

Notice of meeting and agenda



Special Performance, Review and Scrutiny Committee

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

Date: Wednesday, 08 March 2017

Time: 14:00

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Further Information:

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

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

1 Welcome, Introductions and Apologies

2 Order of Business

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

3 Declarations of Interest

Members should declare any financial and non-financial interests they have in the items of business for consideration, identifying the relevant agenda item and the nature of their interest.

4 Public Reports

- | | | |
|------------|--|----------------|
| 4.1 | Property and Facilities Management Q3 Performance Report 2016/17 | 3 - 22 |
| 4.2 | Commercial Operations Q3 Performance Report 2016/17 | 23 - 34 |
| 4.3 | Finance and Integrated Service Support Q3 Performance Report 2016/17 | 35 - 48 |
| 4.4 | Midlothian Council Q3 Performance Report 2016/17 | 49 - 58 |

5 Private Reports

No business to be discussed

Property & Facilities Management Q3 Performance Report**16/17**Midlothian **Progress in delivery of strategic outcomes****1: Facilities Services****Catering**

- a) Continuing success of P1-3 free meal uptake maintaining numbers well above the national average.
- b) Increasing the number of events using Council premises including the provision of catering.

Janitorial/Cleaning

- a) Quick response and clean up by Facilities Services' staff during the recent flood in the Lasswade Centre.
- b) Successful partnership working with Property Maintenance department to ensure the completion of the Christmas holiday planned works programme.
- c) Successful participation in MIDAID in conjunction with local churches.
- d) Provide quick deep clean response to various schools due to norovirus out breaks and put appropriate measures in place to keep the schools open.

PPP (Public Private Partnership)

- a) Concluding intrusive surveys to demonstrate structural integrity of facilities with regard to Scottish Government enquiry.
- b) Improved response and action from PPP1 contractor with regard to change notices and Furniture and Fittings availability requirements.

2: Property Assets

- a) Negotiations for the purchase of 2 key properties with strategic operational significance at Abbey Road and Jarnac Court.
- b) Resizing of water meters and reduction in water charges on sites with Sustainable Urban drainage System (SUDS) ponds resulting in a £42,000 annual saving.
- d) Implementing £176,000 of SALIX fund investment in projects to reduce carbon emissions.
- e) Tenders issued for Stobhill master plan in conjunction with Borders Rail.

3: Sport & Leisure

- a) Sporting success with Active Schools

School pupils across Midlothian have made 86,000 visits to Active Schools supported sport and physical activity sessions in the past year – a 6% increase on the previous 12 months.

The figures released by Sportscotland, the national agency for sport, show that during the 2015/16 academic year the number of activity sessions offered have increased by 4% to 5500, with 38 different sports and activities on offer. The number of people delivering these sessions also increased to 257, an increase of 8%, with 197 of these volunteers.

For more than a decade, Midlothian Council's Active Schools programme, in partnership with Sportscotland, have provided opportunities for school pupils to get involved in sport and physical activity before school, during lunch and after school.

- b) Midlothian Sports Awards

Paralympian Scott Quin was crowned Senior Sports Personality at the 2016 Midlothian Sports Awards with commendations and awards being presented to individuals and teams representing ten different sports in varying categories.

- c) Sportscotland Gold School Award

Strathesk and Kings Park primary schools have been awarded the Gold Award by Sportscotland.

- d) Association for Public Service (APSE) Awards

Sport and Leisure and the Lasswade Centre were shortlisted for a Most Improved Performer Award for Sport and Leisure Services.

4: Building Services

- a) Property maintenance has developed a 5 year business programme based on stock condition surveys to maintain the SHQS up to 2020. Securing a budget of £60 million up to 2035.
- g) £468,368 has been negotiated and secured from the Scottish Government for additional External Wall Insulation programmes allocated to Midlothian Council.
- h) The new Newbattle High School, Paradykes and Roslin Primaries' construction continue on programme and on budget.
- i) Scotland Energy Efficiency Program (SEEP) funding has been secured to improve Penicuik Town Hall's windows and insulation qualities. Other funds are being finalised to improve the stonework of the building.

Emerging Challenges

1: Facilities Services

Catering

- a) Work through the practical applications of the Scottish Government Food policy, (reduction of sugar in menus, increase in possible meals for nursery and out of school care, better nutritional accountability).
- b) Provide support for colleagues in Health & Social Care until an alternative catering solution is secured following the withdrawal of the previous contractor's services.
- c) Maintain high quality service for customer whilst managing staff and resource issues including absence management and financial cuts.

Janitorial/Cleaning

- a) Reviewing different ways of working and implement change due to budgetary restraints across the Council
- b) Initiating alternative methods to cover weekends in the schools following on from the low pay implementation.
- c) Keeping the service operational due to the amount of staff off long and short term sick and the time it takes to fill vacancies due to the recruitment process.
- d) Continue to fulfil external contracts (Skanska, Melville Housing) whilst addressing the increased cost base following the low pay implementation. This also provides a challenge when tendering for new contracts as our staff costs are now higher than our competitors.

PPP

- a) Ensure PPP1 contractor continues to submit third party income annual return accurately and on time.
- b) Liaise with PPP1 contractor with the aim of improved facility occupation.
- c) Request PPP1 contractor to conduct annual customer satisfaction survey.
- d) Propose changes to contractual specification, access hours, and reducing weekend opening hours with a view to making financial savings.

2: Property Assets

- a) Identifying and negotiating sites to suit the review of school catchment areas.
- b) Concluding legal acquisitions of strategic sites including the town centre at Shawfair from Network Rail.
- c) Re-rating the Estate to avoid excessive and inflated rates bills.
- d) Progressing and completing the annual Asset Valuation.
- e) Ensuring the Council's policies comply with the forthcoming Community Empowerment Act.

3: Sport and Leisure

a) Point of Sale

Challenge working with an outdated till system with outdated software until the new system is introduced. Three suppliers have been selected through the procurement process and demonstrations are planned for Quarter 4.

b) Destination Hillend

Reviewing the information made available from Ernst and Young and ensuring inclusion within City Deal proposals.

c) Fitness Trail application

Work should start during Quarter 4.

d) Sports Strategy for Council

Ongoing work to develop a strategy for Sport, Health and Physical Activity for the Council, building on the previous strategy One Team One Vision. Analysis ongoing with council officers and external partners.

- e) Healthy Living Team Working on a document to establish if funding can be put in place to have the team contracted and the correct staffing established to accommodate the need that has been identified for the MAC product.

4: Building Services





Delivery of Major Works programmes with small internal team against a rising market of costs and labour shortage. 4x Primary schools, 1 Secondary School, Complex Care Home, Phase 2 Housing sites, Woodburn Hub, Effective Working in Midlothian (EWIM) programme, Pentland House, Dalkeith Town Centre and Snowsports Centre. Workloads and pressure on staff is being monitored making sure the correct resources are available to assist in these projects.

Property & Facilities Management PI summary 16/17





Outcomes and Customer Feedback





Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	813	555	319	550			Q3 16/17: Some issues were identified within the system which meant that the accuracy of the complaints data was not reliable. A data cleansing exercise is being undertaken. As a result no quarter three data has been included and work is ongoing to rectify this.				

Making the Best Use of our Resources



Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 13.166 m	£ 13.142 m	£ 13.713 m	£ 13.639 m	£ 14.314 m		Q3 16/17: Off Target				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	9.58	6.53	2.99	4.59	7.48		Q3 16/17: Off Target Work ongoing within service area to address issues of sickness absence		8.50	Number of days lost (cumulative)	4,179.88
											Average number of FTE in service (year to date)	559.1

Corporate Health




Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%	100%	96.55%		Q3 16/17: On Target		90%	Number of service & corporate priority actions	29
											Number of service & corporate priority actions on tgt/completed	28
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	83%	84%	80%	85%	81%		Q3 16/17: Off Target Divisional approach to look at and understand where the issues are and endeavour to address them.		85%	Number received (cumulative)	12,813
											Number paid within 30 days (cumulative)	10,355








06. Improve PI performance	% of PIs that are on target/ have reached their target.	87.5 %	81.25 %	83.87 %	81.25 %	77.78 %		Q3 16/17: Off Target 28 from 36 PIs meeting target at Q3. Please see attached report for individual improvement actions.		90%	Number on tgt/ tgt achieved	28
											Number of PI's	36
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	100%	100%	100%	100%		Q3 16/17: No high risks identified		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0






Improving for the Future




Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	0%	80%	33.33 %	33.33 %	25%		Q3 16/17: Off Target 2 actions still outstanding from 2015 audit programme. 1 actions off target from 2016 programme.		90%	Number of on target actions	1
											Number of outstanding actions	4








Property and Facilities Management action report 16/17





Service Priority Actions						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.01.01	01. Children and young people are supported to be healthy, happy and reach their potential	Continue to provide high quality nutritional school meals	31-Mar-2017		75%	Q3 16/17: On Target Uptake figures remain high and well above national averages for both Primary & High Schools. Meals continue to be provided to high standard despite issues with staffing and equipment.
PFM.S.01.02		Promote and deliver Active Schools programmes to school children	31-Mar-2017		75%	Q3 16/17: On Target Active Schools programmes are promoted through printed materials (newsletters, posters, programme letters), verbal communications (parents evenings, school assemblies, parent teacher meetings, parent council meetings, staff meetings, school information evenings) and electronic media (Active Midlothian website, @active_mid Twitter). All schools pupils from P1 – S6 offered Active Schools school and cluster programmes with a range of activities / sports attended by 2638 distinct participants and 39768 participant sessions
PFM.S.01.03		Undertake programme of work to improve/upgrade Primary School Estate - Bilston, Gorebridge, Roslin, Paradykes Primary School	31-Mar-2017		75%	Q3 16/17: On Target Bilston <ul style="list-style-type: none"> Project completed on time and within budget. Phase 1 complete and in years defects period. Phase 2 (Pitch) complete as far as possible. Return visit required in April to complete seeding of pitch. Gorebridge <ul style="list-style-type: none"> Project complete on time and within budget. Project now in year's defects period. Paradykes <ul style="list-style-type: none"> Morrison construction is the main contractor for this project. The contractor is currently reporting that they are on programme. Our view is that they are about 1 week behind however we are closely monitoring the works to ensure that they deliver on time. The project remains within budget. Leisure centre now closed. Structure for the school, medical centre, library and halls now in place.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						Roslin <ul style="list-style-type: none"> McLaughlin and Harvey is the main contractor for this project. The works remain on programme and within budget. A substantial part of the building is now wind and water tight. Underfloor heating is being installed at present.
PFM.S.01.04	01. Children and young people are supported to be healthy, happy and reach their potential	Undertake programme of work to deliver improvement/upgrade High School Estate - Newbattle High School	31-Mar-2017		75%	Q3 16/17: On Target Newbattle Works remain on programme Cladding/windows now being installed to teaching block. Floors to the teaching block have been cast. Steel erection to sports block is around 40% complete. Completion of the building element scheduled for March 2018 Regular cycle of project board meetings now in place. Education still to resolve the timing for decant / opening of the new school.
PFM.S.02.01	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Maintain the percentage of trainees completing courses through training and employability sources	31-Mar-2017		75%	Q3 16/17: On Target 29 trainees completed courses by Q2.
PFM.S.03.01	03. New jobs and businesses are located in Midlothian	Ensure all contracts include where possible for the engagement of local businesses	31-Mar-2017		75%	Q3 16/17: On Target All contracts contain a clause to include local labour
PFM.S.04.01	04. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity	Review and implementation of recommendation from the Carbon Reduction Commitment (CRC) plan	31-Mar-2017		100%	Q3 16/17: Complete Carbon Reduction Document return for 2015/16 has been completed and submitted to the Carbon Reduction Commitment Plan on 29/07/2016. Received notification of allowances payment made at end of October 2016.
PFM.S.04.02		Identification and instigation of projects as recommended as part of the Carbon Management Plan	31-Mar-2017		75%	Q3 16/17: On Target 5 projects have been completed successfully and a further 3 have been identified but are in the process of going through compliance testing. All current projects have firm completion dates due by end of Q4. These include 5 sites where the heating controls are to be upgraded and the upgrade to LED Light fittings at Fairfield House.
PFM.S.04.03	04. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity	Energy saving measures for Housing	31-Mar-2017		75%	Q3 16/17: On Target Ongoing programme of energy savings initiative being implemented to maximise grant awards.
PFM.S.04.04		Energy saving measures for Operational Buildings	31-Mar-2017		75%	Q3 16/17: On Target Ongoing programme of energy savings initiative being implemented. We maintain open dialogue with Salix Finance Ltd and have registered in excess of £176,277 of Energy Saving/Carbon Reduction measures.











