

Notice of Meeting and Agenda



Midlothian Council

Venue: Virtual Meeting,

Date: Tuesday, 05 October 2021

Time: 11:00

Executive Director : Place

Contact:

Clerk Name: Ross Neill

Clerk Telephone:

Clerk Email: ross.neill@midlothian.gov.uk

Further Information:

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

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9.2 Proposed Replacement of Newtongrange Library - by Head of Development

10 Date of Next Meeting



SNP Group

Notice of Motion

Antisocial Behaviour

Midlothian Council reaffirms its belief that antisocial behaviour in our communities is wholly unacceptable. The Council also recognises that antisocial social behaviour has an impact across the community, and especially so for close neighbours of perpetrators.

Whilst appropriate enforcement action should always be pursued rigorously by all partners involved, the prevention of anti social behaviour and de-escalation of anti social behaviours could potentially save resources and distress to Midlothian residents.

Therefore, the Council will bring forward a paper to the next full Council to establish a business case for investing in measures to robustly address and prevent antisocial behaviour, including an option to reinstate Community Safety Officers.

Midlothian Council also notes that the role of Police Scotland is crucial to a joined up approach in tackling anti social behaviour and asks that they are asked to contribute to the forthcoming paper.

Proposed By:

Councillor Debbie McCall



Seconded By:

Councillor Colin Cassidy



21 September 2021



SNP Group

Notice of Motion

Cost of living crisis

This Council acknowledges that Midlothian residents are facing a cost of living crisis - with a toxic concoction of cuts to in work benefits, tax hikes and the long-term damage of Brexit hammering low and middle income families.

This Council also notes warnings that energy bills are expected to rise, alongside National Insurance payments as well as an increase in inflation. This perfect storm will create further pressures to families, and potentially impact Midlothian Councils medium term financial strategy.

This Council will therefore write to the Prime Minister ahead of the UK Government budget and outline the urgent need to boost household incomes, and reverse rising levels of poverty in the UK. The Council should make clear in its content that it is essential that an emergency package of measures is introduced to boost incomes and reverse the damage caused by Tory policies.

The Council will also bring a report to the next council outlining the potential impacts to Midlothian including likely pressures on housing and homelessness, child poverty, in work poverty and other likely impacts

Proposed By:

Councillor Kelly Parry



Seconded By:

Councillor Debbi McCall



21 September 2021

Audit Committee Annual Report 2020/21**Report by Chair of Audit Committee****Report for Decision****1 Recommendations**

The Council is asked to consider the performance of its Audit Committee and its assurances to the Council as set out in the Audit Committee Annual Report 2020/21 (Appendix 1).

2 Purpose of Report/Executive Summary

The purpose of this report is to provide all Members of Midlothian Council with the Audit Committee Annual Report 2020/21 that sets out how the Audit Committee has fulfilled its remit and provides assurances to the Council.

It is important that the Council's Audit Committee fully complies with best practice guidance on Audit Committees to ensure it can demonstrate its effectiveness as a scrutiny body as a foundation for sound corporate governance of the Council.

The Audit Committee Annual Report 2020/21, which is appended to this report as Appendix 1 for consideration, is intended both to provide assurance to full Council and to identify areas of improvement which are designed to enhance the Audit Committee's effectiveness as a scrutiny body. Midlothian Council continues to adopt this best practice.

Date 17 September 2021**Report Contact:**

Jill Stacey Tel No
jill.stacey@midlothian.gov.uk

3 Background

- 3.1** It is important that the Council's Audit Committee fully complies with best practice guidance on Audit Committees to ensure it can demonstrate its effectiveness as a scrutiny body as a foundation for sound corporate governance for the Council.
- 3.2** The Chartered Institute of Public Finance and Accountancy (CIPFA) issued an updated guidance note Audit Committees Practical Guidance for Local Authorities and Police 2018 Edition (hereinafter referred to as CIPFA Audit Committees Guidance). It incorporates CIPFA's Position Statement: Audit Committees in Local Authorities and Police which sets out CIPFA's view of the role and functions of an Audit Committee. The CIPFA Audit Committees Guidance includes the production of an annual report on the performance of the Audit Committee against its remit for submission to the Council.

4 Audit Committee Annual Report 2020/21 and Self-Assessments

- 4.1** The Audit Committee Annual Report 2020/21, which is appended to this report as Appendix 1 for consideration, is intended both to provide assurance to full Council and to identify areas of improvement which are designed to enhance the Audit Committee's effectiveness as a scrutiny body. Midlothian Council continues to adopt this best practice.
- 4.2** The Audit Committee carried out self-assessments of Compliance with the Good Practice Principles Checklist and Evaluation of Effectiveness Toolkit from the CIPFA Audit Committees Guidance during an Informal Session on 4 May 2021 facilitated by the Chief Internal Auditor. The Audit Committee at its special meeting on 17 August 2021 agreed these self-assessments and approved their Annual Report 2020/21 for presentation to Council.
- 4.3** The outcome of the self-assessments was a medium degree of performance against the good practice principles and a medium degree of effectiveness. Improvements were identified focussing on activity to improve its effectiveness in fulfilling its role. In summary these are:
- Utilise the CIPFA Skills and Knowledge toolkit.
 - Obtain feedback on its performance from a range of Executive Directors and others who interact with the Committee.
 - Review and scrutinise the Risk Management Policy and Strategy on a regular basis.
 - Understand the effectiveness of other Committees fulfilling their remits on which the Audit Committee places reliance.
 - Continue to ensure the application in practice of the Audit Committee's treasury management scrutiny role in advance of Council approval.
 - Enhance scrutiny and challenge on its Action Log to ensure that Audit Committee recommendations had been recorded and monitored to ensure they were fully implemented to its satisfaction.
 - Schedule a recruitment, selection and appointment process for the independent members of the Audit Committee prior to May 2022 local government elections to enable those appointed to benefit from the elected members' induction programme.

5 Report Implications (Resource, Digital, Risk and Equalities)

5.1 Resource

The Council has provided support and resources to the Audit Committee throughout the year including a Democratic Services Officer as the Minute secretary.

In terms of accountability and independence to ensure conformance with the Public Sector Internal Audit Standards (PSIAS), the Chief Internal Auditor reports functionally to the Audit Committee as outlined within the Internal Audit Charter. The Chief Internal Auditor facilitated the annual self-assessment process, and will support the Audit Committee to implement its identified improvement actions.

5.2 Digital

There are no digital implications arising from this report.

5.3 Risk

The role of the Audit Committee includes the high level oversight of the effectiveness of the Council's systems of internal financial control, internal control and governance, including risk management.

There is a risk that the Audit Committee does not fully comply with best practice guidance thus limiting its effectiveness as a scrutiny body as a foundation for sound corporate governance. The completion of the annual self-assessment and identification of improvement actions as evidenced through this Annual Report will mitigate this risk.

5.4 Ensuring Equalities

This report does not relate to a new or revised policy, service or budget change, which affects people (the public or staff), so an Integrated Impact Assessment (IIA) is not an applicable consideration.

5.5 Additional Report Implications (See Appendix A)

APPENDIX A – Additional Report Implications

A.1 Key Priorities within the Single Midlothian Plan

Although this report does not relate directly to the key priorities within the Single Midlothian Plan to which Midlothian Council and its Community Planning Partners have made a commitment (Reducing the gap in economic circumstances; Reducing the gap in learning outcomes; Reducing the gap in health outcomes; and Reducing the impact of climate change), good governance is important to enable Midlothian Council to deliver its key priorities in support of achieving the Council's objectives.

A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☐ Holistic Working
- ☐ Hub and Spoke
- ☒ Modern
- ☒ Sustainable
- ☐ Transformational
- ☐ Preventative
- ☐ Asset-based
- ☒ Continuous Improvement
- ☐ One size fits one
- ☐ None of the above

Midlothian Council is committed to creating a great place to grow supported by the 9 drivers for change. Self-assessment of the Audit Committee utilising best practice toolkits underpins its own continuous improvement to ensure that modern and sustainable governance arrangements are in place.

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☒ One Council Working with you, for you
- ☒ Preventative and Sustainable
- ☒ Efficient and Modern
- ☒ Innovative and Ambitious

A.4 Delivering Best Value

Self-assessment of the Audit Committee utilising best practice toolkits underpins its own continuous improvement to enhance its effectiveness as a scrutiny body as a foundation for sound corporate governance of the Council, thus supporting the delivery of the Council's best value duties.

A.5 Involving Communities and Other Stakeholders

The Audit Committee in fulfilling its governance role acts as a bridge between the Council and other stakeholders.

A.6 Impact on Performance and Outcomes

The members of the Audit Committee have reflected on the performance and outcomes against the remit of the Committee through the completion of annual self-assessments. The identification of improvement actions as evidenced through the Audit Committee Annual Report are designed to enhance its effectiveness as a scrutiny body as a foundation for sound corporate governance of the Council.

A.7 Adopting a Preventative Approach

Assurances received by the Audit Committee from Management, Internal Audit and External Audit set out the assessment of prevention and detection internal controls and governance arrangements.

A.8 Supporting Sustainable Development

This report does not relate directly to supporting sustainable development. Good governance is important to enable Midlothian Council to achieve its objectives.

**MIDLOTHIAN COUNCIL
AUDIT COMMITTEE
ANNUAL REPORT FROM THE CHAIRMAN – 2020/21**

Item 8.2

This annual report has been prepared to inform the Midlothian Council of the work carried out by the Council's Audit Committee during the financial year. The content and presentation of this report meets the requirements of the CIPFA Audit Committees Practical Guidance for Local Authorities and Police 2018 Edition (hereinafter referred to as CIPFA Audit Committees Guidance) to report to full Council on a regular basis on the Committee's performance in relation to the terms of reference and the effectiveness of the Committee in meeting its purpose.

Meetings

There were virtual meetings of the Audit Committee 5 times during the financial year which included meetings on 22 June, 18 August (additional), 12 October, 8 December 2020, and 9 March 2021 to consider reports pertinent to the audit cycle and its terms of reference. The meetings scheduled on 26 May 2020 and 26 January 2021 were cancelled due to pandemic lockdown restrictions.

The Audit Committee is a key component of Midlothian Council's corporate governance. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards. The purpose of the audit committee is to provide independent assurance to elected members of the adequacy of the risk management framework and the internal control environment. It provides independent review of Midlothian Council's governance, risk management and control frameworks, and oversees the financial reporting and annual governance processes. It oversees internal and external audit, helping to ensure efficient and effective assurance arrangements are in place.

