care that supports people to live in their own tenancy.

**Care Homes:** Midlothian has 10 older people's care homes, 2 of which are HSCP run with one being an intermediate care facility. The remaining 8 are privately run either by private companies, charitable organisations or independent care homes. Health Boards and local Health and Social Care Partnerships continue to carry responsibilities for the clinical and professional oversight of the care provided to people resident in care homes in line with the Scottish Government guidelines (May 2020).

**Older People:** Extra Care Housing: As with many other areas, Midlothian faces many challenges in addressing the housing and care needs of an ageing population with increasingly complex requirements. Extra Care Housing is a model of accommodation and care that supports people to live in their own tenancy. Work was progressed on 3 sites to provide 106 ECH bungalows or flats.

Moving into a new phase of Covid-19 the Care Home Support Team will continue to provide support in a more planned, proactive way, working alongside Care Home Staff in an advisory role, whilst remaining responsive when necessary. The focus will remain on care provision, applying principles of Quality Improvement, through project-based work.

**Care at Home:** Currently provided by the HSCP and external providers. Care at Home services continue to meet community needs by allocating new packages of care weekly. Midlothian services continue to experience significant ongoing recruitment pressures, which are reflected nationally, including recruitment of office-based staff. Despite this pressure, Care at Home services worked hard to ensure packages of care continued to be delivered. New contracts were awarded to external Care at Home providers in 2021 and work is ongoing to ensure contracts are implemented effectively, including proactive monitoring and audit activity. A review of the HSCP Internal Home Care Service is underway to identify a sustainable delivery model for future provision

**Mental Health:** Primary care developments: There has been a postponement from the Scottish Government regarding the funding for the Mental Health and well-being Monies, National plans will not progress at this time, awaiting update from Scottish Government

Individual Placement Support has been impacted by Covid 19 and subsequently the current post holder has left the post. This post has unfortunately taken 4 recruitment processes but the post has now been successfully recruited to. The new member of staff will be commencing employment in October.

There continues to be strong partnership working between Housing, Health and Social care and third sector providing support and housing for individuals with complex needs, through the housing first model.

### **Community Safety – Achievements**

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

**Justice** We have continued to liaise with key partners (Courts and other Local Authorities) regarding the uptake of bail services which has been a nil return in orders being imposed at Court. Requests for assessments are being processed through notification of bail opposed lists but clients are either not in agreement to the assessment or, more often than not, the Court is proceeding without formally requesting it. From communication with other areas we are aware that it is a similar picture nationally and we are feeding this back to colleagues in Scottish Government.

The Justice Service have continued to manage the unpaid work hours. The term backlog was initially used in reference to unpaid work hours during Covid when unpaid work delivery was suspended in line with national restrictions and therefore for a period of time no hours were completed. The term backlog is somewhat misleading; as soon as a court imposes a CPO with 'Unpaid work or other activity' requirement the hours are outstanding until the client completes them. Midlothian have no orders in backlog and we were one of the first local authorities able to re-instruct clients to attend groups as soon as easing of restrictions permitted it. We were in part able to manage this due to a very motivated staff team and the work of the line managers in developing Covid risk assessments.

The team work closely with partner agencies to ensure that we are able to meet the needs of service users in terms of re-integration and rehabilitation but also serve the communities that have been most affected by crime. The Unpaid Work team has continued to develop and implement training pathways for clients undertaking an Unpaid Work Requirement. This starts with all clients completing SCQF award at level 4 in Health & Safety as part of their



standard induction onto the Order. Clients have opportunity to undertake further SCQF qualifications including: First Aid, Advanced Health & Safety Training and Manual Handling. Working with the Community Lifelong Learning Team a further pathway has been developed for clients to undertake a variety of training courses including; an Adult Achievement Award, CSCS Card, Digital Skills, An Introduction to Wellbeing or to undertake work improving their literacy and numeracy Skills.

**Substance Misuse:** Key services based in Number 11 in Dalkeith continued to provide services including outreach treatment, injecting equipment provision [IEP], naloxone, and information/advice. Currently, there are challenges with recruitment. However, the Midlothian Substance Use Service continues to support and treat those individuals who are most at risk. This includes the provision of Buvidal [an injectable form of Buprenorphine]. The caseload of the SUS service in Q2 averaged around 340. As a proxy measure, this indicates that at any given point, 340 people were provided treatment and support as a protective factor in minimising harm. Despite pressure on capacity due to recruitment challenges and consistently high number of people being treated, the service was able to deliver rapid access to new 6 new patients. Staff recruitment to employ 2 WTE Non-Medical Prescribers has been completed. Other recruitment to new nursing and 3rd sector posts are underway. These posts augment service capacity to deliver the Medication Assisted Treatment Standards.