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.05.01	05. More social housing has been provided taking account of local demand	Progress Phase 2 of capital plan new build programme	31-Mar-2017		75%	Q3 16/17: On Target 159 houses built to date on Phase two sites. A further 72 units currently under construction are: 41 units at Edgefield Road. 22 Units have been handed over to housing 18 units at Polton Street to be handed over in February 37 units at Stobhill Site (51b) at Stobhill Road commenced in July 2016. Establishing final sites to complete the phase 2 project still requiring agreement with housing.
PFM.S.05.02		Continue to undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard (2015).	31-Mar-2017		75%	Q3 16/17: On Target Heating, bathroom, windows and doors surveys and roughcasting contract ongoing. Surveys for reactive repairs questionnaire have been updated. Repairs survey has been progressed through the use of the Councils Customer Satisfaction Measurement tool with reports being prepared and monitored via the Team Plan Reports
PFM.S.05.03		Complete survey and report into EESSH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31-Mar-2017		75%	Q3 16/17: On Target 93% of Midlothian Council Housing stock currently meets the Energy Efficient Standard for Social Housing (EESH). Works streams now in place to bring the remaining stock up to standard.
PFM.S.06.01	06. People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes	Undertake adaptations to houses for those with specific needs	31-Mar-2017		75%	Q3 16/17: On Target To the end of December 2016 10 minor adaptations have been completed and 16 Major adaptations of ramps and wet floor bathrooms have been completed.
PFM.S.07.01	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and deliver MAC (Midlothian Active Choices) programmes	31-Mar-2017		75%	Q3 16/17: On Target Promotion of MAC through Midlothian Council services including Social Work, Surestart, Criminal Justice Team, Lifelong learning and Development. Promotion and development of integrated pathways with NHS partners including Healthy Living Groups, Wellbeing Team, Keepwell Program and Weight Management – ensuring MAC is an integral part of the pathway in dealing with pre diabetes and weight management in Midlothian. Further links have been made to create a stronger Stroke pathway to MAC in Midlothian. MAC is also well integrated in the pathway for cancer patients in Midlothian through the Transforming Care after Treatment (TCAT) programme. NHS.net email account now active so direct contact has been made with all NHS practitioners to promote service.









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.07.02	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and deliver Ageing Well programmes to 50+ age groups	31-Mar-2017		75%	<p>Q3 16/17: On Target Average weekly number of participants is 720 61 classes over 23 activities including walking rugby which started in October.</p> <p>Quarter / Activities Events Nazareth House took part in the Erskine Olympics in Glasgow. Functional Fitness tests at Bonnyrigg Health Centre. One Voice Care Home event at Woodburn Miners. New Age Kurling challenge event at Newbattle Community Centre. walking competition Gwen (96 year old) from Thornlea Care Home received a Rio Olympic bag and badge for completing 193 miles in 12 weeks. Midlothian Council staff walks continue once a month with approximately 12 attending each walk. Walking football player of the year awards presented.</p>
PFM.S.07.03		Promote and maintain uptake and use of leisure facilities	31-Mar-2017		75%	<p>Q3 16/17: On Target Tonezone Marketing Plan in place as part of the Sport and Leisure Business plan for 2016/ 2017. 6th & 12th month offer - 6th and 12th month free and no joining fee. Try a class voucher - voucher to a number of non-platinum members Join in November promotion - Join in November & get December for £5.00 and £5 joining fee. 12 days of Christmas offer - of a platinum membership for 12 days in December. Corporate Parenting cards currently sitting at 61. Free swimming for all school children during the school holiday period.</p> <p>Annual Sports Awards was a great success. New Paradykes Project Programme for dry and wet activities has been successfully distributed within other locations until summer 2017 to allow the final build and refurbishment work to be completed.</p>
PFM.S.07.04		Delivery of high quality Healthy Living Service	31-Mar-2017		75%	<p>Q3 16/17: On Target Update on Memberships we have 4,937 members that's up 47 on last quarter. 1,237 Platinum, 633 Gold, 1794 Silver, 373 Bronze, 604 Active Golden Years and 230 Teenzone memberships. Tonezone Marketing Plan was launched in April with different campaigns concentrating on retention. October - 6 and 12 month free and no join fee promotion. November - Join in November get December for £5.00 and £5.00 join fee. December 12 days of Christmas offer for new members and pay as you go users. Annual Sports Awards was a great success.</p>











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.08.01	08. People feel safe in their neighbourhoods and homes	Design appropriate future developments in accordance with Secure by Design Principles	31-Mar-2017		75%	Q3 16/17: On Target All Housing contract documents contain a clause to demand secure by design certification.
PFM.S.09.01	09. Deliver efficient Services	Delivery of high quality Property Maintenance Services	31-Mar-2017		75%	Q3 16/17: On Target Monitored through satisfaction surveys and Feedback forms
PFM.S.09.02		Delivery of high quality Facilities Management Services	31-Mar-2017		75%	Q3 16/17: On Target Facilities Service continues to deliver high quality services. The service level agreement was reviewed and updated in May 2016 and was rolled out and implemented in October 2016. Staff training remains a priority to fulfil all building cleaning and janitorial functions and a training plan has been introduced in Q4 15/16 and is due to be updated in Q4 16/17.
PFM.S.09.03		Implement/set programme of office closures within Council estate	31-Mar-2017		75%	Q3 16/17: On Target EWiM Phase 2; Office rationalisation Currently 75% complete with the relocation of c250 staff – no change Fleming Final Account agreed and closed off. EWiM Phase 3; Depot rationalisation Starting to progress with planning the projecton going Target completion June 2019 on programme Desk top site investigations being validated and on site investigation to commence end of Jan 2017 EWiM 4; Dalkeith Town Centre Regeneration Developing business case range of options and associated risks; this also includes progressing design to a conceptual stage Progressing with alternative delivery/ implementation options with their financial and risk profiling ongoing with Finance and Hubco.
PFM.S.09.04		Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2017		75%	Q3 16/17: On Target Deductions are being applied, for any non compliance with the contract.
PFM.S.09.05		Prepare and implement a rolling review of rents of the Council's non-operational land and buildings	31-Mar-2017		50%	Q3 16/17: On Target A rolling schedule of upcoming reviews is now fully in place and reviews are being progressed against this. All reviews are scheduled to be complete by end of Q4.
PFM.S.10.01	10. Inequalities in learning outcomes have reduced	Meet the educational needs of increased numbers of pupils in Midlothian. Complete construction of Gorebridge and Bilston primary schools.	31-Mar-2017		95%	Q3 16/17: On Target Both school buildings now fully operational. The remaining item, is the pitch and play park at Bilston, which is on programme.













Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.10.02	10. Inequalities in learning outcomes have reduced	Develop proposals to Scottish Futures Trust to enable meeting new 1020hrs target for nursery places	31-Mar-2017		50%	Q3 16/17: Off Target Options to meet the increased nursery provision have been submitted to Scottish Futures Trust from which we are awaiting response from the Scottish Government. This is not expected until May 2017.
PFM.S.11.01	11. Midlothian is an attractive place to live, work and invest in	Management and development of the Council's extensive land interests at Shawfair	31-Mar-2017		75%	Q3 16/17: On Target Meaningful dialogue with Network Rail on Land Transfer in the town centre for the new Shawfair All-through school.
PFM.S.11.02		Shawfair Town Centre Amenities - produce report to council, including financial implications, for final approval.	31-Mar-2017		75%	Q3 16/17 On Target Danderhall Primary school Options being developed with Education.
PFM.S.11.03		Confirm primary school sites to be safeguarded with education	31-Mar-2017		75%	Q3 16/17: On Target Continue to assist Education with options to accommodate increasing pupil rolls.











Service Priority Performance Indicators













PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.01.01a	01. Children and young people are supported to be healthy, happy and reach their potential	% uptake of Primary School meals - aim to maintain at 11/12 level (LPI)	81.4%	78.2%	79.6%	76.1%	78.8%			Q3 16/17: On Target	70%	57.82% - Average per family group (APSE 14/15)
PFM.S.01.01b		% uptake of High School meals	51.9%	52.4%	45.1%	41.4%	49.5%			Q3 16/17: Off Target High School numbers improving, due to a strong uptake at Newbattle HS. Q4 forecast would suggest a further decrease due to exams.	50%	43.89% - Average per family group 2014/15(AP SE)
PFM.S.01.02a		Number of distinct activities - Active Schools programmes to school children	50	50	24	26	32			Q3 16/17: On Target 245 Activity Session Blocks totalling 2547 Activity Sessions delivered through Active Schools programmes to P1-S6 pupils through 32 different distinct activities.	38	
PFM.S.01.04a		Amounts raised through capital bids towards refurbishing of non housing estates	New for 16/17		£1,800,000.00	£1,800,000.00	£1,800,000.00			Q3 16/17: Complete	£1,800,000.00	
PFM.S.02.01a	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within service completing courses	32	18	15	27	29			Q3 16/17: On Target	14	











PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.02.01b	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within Property Maintenance completing courses	15	15	7	12	12			Q3 16/17: On Target Total Number of apprentices 5 moving to year 3. Two team leaders, 1 Painter now attending college to obtain an HNC. 3 Apprentices moving to year Two.	7	
PFM.S.02.01c		Number of trainees within Facilities Services completing courses	7	1	4	8	6			Q3 16/17: On Target Two new trainee Cooks appointed, awaiting appropriate SVQ Level 2 course to be available. Three trainees on a year's placement with the Janitorial service. One PAVE student at Dalkeith Campus kitchen. Both Facilities Management and Catering have had school work placement students over this period.	3	
PFM.S.02.01d		Number of trainees within Sport and Leisure completing courses	10	2	4	7	11			Q3 16/17: On Target During this quarter four people have been employed on a casual basis as Lifeguards two at Lasswade and two at Newbattle pool. They previously attended their NPLQ (National Pool Lifeguard Qualification) training course within Midlothian Leisure Centres to become Lifeguards. Total for this quarter is four people Cumulative total for year is 11	4	
BS.PFM.S.03.01a	03. New jobs and businesses are located in Midlothian	Percentage of contracts engaging in local businesses	100%	100%	100%	100%	100%			Q3 16/17: Complete All Contracts have local business clauses inserted.	100%	







PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.PFM.S.04.01a	04. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity	Reduction in carbon emissions from Council premises	12,851	13,630	12,572	11,102	11,672			Q3 16/17: On Target Annual equivalent saving of 13% this quarter.	13,436	Benchmark ed internally against target from 06/07 of 6213 tonnes over a 5 year period. To date we have achieved a carbon reduction of 7450 tonnes
PFM.S.05.01a	05. More social housing has been provided taking account of local demand	Number of new build council houses	91	91	0	22	41			Q3 16/17: Off Target 41 houses handed over at Edgefield Road Site by end of Q3. Polton Street to be handed over in Q4 18 units	59	
PFM.S.05.02a		The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%	100.0%	100.0%			Q3 16/17: On Target 100% of Midlothian Council houses are free from serious disrepair. (15 exemptions which reflect rate of 99.78%).	100.0%	
PFM.S.05.02b		The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%	100.0%	100.0%			Q3 16/17: On Target 100% of Midlothian Council houses have modern facilities. (479 exemptions which reflect rate of 93.24%)	100.0%	
PFM.S.05.02c		The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%	100.0%	100.0%			Q3 16/17: On Target 100% of Midlothian Council houses are healthy safe and secure. (479 exemptions which reflect rate of 93.24%)	100.0%	