The Audit Committee reviewed the draft Annual Governance Statement 2019/20 at its meeting on 22 June 2020 in order to assess whether it properly reflects the risk environment and whether the content is consistent with its evaluation of the internal controls and governance arrangements based on evidence received during the year. The Audit Committee scrutinised the unaudited Annual Accounts 2019/20 of the Council at its additional meeting on 18 August 2020, having not received them as originally expected for consideration at its meeting on 22 June 2020 but received them by email on 30 June 2020. It reviewed the final audited accounts at its meeting on 12 October 2020 alongside the External Audit report on their annual audit 2019/20 to consider any concerns or improvements arising from the audit, prior to recommending to the Council that they be adopted. The Audit Committee scrutinised the Annual Report and Accounts of the Council at appropriate times in accordance with its terms of reference, which also includes the promotion of good governance, and financial and ethical standards.

The Audit Committee approved the Internal Audit Charter, and the Internal Audit Strategy and Annual Plan. It monitored Internal Audit's performance including progress against annual plan, conformance with Public Sector Internal Audit Standards (PSIAS), and quality assurance and improvement plan (QAIP) within Internal Audit mid-term performance and annual assurance reports, and considered the statutory annual audit opinion within the Internal Audit Annual Assurance Report. It considered Internal Audit's reports which set out executive summaries of findings, audit opinions, good practice and recommendations associated with each assurance review, as well as other work. It monitored the implementation of agreed actions through receipt of two reports during the year from Internal Audit.

The Audit Committee has reviewed the External Audit Strategy and Plan Overview for Midlothian Council, considered External Audit reports including the annual report to Members and the Controller of Audit on the annual audit of the Council, reviewed the main issues arising from the External Audit of the Council's statutory accounts, and monitored the implementation of agreed actions arising.

The Audit Committee received quarterly update reports from the Risk Manager during the year on corporate risks and mitigations, to ensure it has oversight of the effectiveness of the risk management process. At its meeting in June 2020 the Committee agreed that a report would be requested on the review and scrutiny of the Risk Management Policy and Strategy.

The Audit Committee considered the adequacy and effectiveness of the Council's counter fraud arrangements by way of an annual report which set out the counter fraud activity and outcomes, and received assurances from Auditors on fraud risks and controls and from the Integrity Group on counter fraud controls assessment.

The Audit Committee is the governance body responsible for scrutiny of the treasury management strategy, mid-term and annual performance reports prior to their presentation to Council for approval, in accordance with the CIPFA Treasury Management Code of Practice. In response to a previous Internal Audit recommendation, plans were put in place for the 2020/21 schedule of meetings to ensure the sequencing of all three treasury management reports presentation to enable the Audit Committee to effectively fulfil its role on scrutiny of treasury management. Audit Committee scrutiny in advance of Council approval occurred in-year for the annual treasury management report 2019/20 at its meeting on 22 June 2020 and for the mid-term treasury management report 2020/21 at its meeting on 8 December 2020. The planned opportunity for Audit Committee scrutiny of 2021/22 treasury management strategy in advance of Council approval did not occur due to the cancellation of the January 2021 Audit Committee meeting during the second pandemic lockdown period. However, a Briefing for all elected members on the 2021/22 treasury management strategy was held on 17 February 2021, to which the two independent Members of the Audit Committee were also invited.

The minutes of Audit Committee meetings were presented for approval by the Council, and any exceptional items or recommendations were referred to the Council in accordance with the remit.

Membership

The Membership of the Audit Committee is part of the Council's approved Scheme of Administration (amended June 2017) namely being six Members of the Council and two non-voting members appointed from an external source. Two of the six Elected Members on the Audit Committee are in the Cabinet (Committee with executive decision-making powers), which is not in compliance with CIPFA audit committee good practice on membership i.e. separation from the executive. However, the current membership reflects the Council's approved Scheme of Administration i.e. there should be a one third equal split on all Committees reflecting the number of Councillors for each political party, and the Audit Committee operates with an independent Chair and a second independent member to provide the opportunity for independent scrutiny and challenge. The two non-voting external members were appointed from the community following a recruitment and selection process carried out during 2017.

The Committee membership during the year included Mr M Ramsay (Chair), Councillors C Cassidy, A Hardie, D Milligan, J Muirhead, K Parry and P Smaill, and Mr P De Vink.

The attendance by each member at the Committee meetings throughout the year was as follows:

Member	22 June 2020	18 August 2020	12 October 2020	8 December 2020	9 March 2021
Mr M Ramsay (Chair)	√	√	√	√	√
Cllr C Cassidy	√	√	√	√	√
Cllr A Hardie		√	√	√	√
Cllr D Milligan		√	√	√	√
Cllr J Muirhead	√	√	√		
Cllr K Parry		√	√	√	
Cllr P Smaill	√	√	√	√	√
Mr P De Vink	√	√		√	√

Every meeting of the Audit Committee in 2020/21 was quorate (i.e. at least three elected members present). Cllr D Alexander attended the March 2021 meeting as a substitute for Cllr K Parry.

All other individuals who attended the meetings are recognised as being “In Attendance” only. The Chief Executive, Executive Directors, Chief Officer Corporate Solutions (Section 95 Officer), External Audit (EY), and Internal Audit attend all Audit Committee meetings, and other senior officers also routinely attend Audit Committee meetings. The Council has provided support and resources to the Audit Committee throughout the year including a Democratic Services Officer as the Minute secretary.

Skills and Knowledge

Given the wider corporate governance remit of Audit Committees within local government and the topics now covered by the external and internal audit functions, it is noteworthy that there is a range of skills, knowledge and experience that Audit Committee members bring to the committee, not limited to financial and business management. This enhances the quality of scrutiny and discussion of reports at the meetings. No one committee member would be expected to be expert in all areas.

Self-Assessment of the Committee

The annual self-assessment was carried out by members of the Audit Committee on 4 May 2021 during an Informal Session facilitated by the Chief Internal Auditor using the Good Practice Principles Checklist and Evaluation of Effectiveness Toolkit from the CIPFA Audit Committees Guidance. This was useful for Members to ensure the Committee can demonstrate its effectiveness as a scrutiny body as a foundation for sound corporate governance of the Council.

The outcome of the self-assessments was a medium degree of performance against the good practice principles and a medium degree of effectiveness. Improvements were identified focussing on activity to improve its effectiveness in fulfilling its role. In summary these are:

- Utilise the CIPFA Skills and Knowledge toolkit.
- Obtain feedback on its performance from a range of Executive Directors and others who interact with the Committee.
- Review and scrutinise the Risk Management Policy and Strategy on a regular basis.
- Understand the effectiveness of other Committees fulfilling their remits on which the Audit Committee places reliance.
- Continue to ensure the application in practice of the Audit Committee’s treasury management scrutiny role in advance of Council approval.
- Enhance scrutiny and challenge on its Action Log to ensure that Audit Committee recommendations had been recorded and monitored to ensure they were fully implemented to its satisfaction.
- Schedule a recruitment, selection and appointment process for the independent members of the Audit Committee prior to May 2022 local government elections to enable those appointed to benefit from the elected members’ induction programme.

Informal Sessions have been arranged prior to each of the remaining Audit Committee meetings during 2021/22 to enable these improvements to be progressed and fully implemented.

Assurance Statement to the Council

The Audit Committee provides the following assurance to the Council:

- The Council has received the Minutes of the Audit Committee throughout the year.
- The Audit Committee has operated in accordance with its agreed terms of reference, covering the themes of Governance, Risk and Control, Internal Audit, External Audit, Financial Reporting, and Accountability Arrangements, and accordingly conforms to the Audit Committee principles within the CIPFA Position Statement for Audit Committees.

- It focused entirely on matters of risk management, internal control and governance, giving specialist advice to the Council on the value of the audit process, on the integrity of financial reporting and on governance arrangements, and acted as a bridge between the Council and other stakeholders. It did this through material it received from Internal Audit, External Audit, other Audit bodies, and assurances from Management relevant to audit cycle of reporting.
- The Audit Committee has reflected on its performance during the year, and has agreed areas of improvement to enable it to fulfil its scrutiny and challenge role and to enhance its effectiveness.

Within the Internal Audit Annual Assurance Report 2019/20 that was presented to the Audit Committee in June 2020 it was stated that Members were not aware of when the Risk Management Policy and Strategy were most recently reviewed and scrutinised. In response the Audit Committee agreed that a report would be requested on the review and scrutiny of the Risk Management Policy and Strategy with the action assigned to the Waste, Risk and Resilience Manager and an expected completion date of January 2021. This is still awaited, has been twice delayed from the original expected completion date, though a revised expected completion date of December 2021 has been agreed with the Chief Officer Place. It is important that the Audit Committee is given the opportunity to regularly scrutinise the Risk Management Policy and Strategy as the basis of the Council's risk management framework in order that the Audit Committee is able to fulfil its oversight role to monitor the effective development and operation of risk management in the Council.

During the year, as a result of reviewing a number of reports in different areas, along with the recommendation follow-up reports, the Audit Committee became concerned at the length of time taken by Management to address Internal Audit recommendations. The impression has been given that Management monitoring (the "second line") is not receiving the attention it merits, and the Audit Committee looks forward to seeing noticeable improvement in the coming year as the Management restructure and post pandemic situation settles.

Recommendation of the Terms of Reference for the Audit Committee for the coming year

This report and the annual self-assessment indicate that two of the six Elected Members on the Audit Committee are in the Cabinet (Committee with executive decision-making powers), which is not in compliance with CIPFA audit committee good practice on membership i.e. separation from the executive. The Council is requested to give consideration to excluding the Audit Committee membership from the Scheme of Administration requirement (i.e. there should be a one third equal split on all Committees reflecting the number of Councillors for each political party), or consider an alternative arrangement, to enable the Membership of the Audit Committee to comply with the Membership requirements set out in the CIPFA audit committee good practice, i.e. separation from the executive. This would enhance the Audit Committee's independence in the high level scrutiny and oversight of internal controls, risk management and governance arrangements.

Mike Ramsay
Chairman of Audit Committee
16 July 2021

Statutory Plan for the Delivery of Learning and Development in our Communities 2021 to 2024 by Midlothian Council and Partners.**Report by Joan Tranent, Chief Officer Children's Services, Partnerships and Communities****Report for Decision****1 Recommendations**

Council is recommended to:

- Approve the Community Learning and Development Partners' Strategy and Action Plan for 2021 to 2024.
- Note the priority areas for 2021 to 2024 and that progress will be reported as part of the Single Midlothian Plan Performance Reporting.
- Agree to formally submit the strategy and action plan to Education Scotland.

