

# Notice of meeting and agenda



## Special Cabinet

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

**Date:** Tuesday, 31 May 2016

**Time:** 09:00

**John Blair**  
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**Further Information:**

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

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

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

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## **2 Order of Business**

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

## **3 Declarations of Interest**

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

## **4 Public Reports**

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<b>4.1</b>	Midlothian Council Report Q4 Performance Report 2015/16	<b>3 - 44</b>
<b>4.2</b>	Introduction of the Balanced Scorecard - Report by Chief Executive	<b>45 - 62</b>
<b>4.3</b>	Customer and Housing Services Q4 Performance Report 2015/16	<b>63 - 82</b>
<b>4.4</b>	Adult, Health and Social Care Q4 Performance Report 2015/16	<b>83 - 102</b>
<b>4.5</b>	Children's Services Q4 Performance Report 2015/16	<b>103 - 112</b>
<b>4.6</b>	Communities and Economy Q4 Performance Report 2015/16	<b>113 - 134</b>
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<b>4.10</b>	Property and Facilities Management Q4 Performance Report 2015/16	<b>183 - 202</b>

## **5 Private Reports**

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No private reports to be discussed.

## Midlothian Council Performance Report – 2015/16

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

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

Community Planning partners have agreed the following vision for Midlothian:

“Midlothian – a great place to grow”.

With the following three areas as key priorities:

- Economic growth and business support – we will increase economic growth as a basis for a more prosperous Midlothian.
- Positive Destinations for Young People – this priority is particularly important to us because life chances can be improved for our greatest assets.
- Early Years – Getting it Right for Every Midlothian Child.

The Community Planning Partnership priorities for 2015/16 have shown steady improvement across Early Years, Positive Destinations and Economic Development and these areas will be further developed in 2016-19. The Community Planning Partnership have recently reviewed key priorities and whilst they continue to build on the work previously undertaken, the key priorities for the period 2016-19 are: reducing the gap in learning outcomes; reducing the gap in health outcomes; and reducing the gap in economic circumstances.

Three approaches to how the council works with its communities have been agreed – preventive intervention, co- production and capacity building and localising / modernising access to services

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

Work will continue on the outcome priorities for 2015/16 and also the strategic priorities and budgets for 2015 through 2018. All service plans have demonstrated commitment to reducing the outcome gap for residents in areas of concentrated deprivation

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

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

## Progress of Single Midlothian Plan Themes 2015/16

### Adult, Health and Care - Achievements

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

**Integration:** Scottish Government approved the proposed Midlothian Integration Scheme in June 2015, and the new Integration Joint Board went live on 20th August 2015. This Board approved a three year Strategic Plan in December 2015 and issued formal Directions to Midlothian Council and NHS Lothian on 31st March 2016.

**Older People:** The transformation programme of older people's services included the expansion of intermediate care at Highbank, which received Grade 5s from the Care Inspectorate. MERRIT (Midlothian Enhanced Rapid Response Intervention Team) continued to develop with the Hospital at Home service managing ten patients at a time over a seven day a week service. In relation to dementia, plans are well developed to transform Newbyres Care Home following a poor inspection report and the new joint service is well established. A full review of day services is underway to ensure isolation is effectively addressed.

**Mental Health:** There has been an increasing emphasis on promoting preventative and low level support through the expansion of outreach services, the development of a new "Gateway" service, expansion of peer support and the continuation of the library's *Bibliotherapy* Service. A particular focus has been the strengthening of joint working between substance misuse and mental health through management arrangements and regular staff meetings.

**Long Term Conditions, Physical Disability and Sensory Impairment:** Full reviews of services to people with disabilities and/or sensory impairment were undertaken in full consultation with the public during 2015-16. New plans have been approved including, for the first time, a stand-alone plan for the many people who have sensory impairments in Midlothian. New services were introduced in Health Centres to support people with long term health conditions, and a new support service for people recovering from treatment for cancer has been established.

**Criminal Justice:** A new Community Safety and Justice Partnership was formed in preparation for the disestablishment of Criminal Justice Authorities in April 2017. 2016/17 will be a shadow year and Transitional Plan was sent to the Scottish Government at the end of January. The *Spring Service* for women with multiple and complex needs involved in or at risk of offending, has been developed and funded for 2016-17.

**Substance Misuse:** During 2015-16 a carers' support service was commissioned by MELDAP (Mid and East Lothian Drugs and Alcohol Partnership) and additional peer support services were developed, included a peer support group in Dalhousie Medical Practice. MELDAP are planning to implement savings as part of the redesign process to address the 20% reduction in drugs and alcohol monies announced by the Scottish Government. Despite this financial context, options are being pursued to establish a Recovery Hub in Dalkeith.

**Public Protection:** Following the formation of the Joint Public Protection Committee, Improvement Plans have been developed and are being implemented in all areas of Public Protection. Performance indicators are being reported and monitored quarterly. A programme of evaluation activities has been developed for 2016-17.

**Learning Disability:** The programme of transformation continued, with building work starting on the complex care housing development in Penicuik. Planning changes within Learning Disability health services continued in seeking a more integrated approach. Significant work has also been undertaken in the re-commissioning of residential and respite care provision while plans are in place or being developed to increase supported living provision, including arrangements for the few remaining people with learning disability living in a hospital setting.

**Self Directed Support:** Work continues to develop service provision to ensure service users have more choice and control in relation their care arrangements. Key areas of work have been developing practice in relation to outcome focussed assessment and care planning, changing operational procedures to facilitate increased flexibility and reviewing commissioning and planning activities to embed choice and control in service provision.

**Carers:** New services were introduced for carers of people misusing alcohol/drugs in relation to welfare reform, and in Dalkeith Health Centre. A new carers' strategy is being developed which will include actions to address the new carers legislation, improve emergency planning and continue to identify & support the many hidden carers.

## Community Safety - Achievements

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

**Community Safety:** The Community Safety Partnership established MIDSAFE (Midlothian Community Safety-resident's consultation and engagement group), a resident's consultation and engagement group to work in partnership with the Community Safety Partnership and other local organisations to assist with the development of the annual Midlothian Community Safety and Antisocial Behaviour Strategies. The MIDSAFE group contribute towards annual public consultation on Single Midlothian Plan priorities and local community safety priorities and support the Community Safety Partnership in its efforts to build public reassurance and local resilience support local communities by taking part in information Road Shows and Gala Days the development of projects which aim to help people feel safe and divert antisocial behaviour scrutiny of the Community Safety Partnership.

There is also the Midlothian Antisocial Behaviour and Violent Offender Monitoring Group (ASBVO). This group meets each month with a range of partners to effectively deal with persistent instances of antisocial behaviour and violent crime, taking into account individuals or families additional support needs, to implement actions which reduce anti-social behaviour and violent crime, these include tenancy warnings, and have resulted in ASBO/CRASBO applications and also evictions.

**Road Network:** Following approval of additional funding at the Council meeting on 23 June 2015 a significant programme of footway projects has completed in 2015/16 with approximately 1.3% of the network improved. Work will focus on the older housing areas during 2016/17.

Similarly good progress has been made in terms of maintaining the road network. However, the very wet December followed by constant freezing and thawing has left a significant number of roads affected which may see a rise in the current backlog.

The programme of replacing inefficient lighting (due in part to securing third party funding) has continued with new LED lights introduced. Midlothian is on course to have almost 18% of the lighting stock with LED lights.

The initial phase of confirming the existing traffic regulation orders and restrictions on road have been completed. This is necessary before decriminalised parking in Midlothian can be progressed. The second phase to determine a robust business case is now progressing following a joint tender exercise with East Lothian Council. Work is on track to allow Council to consider this proposal and to see its introduction by April 2017.

The ELBF (Edinburgh, Lothians, Borders and Fife) shared services project has had its first meeting of the shadow Joint Committee. Officers will now progress for consideration areas where maximum benefit may be obtained.

## Getting it Right for Every Midlothian Child - Achievements

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

**Annual Children's Services Regulatory Inspection:** A number of Midlothian's children's services were inspected Fostering, Adoption and Children's Residential, with the following grades awarded:

The Adoption Services received **three Goods** for Quality of Care and Support, Staffing and Quality of Leadership and Management.

The Fostering Service received **two Goods** for Quality of Care and Support and Management & Leadership and a **Very Good** for the Quality of Staffing.

The Residential Inspection feedback from their inspection visit in October/November 2015 received **four Very Goods** for Quality of Care, Quality of Environment, and Quality of Staffing & Quality of Management & Leadership.

These Inspection reports are further evidence of the significant progress and excellent work staff undertake on a daily basis. We are all committed to improving performance and raising the quality of work we deliver within children's services to ensure that we deliver good outcomes for all our children and their families.

**Kinship:** Ensuring that we meet the demands and legislative requirements of the Children & Young People (Scotland) Act 2014 we are still awaiting draft kinship care guidance from Scottish Government to advise us exactly what is expected. In the interim we have employed a dedicated part time Team Leader with two part time social workers to work with all Kinship carers within Midlothian.

We held a coffee morning session at Lasswade High School on 19 April for kinship carers with the main objective being to devise a training plan which shall support carers in this role. The plan shall be the working tool to evidence our progress and highlight where there are gaps with the service we provide. The Head of Service shall oversee this piece of work on a six monthly basis.

**Permanence and Care Excellence (PACE) programme:** Midlothian Council was recently selected to become a test site by the Permanence and Care Excellence (PACE) programme. Midlothian was selected as a site because we had already begun to address drift and improve the quality of permanence work through the development of the Framework for Permanence.

This ground breaking programme was established in 2014 by Scottish Government and CELCIS (Centre for excellence for looked after children in Scotland) to improve how local councils work with other agencies; Children's Hearings System, Scottish Children's Reporter Administration, Courts, etc, to place vulnerable children in stable, long-term care. The approach involves promoting and influencing best practice, using Quality Improvement methodology and a programmed management approach.

Over the past year we have recruited 4 foster carers however our fostering campaign continues with team leaders using social media tools to have live interactions with the public to promote engagement and recruitment. There is a national shortage of carers and we have recently reviewed how we recruit and train and now offer more prep groups with immediate follow up so that we are responding quicker to enquiries and undertaking a home study at the earliest opportunity.

**Child Protection:** Our child protection statistics have remained relatively stable over the past year with 40 children's names being on the register in March 2016. This equate to 2.5% per 1,000 of population compared to the Scottish average of 3.0% per 1,000. The current rate per 1,000 of young people looked after in Midlothian is 14.2 compared to the national rate of 14.9.

The number of allocated cases has increased from the same time last year by 9%, however the actual number of children allocated has increased by 18% from 845 to 1001. The number of referrals coming into Children's Services has increased significantly from 2009/10 where we had 2321 referrals per year to 15/16 with 4582 referrals. This is in part due to earlier identification of concerns and getting support in place earlier to prevent escalation and also more awareness from all professionals and the public.

**Children & Young People (Scotland) Act 2014:** There is a great deal of work being undertaken in relation to ensuring that we meet all relevant parts of this new piece of legislation. We have a Corporate Parenting Plan which will be endorsed at the next GIRFEMC Board and which will improve how we engage and work with our most vulnerable children and young people and ensure they are offered the same opportunities in life as others.

We are working towards the development of an aftercare and continuing care service for our looked after young people and have dedicated one of our residential houses (Gorebridge) to young people aged 16-18 where we shall work with them enhancing their social and life skills so that they can safely and confidently transition to independent living.

**Early Years:** Implementation of the Early Learning and Childcare (ELC) provisions of the Children and Young People (Scotland) Act 2014 continues to be a priority. All centres now have Senior Childcare Development workers as a core part of their team. All centres have been fully staffed from August 2015 to ensure seamless, well supported transitions to our centres from home for all children. Woodburn Family Learning Centre opened in February 2016 and multi agency staff are now in place with two year old places now doubled and capacity now at eighteen. ELC team have applied to be a pilot site with SG testing out the Family Learning Centre model to deliver 600 hours ELC.

We have increased availability of places across a range of partners to offer flexible choice for parents who have entitled two year olds. We now have nine Childminders and two Playgroups in contract to deliver our two year old provision. We have 115 two year olds currently in A Good Time To Be 2 provision.



The Pre 5 Additional Support Needs specialist teaching team has been enhanced with the provision of 3 Senior Childcare Development Workers who are supporting Hawthorn Child and Family Centre, Bright Sparks Playgroup and the Pre 5 specialist teaching team. The partnership teaching team now includes an ASN specialist teacher. These enhancements are having a positive impact on staff skills and children and families experiences.

The 'I Can' provision at Mayfield Nursery School continues to offer excellent support for our youngest children with speech and language disorders. A recent external inspection has enabled it to continue its positive work. Plans are in place to expand the outreach element of this service. Education staff are working closely with Speech and language therapy service to offer training advice and support to our Early learning and childcare staff.

**Raising Attainment: Pupil progress in primary school performance using standardised assessment data -**

**End of P1:** There was a 0.64 improvement in Maths at the end of P1 due to the successful implementation of SEAL (Stages of Early Arithmetic Learning) -an ambitious target has been set for 52.2. There was a 0.33% decrease in Reading at the end of P1. An ambitious target has been set at 52.1 for 2015/16. **End of P7:** There was a 0.4 improvement in the number of P7 pupils leaving primary school with a reading age of 9.5 years+. An improvement target of 89.3 has been set for 2015/16. There was an improvement of 1.5 in Maths by the end of P7 and an ambitious target of 95.3 has been set for 2015/16. As part of the National Improvement Framework which was launched in January 2016, measuring progress through the Broad General Education will be a priority for session 2016/17.

**Learning and Teaching:** Building on the importance of improving pedagogy and investing in Teacher CPD, 520 teachers and leaders from across Midlothian and 150 support staff participated in professional learning about the Visible Learning approach in August. All primary teachers in Midlothian, along with a few secondary colleagues, engaged in the Visible Learning Plus Foundation Day and support staff were introduced to the Visible Learning approach by members of the Educational Psychology Service. Midlothian were also invited to present at the Visible Learning World Conference. Feedback from both strands of professional learning has been overwhelmingly positive. A further report will be prepared for June Council on progress with Visible Learning.

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

**Lifelong Learning and Employability (LLE):** The new service will be consolidating and developing new provision across the authority to support local people to develop skills for learning, life and work. The changes to employability support programmes due to the new devolved responsibilities and the reduction in funding centrally will pose a challenge. It is important that we attempt to mitigate the impact on those most vulnerable by offering targeted employment support opportunities on a localised basis. All devolved programmes require to be in place by April 2017 and optimum bidding areas are being identified and this should create opportunities to work in partnership with other local authorities. Targeted work will also take place to support a wider age group of young people to reflect the 16-19 year old age group in the participation measure; it is advised this will expand up to 24 year olds over time.

**Positive Destinations:** The SLDR (Scottish Leaver Destination Report) figures were published in December for positive destinations. In Midlothian 93.5% of young people moved into positive destinations. This is 0.6% above the Scottish Average. When compared with last year, 0.4% less young people entered a positive destination this year however, there were approximately 81 more leavers recorded this year when compared with last year.

Moving forward, we are ambitious and want to get to a stage where all young people are supported to achieve and sustain a positive destination. On this improvement journey, 95% has been set as the aspirational target for this year. A range of initiatives with local partners have been progressed and will come to fruition in the next quarter such as our new outreach partnership with the Recruitment and Skills Centre based at Kinnaird Park. In addition, there are robust tracking systems now in place. We now also need to focus on the 16 to 19 year old age group supporting those who may have been in and out of positive destinations. A positive meeting has already taken place with SDS (Skills Development Scotland) in order to agree the action plan which we will take forward commencing with the identification and allocation stage. Many of the community benefit clauses are also becoming a reality and are offering local opportunities for work experience, apprenticeships and jobs for example through the building of new schools. Lifelong Learning & Employability are supporting local people to take advantage of these.

**Customer Services (Contact Centre & Libraries & Registrars):** Mayfield Library and Customer Hub launched in 2015 as a pilot project in developing new ways of working and delivering accessible services within our localities. Learning points and outcomes will be reported to Council and used for a roll out to develop customer services across Midlothian libraries

A new, joint, switchboard upgrade at the Contact Centre from the EWiM building moves provided an integration opportunity, including an automated switchboard function allowing internal/external customers to “self-service” calls by voice recognition, without the need to wait in queues to speak with the person or service they require (ie. “virtual operators”) as well as management information and reporting functionality to monitor and improve public services through continuing channel shift.

**Serving our Communities:**

- Funding secured for participatory budgeting activity in Dalkeith/Woodburn.
- Direct intervention by Welfare Rights Service has resulted in substantial increases in local households receiving correct benefit entitlements.
- Completion and first stage of implementation of Child Poverty Action Plan.
- Four micro-chipping events across Midlothian with some 700 dogs chipped ahead of new legislation coming into force.
- Major planning permissions granted for new housing at North West Penicuik (458 units), Gorebridge (211 units) and Rosewell (290 units), of which a proportion are within the defined 'affordable' category.
- Planning permission granted for the Zero Waste Facility at Millerhill.
- As a consequence of legal planning agreements a further £5 million of developer contribution was received in 2015/16.

**Sport and Leisure:** Strategic plan discussions involving all directorates and the NHS are ongoing, including Sportscotland, based on the previous One Team One Vision strategy.

Additional investment in Active Living staff to augment the NHS referral team is being considered. This should realise considerable savings to the IJB budget through preventative exercise rather than prescribed medicine/consultation.

The introduction of free swimming during school holidays has seen over 3,000 children using this initiative. This has now been extended to include Dalkeith Campus.

Scottish Rugby used Midlothian Sports Awards video to highlight their Modern Apprentice Community Coach programme where Amy Sanderson - award winning coach of the year is now working with 10 additional primary schools to offer rugby this year. The Council has grown women's rugby to a level where there is now a Midlothian squad.

Scottish FA Quality Mark awards for Midlothian Clubs; Penicuik Athletic FC achieved the Scottish FA Quality Mark Legacy Award. Easthouses CFC and Dalkeith Thistle CFC moved up to Development level and St Bernards FC and Newtongrange Youth Development Academy achieved Standard level.

Active schools have introduced Sportshall Athletics for P6/7 children. This year, 427 pupils from 22 Midlothian primary schools took part over the 4 heats at Gorebridge Leisure Centre.

**Land and Countryside:** A number of projects have been completed during the year with many as a result of securing third party funding. These included the riverside park footpath/cycleway, trim trails at both Cornbank and St Andrews primary schools, Stobhill primary school, trim trail (assault course) at Cornbank Primary School, developments at Mayfield Primary & St. Lukes Primary, trim trail at Sacred Heart PS, trim trail at St David's, new footpath and access gate completed at Cuiken Primary School.

In addition to retaining the green flag at Vogrie, Kings Park Dalkeith, Springfield Mill and Roslin Glen Country Park, work is progressing to secure a fifth green flag for Memorial Park, Loanhead.

Following the setting up of a joint team involving Land & Countryside and Road Services two contracts have been secured valued at £50,000. The intention is to seek and secure further work to increase income for the Council.



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

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

### **Promoting Economic Development**

- Extensive promotional activity with the tourism and other business sectors ahead of the opening of the Borders Railway in September 2015.
- Substantial activity to secure long-term economic benefits in Midlothian from the opening of the Borders Railway, through the appointment of specialist staff to augment the work of the Council's in house team in areas of business development and tourism opportunities.
- Successful bid for £3.4 million of EU funding through the LEADER programme to support rural economic development in Midlothian and East Lothian.
- Successful outcome of ballot to establish a Business Improvement District in Penicuik Town Centre.
- Collaboration with five neighbouring Councils in preparing a joint regional bid to Scottish and UK Governments for City Deal Status

**Waste Services:** The food waste plant at Millerhill is due to accept commissioning waste during May 2016. Following an internal Health and Safety audit of the plant by Alauna Renewable Energy (ARE) additional safety features are being introduced which will benefit the plant running in the long term but have delayed full operation in the short term.

Following the roll out of food waste collections Midlothian residents have again exceeded anticipated participation rates. It was envisaged that approximately 2,000 tonnes of food waste would be recycled each year. However if current performance is maintained this will be exceeded by over 20%.

The residual waste plant having gained both planning and license approval from Scottish Environment Protection Agency (SEPA) is entering the final stages prior to financial close. Having agreed at Council a variation if required to the capital contribution FCC Medio Ambiente S.A. are now working with their funders to secure internal agreements prior to signing off on the contract. FCC are currently on site carrying out pre construction works (at their risk) which will allow full construction to begin after financial close.

As a consequence of additional requirements by SEPA resulting in a detailed site investigation together with additional noise attenuation works there has been a delay in considering the planning permission for the recycling site at the Bellmans Road site in Penicuik. Any work, if approved is unlikely to take place prior to late summer 2016.

The annual recycling rate for 2015 has been confirmed at 47.9%. Given the higher than anticipated food waste recycling rate it is envisaged that for 2016 Midlothian may achieve an annual recycling rate of almost 53%.

**Housing Services- Annual Return on Scottish Social Housing Charter (ARC):** The Scottish Social Housing Charter is a regulatory requirement which replaces the previous performance standards and describes the results outcomes social landlords should achieve in meeting their legal duties. The Charter helps to improve the quality and value of the services that social landlords provide.

Midlothian Council's submission was provided as required by June, 2015 and details what tenants and other service users can expect from Midlothian housing services and the efforts towards achieving outcomes that matter to our customers. The Scottish Housing Regulator assessed the submissions as satisfactory.

**Phase 2 Housing:** 127 houses at Jackson Street, Craigiefield and Eastfield Drive, Penicuik have been completed within budget and handed to Housing for occupancy.

New sites at Edgefield Road, Polton Street and two sites at Stobhill Road have commenced following the issue of consent for a further 96 units.

Service disconnections at Newbyres are complete allowing the demolition process to start. This will be done in a controlled manner to allow inspections by all interested parties of the foundations and substructures. The legal process to recover losses incurred is moving towards writs being served on 3 parties.

Potential sites for the remainder of Phase 2 and the future Phase 3 sites are being assessed from existing land assets including those arising from EWiM initiatives.

**Homelessness:** There is a reduction in Homeless presentations reflecting the value of prevention through a range of initiatives in youth homelessness, workshops in our secondary schools and youth agencies. There are also more housing options developed for those at risk of homelessness in Midlothian.

Although homeless presentations are decreasing, the number of people placed in temporary accommodation has increased at a cost of over £1M each year. Action is being taken to reduce this with alternative housing options developed across all available tenures – council; RSL; private rented, flat shares and the plans to re-use Pentland House and Polton Centre for temporary accommodation use following Council approval.

**Revenues Services:** Rent Strategy Review for 2016/17 was carried out including stakeholder consultation on rent charge options and new build housing proposals. The consultation was completed and reported to Midlothian Council in December, 2015 which approved a 5% rent increase for a 3 year period.

**Borders Rail:** Following the successful opening of the line passenger numbers continue to exceed initial expectations. With the 0.5 million passenger mark having been passed and an average of 23,000 passengers using the line on a weekly basis it is predicted that final passenger numbers for the first year will exceed 1.2 million.

Work continues to maximise the opportunities that the new rail line brings to Midlothian and in that context the new hop on hop off bus was due to begin running on Monday 18 April. This has been supported with Borders rail from blue print group funding. The various attractions have been collaborating to offer potential passengers deals to attract them to use the new service.

**Asset Management Rationalisation:** Through 2015/16 the EWiM programme has completed the reorganisation of Midlothian House second floor and the conversion of Croft Street. This has resulted in staff relocations from satellite offices and the closure and disposal of these buildings.

The depot design and feasibility study has now concluded with a report to Council for the consolidation of several buildings into a purpose built facility on the economic development land at Hopefield. Discussions are ongoing with the blue light services for their inclusion in our proposals.

A year of consultation and research into the feasibility of a new Council Headquarters building and subsequent regeneration of Dalkeith Town Centre was presented to a Seminar of Council.

**Carbon Management:** Climate Energy Efficiency Fund (CEEF) is ending in April 2016. The Scottish Government and the Green Investment Bank, SALIX, have confirmed that the fund can be retained and additional match funding will be released for investment in carbon reduction measures.

Work towards an energy company continues with discussion centred on the opportunity at Shawfair and potential solar farms.

Current initiatives including LED lighting, building consolidation, and the use of better insulation materials have resulted in saving 1000 tonnes of CO2 ahead of targets.

#### **Travel and Fleet Services**

Electric charging points have been installed at Lasswade, Penicuik and Sheriffhall. Following discussions with city car club further charging points are to be installed in Dalkeith.

Through close monitoring of the home to school transport and social work travel arrangements further contracts have been taken in-house representing an additional £40,000 saving.

## **Additional Areas of Interest**

### **Internal Council actions/activities supporting the delivery of agreed outcomes**

#### **Delivering Excellence - A programme for change**

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

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

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

#### **Shaping our Future – engaging with our communities**

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

#### **Financial Stewardship and Sustainability Achievements**

- a) Completion of the 2015/16 Budget, addressing a shortfall of £7.6 million;
- b) Completion of the Q3 Financial Monitoring Reports to Council as part of the robust scrutiny of service financial performance demonstrating effective budgetary control across services.

#### **Challenges and Actions**

- a) Develop budget projections, the impact of the Council Transformation Programme and the financial implications of investment decisions / priorities for 2017/18 to 2021/22;
- b) Complete financial monitoring for Q4 2015/16 and into 16/17 and continuing to work with service managers to maintain effective control over expenditure;
- c) Complete statutory 2015/16 Final Accounts by deadline of 30th June 2016;
- d) Continued Financial Services support for the Council Transformation Programme. Help shape and lead all strands of the programme, continue to revise savings profiles and regularly update on application of the fund;
- e) Continue to strengthen financial stewardship in a climate of reducing budgets and increasing service pressure. Continuing to elevate new policy or investment decisions to ensure that they are affordable and demonstrate best value.