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.05.02d	05. More social housing has been provided taking account of local demand	Progress of roughcast programme	0 complete	0 complete	31 complete	83 complete	114 complete			Q3 16/17: Off Target Contract has been late, work has commenced on the planned 220 properties for 16/17. Target revised to 140	220 complete	
PFM.S.05.02e		Progress of bathroom replacement programme	377	287	101	112	80			Q3 16/17: Data Only 80 Bathrooms completed in Q3. A concerted effort to encourage the tenants who opted out the initial offer has taken place with positive results		
PFM.S.05.02f		Number of upgrades to central heating systems	313	196	80	127	138			Q3 16/17: Data Only 11 upgrades completed in Q3 16/17.		
PFM.S.06.01a	06. People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes	Proportion of adaptations requested and completed	100%	100%	100%	100%	100%			Q3 16/17: On Target As of 31 December 2016 303 minor adaptations have been completed and 70 Major adaptations of ramps and wet floor bathrooms have been completed.	100%	
BS.PFM.S.07.04a	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Tone zone retention rate	56.66%	59%	54%	55%	58%			Q3 16/17: On Target Retention figures for quarter 3 shows 58%	55%	
PFM.S.07.01a		Number of activities offered by MAC (Midlothian Active Choices)			11	13	13			Q3 16/17: On Target Number of activities offered by MAC Activities offered by MAC – 7 weekly MAC+ classes approx 100 attendances weekly 5 weekly gym groups, covering 4 leisure centres Initial 1-2-1's and 12 week reviews on a daily basis 1-2-1 gym sessions delivered as required, on a daily basis MAC weekly Badminton group	16	

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.07.01b	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Number of attendees during quarter to MAC(Midlothian Active Choices) activities			861	1,370	1,411			Q3 16/17: Data Only 828 attendances for classes 48 for badminton group 331 attendees for gym groups 204 one to one appointments Total 1,411		
BS.PFM.S.07.02a		Number of activities offered by Ageing Well programmes to 50+ age groups	24	24	24	22	23			Q3 16/17: On Target Average weekly number of participants is 720 61 classes over 23 activities including walking rugby which started in October	16	
PFM.S.07.03a		Number of attendances per 1,000 population to all pools	2,870	2,110	560	1,260	2,000			Q3 16/17 : Off Target Wet side usage figures for quarter two show 55,754. Loanhead Leisure Centre has ongoing construction work to September 2017. Lasswade Leisure Centre was closed for half a day due to flooding.	3,040	
PFM.S.07.03b		Number of attendances per 1,000 population for indoor sports and leisure facilities	7,550	5,490	1,890	3,280	5,260			Q3 16/17: Off Target Dry usage figures show 149,403. Loanhead Leisure Centre has ongoing construction work to September 2017. Gorebridge Leisure Centre Main Hall and Dance studio was closed for 16 days in October. Lasswade Leisure Centre was closed for half a day due to flooding. Penicuik Tonezone was closed for one day for floor renewal.	8,290	
PFM.S.07.04b		Performance Indicator scores in (selected) registered Leisure Centres	92.44%	92.66%	92.22%	91.05%	94.36%			Q3 16/17: On Target Viewpoint stats show that 94.36% were satisfied with leisure facilities at Gorebridge	90%	

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.08.01a	08. People feel safe in their neighbourhoods and homes	Proportion of developments meeting Secure by Design Certification Standards	100%	100%	100%	100%	100%			Q3 16/17: On Target All housing contracts have a 'secure by design' specification	100%	
PFM.S.09.01a	09. Deliver efficient Services	Average turn-around of properties (inclusive of homeless properties) Target 20 working days	63.46%	67.44%	N/A	68.57%	74%			Q3 16/17: Off Target Total number of voids in Q3 was 131. Day to day voids average of 19 days due to a larger number of voids requiring extensive works which has affected the turnover figure badly. Homeless voids have a 15 day turnover average.	83%	
PFM.S.09.02a		Cost per square metre cleaned	£8.90	£8.90	£8.90	£8.90	£8.90			Q3 16/17: On Target Our cost per square meter cleaned of £8.90 remains lower than the national average of £12.29 from the information provided by the Association for Public Service Excellence (APSE) in December 2015.	£10.03	£12.29 - Average per family group 2014/15 (APSE)
PFM.S.09.02b		Total square metres cleaned per hour	1.25	1.25	1.25	1.25	1.25			Q3 16/17: On Target Our aim is to be higher than the APSE national average of 1.09 sqm cleaned per FTE, currently at 1.25 sqm as published by the Association for Public Service Excellence (APSE) in December 2015.	1.09	1.09 - Average per family group 2014/15(APSE)
PFM.S.09.02c		Monthly number of meals prepared/monthly labour hours across production and dining centres.	10.3	11.42	8.9	8.4	10.04			Q3 16/17: On Target Increase in uptake due to higher school roll has seen an improvement in productivity.	10	8.46- Average per family group 2013/14 (APSE)
PFM.S.09.02d		Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	72.8%	72.8%	76.1%	76.1%	76.1%			Q3 16/17: On Target School meal census published June 16 shows Midlothian uptake is 76.1%, an increase of 3.3% on 15/16. National	66%	Scottish Government Annual Survey of School

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
										average is now 66%. Census published annually in June.		Meals 2015 64.8%
PFM.S.09.02e	09. Deliver efficient Services	Achieve greater than the Scottish average in the annual school meal census (High Schools)	70.1%	70.1%	59.8%	59.8%	59.8%			Q3 16/17: On Target School meal census published in June 16 showed Midlothian High school uptake at 59.8%, a drop of 10.4% on 15/16. However it is still above the national average of 53.7% Census published annually in June.	53.7%	Scottish Government Annual Survey of School Meals 2015 44.2%
PFM.S.09.04a		Percentage of PPP maintenance issues that are addressed within timescale (failure results in penalty to PPP contractor)	95%	90%	95%	95%	95%			Q3 16/17: On Target Deductions are being applied, for any non compliance with the contract.	90%	
PFM.S.09.05a		Proportion of commercial properties rent reviews complete			50%	59%	61%			Q3 16/17: On Target Ongoing progress being made and fully expect to exceed the target based on current pipeline of reviews under negotiation	65%	
C&L1b	12. Local Government Benchmarking Framework – Quarterly Indicators	Total Number of attendances at all sport and leisure facilities	898,145	609,172	211,418	391,453	596,232			Q3 16/17: Off target Breakdown in numbers given in C&L1c and C&L1d.	916,000	
C&L1c		Total number of attendance at all pools	247,099	166,590	48,617	108,363	164,049			Q3 16/17: Off Target Wet side usage figures for quarter three show 164,049. Ongoing construction works at Loanhead Leisure Centre until September 2017. Lasswade was closed for half a day in October due to flooding	257,000	

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
C&L1d	12. Local Government Benchmarking Framework Quarterly Indicators	Total number of attendance for other indoor sports and leisure facilities, excluding pools in a combined complex	651,046	442,582	162,801	283,090	432,183			Q3 16/17: Off Target Dry usage figures show 432,183. Ongoing construction works at Loanhead Leisure Centre until September 2017. Gorebridge Leisure Centre Main Hall and Dance Studio was closed for 16 Days in October for new flooring to be installed. Tonezone at Penicuik was closed for a day to renew flooring.	659,000	
HSN3		Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	93.1%	100.0%	79.5%	100.0%	93.1%			Q3 16/17: On Target 93.1% of the council's housing stock meets the SHQS criteria. The remaining 7% of properties are being targeted by Building Services to actively attempt to obtain access to the remaining properties that remain exemptions. There are no failures in any of the housing stock where access has been gained. 100% of council housing stock meets the SHQS requirements for reporting purposes to the Scottish Government.	100.0%	15/16 Rank 14 (Second Quartile). 14/15 Rank 10 (Second Quartile). 13/14 Rank 25 (Bottom Quartile)
HSN5		Percentage of council houses that are energy efficient (LGBF)	99.8%	100.0%	100.0%	100.0%	100.0%			Q3 16/17: On Target 100% of Midlothian Council houses are energy efficient. 36 exemptions	100.0%	15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile). 13/14 Rank 8 (TOP Quartile)

Local Government Benchmarking Framework - Property and Facilities Management



Corporate Asset

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
C-AST1	Proportion of operational buildings that are suitable for their current use (LGBF)	85.78%	88.2%	88.27%	88.89%	88.69%	81%	15/16 Rank 22 (third Quartile). 14/15 Rank 9 (Second Quartile).
C-AST2	Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)		71.3%	72.1%	81.5%	75.94%	75.9%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 26 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
C&L1	NET Cost per attendance at Sports facilities (LGBF)	£3.68	£2.53	£3.36	£2.78	£2.99	£3.25	15/16 Rank 23 (Third Quartile). 14/15 Rank 27 (Bottom Quartile).
C&L5d	Percentage of adults satisfied with leisure facilities (LGBF)	79.7%	84.7%	77%	77%	72%	73.67%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

Housing Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
HSN3	Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	62.5%	80.2%	86.4%	94.4%	93.1%	93.1%	15/16 Rank 14 (Second Quartile). 14/15 Rank 10 (Second Quartile).
HSN4b	Average time taken to complete non-emergency repairs (LGBF)				7	7.37	9.01	15/16 Rank 12 (Second Quartile). 14/15 Rank 7 (TOP Quartile)
HSN5	Percentage of council houses that are energy efficient (LGBF)	83.9%	92.2%	93.5%	99.1%	100.0%	99.8%	15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).

Commercial Operations Q3 Performance Report 2016/17



Progress in delivery of strategic outcomes

1. Risk Management/Health & Safety

1. The Health & Safety Team had 16 Health and Safety Management Arrangements approved by CMT in November 2016, this completes the development of over half of all the Council's Health & Safety Management Arrangements in response to key legislative requirements. The team have programmed the remaining training associated with the roll out of the Health & Safety Management Information System.
2. The 2017 Training program to be delivered in conjunction with East Lothian Council was completed and issued to managers through the Intranet offering a comprehensive range of training for the calendar year ahead.

2. Waste Management

1. Following contract closure on 6 October 2016 construction has started on the waste residual treatment plant at Millerhill. The facility is being built by Hitachi Zosen Inova (HZI) on behalf of FCC Environment (UK), who signed a 25-year contract to operate the facility on behalf of Midlothian and City of Edinburgh Councils.
2. External funding of £19,000 was secured from Zero Waste Scotland to promote food waste recycling.
3. Contract for the interim residual waste treatment/disposal advertised. Closing date 31 January 2017.
4. Green Santa collected 1.5 tonnes of toys for reuse from Bonnyrigg Primary School, Cornbank Primary School and Lasswade Primary School. Toys and games collected were donated to local charity organisations.

3. Roads Services

1. Procured on behalf of the East Lothian, Borders and Fife (ELBF) Group, Weather Services contract for a further 3 (+2) years with the Met Office.
2. Progressing Decriminalising Parking Enforcement (DPE) project, which is on schedule to report to council before the financial year end. This follows on from a presentation to members.
3. Formal start to the ELBF shared services project, having identified work streams that could be progressed.
4. UK Finalist in the Association of Public Service Excellence (APSE) Best Performer for Roads, Highways and Winter maintenance.

4. Travel and Fleet

1. Finalist – APSE Best and most improved performer awards for Transport Operations and vehicle maintenance.
2. Expanded Ring and Go scheme in Auchendinny to alleviate some of the transport issues resulting from withdrawal of the Lothian Buses 40 service.
3. New charge point operating at Midlothian Community Hospital

5. Landscape & Countryside

1. The following projects have successfully been progressed:
Large Play area development work now complete at Mayfield Combined School.
Play area works ongoing at Lasswade Nursery and Cornbank Primary School.
Funding has been secured for play equipment for Auld Gala Park Gorebridge.
Outdoor gym proposal for the King George the Fifth (KGV) Park Bonnyrigg has been developed and agreed.
The works to stabilise the slope at Ironmills Park steps have been completed on budget by Ibex.
The Edgefield Social housing site soft landscape contract works and maintenance work is all complete.
Craigiefield and Eastfield soft Landscaping works for Harts the Builder also now complete.
Council approval given to progress 290K of remedial works at Gore Glen Bing
The non fair wear and tear bill for the sections plant and machinery has been significantly reduced this year.