2 Purpose of Report/Executive Summary

The purpose of this report is to seek approval of a new three year Learning and Development in the Community Strategy and Action Plan (2021 to 2024). This is a statutory requirement as detailed in the amended Education (Scotland) Act 1980. The Act places a duty on Councils to ensure adequate and efficient delivery of Community Learning and Development activities in partnership with Community Planning Partners. This report outlines the statutory duties to report on behalf of the Community Planning Partnership. National Guidance requires strategies to seek formal Council approval.

Date 25th August 2021

Report Contact:

Annette Lang 07880279937

annette.lang@midlothian.gov.uk

3 Background

- 3.1 The key policy areas related to learning and development in our community are: community engagement, learning, literacy, numeracy, English for speakers of other languages, community empowerment, work with young people, adults, families and communities, employability, fair work, inequality, community justice, social enterprise, regeneration, addressing health inequalities and staff/volunteer development.

There is an expectation on local authorities to:

- Coordinate the provision of community learning and development with stakeholders.
- Describe the actions that will be taken to provide and coordinate community learning and development between 1st September 2021 and 21st August 2024.
- Describe the actions of partners for the provision of community learning and development from 1st September 2021 to 31st August 2024.
- Describe any needs for providing community learning and development that will not be met between these dates above.

An assessment has been undertaken against these policy areas. This highlights that we are working strongly together to ensure that the needs of the local community and national policies are prioritised and are central to the learning and development work taking place in our Midlothian Communities.

However, the assessment highlighted areas that require specific attention where Community Learning and Development and Partners can contribute to:

- Covid 19 Recovery and Engagement
- Social Interaction, Health and Wellbeing
- Pathways to Learning, Personal Development and Employment
- Digital and Resilient Communities of the Future
- Carbon Neutral by 2030
- Enhance Our Workforce and Volunteers Skills.

Below is a summary diagram of the priority themes:



The full plan is contained within **Appendix B**.

4 Report Implications (Resource, Digital and Risk)

4.1 Resource

Midlothian Council currently funds community learning and development activities through a number of methods including direct delivery by Council staff, partner organisations and through grants to the voluntary sector. External funding has been secured by a number of partners to enable the breadth and depth of provisions currently available. The plan acknowledges the need to work towards engagement and provision levels prior to the start of the pandemic. This will also include increased online and blended methods of delivery as well as face to face.

4.2 Digital

There is a significant section of the plan that focuses on digital to increase opportunities for local people to access learning as well as actions to ensure digital inclusion and participation.

4.3 Risk

The plan for Midlothian remains ambitious and will take learning and development in our communities activity forward, taking into account the uncertainties of the pandemic and funding levels. The plan sets out a number of challenges and risk reducing measures. Risk levels will be monitored and reviewed on a regular systematic basis through community planning performance reporting.

Our statutory duty is to provide 'adequate and efficient' provision. This is not defined in full by law and is subject to the judgement of Her Majesty's Inspectorate for Education (HMIE). Judgements will be based on the existing national standards for delivery of community learning and development activities set out in the Education Scotland inspection Guidance "How Good is the Learning and Development in our Community". Risk may be included within the Local Area Network Risks for Midlothian.

4.4 Ensuring Equalities (if required a separate IIA must be completed)

This plan actively supports those from equality groups to engage with learning and development activities in their community therefore an IIA has been completed and is attached as Appendix C.

4.5 Additional Report Implications (See Appendix A)

See Appendix A below.

Appendices

Appendix A -	Additional Report Implications
Appendix B -	Community Learning and Development Partners' Plan 2021 to 2024 – link provided below
Appendix C –	Integrated Impact Assessment – Members' Library

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

Reducing the gap in learning outcomes
Reducing the gap in health outcomes
Reducing the gap in economic circumstances
Carbon Neutral by 2020

A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☒ Holistic Working
- ☒ Hub and Spoke
- ☒ Modern
- ☒ Sustainable
- ☒ Transformational
- ☒ Preventative
- ☒ Asset-based
- ☒ Continuous Improvement
- ☒ One size fits one
- ☐ None of the above

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☒ One Council Working with you, for you
- ☒ Preventative and Sustainable
- ☒ Efficient and Modern
- ☒ Innovative and Ambitious
- ☐ None of the above

A.4 Delivering Best Value

Best value delivery is a core principle of the Community Learning and Development Plan 2021 to 2024.

A.5 Involving Communities and Other Stakeholders

The 2021 to 2024 Community Learning and Development Strategy has been the product of engagement with learners, volunteers, community and third sector organisations. The consultation results gathered over 500 individual and group views which directly informed the content and priority actions.

A.6 Impact on Performance and Outcomes

The Community Learning and Development Plan 2021 to 2024 submits performance reports to the Improving Opportunities Midlothian (IOM) strand of the Single Midlothian Plan which are scrutinised through these governance arrangements.

A.7 Adopting a Preventative Approach

A preventative approach is a key principle in addressing the learning and development needs of the communities of Midlothian.

A.8 Supporting Sustainable Development

The Community Learning and Development Plan 2021 to 2024 has as a priority theme outlining the sectors contribution to sustainable development.

Appendix B

<https://midlothian.cmis.uk.com/live/Documents/PublicDocuments.aspx>

Midlothian Council's Housing Services Assurance Statement 2021**Report by Kevin Anderson, Executive Director - Place****Report for Decision****1 Recommendations**

Council is recommended to approve the AAS attached at Appendix 1 for submission to the SHR by 31 October, 2021.

2 Purpose of Report/Executive Summary

To comply with the Scottish Housing Regulator's (SHR) Regulatory Framework, the Council must approve and submit an Annual Assurance Statement (AAS) each year providing assurance that it is meeting legislative and regulatory standards for social housing in Scotland. This report explains the Regulatory Framework and appends an Assurance Statement for approval by Council.

The AAS confirms the Council fully meets the SHR required standards and outcomes. Following Council approval, the AAS will be published on the SHR and Midlothian Council's websites.

Date: 6 September 2021**Report Contact:** Simon Bain, Acting Head of Housing Services**email:** simon.bain@midlothian.gov.uk**tel:** 0131 271 6679

3 Background

The Housing (Scotland) Act 2010 sets out the requirement for a Scottish Social Housing Charter (SSHC) and the statutory objectives, functions, duties and powers of the SHR.

The SSHC sets the standards and outcomes that all social landlords should aim to achieve when performing their housing activities. The SHR monitors, assesses and reports on the SSHC. The SHR's statutory objective is to safeguard and promote the interests of current and future tenants, people who are homeless, factored owners and Gypsy/Travellers.

A Regulatory Framework sets out the approach to regulation.

<https://www.housingregulator.gov.scot/for-landlords/regulatory-framework#>.

The SHR monitors, assesses, reports and intervenes (as appropriate) in relation to Scottish social landlord performance and housing activities. The current framework came into force in April 2019 and it requires all social landlords to submit an AAS providing assurance that their organisation complies with the relevant requirements of Chapter 3 of the framework. The AAS provided at Appendix 1 replaces the AAS submission for 2020 approved by Council on 17 November 2020.

As the governing body, Midlothian Council is required to approve Midlothian Council's Housing Services Assurance Statement 2021, provided at Appendix 1, and an Annual Assurance Statement of Compliance, provided at Appendix 2.

All Scottish social landlords are required to report performance to the SHR annually through the Annual Return on the Charter (Midlothian Council submitted this in May 2020) and report to tenants during December 2021. The SHR analyses each charter return and then publishes an individual Engagement Plan for each landlord, which focuses on areas for improvement. Midlothian's Engagement Plan, March 2021 – March 2022, is focussed on services for people who are homeless as we emerge from the Covid pandemic (this applies to all local authorities) and performance in respect of the emergency repairs service.

Midlothian Council has existing scrutiny and performance structures in place to ensure assurance can be given that housing services are delivered in accordance with legislation, regulatory standards and best practice guidance.

Midlothian Council can give assurance in compliance with all of the statutory obligations, including The Homeless Persons (Unsuitable Accommodation) (Scotland) Amendment Order 2017.

4 Report Implications (Resource, Digital and Risk)

4.1 Resource

There are no resource implications related to this report.

4.2 Digital

There are no digital implications related to this report.

4.3 Risk

There are no risk implications related to this report.

4.4 Ensuring Equalities (if required a separate IIA must be completed)

The contents of this report were considered under the Council's Integrated Impact Assessment process and it was determined that undertaking such an assessment was not required.

4.5 Additional Report Implications

Appendix 1 – Annual Assurance Statement

Appendix 2 – Annual Assurance Statement Assessment of Compliance

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

Delivering housing services in accordance with legislation, regulatory standards and best practice guidance contributes to the Midlothian 2020 vision of improving the quality of life for Midlothian's citizens and safeguarding housing assets for future generations.

A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☐ Modern
- ☐ Sustainable
- ☐ Asset-based
- ☒ Continuous Improvement

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☐ One Council Working with you, for you
- ☒ Preventative and Sustainable
- ☐ Efficient and Modern
- ☐ Innovative and Ambitious

A.4 Delivering Best Value

Midlothian Council manages all aspects of its business so that tenants and other customers receive services that provide value for money for the rent and other service charges they pay.

A.5 Involving Communities and Other Stakeholders

Information sharing and consultation has taken place with the Midlothian Tenants Panel on 3 September 2021.

The AAS will be made available on the Council's website along with the SHR's Landlord Performance Report and Engagement Plan.

A.6 Impact on Performance and Outcomes

Referenced in section 3 of this report.

A.7 Adopting a Preventative Approach

Not applicable.

A.8 Supporting Sustainable Development

Not applicable.

Appendix 1

Midlothian Council Assurance Statement

5 October 2021

Midlothian Council complies fully with duties, obligations, and responsibilities placed on landlords by legislation and through statutory guidance and is working towards delivering good outcomes set out in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services.

I confirm I have seen and considered appropriate information and evidence necessary to give me assurance.

The Annual Assurance Statement was approved at the Council meeting held on 5 October 2021.

Signed:

Date of Signing:

Councillor Stephen Curran, Cabinet Member for Housing Services

Scottish Housing Regulator (SHR) - Annual Assurance Statement (AAS) Assessment of Compliance**SHR Requirement**

Prepare an AAS in accordance with published guidance, submit it to the SHR between April and 31st October 2021 and make it available to tenants and other service users.

Notify the SHR during the year of any material changes to the assurance on our AAS.

Have assurance and evidence that we are meeting all our legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety.

Notify the SHR of any tenant and resident safety matters which have been reported to or are being investigated by the Health and Safety Executive, or reports from regulatory or statutory authorities, or insurance providers, relating to safety concerns.