#### **Transformational Change Achievements**

- a) External Engagement for Delivering Excellence developed and first phase rolled out across Midlothian communities;
- b) Number of key areas including Housing, Adult Social Care progressing well with Delivering Excellence
- c) Transformational Officer support in:
  - Delivering the customer service strategy 2015-18 incorporating a comprehensive service review of the customer service function, channel shift, and business process redesign to improve and enhance service delivery and deliver transformation savings.
  - The content migration of the new Council website.
  - Delivering an in-house Court provision
  - Developing a joint Curators Schemes with Edinburgh City Council and East Lothian.
  - The delivery of end to end review of children's services (bringing two localities together and taking an end to end approach from referral to provision of services);
  - Implementation of online contractual changes process within Employment and Reward
  - Recruitment and Leavers review within Employment and Reward
  - Review of Social work financial assessments process

- End to end review of Registrars service underway
  - Violence against Women review with the Public Protection Unit
  - Review of the work being undertaken in 3 Priority Areas including review of structures to deliver, development of measurable outcomes that will demonstrate our progress on our 3 priorities
- d) Equalities
- Equality Outcomes & Equality Mainstreaming Reports 2016 – 2018 for East Lothian & Midlothian Health & Social Care Partnerships;
  - The new joint East & Midlothian Integrated Impact Assessment process and training programmes (about to be launched in May);
  - The Midlothian Council Equality Employee Monitoring Report 2015 – 2016 (May).
  - Development of Mainstream Report for Midlothian and East Lothian Councils
  - Review of Impact Assessment

## Emerging Challenges

### FINANCIAL

Balancing future years budget against a backdrop of reducing government funding, increase service demands and demographic cost pressures

- Concluding and implementing the review of pay and grading
- Continuing to secure a shift in culture and behaviours across the Council, adapting and innovating in response to the many challenges services face
- Securing improvements in the services provided by F&ISS and reducing the costs of these services
- Maintaining security over the Councils digital infrastructure and investing to maximise the impact technology has in both the corporate and learning environments

### ADULT HEALTH AND CARE

The Violence Against Women and Girls budget has traditionally been ring fenced with funding ultimately agreed by the East Lothian and Midlothian Critical Services Oversight Group (CSOG). The budget contains contributions from both local authorities and Police Scotland. A shortfall in funding was identified to maintain the East Lothian and Midlothian Violence Against Women and Girls Strategy coordinator and MARAC (Multi-Agency Risk Assessment Conference) Co-ordinator posts at current levels within current budgets for 2016/17. As a result of this shortfall and the potential impact on the service a decision was taken by CSOG to initiate a full review of the Violence Against Women and Girls service provision with a view to incorporating both roles into the total funding in future. A decision to extend the current funding for both posts until 31st March 2017 was agreed in order to facilitate a full review of the Violence Against Women and Girls services.

### GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

**Number of children requiring permanent placements:** Due to the excellent collaborative work of ensuring that children in care do not drift and move swiftly towards a permanent placement, we currently have a substantial number of children requiring permanent placements (20+). Whilst this is positive on many levels, we are needing to identify both adopters and long term foster carers most of them out-with Midlothian which will not only incur additional costs but require social workers to be out and about more ensuring that these placements have the dedicated support and planning so that the transition into them is successful.

**Securing Teacher Numbers:** Ensuring that Midlothian Council continues to meet Scottish Governments Commitment to maintaining teacher numbers and ratios in our schools and at the same time secures sufficient supply teachers which is currently a national issue. Teacher recruitment within Scotland is proving problematic and Education and HR staff within Midlothian have worked hard to recruit classroom and subject teachers for the coming academic year. We have also recruited permanent supply staff. However, this will remain a challenge in the coming year.

**The Education Act and the National Improvement Framework:** Following the update on the Education Bill to Council in August and the further report on the new National Improvement Framework presented to Council in November which calls for the reporting arrangements within the Bill to be statutory. The roles and the responsibilities of the local authority within this Bill are: To work in partnership with the Scottish Government to support the development and implementation of the National Improvement Framework; To support and challenge schools to

help all children to succeed and achieve the highest possible standards; To support teachers to access high quality professional learning opportunities; To make forensic use of school performance information to target support and intervention, fulfilling their statutory duties; To provide strong leadership and direction to schools and teachers to continually improve children's attainment; To ensure that the priorities are translated into local plans. In addition, the Bill is likely to include a 25 hour week for all primary aged pupils.

**Implementation of the Named Person:** Implementation of Named Person – We are working closely with our Schools/Health Partners/Scottish Government and SEEMIS/IT providers to ensure that we are well placed for implementation in August 2016.

## **IMPROVING OPPORTUNITIES FOR MIDLOTHIAN**

**Lifelong Learning and Employability Service and Positive Destinations:** The new service will be consolidating and developing new provision across the authority to support local people to develop skills for learning, life and work. The changes to employability support programmes due to the new devolved responsibilities and the reduction in funding centrally will pose a challenge. It is important that we attempt to mitigate the impact on those most vulnerable by offering targeted employment support opportunities on a localised basis. All devolved programmes require to be in place by April 2017 and optimum bidding areas are being identified and this should create opportunities to work in partnership with other local authorities. Targeted work will also take place to support a wider age group of young people to reflect the 16-19 year old age group in the participation measure; it is advised this will expand up to 24 year olds over time.

**Positive Destinations:** Reporting on Positive Destinations changed in August 2015 to include participation measures for 16 – 19 year olds. We will monitor this closely during the course of the year and will realign our service to ensure that we not only work hard to improve the positive destinations of our school leavers but that we have sufficient learning pathways post school education to support young people aged 18 and 19 into positive and sustained destinations. The provision of work school placements and careers advice to youngsters in local schools will continue. placements, school placements and careers advice to youngsters in local schools will continue.

**Customer Services (Contact Centre & Libraries & Registrars):** Reshaping service delivery by working with customers and partners to provide essential services to those communities in greatest need. Channel shift transactions are increasing in Revenues and Library services for accessible and convenient contacts to customers.

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

### **Serving Communities**

- Building the capacity of Community Councils and third sector groups to engage fully in community planning and neighbourhood planning work to achieve demonstrable outcomes for their communities.
- Tackle underage sales of tobacco.
- Review the climate change and biodiversity agenda for Midlothian.

**Land and Countryside:** Continue to improve the quality of parks and open spaces in areas of deprivation involving the use of a "Parks Quality Assessment", and promote Midlothian and its path network. This includes completion of the Barleyknowe field in Gorebridge.

Continue to work in partnership with volunteers to create walking/Cycling leaflets for Midlothian. Substantial work being taken forward to encourage walking and cycling adjacent to the new rail line.

An evaluation of all the pedestrian grass cutting routes will continue with a view to reducing costs in this area. In a similar vein efforts are being made to work with local communities to work on projects of common interest including bulb planting for example arranged for Penicuik at two locations in conjunction with the Community Council this Autumn.

The council is looking to improve access for all abilities to Midlothian Town Parks Play areas. In addition to introducing roundabouts suitable for wheel chair users in two Town parks at Loanhead and Dalkeith, the service is planning to install an additional roundabout in King George the fifth Park Bonnyrigg.



## SUSTAINABLE GROWTH and HOUSING

### Supporting, Protecting and Developing Communities

- Maximising the economic development (including tourism) opportunities presented by the Borders Rail Line.
- Securing (with our five local authority partners) a City Deal for the Edinburgh and South East Scotland Region.
- Preparing the Midlothian Local Development Plan for its Examination in Public.
- Working with Transport Scotland and Easter Bush Development Board partners to ensure that roads access does not constrain further development at the Bush
- Continue to deliver a high quality customer focused building standards service, while meeting the demands of the key performance outcomes within the new Performance Framework (set by Scottish Government).

**Waste:** Processing of the blue bin (recycling) material and future contractual arrangements has still to be resolved. Potential processing costs have been put forward by Viridor but this is subject to a legal opinion being determined in relation to contaminated waste.

FCC Medio Ambiente S.A. (FCC) has been appointment as the Preferred Bidder for the Zero Waste: Edinburgh and Midlothian Residual Waste Treatment facility. Until formal signing of the contract takes places this still remains a challenge that should be recognised.

Refurbish Penicuik Community Recycling Centre. The results from the site investigation, required by SEPA and the implications of noise attenuation measures are still awaited and these may impact on the viability of taking the proposed refurbishment forward.

**Housing Allocation Policy:** As demand for social housing continues to outstrip supply it is necessary to assess each housing applicant's housing need according to their circumstances and prioritise them according to the Housing Allocation Policy. The current policy adopted a group and points model in which three waiting lists were created to reflect applicant circumstances with yearly letting targets set for Homelessness, General Needs and the Choice Lists.

Allocation outcomes have matched the current policy intentions as reported annually to Cabinet and the Performance Review & Scrutiny Committee. While it is monitored regularly to ensure that equality requirements are met in terms of access to and allocation of housing, the bi- annual review will be reported to Council for any recommended changes as result of the lettings analysis and legislative changes.

**Syrian Vulnerable Persons Resettlement Scheme:** Midlothian Council is assisting with the resettlement of refugees and has agreement with the UK Government and Scottish Government to resettle up to 40 refugees over the period of the next 5 years. Support requirements include access to cultural, dietary, religious facilities as well as translation and interpretation services. Some households will be particularly vulnerable and require particular additional support through the relocation process.

Integration into Midlothian communities involves school provision requests, registering with doctors, obtaining National Insurance numbers and biometrics to be eligible to access services and benefits. In terms of rehousing, bringing people to safety is the main focus but in relocation from the camps the Council provides the opportunity for some element of mutual support in locating refugees. The rehousing of refugees is established within existing housing allocation arrangements and within the Council's responsibilities under the homelessness legislation.

**Revenues Services:** Revenues collections for rental income, Non-Domestic Rates and Council Tax continue to be challenging to secure income to the Council within a background of Welfare Reform and financial difficulties for residents and business in Midlothian.

DWP has been working with local authorities to look at areas where joint working would assist both council and DWP in a fraud and error reduction incentive scheme (FERIS) and real time earning information (RTEI) received from HMRC targets for interventions and recoveries.

In-Year collection of rents and Council Tax performance improved to date with collection amount and collection percentage measures increased.

A new model of local taxation is scheduled to be introduced to replace the existing Council Tax scheme. Guidance



is expected from Scottish Government towards implementation of any replacement scheme in 2017.

### **COMMUNITY SAFETY**

**Community Safety:** In reducing reoffending, with the planned replacement of the Community Justice Authorities and development of local Reducing Reoffending Partnerships; consideration and planning needs to be given to how this will link into the national oversight body, Community Justice Scotland. The Scottish Government has proposed that Community Planning Partnerships will be expected to actively contribute to reducing reoffending and be held accountable for performance, including its contribution to community justice through its existing governance and accountability arrangements.

Development of the shadow service and governance structures locally has been approved by Council towards full implementation in 2017. Alternative governance arrangements were approved with the establishment of the Midlothian Police and Fire & Rescue Committee for statutory scrutiny and review requirements and also the Community Safety and Justice Partnership for the wider partner obligations and integrated services.

Training is planned as improved outcomes will depend on a number of agencies working collaboratively to make communities safer and manage risk on a multiagency basis to protect the public in relation to a range of offenders.

# Midlothian Council PI summary





## 01. Outcomes and Customer Feedback

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	4,145	847	1,793	3,043	5,590		15/16: Data Only				
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	97.19 %	94.81 %	95.74 %	95.12 %	94.87 %		15/16: Off Target. Due to the complexity of various complaints received, some took longer than others to complete.		95%	Number of complaints complete at Stage 1	4,834
											Number of complaints at stage 1 responded to within 5 working days	4,586
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	83.78 %	85.71 %	85%	85.71 %	88.14 %		15/16: Off Target Stage 2 complaints which took longer than 20 days to resolve are being addressed by the relevant officer within each service		95%	Number of complaints complete at Stage 2	59
											Number of complaints at stage 2 responded to within 20 working days	52



## 02. Making the Best Use of our Resources

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Manage stress and absence	Sickness Absence Days per Employee (All employees)	8.85	2	3.36	5.76	8.29		15/16: Off Target Organisational Development and Human Resources are continuing to upskill managers to maximise attendance in their service areas.		8	Number of days lost (cumulative)	29,581.71
											Total number of employees (FTE) All employees including teachers	3,571.08
02. Manage budget effectively	Performance against revenue budget	N/A	£189.085m	£191.793m	£197.041m	N/A		15/16: Performance against budget will be reported to the Council in June.		£191.477m		

### 03. Corporate Health

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Process invoices efficiently	Percentage of invoices sampled and paid within 30 days (LGBF)							<b>15/16 : Off Target</b> The percentage of invoices paid within 30 days has fallen from 93% in 2014/15 to 90% in 2015/16. The percentage total value of invoices paid within 30 days is 96.8%.			Number received (cumulative)	15,612
		93.0 %	95.0 %	93.0 %	91.0 %	90.0 %		Managers will be reminded of their obligation to pay suppliers within the 30 day payments terms. The Purchase to Pay project has a number of workstreams that will change the way we process payments to suppliers		95.0 %	Number paid within 30 days (cumulative)	14,791
05. Control risk	% of high risks that have been reviewed in the last quarter							<b>15/16: Complete:</b> The Risk Manager has reviewed the High Risks and is supporting Service Risk Management Representatives to update High risks for their service.			Number of high risks reviewed in the last quarter	8
		100%		100%	100%	100%				100%	Number of high risks	8

### 04. Improving for the Future

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
06. Implement improvement plans	% of internal/external audit actions in progress							<b>15/16: Off Target.</b> There are 61 Audit actions in progress of which 44 are On Target. The outstanding actions are being address by the relevant managers within each Service.			Number of Actions on target	44
		90.44 %	38.64 %	68.52 %	28.21 %	72.13 %				85%	Number of actions in progress	61

# 15/16 Adult, Health and Care Actions and PIs



Adult, Health and Care							
Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
01. Support people with long term conditions	Implement the House of Care approach which will address the issue of nonclinical need in primary care while supporting people to self-manage their long-term conditions. Two GP Practices	<b>15/16:</b> Complete (100%). Now being implemented across the agreed sites in Midlothian – work has now started to seek funding to increase capacity within 5 other Practices in Midlothian.	100%	There is no Performance Indicator for this action			Prevention
02. Support people with dementia and their carers	Design and implement new approaches to supporting people with dementia and their carers in line with the 5 and 8 Pillars national frameworks.	<b>15/16:</b> Complete (100%). Co-production approach to 8 pillars adopted.	100%	Number of clients with new post diagnostic support	New measure. Target based on pilot work. Baselines currently being determined, and will be based on HEAT targets.	<b>15/16:</b> Target Exceeded (46). This value does not include post diagnostic support available through the clinic offered at Midlothian Community Hospital. Currently it is estimated that around 100 people are supported through the clinic. Work needs to be done to collate data and contrast with those supported via Alzheimer Scotland Link workers and within the Single Service team.	Prevention
				Number of clients with mild/moderate stage of illness when identified for 8 pillars support	New measure. Target based on pilot work. Baselines currently being determined, and will be based on HEAT targets.	<b>15/16:</b> Target Exceeded (105). The number of clients supported by the three Community Psychiatric Nurses (CPN) within the team are not yet reportable. Therefore, this value is lower than actual performance, and work will continue to ensure that this can be reported in the future.	
				Number of clients who have been allocated a Dementia Practice Support Worker who are actively involved with them	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New measure (98). This value does not include number of clients active and open to Community Psychiatric Nurses as there is no standard report currently available to determine this value. Work will continue to ensure that this can be reported in the future.	

Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
03. Support people to live well with cancer	Develop services to support people to live well with cancer after treatment as a national test site.	<b>15/16:</b> Complete (100%). Central point of contact now established within Lasswade Library, with an information and support centre. This provides free access to health and wellbeing services, including exercise and nutrition; benefits advice; employment support; and occupational therapy. Midlothian now has Scotland's largest patient advisory group, which is helping shape the project.	100%	There is no Performance Indicator for this action			Prevention
04. Reduce incidents of falls	Develop and implement a preventative approach to reducing the incidence of falls	<b>15/16:</b> Off Target (75%). Falls Classes currently on hold due to lack of staff resource. Will need to reconsider the model and possibly work with Midlothian leisure. Pathway mapping exercise was productive at surfacing the complexity of falls referrals and the complexity of journeys through services. Significantly, the existing uninjured fallers pathway is being reviewed as questions have been highlighted around how accurate the information flows through it are. No guidance on pan-Lothian Falls Strategy currently and Midlothian strategy will address outstanding actions from Framework for Action for Scotland 2014/16.	75%	Increase the proportion of MERRIT callouts which result in a fall assessment	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New Measure (23.57%). 310 out of 1315 callouts resulted in an assessment.	Prevention
				Decrease the percentage of falls which result in a hospital admission for clients aged 65+	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New Measure (4.79%). There were 63 admissions to hospital following a fall during 2015-16. This is the first time this indicator has been recorded and as such the figures from 2015/16 will provide a baseline for future reporting.	
05. Develop more local health services	Develop the use of the Midlothian Community Hospital including the provision of out-patient clinics and rehabilitation	<b>15/16:</b> Off Target (90%). Hot Topics public engagement event held on 28 January and Action Plan for Midlothian Community Hospital developed for implementation in 2016/17. Additional Audiology Clinics agreed and now waiting for Service to begin delivering these clinics.	90%	Number of additional services available in Midlothian Community Hospital	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New Measure (41). The number of services remains at 41 as Audiology Clinics have not yet started. These will now start in 2016/17.	Prevention/Co-Production

Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
06. Increase intermediate care provision	Extend the provision of intermediate care in Highbank by the addition of 7 beds	<b>15/16:</b> Complete (100%).	100%	Increase the percentage of Intermediate Care at Home clients who returned home with no package of care	9% in 2014/15	<b>15/16:</b> Off Target (4%). Whilst this is not yet at 15%, this does represent an increase in the proportion of clients returning home with no package of care.	Prevention/Co-Production
				Decrease the percentage of Intermediate Care at Home Clients who were admitted to a care home	15% in 2014/15.	<b>15/16:</b> Off Target (15%). Although this figure is off target, it demonstrates a continuing downward trend over the course of 2015/16.	
				Decrease the percentage of Intermediate Care at Home Clients who returned to hospital	39% in 2014/15.	<b>15/16:</b> Target Exceeded (11.9%).	
07. Speed up the process of discharge from hospital	Undertake some tests of change to shift towards the practice of assessing need at home (discharge to assess) rather than in a hospital setting	<b>15/16:</b> Complete (100%). This has been replaced by the strengthening of MERRIT (Midlothian Enhanced Rapid Response and Intervention Team); re-provisioning of Highbank, and considering the use of Midlothian Community Hospital. The hospital inreach team is also working well to identify people suitable for discharge and facilitating early interventions.	100%	Number of people referred to SW assessed in their own homes following immediate discharge from hospital	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New Measure. Work is ongoing to ascertain figures on a regular basis.	Prevention/Co-Production
08. Avoid unnecessary hospital admissions	Extend the provision of the service to reduce further emergency admissions to hospital	<b>15/16:</b> Complete (100%). Interviews for additional medical cover now taking place in May and plans for further expansion of the service now being developed for implementation in 2016/17.	100%	Reduce the number of emergency admissions for people aged 75+	2318 in 2012/13.	<b>15/16:</b> The most recent figure available from NHS reports a provisional 2014/15 number of 3,876. This figure relates to patients aged 65+, consistent with previous reporting.	Prevention/Co-Production
				Reduce the rate of per 1,000 population emergency admissions for people aged 75+	27.36 in 2012/13.	<b>15/16:</b> The most recent figure available from NHS reports a provisional 2014/15 number of 3,876. This figure relates to patients aged 65+, consistent with previous reporting. This equates to a rate per 1000 population of 44.96. Previous target is based on recent activity.	
				Maintain at zero the number of patients delayed in hospital for more than 72 hours at census date	3 in May 2014.	<b>15/16:</b> Off Target (1). Whilst there was one patient delayed for more than 72 hours at census date, 72 hours is a target to be implemented in approximately three years, and is included in reporting structures in preparation for this.	



Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
				Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date	4 in March 2009.	<b>15/16:</b> Off Target (1). One patient delayed for more than two weeks at census date in March.	
				Reduce the number of occupied bed days for people aged 75+ by 4%		<b>15/16:</b> Latest figures published by NSS (National Services Scotland) reports at NHS Lothian level only. Systems training sessions are being held in November, and it is hoped that this will allow staff access to more up to date information.	
				Reduce the number of attendances at A&E for people aged 75+		<b>15/16:</b> Latest figures published by NSS (National Services Scotland) reports at NHS Lothian level only. Systems training sessions are being held in November, and it is hoped that this will allow staff access to more up to date information.	
09. Increase the provision of telehealthcare	Develop new ways of utilising telehealthcare through early assessment of frailty, supporting people with dementia and their carers; and supporting training programmes in care homes	<b>15/16:</b> Off Target (75%). Frailty: Data sharing agreement drafted and with industry partner for final details and approval. Videoconferencing: National procurement did not progress as expected. Alternative route found through existing framework. In discussion with supplier for quote and scope of work. Dementia: Hub live (soft launch) and being developed.	75%	Increase the number of people with telecare packages	221 in 2009/10.	<b>15/16:</b> Off Target (992). It is accepted that this figure would plateau and level out over time.	Prevention/Co-Production
10. Enable people with complex needs to live in homely setting in Midlothian	Build new housing provision for people with complex needs to enable people to live locally	<b>15/16:</b> Off Target (75%). This is now expected to be ready in February 2017. Action to be carried forward to allow monitoring to continue.	75%	There is no Performance Indicator for this action			Prevention/Co-Production
11. Increase extra care housing provision	Work with Registered Social Landlords to progress a pilot to transform sheltered housing schemes into extra care housing provision	<b>15/16:</b> Off Target (25%). Review currently underway.	25%	The number of sheltered housing places reallocated as extra care through a pilot exercise.	New measure. Data collected in 2015/16 pilot will provide baseline for future reporting.	<b>15/16:</b> Off Target (25%). Review currently underway.	Prevention/Co-Production

Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
12. Improve access to services	Build on the success of the gateway clinics in areas such as mental health thereby speeding up access	<b>15/16:</b> Off Target (80%). Recruitment process started, proposed start date of August 2016.	80%	There is no Performance Indicator for this action			Prevention/Co-Production
12. Improve access to services	Enable many more carers to access advice and support through information systems, the media and by proactive identification by health and care workers	<b>15/16:</b> Complete (100%). Citizen's Advice Bureau and Midlothian Voluntary Action secured monies from Midlothian Small Grants and Robertson Trust to explore local promotional campaign. Alzheimer Scotland running pilot surgery with VOCAL (Voices of Carers Across Lothian) around dementia awareness and support, resulting in increased referrals to Alzheimer Scotland for support for carers and cared for people.	100%	Increase the number of carers known to SW and VOCAL	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> Complete (100%). Carer survey expanded to include carers in contact with VOCAL; Alzheimer Scotland; Woodburn Daycare Club and St David's Bradbury Day Service.	Prevention/Co-Production
12. Improve access to services	Develop stronger links with BME communities and ensure that effective communication systems are available including interpreter services	<b>15/16:</b> Complete (100%). This is complete for 2015/16, however opportunities to develop links with the Black and Minority Ethnic community will continue to be sought.	100%	There is no Performance Indicator for this action			Prevention/Co-Production
12. Improve access to services	Improve access to alternative psychological therapy services for people with common mental health problems	<b>15/16:</b> Off Target (25%). has not been met, although additional resources have now been sourced through the NHS and steps are in place to progress.	25%	The number of people accessing alternative services to psychological therapies		<b>15/16:</b> Information for this indicator is not currently available.	Prevention/Co-Production
13. Provide holistic services to people with learning disabilities	Develop more integrated and locally responsive services for people with learning disabilities	<b>15/16:</b> Off Target (75%). This will be complete when senior management responsibilities have been reconfigured.	75%	There is no Performance Indicator for this action			Prevention/Co-Production
14. Provide holistic services to people who misuse drugs and alcohol	Develop more integrated and locally responsive services for people who misuse drugs and alcohol	<b>15/16:</b> Complete (100%). A staff consultation is to take place in spring 2016.	100%	There is no Performance Indicator for this action			Prevention/Co-Production

Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
15. Strengthen the quality of Social Care Services	Increase the uptake of Self Directed Support	<b>15/16:</b> Complete (100%). Self Directed Support now embedded in practice. Internal Audit carrying out review, and resulting actions will be progressed through internal systems.	100%	The proportion of people choosing SDS option 1	70 in 2009/10.	<b>15/16:</b> New Measure (5.1%). 117 people in receipt of Self Directed Support Option 1 out of 2,279 care packages. This includes individuals under 18.	Prevention/Co-Production
				The proportion of people choosing SDS option 2	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New Measure (5.2%). 118 people in receipt of Self Directed Support Option 2 out of 2,279 care packages. This includes individuals under 18.	
				The proportion of people choosing SDS option 3	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New Measure (97.2%). 2215 people in receipt of Self Directed Support Option 3 out of 2,279 care packages. This includes individuals under 18.	
				The proportion of people choosing SDS option 4	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New Measure (7.4%). 168 people in receipt of Self Directed Support Option 4 out of 2,279 care packages. This includes individuals under 18.	
15. Strengthen the quality of Social Care Services	Implement the new care at home provider arrangements	<b>15/16:</b> Complete (100%). New contracts came in to effect on 16th May.	100%	There is no Performance Indicator for this action			Access to Services Prevention/Co-Production
15. Strengthen the quality of Social Care Services	Strengthen support to care homes including nursing support, telehealth care and management advice	<b>15/16:</b> Off Target (75%). National procurement contract through TEC (Technology Enabled Care) workstream failed to materialise, and therefore Midlothian is sourcing hardware through an alternative national framework. Broadband provision will now need to be considered separately.	75%	Increase the number of care homes with videoconferencing equipment (target 9)	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> Off Target (0). National procurement contract through TEC (Technology Enabled Care) workstream failed to materialise, and therefore Midlothian is sourcing hardware through an alternative national framework. Broadband provision will now need to be considered separately.	Access to Services
							Prevention/Co-Production
16. Strengthen primary care services	Improve access to Primary Care services	<b>15/16:</b> Off Target (50%). A range of actions are currently underway which will utilise the Primary Care Team and improve access to primary care services. However, due to GP recruitment issues, there are now 50% of practices within Midlothian operating a restricted list, which is impacting on patient access.	50%	Improve the rating of overall care provision as reported in the annual Health & Care Experience Survey	85% in 2011/12	<b>15/16:</b> Off Target (79%). Target based on repeat of 2011/12 baseline. This figure refers to the 2013/14 survey, which is the most recent published. 2015 survey has been carried out, but results are not expected until summer 2016.	Prevention/Co-Production

Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
16. Strengthen primary care services	Provide information about which services to access and develop health and wellbeing support in health centres	<b>15/16:</b> Complete (100%). Carers - Ongoing carer support pilot at Dalkeith Surgery by VOCAL (Voices of Carers Across Lothian) in response to desire by GPs to better support carers. Long Term Conditions - The Community Health Inequalities Team (1.5 full time equivalent nursing staff) are now providing an outreach service to people less likely to seek support through their GP. Mental Health - funding bid successful, project currently under development.	100%	Increase the number of additional social care services available in health centres	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New measure. Work is ongoing to ascertain figures on a regular basis.	Access to Services Prevention/Co-Production
17. Strengthen interagency working	Establish a new programme of events for the professional forums for 2015-16	<b>15/16:</b> Complete (100%).	100%	Hold 4 professional forums during 2015/16	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> Complete (4). All scheduled forums planned for 2015/16 were held.	Prevention/Co-Production
17. Strengthen interagency working	Develop stronger working between health, social care and third sector staff through a programme of local engagement events	<b>15/16:</b> Complete (100%). New programme developed for 2016/17.	100%	Hold 16 locality engagement events in 2015/16	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> Complete (16). All 16 events planned for 2015/16 held, and new programme developed for 2016/17.	Prevention/Co-Production
18. Improve communication with the public	Progress the development of the Health & Social Care website	<b>15/16:</b> Off Target (75%). NHS looking to support Integrated Joint Boards with the development of a website, and this continues to be progressed. Relevant information continues to be published on the Council website. A summarised visual version of the strategy has been produced, with further improvements noted. Three meetings of the Hot Topics group held.	75%	There is no Performance Indicator for this action			Access to Services, Prevention, Co-Production Channel Shift/Local Access, Capacity Building

Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
18. Improve communication with the public	Ensure the roll-out and implementation of the new communication strategy	<b>15/16:</b> Complete (100%).	100%	There is no Performance Indicator for this action			Access to Services, Prevention, Co-Production Channel Shift/Local Access, Capacity Building
19. Keeping people safe	Continue the programme of training and public awareness to improve the recognition and responsiveness to situations where people are in need of support and protection	<b>15/16:</b> Complete (100%). All training delivered as planned.	100%	Number of training and public awareness sessions	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> Target Exceeded (39). 39 training sessions provided in 2015/16, surpassing target of 32.	Prevention
19. Keeping people safe	Strengthen systems for monitoring the performance of all health and care services in ensuring the necessary workforce skills and internal procedures for dealing with incidents of possible abuse are in place	<b>15/16:</b> Complete (100%). Procedures have been reviewed and circulated for comment.	100%	Increase the number of adult support and protection cases included in case file audits 60	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> Target Exceeded (152). This refers to the number of audits completed across adult social care. Files are audited holistically, however future requests for audit will include files specifically chosen because adult protection processes have been applied.	Prevention
				Increase the proportion of Adult Support and Protection cases which are recorded to an acceptable standard	New measure. Data collected in 2015/16 will provide baseline for future reporting.	<b>15/16:</b> New indicator. Monthly case file audits now include one case per month with specific adult protection activity.	
19. Keeping people safe	Progress the implementation of the Public Protection Performance Framework	<b>15/16:</b> Off Target (80%). The Performance Framework is in place and has been reviewed for 2016 /17. Systems to collate the data, however, still require some improvement and this is being progressed internally.	80%	There is no Performance Indicator for this action			Prevention

# 15/16 Community Safety Action Plans and PIs

Community Safety								
Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.CS.CH.01.07	01. Alcohol and Drugs Misuse	Police to actively identify and monitor problem and monitored licensed premises	<b>15/16:</b> Complete The Licensing Forum is working with the Police to ensure the licensing objectives are achieved.	100%	Reduce the number of problematic/monitored premises in Midlothian	<b>Baseline:</b> 2013/15 - 2 year average = 11 <b>Trend:</b> 2014/15: Monitored: 8, problematic: 3 = total: 11 2013/14: Monitored: 9, problematic: 2 = total: 11 <b>Target:</b> 2015/16: 10 Based on a reduction on the 2 year baseline	<b>15/16:</b> Target achieved. There were 3 problematic/licensed premises at the end of the year. <i>Please note this indicator is not included in the 16/17 Strategy.</i>	Prevention
SMP.CS.CH.01.08	01. Alcohol and Drugs Misuse	Encourage licensed premises to apply for the best bar none scheme	<b>15/16:</b> Complete A substantial amount of work has been put into promoting the scheme and supporting applicants, however a number of this years applicants dropped out meaning that the target number was not achieved.	100%	No of licensed premises participating in the best bar none scheme	<b>Baseline:</b> 4 (14/15), 3 (13/14) <b>15/16 Target</b> – increase to 5	<b>15/16:</b> Off Target. 4 successful applicants this year with very high standards. 3 premises obtained gold awards and the 4th silver. A 5th premises, although they were not assessed this BBN year, are committed to remain in the scheme and plan on working hard to get through next year. Work is underway to promote the scheme for next year, targeting pub watch groups. <i>16/17 Target: 5</i>	Prevention, Locally Targeted
SMP.CS.CH.01.09	01. Alcohol and Drugs Misuse	Manage the intensive family support service (DASS) targeted to support 10 families for 12 weeks maximum at a time in Midlothian	<b>15/16:</b> Complete 19 families supported.	100%	There is no Performance Indicator for this action			Prevention
SMP.CS.CH.01.10	01. Alcohol and Drugs Misuse	Increase number of individuals engaging in post treatment Recovery Services	<b>15/16:</b> Complete	100%	The number of individuals who attend the Horizons Recovery Cafe and complete Pink Ladies Programme successfully	<b>Baseline:</b> H1 14/15: 85 <b>Target:</b> 15/16 Target: 90 14/15 target: 80	<b>15/16:</b> Target achieved. 94 people successfully completed the pink ladies course. The number of individuals who attend the Horizons Recovery Cafe (64 people /week) and complete Pink Ladies Programme successfully (84% completion rate). <i>16/17 Targets: 86% completion rate for Pink Ladies and 70 per week for Horizons cafe.</i>	Prevention



Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.CS. CH.02.0 2	02. Reducing Violent Crime	Work in partnership through the ASBVO group to reduce the risk posed by violent offenders	<b>15/16:</b> Complete ASBVO (Antisocial Behaviour & Violent Offender) meets monthly to discuss antisocial and violent offenders and assess partner agency intervention or sanction outcomes required.	100%	Reduce the number of recorded violent crimes	<b>Baseline:</b> 14/15: 61 13/14: 64 12/13: 63 <b>Target:</b> 15/16 Target: reduce by 1.5% on 3 year baseline (2012/15) 14/15 target: 61 - reduce by 1.5% on 3 year baseline (2012/15)	<b>15/16:</b> Target achieved 9.8% drop in violent crime over the last year.	Prevention
					Increase the % of positive stop and searches for weapons	First year reporting on measure	<b>15/16:</b> Data not available. An enhanced version of the National Stop & Search Database commenced on 1 June 2015. The enhanced database brought significant changes in the process of data capture and the methodology for recording data items. No previous year to date figures are provided as it has been previously acknowledged this data is not 100% accurate, therefore comparisons will provide misleading results or invalid conclusions.	
					The proportion of offenders assessed as posing a significant risk of harm for which at least one multiagency risk management case conference (RMCC) has been held	<b>Target:</b> 100%	<b>15/16:</b> Target achieved. <i>This indicator has been replaced by an indicator relating to new MAPPA violent offender arrangements for 2016/17.</i>	
SMP.CS. ASC.03. 04	03. Violence Against Women and Girls	Effectively implement the Caledonian system	<b>15/16:</b> Complete (100%).	100%	Proportion of men who successfully complete the Caledonian programme	First year reporting on measure	<b>15/16:</b> Off Target. Since the programme started there have been 40 Midlothian men. But 14 of these are still ongoing i.e. not yet completed the orders. 12 guys have successfully completed and this is 48%. This figure is slightly higher than across Lothian and Borders. The average across Lothian & Borders is approx 43/44%. <b>16/17 Target: 75% - propose 16/17 target is amended to 44% to reflect area average</b>	Prevention

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.CS.CH.03.01	03. Violence Against Women and Girls	Increase multiagency working to improve the safety of high risk victims of domestic abuse	15/16: Complete Partnership work includes MARAC (Multi-agency Risk Conference) and MATAC (Multi-agency Tasking and Co-ordinating Group) forums for actions and interventions for perpetrators and victims. VAW (Violence Against Women) team integrated into Public Protection Committee and reports directly to Committee and Chief Officer Group; Public Protection Team established. This action is complete for 2015/16 but is ongoing.	100%	Detection rates for crimes of domestic abuse	<b>Baseline:</b> H1 14/15: 81.3% <b>Trend:</b> 5-yr average: n/a 2013/14: 78.5% 2014/15 79.7% <b>Target:</b> 15/16 Target: 80% 14/15 target: 79% (based on 12/13 rate)	15/16: Off Target. This is a top priority for Police Scotland and a range of measures are in place to detect crimes. YTD there were 681 crimes and offences of domestic abuse recorded in Midlothian, down from 740 PYTD and above the five-year average of 482 Police in Midlothian detected 515 crimes/offences of domestic abuse in 2015/16, at a detection rate of 75.6%. Note that the local Police Scotland target has been set at 75% which differs from that in the Community Safety Strategy (80%). 16/17 target: 1% increase on 3 year average (2013/16)	Prevention
					Percentage of Domestic abuse and initial bail checks conducted within prescribed timeframe of 24 hours.	<b>Baseline:</b> H1 14/15: 91.3% ( 4 out of 46 not completed within timescale) <b>Trend:</b> 2013/14: 95.6% 2014/15 98.8% <b>Target:</b> 15/16 Target: 95% 14/15 target: 95.6% - based on 2013/14 figure	15/16: Target achieved. 16/17 Target: 95%	
SMP.CS.CH.03.03	03. Violence Against Women and Girls	Increase awareness of violence against women	15/16: Off Target 7 training days took place in the time period October 2015 – March 2016. The target was 9. This fell short of the target due to staffing vacancies. A multi-agency working group is now established to look at VAWG (Violence against Women and Girls) training needs and requirements going forward.	75%	Number of Violence Against Women training events taking place	<b>Baseline:</b> H1 14/15: 5 13/14: 8 <b>Target:</b> 15/16 Target: 9 14/15 target: 9 (an increase on the number provided in 2013/14)	15/16: Off Target. 7 training days took place in the time period October 2015 – March 2016. The target was 9. This fell short of the target due to staffing vacancies. A multi-agency working group is now established to look at VAWG training needs and requirements going forward. 16/17 target: 9	Channel Shift/Local Access
SMP.CS.CH.03.06	03. Violence Against Women and Girls	Effective Risk Management of registered sex offenders	15/16: Complete	100%	Proportion of MAPPA clients convicted of a level 1 or 2 offence	<b>Baseline:</b> H1 14/15: 0% <b>Target:</b> 15/16 Target: 2% 14/15 target: 2%	15/16: Target achieved. No MAPPA Client has been convicted of a Type 1 or 2 offence during 2015/16. These are sexual offences or serious violent offences.	Prevention

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.CS. CH.04.0 1	04. Crimes of Dishonesty	Target prolific house breakers and thieves through ASBOs and CRASBOs, working in partnership with the ASBVO group.	<b>15/16:</b> Complete The Antisocial Behaviour and Violent Offender (ASBVO) group are working to ensure a co-ordinated partnership approach to target prolific house breakers and thieves. The group monitors all ASBO's in force and works in partnership to ensure new ASBO's are applied for as required.	100%	The number of crimes of non domestic housebreaking (excluding businesses)	<b>Baseline:</b> 14/15 321 13/14 293 <b>Target:</b> 15/16 Target – reduce by 1.5% on 2 year average (307), target = 302	<b>15/16:</b> Target achieved however the number of housebreakings to domestic dwellings has increased. <i>16/17 Target – reduce by 1% on 3 year average (2013/16)</i>	Prevention
SMP.CS. CH.04.0 2	04. Crimes of Dishonesty	Work in partnership to raise public awareness of crime prevention through campaigns and crime prevention initiatives	<b>15/16:</b> Complete Crime prevention advice is provided at the programme of Community Safety roadshows held throughout the year. The Community Safety & Justice Partnership has funded property marking kits and leaflets providing home security tips.	100%	The number of crimes of housebreaking to domestic dwellings	<b>Baseline:</b> 14/15 66 13/14 134 <b>Target:</b> 15/16 Target – reduce by 1.5% on 2 year average (120), target = 118	<b>15/16:</b> Off Target. Housebreaking to domestic properties continues to be a challenge with 159 recorded break-ins YTD, up 54.4% from LYTD total of 103 crimes. The Partnership is working together to target housebreaking and raise awareness of home security. This includes increased use of social media, issuing security advice and use of crime prevention surveys. Police operation Bistra and Greenbay are in place. The ASBVO group is working jointly to take action where stolen property is recovered in Council or social housing tenancies and an ASBO is being considered for a high tariff individual convicted of a number of housebreakings. <i>16/17 Target – reduce by 1% on 3 year average (2013/16)</i>	Prevention
SMP.CS. ASC.05. 02	05. Re-Offending	Establish a shadow reducing re-offending partnership by April 2016	<b>15/16:</b> Complete (100%). New Partnership established, with police and fire scrutiny removed from the Community Safety and Justice Partnership.	100%	There is no Performance Indicator for this action			Prevention

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.CS. ASC.05. 03	05. Re-Offending	Community payback orders are completed satisfactorily	<b>15/16:</b> Complete (91%). During the period January – March 2016, 60 out of 66 payback orders were completed satisfactorily. Over 2015/16, a total of 86.8% of orders were completed satisfactorily, relating to 203 out of 240.	100%	Increase the % of successful completions of orders	<b>Baseline:</b> 15/16: 86.60% 14/15: 93.20% 13/14: 87.60% 12/13: 88.20% <b>Target:</b> 15/16 Target: 80% 14/15 target: 96% (based on 12/13 baseline of 95%)	<b>15/16:</b> Target achieved. <i>16/17 target: 80%</i>	Prevention
SMP.CS. ASC.05. 04	05. Re-Offending	Develop a sustainability plan for the SPRING service	<b>15/16:</b> Complete (100%). This action is complete for 2015/16, however is an ongoing service. Social Worker to be recruited and Team Leader in post, however funding is still precarious.	100%	% of women successfully completing orders	<b>Baseline:</b> First year of reporting on particular measure	<b>15/16:</b> Off Target. 15 out of 24 orders completed successfully. A range of factors can impact on a person completing an order, their circumstances are important and this can be affected by change of worker (for their CPO or other services they are working with), housing, employment and substance misuse. Transferring in or out of area can also be a factor as can be the view /reaction to the court if we return for review. This target was based on last years exceptionally high completion rate, generally a completion rate over 40% is viewed as positive. <i>This indicator has not been included in the 16/17 Strategy.</i>	Prevention

# 15/16 Getting it Right for Every Midlothian Child Actions and PIs



GIRFEMC								
Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.GF.01.1	01. Deliver services to prevent the need for additional support, or provide it early.	Begin work on delivering Family Learning Centres and approach with a focus on the 3 Community Planning Partnership priority areas. This is a multi disciplinary preventative model. Work would begin on putting this vision into practice during 2015-16.	<b>15/16:</b> The Woodburn family learning centre opened in February 16, initial scoping work beginning for Mayfield.	100%	Detailed plans for implementation of Family Learning Centres approved by Getting it Right for Every Midlothian Child Board and Elected Members by end 2015/16		<b>15/16:</b> Complete. Family Learning Centre opened in Feb 16. This has already begun to engage more families in their child's learning.	Prevention, Co-production, Locally Targeted
SMP.GF.01.2	01. Deliver services to prevent the need for additional support, or provide it early.	Analyse data and target key groups to increase uptake of 27-30 month health checks.	<b>15/16:</b> NHS Lothian are unable to provide data in enough detail such as developmental category by ward or post code area to allow for targeting key groups. In line with the National picture Speech and Language continues to be the developmental category most often identified as delayed. Further information will be available for the May board meeting.	50%	Rate of uptake of 27-30 month health checks across Midlothian.		<b>15/16:</b> The latest data available (Dec 14-Feb 15) showed that of the 243 27-30 month children identified 198 (81.5%) had been reviewed. Work is ongoing to increase uptake of reviews across Midlothian. However, staff resourcing challenges within the Health Visiting teams has caused some delaying effect in the effort. Up to date information will be available from NHS for next board meeting.	Prevention, Co-production, Locally Targeted

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.GF. 01.3	01. Deliver services to prevent the need for additional support, or provide it early.	Develop systems to transfer the results of the 27 month health check to children's Early Learning and Childcare setting.	<b>15/16:</b> Off Target. Information transfers to ELCC's are not yet taking place in a systematic way.	0%	Information transfers of results of 27 month health check taking place		<b>15/16:</b> Off Target. Health Visitor staff are making referrals as a result of the 27-30 Month Health Review findings to specialist services such as Speech and Language either directly or through stage 2 forums. A national team within the Early Years Collaborative is investigating the transfer of information to Early Learning and Childcare settings. Progress is likely to be delayed due to the implementation of both the new Health Visitor pathway and the named person by August 2016.	Capacity Building/Co-Production, Prevention
SMP.GF. 02.1	02. Improve the lives of vulnerable or at risk children and young people	Strengthen Stage 2 of the Midlothian Assessment and Planning Staged System to reduce the number of the 0–17 year old population in out-of-authority care	<b>15/16:</b> Complete. Improved process up and running in all primary schools and are now established with Health colleagues for under 5s. Social Work staff seconded into NHS to strengthen stage 2 interventions for under 5's in health.	100%	Reduced number of young people requiring support at Midlothian Assessment and Planning Staged System Stage 3		<b>15/16:</b> Off target. There were 298 children receiving assistance at Staged System Stage 3 at the end of H2. Information from this indicator will be used to set future targets.	Prevention
					Number of 0–17 year old children and young people in out-of-authority care		<b>15/16:</b> There were 55 children and young people in out of authority care at the end of H2. Continues to be the work of MARG (Multiagency Resource Group) and Gate-keeping. MARG has not negotiated any further out with Midlothian Placements. Young people previously placed have been risk assessed and it is not appropriate to disrupt settled placements.	
SMP.GF. 03.1	03. Improve the lives of children and young people by putting in place the changes being required by Scottish Government.	Increase the number of 2 year olds taking up the 600 hours of early learning and childcare – including implementing the change in qualifying criteria from August 2015	<b>15/16:</b> Increased availability of places across a range of partners to offer flexible choice for parent, we now have 9 Childminders and 2 Playgroups in contract to deliver our 2 year old provision. 115 2 year olds are currently in A Good Time To Be 2 provision.	100%	Number of 2 year olds in early learning and childcare		<b>15/16:</b> Complete. Increased availability of places across a range of partners to offer flexible choice for parent, we now have 9 Childminders and 2 Playgroups in contract to deliver our 2 year old provision. 115 2 year olds are currently in A Good Time To Be 2 provision.	Prevention, Locally Targeted



Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.GF. 03.2	03. Improve the lives of children and young people by putting in place the changes being required by Scottish Government.	Prepare for the Named Person Service	15/16: On Target. All Principal Teachers of Guidance and DHTs Pupil Support have undergone training on the role of Named Person. There are a number of issues still be confirmed by the Scottish Government in relation to guidance within the Act.	66%	All Health Visitors and relevant schools staff trained in Getting it Right for Every Child wellbeing indicators		15/16: On target (50%). <b>Health Visitors</b> Health Visitors Team Leader has recently been appointed, initial priority is to take stock of position and needs, training regarding Named Person service will follow. The Team Leader is part of the Midlothian Training and Practice Group which is made up of managers and practitioners from across Health and Education where relevant training and issues around it are discussed. A further update on this position will be available for the May board meeting.	Prevention
					New Target - Results of Getting it Right for Every Child survey show improvement for those schools involved in 2014 pilot, other schools establish baseline for future monitoring.		15/16: Off Target. It has been challenging for some primary schools to incorporate the surveys into their yearly planning therefore only a few schools have been able to complete them. Each primary school has been encouraged to use the surveys before they carry out their wellbeing training but this has not been consistent.	
SMP.GF. 04.1	04. Support children and young people to manage risk taking behaviour	Revise strategies, guidance and staff training on risk taking behaviour amongst children and young people, e.g. to take account of New Psychoactive Substances	15/16: Complete. Policy was revised to be more focussed and more of a guidance paper for staff. Is linked to learning and development going forward.	100%	Staff report being better able to deal with children and young people's risk taking behaviour		15/16: The Vulnerable Young Person's sub group has been working on the new Risk Taking Policy which offers guidance and support to all staff to help them deal with risk taking behaviour. We also have the Vulnerable Young Person's Protocol devised by the Public Protection Team which offers guidance around very high risk cases which has been getting utilised in most cases where the young person has been at risk of going into secure care.	Prevention
SMP.GF. 05.1	05. Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	This priority is led by the Improving Opportunities Midlothian thematic group		0%				

# 15/16 Improving Opportunities for People in Midlothian Actions and PIs



IOM								
Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.IO M.CE.01. 1	01. Improve access to welfare advice through increased local and targeted provision	Responding to Universal Credit through awareness rising, training, research and coordination of activity. Monitoring sanctions and food bank use and take appropriate action.	<b>15/16:</b> On target (100%). MARCH and Midlothian Financial Inclusion Network project delivered improved access to welfare advice. NHS staff now routinely referring people to welfare rights team.	100%	% of service users self identifying having more control over their budgets.		<b>15/16:</b> Initial satisfaction survey showed that 92% of Welfare rights service users rated the help received positively.	Prevention
SMP.IO M.CE.02. 1	02. Support people out of poverty and reduce welfare dependency	Deliver digital training and CV/interview skills training through JCP Flexible Support Fund. Target 100 accessing training.	<b>15/16:</b> Complete (100%) 119 people accessed training.	100%	Proportion of working age population who are economically active.		<b>15/16 :</b> On Target (78.4%). Current information (Jan - Dec 2015) shows that Midlothian is outperforming the Scottish Average by 0.7%	Prevention, Capacity Building
					Reduce the % of working age population on nonwork benefits. (Target: in 2015-16 to increase the gap between Scotland and Midlothian by 1%.)		<b>15/16:</b> On Target (1.2%) The latest figures available show Midlothian JSA (Jobseekers allowance) and ESA (Employment and Support allowance) rates combined are 1.2% lower than the Scottish average at 9.8% of the working age population.	
SMP.IO M.CE.03. 1	03. Increase the positive destinations for young people	Targeted support for vulnerable young people during transition phase. Increase awareness of MA and college/school programme in schools. Support parents to increase their knowledge of vocational routes and their benefits.	<b>15/16:</b> Target support and weekly meetings to ensure early identification of at risk young people Multi agency planning operationally and strategically, joint training with SDS. 10 learning pathways and additional PAVE 2 places.	100%	Percentage of young people achieving and sustaining positive destinations		<b>15/16:</b> On Target Currently on target. New figures will be released in June 2016.	Prevention

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.IO M.CE.04. 1	04. Increase qualifications gained by adults of working age	National adult achievement awards (SCQF levels 3/4/6) will be available in 2015 – Newbattle will be accreditation body.	<b>15/16:</b> Complete (100%). The Adult Achievement Awards were piloted last year and completed in January with learners awarded their certificates during this period. The next phase is to be out from June 2016. One of the pilots was completed in Midlothian jointly between Newbattle Abbey College and Midlothian Council Criminal Justice Team. The numbers have passed the target for the year. In total 42 adults achieved accreditation and 33 new learners started courses.	100%	Increase proportion of level of qualification gained by adults of working age at SCQF 1/2/3/4 and no qualifications.		<b>15/16:</b> Off Target (50%) Latest published information for 2015 Calendar year. Midlothian is above the Scotland for NVQ1 and NVQ2 but below Scotland for NVQ3 and NVQ4.	Prevention, Capacity Building
SMP.IO M.CE.04. 2	04. Increase qualifications gained by adults of working age	ESOL SCQF modules delivered by CLD in June.	<b>15/16:</b> Complete (100%). There have been 242 attendees at ESOL (English as Second or Other Language) classes in 15/16. The target was 234.	100%	There is no Performance Indicator for this action			Prevention, Capacity Building
SMP.IO M.CE.04. 3	04. Increase qualifications gained by adults of working age	Increase the number of local accredited learning opportunities .	<b>15/16:</b> Information for this action is not currently available.	50%	There is no Performance Indicator for this action			Prevention, Capacity Building
SMP.IO M.CE.04. 4	04. Increase qualifications gained by adults of working age	Increase the number of pathways for progression	<b>15/16:</b> Information for this action is not currently available.	50%	There is no Performance Indicator for this action			Prevention, Capacity Building
SMP.IO M.CE.05. 1	05. Increase access to digital services for adults	Technology steering group continues to meet to implement the recommendations of the pilot.	<b>15/16:</b> Complete (100%). The pilot is now complete.	0%	No of jobseekers accessing ICT safely on a computer meeting MTSG standards in pilot area.		<b>15/16:</b> 21 jobseekers were supported in accessing the service.	Capacity Building/Co-Production, Channel Shift/Local

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
								Access
SMP.IO M.CE.05.2	05. Increase access to digital services for adults	Voluntary sector forum re deliver training for ICT contingencies	<b>15/16:</b> Information for this action is not currently available.	0%	There is no Performance Indicator for this action			Channel Shift/Local Access, Capacity Building
SMP.IO M.CE.05.3	05. Increase access to digital services for adults	Deliver ICT training through the MALP program	<b>15/16:</b> A Digital Literacy Course was run in 2015 in Gorebridge Library by MALP (Midlothian Adult Learning Partnership) in partnership with MFIN (Midlothian Financial Inclusion Network). In addition, the current f/t Preparation for FE Course (SCQF Level 4) started in January 2016 and will end in June 2016. This is co-delivered by Midlothian Council Lifelong Learning and Newbattle Abbey College and runs in the college. This course includes an ICT unit. 10 students are enrolled on the course.	100%	% of JSA claimants online.		<b>15/16:</b> 33%. 9 participants started the course in April 2015. 3 participants completed the course including 2 job seekers. 1 participant has moved on to employment..	Channel Shift/Local Access, Capacity Building
SMP.IO M.CE.05.4	05. Increase access to digital services for adults	SCQF 3/4 programme and delivering re digital literacy in 2015	<b>15/16:</b> Information for this action is not currently available.	50%	There is no Performance Indicator for this action			Channel Shift/Local Access, Capacity Building
SMP.IO M.CE.05.5	05. Increase access to digital services for adults	Improve older people's digital confidence and skills through one-to-one and group IT tuition (Connect Online & Sidekicks – target 200 older people access services)	<b>15/16:</b> Complete (100%)	100%	Number of older people who will receive 1 to 1 tuition		<b>15/16 :</b> Complete (54)	Channel Shift/Local Access, Capacity Building
					Number of older people who will receive group tuition		<b>15/16 :</b> Complete (123)	
					Number of computer clubs developed and run		<b>15/16 :</b> Complete (6)	
					Number of ipad for beginners courses		<b>15/16 :</b> Complete (3)	

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
					percentage of isolated learners will report an increase in social interaction		<b>15/16:</b> Complete (89%)	
					percentage of learners will report that their confidence and skills have improved		<b>15/16:</b> Complete (100%)	
SMP.IO M.CE.06. 1	06. Reduce health inequalities and improve the health of people in Midlothian	Provide training and small grant funding for organisations on addressing inequalities through food/health activities.	<b>15/16:</b> Interim report complete. Final evaluation in progress for the 10 projects.	100%	Reduce the proportion of people who don't know how to cook healthy meals on their budget (reduce to 7% - data from Citizens Panel).		<b>15/16:</b> On Target (6%). Information from the Winter Citizens Panel stated that only 56 of 611 responders didn't know how to cook healthy meals on their budget.	
SMP.IO M.CE.06. 2	06. Reduce health inequalities and improve the health of people in Midlothian	Food & Health Alliance activities: increase access to affordable fruit and veg through 'Toot for Fruit' van	<b>15/16: Complete (100%)</b> Moved from MVA management to Gorebridge Foodbank 1/5/16. Work will continue with improved access	100%	Increase proportion of people who report eating 5 portions of Fruit/Veg on 3+ days per week (85%)		<b>15/16:</b> Off target. Information from the last Winter Survey shows that 40% of responders ate 5 pieces of Fruit/Veg per day on 3 or more days per week.	
					Reduce no people who never eat 5 portions of fruit/veg in a day (3%).		<b>15/16:</b> On target. Information from the last Winter Survey showed that 2% of responders never ate 5 portions of fruit & vegetables per day.	