Emerging Challenges

1. Risk Management/Health & Safety

Challenge: Following the departure of the Senior Health & Safety Adviser a short term acting up arrangement required to be put in place.

Action: Appoint member of staff to deliver a challenging work programme.

Challenge: Arranging the Health & Safety Management Information System training.

Action: Work with schools despite their spread and restricted availability of school staff to deliver the training programme.

Challenge: Development and roll out of a new refreshed Business Continuity approach.

Action: Engage with services to complete this work stream

Challenge: Ensure a robust Audit of Health & Safety within the Council is undertaken.

Action: Support the work of Internal Audit

2. Waste Management

Challenge: Viridor are reporting increased contamination of materials in household blue bins and commercial trade waste recycling bins. Work is continuing to understand reasons behind the increase and measures that can be taken to reduce levels of contamination. This may affect future recycling rates as more waste collected for recycling is instead sent for disposal.

Action: Discussions are ongoing with Viridor in terms of additional costs to deal with contamination.

Challenge: Following the contractor for residual waste going into administration, waste is now being landfilled as an interim measure without any secondary treatment.

Action: The short term contract, until the waste treatment facility at Millerhill becomes operational, is out for tender and returns will be evaluated against the potential to reduce waste to landfill.

3. Roads Services

Challenge: With the reduction of next year's road maintenance revenue budget there will be a reduced level of flexibility to address changing circumstances.

Action: Utilise asset management system to maximise use of capital funding allocation. Prioritise remaining revenue funding.

Challenge: Implement findings of the Flood Risk Management Plans published in June 2016.

Action: Work with other Councils, the Scottish Environmental Protection Agency (SEPA) and Scottish Water to draw on their expertise in assisting in considering what mitigation measures can be undertaken or considered.

Challenge: Police Scotland has agreed to retain the Traffic Warden Service subject to a successful adoption of DPE responsibilities.

Actions: Produce the business case for Council consideration before submission to Scottish Government.

Challenge: Ensure that infrastructure improvements associated with the Borders Railway is completed.

Actions: Facilitate negotiations with the Shawfair developers and others to see the completion of rail and transportation infrastructure.

4. Travel & Fleet

Challenge: Ensure that the operation of the fleet management and maintenance service is fit for purpose.

Action: Discussions being held with an external organisation to review the fleet procurement, operation and maintenance service.

5. Landscape & Countryside

Challenge: Meet the agreed budget targeted savings.

Action: Introduce more efficient ways of working following evaluation. Publicise and promote opportunities for coproduction with communities.

Challenge: Develop the Hard and soft Landscape squads to secure additional income and retain skilled staff.

Action: Hard landscape post has been re-evaluated. Land and Countryside has worked with the Roads section to form a joint squad to train up additional staff and provide them with an SVQ 2 in Roadworks.

Challenge: Remediate the land slip at Ironmills steps

Action: Slope stabilization now completed in Q3 on budget and on time.

Challenge: Remediation of bing sites

Action: Emily Bing continues to be monitored pending a permanent solution. Council approved proposal to remediate Gore Glen Bing.

Challenge: Improve access for all abilities to Midlothian Town Parks Play areas.

Action: Planning to install additional roundabout in King George the fifth Park Bonnyrigg.

Commercial Operations PI summary

Outcomes and Customer Feedback





Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	3,761	2,319	1,320	2,583			Q3 16/17: Some issues were identified within the system which meant that the accuracy of the complaints data was not reliable. A data cleansing exercise is being undertaken. As a result no quarter three data has been included and work is ongoing to rectify this.				

Making the Best Use of our Resources



Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 15.304 m	£ 16.007 m	£ 16.167 m	£ 16.201 m	£ 16.366 m		Q3 16/17: Off Target				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	12.42	8.67	2.45	5.50	9.15		Q3 16/17: On Target		13.30	Number of days lost (cumulative)	3,610.84
											Average number of FTE in service (year to date)	394.73

Corporate Health

Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service actions on target / completed, of the total number	100%	100%	100%	100%	95.24%		Q3 16/17: On Target		90%	Number of service & corporate priority actions	21
											Number of service & corporate priority actions on tgt/completed	20
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	84%	88%	75%	82%	80%		Q3 16/17: Off Target Propose a divisional look at the issue to understand where the issues are and endeavour to address them.		90%	Number received (cumulative)	4,761
											Number paid within 30 days (cumulative)	3,798











06. Improve PI performance	% of PIs that are on target/ have reached their target.	92.31 %	92.31 %	71.43 %	85.71 %	73.33 %		Q3 16/17: Off Target. 4 of 15 PIs off target. Please see attached report for individual improvement actions.		90%	Number on tgt/ tgt achieved	11
											Number of PI's	15
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		Q3 16/17: On Target		100%	Number of high risks reviewed in the last quarter	1
											Number of high risks	1












Improving for the Future

Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	100%	100%	0%	100%	100%		Q3 16/17: On Target. All audit actions complete.		90%	Number of on target actions	0
											Number of outstanding actions	0

Commercial Operations Action report













Service Priority Actions











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.01.01	01. Fewer People are victims of crime, abuse or harm	Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31-Mar-2017		75%	Q3 16/17: On Target Site data been analysed to determine accident clusters and sites identified.
CO.S.01.02		Undertake a program of works to improve lighting levels in communities	31-Mar-2017		75%	Q3 16/17: On Target Capital work started in August 2016.
CO.S.02.01	02. Accessibility by sustainable travel and transport is improved	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2017		75%	Q3 16/17: On Target Update of current Roads Asset Management Plan currently underway.
CO.S.02.02		Compliance with Disabled parking legislation	31-Mar-2017		70%	Q3 16/17: Off Target 4 applications of 17 received were processed within 6 months. The delay on Q3 is due to the sudden bereavement of the member of staff with sole responsibility for this task.
CO.S.02.03		Support Transport Scotland/Network Rail to progress detailed design and construction of Borders Rail	31-Mar-2017		100%	Q3 16/17: Complete Action complete Q1 16/17
CO.S.02.05		Undertake a programme of work to improve road standards and footways	31-Mar-2017		75%	Q3 16/17: On Target 19 road maintenance projects being progressed in 2016/17.
CO.S.02.06		Develop infrastructure incidental to Borders Rail	31-Mar-2017		100%	Q3 16/17: Complete Action Complete in Q1.
CO.S.02.07		Work collaboratively to update school travel plans	31-Mar-2017		75%	Q3 16/17: On Target All currently up to date. 20 Primary schools and 2 High schools will need updated before 31 March 2017.
CO.S.03.01	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Explore opportunities for shared fleet services with East Lothian Council and NHS Lothian	31-Mar-2017		90%	Q3 16/17: On Target Provided NHS with an electric van as part of the funding provided to the Community Planning Partnership. Electric vehicle charge point at Midlothian Community Hospital is currently being installed. No further arrangements with East Lothian Council at present.
CO.S.03.02		Explore shared opportunities, services and knowledge with the partners in the ELBF group	31-Mar-2017		75%	Q3 16/17: On Target Future work streams have been identified with a lead council for each. Programme approved by the Shadow Joint Committee (SJC).













Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.03.03	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Progress workforce re-alignment through the delivering excellence program with the aim of addressing the budget gap, matching service to available funding	31-Mar-2017		75%	Q3 16/17: On Target Strategic Leadership Group (SLG) consideration given to proposals as part of the overall budget proposals.
CO.S.03.04		Develop additional workstreams to achieve income for the council	31-Mar-2017		75%	Q3 16/17: On Target; Land and Countryside Additional Soft Landscape work stream is being progressed with Harts the builder. 50K project secured for Millerhill food waste site.
CO.S.03.05		Complete the portfolio of Health and safety management arrangements.	31-Mar-2017		75%	Q3 16/17: On Target Final a management Arrangements being prepared.
CO.S.03.06		Implementation of Health & Safety Management Information System (EHSMI) across all services in the council.	31-Mar-2017		75%	Q3 16/17: On Target System successfully rolled out in Resources and Adults, Health & Social Care. Education roll out started with courses booked up to March 2017.
CO.S.03.08		Fully implement quality plans for Midlothian Parks	31-Mar-2017		100%	Q3 16/17: Complete Plans have been undertaken and implemented for Vogrie, Kings Park, Memorial Park, Springford Mill, Roslin Glen and Goreglen. Additional plan for the Dalkeith to Penicuik walkway to be produced in Q4 Park Quality assessment completed in 44 Parks in Q3.
CO.S.03.09		Implement changes to waste collection systems as confirmed by council	31-Mar-2017		75%	Q3 16/17: On Target Review of current collection methods agreed with Zero Waste Scotland. Primary findings expected in Q4.
CO.S.03.10		Report to council on the introduction of de-criminalised parking within Midlothian	31-Mar-2017		75%	Q3 16/17: On Target Consultant completed Traffic Regulation Order audit. Parking Strategy in Draft. Option Appraisal completed. Report to February council.
CO.S.06.01	04. S.SG - Reduce, Re-use and recycle our waste	Commence construction of residual waste facility at Millerhill as part of Zero Waste Park	31-Mar-2017		100%	Q3 16/17: Complete Construction started October 2016. Expected completion date mid 2019.
CO.S.06.02		Increase Public awareness of recycling, continue to work within schools and the wider community, attend events and promote achievements and publicise changes in service delivery	31-Mar-2017		75%	Q3 16/17: On Target Green Santa collected 1.5 tonnes of toys for reuse from Bonnyrigg, Lasswade and Cornbank Primary Schools. Recycling talk with Beeslack HS. Activities undertaken to promote festive recycling and changes in Christmas collection dates.
CO.S.06.03		Monitor the number of incidents of fly tipping on council land	31-Mar-2017		75%	Q3 16/17: On Target Total of 149 incidents reported of which 137 were on Council land. FlyMapper continues to be used to record flytipping events.
CO.S.04.02	05. S.SG - Address climate change	Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables	31-Mar-2017		100%	Q3 16/17: Complete All vehicle orders have been placed using Scotland Excel Frameworks. All vehicles due for delivery within the current financial year





Commercial Operations PI Report

Service Priority Performance Indicators

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CO.S.01.02b	01. Fewer People are victims of crime, abuse or harm	Percentage of all street light repairs completed within 7 days	96.2%	95.4%	100%	98.4%	99.2%			Q3 16/17: On Target 897 out of 904 faults were repaired within 7 days.	90%	Scottish Average 3.07 days
CO.S.01.02a		Number of lighting columns replaced	690	417	76	151	300			Q3 16/17: On Target Lighting Replacement Programme started in August 2016.	300	
CO.S.01.02c		% of the footpath network resurfaced	1.3%	1.2%	0.5%	0.6%	1%			Q3 16/17: On Target 6.53km of footway resurfaced.	0.5%	Internal programme of works - benchmark against target
CO.S.02.02a	02. Accessibility by sustainable travel and transport is improved	Process all applications for a new disabled parking bays within 6 months of receipt of application	100%	100%	100%	100%	24%			Q3 16/17: Off Target 17 applications received and 4 processed within 6 months. The delay on Q3 is due to the sudden bereavement of the member of staff with sole responsibility for this task.	100%	
BS.CO.S.02.05b		% of total road network resurfaced	1.15%	0.51%	0.3%	0.8%	0.9%			Q3 16/17: On Target 5.8km of carriageway resurfaced.	1%	
CO.S.02.06a		Number of passengers using "Visit Midlothian Explorer"	New for 16/17		235	706	851			Q3 16/17: Off Target This covered period from start of contract on April 18th to end of the contract 23rd October. Total Revenue income to offset subsidy £998.88	5,000	