Make our Engagement Plan easily available and accessible to our tenants and service users, including online.

Submit an Annual Return on the Charter to the SHR each year in accordance with the SHR published guidance.

Involve tenants, and where relevant, other service users, in the preparation and scrutiny of performance information. We must: agree our approach with tenants; ensure that it is meaningful - that the chosen approach gives tenants a real and demonstrable say in the assessment of performance; publicise the approach to tenants; ensure that it can be verified and be able to show that the agreed approach to involving tenants has happened; involve other service users in an appropriate way, having asked and had regard to their needs and wishes.

Report our performance in achieving and progressing towards the Charter outcomes and standards to our tenants and other service users. We must agree the format of performance reporting with tenants, ensuring that it is accessible for tenants and other service users, with plain and jargon free language.

When reporting our performance to tenants and other service users we must: provide them with an assessment of performance in delivering each of the Charter outcomes and standards which are relevant to the Council; include relevant comparisons - these should include comparisons with previous years, with other landlords and with national performance; set out how and when we intend to address areas for improvement; give tenants and other service users a way to feed back their views on the style and form of the reporting.

Make the SHR report on our performance easily available to our tenants, including online.

Have effective arrangements and a policy for whistleblowing by staff and elected members, which it makes easily available and which we promote.

Make information on reporting significant performance failures, including the SHR leaflet, available to tenants.

Provide tenants and other service users with the information they need to exercise their right to complain and seek redress and respond to tenants within the timescales outlined in our service standards, in accordance with guidance from the Scottish Public Services Ombudsman (SPSO).

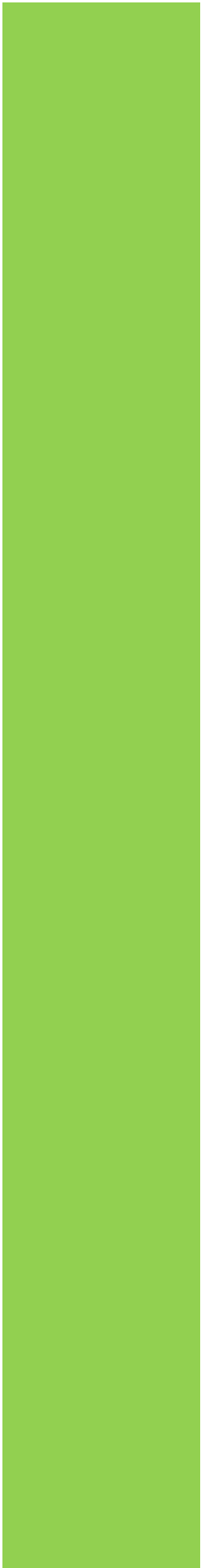
Ensure we have effective arrangements to learn from complaints and from other tenant and service user feedback, in accordance with SPSO guidance.

Have assurance and evidence that we consider equality and human rights issues properly when making all of our decisions, in the design and review of internal and external policies, and in day to day service delivery.

To comply with these duties, we must collect data relating to each of the protected characteristics of our existing tenants, new tenants, people on waiting lists, governing body members and staff. We must also collect data on protected characteristics for people who apply to us as homeless and those who live on our Gypsy / Traveller site.

Assured

Status



Evidence

Committee Report and Appendices, 5 October 2021. The ASS is published on the Council website at http://www.midlothian.gov.uk/info/917/housing/323/housing_strategy_and_performance and can be provided in other formats as requested.

There are no material changes to report at present.

Housing services are delivered in accordance with legislation, regulatory standards and taking account of best practice guidance.

As we progress through and out of the Covid-19 pandemic, the focus of the Housing Service has been ensuring the health and safety of tenants, other service users and Council employees, whilst maintaining core services and providing reassurance and contact for tenants and service users. This has been done in accordance with guidance issued by the Scottish Government, Public Health Scotland and the SHR. The SHR introduced a requirement for social landlords to submit monthly (now quarterly) monitoring information which has been shared with senior officers and councillors, in addition to general service updates provided to Council outlining all Covid-19 service related initiatives implemented by the Housing Service.

Policies and procedures provide clear direction to the Housing Services staff. The Making Performance Matter Appraisal process supports staff to achieve work related objectives linked to service / corporate plans and provide good levels of service to customers.

Internal audit reviews are carried out, most recently on the homelessness service (26 August 2021). Audits are reported to Audit Committee and development plans implemented.

Housing Services data is reported quarterly to the Council's Cabinet and the Performance, Review and Scrutiny Committee.

The Council is a member of the Scottish Housing Network and benchmarks performance against peer local authorities and regularly engages with best practice networks in a culture of scrutiny connected to No health and safety matters have been reported to the Health and Safety Executive in the last 12 months. There are no reports from regulatory or statutory authorities relating to safety concerns.

The Council's current Engagement Plan is published on the Council website at http://www.midlothian.gov.uk/info/917/housing/323/housing_strategy_and_performance

The Annual Return was completed and submitted by 31st May 2021, in accordance with the SHR response timescale.

The Tenant Participation and Customer Engagement Strategy 2020-23 sets out the framework for tenant scrutiny opportunities and is available on the Council's website at

https://www.midlothian.gov.uk/info/200277/tenancy/224/tenant_participation.

Funding is provided to support tenant participation and engagement.

Feedback from homeless service users has shaped the Council's Rapid Rehousing Transition Plan in respect of further transforming services.

The annual performance report is provided to tenants and is available on the Council's website at

http://www.midlothian.gov.uk/info/917/housing/323/housing_strategy_and_performance There are a range of ways tenants can engage with the Housing Service to discuss performance and influence the format and design of the annual performance report.

In addition to published quarterly performance data reported to the Performance, Review and Scrutiny Committee, the annual performance report provides a comparison with other councils based on the Scottish Housing Network's peer group system. The report compares the Council's performance with the Scottish average and if performance has improved or deteriorated over the previous year. A narrative is provided highlighting key points and identifies areas for improvement.

The current SHR report is available on the Council's website at
http://www.midlothian.gov.uk/info/917/housing/323/housing_strategy_and_performance

The Council's Whistleblowing Policy was last reviewed 17th August 2018. Details are available for staff on the Council's intranet site.

Policies in respect of fraud, corruption and bribery are available to members of the public on the Council's website and staff undertake mandatory eLearning training. Concerns can be reported by telephone and email.

A link to the SHR website is available on the Council's website at
http://www.midlothian.gov.uk/info/917/housing/323/housing_strategy_and_performance

The complaints handling process is available on the Council's website (and link provided on the front page of the website) at https://www.midlothian.gov.uk/info/670/have_your_say/132/complaints_procedure.

Leaflets are available in Council buildings used by members of the public and referred to in written and verbal communications as appropriate with customers. The complaints process is highlighted at the new tenant settling-in visit undertaken within the first 4-6 weeks of tenancy start date.

Complaints performance data is considered at the Housing Services monthly performance review meeting attended by senior officers. This includes details of complaints received, outcomes and lessons learned where service failures are identified and remedial action is taken to improve service.

Housing Services complaints data is reported to the Council's Cabinet and the Performance, Review and Scrutiny Committee. Mandatory eLearning training on Customer First and Complaints handling is undertaken by all staff to ensure they have the necessary skills, knowledge and confidence.

The Council's Equality Plan 2017-21 commits all services to meeting the requirements of equalities legislation and promoting an equal opportunities culture. The Equality Mainstreaming Outcome Progress report (2017-19) sets out how the Council integrates equality across activities and functions when delivering services. This report and other reports is published on the Council's website at
https://www.midlothian.gov.uk/info/200286/equality_and_diversity/136/equality_and_diversity_-_our_commitment.

The Council's Integrated Impact Assessment (IIA) tool is used to ensure the consideration of equality and human rights issues and the impact of decisions on those with protected characteristics.

The Council considers that the decision making process needs to consider the wider scope and therefore the IIA also considers socio-economic inequality, health inequality, human rights, environmental and sustainability matters. All new and existing housing policies and procedures are considered as part of an IIA. The Council's Equality/Diversity Officer is consulted with when new policies, plans, strategies are being reviewed, renewed or developed through the IIA process. This helps to ensure that the needs of all our customers are met.

The Council meets its legal requirements in respect of the corporate reporting. Equalities considerations are a standing item for consideration in all Council Reports being considered by Elected Members and the Corporate Management Team.

The Council's Equality / Diversity Officer delivers appropriate training to the staff teams regarding equality
Midlothian Council collects data relating to protected characteristics for the specified groups.

Action

The winter tenant newsletter posted on social media platforms will provide information on and how to access the 2021 AAS.

The Council provides the SHR with regular performance information and updates on areas for improvement identified in the Council's Engagement Plan. Officers met with SHR on 26 August 2021 to discuss Engagement Plan 2021/22.

The Engagement Plan features in the tenant newsletter.

Meeting scheduled with Midlothian Tenants Panel on 16th November 2021 to review 2020/21 performance, facilitated by the Scottish Housing Network (this is an annual event). This will include considering feedback received regarding the format and design of the performance report for 2020/21.

The winter tenant newsletter will include the performance report for 2020/21.

The summer tenant newsletter provided information on how to access the SHR report for 2020/21 and this will be published on the Council's website.

The winter tenant newsletter will provide annual reminder information on reporting significant performance failures.

The winter tenant newsletter will provide annual reminder information on the complaints handling procedure.

Undertake discussions with the Council's Engagement Officer and Midlothian Peoples Equality Group, which is a group of that represent all the protected characteristics, to establish arrangements to encourage feedback on future policies, plans, strategies.

Undertake a Council-tenant-wide profile survey to collect up to date information across all protected characteristics and socio-economic situation as part of the next tenant satisfaction survey in 2022.

Lothian Buses Limited Review update**Report by Kevin Anderson, Executive Director - Place****Report for Noting****1 Recommendations**

It is recommended that Council notes the progress of reforms to the City of Edinburgh Council's (CEC) Transport Arms Length External Organisation (ALEO), as reported and approved at the CEC Transport and Environment Committee on 19 August, 2021.

2 Purpose of Report/Executive Summary

Following the most recent of the reports to Midlothian Council on this matter, on 15 December, 2020, progress has been made regarding development of options for reform of the City Council's wholly and partly owned Transport Arm's Length External Organisations (Transport for Edinburgh Limited, Edinburgh Trams Limited and Lothian Buses Limited) (the Transport ALEO's).

The subsequent Working Group report received approval for the model and the governance arrangements favoured by the minority shareholders as detailed in the CEC report link provided.