### **Getting it Right for Every Midlothian Child - Achievements** *Improving outcomes for children, young people and their families*

***All children, young people, adults and communities in Midlothian are supported to be the best they can be. This will be achieved through a nurturing, respectful and collaborative approach that promotes wellbeing, equity, inclusion and lifelong learning.***

The Getting It Right for Every Child Board (GIRFEC) is one of the main drivers for the effective delivery of services to children. The GIRFEC Plan also known as the Integrated Children's Service Plan 2020-2023, is a statutory 3 year plan devised by the local authority and health. The plan develops key outcomes and priority actions which are designed to improve the lives of children, young people and families. The GIRFEC outcomes for the final year of the 3 year plan for 2022-23 are:

1. More children and young people are safe, healthy and resilient
2. More children and young people receive timely and effective mental health support when they need it
3. Inequalities in learning are reduced

4 key areas for improvement have been identified.

Priority 1 - Attainment and Achievement

Priority 2 - Included, Engaged and Involved: Wellbeing and Equity

Priority 3 - Self-Improving Systems

Priority 4 - Lifelong Learning and Employability

These key areas will be analysed and improvements will be evidenced throughout the year.

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

**Customer Services Strategy:** The Customer Service Strategy defines the key drivers that will enable Midlothian Council to deliver 'customer service excellence' to our communities. It outlines the commitment to provide choice to the customer in the way services are accessed and provided. This includes innovation, partnership working and optimising the use of technology within resource constraints. The strategy will help us to change the way we deliver services utilising the latest technologies and linking to national frameworks.

As one of the fastest growing areas in Scotland, the Council cannot support more customers using the current resources, systems and processes. This means that the adoption of digital and automated processes will be key to continuing to provide a seamless customer journey, satisfying enquiries at the first point of contact and meeting increased demand.

Customer self-service and new automated processes can help deliver some key services without customers dealing directly with a member of staff and could truly transform the way the Council deliver services. Increasing the pace of digital transformation, particularly in front-facing customer services, will be a service and corporate priority, for Midlothian Council – one that can deliver the required efficiencies without negatively affecting customer experience

**Sport and Leisure:** Gorebridge Leisure Centre: The main hall remedial work is now complete. The works were delayed due to the ongoing roof replacement programme but the centre will now be able to accommodate a fuller programme. The centre is being utilised for the winter vaccination programme, on a smaller scale than previously with only the lesser hall being used.



Stabilisation in the global supply of chlorine products for swimming pools has meant that all spa pools previously closed due to low availability of chlorine have now reopened. Swimming pool closures due to lack of chlorine were avoided during Q2 which previously had looked very likely.

### **Sustainable Growth - Achievements**

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

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

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

Hub and Spoke, one of Midlothian's key drivers for change, will see a Locality approach to service delivery adopted, developed in conjunction with community planning partners. The opportunity to review and redesign services that the pandemic has provided will result in a more efficient and effective operation of sites within local communities. This will improve service delivery, and ensure better outcomes for local communities. The continued rollout of enhanced ICT capabilities will strengthen cross service working, produce resource efficiencies and support the localisation of services.

**Environmental** Midlothian Council was one of the first local authorities to sign Scotland's Climate Change Declaration, publicly acknowledging the challenges and opportunities that climate change brings with a commitment to make the Council's activities net zero carbon by 2030. Work continues to implement the Council's Climate Change Strategy and focus continues within Place services to achieve future emissions targets. The ambitious strategy sets out how we will reduce our greenhouse gas emissions, encourage and work with others in our community to mitigate and adapt to changing climate. The strategy incorporates an action plan with a number of initiatives and ongoing programmes which together are helping to reduce our emissions and carbon footprint. The annual progress report on Climate Change was presented to Cabinet at its meeting of 18 October 2022.