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.S.02.07a	02. Accessibility by sustainable travel and transport is improved	Percentage of School Travel plans updated	New for 16/17		0%	100%	100%			Q3 16/17: On Target All currently up to date. 20 primary schools and 2 high schools will need updated before 31 March 2017.	94%	
CO.S.03.04a	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Income achieved by sourcing third party opportunities through joint roads/ Land and Countryside dept working on Soft Landscape	New for 16/17		£18,000	£50,000	£75,000			Q3 16/17: On Target	£100,000	
CO.S.03.04b		Income achieved by sourcing third party opportunities through joint roads/ Land and Countryside dept working on Hard Landscape	New for 16/17		£30,000	£50,000	£67,000			Q3 16/17: Off Target Problems recruiting staff caused under activity in this area.	£200,000	
CO.S.03.04c		Income target achieved by providing services to partner organisations and through the provision of income generating training from internal and external sources	New for 16/17		£12,400	£19,289	£24,521			Q3 16/17: Off Target Income is currently expected to come in £5,000 under budget. This years budget had seen a £15,000 rise in income target from last year.	£39,000	
CO.S.03.06a		Proportion of planned Health & Safety Audits completed successfully.	New for 16/17		25%	50%	75%			Q3 16/17: On Target Audit module of new Health & Safety Management Information System to be rolled out in Q4, following implementation of Health & Safety Management Information System across all services. Roll out of system on target; development of audit pro formas on target.	100%	

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.S.03.08a	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Number of parks for which quality plans have been implemented	New for 16/17		6	6	6			Q3 16/17: On Target Plans have been undertaken and implemented for Vogrie, Kings Park, Memorial Park, Springfordmill, Roslin Glen and Goreglen. Additional plan for the Dalkeith to Penicuik walkway to be produced in Q4	5	
CO.S.06.02a	04. S.SG - Reduce, Re-use and recycle our waste	Total tonnes of BMW sent to landfill	7,379	2,347	1,640	1,222	N/A			Q3 16/17: Data Only Awaiting information from our contractors, returns into waste data flow will be available at Q4 16/17.		
BS.CO.S.06.02b		% of waste going to landfill	34.0%	35.8%	28.8%	26.3%	N/A			Q3 16/17: No data available Awaiting information from our contractors, returns into waste data flow will be available at Q4 16/17. Council is currently out to tender for a new residual waste contract (closing date 31 January 2017) with potential contractors asked how they will reduce waste to landfill.	35.0%	
BS.CO.S.04.02a	05. S.SG - Address climate change	Percentage of Council fleet which is 'Green'	2.1%	2.1%	2.1%	4.25%	4.25%			Q3 16/17: On Target Currently there are ten fully electric vehicles, one electric vehicle is being operated by NHS Lothian as part of the CPP funding arrangement. Scottish Government are to make a decision early in the new year for additional funding for an additional electric vehicle.	5%	
BS.CO.01	06. Balanced Scorecard Quarterly Indicators	Number of environmental awards e.g. Green flags	5			5	5			Q3 16/17: On Target	5	
BS.CO.02		Number of individuals involved in Community Schemes	N/A			1,491	1,580			Q3 16/17: Data Only New indicator, baseline to be established. Participants involved came from: Conservation charities/ volunteers Friends of Roslin Glen environment Team, Brownies.		

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ENV3c	07. Local Government Benchmarking Framework Quarterly Indicators	Street Cleanliness Score (LGBF)	99%	100%	97.5%	97.5%	97.5%			Q3 16/17: On Target During 2016 the service has continued to be monitored and changes introduced as appropriate. Midlothian is leading on The Local Government Benchmarking Family Group for Street Cleaning. This group provides a practical structure for the eight councils participating to work together to drill down into each other's data, understand the reasons for variations in performance, and share best practice between councils and services to drive performance improvement.	93%	15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV6		Percentage of total household waste that is recycled (LGBF)	47.9%	43.9%	59.0%	57.3%	N/A			Q3 16/17: No data available Awaiting information from our contractors, recycled waste data flow will be available at Q4 16/17..	46.0%	15/16 Rank 15 (Second Quartile). 14/15 Rank 13 (Second Quartile).

Local Government Benchmarking Framework - Commercial Operations



Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
C&L4	Net cost of parks and open spaces per 1000 population (LGBF)	£16,120	£18,344	£10,446	£5,490	£6,294	£5,516	15/16 Rank 2 (Top Quartile). 14/15 Rank 3 (Top Quartile).
C&L5b	Percentage of adults satisfied with parks and open spaces (LGBF)	78.3%		81%	91%	80%	79%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 22 (Third Quartile).

Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ENV1b	Net cost of waste collection per premise (annual) (LGBF)	New for 12/13		£76.47	£60.56	£29.85	£42.18	15/16 Rank 5 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).
ENV2a	Net cost of waste disposal per premise (annual) (LGBF)	New for 12/13		£72.52	£56.61	£73.62	£84.33	15/16 Rank 12 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV3a	Net cost of street cleaning per 1,000 population (LGBF)	£9,428	£9,773	£9,829	£10,165	£11,623	£11,615	15/16 Rank 12 (Second Quartile). 14/15 Rank 9 (Second Quartile).
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	99%	15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4a	Cost of maintenance per kilometre of roads (LGBF)	£14,736	£10,470	£15,809	£15,459	£16,494	£14,517	15/16 Rank 23 (Third Quartile). 14/15 Rank 23 (Third Quartile).
ENV4b	Percentage of A class roads that should be considered for maintenance treatment (LGBF)	21.1%	22.7%	24.1%	22.1%	21.6%	20.4%	15/16 Rank 7 (TOP Quartile). 14/15 Rank 9 (Second Quartile).
ENV4c	Percentage of B class roads that should be considered for maintenance treatment (LGBF)	25.2%	27%	30.4%	28.2%	24.4%	28%	15/16 Rank 13 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4d	Percentage of C class roads that should be considered for maintenance treatment (LGBF)	32.1%	30.4%	28.7%	29.8%	32%	30.5%	15/16 Rank 12 (Second Quartile). 14/15 Rank 11 (Second Quartile).
ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment (LGBF)	35%	32.8%	36.1%	34.5%	34.4%	35.3%	15/16 Rank 12 (Second Quartile). 14/15 Rank 10 (Second Quartile).

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ENV6	Percentage of total household waste that is recycled (LGBF)	44.1%	45.9%	45.1%	42.3%	46.9%	47.9%	15/16 Rank 15 (Second Quartile). 14/15 Rank 13 (Second Quartile).
ENV7a	Percentage of Adults satisfied with refuse collection (LGBF)	79%		83%	76%	80%	83%	15/16 Rank 21 (Third Quartile). 14/15 Rank 26 (Bottom Quartile).
ENV7b	Percentage of adults satisfied with street cleaning (LGBF)	69.7%		78%	71%	71%	72%	15/16 Rank 22 (Third Quartile). 14/15 Rank 22 (Third Quartile).

Finance and Integrated Service Support Q3 Performance Report 16/17



Progress in delivery of strategic outcomes

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

The key programmes which support this are:

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

These are supported by:

- The Procurement Strategy;
- The Digital Strategy;
- The ongoing Integrated Service Support review;
- The Council's Transformational Programme.

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

Investing in our Workforce

The HR team led on significant Council projects to demonstrate outstanding organisational results, particularly in the following areas:

- a) People Management Policies – modernised and transformed through the 'low pay agenda' ready to implement in quarter 4;
- b) Organisational Change, including the up skilling and redeployment of employees in change programmes;
- c) Healthy Working Lives (HWL) Gold Award, assessment in November 2016;
- d) Leadership development collaborating with Health and Social Care and Education to foster relationship building and 'good to great' leadership in support of a 'One Council' approach;
- e) Occupational Health (OH) – the procurement of a new provider in September who proactively supports our organisational vision 'A Great Place to Grow';
- f) Business Applications configuration and setup to support introduction of Investing in our Workforce.

Financial Stewardship and Sustainability

- a) Completion of Quarter 2 Financial Monitoring reports for Council as part of continuing robust scrutiny of Financial Performance;
- b) Financial Strategy reports for 2017/18 to 2021/22 presented to Council meetings and other political or senior officer forums which outlines future years budget projections, the impact of the Change Programmes and the financial implications of investment decisions / priorities;
- c) Early engagement with Ernst and Young on audit approach and plan for 2016/17 Final Accounts;

Transformational Change

- a) External Engagement for Shaping our Future and launched across Midlothian communities with summary report provided to Council in December 2016;
- b) Internal Tell Ken campaign for employee engagement launched in October. Ideas/comments being acknowledged and summary report being drafted;
- c) Transformational Officer/Team support in: Violence against Women review with the Public Protection Unit; Comprehensive service review of the customer service function, channel shift and business process redesign to improve and enhance service delivery and deliver transformation savings; Developing a joint Curators Schemes with Edinburgh City Council and East Lothian; Major review of Children's' Services (bringing two localities together and taking an end to end approach from referral to provision of services); Area Targeting - review of the work being undertaken in 3 priority areas; Cessation of paper remittances for Creditor payments; Introduction of revised process and workflow for Mobile Phones;

Digital Strategy

1. Asset Management and Investment plan:

- a) SWAN Project is now in implementation phase and project plan confirms all sites to be migrated by summer 2017. Numbers of sites are now ready to be transitioned to Live in early February 2017. Also pre-work, cabling and tidying up network cabinets across multiple sites is also taken place to support SWAN implementation;
- b) The Wifi School project – report has now been received from RM Education. Technical Service Delivery team now working on preparing an implementation plan;
- c) School Laptop Replacement - Phase 1 (high schools senior management team and guidance staff), complete – 7th September 2016; Phase 2 (primary schools – senior management teams), complete – 25th November 2016; Phase 3 (high schools - classrooms) – target January 2017; Deployment of Direct Access for School Laptop users - who can now work in a more mobile and flexible manner (including from home) and access all their school resources (email and file / folders);
- d) Audio Visual Equipment – An external audit has now taken place of all Council sites and a number of recommendations are in the process of being actioned to improve end of life or failing AV assets across the estate.

2. Information Management Action plan:

- a) Security Awareness - successful and ongoing 'Private I' Information Security campaign – Council wide;
- b) Cyber security – In order to heighten the profile of cyber threats, hacking and security a phishing exercise was undertaken to identify the serious threat and impact that this could have on Midlothian Council approximately 20% of staff clicked on the phishing email link. This highlights the challenge and the need for ongoing awareness;
- c) Revised Information Management action plan to take account and manage the risk associated with new European legislation in relation to data protection; this will still be required regardless of Brexit position.

3. Customer Service – Improvements

- a) Digital Services – Socitm benchmarking exercise with other Scottish Local authorities will allow comparative analysis and benchmarking;
- b) Digital Services Hub Model - Technicians now work within a geographic hub supporting multi Council sites and services.

4. Property Programme:

- a) Decommission of a number of sites to support the Property programme (Library Headquarters and Loanhead Leisure Centre).

5. Software Management:

- a) System Center Configuration Manager (SCCM) has now been successfully deployed across the School estate. This software allows Digital services to manage and deploy software remotely to school devices;
- b) Power Management on School PC's – Additional software has also now been deployed to all school PC's that can now manage when the PC is turned on / off which will ultimately contribute to energy management savings;
- c) Network bandwidth improvements to Penicuik link – BT have now finally delivered improvements to the bandwidth into Penicuik that will help make improvements to existing bandwidth in this area.

Procurement

- a) Procurement Strategy updated to ensure compliance with Procurement Scotland Reform Act;
- b) Continued Roll Out of Purchase to Pay Project.

02. Emerging Challenges

Financial Stewardship and sustainability

- a) Continue work on developing future years budget projections and in particular completing the 2017/18 base budget including the impact of the Change Programmes and the financial implications of investment decisions / priorities for 2017/18 to 2021/22;
- b) Prepare Quarter 3 financial monitoring projections for 2016/17 and continue to work with managers to maintain effective control over expenditure;
- c) Continued financial support for the Council Transformation and Change Programmes. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits tracking and realisation process;
- d) Strengthen financial stewardship in a climate of reducing budgets and increasing service provision;
- e) Implement a new Capital Accounting system in advance of the financial year end.

Transformational Change

- a) The delivery of the Business Services Improvement Plan;
- b) Total Document Management: The provision of access to the document management system (CS10) for schools;
- c) The impact of amendments to the requirements for Welfare Fund Payments on the ability to provide cash payments for Corporate Appointee clients;
- d) Review of business support arrangements resulting from the relocation and review within Children's Services
- e) The programming of application upgrades within resource constraints.