16 September 2020

Report Contact: Kevin Anderson, Executive Director - Place

Tel No: 0131 271 3102

E mail: kevin.anderson@midlothian.gov.uk

3 Background/Main Body of Report

3.1 City of Edinburgh Council holds 91% ownership of Lothian Buses Limited and its subsidiary companies (the rest of Lothian Buses is owned by East, Mid, and West Lothian Councils). Midlothian Council is a minority shareholder in Lothian Buses Limited holding a 5% shareholding in Lothian Buses and is a recipient of a resultant dividend.

The City of Edinburgh Council (CEC) review of the governance and operational arrangements for its transport ALEOs has since determined a preferred approach and the CEC report is appended for reference.

3.2 Preferred Approach to implementation

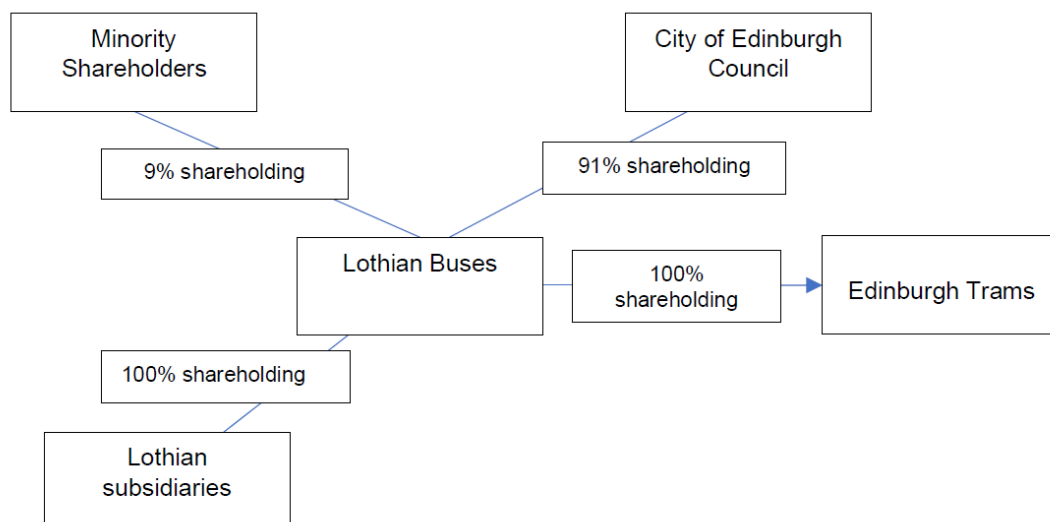
Extract from the CEC Transport and Environment Committee; 19 August, 2021; Reform of Transport Arm's Length External Organisations;

4.20 Taking account of all considerations, the approach recommended is to progress to reconstitute the Lothian Buses corporate entity with an amended Memorandum and Articles of Association, to be responsible for multi modal public transport delivery.

4.21 The reconstituted company would be responsible for delivering all Council owned public transport modes in the city, rather than being responsible for bus alone. It would also be responsible for anticipating and developing new transport modes. Opportunities for growth of public transport within Edinburgh and the wider region should be identified and developed to support and enable policy delivery and for the commercial sustainability of the company.

4.22 Edinburgh Trams would be a subsidiary of the reconstituted company. This gives sufficient control to develop multi modal public transport delivery, and also avoids multiple boards which has resulted in conflicting priorities in the past.

4.23 A diagram showing the legal/shareholding structure is shown below:



4.24 It is important to stress that the revised Lothian company would be responsible for delivery of multi-modal public transport. Therefore, no pre-eminence of any particular mode in the approach to delivery will be permitted, rather, the focus of the group will be on mobility, customer service, and commercial and environmental performance. This approach will be reflected in every aspect of the organisational design of the company.

4.25 To progress this new approach: 4.25.1 A new shareholder agreement would be required. The role of the minority shareholders in the reconstituted company would remain and they should continue to have a Board observer as now. The shareholder agreement would make clear that the profits and losses from Edinburgh Trams would be excluded from dividend to the minority shareholders. At Council officer level, a streamlined interface would be established to enable close working with dialogue to be established to work together on key policy issues. The Council would retain Board observer status;

4.25.2 Any revisions to Lothian Buses corporate documentation would make it clear that the new Board is to be responsible for existing and emerging transport modes, as directed by the owners of the company;

4.25.3 The Council would maintain formal political oversight through the existing committee structure;

4.25.4 As now, the commercial independence of the reformed company would be important (for legal and financial reasons), but key policies and practices would require the consent of the Council as majority shareholder in accordance with the terms of the new shareholder agreement;

4 Report Implications (Resource, Digital, Risk and Equalities)

4.1 Resource

Cost savings would be expected from any reform process. These savings, cost and resource implications of implementation will be assessed as part of the implementation of any proposed changes.

The council receives an annual dividend payment which is subject to the financial performance of Lothian Buses. There has been no dividend payment this year due to the financial impact of Covid-19 mitigation measures which resulted in a significant reduction in income to Lothian buses and public transport in general.

4.2 Digital

Not applicable

4.3 Risk

Change to the governance structure will require a new shareholders agreement and as a minority shareholder, Midlothian Council seeks to ensure the Council's rights are protected with representation within the new governance structure.

The issue of ensuring separate accounting for and continuity of the 9% shareholding in Lothian Buses by the three minority shareholders will require resolution. A mechanism to deliver this outcome will be considered with all the partner Councils.

4.4 Ensuring Equalities

Not applicable

4.4 Additional Report Implications

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☒ Holistic Working
- ☐ Hub and Spoke
- ☒ Modern
- ☒ Sustainable
- ☒ Transformational
- ☒ Preventative
- ☒ Asset-based
- ☒ Continuous Improvement
- ☐ One size fits one
- ☐ None of the above

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☒ One Council Working with you, for you
- ☒ Preventative and Sustainable
- ☒ Efficient and Modern
- ☒ Innovative and Ambitious
- ☐ None of the above

A.4 Delivering Best Value

A detailed delivery plan and a full risk assessment will be developed form the final decision on the preferred approach is taken. Appropriate further legal and financial advice will be sought throughout implementation.

A.5 Involving Communities and Other Stakeholders

Proposals will have implications for the customers of the operational companies, who may see changes across ticketing and modal choice. In order to maximise the benefits of these changes, engagement will be required as delivery of public transport evolves in line with policy delivery

A.6 Impact on Performance and Outcomes

Agreement in this initiative should help preserve and deliver modern and reliable transport services to Midlothian customers.

A.7 Adopting a Preventative Approach

Redesigning the bus network is an opportunity to review the evidence for public transport demand and to design a network that meets those demands most efficiently.

The impact of COVID 19 in the short term and possible future impact makes optimisation of efficiency more crucial. Close working between the Council and public transport delivery will maximise the role that public transport can play in COVID-19 recovery and help to deliver modal shift.

A.8 Supporting Sustainable Development

It is anticipated that any changes will have a positive impact on carbon, climate change or sustainable development impacts as a result of these proposals.

Transport and Environment Committee

10.00am, Thursday, 19 August 2021

Reform of Transport Arm's Length External Organisations

Executive/routine Wards Council Commitments	Executive All 21
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1. Recommendations

- 1.1 It is recommended that Transport and Environment Committee:
- 1.1.1 Note the considerations of the short life working group, including the options for reform;
 - 1.1.2 Agree to progress with the reforms to the Transport Arms Length External Organisation (ALEO) structure, as set out in paragraphs 4.20 – 4.25; and
 - 1.1.3 Request updates as implementation moves forward.

Paul Lawrence

Executive Director of Place

Contact: Hannah Ross, Senior Responsible Officer

Email: hannah.ross@edinburgh.gov.uk; 0131 529 4810

Reform of Transport Arm's Length External Organisations

2. Executive Summary

- 2.1 This report provides an update on progress with the proposed reform of the Council's Transport Arm's Length External Organisations (ALEOs). It includes details of the conclusions of the short life working group and engagement with key stakeholders. The report sets out a preferred way forward with on-going engagement with key stakeholders. No changes in the transport services or branding of existing Council owned public transport companies will take place as a result of these proposals, which are designed to achieve a truly multi-modal approach.

3. Background

- 3.1 City of Edinburgh Council has three Transport ALEOs: Transport for Edinburgh Limited, Lothian Buses Limited and Edinburgh Trams Limited. City of Edinburgh Council is the sole (100%) shareholder of Transport for Edinburgh. Transport for Edinburgh holds the Council's shareholding for Lothian Buses (91%) and Edinburgh Trams (100%). East Lothian, Midlothian and West Lothian Councils also hold a minority shareholding in Lothian Buses.
- 3.2 A report to Policy and Sustainability Committee dated [9 July 2020](#) set out the current arrangements for the management of the Council's Transport ALEO's and highlighted challenges in continuing to manage existing arrangements. It set out objectives for future public transport provision and proposed consultation with the public transport companies, the recognised trade union and minority shareholders to seek their views on the structure of the public transport companies.
- 3.3 The report made clear that greater integration of the public transport companies should achieve both required improvements in transport and mobility operations and outcomes, as well as efficiencies which could be reinvested in the business.
- 3.4 A further report to Transport and Environment Committee on [12 November 2020](#) set out the outcome of the initial appraisal of the options for Transport ALEO reform. This showed that there was support for reform but that further development of the Council's preferred option (creation of a single company) and refinement of another

option (adaptation of the existing model) was required. Committee agreed that a short life working group should be established to take this forward.

- 3.5 The working group, comprising Council officers and Non-Executive Director (NED) representatives from each of the Transport ALEOs, met for the first time in early December 2020. The group met five times in total.
- 3.6 While the working group has progressed with the tasks set out, engagement with Unite and the employee representative (of Lothian Buses) has continued in parallel.
- 3.7 In addition to the working group, a legal sub-group was convened to explore possible legal constraints on delivery of Transport ALEO reform. While the legal sub-group did not consider the preferred structure, legal advice has been received by the Council which states that there are not any legal barriers envisaged to delivery of the preferred structure.