**Economic and Regeneration** Midlothian Council's Economic Renewal Strategy sets out our ambitious approach to managing the transition from lockdown and planning for the longer term challenges the local economy will face. The strategy aims to mitigate the adverse economic impact on the local economy from COVID-19. Key aims are to protect jobs and aid business recovery using a place based partnership approach that maximises the opportunities developing from the pandemic. Taking this partnership approach, the strategy will foster entrepreneurship, upskilling and training, addressing gaps in the market and changing the way business is done to better align this to customer behaviour. Alongside support for agriculture, tourism and the leisure and hospitality sectors, the council will also promote local jobs and self-employment opportunities, particularly for young people, to give them the necessary skills and support they need to benefit from economic recovery. A report on EU-Exit impacts and the economy was presented to Council in October which will inform the refresh of the Economic Strategy to be presented for approval to Council in early 2023.

**Procurement** - The procurement function has a central role in supporting the Council to achieve its strategic priorities within a constrained financial envelope. Procurement allows the Council to repurpose its spending power to drive our key strategic priorities and to secure the best possible value and outcomes for Midlothian. Effective procurement can maximise the value of every pound spent in terms of jobs, skills and supply chain opportunities in the local community. We will aim to address economic, social and environmental considerations at all stages of the procurement cycle within the rules of open, fair and transparent competition.

The Procurement team, in conjunction with Economic Development, have developed a Small and Medium Enterprise (SME) Strategy to support and assist local businesses to win contracts fairly and transparently in a competitive market. We will further develop our collaborative and commercial relationships with key partners as part of our strategic category management approach, to deliver the best possible outcomes for the citizens of Midlothian. The team continues to utilise framework agreements with Scotland Excel and Procurement for Housing (amongst others) which not only provides an easier route to market but also delivers value for money. The Procurement team is currently working with Scotland Excel to review the service to ensure it remains fit for purpose. We have also explored with neighbouring Councils albeit with limited success opportunities to collaborate on the joint delivery of procurement services and so will continue to engage with Scotland Excel to support service development.

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

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

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

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

The Capital Investment Strategy sits centrally within the Council's future planning activities and in doing so has to reflect the demands of Council services to ensure positive outcomes are achieved in the right place, at the right time for the maximum benefit to Midlothian. The extensive capital programme, totalling £0.8bn, delivers new schools, a record investment in council housing, improved community infrastructure, investment in the local transport network and innovative developments such as the new low carbon heat network in Shawfair.

To ensure Midlothian is 'building back better', this investment is also creating new jobs, apprenticeship opportunities, opportunities for businesses and communities and families hard-hit by the impact of COVID-19. These new opportunities help lead the way out of the pandemic and towards a better future for Midlothian.

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

In relation to our ambitious affordable housing programme, in total there were 334 site starts last year with 154 homes continuing construction into 22/23. In total, Midlothian Council attracted over £15m of Scottish Government grant funding into its affordable housing programme in 2021/22.

Midlothian Council is overseeing a significant housing programme. This includes the largest Passivhaus programme in Scotland, with 182 homes to be built to the exacting Passivhaus standard, in line with Midlothian Council's Net Zero Housing Design Guide. This ensures exceptionally high levels of energy efficiency and low utility bills for our residents.

**Digital Strategy and Digital Learning Strategy** Supported by the appointment of SOCITIM Advisory (Society for innovation, technology and modernisation) as a strategic partner and led by the Digital First Board, work progressed to deliver an ambitious new digital strategy, ***Digital Midlothian 2021-2023, "Empowering People, Enabling Growth"***. Aimed at improving the way services are delivered to Midlothian citizens, the strategy sets out how local outcomes will be improved by delivering digital services to digitally connected communities.

**Housing and homelessness** Midlothian Council's updated Rapid Rehousing Transition Plan (RRTP) was submitted to the Scottish Government at the end of June 2022 which sets out key actions for delivery in 22/23 and addresses the next phase in transforming the services provided to meet housing need. These activities are crucial to reduce the time spent in temporary accommodation, improving the quality of temporary accommodation provided, continue to deliver Housing First and improve the health and wellbeing of those most vulnerable households. The plan also explains how Midlothian Council will address the next phase of its approach to transforming the services provided to those in housing need by developing other initiatives during 2022/23 and into 2023/24, with an emphasis on the prevention of homelessness, tenancy sustainability and early intervention.