# 15/16 Sustainable Growth Actions and PIs

Sustainable Growth and Housing								
Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.SG.CE.01.1	01. Implement Ambitious Midlothian Plan	Deliver local procurement programme	15/16: Information for this action is not currently available.	0%	No of local companies assisted through training in the public procurement processes (target 20 by March 2016)		15/16: Information for this indicator is not currently available.	Prevention, Locally Targeted
					% increase in turnover from public procurement by Midlothian businesses compared to previous year (target 5% by March 2016)		15/16: Information for this indicator is not currently available.	
SMP.SG.CE.01.2	01. Implement Ambitious Midlothian Plan	Deliver Catalyst for Growth, an in-depth programme to help businesses that are ready to grow to develop and implement growth plans	15/16: <b>Off Target</b> Unable to progress due to changes by Scottish Government on basis by which funding is made available.	0%	No of potential businesses recruited to the Catalyst for Growth course which will run from Aug-Nov 2015 (Target – 10)		15/16: <b>Off Target</b> Cancelled due to staff shortage, budget transferred to grants.	Capacity Building/Co-Production, Channel Shift/Local Access
					% Increase in turnover by businesses that have participated in the course during 2014-15 (Target 10 by March 2016)		15/16: Information for this indicator is not currently available.	
SMP.SG.CE.01.3	01. Implement Ambitious Midlothian Plan	Deliver marketing programme to support successful achievement of Assisted Area Status	15/16: Information for this action is not currently available.	0%	No of businesses to have relocated to Midlothian (Target – 10 by March 2016)		15/16: <b>On Target</b> There have been 33 new companies starting in Midlothian in 2015/16. 19 companies have relocated to Midlothian.	Capacity Building/Co-Production, Channel Shift/Local Access
SMP.SG.CE.01.4	01. Implement Ambitious Midlothian Plan	Deliver actions from the Bush Framework Masterplan related to infrastructure (environmental improvements, road and junction design, branding, signage and a path network)	15/16: Information for this action is not currently available.	50%	There is no Performance Indicator for this action			Capacity Building/Co-Production



Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.SG.CE.01.5	01. Implement Ambitious Midlothian Plan	Progress delivery of A701 relief road	<b>15/16: Off Target</b> At Pre-Examination stage - Representations processed and reported to Council 17.05.16. If report approved – publish representations and submit plan to Scottish Ministers and prepare for Examination (6-9 month timescale). Action forms part of City Deal and if successful would assist in design & delivery post Examination.	70%	% progress preparation of Local Development Plan in accordance with Prevailing Development Plan. Target – 100% by March 2016.		<b>15/16: On Target</b>	Capacity Building/Co-Production
SMP.SG.CE.01.6	01. Implement Ambitious Midlothian Plan	Develop Penicuik Business Improvement District. Ensuring Local ballot completed by July 2015.	<b>15/16: Complete</b> Penicuik BID operational as of June 2015	100%	There is no Performance Indicator for this action			Capacity Building/Co-Production, Channel Shift/Local Access
SMP.SG.CE.02.1	02. Implement Midlothian Tourist Forum Action Plan	Mount specific tourism engagement events	<b>15/16:</b> Information for this action is not currently available.	0%	No of events organised (Target – 3 before March 2016).		<b>15/16: On Target</b> 3 Tourism Specific engagement events delivered. May 2015 June 2015 Nov 2015	Capacity Building/Co-Production, Channel Shift/Local Access
					Measure of success – numbers of businesses attending (Target – 60)		<b>15/16: Complete</b> 100+	
					No of new business members for Midlothian Tourism Forum (Target – 10)		<b>15/16:</b> Information for this indicator is not currently available.	
SMP.SG.CE.02.2	02. Implement Midlothian Tourist Forum Action Plan	Support Midfest 2015	<b>15/16: Complete</b> Unfortunately no information re breakdown of visitors from Midstock event. However for this event overall attendance increase by 27%.	100%	No of visitors to Midlothian included in the audience (Target 1,500)		<b>15/16: Complete.</b> A survey of attendees at Midfest's family fun day showed 20.8% of those who responded came from outwith Midlothian. This equates to 1518 of overall attendees. The Midstock event was attended by between 4700-5000 people but information on their usual residence is not yet available.	Capacity Building/Co-Production

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
					Write tender for hop on/off tourism bus linking with stations		<b>15/16:</b> Information for this indicator is not currently available.	
SMP.SG. CE.02.3	02. Implement Midlothian Tourist Forum Action Plan	Develop portfolio of hotel sites to support new developers	<b>15/16: Complete</b> Borders Rail Investment Prospectus launched Nov 15	100%	There is no Performance Indicator for this action			Capacity Building/Co-Production
SMP.SG. CE.03.1	03. Implement Borders Railway Action Plan	Completion of Midlothian Tourism Audit	<b>15/16: Complete.</b> Tourism audit published and presented to industry at Borders Rail tourism event - May 2015.	100%	There is no Performance Indicator for this action			Channel Shift/Local Access
SMP.SG. CE.03.2	03. Implement Borders Railway Action Plan	Visit Scotland marketing programme promoting railway and Midlothian as a destination programme promoting railway and Midlothian as a destination	<b>15/16: Complete</b> Marketing campaign complete and report produced.	25%	Ongoing throughout 2015-16. Measure of success – marketing programmes. (Target – 6 unique marketing programmes).		<b>15/16: Complete</b> 2015/16 Marketing campaign complete and report produced	Capacity Building/Co-Production
SMP.SG. CE.03.3	03. Implement Borders Railway Action Plan	Hold food/drink/craft market in Waverley station promoting line and Midlothian Tourism/Food & Drink products	<b>15/16: Complete.</b> A variety of Midlothian businesses were represented at the Waverley line opening alongside stallholders from Scottish Borders and Edinburgh.	100%	No of participating Midlothian tourism businesses (Target – 15)		<b>15/16: Off Target</b> Substantial contact was made with local SMEs food producers to attend but only 3 businesses took up the opportunity. Other were already committed to other events and trade shows.	Capacity Building/Co-Production
SMP.SG. CE.03.4	03. Implement Borders Railway Action Plan	Trial hop on/off tourism bus linking with stations	<b>15/16:</b> Information for this action is not currently available.	0%	Write tender for hop on/off tourism bus linking with stations		<b>15/16:</b> Information for this indicator is not currently available.	Capacity Building/Co-Production, Prevention
SMP.SG. CE.04.1	04. Maximise access to next generation broadband	Midlothian Council has paid £0.5M to Scottish Govt to maximise broadband coverage.	<b>15/16:</b> Superfast Broadband has been rolled out from October 2015 – March 2016 and continues.	100%	% premises to have access to next generation broadband Target – 98% by Dec 2017		<b>15/16: Off Target</b> No change (78.5%), SFBB has been rolled out from October 2015 – March 2016	Capacity Building/Co-Production
SMP.SG. CE.04.2	04. Maximise access to next generation broadband	Engage with business and provide info to enable them to secure funding to install high speed connections	<b>15/16:</b> Information for this action is not currently available.	0%	No of businesses to benefit from Connected Capital Broadband voucher (Target – 15 from Apr 2015-Mar 2016)		<b>15/16: Complete</b>	

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
		and increase take-up of digital trading			No of businesses to benefit from Scottish Enterprise managed digital vouchers (5 from Apr 2015-Mar 2016)		<b>15/16:</b> Information received from Business Gateway.	
SMP.SG. CE.05.2	05. Address climate change	Develop a comprehensive adaptation action plan	<b>15/16: Off Target.</b> Midlothian Council Cabinet on 17 November 2015 approved the abandonment of this climate change adaptation action plan in favour of an emerging risk based approach to climate change adaptation.	0%	There is no Performance Indicator for this action			Prevention
SMP.SG. CO.05.1	05. Address climate change	Develop infrastructure incidental to Borders Rail	<b>15/16: On target.</b>	100%	There is no Performance Indicator for this action			Prevention
SMP.SG. CO.05.3	05. Address climate change	Complete development of food waste facility and associated infrastructure as part of Zero Waste Parc at Millerhill	<b>15/16: Complete.</b> Planning permission has been granted for the site, the facility has been built and it is operational.	100%	There is no Performance Indicator for this action			
SMP.SG. CO.05.4	05. Address climate change	Part develop residual waste facility and associated infrastructure as part of Zero Waste Parc at Millerhill	<b>15/16: Off Target</b> Contractor on site, delay in accepting food waste from the 01 January 2016 due to a health & safety issue. Anticipated start date June 2016.	80%	There is no Performance Indicator for this action			Prevention
SMP.SG. CE.06.1	06. Progress preparation of Midlothian Development Plan and SES plan	Through the Strategic Development Authority for South East Scotland, progress preparation of South East Scotland Strategic Development Plan no.2 in line with development plan scheme	<b>15/16: Complete</b> MIR complete and responses assessed and considered. Proposed Strategic Development Plan has been drafted in accordance with development plan scheme.	100%	There is no Performance Indicator for this action			Capacity Building/Co-Production
SMP.SG. CE.06.2	06. Progress preparation of Midlothian	Progress preparation of Midlothian Local Development Plan and	<b>15/16: Complete</b> Proposed Local Development Plan	100%	There is no Performance Indicator for this action			Capacity Building/Co-Production

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
	Development Plan and SES plan	its action programme in line with development plan scheme	published for a period of representation in accordance with development plan scheme.					
SMP.SG. CE.07.1	07. Protect and improve our historic buildings, environment and town centres	Maintain progress on the Gorebridge Conservation Area Scheme (CARS)	<b>15/16: Complete.</b>	100%	% of Gorebridge CARS monies available for award which have been awarded Target 100% at end of 5 year programme		<b>15/16: Complete</b> All of the grant available for building projects has now been awarded.	Prevention
SMP.SG. CE.08.1	08. Protect the natural environment and promote biodiversity	Develop and deliver the Midlothian Green Network	<b>15/16: On target.</b>	100%	There is no Performance Indicator for this action			Capacity Building/Co-Production
SMP.SG. CE.08.2	08. Protect the natural environment and promote biodiversity	Encourage extensions to woodland cover and protect existing woodlands (not including commercial forestry)	<b>15/16: On Target.</b>	100%	Total additional woodland hectareage		<b>15/16:</b> Awaiting Information from Forestry Commission Scotland.	Prevention
SMP.SG. CH.09.1	09. Provision of more social housing taking account of local demand	In partnership between Council , RSL and private developers, deliver more social housing	<b>15/16: Off Target</b> Despite not meeting the target of 100 units in 2015/16 the Council has agreed for a 3rd Phase of affordable housing which will enable an increased supply of affordable housing in future years. Five developments completed by Council and RSLs during 2015/16. Construction works have commenced on four sites.	83%	Deliver 100 new homes, including 60 Council and 40 RSL	First year of reporting measure in this way. <b>14/15:</b> 76 Council houses were complete.	<b>15/16: Off Target</b> The 100 unit target has not been reached during 2015/16 due to unforeseen delay in tendering for council developments and a lower number of RSL completions. However, it is expected that approximately 140 units will be completed in 2016/17.	Prevention, Locally Targeted
SMP.SG. CH.09.2	09. Provision of more social housing taking account of local demand	Achieve planning permission for Complex Care Housing, Extra Care Housing and Gorebridge Developments	<b>15/16: Complete</b> Planning permission granted for Complex Care development in Penicuik and Stobhill Road, Gorebridge.	100%	Number of planning permissions granted for Complex Care Housing, Extra Care Housing and Gorebridge Developments – Target 2	First year of reporting this measure.	<b>15/16: On Target</b> Planning Permission Granted for Complex Care Development, Penicuik & Gorebridge (2)	Capacity Building/Co-Production

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.SG. CH.10.1	10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support.	Increase the support to young people through the Youth Homelessness Prevention Service	<b>15/16: On Target</b> Delivery of pre-tenancy course to targeted groups will commence as from Q1 2016 /17.	100%	Number of young people approaching homelessness service engaging with youth homelessness service	Baseline : <b>13/14</b> - 387 <b>14/15</b> - 372	<b>15/16: Data Only</b> All 16-25 year olds presenting to the homeless service are referred to the Youth Homeless Officers. Advice and assistance (and mediation with family members) is provided, including a homeless assessment if appropriate option.	Prevention, Locally Targeted
SMP.SG. CH.10.2	10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support.	Launch online housing options advice toolkit to improve the availability of tailored information and advice.	<b>15/16:</b> Progress update is not available at this time.	31%	Number of households using online housing options toolkit per annum	First year of new service being provided.	<b>15/16:</b> Information for this indicator is not currently available.	Prevention, Locally Targeted
SMP.SG. CH.10.3	10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support.	Deliver homeless prevention education programme to agencies working with vulnerable youth	<b>15/16: Off Target</b> This indicator is due to be changed to better reflect the direction of the service, with our staff delivering pre-tenancy training to young people. Mid-spring will see Phase 2 of the SQA Tenancy and Citizenship Award, with 'care experienced' young people being prioritised in readiness for their transitions from care. In terms engaging with other external agencies, as well as developing a channel for them to request sessions on homeless prevention/education. It is anticipated that the SQA Award will become the 'norm' and we will either deliver this training directly to their nominated attendees, or support them to deliver it themselves.	50%	Increase the support to young people through the Youth Homelessness Prevention Service. (15 per annum)	<b>14/15:</b> 47 presentations/ events completed - Target 12	<b>15/16: Off Target</b> This indicator will be amended, in light of the development of our SQA Tenancy and Citizenship Award – Phase 2 of the pilot project will commence mid-spring with an upcoming meeting arranged to discuss the course content and coordinate the delivery of the training to 'care experienced' young people. The training course will be open to any young person with support services, identifying possible participants for engagement.	Prevention

Action Code	Priority	Action	Action update	Action Progress	Indicator	Baseline	Indicator Progress	Future Model approaches
SMP.SG. CH.10.4	10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support.	Deliver "Leaving Home" education programme in schools	<b>15/16: On Target</b> Successful engagement with all six of Midlothian's mainstream high schools. The coming week will be used for missed classes, but this year has been a resounding success in terms of the programme – so too as we are now seeing S2 pupils (from four years ago) completing their sixth year. They leave schools having concluded the whole programme, from homelessness to accessing housing, and are armed with a wealth of information and advice to help prevent them making poor housing decisions.	100%	Deliver "Leaving Home" education programme to all High Schools in Midlothian Area – Target 100% of Midlothian Schools	New measure for 15/16 to indicate the uptake of Midlothian schools to homeless prevention initiative.	<b>15/16: On Target</b> Successful engagement with all six mainstream high schools in Midlothian. Content for the presentations has been reviewed and amended, this year has also been particularly successful in terms of the programme's chronology (ie. S2 pupils we presented to in 2011/12 are now S6 pupils, we have presented to them across the whole of their high school careers), offering pupils the 'complete content' from homelessness through to housing options and accessing different tenures.	Prevention
SMP.SG. CH.10.5	10. Prevent homelessness. Ensure people threatened with homelessness can access advice and support.	Promote the use to households of accessing energy saving or fuel advice and assistance schemes. Baseline referrals 1,800 2013-14.	<b>15/16: On Target</b> Energy saving advice schemes exceeding all expectations in uptake.	100%	Increase the number of households accessing energy saving or fuel advice and assistance schemes	<b>13/14</b> - 2435 households Target 1800 <b>14/15</b> - 2813 households Target 1980 Targe set at 2500 for 2015/16	<b>15/16: On Target</b>	Prevention



## **Introduction of the Balanced Scorecard**

**Report by: Kenneth Lawrie, Chief Executive**

### **1 Purpose of Report**

This report presents a current draft of the Balanced Scorecard produced as a result of the ongoing strategic review of planning and performance management arrangements. The report seeks to update members on the current position of the Balanced Scorecard as part of the quarterly performance reporting for the year end 2015/16 in order to agree the introduction of the final template as part of the ongoing annual planning and performance management approach for the 2016/17 cycle.

### **2 Background**

- 2.1** In 2012 Midlothian Council decided, with community planning partners, to integrate the Single Outcome Agreement, Midlothian Community Plan and Midlothian Council Corporate Strategy into a single document – the Single Midlothian Plan. This approach, combined with the integration of health and social care, signalled a significant shift towards partnership working and the need to ensure that Community Planning is at the core of all Council activities. The change also created significant challenges and opportunities in terms of strategic planning and performance management.
- 2.2** As part of the ongoing strategic review of planning and performance management, officers looked at revisiting the use of the Balance Scorecard which had been on the periphery of performance management previously but had not been fully embedded. This exercise ensured a future focus on delivering against outcomes which require a different way of conceiving and using performance measures. The review further noted that outcome indicators should show the overall benefit of the Council's work and not simply be a measure of day-to-day activities and outputs. Initial discussions with members regarding the introduction of the Balanced Scorecard as part of their development programme further informed its development.

### **3 Balanced Scorecard**

- 3.1** A draft of a revised view of the Council's annual performance report 2015/16 incorporating the balanced scorecard approach is shown in appendix 1. This shows the alternative to the current annual performance report which is part of the regular reports included in the performance reporting pack provided to members and which detail progress against strategic outcomes/emerging challenges, PI summary and additional information giving an update to the Single Midlothian Plan (SMP). Introducing the balanced scorecard will effectively replace the current PI

summary section. It will ensure that performance in relation to the balanced scorecard quadrants focus on performance against the key outcomes in the Single Midlothian Plan for the 3 key priority areas and under the customer quadrant, the Council specific contribution to the thematic areas in the Single Midlothian Plan. It also identifies key internal measures of Council performance across the remaining quadrants.

- 3.2** At the point of production, Section 2 which is the new balanced scorecard information has been populated following an exercise by Heads of Service to rationalise the performance measures and indicators currently held in covalent (the councils performance management and reporting system). The aim is to identify key performance indicators which demonstrate progress and delivery of outcomes related to the five thematic areas of the SMP within the first quadrant of the balanced scorecard. The remaining three quadrants of the balanced scorecard represent key internal measures of Council performance.

## **4 Report Implications**

### **4.1 Resource**

There are no direct resource implications arising from this report.

### **4.2 Risk**

The report seeks to ensure that the introduction of the Balanced Scorecard to support planning and performance management practices continue to focus on the agreed priorities and deliver best value.

### **4.3 Single Midlothian Plan and Business Transformation**

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

### **4.4 Key Priorities within the Single Midlothian Plan**

The Balanced Scorecard approach ensures a stronger aligned to the wider community planning priorities and thematic areas identified in the Single Midlothian Plan.

### **4.5 Impact on Performance and Outcomes**

This report directly impacts Midlothian's ability to capture and monitor performance and outcomes by proposing an approach which focuses on delivery of agreed outcomes.

#### **4.6 Adopting a Preventative Approach**

This report does not directly relate to adopting a preventative approach, but activities aligned to planning and performance management should support a preventative approach.

#### **4.7 Involving Communities and Other Stakeholders**

The Balanced Scorecard has been prepared following consultation with Chief Officers, Heads of Service, performance offices and input from elected members. The proposed approach is also aligned to the wider community planning priorities identified in the Single Midlothian Plan.

#### **4.8 Ensuring Equalities**

An Equalities Impact Assessment (EQIA) is not required at this stage and there are no equalities issues arising from the report.

#### **4.9 Supporting Sustainable Development**

There are no sustainable development issues raised in this report.

#### **4.10 IT Issues**

There are no IT issues raised in this report.

### **5. Recommendations**

The Committee is invited to consider the proposed Balanced Scorecard prior to its finalisation and introduction as part of the 2016/17 planning and performance cycle.

### **Appendix 1 – Section 2 – Balanced Scorecard Indicators 2015/16**

**Date:** 24 May 2016

**Report Contact:**

**Name** Myra Forsyth Tel No 0131 271 3445

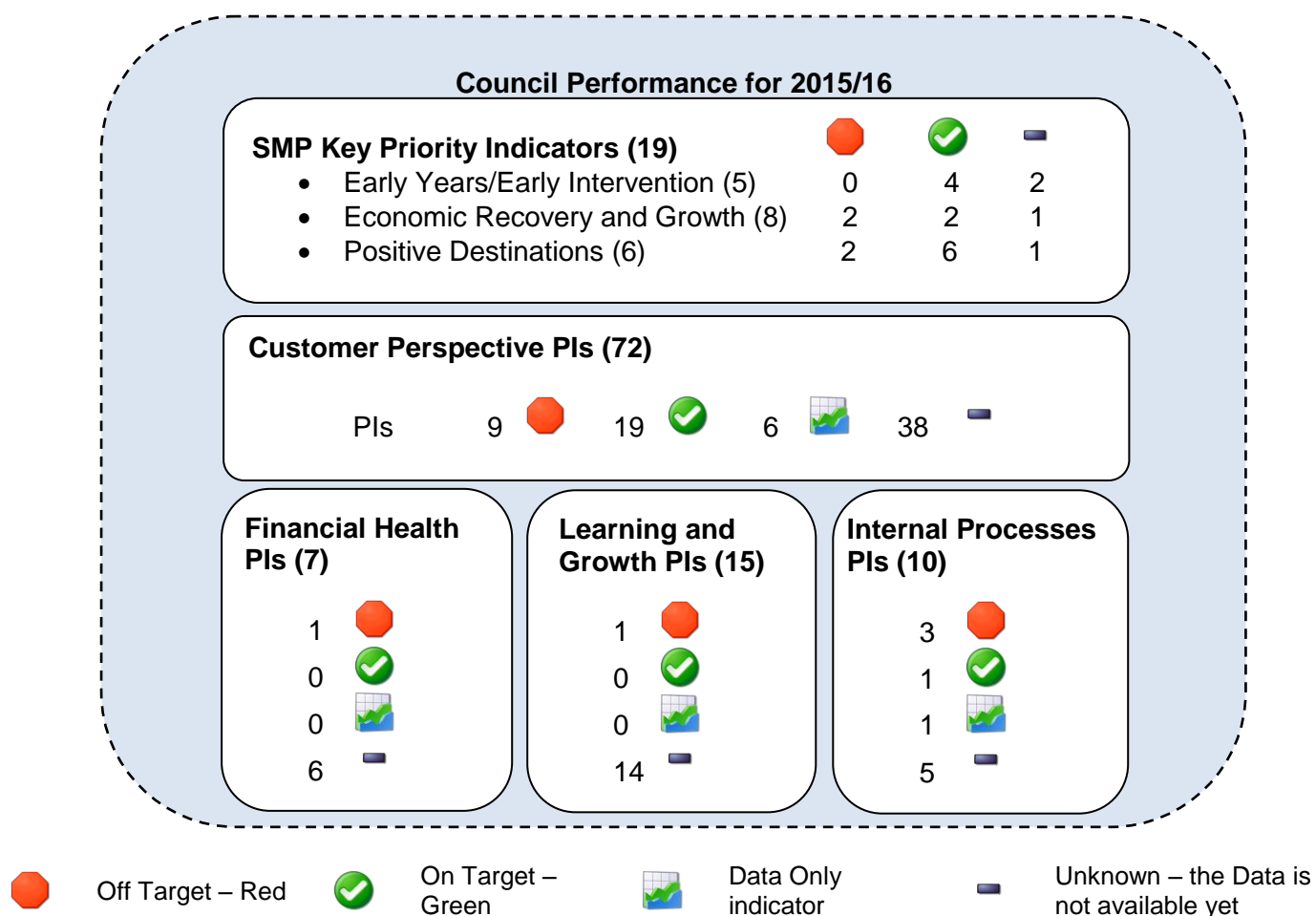
[myra.forsyth@midlothian.gov.uk](mailto:myra.forsyth@midlothian.gov.uk)

## Section 2 – Balanced Scorecard Indicators 2015/16

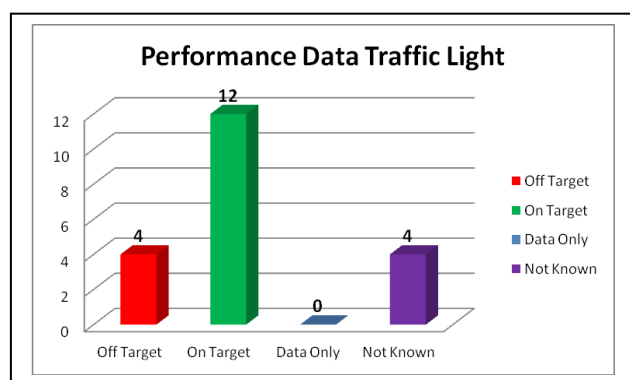
This section of the Council report is presented using the Balanced Scorecard approach. The four Balanced Scorecard perspectives and key areas of focus are shown in the following table and the associated key indicators that follow are drawn from across the Council's services.