4. Main report

Strategic Context

- 4.1 The short life working group agreed a series of guiding principles (attached as Appendix 1) to guide the conduct and output of the working group along with a set of transition principles (attached as Appendix 2), which built on the objectives agreed by committee in November 2020 and set out the requirements of the end state organisational model.
- 4.2 These principles acknowledge the challenges faced by the existing structure but importantly also demonstrate the ambition of the short life working group to develop a structure which supports integration of transport across modes, is able to respond to new opportunities as they arise and is able to support mobility across the city and region.
- 4.3 The working group also considered that the commercial sustainability of any new arrangement was also key, particularly given the likely recovery period for public transport in the wake of the Coronavirus (COVID-19) pandemic. In this context, efficiency savings as a result of reform become particularly important and a strategic approach to efficiencies across all companies should be enabled.
- 4.4 The recently adopted City Mobility Plan (CMP) outlines policy measures designed to support delivery of the vision and objectives. Of most relevance to ALEO reform is the need to reform the governance of the public transport companies in order to deliver strong integration between modes and to deliver public transport which takes account of public policy drivers. This policy measure seeks opportunities for greater integration in areas like pricing and ticketing, integrated routing and the creation of a better public transport experience. It notes that better alignment of strategic business planning and operational management of the Council-owned transport companies with the city's transport policies and programmes needs to be accelerated if the foundation for transformational change is to be laid securely.

- 4.5 The policy of governance reform itself supports optimal delivery of other policy measures within the CMP, including the requirement to explore further expansion of the rapid transit system, a bus network review, development of city interchanges, delivery of integrated ticketing and fleet enhancement. The CMP also notes the regional dimension of public transport provision. It notes that strengthening cross local authority border public transport services will be key to tackling the environmental and economic impacts of significant in-commuting into Edinburgh and, in light of the cross regional ownership of Lothian Buses, reform of governance of the public transport companies is well placed to maximise opportunities to develop this.
- 4.6 It is important to underline that in delivering Council policy, engagement is required not only with the Council's transport ALEOs, but also with other public transport providers in the city.

Working Group Conclusion

- 4.7 In considering the proposed approach to governance of the Council's transport ALEOs moving forward, the working group agreed that the travelling public should not be impacted negatively in any way by the emerging proposals.
- 4.8 They considered three corporate structures. Broadly, those were:
- 4.8.1 One single transport company for all modes;
 - 4.8.2 A 'parent' company responsible for strategic decision making, but with subsidiary operational company or companies; and
 - 4.8.3 A refresh of the existing three entity structure with new corporate documentation and shareholder agreements.
- 4.9 In addition to the objectives set out for the new structure, consideration was also given to mitigation of risks associated with transition. Principal risks were considered to be:
- 4.9.1 TUPE and industrial relations;
 - 4.9.2 The challenge of embedding a new culture; and
 - 4.9.3 Disruption during recovery from the COVID 19 pandemic.
- 4.10 In analysing the three corporate structures, the working group considered that:
- 4.10.1 While the single company option had been the preferred option of the Council, it was a less attractive option as it significantly increased the industrial relations risk and did not deliver benefits that could not be achieved through the other options. This is because it would inevitably involve significant TUPE transfer of staff (which is a potentially major disruptive factor) and the working group felt the benefits of reform could be secured without this having to take place; and
 - 4.10.2 Utilising the existing structure, retaining three companies with different management teams and boards, but updating the corporate governance

documentation, would not deliver the level of reform required and it was therefore discounted.

4.11 Therefore, the working group discussions then focussed on their preferred option to create a single structure responsible for strategic and operational decision making with subsidiary companies holding operational assets as required. The working group agreed that:

- A single board with single executive team is critical to achieving the integrated approach which is a key driver of reform;
- A unified culture is essential for future integration and growth, recognising that any sense of “modal supremacy” should be avoided as this could be a threat to employee morale and an integrated identity;
- The company structure should be innovative, flexible and adaptable as it moves into the future;
- This outcome best reflected the objectives set out by Council and the transition principles agreed; and
- This outcome had the greatest potential to achieve efficiency and value for money savings.

4.12 In this option there are a number of further considerations which include ensuring:

4.12.1 That the board structure complies with the terms of the Transport Act 1985¹. The role of the board in decision making should be clearly stated to avoid confusion around roles and responsibilities;

4.12.2 The role of the Council and the minority shareholders (in Lothian Buses) is clear:

4.12.2.1 With any new arrangement recognising the key role of all of the shareholders as owners and ensuring their shareholding interest is reflected within the structure; and

4.12.2.2 On the role that partner local authorities have in developing key strategic and policy direction, recognising and ensuring that the structure enables a strong regional dimension to public transport delivery. This aligns closely with the ambition of the CMP and wider regional and national transport delivery.

4.12.3 That operational delivery is bespoke to each transport mode, given the differing regulatory and safety considerations which are dependent on mode.

4.13 In order to deliver this preferred approach, the working group concluded that a single company should contain ‘headquarters’ functions across all modes. The functions would include strategic direction, employee relations, passenger services, risk and compliance, marketing, and financial and commercial strategy. This is

¹ Transport Act 1985 s.73 (1) and (2) in terms of The Public Transport Companies (Permitted Maximum and Required Minimum Numbers of Directors) Order 1985

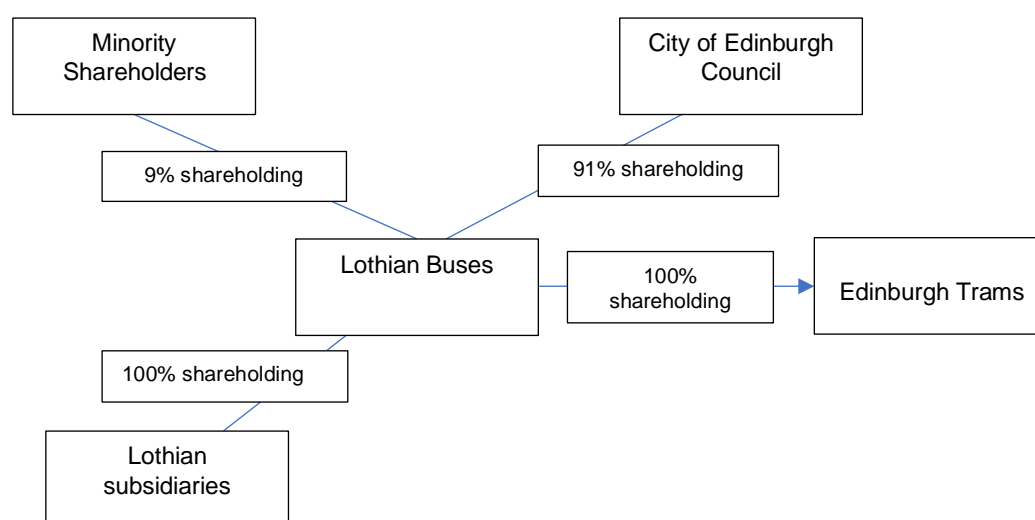
considered to be key to delivery of integrated transport and means that all strategic decision making takes place within a single entity.

- 4.14 It was considered by the working group to be essential that the transition to the new structure be supported by a change management process, which would set out the new vision and culture and create consensus and strong support for it within the new structure. An emphasis on multi modal delivery will be critical to delivering this new culture. While this would largely be the responsibility of the new Board (see below), the Council also needs to provide leadership, context and support to the process.
- 4.15 It was also agreed that that all modes of mobility policy and delivery should be represented at board level and that a senior executive team, with demonstrable experience of publicly owned transport delivery within a commercial environment, is established.
- 4.16 Two approaches were considered by the working group to achieve the preferred structure:
- 4.16.1 The first was to establish a new company to deliver the required functions; and
- 4.16.2 The second approach was to use the existing Lothian Buses corporate entity, but to reconstitute the company. This would mean that the company board would be completely reconstituted, with an amended Memorandum and Articles of Association and a revised Shareholder Agreement. All of these are considered to be of critical importance to ensure this is a wholly renewed company so that it is directed to deliver integrated public transport services rather than solely focussed on commercial bus operations and related business.
- 4.17 The working group noted that the first option was a development of the options previously considered however some participants felt that the second option, had not previously been considered and that this was a development of the single company option (which had previously been considered by the working group and discounted). There was a concern that the second option had not had the same level of scrutiny as other options, though since conclusion of the working group direct engagement has been undertaken.
- 4.18 In considering the two approaches, all members of the working group agreed that any industrial relations risk should be mitigated as far as possible both during the transition and in the end state corporate model. In addition, the issue of perceived 'takeover' or modal supremacy should be avoided.
- 4.19 The advantage of utilising a reconstituted Lothian Buses is that it minimises the risk of competing boards. In order to comply with the terms of the Transport Act 1985, Lothian Buses must retain three directors who are full time employees of the company. If Lothian Buses were a subsidiary to a new company, it would therefore need to have its own fully staffed board which could lead to conflicting positions

being taken between the boards. This is a key issue which the working group sought to avoid as the risk of fractured decision making is too high.

Preferred approach

- 4.20 Taking account of all considerations, the approach recommended is to progress to reconstitute the Lothian Buses corporate entity with an amended Memorandum and Articles of Association, to be responsible for multi modal public transport delivery.
- 4.21 The reconstituted company would be responsible for delivering all Council owned public transport modes in the city, rather than being responsible for bus alone. It would also be responsible for anticipating and developing new transport modes. Opportunities for growth of public transport within Edinburgh and the wider region should be identified and developed to support and enable policy delivery and for the commercial sustainability of the company.
- 4.22 Edinburgh Trams would be a subsidiary of the reconstituted company. This gives sufficient control to develop multi modal public transport delivery, and also avoids multiple boards which has resulted in conflicting priorities in the past.
- 4.23 A diagram showing the legal/shareholding structure is shown below:



- 4.24 It is important to stress that the revised Lothian company would be responsible for delivery of multi-modal public transport. Therefore, no pre-eminence of any particular mode in the approach to delivery will be permitted, rather, the focus of the group will be on mobility, customer service, and commercial and environmental performance. This approach will be reflected in every aspect of the organisational design of the company.
- 4.25 To progress this new approach:
- 4.25.1 A new shareholder agreement would be required. The role of the minority shareholders in the reconstituted company would remain and they should continue to have a Board observer as now. The shareholder agreement

would make clear that the profits and losses from Edinburgh Trams would be excluded from dividend to the minority shareholders. At Council officer level, a streamlined interface would be established to enable close working with dialogue to be established to work together on key policy issues. The Council would retain Board observer status;

4.25.2 Any revisions to Lothian Buses corporate documentation would make it clear that the new Board is to be responsible for existing and emerging transport modes, as directed by the owners of the company;

4.25.3 The Council would maintain formal political oversight through the existing committee structure;

4.25.4 As now, the commercial independence of the reformed company would be important (for legal and financial reasons), but key policies and practices would require the consent of the Council as majority shareholder in accordance with the terms of the new shareholder agreement;

4.25.5 Nominations will be sought from the existing Lothian Buses and Edinburgh Trams Boards to form the core of the new Board, to ensure continuity. An employee Board member from Lothian Buses would be sustained and an employee board member from Edinburgh Trams introduced. An advert for a new non-Executive Chair would be progressed, alongside an advert for new Board members. These appointments would reflect the need for leadership of a publicly owner multi modal transport and mobility company working in a competitive commercial environment;

4.25.6 Alongside an employee representative, the new Board would also welcome an observer from recognised Trade Unions for agreed agenda items;

4.25.7 The new board would be responsible for the appointment of the Chief Executive and the creation of a new senior management team with a process led by the policies of the company; and

4.25.8 At the appropriate time in the reform process, the Board of Transport for Edinburgh would be stood down. Any assets or liabilities of Transport for Edinburgh would be transferred into the Council or the reconstituted company. Thereafter Transport for Edinburgh would be wound down with all appropriate HR and legal processes being followed, as they will be across this whole process and in accordance with all relevant policies.