There continues to be a significant demand placed on homeless and temporary accommodation services. A potential key challenge will be an increase in homelessness as the financial measures put in place to protect households during the Covid pandemic are now withdrawn, alongside the recent increase in energy, food and fuel costs, requiring a comprehensive preventative approach as set out in the Council's Rapid Rehousing Transition Plan.

During Q2 the number of households assessed as homeless or potentially homeless was 118, which is a 13.5% increase from Q2 20/21. The number of cases provided with Advice & Assistance in Q2 was 205. We continue to promote this service to ensure early successful intervention when possible. There were 4,564 active housing applicants placed on the Common Housing Register at the end of this reporting period. 73 permanent homes have

been provided to housing list applicants via the common housing register during Q2. 13 to Waiting List applicants, 62 to Homeless applicants and 37 to Existing tenants. Re-let time for permanent properties has decreased to 36 days this quarter compared to 45 days for Q1. Temporary re-lets has decreased to 25 days from 34 days in Q1. This quarter, Cabinet agreed to develop a new Youth Homeless and Prevention Support Project as part of the Councils R RTP. The aim of this service is to prevent youth homelessness by supporting young people to remain in their current accommodation, or secure alternative accommodation as part of a planned move. Where this is not possible, young people would be supported through their homeless journey and into permanent accommodation. Support would also be available to Midlothian Council tenants at risk of eviction due to rent arrears or other breaches of their tenancy agreement to prevent recurring homelessness. This project is currently going through the tendering process and we anticipate it will commence during Spring 2023.

During Q2 we have worked closely with Social Work, Melville Housing Association and the Ministry of Defence to support refugees through the respective Governments Resettlement Schemes. This has included providing housing and advice and support to households and assisting in sourcing housing options for families involved in the scheme

### Challenges and Risks

The Financial Sustainability challenges for Midlothian continue with our recovery out of the pandemic, the cost of living crisis, the growing and ageing population and the increasing demand for services that this brings. Midlothian is projected to have the highest percentage change in population size of all council areas in Scotland. From 2018 to 2028, the population of Midlothian is projected to increase from 91,340 to 103,945. This is an increase of 13.8%, which is in contrast to a projected increase of 1.8% for Scotland as a whole with a 40.9% increase in older people over 75. In addition, Midlothian has 10 zones which falls into the most deprived areas giving a local share of 8.7% living in the most deprived areas in Scotland.

**Financial** Inflation as well as rising energy costs are affecting the construction industry in Scotland and the UK is currently experiencing unprecedented adverse market conditions, leading to significant rises in tender prices for a wide range of materials. There is evidence that inflation of between 10% and 15% beyond BCIS predictions is affecting projects. Whilst measures such as value engineering are partially mitigating cost increase there is a risk that the capital budgets will need to be increased with a resultant impact on the funding strategy. The situation continues to be monitored however it is necessary to revisit existing capital plans and also review the 2022/23 service budgets and implement savings measures in the year.

The current year's budget, 2022/23, approved on 15 February 2022, was reliant on £12 million of one off funding measures. As reported at Council in October 2022, on the assumption that funding flexibilities will offset any unfunded costs associated with current pay offers and that there no further unfunded costs, the figure is now projected to be £10.600 million. That is the extent to which the recurring expenditure in the current year's budget is financed by non-recurring funding sources.

As a consequence of the inflationary increase in costs and the cash flat grant settlements, the projected budget gap for 2023/24 now stands at £11.084 million rising to a projected £23.154 million by 2027/28, albeit later years are based on the existing service responsibilities with no adjustment for the consequences of the National Care Service (Scotland) Bill. These budget gaps represent the extent to which recurring service expenditure is projected to exceed recurring income for future years.

The Scottish Government's Resource Spending Review (RSR), published on 31 May 2022, presented very challenging financial planning parameters for Local Government. It indicated cash flat grant settlements through to 2025/26 with a £100m increase for 2026/27. Commentators on the RSR have recognised the impact on Local Government, with both SPICe and the Fraser of Allander Institute stating that the proposals essentially represent a 7% real terms decrease in funding between 22/23 and 26/27. This is in contrast to the 4.7% real terms increase that the Scottish Government will see overall (2% if social security transfers are excluded), and the real terms increases that Health, Social Justice and Housing services will see. The real term decrease planned for Local Government comes on top of significant real term reductions since 2013/14, which has driven ongoing reform, rationalisation, innovation and transformation work across Local Government.