Digital Strategy

- a) Public Services Network (PSN) - Digital Services over the last few months have been preparing for PSN ensuring that the Digital Estate and associated technologies inclusive of business applications are all up to date in preparation of PSN accreditation and associated penetration testing;
- b) Strategic plan and future direction impacted by current demand as limited time is available to investigate new technologies / solutions as majority of time spent of business as usual and project work / activities;
- c) Regulatory changes proposed will impact on Council activities if not planned for – for example New Data Protection laws (GDPR) and other compliance requirements such as Payment Card Industry Data Security Standard (PCI-DSS);
- d) Cyber-security the threat of cyber attacks e.g. ransom ware / hackers continues to be an ongoing challenge to mitigate risk and service disruption;
- e) Digital Services as part of the Asset Management Programme now need to plan and deliver the Windows 10 Upgrade to all appropriate Council devices (PC's and laptops) as well as upgrading to the latest version of Office 365.

People Strategy and Investing in our Workforce

- a) Supporting Midlothian Council through unprecedented changes in the next five years;
- b) Continue to provide a first class OD/HR services supporting employee performance and engagement during times of rapid change;
- c) Support our leadership community so that they are able to perform to a high standard and deliver on the five year change programme;
- d) Role out of the new People Policies and secure increase in flexibility and productivity;
- e) The functionality of iTrent to deliver employees contractual requirements, current ongoing development re-banding for teachers, teachers leave / absence and new start calculations. Development required in response to abatement of leave as a result of revised Maximising Attendance policies.

Procurement

- a) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
- b) Deliver the Purchase to Pay Project by completing tasks in project plan on time;
- c) To deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners;
- d) Deliver actions from Procurement Strategy 2015-18 by creating a Procurement Strategy Board and deliver actions on time;
- e) The impact of Brexit will mean that there will be significant costs increases to hardware and other software purchases over the next few months.

Finance and Integrated Service Support PI summary 16/17

Outcomes and Customer Feedback



Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	17	14	3	6			Q3 16/17: Some issues were identified within the system which meant that the accuracy of the complaints data was not reliable. A data cleansing exercise is being undertaken. As a result no quarter three data has been included and work is ongoing to rectify this.				

Making the Best Use of our Resources



Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£12.305 m	£11.986 m	£12.524 m	£12.642 m	£12.847 m		Q3 16/17: Off Target				
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	4.53	3.39	1.13	3.43	5.87		Q3 16/17: On Target			Number of days lost (cumulative)	1,590.28
											Average number of FTE in service (year to date)	271.06

Corporate Health

Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	81%	90%	75%	90%	90%		Q3 16/17: On Target		90%	Number of divisional & corporate priority actions	29
											Number of divisional & corporate priority actions on tgt/completed	26
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	90%	91%	95%	94%	93%		Q3 16/17: On Target		90%	Number received (cumulative)	3,756
											Number paid within 30 days (cumulative)	3,495
06. Improve PI performance	% of PIs that are on target/ have reached their target.	100%	100%	50%	100%	75%		Q3 16/17: Off Target Reference individual Indicators in report for detail		90%	Number on tgt/ tgt achieved	6
											Number of PI's	8

07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	0%	100%	100%		Q3 16/17: Off Target 4 of 5 high risks reviewed at time of printing. Outstanding review to be complete with immediacy.		100%	Number of high risks reviewed in the last quarter	4
											Number of high risks	4







Improving for the Future











Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	75.86 %	26.32 %	19.05 %	43.33 %	13.79 %		Q3 16/17: Off Target 4 of 29 audit actions off target. Actions being progressed by relevant managers.		90%	Number of on target actions	4
											Number of outstanding actions	29









Finance and Integrated Service Support Action report 16/17







Service Priority Actions						
Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.01.01	01. People, including those with disabilities/ long term conditions or are frail are able wherever possible to live independently and in their own homes	Embed the financial and resource arrangements required to support the Midlothian IJB. Evaluating the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB	31-Mar-2017		75%	Q3 16/17: On Target Financial Assurance work continues and will be an ongoing process throughout the year. Work is underway with Health finance colleagues to establish the arrangements for supporting the new management structure for the partnership, including a timetable for joint monitoring reports.
FISS.S.02.01	02. New jobs and businesses are located in Midlothian	Embed community benefit clauses in all regulated procurements, targeting training opportunities, apprenticeships and work experience opportunities	31-Mar-2017		80%	Q3 16/17: On Target Community Benefit clauses included in all appropriate regulated procurement, development of a system to record all community benefits delivered and realised currently underway.
FISS.S.02.02		Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2017		100%	Q3 16/17: Complete Action complete in Q1 Work continues with Local Businesses on a daily basis, meet the buyer event attended in June 2016, supplier engagement events being held prior to all appropriate regulated procurements; drop in surgeries available to all local suppliers.
FISS.S.02.03		Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2017		75%	Q3 16/17: On Target The in-house team is in place and has been able to deliver completed planning agreements with developers.
FISS.S.03.01	03. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any external recruitment to those leaving learning.	31-Mar-2017		100%	Q3 16/17: Complete Action complete in Q1.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.04.02	04. Ensure equality of opportunity as an employer	Ensure statutory responsibility as an employer to our Equality and Diversity	31-Mar-2017		85%	Q3 16/17: On Target Development of the Progress Equality Outcomes & Mainstreaming Report 2015–2017 and New Equality Outcomes & Mainstreaming Report 2017–2021 are underway and are on target to be completed by the due date 30 April 2017. Official launch (pilots completed) of the new Integrated Impact Assessment (IIA) process and associated training by 31 January 2017 on schedule. Revised corporate Equality Working Group & East & Midlothian Community Planning Equality Forum to be launched by 31 March 2017. LGBT History Month initiative to take place on 20 February 2017.
FISS.S.04.03		Complete the Review of Local Government Workers Pay and Grading and if approved implement the changes	31-Dec-2016		95%	Q3 16/17: Off Target Practical completion achieved. New pay arrangements in place and new People Management Policies approved. Outstanding action is to complete post implementation Equality assessment. Focus then turns wholly to the Investing in Our Workforce project and its objectives to secure the return on the investment through greater flexibility and productivity.
FISS.S.05.01	05. Ensure sustainable strategy for the delivery of council services	Maintain momentum of the ISS Project to transform Service support, improve customer service, effectiveness and efficiency of service provision	31-Mar-2017		75%	Q3 16/17: On Target Actions progressing through shortfall expected in 16/17 savings target and this has been reported to ISS board, Business Transformation Board/Business Transformation Steering Group.
FISS.S.05.02		Ensuring robust governance and monitoring and challenge of current Transformation Programme - ISS, Children Services, Customer Service, Education and Services to Communities	31-Mar-2017		90%	Q3 16/17: On Target A robust approach and timetable is already in place but will be enhanced by the inclusion of oversight of all key change initiatives.
FISS.S.05.03		Delivering Excellence - ensuring progress and tangible outcomes by monitoring progress of Services progressing through Delivering Excellence framework	31-Mar-2017		75%	Q3 16/17: On Target Delivering Excellence programme to be monitored via Business Transformation Steering Group.
FISS.S.05.04		Achieve the actions set out in the Total Document Management project plan	31-Mar-2017		75%	Q3 16/17: On target General - Education Access to CS10 Work is ongoing to progress challenges presented by security between Corporate and Education networks. Purchase to Pay Workstream The pilot in live has been postponed until early 2017 due to ongoing concerns following the Integra 2 upgrade Executive Officer Support Workstream - Committee Reports: Demo for CMT is being finalised with proposal to present February 2017. Options for pilot to be agreed with CMT. Casework: Further development of workflow following HR feedback completed. Pilot users to be identified. Policies and Procedures Workstream: Health & Safety and







Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						Emergency Planning - Completed Business Services Workstream: Completed
FISS.S.05.05	05. Ensure sustainable strategy for the delivery of council services	Continue to Implement Committee Management system and functionality	31-Mar-2017		75%	Q3 16/17: On Target Phase 2: Development of workflow completed. Demo for CMT to be arranged in Spring 2017. Live pilot for CMT meeting to follow demo.
FISS.S.05.06		Strengthen our Maximising Attendance policies with an emphasis on early intervention to reduce overall sickness absence. Adopt revised policies and deliver on the actions planned for 2016/17	31-Mar-2017		75%	Q3 16/17: On Target Changes to people management policies. Policies are being progressed as part of the review of low pay. The employee Code of Conduct is in the process of being improves and updated.
FISS.S.05.07		Maintain PSN compliance	31-Mar-2017		75%	Q3 16/17: On Target Digital Services continues to review and monitor all Council applications to ensure Public Services Network (PSN) compliance is maintained.
FISS.S.05.08		Achieve the targets set out in our procurement Contract Delivery Plan 2016/17 to deliver cashable savings	31-Mar-2017		100%	Q3 16/17: Complete Action complete in Q1 Contracts being delivered on schedule as per the contract delivery plan
FISS.S.05.09		Completion of the unaudited Statutory Accounts for 2015/16 to ensure that we maintain strong financial management and stewardship	30-Jun-2016		100%	Q3 16/17: Complete Action complete in Q1.
FISS.S.05.10		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2015/16	30-Sep-2016		100%	Q3 16/17: Complete Audited Accounts completed with an unqualified opinion.
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2017		75%	Q3 16/17: On Target Financial Monitoring reports for Q3 will be presented to Council on 7th February.
FISS.S.05.12		Deliver and monitor financial strategy for 2016/17 to 2020/21 to support Council setting the 2017/18 Council tax and a balanced budget	31-Mar-2017		75%	Q3 16/17: On Target Financial Strategy to December Council in line with agreed timetable.
FISS.S.05.13		Develop in-house Court Team to support Children and Families through permanence process in the Sheriff Court	31-Mar-2017		75%	Q3 16/17: On Target The in-house court team is in place and is supporting Children and Families to improve quality of documentation required for court. Training sessions are currently being provided to Children and Families in this regard. Court systems are being prepared and it is intended to lodge cases in court by Q4.
FISS.S.05.14		Implement revised Standing Orders to support internal Council governance arrangements	31-Mar-2017		100%	Q3 16/17: Complete Action Complete in Q2 Revised Standing Orders have been approved by Council on 27.09.2016.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.15	05. Ensure sustainable strategy for the delivery of council services	Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2017		75%	Q3 16/17: On Target Upgrade to Integra 2 in Oct 2016 has impacted on project progress in Q3 due to testing/training and ongoing support issues. Purchase Ordering implementation complete for Lifelong Learning and Employability (LLE). 220 Purchasing Cards now live.
FISS.S.05.16		Introduction of SEEMIS: Wellbeing Application including training and ongoing support for GIRFEC	31-Dec-2016		100%	Q3 16/17: Complete Action complete in Q2. No further training delivered as legislation not implemented due to Supreme Court appeal decision. No council staff to be granted access to Wellbeing Application.
FISS.S.05.17		Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	30-Jun-2016		67%	Q3 16/17: Off Target Install and configuration of web servers has proved problematic, particularly surrounding security certificates. Performance of supplier has been poor. It is hoped that testing will commence in January 2017.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2017		75%	Q3 16/17: On Target Business process improvement workstreams progressing. Scoping work ongoing for more complex workstreams.
FISS.S.05.19		Review the Employment and Reward Management structure to improve flexibility and resilience.	30-Jun-2016		30%	Q3 16/17: Off Target Investing in our Workforce (IoW) project took priority. New structure to be linked with reduction in the number of payrolls-revised timescale to be confirmed.
FISS.S.05.20		Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	30-Jun-2016		100%	Q3 16/17: Complete Report prepared for 2016/17 savings, transformation plan refreshed. Some transformation linked to iTrent developments No strategic risks identified as resources will reduce with workload.
FISS.S.05.21		Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2017		75%	Q3 16/17: On Target Digital Services currently have a number of projects in progress that are linked to the wider asset management plan:- School Laptop replacement, Audio Visual and projection equipment – now covered by support & maintenance agreement.
FISS.S.05.22		Implementation of the Digital Strategy	31-Mar-2017		75%	Q3 16/17: On Target Digital Strategy and Digital Learning Strategy was approved by CMT on 6th Dec 2016. Midlothian Council – Digital Services continues to work with Local Government Digital Transformation Partnership along with 27 other Councils. Further discussions are ongoing with National Health Service(NSS), NHS Lothian and other partner organisations