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

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









## 1. Single Midlothian Plan – Key Priority Indicators



**Key Indicators (20)** 4  12  0  4 

PI Description	2015/16		
	Value	Status	Note
Number of families receiving early intervention services	N/A		<b>15/16: N/A.</b> Early Intervention screening is now undertaken by the East and West wellbeing meetings.
Establish baseline for take up of the 27-30 month review of children's health and development	85%		<b>15/16: Complete</b> Baseline target of 85% established
Early Years Collaborative Aim that by the end of 2016 - 85% of all children reviewed have reached all of the expected development milestones at their 27-30 month review	85.7%		<b>15/16: Complete.</b> The latest available information showed that in 2014-15, 85.7% of the children who received a 27-30 month Child developmental review showed "No concerns across all domains".
The percentage of children & families surveyed who say that services have made a positive difference	N/A		<b>15/16: N/A.</b> This question is no longer asked in the Champions Board annual questionnaire.
Continue to outperform the Scottish average suite of key benefits	10.1%		<b>15/16: On Target</b> Latest figure available is August 2015. Midlothian 10.1, Scottish average 11.00
Continue to outperform the JSA claimant count (as % of working age population)	1.7%		<b>15/16: On Target</b> Midlothian 1.7% JSA claimant Count Scotland 2.3%
Business Survival Rates	65%		<b>15/16: On Target</b>
Workplace based Gross Value added	2,636,000,000		<b>15/16: On Target</b>
Jobs created/safeguarded by investment projects			<b>15/16: Awaiting Data</b>
Town Centre vacancy rates	6.7%		<b>15/16: Off target.</b> Although target not achieved vacancies have reduced
New Business Start Ups	173		<b>15/16: Off target</b>
Percentage of S4 Pupils Gaining 5+ Awards at Level 5 (LGBF)	38.3%		<b>15/16: On Target</b> Due to changes in the national curriculum and the development of a new tool for senior phase benchmarking, comparative data is not being supplied by the Local Government Benchmarking Framework.  However, the council continues to monitor this indicator locally and in the 2014/15 examinations - 38.3% of pupils achieved 5+ Level 5 awards by the end of S4.
% S5 pupils with 3+ Level 6	34.15 %		<b>15/16: Complete.</b> Virtual comparator is 40.6%
The percentage of trainees	83%		<b>15/16: On Target (83%).</b>

PI Description	2015/16		
	Value	Status	Note
completing training programmes			
The number of LAAC placed outwith Midlothian who improve their literacy and numeracy levels.	N/A		<b>15/16:</b> It is proposed that this information is obtained during the 6 monthly LAC reviews; educational progress should be assessed and recorded by the reviewing officer. This will be a continuing focus of Midlothian Champions Board.
The number of looked after children and young people placed out of area	55		<b>15/16: Off Target.</b> Significant work has been done in this area and as at the end of Q4 there were no young people in secure.
The percentage of care leavers in positive destinations.	76%		<b>15/16: On Target</b> (76%) 19 of the 25 LAC/LAAC (Looked after / Accomodated Children) School leavers entered a positive destiantion according to the School Leavers Destination Report.
Increase by 5% the number of young people preparing to leave care/leaving care who engage with Through Care and After Care service	83%		<b>15/16: On Target.</b>
Increase percentage of school leavers in positive destinations to 93% from 89.2%	93.5%		<b>15/16: Off Target</b> Data not available until June 2016. Early indicators suggest that this will increase
Percentage of young people achieving and sustaining positive destinations	94.2%		<b>15/16: On Target.</b> Currently on target. New figures will be released in June 2016.

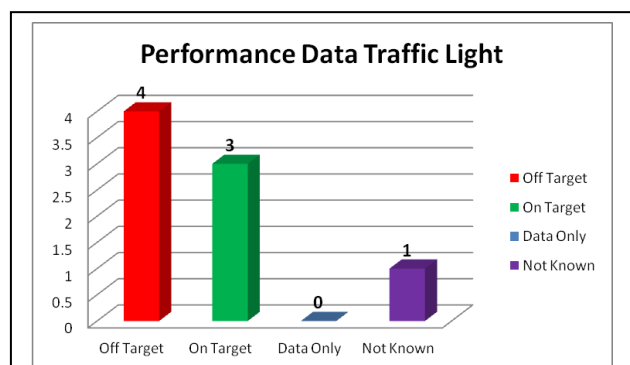


## Balanced Scorecard Quadrants

The remainder of this report focuses on the key indicators supporting the Council's direct contribution to the 5 thematic areas of the Single Midlothian plan captured under Customer perspective and the remaining three perspectives relating to Financial Health, Internal Processes and Employee Learning and Growth.

### CUSTOMER

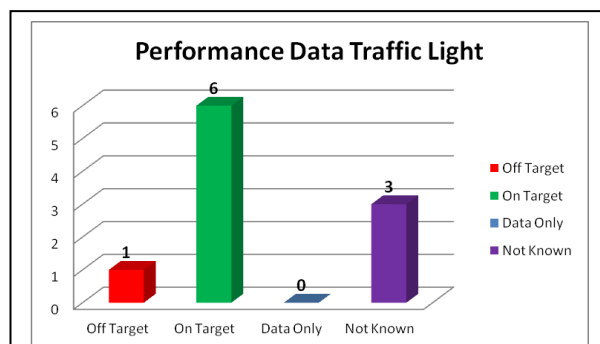
#### ADULT HEALTH AND CARE



Adult Health and Care (8) 4 3 0 1

PI Description	2015/16		Note
	Value	Status	
Number of carers who feel valued and supported to continue in their role	55%		<b>15/16: Off Target (55%).</b> In the 2015 Carer Survey 57 out of 105 carers responded positively to the question "I feel valued and supported as a carer". In 2015 the survey was also distributed by Alzheimer Scotland, Woodurn and St David's Day Centres in order to reach more carers. As part of internal processes Carers Conversations also take place, and these contain a number of outcomes based questions which include questions about carer satisfaction.
Maximise the no. of people accessing short breaks	827		<b>15/16: Target Achieved (827).</b>
Percentage of people who say that have a say in the way their care is provided "	78%		<b>15/16: Target Achieved (78%).</b> Information from the 2015 user survey showed that 94 out of 120 respondents who expressed an opinion stated that they agreed with the question "I have been given choices about the type of service I receive". Responses included in this are Strongly Agree; Agree; Disagree; Strongly Disagree. It does not include the response Neither Agree Nor Disagree, consistent with previous calculations.
Number of clients with new post diagnostic support	46		<b>15/16: Target Exceeded (46).</b> This value does not include post diagnostic support available through the clinic offered at Midlothian Community Hospital. Currently it is estimated that around 100 people are supported through the clinic. Work needs to be done to collate data and contrast with those supported via Alzheimer Scotland Link workers and within the Single Service team.
Decrease the percentage of falls which result in a hospital admission for clients aged 65+	4.79%		<b>15/16: New Measure (4.79%).</b> There were 63 admissions to hospital following a fall during 2015-16. This is the first time this indicator has been recorded and as such the figures from 2015/16 will provide a baseline for future reporting.
Reduce the number of emergency admissions for people aged 75+	3,876		<b>15/16: Off Target</b> The most recent figure available from NHS reports a provisional 2014/15 number of 3,876. This figure relates to patients aged 65+, consistent with previous reporting.
Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date	1		<b>15/16: Off Target (1).</b> One patient delayed for more than two weeks at census date in March.
Percentage of service users 65+ with intensive needs receiving care at home. (LGBF)	38.8%		<b>15/16: Off Target (38.8%).</b> This relates to the number of people who receive more than 10 hours of support per week in the community, instead of living in a care home. This figure does not include those clients receiving 7-10 hours and two additional services from assistive technology, meal services, or attending a day centre, which is included in other calculations of this figure. Additionally, Midlothian has seen a 13% drop in the number of people aged 65+ who are living in a care home, falling from 423 at the end of 2014/15 to 370 at the end of 2015/16.

## COMMUNITY SAFETY

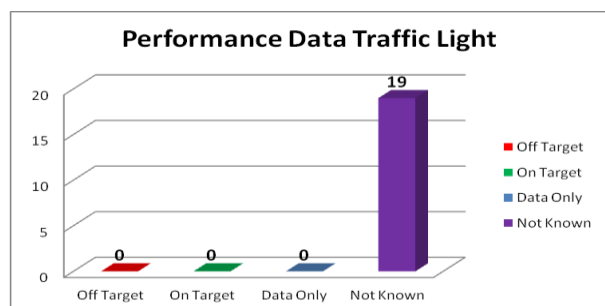


### Community Safety (10)

1 6 0 3

PI Description	2015/16		Note
	Value	Status	
% of satisfactory complete Community Payback Orders			<b>15/16:</b> Latest data recorded for 14/15 (87%). Future information will include the number of as well as percentages.
Proportion of MAPPA clients who are convicted of a further level 1 or 2 offence.	0%		<b>15/16: On Target</b> (0%) There were no reported convictions of MAPPA clients in the fourth quarter of 2014/15.
Percentage of women offenders from Midlothian who engage with support services			<b>15/16:</b> No current data, 14/15 (100%).
Number of women offenders from Midlothian who engage with support services			<b>New indicator</b> - baseline will be established in 2016-17
Number of high risk fire home safety visits	334		<b>15/16: Off Target:</b> Year end 334 high risk visits were completed which is an improvement on last years total of 320. 16/17 target: 300
Reduce the percentage of acceptable behaviour contracts (ABC) breached	31.25%		<b>15/16: Target Achieved.</b> 10 out of 32 ABC's breached. During the year 15 new ABC's were signed.
Reduce the percentage of initial warning cases escalated to ABC	2%		<b>15/16: Target Achieved.</b> 725 initial warnings, 15 ABC's (Anti Social Behaviour Contracts) signed.
Percentage of ASBOs breached	20%		<b>15/16: Target Achieved.</b> 1 out of 5 ASBO's breached. 3 ASBO's remaining at year end.
Decrease by 5% the number of addresses subject of repeat complaints for ASB noise (under part V of ASB Act)	8.9%		<b>15/16: Target Achieved.</b> 17 out of a total of 191 complaints were repeat calls with verified antisocial noise levels. This PI has not been included in the 16/17 Community Safety Strategy as the antisocial noise service has been withdrawn.
RL3: Percentage of all street light repairs completed within 7 days	96.2%		<b>15/16: On Target</b> 1352 out of 1406 faults recorded were repaired within 7 days.



## GETTING IT RIGHT FOR EVERY CHILD



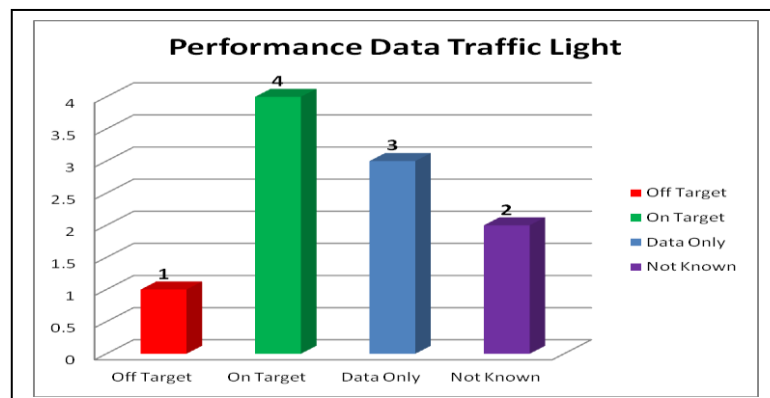
**Getting it Right for Every Child (19)**



PI Description	2015/16		Note
	Value	Status	
Number of stage 2 outcome focused assessment undertaken			<b>New Indicator</b> to be established by the end of 2016/17
Number of stage 3 outcome focused assessment undertaken			<b>New Indicator</b> to be established by the end of 2016/17
Number of external placements purchased this year			<b>New Indicator</b> to be established by the end of 2016/17
Number of referrals to the duty service			<b>New Indicator</b> to be established by the end of 2016/17
Number of children/young people who are LAC			<b>New Indicator</b> to be established by the end of 2016/17
Number of children/young people who are LAAC			<b>New Indicator</b> to be established by the end of 2016/17
Number of children/young people in kinship or foster care			<b>15/16:</b> Previous indicator to be reinstated for 16/17 (14/15 – 192)
Number of allocated places			<b>New Indicator</b> to be established by the end of 2016/17
Number of children adopted			<b>New Indicator</b> to be established by the end of 2016/17
Length of time children in permanence process before reaching forever family			<b>New Indicator</b> to be established by the end of 2016/17
Reduce exclusions in Primary schools by 2%			<b>New Indicator</b> – Baseline to be established by end of the academic year 2016/17
Reduce exclusions in Secondary schools by 2%			<b>New Indicator</b> – Baseline to be established by end of the academic year 2016/17
Improve in Primary School attendance by 2%			<b>New Indicator</b> – Baseline to be established by end of the academic year 2016/17
Improve Secondary School Attendance by 2%			<b>New Indicator</b> – Baseline to be established by end of the academic year 2016/17
Increase the number of children achieving the expected CfE level in Reading, Writing and Numeracy			<b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17
Increase the number of children from SIMD achieving the expected CfE level in Reading, Writing and Numeracy			<b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17
Increase the percentage of leavers who achieve Literacy and Numeracy at Level 4 to			<b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17

bring in line with the national average			
New Indicator - Increase the average total tariff score for leavers to bring inline withthe virtual comparator (National benchmarking measures)			<b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17
New Indicator - Close the attainment gap for all leavers (Attainment versus deprivation - National benchmarking measure)			<b>New Indicator</b> - Baseline to be established by the end of academic year 2016/17

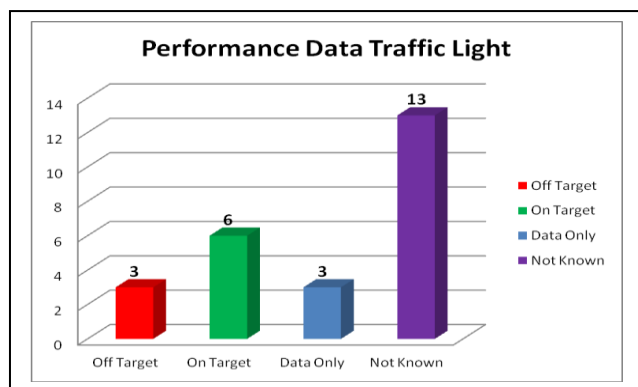
## IMPROVING OPPORTUNITIES FOR MIDLOTHIAN



Improving Opportunities for Midlothian (10) 1 4 3 2










PI Description	2015/16		Note
	Value	Status	
Number of neighbourhood plans completed	15		<b>15/16: Off Target.</b> 15 produced. Schedule for remaining profile and 3 Community priority areas to be finalised for 2016/17.
Number of calls received regarding Scottish Welfare Fund	7,391		<b>15/16: Data Only</b> 2,053 Scottish Welfare Fund calls received. 7391 year to date.
Number of calls leading to application to Scottish Welfare Fund	4,220		<b>15/16: Data Only</b> 1160 applications received - 779 awarded, 354 refused, 27 declined.
% of claims to Scottish Welfare Fund dealt with within 48 hours	97.94%		<b>15/16: Data Only</b> 97.58% claims decided within 48 hours - 1132/1160
Increase the percentage of people who say they are able to look after their health or who say they are as well as they can be	83%		<b>15/16: Target Achieved (83%).</b> Information from the annual user survey 2015 reported that 82 out of 99 (83%) of clients (who expressed an opinion) agreed with the statement "Services have helped me feel healthy". Results have been calculated by excluding the "neither agree nor disagree" response to ensure consistency with previous reporting.
Proportion of Pupils Entering Positive Destinations (LGBF)			<b>15/16:</b> Data not yet available - 14/15 (93.5%)
Tone zone retention rate	56.66%		<b>15/16: On Target</b> The cumulative retention for the year end is 57.91%.
Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes (LGBF)			<b>15/16:</b> Data not yet available - 14/15 (12.33%)
Percentage of contracts engaging in local businesses	100%		<b>15/16: On Target</b> All Contracts have local business clauses inserted.
Number of activities offered by Ageing Well and MAC 50+ age groups	50		<b>15/16: Target Achieved</b> MAC and Ageing Well delivered over 24 distinct activities on a weekly basis over this quarter. 202 referrals in the quarter. 66 MAC+ classes 70 Initial 1-2-1 consultations 3,5 12 week reviews 182. 1-2-1 gym sessions During this quarter Ageing Well have offered 50 classes per week attracting over 600 people each week. We offered 4 kinds of dance classes, class based exercise including tai chi, pilates, yoga, aquafit, relaxation and keep fit and groups run by volunteers which include new age kurling, health walks, table tennis and walking football.

## SUSTAINABLE GROWTH AND HOUSING



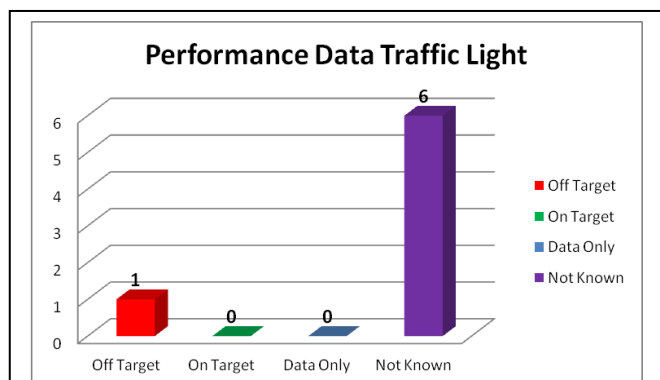
**Sustainable Growth and Housing (25)**   3   6   3   13

PI Description	2015/16		Note
	Value	Status	
Number of inward investment/indigenous investment enquiries received for sites/premises in Midlothian			<b>New Indicator</b> to be established in 2016/17
Improved economic indicator data			<b>15/16:</b> Previous indicator to be reinstated (14/15 noted an improvement)
Number of buildings transferred to community groups.			<b>15/16:</b> Policy complete. Asset register not complete. Property management oversight group yet to convene.
Amount of additional direct inward investment	N/A		<b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing)..
Increase in tourist visitors and spend	N/A		<b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing)..
New Business Start Ups	173		<b>15/16: Off Target</b>
Number of tourism businesses assisted in Midlothian			<b>New indicator</b> to be established in 2016/17
Number of new jobs directly created	N/A		<b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing)..
Number of young people receiving support through the Youth Homelessness Service	263		<b>15/16: Data Only</b> All 16-25 year olds presenting to the homeless service are referred to the Youth Homeless Officers. Advice and assistance (and mediation with family members) is provided, including a homeless assessment if appropriate option.
Total number of homeless households accommodated in Midlothian temporary accommodation	520		<b>15/16: Data Only</b> Provision of supported accommodation will expand as from July 2016. Tender exercise to appoint external contractor concluded. A key feature of this quarter has been identifying appropriate accommodation in light of a sharp increase in demand from family households.
Number of void properties re-let	219		<b>15/16: Data Only</b>
Average time from return of property to re-let (days)	52 days		<b>15/16: Off Target</b> Performance improving by end of quarter 4.
Number of environmental awards e.g. Green flags			<b>New Indicator</b> to be established in 2016/17
Number of individuals involved in Community Schemes			<b>New Indicator</b> to be established in 2016/17
% of waste going to landfill			<b>15/16 :</b> Awaiting information from our contractors, returns into waste data flow will be available at Q1 16/17.
Percentage of total household			<b>15/16 :</b> Awaiting information from our contractors, returns into waste data flow

waste that is recycled (LGBF)			<p>will be available at Q1 16/17.</p> <p>Having recently introduced a food waste collection service the intention is to maintain over 50% recycling by the end of 2016 (the first two quarters of 2015 indicated recycling levels of over 51%). The intention is to review collection frequencies in conjunction with Zero Waste Scotland and the household waste charter to reach the optimum service within Midlothian whilst maintaining cost effective delivery. Work will be carried out to review dry recycle processing and resale particularly in light of recent issues.</p>
Percentage of Council fleet which is 'Green'	2.1%		<p><b>15/16: On Target</b></p> <p>Currently have four fully electric vehicles and one Hybrid. £40,000 has been made available from Scottish Government for spend this financial year by CPP and orders have been placed for a further 5 Electric vehicles.</p>
Street Cleanliness Score (LGBF)	97.3%		<p><b>15/16 :</b> In 2015/16, performance increased to 97.30% compared with 96.14%% in 2014/15. We exceeded our target which was set at 93%.</p> <p>A factor in this increase is the changes made to the street cleansing operations whereby all compact sweepers now follow the re-cycling vehicles en-route consequently reducing the amount of litter.</p> <p>Street cleansing was reviewed independently by APSE and found to deliver a cost effective service. During 2016 the service will continue to be monitored and changes introduced as appropriate</p> <p>Midlothian is leading on The Local Government Benchmarking Family Group for Street Cleaning. This group provides a practical structure for the eight councils participating to work together to drill down into each other's data, understand the reasons for variations in performance, and share best practice between councils and services to drive performance improvement.</p>
Percentage of roads that should be considered for maintenance treatment	28.55%		<b>New indicator</b> - baseline will be established in 2016/17
% of total road network resurfaced	1.15%		<p><b>15/16: Complete</b></p> <p>7.43 KM of the road network has been resurfaced. Target achieved as a result of £1.0M additional capital funding.</p>
Number of new build council houses	91		<b>15/16: On Target</b> – 91 properties complete by end of Q4.
Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	93.1%		<p><b>15/16: On Target</b></p> <p>In 2015/16 there was a decrease from 94.4% in 2013/14 to 93.1% of the Council's housing stock which meets the Scottish Housing Quality Standard criteria. Although there was a reduction we still exceeded our target of 90% and we were ranked 10th out of the 32 Scottish councils and we are above the national average of 90.38%.</p> <p>Building Services are actively attempting to obtain access to the remaining 7% of properties that remain exemptions. There are no failures in any of the housing stock where access has been gained.</p>
Hectare take up of economic land			<b>15/16:</b> Previous indicator to be reinstated for 16/17
Reduction in carbon emissions	12,851		<p><b>15/16: On Target</b></p> <p>Conversion factors vary based on market conditions and adopting the actual published conversion factors results in 12,851 CO2t, an actual saving of 1000 tonnes of CO2 over our target of 13852 CO2t.</p>
% of premises to have access to next generation broadband	78.5%		<b>15/16: Off Target.</b> Superfast broadband will be rolled out between October 2015 and March 2016. This rollout timetable is set by BT and the Scottish Government.



## FINANCIAL PERSPECTIVE



**Financial Perspective (7)**   1   0   0   6

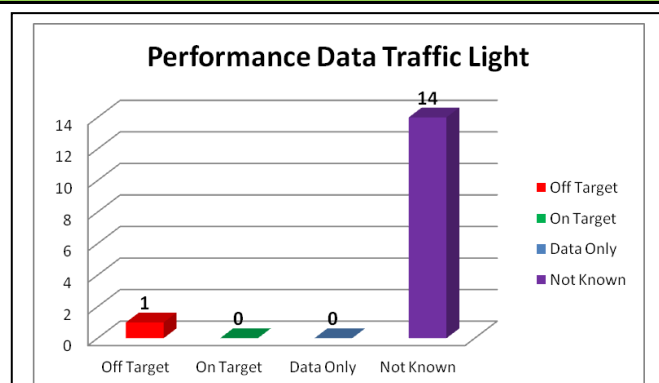
PI Description	2015/16		Note
	Value	Status	
Performance against revenue budget			<b>15/16:</b> Performance against budget will be reported to the Council in June.
Performance against capital budget			<b>New indicator</b> to be established in 2016-17
Percentage of invoices sampled and paid within 30 days (LGBF)	90.0%		<b>15/16 : Off Target</b> The percentage of invoices paid within 30 days has fallen from 93% in 2014/15 to 90% in 2015/16. The percentage total value of invoices paid within 30 days is 96.8%.  Managers will be reminded of their obligation to pay suppliers within the 30 day payments terms. The Purchase to Pay project has a number of workstreams that will change the way we process payments to suppliers
Business Transformational Funding Applied			<b>New indicator</b> to be established in 2016-17
Business Transformational Funding Remaining			<b>New indicator</b> to be established in 2016-17
Percentage and Value of Transformational Savings Delivered			<b>New indicator</b> to be established in 2016-17
Percentage and Value of Delivering Excellence Savings Delivered			<b>New indicator</b> to be established in 2016-17

**Local Government Benchmarking Framework 15/16** - Local Government Benchmarking Framework data for all 32 Scottish Councils will not be published until January 2017 therefore 14/15 data is shown in the commentary with any updated internal data (where available) noted for 15/16 for those indicators associate with the financial quadrant.

Benchmark Description	2015/16	Note
	Value	
Primary Education - Cost per pupil	N/A	LGBF Data for 2014-15 - £4,725.50
Secondary Education - Cost per pupil	N/A	LGBF Data for 2014-15 - £6,411.56
Pre- Primary Education - Cost per pupil	N/A	LGBF Data for 2014-15 - £2,894.24
The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week	N/A	LGBF Data for 2014-15 - £1,748.35
The Gross Cost of "Children Looked After" in a Community Setting per Child per Week	N/A	LGBF Data for 2014-15 - £311.20
Central Support services as a % of Total Gross expenditure	N/A	LGBF Data for 2014-15 - 5.26%
Corporate and democratic core costs per 1,000 population	N/A	LGBF Data for 2014-15 - £42,036.89
Cost of collecting council tax per dwelling	N/A	LGBF Data for 2014-15 - £10.65

Benchmark Description	2015/16	Note
	Value	
Percentage of income due from council tax received by the end of year %	N/A	LGBF Data for 2014-15 – 93.8%
Net cost of waste collection per premise (annual)	N/A	LGBF Data for 2014-15 – £29.85
Net cost of waste disposal per premise (annual)	N/A	LGBF Data for 2014-15 - £73.62
Net cost of street cleaning per 1,000 population	N/A	LGBF Data for 2014-15 - £11,622.78
Cost of maintenance per kilometre of roads	N/A	LGBF Data for 2014-15 - £12,494.07
Cost of Trading standards per 1,000 population.	N/A	LGBF Data for 2014-15 - £8,189.31 (published) £4,605 (actual)
Cost of environmental health per 1,000 population.	N/A	LGBF Data for 2014-15 - £9,697.25
Older Persons Home Care Costs per Hour (Over 65)	£28.22	LGBF Data for 2014-15 - £28.22
SDS spend on adults 18+ as a % of total social work spend on adults 18+	2.62%	LGBF Data for 2014-15 – 2.62%
The Net Cost of Residential Care Services per Older Adult (+65) per Week	£377.86	LGBF Data for 2014-15 - £377.86
Cost of attendance at Sports facilities	N/A	LGBF Data for 2014-15 - £7.61
Cost per library visit	N/A	LGBF Data for 2014-15 - £2.70
Cost of parks and open spaces per 1000 population	N/A	LGBF Data for 2014-15 - £29,103.35
Gross rent arrears (all tenants) as at 31 march each year as a percentage of rent due for the reporting year	N/A	LGBF Data for 2014-15 – 6.85%
Percentage of rent due in the year that was lost due to voids	N/A	LGBF Data for 2014-15 – 0.6%

## LEARNING AND GROWTH PERSPECTIVE



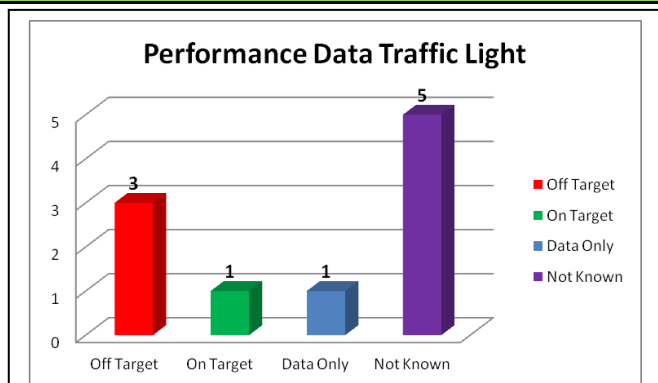
Learning and Growth Perspective (15) 1 0 0 14

PI Description	2015/16		Note
	Value	Status	
Staff turnover - number and percentage			<b>New indicator</b> to be established in 2016-17
Number of Work Experience Placements			<b>New indicator</b> to be established in 2016-17
Number of Apprenticeships			<b>New indicator</b> to be established in 2016-17
Number of Trainee Positions			<b>New indicator</b> to be established in 2016-17
Sickness Absence Days per Employee (All employees)	8.29		<b>15/16: Off Target</b> Organisational Development and HR are continuing to up skill managers to maximise attendance in their service areas.
Percentage of employees who are performing as 'Outstanding' in their individual performance framework			<b>New indicator</b> to be established in 2016-17
Percentage of employees who are performing as 'High' in their individual performance framework			<b>New indicator</b> to be established in 2016-17
Percentage of employees who are performing as 'Good Overall' in their individual performance framework			<b>New indicator</b> to be established in 2016-17
Percentage of employees who are performing as 'Below Standard' in their individual performance framework			<b>New indicator</b> to be established in 2016-17
Number of cases currently in PIP			<b>New indicator</b> to be established in 2016-17
New Indicator - Number of staff in SWITCH			<b>New indicator</b> to be established in 2016-17
Progress against Council's mainstream report and ongoing campaigns (Equality and Diversity)			<b>New indicator</b> to be established in 2016-17
Employee Survey - I enjoy the work I do			<b>New indicator</b> to be established in 2016-17
Employee Survey - I am proud to work for Midlothian Council			<b>New indicator</b> to be established in 2016-17
Employee Survey - I can see how my objectives link to the councils objectives and priorities			<b>New indicator</b> to be established in 2016-17

**Local Government Benchmarking Framework 15/16** - Local Government Benchmarking Framework data for all 32 Scottish Councils will not be published until January 2017 therefore 14/15 data is shown in the commentary with any updated internal data (where available) noted for 15/16 for those indicators associate with the learning and growth quadrant.