The Scottish Government's National Care Services (Scotland) Bill, if enacted, would have fundamental implications for the community and for Local Government itself. The wide reaching changes in the bill aim to deliver a National Care Service by the end of the parliamentary term, which will impact on all aspects of the work of the Corporate Solutions team, including financial implications, in both revenue and capital, our asset base, our workforce, governance and legal arrangements and our digital infrastructure and platforms. It will require an immediate focus for the foreseeable future and this will inevitably have implications for other priority work at a time of continued resource constraint.

**National Care Service:** The 'Bill' which is currently in Stage 1 of the process is currently being considered with an expectation that the lead committee will provide a report on the Bill at the start of 2023. CELCIS have been

commissioned to undertake research around the inclusion of children's services within the NCS. This work should be concluded by August 2023.

**The Health and Social Care Partnership**, The Health and Social Care Partnership, its partners and the communities it serves continued to be impacted by the COVID 19 pandemic. The Health and Social Care Partnership has maintained delivery of services and continues to work with its partners to ensure resources are being managed and deployed to cover staff absences where needed and continue to develop our remobilisation plans. We continue to work to ensure key staff receive both the Covid and flu vaccine.

**A growing and ageing population:** Midlothian is the second smallest Local Authority in mainland Scotland but the fastest growing. This will continue to pose challenges for health and social care services whilst also changing some local communities. As people live for longer many more people will be living at home with frailty and/or dementia and/or multiple health conditions. An increasing number of people live on their own, and for some this will bring a risk of isolation.

## Midlothian Council - How we are Performing-



### PIs by Query

...	Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History
●	CORP8 Corporate Indicator - Percentage of invoices sampled and paid within 30 day...		93.3%	95.0%	01 Jan 2023	Q2 2022/23	
●	BS.MC.SPSO.05.1 Percentage of complaints at stage 1 complete within 5 working d...		88.85%	95%	01 Jan 2023	Q2 2022/23	
●	BS.MC.SPSO.05.2 Percentage of complaints at stage 2 complete within 20 working ...		70.21%	95%	01 Jan 2023	2021/22	
●	BS.MC.SPSO.05.3 Percentage of complaints escalated and complete within 20 work...		68.18%	95%	01 Jan 2023	2021/22	

← 1 of 1 →

# Balanced Scorecard Indicators

## Half Year Report 2022/23



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

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

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

# Single Midlothian Plan - Key Indicators



The Single Midlothian Plan is our shared plan of how we will meet the needs of our local communities and bring together all the priorities for Midlothian into one place. It shows how the Public, Private and Voluntary sectors and local communities will work together to make improvements in people's lives, by improving outcomes with individuals and communities, promoting preventative approaches that reduce demand for public services, and working with communities to increase their influence in decision making.

**Our outcomes for the next 5 years are:**

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

The Community Planning Partnership will identify a range of key indicators relating to the outcomes and will be available in the Annual Balanced Scorecard Report 2022/23.



# Customer Perspective - Adult, Health and Care



**1**  
Balanced Scorecard ASC - OFF Target

**3**  
Customer Perspective ASC - On Target

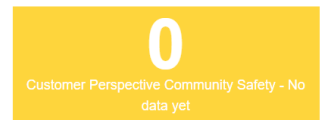
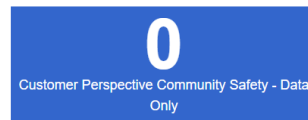
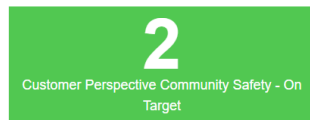
**4**  
Customer Perspective ASC - Data only

**0**  
Customer Perspective ASC - No Data yet

## 1. Adult Health and Care

Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Number of individuals referred through the Safe and Together approach.			7	4	4	2	2	
Reduce the number of emergency admissions for people aged 75+ (RIE & WGH)	2,393	2,266	2,693	2,409		567	Data only	
Total number of completed Adult Carer Support plans (accumulative)			665	1,623	2,010	401	Data only	
Number of individuals accessing the Midlothian Access Point	949	1,092	911	605	1,446	331	150	
Number of Health & Social Care staff who have participated in face to face or on-line training	1,741	1,595	979	1,171	1,021	199	Data only	
Decrease the percentage of falls which result in a hospital admission for clients aged 65+	3.8%	7%	4.4%	3.77%	2.32%	3%	6%	
Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date	16	20	1	4	10	10	0	
Percentage of people aged 65 and over with long-term care needs receiving personal care at home (LGBF)	68.04%	50.4%	52.54%	53.6%		Annual Measure/ Data only 		