Service Priority Performance Indicators

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
FISS.S.04.01a	04. Ensure equality of opportunity as an employer	% of actions in the second People Strategy plan that are completed or on target			30%	70%	80%			Q3 16/17: On Target Vision- Great place to grow development Workforce- Service plans now being used. Overall Council plan needed Management development – espresso sessions being developed for managers to introduce new 'people management policies' and Code of Conduct	100%	
BS.FISS.S.04.02a		Progress against Council's mainstream report (Equality and Diversity)	N/A		25%	50%	85%			Q3 16/17: On Target. Development of the Progress Equality Outcomes and Mainstreaming Report 2015–2017 and New Equality Outcomes & Mainstreaming Report 2017–2021 are underway and are on target to be completed by the due date 30 April 2017. Official launch (pilots completed) of the new Integrated Impact Assessment (IIA) process and associated training by 31 January 2017 on schedule. Revised corporate Equality Working Group and East and Midlothian Community Planning Equality Forum to be launched by 31 March 2017. LGBT History Month initiative to take place on 20 February 2017.	100%	

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
FISS.S.05.02a	05. Ensure sustainable strategy for the delivery of council services	6 weekly Board meetings and progress against plan			25%	50%	75%			Q3 16/17: On Target A robust approach and timetable is already in place but will be enhanced by the inclusion of oversight of all key change initiatives.	100%	
FISS.S.05.08a		Percentage of actions in the Contract Delivery Plan that are completed or on target	100%	100%	100%	100%	100%			Q3 16/17: On Target All contracts for Q3 are complete (100%) and the remaining contracts are on target for Q4.	100%	
BS.FIS.06	06. Balanced Scorecard	New Indicator - Number of staff in SWITCH	N/A			15	22			Q3 16/17: Data Only		
BS.MC.MPI.05		Performance against Corporate revenue budget	£191.344 m	£197.041 m	£202.266 m	£203.331 m	£203.757 m			Q3 16/17: Off Target		
BS.MC.MPI.17		Quarterly Indicators % of Corporate internal/external audit actions in progress	72.13%	28.21%	33.93%	67.65%	19.77%			Q3 16/17: Off Target. There are 86 Audit actions in progress of which 17 are On Target. The outstanding actions are being addressed by the relevant managers within each Service	85%	
CORP3b	07. Local Government Benchmarking Framework	The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	43.4%	45.5%	46.7%	47.0%			Q3 16/17: On target Ongoing positive trend.	44.5%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP3c	Quarterly Indicators	The gender pay gap between average hourly rate of pay for male and female - all council employees	4.58%			5.71%	2.96%			Q3 16/17: Data Only		New for 15/16 Rank 16 (Second Quartile)
CORP6		Sickness Absence Days per Employee (All employees)	8.29	5.76	2.17	3.76	6.3			Q3 16/17: On Target	8	

PI Code	Priority	PI	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORP6aiii	07. Local Government Benchmarking Framework Quarterly Indicators	Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	4.16	2.42	1.34	1.77	3.54			Q3 16/17: Data Only		15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6biii		Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	9.9	7.13	2.47	4.55	7.36			Q3 16/17: Data Only		15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8		Percentage of invoices sampled and paid within 30 days (LGBF)	89.7%	90.9%	88.8%	90.8%	88.4%			Q3 16/17: Off Target The % value of invoices paid within 30 days is 97%. A new set of measures have been drafted by the Improvement Service in conjunction with the Scottish Local Authorities Accounts Payable Forum. It is anticipated that these new measures will take effect from 1st April 2017. The volume of invoices for processing in December required additional resource to be deployed in Payments Team in order to try and ensure all payments were cleared in last payment run prior to Christmas.	95.0%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

Local Government Benchmarking Framework - Finance and Integrated Service Support



Corporate Services								
Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
CORP1	Central Support services as a % of Total Gross expenditure (LGBF)	4.24%	4.15%	3.56%	4.39%	5.26%	5.1%	15/16 Rank 18 (Third Quartile). 14/15 Rank 20 (Third Quartile).
CORP2	Corporate and democratic core costs per 1,000 population (LGBF)	£42,210	£34,939	£48,041	£44,663	£42,036	£34,363	15/16 Rank 21 (Third Quartile). 14/15 Rank 25 (Bottom Quartile).
CORP3b	The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	48.8%	47.7%	44.6%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP3c	The gender pay gap between average hourly rate of pay for male and female - all council employees	New indicator for 15/16					4.58%	New for 15/16 Rank 16 (Second Quartile)
CORP6aiii	Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	New indicators for 13/14			5.25	5.5	4.16	15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6biii	Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)				10.04	10.11	9.9	15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8	Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	89.7%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

Midlothian Council Performance Report – Quarter Three 2016-17

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

The 2015/16 plan year saw the end of a 3 year cycle of prioritising working together to improve outcomes for young people leaving school, improve lives of children in early years and their families, and improve the local economy. These priorities will continue to be further developed in 2016-19

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

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

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

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

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

“Midlothian – a great place to grow”.

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

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

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

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

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

Progress of Single Midlothian Plan Themes 2016-17

Adult, Health and Care - Achievements

Responding to growing demand for adult social care and health services

Integration: Consultation on the 2017-18 Directions document has been issued to NHS Lothian and Midlothian Council. Work on refreshing the Strategic Plan is underway. A Workforce Plan and a Financial Strategy are being developed and a Risk Register has been completed. The IJB (Integrated Joint Board) continues to meet formally and through Development Sessions as does the Strategic Planning Group and Audit and Risk Committee.

Older People: Older Peoples Strategy now launched, and there has been continued development with many services. Highbank day care has now increased its numbers from 60 up to 80 and have been inspected by the Care inspectorate with grades increasing to 4's. Highbank care home has also been inspected and maintained their grades of 5s. Woodburn day care club new service the "Grassy Riggs" will have its open day in February. A community cafe within the MARC (Midlothian Advice and Resources Centre) building in Woodburn for older people. MERRIT (Midlothian Enhanced Rapid Response Service) has increased its capacity with hospital at home to enable more people to be looked after at home, avoiding unnecessary hospital admissions. Care at home capacity continues to be challenging however a review of care at home is underway to examine more outcome focussed care at home services for older people in Midlothian. The Joint Dementia Team has begun a duty service within the team responding to emergencies for people with dementia and their families. This should reduce waiting times for an emergency response. Newbyres is developing its short term dementia beds working closely with the Joint Dementia Team. The re-provisioning of Midlothian patients in Liberton Hospital is well underway with beds in the community hospital becoming accessible to manage these patients.

Carers: Development of the Midlothian Carers Strategy is progressing and the next stage is pulling discussions and consultations together to present to carer groups for comment. Subgroups will be developed to take forward themes, e.g. Emergency Planning, and Employment. The strategy proposes to support Adult and Young Carers and as such links are being developed with Education and Children's Services to discuss the content of the strategy, and identify work needed and ways forward to support the implementation of the Carers (Scotland) Act 2016 (commencement date identified as 1st April 2018). The Scottish Government have indicated a proposed date of December 2017 for the publication of guidance and regulations to support the new Act.

Learning Disability: Work continues on the 12 person Complex Care service, the build remains on target and a care provider has now been appointed. A review of Day Service provision is progressing and a project plan is in place, this includes the development of neighbourhood networks to increase the opportunity for people to develop skills, interests and relationships in their local community.

Physical Disability and Sensory Impairment: A programme of Awareness Raising continues to be delivered to health and social care staff. 14 volunteers have been recruited to provide a hearing aid repair service in local libraries. Audiology has given a clear commitment to provide local clinics for adults in the Community Hospital early in the New Year. Scottish Govt published "A Fairer Scotland for Disabled People" in late December and we will need to consider implications for local services.

Long Term Conditions: MERRIT (Midlothian Enhanced Rapid Response Service) has recently recruited an Advanced Practitioner Physiotherapist (APP), who will be instrumental in developing a Community Respiratory Service to support people living with Chronic Obstructive Pulmonary Disease across Midlothian. The APP will work closely with MERRIT Hospital at Home and the Royal Infirmary Respiratory Multi Disciplinary Team, to support self management and reduce hospital admissions for this patient group.

Self Directed Support: Work is continuing to embed Self Directed Support into a 'business as usual' activity. Currently the focus of work is in two areas: (1) Reviewing back office finance processes to ensure these are not a barrier to greater flexibility in support provision and are able increase in bespoke support arrangements. (2) Reviewing support planning with providers to ensure support is being focussed on meeting outcomes and where appropriate choice and control is embedded within service provision.

Substance Misuse: In December 2016, the MELDAP (Midlothian and East Lothian Drugs and Alcohol Partnership) identified and agreed in principle a programme of savings to be made from some of its commissioned services for financial year 2017/18. This is in response to the implications of the 23% reduction in drugs and alcohol funding through the Scottish Government for 2016-17. Work is ongoing to develop a Recovery Hub in Dalkeith. This has the potential to deliver a number of key requirements of the change process including some of the required savings.

Mental Health: Mental Health Access Points were launched in two locations in Midlothian in August and already the service is well used. Staff at the Access Points guide people to access the support they need to increase their mental wellbeing; reducing low mood and feelings of stress; increasing confidence; and self-esteem. Staff help people to decide what support will work best for them, this includes psychological therapies. Around half of those who have attended have been offered assessment for psychological therapies. The House of Care Wellbeing project based at Newbattle Health centre was initially aimed at people with Long Term Conditions however many of

those attending the service are presenting with Mental Health issues and are receiving support with this. The Community Health Inequalities Team continues to offer physical health checks to people with mental health issues in several locations throughout Midlothian.

Criminal Justice: A review is currently taking place of the Unpaid Work service. The intention is to establish an Unpaid Work culture that promotes a learning environment for service users. In the revised service, Unpaid Work supervisors will deliver training courses to improve clients' vocational skills. The aim will be to increase opportunities and encourage desistance from further offending. This work has already started with all individuals on Unpaid Work attending first aid training delivered by one of the supervisors. In addition Unpaid Work projects are now being targeted to areas and groups particularly affected by offending. This includes prioritising projects in areas such as Woodburn and also carrying out work to support the victims of domestic abuse.

Community Safety - Achievements

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

Community Safety: The Bonnyrigg Problem Solving Partnership (PSP) has continued to address issues in the area, and similarly in Woodburn PSP. The delivery of targeted preventative youth projects in the quarter has indicated a drop in antisocial behaviour.

Road Services:

- Procured of behalf of the East Lothian, Borders and Fife (ELBF) Group, Weather Services contract for a further 3 (+2) years with the Met Office.
- Progressing Decriminalising Parking Enforcement (DPE) project.
- Formal start to the ELBF shared services project, having identified work streams that could be progressed.
- UK Finalist in the Association of Public Service Excellence (APSE) Best Performer for Roads, Highways and Winter maintenance.

Getting it Right for Every Midlothian Child - Achievements

Improving outcomes for children, young people and their families.

Midlothian Council Children's Services and Legal Services attended The Scottish Public Service Awards in December 2016 and were successful in winning the 'Policy Development Award' for the 'Framework for Permanence'. This framework ensures that our children and young people who are requiring to be cared for out-with their family home have a clear pathway which shall allow them to be secured in their permanent placement as swiftly as possible.

We have recruited and approved 5 new carers, 2 as foster carers, 1 as a respite carer and 2 as prospective adopters. We are also continuing to reduce the amount of time it takes for carers when they make their initial inquiry about fostering/adoption to them being presented at panel for approval thereby making the process much quicker whilst remaining robust.