4.26 It is recognised there is significant value in the brands of the existing companies and therefore no changes to existing operating brands will take place.

4.27 This structure aligns with the objectives set, while mitigating the risks associated with transition. Detailed legal advice to date has not found any barriers to delivery of this structure however ongoing legal input for drafting the required corporate documentation will be required.

4.28 It is important to note that it has not been possible to achieve a consensus among the companies on this preferred approach. As a result, every effort has been made to address stated concerns in this report, and it will be important to ensure that

concerns are, where possible, further taken on board as implementation takes place.

5. Next Steps

- 5.1 If Committee approves progressing with the implementation of the preferred approach Council officers will work with the existing bus and tram boards to establish phased transition arrangements. An outline transition plan will be established identifying key deliverables and related timescales. This will include new or revised corporate material and arrangements for the recruitment of a new transition board which will be a matter for future Committee approval. It is envisaged that the transition board will become the board of the reconstituted legal entity.
- 5.2 Once formed the new transition board will work with Council officers for the final design and implementation of the transition process, that will then establish the new integrated transport group company through a reform of the Lothian Buses legal entity as set out in this report.
- 5.3 Council officers will support the transition process by developing a new shareholder agreement in conjunction with the transition board which will oversee the appointment of a Chief Executive and executive team and the creation and implementation of a change management plan. As per current arrangements key appointments and terms and conditions will be subject to Council consent.
- 5.4 In line with the intent of the new shareholder agreement, the transition board will be expected to adopt and follow corporate governance best practice including the formation of appropriate governance structures and the establishment of independent benchmarking arrangements to guide executive remuneration. In the initial first phase Council officers will ensure appropriate communication and continuing consultation with key stakeholders with this responsibility being shared with the transition board, once formed.
- 5.5 The existing bus and tram boards will continue to operate in parallel with the transition process, focussing on business continuity and Covid-19 recovery. These boards will also be expected to cooperate fully with the transition process and ensure that business decisions taken are consistent with reform objectives and do not prejudice the integration process.
- 5.6 Within a twelve month period, the transition to the new corporate arrangements should be substantially in place and the appointment of the Chief Executive should be underway.
- 5.7 Officers will work closely with the minority shareholders to support their political and executive approval processes.

6. Financial impact

- 6.1 To minimise the financial costs associated with the implementation of this change, it is proposed to utilise existing resources of the Council with support from the Transport ALEOs to manage the development and implementation of the proposed reform.
- 6.2 However, it is anticipated that an implementation manager will be required in addition to specialist external advice and Technical Assistance. Locating the resources for this function will be progressed if the report recommendations are approved.
- 6.3 It is anticipated that efficiencies can be found through greater integration of the public transport companies through enabling centralisation of resources and closer working operationally. However, it should be recognised that the integration of the transport companies, along with a clear relationship with the shareholders as envisaged at paragraph 4.12.2, enables efficient policy delivery and the efficiencies arising from a new structure in policy delivery should not be overlooked.

7. Stakeholder/Community Impact

- 7.1 Discussion with stakeholders has been taking place throughout this process. This will continue and widen as implementation begins. This will continue to include recognised Trade Unions.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – Working Group Guiding Principles
- 9.2 Appendix 2 – Working Group transition principles

Appendix 1 – Working Group Guiding Principles

The group:

1. should work together to deliver the objectives of the reform, with all members working collectively to deliver these objectives rather than representing a particular mode;
2. should work collaboratively recognising mutual expertise and experience and with trust;
3. should be forward thinking whilst learning from the past and relevant experience elsewhere;
4. should deliver at pace with a commitment to fortnightly meetings lasting 2 hours;
5. should look to methodically gain agreement on and close off issues through the sequence of meetings; and
6. should inform a committee paper to be presented to the committee after conclusion of the working group process, which committee paper shall reflect the views of the group, including any points of contention or differences of opinion.

Appendix 2 – Transition principles

1. Create a customer focussed unified public transport approach through service integration, route optimisation and fare ticketing optimisation. Service delivery and investment decisions should reflect local, regional and national policy objectives, anticipating and responding to future developments, as well as the fast changing nature of the transport market place.
2. Mitigate industrial relations and HR risks due to any unnecessary transition complexity.
3. Minimise existing executive team disruption during the current COVID-19 pandemic and minimise impact of transition arrangements on post COVID-19 recovery.
4. Maintain a financially and operationally viable public transport service that meets the current and future mobility needs of customers across Edinburgh and the Lothians, including sufficient flexibility to respond to emerging trends and ideas in the transportation marketplace. The opportunity for minimal public subsidy, future dividends and efficiency benefits should also be optimised.
5. Ensure compliance with all relevant transport, employment, competition, and regulatory requirements.
6. The end state organisational model should reflect CEC desire to achieve a single corporate solution that maintains current public transport operating brands. This should also respect the existing rights of minority shareholders of Lothian Buses.
7. The board of the end state organisational model should have a strong commercial orientation, no political representation and have directors who have the requisite strategic, business and transport experience along with an understanding of the wider context in which publicly owned transport services operate. Employee board representation should also be a continuing feature.
8. An interface between the end state organisational model and CEC at officer level should be established to enable appropriate scrutiny, strategic guidance and policy formulation. Representation from the other Lothian local authorities should also be a consideration.
9. An interface between the end state organisational model and political oversight should be established to enable a direct discourse between elected members and the end state organisation along with appropriate reporting to relevant Council committees, both at City of Edinburgh Council and, where necessary, the minority shareholders.

Public consultation on proposed new ScotRail timetables**Report by Kevin Anderson, Executive Director - Place****Report for Decision****1 Recommendations**

It is recommended that Council considers whether any submission is required from elected members in the current public consultation on proposed new ScotRail timetables which closes on 1 October, 2021.

2 Purpose of Report/Executive Summary

As this scheduled meeting of Midlothian Council is held on 5 October, Abellio UK and Scotrail have been contacted in order to accept a late response submitted from the elected members should councillors wish to comment on the timetable notes published for the Waverley line.

16 September 2020

Report Contact: Kevin Anderson, Executive Director - Place

Tel No: 0131 271 3102

E mail: kevin.anderson@midlothian.gov.uk

3 Background/Main Body of Report

ScotRail is unveiling plans for new timetables from May 2022, showing that it is 'Fit For The Future'. It is part of a public consultation, as customers return to using Scotland's Railway.

It comes almost 18 months after Scotland went into its first COVID-19 lockdown, leading to the worst financial crisis the rail industry has experienced as passenger numbers dropped by 90 per cent.

<https://www.scotrail.co.uk/about-scotrail/news/public-consultation-proposed-new-scotrail-timetables>

Councillors may wish to comment on the timetable notes published for the Waverley line in the public transport modal shift considerations to address the Council's Climate Change Declaration and low emissions impact.

[Edinburgh to Tweedbank](#)

The May 2022 timetable will continue to provide two trains per hour between Edinburgh and Tweedbank during peak hours with one train per hour for the rest of the day, however through services between Tweedbank, South Gyle and Glenrothes with Thornton will all terminate or start at Edinburgh Waverley. The Saturday timetable will increase to provide two trains per hour during the day.

4 Report Implications (Resource, Digital, Risk and Equalities)

4.1 Resource

Not applicable

4.2 Digital

Not applicable

4.3 Risk

Not applicable.

4.4 Ensuring Equalities

Not applicable

4.4 Additional Report Implications

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☐ Holistic Working
- ☐ Hub and Spoke
- ☐ Modern
- ☒ Sustainable
- ☐ Transformational
- ☒ Preventative
- ☒ Asset-based
- ☐ Continuous Improvement
- ☐ One size fits one
- ☐ None of the above

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☐ One Council Working with you, for you
- ☒ Preventative and Sustainable
- ☒ Efficient and Modern
- ☐ Innovative and Ambitious
- ☐ None of the above

A.4 Delivering Best Value

Not applicable

A.5 Involving Communities and Other Stakeholders

Not applicable

A.6 Impact on Performance and Outcomes

Not applicable

A.7 Adopting a Preventative Approach

The impact of COVID 19 in the short term and possible future impact makes optimisation of efficiency more crucial. Close working between the Council and public transport delivery will maximise the role that public transport can play in COVID-19 recovery and help to deliver modal shift.

A.8 Supporting Sustainable Development

It is anticipated that any changes will have a positive impact on carbon, climate change or sustainable development impacts as a result of these proposals.

Free School Meals for P4 to P7 Pupils**Report by Kevin Anderson, Executive Director Place****Report for Decision****1. Recommendations**

Council is recommended to;

- i. note the details in this report, and
- ii. approve the capital funding request for £323,650 as detailed in Section 3 and the Appendix 1.

2 Purpose of Report

The purpose of this report is seek approval for an unfunded capital requirement to allow the Catering Team to implement the additional school meals provision as directed by the Scottish Government.

Date: 27 September 2021

Report Contact: Craig Gillie, Facilities Manager

Tel No: 0131 561 5260

E-mail: craig.gillie@midlothian.gov.uk

2 Background

Free school meals have been provided to Primary School level pupils at P1 to P3 for a few years now. In June 2021 the Scottish Government announced that this provision would be extended to all primary school pupils from August 2021.

There will be a staggered roll out of this programme; from August 2021 P4 pupils have been entitled to free meals, while in January 2022 P5 pupils will be entitled to free meals and in August 2022 P6 and P7 pupils would be entitled to free meals.

The Scottish Government have provided £594,000 to Midlothian Council to fund the revenue costs for financial year 2021/22. Allocations for later years have yet to be confirmed.

The uptake for P1 to P3 free school meals is currently 70.37% and the assumption is that as this programme is rolled out to P4 to P7 pupils the uptake would not fall below 70.37%, there may even be an increase in the percentage when fully implemented.