# Customer Perspective - Community Safety



## 2. Community Safety

Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
% of satisfactory complete Community Payback Orders	67%	68%	61.8%	78%	73.4%	86%	80%	✓
Percentage of all street light repairs completed within 7 days (cumulative)	90.6%	100%	80.5%	94%	100%	93%	90%	✓

# Customer Perspective - GIRFEC



6

Customer Perspective GIRFEC - Off Target

5

Customer Perspective GIRFEC - On Target

19


















Customer Perspective GIRFEC - Data only

1

Customer Perspective GIRFEC - Data not available

## 3. Getting it Right for Every Midlothian Child

Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Number of outcome focused assessments undertaken (cumulative)	1,006	1,241	1,478	1,045	1,339	627	Data only	
Number of referrals to the duty service (cumulative)	4,893	5,519	5,930	6,043	8,287	4,367	Data only	
Number of foster carers going through prep groups on a quarterly basis (cumulative)	53	23	28	27	24	8	Data only	
Number of new foster carers approved (cumulative)	5	5	1	2	3	0	Data only	
Number of foster carers de-registered quarterly (cumulative)	3	4	2	5	5	3	Data only	
Number of permanence LAAC Reviews happening quarterly (cumulative)	16	37	29	23	10	6	Data only	
Number of children matched in quarter – (average months from perm LAAC to matching panel) (cumulative)	12	6	7	2	8	3	Data only	
Number of places taken at residential houses - capacity 12	10	7	12	12	12	12	Data only	
The number of children living in kinship care	66	53	70	61	61	62	Data only	
The number of children living in foster care	86	63	68	65	65	62	Data only	
Number of Midlothian children on the Child Protection Register	36	51	53	36	38	42	Data only	
Rate per 1,000 population of Midlothian children on the Child Protection Register in relation to the Scottish average	2.2	3	3	2	2.1	2.3	Data only	
% of Child Protection plans which have integrated chronology	94%	96%	99%	93%	79%	93%	Data only	
Rate per 1,000 of Midlothian Looked After Children AT HOME in comparison with the Scottish average	3.7	4.2	3.1	1.6	1.5	1.5	Data only	

Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Rate per 1,000 of Midlothian Looked After and Accommodated Children in comparison with the Scottish average	9.4	7	7.9	7.3	7	6.9	Data only	
The number of looked after children and young people not in residential placed outwith Midlothian	24	16	13	9	11	11	Data only	
The number of looked after children and young people placed in Residential School outwith Midlothian	8	6	4	3	2	2	Data only	
The number of young people who are allocated/engage with Through Care and After Care service	90	65	56	51	64	61	Data only	
Child Protection: % of Core Group meetings held within a 8 week period.	100%	99%	98%	100%	98%	100%	100%	
Child Protection: % of Core Group meetings held within 15 days for Initial	93%	87%	79%	89%	86%	87%	100%	
Improve Primary School attendance	94.5%	94.86%	94.04%	95.06%	92.25%	94.22%	95%	
Improve Secondary School Attendance	89.4%	89.34%	89.34%	90.97%	87.36%	89.15%	91.5%	
Reduce exclusions in Primary schools (Rate per 1,000)	74	94	8.44	6.16	3.04	0.73	10	
Reduce exclusions in Secondary schools (Rate per 1,000)	299	210	14.8	13.7	20.2	3.51	15	
Average primary school attendance	94.47%	94.86%		95.06%	92.25%	94.22%	95%	
Average secondary school attendance	89.39%	89.34%		90.97%	87.36%	89.15%	91.5%	
Number of Children looked after away from home	181			150	140	143	Data only	
SEEMiS Exclusion data - Primary (2% reduction) - Rate per 1,000		16.1	8.4		3.04	Annual Data	15	
SEEMiS Exclusion data - Secondary (2% reduction) - Rate per 1,000		52.9	14.8		20.2		40	
Percentage of Midlothian Care Experienced school leavers progressing to positive destinations	72.73%	62.5%	92.31%	80.95%		Data not available		
Annual percentage seen within 18 weeks for first treatment	48.8%	52.2%	74.5%	48%	56.8%	Off Target		