Raising attainment – Closing the gap

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

At the end of September, as part of the National Improvement Framework, CfE data using the new term 'achieving a level' was uplifted for P1, P4, P7 and S3 stages. For the first time a report called *Achievement of Curriculum for Excellence (CfE) Levels 2015/16* was published by the Scottish Government on 13 December 2016 outlining the CfE data for each local authority and the Scottish average. Caution should be applied as the data used by the Scottish Government is called 'Experimental statistics' which means that the data published is data under development. Therefore, due to the lack of standardisation, there is a high level of variance from local authority to local authority which I have shown in this quarter 3 report which includes Midlothian data and National data. However, with that said, this will remain a core priority for Midlothian in order to ensure that we bring CfE levels at all stages in line with the national average ensuring that there is strong progression through the broad general education (P1-S3).

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

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

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

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

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

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

Community Film Clubs were launched in Danderhall and Penicuik libraries in a pilot project from a successful funding bid to Creative Scotland. The project is aimed at using film as the focus for a social group and encouraging discussion rather than competing with commercial and community cinema ventures.

Landscape and Countryside:

The following projects have successfully been progressed:

- Large Play area development work now complete at Mayfield Combined School and play area works ongoing at Lasswade Nursery and Cornbank Primary School. Funding has been secured for play equipment for Auld Gala Park Gorebridge.
- Outdoor gym proposal for the King George the Fifth (KGV) Park Bonnyrigg has been developed and agreed.
- The works to stabilise the slope at Ironmills Park steps have been completed.

Sport and Leisure

- *Sporting success with Active Schools.* School pupils across Midlothian have made 86,000 visits to Active Schools supported sport and physical activity sessions in the past year – a 6% increase on the previous 12 months. The figures released by SportScotland, the national agency for sport, show that during the 2015/16 academic year the number of activity sessions offered have increased by 4% to 5500, with 38 different sports and activities on offer. The number of people delivering these sessions also increased to 257, an increase of 8%, with 197 of these volunteers. For more than a decade, Midlothian Council's Active Schools programme, in partnership with SportsScotland, have provided opportunities for school pupils to get involved in sport and physical activity before school, during lunch and after school.
- *Midlothian Sports Awards.* Paralympian Scott Quin was crowned Senior Sports Personality at the 2016 Midlothian Sports Awards with commendations and awards being presented to individuals and teams representing ten different sports in varying categories.
- *SportScotland Gold School Award.* Strathesk and Kings Park primary schools have been awarded the Gold Award by SportScotland.
- *Association for Public Service (APSE) Award.* Sport and Leisure and the Lasswade Centre were shortlisted for a Most Improved Performer Award for Sport and Leisure Services.

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

Overall Strategy

- Commencement of examination by Scottish Government Reporters into the Midlothian Local Development Plan
- Further input to the preparation of the Edinburgh and South East Scotland Region City Deal bid to the Scottish Government

Serving Communities

- Approximately £5m was secured in developer contributions towards new education provision, infrastructure, play provision, Borders Rail Line and town centre improvements.
- Participation in a Scottish wide project with Food Standards Scotland and another nine local authorities to

review comprehensively the way in which food businesses are risk rated.

- Council discussion to undertake participatory budgeting in accordance with the provision of the Community Empowerment Act and related guidance.

Economic Development

- Approval of first tranche of LEADER programme Projects
- Approval of a range of Midlothian based project funding applications to the Borders Railway Blueprint Leaders Group.

Housing: The Strategic Housing Investment Plan (SHIP) was finalised and approved by Council. It was submitted to the Scottish Government identifying sites for future development of affordable housing and allocation of resources.

The SHIP indicates a requirement to increase the supply of affordable housing in all areas of Midlothian in order to meet a growing number of households who have a housing need as the private rented sector and owner occupied sectors will not be affordable as housing options for a number of households in Midlothian.

Waste Management:

- Construction has started on the waste residual treatment plant at Millerhill. The facility is being built by Hitachi Zosen Inova (HZI) on behalf of FCC Environment (UK), who signed a 25-year contract to operate the facility on behalf of Midlothian and City of Edinburgh Councils.
- External funding of £19,000 was secured from Zero Waste Scotland to promote food waste recycling.
- Green Santa collected 1.5 tonnes of toys for reuse from Bonnyrigg Primary School, Cornbank Primary School and Lasswade Primary School. Toys and games collected were donated to local charity organisations.

Additional Areas of Interest

Internal Council actions/activities supporting the delivery of agreed outcomes

Delivering Excellence - A programme for change: Delivering Excellence is about looking at how we do things, with a focus on improving outcomes for our residents and our communities within the context of the financial and other challenges ahead. To do this, we need to think about:

- What our priorities are
- What we can change or do differently
- Which services can be improved
- Which services we can stop

Employee engagement and empowerment is at the core of the Delivering Excellence framework. Every council service is being asked to look at what it does, how much it costs, how it performs and how it could be changed and improved.

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

Financial Stewardship and Sustainability

- a) Completion of Quarter 2 Financial Monitoring reports for Council as part of continuing robust scrutiny of Financial Performance
- b) Financial Strategy reports for 2017/18 to 2021/22 presented to Council meetings and other political or senior officer forums which outlines future years budget projections, the impact of the Change Programmes and the financial implications of investment decisions / priorities

Transformational Change

- a) External Engagement for Shaping our Future and launched across Midlothian communities.
- b) Internal Tell Ken campaign for employee engagement launched in October.

Emerging Challenges

FINANCIAL

- Continue work on developing future years budget projections and in particular completing the 2017/18 base budget including the impact of the Change Programmes and the financial implications of investment decisions / priorities for 2017/18 to 2021/22
- Continued financial support for the Council Transformation and Change Programmes. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of

- the fund and develop the benefits tracking and realisation process
- Strengthen financial stewardship in a climate of reducing budgets and increasing service provision.

ADULT HEALTH AND CARE

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

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

COMMUNITY SAFETY

The number of dishonesty crimes and domestic housebreakings in Midlothian continued to increase in Q3. The Community Safety Delivery Group is working on the delivery of a comprehensive awareness campaign with Police Scotland on operation RAC (Reduce and Capture) and to raise awareness of home security through the *Lock Down Crime* launched prior to the holiday period. Additional Police resource has been deployed in Midlothian during the period and currently continues.

GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

The number of children Looked After at home has increased by 57% over the last quarter to 66 children. The reason for this significant increase is not fully understood, however suffice to acknowledge we still remain below the Scottish average per 1000 for Midlothian children looked after at home which is 14.6 compared to the national rate of 14.9.

Full implementation of the new Education (Scotland) Act 2015 including preparing primary schools for the full implementation of 25hrs and Gaelic provision; and the requirements of the National Improvement Framework as new reporting measures come into force.

Following the outcome of the recent Judicial Review, managing the legislative status of Named Person which was due to come into force on 31 August.

Recruitment of primary teachers remains a risk. Although we have secured an additional pool of permanent supply, this will continue to be flagged as a risk as we move into term 2. Any potential lack of supply will make releasing staff for moderation training and activities challenging, thus impacting on work towards robust teacher judgements.

Ongoing work to prepare for the implementation of 1140 hours by 2020. However Midlothian is making very good progress and our work on the new Woodburn Hub was recently recognised as good practice in the recently published Scottish Govt report "A blueprint for 2020. The expansion of Early Learning and Childcare in Scotland" and this will help inform the ongoing implementation of 1140hrs by 2020.

IMPROVING OPPORTUNITIES FOR MIDLOTHIAN

Lifelong Learning and Employability

New opportunities are now emerging for the replacement employability funded programmes by Scottish Government. LLE will embrace these opportunities to attract resources to support adults and young people to secure employment through these new funded programmes, which will complement the recent funds secured through European Structural Funds.

Road Services:

With the reduction of next year's road maintenance revenue budget there will be a reduced level of flexibility to address changing circumstances. The asset management system will be utilised to maximise use of capital funding allocation. Prioritise remaining revenue funding.

The findings of the Flood Risk Management Plans published in June 2016 will be implemented. Our intention is to work with other Councils, the Scottish Environmental Protection Agency (SEPA) and Scottish Water to draw on their expertise in assisting in considering what mitigation measures can be undertaken or considered.

The council will negotiate with the Shawfair developers and others to see the completion of rail and transportation infrastructure.

Land and Countryside:

Emily Bing continues to be monitored pending a permanent solution.

To improve access for all abilities to Midlothian Town Parks Play areas additional roundabout in King George the fifth Park Bonnyrigg will be installed.

SUSTAINABLE GROWTH and HOUSING

Overall Strategy

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

Serving Communities

- Building the capacity of Community Councils and third sector groups to engage fully in community planning and neighbourhood planning work to achieve demonstrable outcomes for their communities.
- Mitigate the impact of welfare reform.
- Deliver on health and safety, and food safety responsibilities and tackle underage sales of tobacco.
- Review the climate change and biodiversity agenda for Midlothian.
- Dealing with an increased prevalence of pests of public health significance.
- Managing changes in the enforcement of animal feedstuffs legislation.
- Managing minor gas ingress to residential properties in Gorebridge
- Managing requirements arising from introduction of new Scottish Landlord Registration system.
- Enforcement of new Smoking Prohibition (Children in Motor Vehicles) Act 2016

Economic Development

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

Housing Services: The Edinburgh and South East Scotland (ESES) City Deal continues to play an important part in the policy approach to housing, as a specific workstream which continues to be developed as a general "ask" in relation to the role of cities in economic development and public service delivery by strengthening the housing programme capability as a key driver for the south east of Scotland economy.



A unique collaboration between the six local authorities and the UK and Scottish Governments to drive forward the housing supply across the city region. Upfront infrastructure finance can deliver transformational change in regional housing supply and Midlothian Housing Services continue the collaborative development and refinement of current proposals.

Waste Management: Viridor are reporting increased contamination of materials in household blue bins and commercial trade waste recycling bins. Work is continuing to understand reasons behind the increase and measures that can be taken to reduce levels of contamination. This may affect future recycling rates as more waste collected for recycling is instead sent for disposal. Discussions are ongoing with Viridor in terms of additional costs to deal with contamination.





Following the contractor for residual waste going into administration, waste is now being land filled as an interim measure without any secondary treatment. The short term contract, until the waste treatment facility at Millerhill becomes operational, is out for tender and returns will be evaluated against the potential to reduce waste to landfill.

Midlothian Council PI summary



Outcomes and Customer Feedback



Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Total number of complaints received (cumulative)	4,756	2,998	1,730	3,215	4,531		Q3 16/17: Some issues were identified within the system which meant that the accuracy of the complaints data was not reliable. A data cleansing exercise is being undertaken. As a result no quarter three data has been included and work is ongoing to rectify this.				

Making the Best Use of our Resources



Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£191.344m	£197.041m	£202.266m	£203.331m	£203.757m		Q3 16/17: Off Target.		£202.050m		
03. Manage stress and absence	Sickness Absence Days per Employee (All employees)	8.29	5.76	2.17	3.76	6.3		Q3 16/17: On Target		8	Total number of employees (FTE) All employees including teachers	3,713.05
											Number of days lost (cumulative)	13,976.87

Corporate Health

Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
05. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		Q3 16/17: On Target		100%	Number of high risks reviewed in the last quarter	7
											Number of high risks	7

04. Process invoices efficiently	Percentage of invoices sampled and paid within 30 days (LGBF)	89.7 %	90.9 %	88.8 %	90.8 %	88.4 %		<p>Q3 16/17: Off Target The % value of invoices paid within 30 days is 97%. A new set of measures have been drafted by the Improvement Service in conjunction with the Scottish Local Authorities Accounts Payable Forum. It is anticipated that these new measures will take effect from 1st April 2017.</p> <p>The volume of invoices for processing in December required additional resource to be deployed in Payments Team in order to try and ensure all payments were cleared in last payment run prior to Christmas.</p>		95.0 %	Number received (cumulative)	48,911
											Number paid within 30 days (cumulative)	43,236

Improving for the Future

Priority	Indicator	2015/16	Q3 2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
06. Implement improvement plans	% of internal/external audit actions in progress	72.13 %	28.21 %	33.93 %	67.65 %	19.77 %		<p>Q3 16/17: Off Target. There are 86 Audit actions in progress of which 17 are On Target. The outstanding actions are being addressed by the relevant managers within each Service</p>		85%	Number of Actions on target	17
											Number of actions in progress	86