In order for Midlothian Council to cater for this scheme with the expected increase in pupils having lunch, there is a need to purchase additional light equipment for the kitchens such as plates, cutlery, trays etc.

There is also a need to purchase additional heavy equipment for the kitchens such as cookers, hot trolleys, fridges, freezers etc. as the current equipment in the kitchens would not be able to cope with the increased provision and anticipated demand for meals.

3 Financial

The Scottish Government have provided revenue grant funding as noted above but this does not cover the costs for the Capital spend for additional equipment required.

The estimated amount required to cover costs for additional equipment is detailed below. These costs are all subject to site surveys being carried out by the approved contractor who would be appointed to carry out the work. The costs will not be finalised until the surveys are done and there may be further costs yet to be determined associated with wiring, extractor requirements etc.

	2021/22 Additional Budget
CAPITAL COSTS	
Light Equipment Budget	£63,500
Heavy Equipment Budget	£260,150
Dining Room furniture	To be advised post consultation with Head Teachers
	£323,650

A detailed breakdown of the equipment required is shown in Appendix 1.

There will be a need for additional staffing to roll out this scheme, along with training, additional food costs, and additional maintenance costs. There will also be a reduction in meal charges income. All of these costs, detailed in the table below, should be covered by the funding provided by the Scottish Government.

	2021/22 Additional Budget	2022/23 Additional Budget	2023/24 Additional Budget	Total FYE	Notes
Staffing (manual workers)	65,409	140,811	10,351	216,571	
Food Nutritionist (Grade 7)	28,907	14,454	0	43,361	Subject to evaluation
Staff Training	7,000	0	0	7,000	
Food Costs	63,199	194,135	40,763	298,097	
Loss of Income	113,064	278,687	60,690	452,441	
Light Equipment maintenance	3,175	0	0	3,175	
Heavy Equipment maintenance				0	Awaiting estimate
Dining Room Supervision					To be advised post HT consultation
	280,754	628,087	111,804	1,020,645	

A new post of Food Nutritionist has been added. The purpose of this role is to ensure that Midlothian Council continues to meet the Scottish Government's nutritional guidelines introduced in August 2020 for menu planning, and ensuring that all allergen information is kept up to date. This is particularly important with increased numbers of pupils having special dietary needs and the introduction of Natasha's Law in October 2021. The Food Nutritionist would also be responsible for arranging Food Hygiene and Allergen training.

4 Report Implications (Resource, Digital and Risk)

4.1 Resource

Additional resource and funding may also be required by Education Services, such as Dining Room Assistants and dining room tables. Further information will follow once Head Teachers have been consulted.

Due to the anticipated uptake of free meals the present dining rooms would not be large enough to meet the requirements in one sitting and consideration is being made to altering the lunch service to two sittings in possible learning settings.

4.2 Digital

Not applicable

4.3 Risk

There is a risk in that the uptake in free school meal numbers is a forecast and when this is fully implemented the uptake percentage may change.

There may also be a risk that food prices increase due to supply chain pressured and any potential further change to the nutritional guidelines.

4.4 Ensuring Equalities (if required a separate IIA must be completed)

Not applicable.

4.5 Additional Report Implications

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

Themes addressed in this report:

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

A.2 Key Drivers for Change

Key drivers addressed in this report:

- ☐ Holistic Working
- ☐ Hub and Spoke
- ☐ Modern
- ☒ **Sustainable**
- ☒ **Transformational**
- ☒ **Preventative**
- ☐ Asset-based
- ☐ Continuous Improvement
- ☐ One size fits one
- ☐ None of the above

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

- ☐ One Council Working with you, for you
- ☒ **Preventative and Sustainable**
- ☐ Efficient and Modern
- ☐ Innovative and Ambitious
- ☐ None of the above

A.4 Delivering Best Value

A.5 Involving Communities and Other Stakeholders

Not Applicable

A.6 Impact on Performance and Outcomes

Not Applicable

A.7 Adopting a Preventative Approach

Not Applicable

A.8 Supporting Sustainable Development

Not Applicable

Background Papers: Appendix 1

Heavy Equipment

School	Item Required	Quantity	Cost
Bilston	Hot Trolley	1	£ 4,000.00
	Trolley	1	£ 150.00
	Freezer	1	£ 1,500.00
Bonnyrigg PS	Combi	1	£ 8,000.00
	Chiller cabinet	1	£ 4,000.00
Burnbrae PS	Hot Trolley	1	£ 4,000.00
	Freezer	1	£ 1,500.00
Cornbank PS	Hot Trolley	1	£ 4,000.00
	Combi	1	£ 8,000.00
Cuiken PS	Fridge	1	£ 1,500.00
	Hot Trolley	1	£ 4,000.00
Danderhall PS	N/A		
Glencorse PS	N/A		
Gore Glen	Combi	1	£ 8,000.00
Gorebridge PS	Combi	1	£ 8,000.00
Hawthornden PS	Combi	1	£ 8,000.00
	Freezer	1	£ 1,500.00
	Hot Trolley	1	£ 4,000.00
	Dishwasher	1	£ 5,000.00
King's Park PS	Blast Chill	1	£ 4,000.00
	Hot Trolley	1	£ 4,000.00
	Double Freezer	1	£ 2,500.00
	Combi	1	£ 8,000.00
Lasswade PS	Hot Trolley	1	£ 4,000.00
	Combi	1	£ 8,000.00
Lawfield PS	Combi	1	£ 8,000.00
Loanhead PS	Fridge	1	£ 1,500.00
Mauricewood PS	Fridge	1	£ 1,500.00
	Freezer	1	£ 1,500.00
	Combi	1	£ 8,000.00
	Hot Trolley	1	£ 4,000.00
	Hot Plate	1	£ 2,000.00
Mayfield PS	Fridge	1	£ 1,500.00
	Combi	1	£ 8,000.00
Moorfoot PS	Combi	1	£ 8,000.00
Newtongrange PS	Hot trolley	1	£ 4,000.00
	Heated Display units	2	£ 2,000.00
Paradykes PS	Hot Trolley	1	£ 4,000.00
	Fridge	1	£ 1,500.00
	Blast Chill	1	£ 4,000.00
Rosewell PS	Combi	1	£ 8,000.00
	Fridge	1	£ 1,500.00
	Freezer	1	£ 3,000.00
	Cold Counter	1	£ 3,000.00
Roslin PS	Hot trolley	1	£ 4,000.00
Sacred Heart PS	Freezer	1	£ 1,500.00
St Andrew's PS	Combi	1	£ 8,000.00
	Fridge		£ 1,500.00
	Hot Trolley	1	£ 4,000.00
St David's RC PS	Combi	1	£ 8,000.00
	Hot Trolley	1	£ 4,000.00
	Fridge	1	£ 1,500.00
St Mary's PS	Fridge	1	£ 1,500.00
	Hot Trolley	1	£ 4,000.00
St Matthew's PS	Fridge	1	£ 1,500.00
Stobhill PS	Combi	1	£ 8,000.00
	Hot Trolley	1	£ 4,000.00
Strathesk PS	Fridge	1	£ 1,500.00
Tynewater PS	Combi	1	£ 8,000.00
	Hot Trolley	1	£ 4,000.00
Woodburn PS	Combi	1	£ 8,000.00
	Food Mixer	1	£ 1,000.00
	Fridge	1	£ 1,500.00
	Hot Trolley	1	£ 4,000.00
Total			£ 260,150.00

Light Equipment

School	Item Required	Cost	Notes
Bilston	Various	£ 1,900.00	additional cutlery, crockery, utensils, trays would be required
Bonnyrigg PS	Various	£ 2,500.00	additional cutlery, crockery, utensils, trays would be required
Burnbrae PS	Various	£ 2,000.00	additional cutlery, crockery, utensils, trays would be required
Cornbank PS	Various	£ 2,000.00	additional cutlery, crockery, utensils, trays would be required
Cuiken PS	Various	£ 2,000.00	additional cutlery, crockery, utensils, trays would be required
Danderhall PS	Various	£ 2,500.00	additional cutlery, crockery, utensils, trays would be required
Glencorse PS	N/A		
Gore Glen	Various	£ 2,500.00	additional cutlery, crockery, utensils, trays would be required
Gorebridge PS	Various	£ 2,700.00	additional cutlery, crockery, utensils, trays would be required
Hawthornden PS	Various	£ 2,550.00	additional cutlery, crockery, utensils, trays would be required
King's Park PS	Various	£ 3,000.00	additional cutlery, crockery, utensils, trays would be required
Lasswade PS	Various	£ 2,200.00	additional cutlery, crockery, utensils, trays would be required
Lawfield PS	Various	£ 2,350.00	additional cutlery, crockery, utensils, trays would be required
Loanhead PS	Various	£ 2,350.00	additional cutlery, crockery, utensils, trays would be required
Mauricewood PS	Various	£ 2,900.00	additional cutlery, crockery, utensils, trays would be required
Mayfield PS	Various	£ 3,200.00	additional cutlery, crockery, utensils, trays would be required
Moorfoot PS	Various	£ 1,500.00	additional cutlery, crockery, utensils, trays would be required
Newtongrange PS	Various	£ 2,300.00	additional cutlery, crockery, utensils, trays would be required
Paradykes PS	Various	£ 2,450.00	additional cutlery, crockery, utensils, trays would be required
Rosewell PS	Various	£ 2,300.00	additional cutlery, crockery, utensils, trays would be required
Roslin PS	Various	£ 1,700.00	additional cutlery, crockery, utensils, trays would be required
Sacred Heart PS	Various	£ 1,500.00	additional cutlery, crockery, utensils, trays would be required
St Andrew's PS	Various	£ 1,500.00	additional cutlery, crockery, utensils, trays would be required
St David's RC PS	Various	£ 1,800.00	additional cutlery, crockery, utensils, trays would be required
St Luke's PS	N/A		
St Margaret's PS	N/A		
St Mary's PS	Various	£ 2,800.00	additional cutlery, crockery, utensils, trays would be required
St Matthew's PS	N/A		
Stobhill PS	Various	£ 2,000.00	additional cutlery, crockery, utensils, trays would be required
Strathesk PS	Various	£ 2,500.00	additional cutlery, crockery, utensils, trays would be required
Tynewater PS	Various	£ 1,500.00	additional cutlery, crockery, utensils, trays would be required
Woodburn PS	Various	£ 3,000.00	additional cutlery, crockery, utensils, trays would be required
Mayfield Nursery School	N/A		
Mount Esk Nursery School	N/A		
Scots Corner ELC	N/A		
Vogrie Outdoor ELC	N/A		
Total		£ 63,500.00	