# Customer Perspective - Improving Opportunities for Midlothian



**0**  
Customer Perspective IOM - Off Target

**5**  
Customer Perspective IOM - On Target

**2**  
Customer Perspective IOM - Data only

**1**  
Customer Perspective IOM - No Data available

## 4. Improving Opportunities for Midlothian

Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Midlothian Citizen Advice Bureaux (CABs) will generate an income maximization of £625k per quarter	£3,704,161	£3,352,380	£4,401,850	£3,055,703	£5,703,704	Annual measure – latest data for 21/22 was on Target		
% of those leaving school secure a positive destination	94.35%	93.81%	94.47%	95.44%				
Number of Midlothian Active Choices (MAC) attendees during quarter (quarterly)	9,263	11,433	1,997		1,287	1,018		
Number of activities offered by Ageing Well to 50+ age groups (quarterly)	23	15	15	19	45	53	15	
Tone zone retention rate (quarterly)	49.25%	53.5%	55%	52%	74%	62%	55%	
Proportion of Pupils Entering Positive Destinations (LGBF)	94.91%	93.81%	94.47%	95.44%		Annual Measure – Latest figure for 20/21 was on Target		
Amount of household income gained by the Welfare Rights Team (accumulative)	£3,408,151	£4,407,373	£4,411,105	£4,226,848	£4,320,090	£4,320,090	£1,500,000	
Percentage of Unemployed People Assisted into work from Council (LGBF)	6.71%	25.47%	14.25%	12.94%		Annual Measure – Data only		

# Customer Perspective - Sustainable Growth and Housing



**4**  
Customer Perspective Sustainable Growth - Off Target

**3**  
Customer Perspective Sustainable Growth - On Target

**1**  
Customer Perspective Sustainable Growth - Data only

**2**  
Customer Perspective Sustainable Growth - No Data available

## 5. Sustainable Growth

Performance Indicator	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Number of environmental awards e.g. Green flags	5	2	2	1	1	2	2	
Percentage of Council fleet which is 'Green' (cumulative)	5.41%	5.34%	8.2%	8.4%	8.2%	8.2%	8%	
Percentage of waste going to landfill per calendar year (quarterly)	40.9%	24.6%	11.5%	11.5%	12.3%	N/A	15.0%	
Re-let time permanent accommodation properties (calendar days)	50 days	49 days	54 days	46 days	46 days	36 days	35 days	
Percentage of the Council's housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	100%	98.4%	98.4%	98.4%	98.4%	100%	
Number of New Business Start Ups (LGBF)	202	153	149	N/A	122	5	Data only	
Street Cleanliness Score (LGBF)	95.98%	91.3%	93.91%	85.45%		Annual Measure latest data for 20/21 showed Off Target		
Percentage of total household waste that is recycled (LGBF)	51.6%	58.2%	50.8%	47.3%	47.5%	N/A	54.0%	
Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	96.05%	96.13%	94.3%	98.12%	34.3%	34.3%	100%	
% of total road network resurfaced (cumulative)	1.3%	1.67%	0.85%	0.54%	2.05%	1.38%	1%	

# Financial Health Perspective



2

Financial Health Perspective - Off Target

0

Financial Health Perspective - On Target

16

Financial Health Perspective - Annual Data Only

0

Financial Health Perspective - Annual Indicator

Short Name	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Performance against revenue budget	£202.932m	£203.596m	£206.362m	£226.262m	£240.921m	Latest data for Q1 22/23 showed Of Target		
Corporate Indicator - Primary Education - Cost per pupil (LGBF)	£5,702.08	£5,963.39	£5,847.82	£5,848.92		Annual Measure		
Corporate Indicator - Secondary Education - Cost per pupil (LGBF)	£7,730.13	£7,590.04	£7,520.16	£7,744.06		Annual Measure		
Corporate Indicator - Pre- Primary Education - Cost per pupil (LGBF)	£4,783.59	£5,211.83	£7,641.14	£9,981.44		Annual Measure		
Corporate Indicator - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£4,159.71	£3,928.03	£4,318.59	£6,714.50		Annual Measure		
Corporate Indicator - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£378.31	£358.80	£366.50	£485.61		Annual Measure		
Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	4.45%	4.27%	4.09%	3.8%		Annual Measure		
Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£10.30	£7.89	£6.50	£6.13	£8.54	Annual Measure		
Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1%	91.1%	89.6%	92.3%	93.1%	93.3%	95.0%	
Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)	£82.79	£74.54	£54.20	£69.33		Annual Measure		
Corporate Indicator - Net cost of waste disposal per premise (annual) (LGBF)	£94.66	£94.39	£57.84	£34.02		Annual Measure		
Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	£13,152.15	£13,154.33	£11,490.64	£13,666.13		Annual Measure		
Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	£9,148.18	£12,759.99	£8,984.49	£7,365.86		Annual Measure		
Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)	£5,475.94	£5,261.73	£4,983.89	£6,194.31		Annual Measure		
Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)	£12,595.90	£9,255.86	£8,883.33	£8,749.33		Annual Measure		
Corporate Indicator - Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£41.06	£38.12	£20.82	£25.45		Annual Measure		
Corporate Indicator - Self Directed Support (Direct Payments + Managed Personalised	4.75%	4.49%	5.06%	4.31%		Annual Measure		



Short Name	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Budgets) spend on adults 18+ as a % of total social work spend on adults 18+ (LGBF)								
Corporate Indicator - The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£462.20	£469.47	£483.83	£457.19		Annual Measure		

# Learning and Growth Perspective



**0**  
Learning and Growth Perspective - Off Target

**1**  
Learning and Growth Perspective - On Target

**9**  
Learning and Growth Perspective - Data Only

**0**  
Internal Processes Perspective - Data not available

Short Name	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Percentage of employees who are performing as 'Outstanding' in their individual performance framework	6.7%	6.31%	7.01%	9.67%	9.2%	Annual Measure		
Percentage of employees who are performing as 'High' in their individual performance framework	25.55%	26.79%	20.27%	24.18%	22.81%	Annual Measure		
Percentage of employees who are performing as 'Good Overall' in their individual performance framework	39.9%	47.68%	50.06%	54.18%	46.86%	Annual Measure		
Percentage of employees who are performing as 'Below Standard' in their individual performance framework with appropriate improvement plans in place	0.59%	0.85%	0.25%	0.77%	0.25%	Annual Measure		
Percentage of staff turnover (including teachers)	10.3%	10.38%	9.22%	5.9%	9.5%	3.6%		
Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	49.0%	49.2%	51.0%	55.1%	55.0%	55.9%	50.0%	
Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)	2.32%	3.94%	3.06%	2.7%	2.52%	2.84%		
Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.5	8.55	9.7	7.26	9.33	4.81		
Corporate Indicator - Teachers Sickness Absence Days (LGBF)	4.59 days	5.15 days	5.80 days	3.47 days	4.61 days	2.10 days		
Corporate Indicator - Local Government Employees (except teachers) sickness absence days (LGBF)	8.59 days	9.86 days	11.19 days	8.76 days	11.22 days	5.92 days		

# Internal Processes Perspective



**2**  
Internal Processes Perspective - Off Target

**2**  
Internal Processes Perspective - On Target

**7**  
Internal Processes Perspective - Data Only

**1**  
Internal Processes Perspective - Data not available

Short Name	2017/18	2018/19	2019/20	2020/21	2021/22	Q2 2022/23		
	Value	Value	Value	Value	Value	Value	Target	Status
Percentage of published LGBF indicators in the top half of Scottish Council			44.2%			Annual Measure		
% of internal/external audit actions progressing on target.				95.4%	91.67%	98.85%	85%	
% of high risks that have been reviewed in the last quarter				100%	100%	100%	100%	
Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	66%	69.07%	62.4%	N/A		Annual Measure		
Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	78.67%	84.67%	81.33%	N/A		Annual Measure		
Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	74.33%	70.87%	63.2%	N/A		Annual Measure		
Corporate Indicator - Percentage of Adults satisfied with local schools (LGBF)	78.67%	74.63%	69.3%	N/A		Annual Measure		
Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	89.67%	87.1%	83.1%	N/A	N/A	Annual Measure		
Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)	71.33%	67.97%	62.3%	N/A	N/A	Annual Measure		
Total number of complaints received (quarterly)				7,337	6,450	1,642		
Percentage of complaints at stage 1 complete within 5 working days			87.61%	91.32%	87.7%	88.85%		
Percentage of complaints at stage 2 complete within 20 working days			60.87%	78.57%	70.21%	87.5%		