Benchmark Description	2015/16	Note
	Value	
Percentage of council employees in top 5% of earners that are women	44.6%	LGBF Data for 2014-15 – 47.7%
The gender pay gap between average hourly rate of pay for male and female council employees	£0.68	New for 15/16
Sickness Absence Days per Teacher (CUMULATIVE)	4.17	LGBF Data for 2014-15 – 5.5 days
Sickness Absence Days per Employee (non-teacher) (CUMULATIVE)	9.9	LGBF Data for 2014-15 – 10.11 days

## INTERNAL PROCESSES PERSPECTIVE



**Internal Process Perspective (10)**   3 1 1 5

PI Description	2015/16		Note
	Value	Status	
% of high risks that have been reviewed in the last quarter	100%		<b>Q4 15/16:</b> All corporate Risks reviewed as part of significant revision of the Council's Corporate Risk Register.
The total number of complaints received per thousand population (cumulative)	0.065		<b>15/16: Data Only</b>
Percentage of complaints at stage 1 complete within 5 working days	94.87%		<b>15/16: Off Target.</b> Due to the complexity of various complaints received, some took longer than others to complete.
Percentage of complaints at stage 2 complete within 20 working days	88.14%		<b>15/16: Off Target</b> Stage 2 complaints which took longer than 20 days to resolve are being addressed by the relevant officer within each service
% of internal/external audit actions in progress	72.13%		<b>Q4 15/16: Off Target.</b> There are 61 Audit actions in progress of which 44 are On Target. Outstanding actions are being addressed.
Transformation Programme - % on target to deliver agreed savings and transformation			<b>New indicator</b> to be established in 2016-17
Delivering Excellence - No of Service Improvement Plans in place to deliver savings			<b>New indicator</b> to be established in 2016-17
Delivering Excellence - No of Service Improvement Plans Delivered and savings realised			<b>New indicator</b> to be established in 2016-17
Delivering Excellence - No of Services completing the Midlothian Excellence Framework self evaluation			<b>New indicator</b> to be established in 2016-17
Delivering Excellence - No of Services completing the Service Review using Systems Thinking Tools			<b>New indicator</b> to be established in 2016-17

**Local Government Benchmarking Framework 15/16** - Local Government Benchmarking Framework data for all 32 Scottish Councils will not be published until January 2017 therefore 14/15 data is shown in the commentary with any updated internal data (where available) noted for 15/16 for those indicators associate with the internal process quadrant.

Benchmark Description	2015/16		Note
	Value		
Percentage of adults satisfied with libraries	N/A		LGBF Data for 2014-15 – 72%
Percentage of adults satisfied with parks and open spaces	N/A		LGBF Data for 2014-15 – 80%
Percentage of adults satisfied with leisure facilities	88.41%		LGBF Data for 2014-15 – 72%
Percentage of Adults satisfied with local schools	N/A		LGBF Data for 2014-15 – 78%
Percentage of Adults satisfied with refuse collection	N/A		LGBF Data for 2014-15 – 80%
Percentage of adults satisfied with street cleaning	N/A		LGBF Data for 2014-15 – 71%
Percentage of adults satisfied with social care or social work services	43%		LGBF Data for 2014-15 – 43%



# Customer and Housing Services Annual Performance Report 2015/16



## 01. Progress in delivery of strategic outcomes

**Newbyres Crescent - Gore Avenue, Gorebridge: CO2 emissions:** During 2015 Midlothian Council managed the issues in relation to ground gas penetration into 64 properties at Newbyres Crescent, Gorebridge to ensure the protection of public health of the residents and long term resolution for the site. Following a Special Council Meeting held to consider options for the Newbyres Crescent development, a demolition decision was agreed and all residents were relocated from the site to alternative housing.

The effective response to a crisis situation ensured that all households were re-housed safely from the public health concern and were provided with support to assist them during an extremely stressful time. Whilst this was an understandably difficult experience for tenants and challenging for the staff involved, the project has been an exemplar for effective partnership working across the Council to overcome a challenging situation for the benefit of the affected tenants. Actions continue in demolition of the properties and redevelopment on the site.

**Revenues Services:** In Q4 a Rent Strategy Review for 2016/17 was carried out including stakeholder consultation on rent charge options and new build housing proposals. The consultation was completed and reported to Midlothian Council in December, 2015 which approved a 5% rent increase for a 3 year period to fund a further phase of the Social Housing Programme.

**Customer Services (Contact Centre, Libraries & Registrars):** Mayfield Library and Customer Hub launched in 2015 as a pilot project in developing new ways of working and delivering accessible services within our localities. Learning points and outcomes will be reported to Council and used for a roll out to develop customer services across Midlothian libraries

A new, joint, switchboard upgrade at the Contact Centre from the EWIM building moves provided an integration opportunity, including an automated switchboard function allowing internal/external customers to “self-service” calls by voice recognition, without the need to wait in queues to speak with the person or service they require (ie. “virtual operators”) as well as management information and reporting functionality to monitor and improve public services through continuing channel shift.

**Homelessness:** There is a reduction in Homeless presentations reflecting the value of prevention through a range of initiatives in youth homelessness, workshops in our secondary schools and youth agencies. There are also more housing options developed for those at risk of homelessness in Midlothian.

Although homeless presentations are decreasing, the number of people placed in temporary accommodation has increased at a cost of over £1M each year. Action is being taken to reduce this with alternative housing options developed across all available tenures – council; RSL; private rented, flat shares and the plans to re-use Pentland House and Polton Centre for temporary accommodation use following Council approval.

**Community Safety:** The Community Safety Partnership established MIDSAFE (Midlothian Community Safety-resident’s consultation and engagement group), a resident’s consultation and engagement group to work in partnership with the Community Safety Partnership and other local organisations to assist with the development of the annual Midlothian Community Safety and Antisocial Behaviour Strategies. The MIDSAFE group contribute towards annual public consultation on Single Midlothian Plan priorities and local community safety priorities and support the Community Safety Partnership in its efforts to build public reassurance and local resilience support local communities by taking part in information Road Shows and Gala Days the development of projects which aim to help people feel safe and divert antisocial behaviour scrutiny of the Community Safety Partnership.

There is also the Midlothian Antisocial Behaviour and Violent Offender Monitoring Group (ASBVO). This group meets each month with a range of partners to effectively deal with persistent instances of antisocial behaviour and violent crime, taking into account individuals or families additional support needs, to implement actions which reduce anti-social behaviour and violent crime, these include tenancy warnings, and have resulted in ASBO/CRASBO applications and also evictions.

**Delivering Excellence & Shaping our Future:** Customer Service is identified as a strand in the Council approved programme of transformation projects over the period 2015- 2017, with a target saving of £350k to be delivered and the service structure changes are fundamental towards these savings being achieved.

The Customer Service Review staffing structure Phase 1 was completed with line managers being recruited. Phase 2 in the redesign and development across services to develop the remaining structure has since commenced.

**The Customer & Housing Services Plan:** 2016 was completed in Q4 and provides a more specific representation of what is involved in the delivery of outcomes and priorities, recognising the resource implications, actions, and risks concerned. The Service Plan translates a clear link between the priorities in the Service Plan and those identified in the SMP and the Council's Transformation Strategy to demonstrate how the service activities will contribute to the Delivering Excellence objectives.

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

**Housing Allocation Policy:** As demand for social housing continues to outstrip supply it is necessary to assess each housing applicant's housing need according to their circumstances and prioritise them according to the Housing Allocation Policy. The current policy adopted a group and points model in which three waiting lists were created to reflect applicant circumstances with yearly letting targets set for Homelessness, General Needs and the Choice Lists.

Allocation outcomes have matched the current policy intentions as reported annually to Cabinet and the Performance Review & Scrutiny Committee. While it is monitored regularly to ensure that equality requirements are met in terms of access to and allocation of housing, the bi-annual review will be reported to Council for any recommended changes as result of the lettings analysis and legislative changes.

**Syrian Vulnerable Persons Resettlement Scheme:** Midlothian Council is assisting with the resettlement of refugees and has agreement with the UK Government and Scottish Government to resettle up to 40 refugees over the period of the next 5 years. Support requirements include access to cultural, dietary, religious facilities as well as translation and interpretation services. Some households will be particularly vulnerable and require particular additional support through the relocation process.

Integration into Midlothian communities involves school provision requests, registering with doctors, obtaining National Insurance numbers and biometrics to be eligible to access services and benefits. In terms of rehousing, bringing people to safety is the main focus but in relocation from the camps the Council provides the opportunity for some element of mutual support in locating refugees. The rehousing of refugees is established within existing housing allocation arrangements and within the Council's responsibilities under the homelessness legislation.

**Revenues Services:** Revenues collections for rental income, Non-Domestic Rates and Council Tax continue to be challenging to secure income to the Council within a background of Welfare Reform and financial difficulties for residents and business in Midlothian.

DWP has been working with local authorities to look at areas where joint working would assist both council and DWP in a fraud and error reduction incentive scheme (FERIS) and real time earning information (RTEI) received from HMRC targets for interventions and recoveries.

In-Year collection of rents and Council Tax performance improved to date with collection amount and collection percentage measures increased.

A new model of local taxation is scheduled to be introduced to replace the existing Council Tax scheme. Guidance is expected from Scottish Government towards implementation of any replacement scheme in 2017.

**Community Safety:** In reducing reoffending, with the planned replacement of the Community Justice Authorities and development of local Reducing Reoffending Partnerships; consideration and planning needs to be given to how this will link into the national oversight body, Community Justice Scotland. The Scottish Government has proposed that Community Planning Partnerships will be expected to actively contribute to reducing reoffending and be held accountable for performance, including its contribution to community justice through its existing governance and accountability arrangements.

Development of the shadow service and governance structures locally has been approved by Council towards full implementation in 2017. Alternative governance arrangements were approved with the establishment of the Midlothian Police and Fire & Rescue Committee for statutory scrutiny and review requirements and also the Community Safety and Justice Partnership for the wider partner obligations and integrated services.

Training is planned as improved outcomes will depend on a number of agencies working collaboratively to make communities safer and manage risk on a multiagency basis to protect the public in relation to a range of offenders.

**Customer Services (Contact Centre & Libraries & Registrars):** Reshaping service delivery by working with customers and partners to provide essential services to those communities in greatest need. Channel shift transactions are increasing in Revenues and Library services for accessible and convenient contacts to customers.

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



# Customer and Housing Services PI Summary

## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	134	34	65	94	123		15/16: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	5	4.8	4.1	4	3.7		15/16: On Target		5	Number of complaints complete at Stage 1	106
											Number of working days for Stage 1 complaints to be Completed	392
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	19.5	25	16.3	12.8	7		15/16: On Target		20	Number of complaints complete at Stage 2	16
											Number of working days for Stage 2 complaints to be Completed	112
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	71%	71.88 %	77.97 %	77.38 %	80.19 %		15/16: Off Target Of the 2 complaints off target in quarter, 1 @ 6 days 1 @ 11 days. 19 on target Performance improved.		95%	Number of complaints complete at Stage 1	106
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	25%	0%	66.67 %	77.78 %	68.75 %		15/16: Off Target Three complaints over 20 day targets to respond, 1 @ 22 days and 2 @ 21 days.		95%	Number of complaints complete at Stage 2	16
											Number of complaints at stage 1 responded to within 5 working days	85
											Number of complaints at stage 2 responded to within 20 working days	11

## 01.2 Making the Best Use of our Resources

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 12.613 m	£ 12.886 m	£ 12.181 m	N/A		15/16: Performance against budget will be reported to the Council in June.		£ 12.813 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	8.55	2.65	4.72	6.96	9.12		15/16: Off Target. 1 new long term absence case and 1 returned to work form Q3.		6.50	Number of days lost (cumulative)	1,401.37
											Average number of FTE in service (year to date)	153.68

### 01.3 Corporate Health




Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	90.24 %	97.78 %	93.33 %	89.66 %	92.5 %		15/16: On Target		90%	Number of service & corporate priority actions	40
											Number of service & corporate priority actions on tgt/completed	37
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	97%	97%	96%	96%	96%		15/16: On Target		90%	Number received (cumulative)	4,272
											Number paid within 30 days (cumulative)	4,093
06. Improve PI performance	% of PIs that are on target/ have reached their target.	63.89 %	69.57 %	65%	73.68 %	78.95 %		15/16: Off Target See PI report for detail of off target PIs		90%	Number on tgt/ tgt achieved	15
											Number of PI's	19
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	0%	0%	0%		15/16: No Customer and Housing Services high risks in 15/16.		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0









### 01.4 Improving for the Future








Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	100%	100%	100%	0%	0%		15/16: Off Target 1 action still outstanding from 2015 audit programme.		90%	Number of on target actions	0
											Number of outstanding actions	1






# Customer and Housing Services Action report







## 03. Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CH.SMP.08.01	08. SMP - SG - Work to prevent homelessness through delivery of an education programme	Deliver "Leaving Home" education programme in schools.	31-Mar-2016		100%	<b>15/16: Complete</b> Successful engagement with all six of Midlothian's mainstream high schools. The coming week will be used for missed classes, but this year has been a resounding success in terms of the programme – so too as we are now seeing S2 pupils (from four years ago) completing their sixth year. They leave schools having concluded the whole programme, from homelessness to accessing housing, and are armed with a wealth of information and advice to help prevent them making poor housing decisions.
CH.SMP.08.02		Deliver homelessness prevention education programme to agencies working with vulnerable youths	31-Mar-2016		50%	<b>15/16: Off Target</b> This indicator is due to be changed to better reflect the direction of the service, with our staff delivering pre-tenancy training to young people. Mid-spring will see Phase 2 of the SQA Tenancy and Citizenship Award, with 'care experienced' young people being prioritised in readiness for their transitions from care. In terms engaging with other external agencies, as well as developing a channel for them to request sessions on homeless prevention/education. It is anticipated that the SQA Award will become the 'norm' and we will either deliver this training directly to their nominated attendees, or support them to deliver it themselves.
CH.SMP.09.01	09. SMP - SG - Improve access to homelessness advice and assistance	Increase the support to households approaching the homelessness department	31-Mar-2016		100%	<b>15/16: Complete</b> Homelessness referral and prevention outcomes evidence mediation and support results. Homeless presentation results detail continuing positive housing options outcomes for clients. Provision of supported accommodation will expand as from July 2016. Tender exercise to appoint external contractor concluded.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CH.SMP.09.02	09. SMP - SG - Improve access to homelessness advice and assistance	Increase the support to young people through the Youth Homeless Prevention Service	31-Mar-2016		100%	<b>15/16:</b> Complete Delivery of pre-tenancy course to targeted groups will commence as from Q1 2016 /17.
CH.SMP.10.01	10. SMP - SG - Effectively meet the challenge of homeless presentations within resources	Continue to provide temporary accommodation where necessary, ensuring all private sector rentals are through registered landlords.	31-Mar-2016		100%	<b>15/16:</b> Complete Provision of supported accommodation will expand as from July 2016. Tender exercise to appoint external contractor concluded. A key feature of this quarter has been identifying appropriate accommodation in light of an increase in demand from family households.
CH.SMP.11.01	11. SMP - SG - Provide affordable housing through direct provision and partnership working	Minimise re-let timescales for mainstream housing and temporary accommodation through voids initiative actions	31-Mar-2016		60%	<b>15/16:</b> Off Target Performance improving by end of quarter 4.
CH.SMP.11.02		Review Rent Strategy for 2016/17 including stakeholder consultation on future direction	31-Mar-2016		100%	<b>15/16:</b> Complete Consultation completed. Midlothian Council agreed in December, 2015 to a 5% increase for 3 years to fund a further phase of the Social Housing Programme.
CH.SMP.11.03		Review allocation policy taking into account allocations outcomes analysis, SG policy and stakeholder consultation.	31-Mar-2016		100%	<b>15/16:</b> Complete Seminar with all elected members held in March. Report with recommendations to be presented to Council in May 2016.
CH.SMP.11.04		Complete review of Tenant Participation Strategy	31-Mar-2016		100%	<b>15/16:</b> Complete Draft for Consultation completed.
CH.SMP.12.01	12. SMP - SG - Support financially vulnerable households in the current economic climate including welfare reform	Award monies through Scottish Welfare Fund in line with set criteria for crisis grants and community care grants to meet the needs of vulnerable clients.	31-Mar-2016		100%	<b>15/16:</b> Complete 1160 applications received in quarter with 779 awards, amounting to £101,305 (£62,117 community care grants £39,188 crisis grants). 97.58% of applications paid within 2 working days.
CH.SMP.12.02	12. SMP - SG - Support financially vulnerable households in the current economic climate including welfare reform	Process new benefit claims and change in circumstances promptly and accurately.	31-Mar-2016		100%	<b>15/16:</b> Complete Average processing times during quarter 21 days for new claims and 4 days for changes of circumstances (Latest Scottish average 24 days/9 days). Claim checking for accuracy identified 2.00% of claims with financial error for year (within target of 2.00%).

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CH.SMP.12.03	12. SMP - SG - Support financially vulnerable households in the current economic climate including welfare reform	Provide support and help for those who have limited or no IT skills to complete on-line forms and applications	31-Mar-2016		100%	<b>15/16:</b> Complete
CH.SP.13.01	13. Customer access - localised services - start to plan towards the longer term objectives for customer access/localised services	Continue with review of customer access in contact centre and receptions, then widen to include all customer access points. Develop comprehensive implementation plan in conjunction with EWIM workplan.	31-Mar-2016		100%	<b>15/16:</b> Complete Customer Service Review Phase 1 has now reached completion. Further work around customer access, in partnership with EWIM (Effective Working in Midlothian) developments and analysis of opening hours and service provision, will continue into Phase 2 (delivery Sept 16) and Phase 3 (delivery March 17).
CH.SP.13.03		Aim to increase footfall through libraries at the same time as increasing the proportion of interactions electronically	31-Mar-2016		100%	<b>15/16:</b> Complete Virtual visits have increased by 188% between Q1 and Q4, with physical visits demonstrating a slight increase across the same period. This clearly illustrates the customer demand for multiple channel access to library services.
CH.SP.14.01	14. Improve Positive Destinations including qualifications for young people	Continue to provide workplace experience opportunities in libraries for people with the aim to improve positive destinations	31-Mar-2016		100%	<b>15/16:</b> Complete 25 people have now experienced workplace placements within Customer Services.
CH.SP.15.01	15. Improving the lives of children and young people	Further develop summer reading challenge to engage children in reading during summer holidays.	31-Mar-2016		100%	<b>15/16:</b> Complete
CH.SP.15.02		Initiate national pilot for three year olds "Every child a library member".	31-Mar-2016		100%	<b>15/16:</b> Complete
CH.SP.15.03		Revise and review healthy reading collections for children, young people and families.	31-Mar-2016		100%	<b>15/16:</b> Complete





Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CH.SP.16.01	16. Reduce health inequalities and improve the health of people in Midlothian	Work with MELDAP to run further Recovery Conversation Cafes in libraries	31-Mar-2016		100%	<b>15/16: Complete</b> The pilot programme for bibliotherapy sessions in Midlothian Horizon Cafe began in March 2016 with a taster session which has now been developed into a 10 week programme that will run from April 2016 in partnership with the MELDAP Recovery Co-ordinator and service users.
CH.SP.16.02		Provide Bibliotherapy services through libraries and other appropriate venues.	31-Mar-2016		100%	<b>15/16: Complete</b> Target Achieved. 231 bibliotherapy sessions have been delivered in 15/16 – with continued funding in 16/17, this will remain a service priority.
CH.SP.18.01	18. Supporting children who may be at risk of harm	Work in partnership to take early action to prevent young people from offending	31-Mar-2016		100%	<b>15/16: Complete</b> The Partnership manages and is developing a range of early intervention activities aimed at preventing offending. The Multi-agency Youth Justice Forum meets regularly to discuss high risk youth offenders. The number of referrals to the screening group and to SCRA (Scottish Children's Reporter Administration) has decreased. A pilot at Lasswade High School commenced in October 2015 to screen offences in preparation for the Role Of Named Person Legislation.
CH.SP.19.01	19. Improve Home Safety	Improve partnership working to enhance home safety awareness, including referring residents for home safety checks as required	31-Mar-2016		100%	<b>15/16: Complete</b> A significant amount of progress has been made to raise awareness of the home fire safety programme with partner agencies. Discussion has been held on SFRS (Scottish Fire and Rescue Service) broadening their role in relation to other aspects of safety in the home, which will involve developing clear and robust referral pathways to partner agencies where a perceived need has been identified.
CH.SP.19.02		Work as a partnership to reduce the likelihood of accidental injury in the home	31-Mar-2016		100%	<b>15/16: Complete</b> NHS funding for Partnership slipper exchange project secured and project planning underway. Detailed analysis of home safety incidents is being undertaken to ascertain what further preventative work the Community Safety and Justice Partnership can undertake.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CH.SP.20.01	20. Community Involvement in setting and delivering community safety outcomes	Co deliver Midlothian Community mediation service.	31-Mar-2016		100%	<b>15/16:</b> Complete New mediator now in post for an initial period of 2 years to allow expansion of the service beyond neighbour disputes. Work is also underway to recruit staff volunteers. This is an excellent opportunity to provide this service to other types of dispute, to prevent them from escalating.
CH.SP.20.02		Expand support to groups seeking funding to implement community safety initiatives.	31-Mar-2016		100%	<b>15/16:</b> Complete MIDSAFE (Midlothian Community Safety- residents consultation and engagement group) successfully supported to apply for Council small grant funding.
CH.SP.20.03		Undertake a programme of communication and engagement activity to raise awareness and keep people safe	31-Mar-2016		100%	<b>15/16:</b> Complete The Partnership communication and engagement programme has continued to expand throughout the year. This programme is an important element of the partnerships work to ensure people are safe and feel safe. The highlight of the programme was a Community Safety partnership 'Village', held at the MIDFEST family fun day, making important safety information available to the 6000 people who attended.
CH.SP.21.01	21. Reduce Anti Social Behaviour (including hate crime)	Effectively operate our three tiered intervention programme for ASB.	31-Mar-2016		100%	<b>15/16:</b> Complete An effective partnership structure is in place which combines robust management of complex cases with proactive preventative work. ASB processes continue to be reviewed to ensure alignment with other council departments and partner procedures.
CH.SP.21.02		Work in partnership to decrease the number of victims of antisocial behaviour in Midlothian	31-Mar-2016		100%	<b>15/16:</b> Complete A robust partnership structure is in place which includes regular meetings to discuss ASB trends, hotspots and specific cases. A range of preventative work is in place and new projects are being developed to deter antisocial behaviour and support victims.
CH.SP.21.03		Coordinate multi agency resources to enhance public confidence and reduce incidence of hate crime.	31-Mar-2016		100%	<b>15/16:</b> Complete A review of remote hate crime reporting is underway as part of the introduction of the 'keep safe' programme. Hate crime incidents are reviewed at monthly Delivery group meetings and multi-agency hate crime case conferences called as required.









### 03. Service Priority Actions relating to the Single Midlothian Plan











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
SMP.CS.ASC.03.04	03. SMP - CS - Reduce violence against women and girls; Community Safety	Effectively implement the Caledonian system	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%).
SMP.CS.CH.01.07	01. SMP - CS - Reduce alcohol and drug misuse; Community Safety	Police to actively identify and monitor problem and monitored licensed premises	31-Mar-2016	✓	100%	<b>15/16:</b> Complete The Licensing Forum is working with the Police to ensure the licensing objectives are achieved.
SMP.CS.CH.01.08		Encourage licensed premises to apply for the best bar none scheme	31-Mar-2016	✓	100%	<b>15/16:</b> Complete A substantial amount of work has been put into promoting the scheme and supporting applicants, however a number of this years applicants dropped out meaning that the target number was not achieved.
SMP.CS.CH.01.09		Manage the intensive family support service (DASS) targeted to support 10 families for 12 weeks maximum at a time in Midlothian	31-Mar-2016	✓	100%	<b>15/16:</b> Complete 19 families supported.
SMP.CS.CH.01.10		Increase number of individuals engaging in post treatment Recovery Services	31-Mar-2016	✓	100%	<b>15/16:</b> Complete
SMP.CS.CH.02.02	02. SMP - CS - Reduce Violent Crime; Community Safety	Work in partnership through the ASBVO group to reduce the risk posed by violent offenders	31-Mar-2016	✓	100%	<b>15/16:</b> Complete ASBVO (Antisocial Behaviour & Violent Offender) meets monthly to discuss antisocial and violent offenders and assess partner agency intervention or sanction outcomes required.
SMP.CS.CH.03.01	03. SMP - CS - Reduce violence against women and girls; Community Safety	Increase multiagency working to improve the safety of high risk victims of domestic abuse	31-Mar-2016	✓	100%	<b>15/16:</b> Complete Partnership work includes MARAC (Multi-agency Risk Conference) and MATAC (Multi-agency Tasking and Co-ordinating Group) forums for actions and interventions for perpetrators and victims. VAW (Violence Against Women) team integrated into Public Protection Committee and reports directly to Committee and Chief Officer Group; Public Protection Team established. This action is complete for 2015/16 but is ongoing.













Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
SMP.CS.CH.03.03	03. SMP - CS - Reduce violence against women and girls; Community Safety	Increase awareness of violence against women	31-Mar-2016		75%	<b>15/16:</b> Off Target 7 training days took place in the time period October 2015 – March 2016. The target was 9. This fell short of the target due to staffing vacancies. A multi-agency working group is now established to look at VAWG (Violence against Women and Girls) training needs and requirements going forward.
SMP.CS.CH.03.06		Effective Risk Management of registered sex offenders	31-Mar-2016		100%	<b>15/16:</b> Complete
SMP.CS.CH.04.01	04. SMP - CS - Reduce crimes of dishonesty; Community Safety	Target prolific house breakers and thieves through ASBOs and CRASBOs, working in partnership with the ASBVO group.	31-Mar-2016		100%	<b>15/16:</b> Complete The Antisocial Behaviour and Violent Offender (ASBVO) group are working to ensure a co-ordinated partnership approach to target prolific house breakers and thieves. The group monitors all ASBO's in force and works in partnership to ensure new ASBO's are applied for as required.
SMP.CS.CH.04.02		Work in partnership to raise public awareness of crime prevention through campaigns and crime prevention initiatives	31-Mar-2016		100%	<b>15/16:</b> Complete Crime prevention advice is provided at the programme of Community Safety roadshows held throughout the year. The Community Safety & Justice Partnership has funded property marking kits and leaflets providing home security tips.











# Customer and Housing Services PI Report













## 03. Service Priorities

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchm ark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.CS.CH. 01.10a	01. SMP - CS - Reduce alcohol and drug misuse; Community Safety	The number of individuals who attend the Horizons Recovery Cafe and complete Pink Ladies Programme successfully	90	Not measured for Quarters			94			<b>15/16:</b> Target achieved. 94 people successfully completed the pink ladies course. The number of individuals who attend the Horizons Recovery Cafe (64 people /week) and complete Pink Ladies Programme successfully (84% completion rate). <i>16/17 Targets: 86% completion rate for Pink Ladies and 70 per week for Horizons cafe.</i>	90	
CH.SMP.08. 1a	08. SMP - SG - Work to prevent homelessness through delivery of an education programme	Deliver "Leaving Home" education programme to all High Schools in Midlothian area % of schools)	New for 15/16	33%	33%	50%	100%			<b>15/16:</b> On Target Successful engagement with all six mainstream high schools in Midlothian. Content for the presentations has been reviewed and amended, this year has also been particularly successful in terms of the programme's chronology (ie. S2 pupils we presented to in 2011/12 are now S6 pupils, we have presented to them across the whole of their high school careers), offering pupils the 'complete content' from homelessness through to housing options and accessing different tenures.	100%	
CH.SMP.08. 2a		Increase the support to vulnerable young people through the Youth Homelessness Prevention Services presentation sessions	New for 15/16	3	5	8	8			<b>15/16:</b> Off Target This indicator will be amended, in light of the development of our SQA Tenancy and Citizenship Award – Phase 2 of the pilot project will commence mid-spring with an upcoming meeting arranged to discuss the course content and coordinate the delivery of the training to 'care experienced' young people. The training course will be open to any young person with support services, identifying possible participants for engagement.	15	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchm ark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CH.SMP.09.01a	09. SMP - SG - Improve access to homelessness advice and assistance	% of people presenting and going through a homeless assessment	53%	57%	60%	57%	55%			<b>15/16:</b> On Target		
CH.SMP.09.02a		Number of young people receiving support through the Youth Homelessness Service	53	89	61	43	263			<b>15/16:</b> Data Only All 16-25 year olds presenting to the homeless service are referred to the Youth Homeless Officers. Advice and assistance (and mediation with family members) is provided, including a homeless assessment if appropriate option.		
CH.SMP.10.1a	10. SMP - SG - Effectively meet the challenge of homeless presentations within resources	Total number of homeless households accommodated in Midlothian temporary accommodation	New for 15/16	495	492	508	520			<b>15/16:</b> Data Only Provision of supported accommodation will expand as from July 2016. Tender exercise to appoint external contractor concluded. A key feature of this quarter has been identifying appropriate accommodation in light of a sharp increase in demand from family households.		
CH.SMP.10.1b		% of private sector rentals made through registered landlords	New for 15/16	100%	100%	100%	100%			<b>15/16:</b> On Target Private let rentals managed internally and landlord registration confirmed. Also includes website sourced landlord referrals in Lothian Hub site. As per CH.SMP.10.1a above, the emphasis has predominantly focussed on accessing larger family sized accommodation.	100%	
CH.SMP.11.01a	11. SMP - SG - Provide affordable housing through direct provision and partnership working	Average time from return of property to re-let (days)	46 days	40 days	52 days	52 days	52 days			<b>15/16:</b> Off Target Performance improving by end of quarter 4.	35 days	14/15 SHBVN peer group average 42 days

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchm ark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CH.SMP.12.01a	12. SMP - SG - Support financially vulnerable households in the current economic climate including welfare reform	Number of calls received regarding Scottish Welfare Fund	6,754	1,720	1,875	1,743	7,391			<b>15/16:</b> Data Only 2,053 Scottish Welfare Fund calls received in Q4. 7391 year to date.		
CH.SMP.12.01b		Number of calls leading to application to Scottish Welfare Fund	3,914	1,018	1,070	972	4,220			<b>15/16:</b> Data Only 1160 applications received in Q4 - 779 awarded, 354 refused, 27 declined.		
CH.SMP.12.01c		% of claims to Scottish Welfare Fund dealt with within 48 hours	97.24%	97.64%	97.57%	98.97%	97.94%			<b>15/16:</b> Data Only		
CH.SMP.12.02a		Average processing time for new claims (internally calculated)	20 days	20 days	18 days	19 days	20 days			<b>15/16:</b> Complete	21 days	2014/15 Scottish Average - 24 days
CH.SMP.12.02b		Average processing time for change of circumstances (internally calculated)	3 days	8 days	8 days	9 days	6 days			<b>15/16:</b> Complete	8 days	2014/15 Scottish Average - 8 days
CH.SMP.12.03a		Number of customers helped with IT skills in quarter		80	81	10	171			<b>15/16:</b> Data Only From 16/17 Library staff helping with IT skills directly.		





PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchm ark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CH.SP.13.03 a	13. Customer access - localised services - start to plan towards the longer term objectives for customer access/localised services	Number of Library visits (Physical and Virtual) per 1000 population	6,888	1,462	1,402	2,298	7,839			<b>15/16:</b> Data Only Physical visitor figures are maintaining stability while virtual visitor figures have increased dramatically again in this quarter as a result of online interactions and bookings related to Love Your Library Day in February and the events programme in March. The channel shift to virtual usage is clear however with physical visits remaining static, it is clear there is less shift and more multiple channels preferred by customers.		
CH.SP.13.03 b		Number of Virtual Library Visits per 1000 population	New for 15/16	435	449	886	6,523			<b>15/16:</b> Data Only Actual numbers reported. The increasing trend in relation to virtual visits has continued in this quarter with a particularly strong performance in relation to Love Your Library Day and events in March. Increasing visits in this area will continue to be a service priority in 16/17.		
CH.SP.14.01 a	14. Improve Positive Destinations including qualifications for young people	The number of people on workplace experience within the library service	New for 15/16	1	7	22	25			<b>15/16:</b> On Target Target achieved. 25 people have now experienced workplace placements within Customer Services.	15	
CH.SP.15.02 a	15. Improving the lives of children and young people	Number of libraries initiating "Every Child a Library Member" in 3 priority areas.	New for 15/16	0	0	3	3			<b>15/16:</b> On Target Target achieved. Planned extension of project in partnership with Registration Services to enrol all children as library members at birth in response to initial pilot project evaluation, will be delivered in 16/17.	3	
CH.SP.15.03 a		Revise and review Healthy Reading Collections for children, young people and families (Number of collections improved)	5%	0%	5%	5%	5%			<b>15/16:</b> Complete Work complete in partnership with Bibliotherapy Steering group. Work including distributing collections of parenting support titles to colleagues delivering 'Incredible Years' training so that parents could borrow titles at easiest point of access.	5%	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchm ark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CH.SP.16.01 a	16. Reduce health inequalities and improve the health of people in Midlothian	Number of individuals who attended Recovery Conversation Cafe sessions	New for 15/16	0	40	0	48			<b>15/16:</b> Off Target The pilot programme for bibliotherapy sessions in Midlothian Horizon Cafe began in March 2016 with a taster session which has now been developed into a 10 week programme. This will run from April 2016 in partnership with the MELDAP (Midlothian & East Lothian Drug & Alcohol Partnership) Recovery Co-ordinator and service users.	160	
CH.SP.16.02 a		Number of bibliotherapy sessions held	51	27	67	93	231			<b>15/16:</b> On Target Target Achieved. 231 bibliotherapy sessions have been delivered in 15/16 – with continued funding in 16/17, this will remain a service priority.	52	
CH.SP.20.01 a	20. Community Involvement in setting and delivering community safety outcomes	Percentage of Midlothian Community mediation cases with a positive outcome	81%	79%	84.2%	85%	85.57%			<b>15/16:</b> Target achieved. 83/97 closed mediation cases had a positive outcome.	80%	
CH.SP.20.03 a		Number of community safety events delivered	30	6	17	22	30			<b>15/16:</b> Target achieved. 30 community safety events delivered from April - March 2016.	24	
CH.SP.21.01 a	21. Reduce Anti Social Behaviour (including hate crime)	Reduce the percentage of acceptable behaviour contracts (ABC) breached	51.9%	5.3%	40%	21.4%	31.25%			<b>15/16:</b> Target achieved. 10 out of 32 ABC's breached. During the year 15 new ABC's were signed.	46.9%	
CH.SP.21.01 b		Reduce the percentage of initial warning cases escalated to ABC	2.56%	0.68%	2%	2%	2%			<b>15/16:</b> Target achieved. 725 initial warnings, 15 ABC's (Anti Social Behaviour Contracts) signed.	3.5%	



PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchm ark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CH.SP.21.01 c	21. Reduce Anti Social Behaviour (including hate crime)	Percentage of ASBOs breached	35.3%	20%	20%	0%	20%			<b>15/16:</b> Target achieved. 1 out of 5 ASBO's breached. 3 ASBO's remaining at year end.	32%	
CH.SP.21.02 a		Number of incidents of antisocial behaviour reported	5,663	1,660	1,605	1,532	6,299			<b>15/16:</b> Off Target. Provisional Police Scotland data indicates ASB calls have increased The Partnership closely monitors ASB as part of the weekly tactical, monthly delivery and ASBVO groups. The Woodburn and Bonnyrigg Problem Solving Partnership groups are working closely together to share information and take targeted action to prevent and address antisocial behaviour.	5,898	
CH.SP.21.03 a		Number of hate crime incidents reported	77	30	38	51	78			<b>15/16:</b> Target achieved.	77	
SMP.CS.CH. 02.02c	02. SMP - CS - Reduce Violent Crime	Reduce the number of recorded violent crimes	61	Not measured for Quarters			55			<b>15/16:</b> Target achieved 9.8% drop in violent crime over the last year.	62	
SMP.CS.CH. 03.01c	03. SMP - CS - Reduce violence against women and girls	Percentage of MARAC cases showing reduction in risk upon exit from the domestic abuse	100%	Not measured for Quarters			100%			<b>15/16:</b> Target achieved. Small number of exit interviews, due to level of ongoing engagement. 100% (8/8) cases exited shows a reduction in risk from entry RIC to Ext RIC.	100%	
SMP.CS.CH. 03.6a		Proportion of MAPPA clients convicted of a level 1 or 2 offence	0%	Not measured for Quarters			0%			<b>15/16:</b> Target achieved. No MAPPA Client has been convicted of a Type 1 or 2 offence during 2015/16. These are sexual offences or serious violent offences.	2%	

#### 04. Local Government Benchmarking Framework Service Performance Indicators

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORP7	LGBF Quarterly Indicators	Percentage of income due from council tax received by the end of the year % (LGBF)	93.8%	27.1%	52.4%	78.5%	94.4%			<b>15/16: On Target</b> Significant improvement of 0.6% from previous year. Income received increased by £1.73 million from last year, including £0.30 million in direct deductions under DWP Water Direct scheme.	94.2%	14/15 Rank 31 (Bottom Quartile) 13/14 Rank 31 (Bottom Quartile)
HSN1a	LGBF Quarterly Indicators	Current tenants' arrears as a percentage of total rent due (quarterly-formula)	8.68%	8.84%	9.02%	8.99%	8.53%			<b>15/16: Off Target</b> In relation to target of 8.00% due to ongoing economic position and affects of welfare reform, although slight improvement of 0.15% on previous year. Universal Credit introduced from 27 April 2015 for single claimants with 70 tenants now receiving housing costs through Universal Credit. Increase in direct contact with tenants through early intervention and compliance with legislation regarding advice and assistance prior to proceeding with court action. Discretionary Housing Payments continue to help mitigate under occupancy charges. Rent statements issued to all tenants with arrears.	8%	

# Local Government Benchmarking Framework - Customer and Housing Services



## Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
CORP4	Cost of collecting council tax per dwelling (LGBF)	£14.08	£13.65	£14.23	£14.09	£10.65	Data will be available in January 2017	14/15 Rank 17 (Third Quartile). 13/14 Rank 23 (Third Quartile)
CORP7	Percentage of income due from council tax received by the end of the year % (LGBF)	93.0%	93.6%	93.9%	93.5%	93.8%	94.4%	14/15 Rank 31 (Bottom Quartile) 13/14 Rank 31 (Bottom Quartile)

## Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
C&L2	Cost per library visit (LGBF)	£3.08	£3.13	£2.81	£2.81	£2.70	Data will be available in January 2017	14/15 Rank 12 (Second Quartile) 13/14 Rank 10 (Second Quartile)
C&L5a	Percentage of adults satisfied with libraries (LGBF)	82.8%	N/A	78%	81%	72%	Data will be available in January 2017	14/15 Rank 28 (Bottom Quartile). 13/14 Rank 18 (Third Quartile)

## Housing Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (LGBF)	Not measured			4.3%	6.57%	6.85%	14/15 Rank 18 (Third Quartile) 13/14 Rank 6 (TOP Quartile)
HSN2	Percentage of rent due in the year that was lost due to voids (LGBF)	1.4%	1.3%	1.6%	1.6%	0.6%	Data will be available in January 2017	14/15 Rank 4 (TOP Quartile). 13/14 Rank 18 (Third Quartile)



# Adult, Social Care Annual Performance Report 2015/16



## 01. Progress in delivery of strategic outcomes

**Integration:** Scottish Government approved the proposed Midlothian Integration Scheme in June 2015, and the new Integration Joint Board went live on 20th August 2015. This Board approved a three year Strategic Plan in December 2015 and issued formal Directions to Midlothian Council and NHS Lothian on 31st March 2016.

**Older People:** The transformation programme of older people's services included the expansion of intermediate care at Highbank, which received Grade 5s from the Care Inspectorate. MERRIT (Midlothian Enhanced Rapid Response Intervention Team) continued to develop with the Hospital at Home service managing ten patients at a time over a seven day a week service. In relation to dementia, plans are well developed to transform Newbyres Care Home following a poor inspection report and the new joint service is well established. A full review of day services is underway to ensure isolation is effectively addressed.

**Mental Health:** There has been an increasing emphasis on promoting preventative and low level support through the expansion of outreach services, the development of a new "Gateway" service, expansion of peer support and the continuation of the library's *Bibliotherapy* Service. A particular focus has been the strengthening of joint working between substance misuse and mental health through management arrangements and regular staff meetings.

**Long Term Conditions, Physical Disability and Sensory Impairment:** Full reviews of services to people with disabilities and/or sensory impairment were undertaken in full consultation with the public during 2015-16. New plans have been approved including, for the first time, a stand-alone plan for the many people who have sensory impairments in Midlothian. New services were introduced in Health Centres to support people with long term health conditions, and a new support service for people recovering from treatment for cancer has been established.

**Criminal Justice:** A new Community Safety and Justice Partnership was formed in preparation for the disestablishment of Criminal Justice Authorities in April 2017. 2016/17 will be a shadow year and Transitional Plan was sent to the Scottish Government at the end of January. The *Spring Service* for women with multiple and complex needs involved in or at risk of offending, has been developed and funded for 2016-17.

**Substance Misuse:** During 2015-16 a carers' support service was commissioned by MELDAP (Mid and East Lothian Drugs and Alcohol Partnership) and additional peer support services were developed, included a peer support group in Dalhousie Medical Practice. MELDAP are planning to implement savings as part of the redesign process to address the 20% reduction in drugs and alcohol monies announced by the Scottish Government. Despite this financial context, options are being pursued to establish a Recovery Hub in Dalkeith.

**Public Protection:** Following the formation of the Joint Public Protection Committee, Improvement Plans have been developed and are being implemented in all areas of Public Protection. Performance indicators are being reported and monitored quarterly. A programme of evaluation activities has been developed for 2016-17.

**Learning Disability:** The programme of transformation continued, with building work starting on the complex care housing development in Penicuik. Planning changes within Learning Disability health services continued in seeking a more integrated approach. Significant work has also been undertaken in the re-commissioning of residential and respite care provision while plans are in place or being developed to increase supported living provision, including arrangements for the few remaining people with learning disability living in a hospital setting.

**Self Directed Support:** Work continues to develop service provision to ensure service users have more choice and control in relation their care arrangements. Key areas of work have been developing practice in relation to outcome focussed assessment and care planning, changing operational procedures to facilitate increased flexibility and reviewing commissioning and planning activities to embed choice and control in service provision.

**Carers:** New services were introduced for carers of people misusing alcohol/drugs in relation to welfare reform, and in Dalkeith Health Centre. A new carers' strategy is being developed which will include actions to address the new carers legislation, improve emergency planning and continue to identify & support the many hidden carers.

## 02. Emerging Challenges and Risks

**Funding Pressures:** There is a continuing requirement to seek major efficiencies despite the growing demand, particularly in relation to older people. The service was overspent primarily as a result of some very high care packages and work is being undertaken to find more cost effective ways of providing care. The move towards an integrated budget through the establishment of the Integration Joint Board provides an opportunity to make better use of collective resources. Specific funding pressures include the delivery of services in relation to Violence Against Women and Girls and Multi-Agency Risk Assessment arrangements, and a full review is being undertaken.

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

**Transformational Change:** The service is undergoing a wide ranging programme of transformation. This includes how services are provided in line with Self Directed Support, the full implementation of integrated arrangements between health and social care, the redesign of services to achieve major savings targets and a reshaping of services to address emerging issues relating to long term health conditions, common mental health problems and the broader issue of health inequalities. Effective leadership, empowered and skilled staff and strong partnership working will be key to managing these complex and related challenges.

# Adult, Social Care PI summary

## 01.1 Outcomes and Customer Feedback









Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	35	5	26	N/A	20		15/16: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	6	1	2	N/A	1		15/16: On Target		5	Number of complaints complete at Stage 1	1
											Number of working days for Stage 1 complaints to be Completed	1
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	10.27	19	11.5	N/A	15		15/16: On Target		20	Number of complaints complete at Stage 2	N/A
											Number of working days for Stage 2 complaints to be Completed	46
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	62.5 %	100%	100%	N/A	100%		15/16: On Target		95%	Number of complaints complete at Stage 1	1
											Number of complaints at stage 1 responded to within 5 working days	1
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	N/A	100%		15/16: On Target		95%	Number of complaints complete at Stage 2	N/A
											Number of complaints at stage 2 responded to within 20 working days	3

## 01.2 Making the Best Use of our Resources



Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 35.491 m	£ 38.408 m	£ 39.693 m	N/A		15/16: Performance against budget will be reported to the Council in June.		£ 38.243 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	13.05	2.53	5.27	8.84	12.83		15/16: Off Target (12.83) Absence management continues to be addressed.		11.87	Number of days lost (cumulative)	5,111.46
											Average number of FTE in service (year to date)	401.58



### 01.3 Corporate Health

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	90.91 %	96.15 %	87.88 %	93.94 %	75.76 %		<b>15/16:</b> Off Target (75.76%). 25 out of 33 actions complete. Details of off target actions contained within body of report.		90%	Number of service & corporate priority actions	33
											Number of service & corporate priority actions on tgt/completed	25
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	99%	98%	94%	92%		<b>15/16:</b> Off Target (92%). Processing is being delayed due to necessary investigations to establish the reasons for invoices being presented which do not match the expected amount.		97%	Number received (cumulative)	14,317
											Number paid within 30 days (cumulative)	13,130
06. Improve PI performance	% of PIs that are on target/ have reached their target.	87.5 %	65.79 %	76.92 %	73.08 %	64%		<b>15/16:</b> Off Target (64%). 16 out of 25 indicators on target. There are an additional 11 new indicators for which no targets are yet set, and 2 for which the most recently published information is 2014/15, making it difficult to set appropriate targets.		90%	Number of PI's on tgt/ tgt achieved	16
											Number of PI's	27
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		<b>15/16:</b> On Target (100%).		100%	Number of high risks reviewed in the last quarter	3
											Number of high risks	3







### 01.4 Improving for the Future








Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	90.48 %	16.67 %	50%	0%	0%		<b>15/16:</b> Off Target (0). One outstanding audit action relating to the information system MOSAIC remains off target.		90%	Number of on target actions	0
											Number of outstanding actions	1

## Adult, Social Care Action report

### 03. Service Priority Actions relating to the Single Midlothian Plan

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
SMP.AH.ASC. 01.7	01. SMP - Support people with long term conditions	Implement the House of Care approach which will address the issue of nonclinical need in primary care while supporting people to self-manage their long-term conditions. Two GP Practices	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). Now being implemented across the agreed sites in Midlothian – work has now started to seek funding to increase capacity within 5 other Practices in Midlothian.
SMP.AH.ASC. 2.8	02. SMP - Support people with dementia and their carers	Design and implement new approaches to supporting people with dementia and their carers in line with the 5 and 8 Pillars national frameworks.	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). Co-production approach to 8 pillars adopted.
SMP.AH.ASC. 03.7	03. SMP - Support people to live well with cancer	Develop services to support people to live well with cancer after treatment as a national test site.	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). Central point of contact now established within Lasswade Library, with an information and support centre. This provides free access to health and wellbeing services, including exercise and nutrition; benefits advice; employment support; and occupational therapy. Midlothian now has Scotland's largest patient advisory group, which is helping shape the project.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
SMP.AH.ASC. 04.3	04. SMP - Reduce incidents of falls	Develop and implement a preventative approach to reducing the incidence of falls	31-Mar-2016		75%	<b>15/16:</b> Off Target (75%). Falls Classes currently on hold due to lack of staff resource. Will need to reconsider the model and possibly work with Midlothian leisure. Pathway mapping exercise was productive at surfacing the complexity of falls referrals and the complexity of journeys through services. Significantly, the existing uninjured fallers pathway is being reviewed as questions have been highlighted around how accurate the information flows through it are. No guidance on pan-Lothian Falls Strategy currently and Midlothian strategy will address outstanding actions from Framework for Action for Scotland 2014/16.
SMP.AH.ASC. 05.1	05. SMP - Develop more local health services	Develop the use of the Midlothian Community Hospital including the provision of out-patient clinics and rehabilitation	31-Mar-2016		90%	<b>15/16:</b> Off Target (90%). Hot Topics public engagement event held on 28 January and Action Plan for Midlothian Community Hospital developed for implementation in 2016/17. Additional Audiology Clinics agreed and now waiting for Service to begin delivering these clinics.
SMP.AH.ASC. 06.1	06. SMP - Increase intermediate care provision	Extend the provision of intermediate care in Highbank by the addition of 7 beds	31-Mar-2016		100%	<b>15/16:</b> Complete (100%).
SMP.AH.ASC. 07.1	07. SMP - Speed up the process of discharge from hospital	Undertake some tests of change to shift towards the practice of assessing need at home (discharge to assess) rather than in a hospital setting	31-Mar-2016		100%	<b>15/16:</b> Complete (100%). This has been replaced by the strengthening of MERRIT (Midlothian Enhanced Rapid Response and Intervention Team); re-provisioning of Highbank, and considering the use of Midlothian Community Hospital. The hospital inreach team is also working well to identify people suitable for discharge and facilitating early interventions.
SMP.AH.ASC. 08.1	08. SMP - Avoid unnecessary hospital admissions	Extend the provision of the service to reduce further emergency admissions to hospital	31-Mar-2016		100%	<b>15/16:</b> Complete (100%). Interviews for additional medical cover now taking place in May and plans for further expansion of the service now being developed for implementation in 2016/17.
SMP.AH.ASC. 09.1	09. SMP - Increase the provision of telehealthcare	Develop new ways of utilising telehealthcare through early assessment of frailty, supporting people with dementia and their carers; and supporting training programmes in care homes	31-Mar-2016		75%	<b>15/16:</b> Off Target (75%). Frailty: Data sharing agreement drafted and with industry partner for final details and approval. Videoconferencing: National procurement did not progress as expected. Alternative route found through existing framework. In discussion with supplier for quote and scope of work. Dementia: Hub live (soft launch) and being developed.







Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
SMP.AH.ASC. 10.1	10. SMP - Enable people with complex needs to live in a homely setting in Midlothian	Build new housing provision for people with complex needs to enable people to live locally	31-Mar-2016		75%	<b>15/16:</b> Off Target (75%). This is now expected to be ready in February 2017. Action to be carried forward to allow monitoring to continue.
SMP.AH.ASC. 11.1	11. SMP - Increase extra care housing provision	Work with Registered Social Landlords to progress a pilot to transform sheltered housing schemes into extra care housing provision	31-Mar-2016		25%	<b>15/16:</b> Off Target (25%). Review currently underway.
SMP.AH.ASC. 12.1	12. SMP - Improve access to services	Build on the success of the gateway clinics in areas such as mental health thereby speeding up access	31-Mar-2016		80%	<b>15/16:</b> Off Target (80%). Recruitment process started, proposed start date of August 2016.
SMP.AH.ASC. 12.2		Enable many more carers to access advice and support through information systems, the media and by proactive identification by health and care workers	31-Mar-2016		100%	<b>15/16:</b> Complete (100%). Citizen's Advice Bureau and Midlothian Voluntary Action secured monies from Midlothian Small Grants and Robertson Trust to explore local promotional campaign. Alzheimer Scotland running pilot surgery with VOCAL (Voices of Carers Across Lothian) around dementia awareness and support, resulting in increased referrals to Alzheimer Scotland for support for carers and cared for people.
SMP.AH.ASC. 12.3		Develop stronger links with BME communities and ensure that effective communication systems are available including interpreter services	31-Mar-2016		100%	<b>15/16:</b> Complete (100%). This is complete for 2015/16, however opportunities to develop links with the Black and Minority Ethnic community will continue to be sought.
SMP.AH.ASC. 13.1	13. SMP - Provide holistic services to people with learning disabilities	Develop more integrated and locally responsive services for people with learning disabilities	31-Mar-2016		75%	<b>15/16:</b> Off Target (75%). This will be complete when senior management responsibilities have been reconfigured.
SMP.AH.ASC. 14.1	14. SMP - Provide holistic service to people who misuse drugs and alcohol	Develop more integrated and locally responsive services for people who misuse drugs and alcohol	31-Mar-2016		100%	<b>15/16:</b> Complete (100%). A staff consultation is to take place in spring 2016.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
SMP.AH.ASC.15.1	15. SMP - Strengthen the quality of social care services	Increase the uptake of Self Directed Support	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). Self Directed Support now embedded in practice. Internal Audit carrying out review, and resulting actions will be progressed through internal systems.
SMP.AH.ASC.15.2		Implement the new care at home provider arrangements	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). New contracts came in to effect on 16th May.
SMP.AH.ASC.15.3		Strengthen support to care homes including nursing support, telehealth care and management advice	31-Mar-2016	✗	75%	<b>15/16:</b> Off Target (75%). National procurement contract through TEC (Technology Enabled Care) workstream failed to materialise, and therefore Midlothian is sourcing hardware through an alternative national framework. Broadband provision will now need to be considered separately.
SP.AH.ASC.15.04		Strengthen outcomes based practice including the implementation of outcomes based supervision	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). Outcomes based supervision policy now implemented.
SMP.AH.ASC.16.2	16. SMP - Strengthen primary care services	Provide information about which services to access and develop health and wellbeing support in health centres	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). Carers - Ongoing carer support pilot at Dalkeith Surgery by VOCAL (Voices of Carers Across Lothian) in response to desire by GPs to better support carers. Long Term Conditions - The Community Health Inequalities Team (1.5 full time equivalent nursing staff) are now providing an outreach service to people less likely to seek support through their GP. Mental Health - funding bid successful, project currently under development.
SMP.AH.ASC.17.1	17. SMP - Strengthen interagency working	Establish a new programme of events for the professional forums for 2015-16	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%).
SMP.AH.ASC.17.2		Develop stronger working between health, social care and third sector staff through a programme of local engagement events	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). New programme developed for 2016/17.
SMP.AH.ASC.18.1	18. SMP - Improve communication with the public	Progress the development of the Health & Social Care website	31-Mar-2016	✗	75%	<b>15/16:</b> Off Target (75%). NHS looking to support Integrated Joint Boards with the development of a website, and this continues to be progressed. Relevant information continues to be published on the Council website. A summarised visual version of the strategy has been produced, with further improvements noted. Three meetings of the Hot Topics group held.







Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
SMP.AH.ASC.18.2	18. SMP - Improve communication with the public	Ensure the roll-out and implementation of the new communication strategy	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%).
SMP.AH.ASC.19.1	19. SMP - Keeping people safe	Continue the programme of training and public awareness to improve the recognition and responsiveness to situations where people are in need of support and protection	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). All training delivered as planned.
SMP.AH.ASC.19.2		Strengthen systems for monitoring the performance of all health and care services in ensuring the necessary workforce skills and internal procedures for dealing with incidents of possible abuse are in place	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). Procedures have been reviewed and circulated for comment.
SP.AH.ASC.20.01	20. SP - Improving outcomes for substance misuse	Develop a substance misuse recovery hub in Midlothian	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). The development phase is on target. A possible building solution has been identified as part of the next phase of development. There is a meeting to discuss this on 20th April 2016.
SMP.CS.ASC.03.04	21. Reduction in Re-offending	Effectively implement the Caledonian system	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%).
SMP.CS.ASC.05.02		Establish a shadow reducing re-offending partnership by April 2016	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). New Partnership established, with police and fire scrutiny removed from the Community Safety and Justice Partnership.
SMP.CS.ASC.05.03		Community payback orders are completed satisfactorily	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (91%). During the period January – March 2016, 60 out of 66 payback orders were completed satisfactorily. Over 2015/16, a total of 86.8% of orders were completed satisfactorily, relating to 203 out of 240.
SMP.CS.ASC.05.04		Develop a sustainability plan for the SPRING service	31-Mar-2016	✓	100%	<b>15/16:</b> Complete (100%). This action is complete for 2015/16, however is an ongoing service. Social Worker to be recruited and Team Leader in post, however funding is still precarious.











# Adult, Social Care PI Report

## 03. Service Priorities









PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.SP.15. 4a	15. SMP - Strengthen the quality of social care services	Improved reported outcomes by service users	87%	83.4%	89.25%	84.92%	87.57%			<b>15/16:</b> Target Exceeded (87.57%). Reviews include 9 outcomes focussed questions. During 2015/16 21 out of 169 clients responded negatively to at least 4 questions in a single review, or responded negatively to at least half of the questions they were asked, as not all questions are asked at each review.	50%	
ASC.SP.15. 4b		Increase the % of older people receiving care who say they are able to live where they want	52.9%	61%	76.67%	78.38%	78.85%			<b>15/16:</b> Target Exceeded (78.85%). 41 out of 52 people responded positively to the question Life As I Want (Including Where I Live).	50%	
ASC.SP.15. 4c		Increase the percentage of people who say they are able to look after their health or who say they are as well as they can be	86%	86%	86%	83%	83%			<b>15/16:</b> Target Achieved (83%). Information from the annual user survey 2015 reported that 82 out of 99 (83%) of clients (who expressed an opinion) agreed with the statement "Services have helped me feel healthy". Results have been calculated by excluding the "neither agree nor disagree" response to ensure consistency with previous reporting.	83%	











PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.SP.15.4f	15. SMP - Strengthen the quality of social care services	Increase the % of people receiving care who said people took account of what was important to them	47.8%	84.2%	87.5%	86.67%	86.07%			<b>15/16:</b> Target Exceeded (86.07%). 105 out of 122 people across all ages responded positively to the question Life As I Want (Including Where I Live).	75%	
ASC.SP.15.4g		Increase the % of people who said that the care and support they received had a positive impact on their quality of life	87%	86%	86%	89%	89%			<b>15/16:</b> Target Achieved (89%). Responses over four user survey (2015) questions were averaged. These questions were that social work services have helped them in the following ways: a. "to feel safer" (93%); b. "to lead a more independent life" (96%); c. "to feel part of my community" (82%); d. "feel healthy" (83%). Results have been calculated by excluding the "neither agree nor disagree" response to ensure consistency with previous reporting.	85%	
ASC.SP.15.4h		Number of carers who feel valued and supported to continue in their role	53%	53%	53%	55%	55%			<b>15/16:</b> Off Target (55%). In the 2015 Carer Survey 57 out of 105 carers responded positively to the question "I feel valued and supported as a carer". In 2015 the survey was also distributed by Alzheimer Scotland, Woodurn and St David's Day Centres in order to reach more carers. As part of internal processes Carers Conversations also take place, and these contain a number of outcomes based questions which include questions about carer satisfaction.	85%	













PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.AH.AS C.12.3a	12. SMP - Improve access to services	Increase the number of people receiving an assessment of their care needs	75	27	79	101	126			<b>15/16:</b> Target Exceeded (126). This reflects the number of carer's conversations started.	92	
SMP.AH.AS C.12.3b		Maximise the no. of people accessing short breaks	924	624	677	677	827			<b>15/16:</b> Target Achieved (827).	699	
SMP.AH.AS C.15.1e	15. SMP - Strengthen the quality of social care services	Percentage of people who say that have a say in the way their care is provided "	80%	80%	80%	78%	78%			<b>15/16:</b> Target Achieved (78%). Information from the 2015 user survey showed that 94 out of 120 respondents who expressed an opinion stated that they agreed with the question "I have been given choices about the type of service I receive". Responses included in this are Strongly Agree; Agree; Disagree; Strongly Disagree. It does not include the response Neither Agree Nor Disagree, consistent with previous calculations.	75%	
SMP.AH.AS C.15.2a		Increase the numbers of people supported at home intensively	290	287	259	275	265			<b>15/16:</b> Off Target (265). This relates to either those aged 65+ receiving 10+ hours of homecare per week <b>or</b> those aged 65+ receiving 7-10 hours of homecare per week in addition to any two of the following three services: frozen meals, telecare, attendance at a day centre.	300	
SMP.AH.AS C.15.4d		Increase the % of people who feel they are participating more in activities of their choice	57.3%	77%	89.02%	87.5%	88.24%			<b>15/16:</b> Target Exceeded (88.24%). 120 out of 136 people across all age ranges responded positively to the question Having Things To Do.	75%	

### 03. Service Priority Performance Indicators relating to the Single Midlothian Plan

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.AH.AS C.2.8a	02. SMP - Support people with dementia and their carers	Number of clients with new post diagnostic support	New for 15/16	33	33	40	46			<b>15/16:</b> Target Exceeded (46). This value does not include post diagnostic support available through the clinic offered at Midlothian Community Hospital. Currently it is estimated that around 100 people are supported through the clinic. Work needs to be done to collate data and contrast with those supported via Alzheimer Scotland Link workers and within the Single Service team.	25	
SMP.AH.AS C.2.8b		Number of clients with mild/moderate stage of illness when identified for 8 pillars support	New for 15/16	33	33	89	105			<b>15/16:</b> Target Exceeded (105). The number of clients supported by the three Community Psychiatric Nurses (CPN) within the team are not yet reportable. Therefore, this value is lower than actual performance, and work will continue to ensure that this can be reported in the future.	25	
SMP.AH.AS C.2.8c		Number of clients who have been allocated a Dementia Practice Support Worker who are actively involved with them	New for 15/16	22	22	82	98			<b>15/16:</b> New measure (98). This value does not include number of clients active and open to Community Psychiatric Nurses as there is no standard report currently available to determine this value. Work will continue to ensure that this can be reported in the future.		
SMP.AH.AS C.4.3a	04. SMP - Reduce incidents of falls	Increase the proportion of MERRIT callouts which result in a fall assessment	New for 15/16	20%	19%	24.3%	23.57%			<b>15/16:</b> New Measure (23.57%). 310 out of 1315 callouts resulted in an assessment.		









PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.AH.AS C.4.3b	04. SMP - Reduce incidents of falls	Decrease the percentage of falls which result in a hospital admission for clients aged 65+	New for 15/16	8.4%	6.4%	4.9%	4.79%			<b>15/16:</b> New Measure (4.79%). There were 63 admissions to hospital following a fall during 2015-16. This is the first time this indicator has been recorded and as such the figures from 2015/16 will provide a baseline for future reporting.		
SMP.AH.AS C.5.1a	05. SMP - Develop more local health services	Number of additional services available in Midlothian Community Hospital	New for 15/16	25	30	41	41			<b>15/16:</b> New Measure (41). The number of services remains at 41 as Audiology Clinics have not yet started. These will now start in 2016/17.		
SMP.AH.AS C.6.1a	06. SMP - Increase intermediate care provision	Increase the percentage of Intermediate Care at Home clients who returned home with no package of care	New for 15/16	0%	2%	3.6%	4%			<b>15/16:</b> Off Target (4%). Whilst this is not yet at 15%, this does represent an increase in the proportion of clients returning home with no package of care.	15%	Baseline 8.7% 2014/15
SMP.AH.AS C.6.1b		Decrease the percentage of Intermediate Care at Home Clients who were admitted to a care home	New for 15/16	11.5%	22%	17%	15%			<b>15/16:</b> Off Target (15%). Although this figure is off target, it demonstrates a continuing downward trend over the course of 2015/16.	12%	Baseline of 15.2% identified at end of 14/15.
SMP.AH.AS C.6.1c		Decrease the percentage of Intermediate Care at Home Clients who returned to hospital	New for 15/16	6.5%	12%	13.4%	11.9%			<b>15/16:</b> Target Exceeded (11.9%).	30%	Baseline of 39% identified at end of 14/15.

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.AH.AS C.7.1a	07. SMP - Speed up the process of discharge from hospital	Number of people referred to SW assessed in their own homes following immediate discharge from hospital	New for 15/16	N/A	N/A	N/A	N/A			<b>15/16:</b> New Measure. Work is ongoing to ascertain figures on a regular basis.		
SMP.AH.AS C.8.1a	08. SMP - Avoid unnecessary hospital admissions	Reduce the number of emergency admissions for people aged 75+	New for 15/16	2,359	2,359	3,876	3,876			<b>15/16:</b> Off Target The most recent figure available from NHS reports a provisional 2014/15 number of 3,876. This figure relates to patients aged 65+, consistent with previous reporting.		
SMP.AH.AS C.8.1b		Reduce the rate of per 1,000 population emergency admissions for people aged 75+	New for 15/16	27.36	27.36	44.96	44.96			<b>15/16:</b> Off Target The most recent figure available from NHS reports a provisional 2014/15 number of 3,876. This figure relates to patients aged 65+, consistent with previous reporting. This equates to a rate per 1000 population of 44.96. Previous target is based on recent activity.	27.37	
SMP.AH.AS C.8.1c		Maintain at zero the number of patients delayed in hospital for more than 72 hours at census date	New for 15/16	8	4	6	1			<b>15/16:</b> Off Target (1). Whilst there was one patient delayed for more that 72 hours at census date, 72 hours is a target to be implemented in approximately three years, and is included in reporting structures in preparation for this.	0	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.AH.AS C.8.1d	08. SMP - Avoid unnecessary hospital admissions	Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date	New for 15/16	0	6	2	1			<b>15/16:</b> Off Target (1). One patient delayed for more than two weeks at census date in March.	0	
SMP.AH.AS C.9.1a	09. SMP - Increase the provision of telehealthcare	Increase the number of people with telecare packages	New for 15/16	965	973	991	992			<b>15/16:</b> Off Target (992). It is accepted that this figure would plateau and level out over time.	1,010	
SMP.AH.AS C.11.1a	11. SMP - Increase extra care housing provision	The number of sheltered housing places reallocated as extra care through a pilot exercise.	New for 15/16	N/A	N/A	N/A	N/A			<b>15/16:</b> Off Target (25%). Review currently underway.		
SMP.AH.AS C.12.2a	12. SMP - Improve access to services	Increase the number of carers known to SW and VOCAL	New for 15/16	25%	50%	75%	100%			<b>15/16:</b> Complete (100%). Carer survey expanded to include carers in contact with VOCAL; Alzheimer Scotland; Woodburn Daycare Club and St David's Bradbury Day Service.	100%	
SMP.AH.AS C.15.1a	15. SMP - Strengthen the quality of social care services	The proportion of people choosing SDS option 1	New for 15/16	5.3%	4.3%	4.9%	5.1%			<b>15/16:</b> New Measure (5.1%). 117 people in receipt of Self Directed Support Option 1 out of 2,279 care packages. This includes individuals under 18.		
SMP.AH.AS C.15.1b		The proportion of people choosing SDS option 2	New for 15/16	6.8%	5%	5.3%	5.2%			<b>15/16:</b> New Measure (5.2%). 118 people in receipt of Self Directed Support Option 2 out of 2,279 care packages. This includes individuals under 18.		

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.AH.AS C.15.1c	15. SMP - Strengthen the quality of social care services	The proportion of people choosing SDS option 3	New for 15/16	87.9%	87.3%	91.4%	97.2%			<b>15/16:</b> New Measure (97.2%). 2215 people in receipt of Self Directed Support Option 3 out of 2,279 care packages. This includes individuals under 18.		
SMP.AH.AS C.15.1d		The proportion of people choosing SDS option 4	New for 15/16	N/A	5%	3.8%	7.4%			<b>15/16:</b> New Measure (7.4%). 168 people in receipt of Self Directed Support Option 4 out of 2,279 care packages. This includes individuals under 18.		
SMP.AH.AS C.15.3a		Increase the number of care homes with videoconferencing equipment (target 9)	New for 15/16	0	0	0	0			<b>15/16:</b> Off Target (0). National procurement contract through TEC (Technology Enabled Care) workstream failed to materialise, and therefore Midlothian is sourcing hardware through an alternative national framework. Broadband provision will now need to be considered separately.	9	
SMP.AH.AS C.16.2a	16. SMP - Strengthen primary care services	Increase the number of additional social care services available in health centres	New for 15/16	N/A	N/A	N/A	N/A			<b>15/16:</b> New measure. Work is ongoing to ascertain figures on a regular basis.		
SMP.AH.AS C.17.1a	17. SMP - Strengthen interagency working	Hold 4 professional forums during 2015/16	New for 15/16	1	2	3	4			<b>15/16:</b> Complete (4). All scheduled forums planned for 2015/16 were held.	4	
SMP.AH.AS C.17.2a		Hold 16 locality engagement events in 2015/16	New for 15/16	4	8	10	16			<b>15/16:</b> Complete (16). All 16 events planned for 2015/16 held, and new programme developed for 2016/17.	16	



PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SMP.AH.AS C.19.1a	19. SMP - Keeping people safe	Number of training and public awareness sessions	New for 15/16	4	7	24	39			<b>15/16:</b> Target Exceeded (39). 39 training sessions provided in 2015/16, surpassing target of 32.	32	
SMP.AH.AS C.19.2a		Increase the number of adult support and protection cases included in case file audits 60	New for 15/16	18	30	109	152			<b>15/16:</b> Target Exceeded (152). This refers to the number of audits completed across adult social care. Files are audited holistically, however future requests for audit will include files specifically chosen because adult protection processes have been applied.	60	
SMP.AH.AS C.19.2b		Increase the proportion of Adult Support and Protection cases which are recorded to an acceptable standard	New for 15/16	N/A	N/A	N/A	N/A			<b>15/16:</b> New indicator. Monthly case file audits now include one case per month with specific adult protection activity.		
SMP.CS.AS C.05.3a	21. Reduction in Re-offending	Increase the % of successful completions of orders	87.1%	N/A	77.5%	89%	86.6%			<b>15/16:</b> Target achieved. <i>16/17 target: 80%</i>	80%	

## Local Government Benchmarking Framework - Adult, Social Care



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



# Children's Services Performance Report 2015/16



## 01. Progress in delivery of strategic outcomes

**Delivering Excellence Framework:** The last year has seen the completion of the residential review and us going straight into a review of the remainder of Children's Services. We have therefore began to embed the Delivering Excellence Framework to assist us with this task.

We have taken stock of all of our services and analysed what each part of the service does and how much this currently costs, as well as looking at the overall performance of the service. We are now looking at new delivery models for our service which will ensure we are able to meet the future demands upon the service such as the increasing population within Midlothian over the coming years, new legislation in addition to the ongoing budget constraints.

Over the next few weeks we shall be finalising the new structure which shall be presented to the Children's Services Transformation Board at the end of June.

**Family Placement Team:** The Care Inspectorate visited the Fostering & Adoption Teams in November 2015 where we received good reports in both service areas.

**Kinship:** Ensuring that we meet the demands and legislative requirements of the Children & Young People (Scotland) Act 2014 we are still awaiting draft kinship care guidance from Scottish Government to advise us exactly what is expected. In the interim we have employed a dedicated part time Team Leader with two part time social workers to work with all Kinship carers within Midlothian.

We held a coffee morning session at Lasswade High School on 19 April for kinship carers with the main objective being to devise a training plan which shall support carers in this role. The plan shall be the working tool to evidence our progress and highlight where there are gaps with the service we provide. The Head of Service shall oversee this piece of work on a six monthly basis.

**Permanence and Care Excellence (PACE) programme:** Midlothian Council was recently selected to become a test site by the Permanence and Care Excellence (PACE) programme. Midlothian was selected as a site because we had already begun to address drift and improve the quality of permanence work through the development of the Framework for Permanence.

This ground breaking programme was established in 2014 by Scottish Government and CELCIS (Centre for excellence for looked after children in Scotland) to improve how local councils work with other agencies; Children's Hearings System, Scottish Children's Reporter Administration, Courts, etc, to place vulnerable children in stable, long-term care. The approach involves promoting and influencing best practice, using Quality Improvement methodology and a programmed management approach.

Over the past year we have recruited 4 foster carers however our fostering campaign continues with team leaders using social media tools to have live interactions with the public to promote engagement and recruitment. There is a national shortage of carers and we have recently reviewed how we recruit and train and now offer more prep groups with immediate follow up so that we are responding quicker to enquiries and undertaking a home study at the earliest opportunity.

**Midlothian Residential Services:** The Care Inspectorate visited our residential houses in December 2015 and graded the service as very good in all aspects of their inspection. This was a great achievement given that the service has just come out of a full review and was still recruiting workers into post.

**Child Protection:** Our child protection statistics have remained relatively stable over the past year with 40 children's names being on the register in March 2016. This equate to 2.5% per 1,000 of population compared to the Scottish average of 3.0% per 1,000. The current rate per 1,000 of young people looked after in Midlothian is 14.2 compared to the national rate of 14.9.

The number of allocated cases has increased from the same time last year by 9%, however the actual number of children allocated has increased by 18% from 845 to 1001. The number of referrals coming into Children's Services has increased significantly from 2009/10 where we had 2321 referrals per year to 15/16 with 4582 referrals. This is in part due to earlier identification of concerns and getting support in place earlier to prevent escalation and also more awareness from all professionals and the public.

**Secure Care:** We currently have no young people in secure care, however over the past year there has been a significant rise in the number of young people we have had to secure. It is difficult to understand the reasons behind this increase however we continue to work in partnership with community safety, Police Scotland and other relevant agencies to address this issue.

**Children & Young People (Scotland) Act 2014:** There is a great deal of work being undertaken in relation to ensuring that we meet all relevant parts of this new piece of legislation. We have a Corporate Parenting Plan which will be endorsed at the next GIRFEMC Board and which will improve how we engage and work with our most vulnerable children and young people and ensure they are offered the same opportunities in life as others.

Our new duties in relation to kinship care is already mentioned above and the Named Person Service is an ongoing piece of work that is progressing well in particular within education.

We are also working towards the development of an aftercare and continuing care service for our looked after young people and have dedicated one of our residential houses (Gorebridge) to young people aged 16-18 where we shall work with them enhancing their social and life skills so that they can safely and confidently transition to independent living.

**Hawthorn Children's Centre:** The centre is now engaged with local nurseries and taking children into the centre who are unable to get a nursery placement within their local nursery. This transition towards a more universal approach fits with the new Family Centre way of working as we move forward.

## 02. Emerging Challenges and Risks

As already referred to above the review of Children's services is underway which continues to give all staff cause for anxiety. There is also the ongoing planning for the move to new premises at the end of the year which is itself another large piece of work requiring engagement and consultation with staff to ensure we manage their expectations and budget constraints.

**Number of children requiring permanent placements:** Due to the excellent collaborative work of ensuring that children in care do not drift and move swiftly towards a permanent placement, we currently have a substantial number of children requiring permanent placements (20+). Whilst this is positive on many levels, we are needing to identify both adopters and long term foster carers most of them out-with Midlothian which will not only incur additional costs but require social workers to be out and about more ensuring that these placements have the dedicated support and planning so that the transition into them is successful.

**Health Visiting:** Over the past year we have seconded three very experienced members of staff from within our family support team, to health visiting teams to support our health colleagues, as there is currently a 44% vacancy rate within this service. This remains a high risk area of work given the implementation of the Named Person on 31st August 2016 whereby the Health Visitor will be the 'Named Person' under legislation for all children aged 0-5 in Midlothian. There clearly are insufficient numbers of health visitors to meet this requirement therefore we continue to liaise with health around a satisfactory resolution to this issue.

**Integrated Children's Service Plan:** This has been a large piece of work and a draft is almost ready to go out for consultation with various agencies and service users with the hope that it should be ready for publication in June 2016

**Risk Taking Behaviour:** There continue to be many challenges that are often out-with Children's services control that can result in us having to fund unplanned additional costs. The challenge of managing risky behaviour within the community with external pressures from our colleagues in Police Scotland and Health to 'secure someone' in order to protect them is an ongoing dilemma that we face. Removing a young person's liberty is a very intrusive and punitive form of managing behaviour and is an area of work that requires further training and communication with partner agencies to get an agreed consensus into how we better manage these crisis and risky situations.

**Budget:** Managing our Children's services budget continues to be a challenge with an increasing population within Midlothian which invariably leads to an increase in referrals and demands upon our service.

# Children's Services PI summary

## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	8	0	4	9	13		15/16: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	11.5	1	1	1	1		15/16: On Target		20	Number of complaints complete at Stage 1	1
											Number of working days for Stage 1 complaints to be Completed	1
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	10.83	0	15.67	12.6	12.5		15/16: On Target		40	Number of complaints complete at Stage 2	12
											Number of working days for Stage 2 complaints to be Completed	150
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 20 working days	50%	0%	0%	100%	100%		15/16: Off Target Social work complaints work to a 20 day stage 1 and 40 day stage 2 timescale.		95%	Number of complaints complete at Stage 1	1
											Number of complaints at stage 1 responded to within 20 working days	1
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 40 working days	83.33 %	0%	66.67 %	80%	100%		15/16: Off Target Social work complaints work to a 20 day stage 1 and 40 day stage 2 timescale.		95%	Number of complaints complete at Stage 2	12
											Number of complaints at stage 2 responded to within 20 working days	4

## 01.2 Making the Best Use of our Resources

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 14.86 4	£ 16.39 2	£ 15.56 5 m	N/A		15/16: Performance against budget will be reported to the Council in June.		£ 16.75 3		
03. Manage stress and absence								15/16: Off target. This is a priority area which as a service we are addressing to reduce our absence management statistics. Following training, we are endeavouring to provide a consistent yet supportive approach across the service.		8.50	Number of days lost (cumulative)	1,794.09
	Average number of working days lost due to sickness absence (cumulative)	12.44	2.67	5.94	9.73	12.84					Average number of FTE in service (year to date)	139.7

### 01.3 Corporate Health

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	95.24 %	100%	100%	100%	100%		15/16: On Target.		90%	Number of service & corporate priority actions	9
											Number of service & corporate priority actions on tgt/completed	9
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	96%	96%	95%	96%		15/16: On Target.		95%	Number received (cumulative)	2,740
											Number paid within 30 days (cumulative)	2,617
06. Improve PI performance	% of PIs that are on target/ have reached their target.	75%	81.82 %	81.82 %	75%	77.78 %		15/16: Off Target. 6 out of 8. Substantial work has been done by the residential and Child protection teams to address those PI's outwith target.		90%	Number on tgt/ tgt achieved	7
											Number of PI's	9
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%	0%		15/16: On Target. No high risks.		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0







### 01.4 Improving for the Future




Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	87.5 %	0%	0%	100%	100%		15/16: On Target. No audit actions outstanding.		90%	Number of on target actions	0
											Number of outstanding actions	0



# Children's Services Action report







## 03. Service Priorities











Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.SP.1.1	01. SMP GIRFEC - Deliver services to prevent the need for additional support, or provide it early.	Strengthen the Stage 2 processes to prevent escalation to Stage 3	31-Mar-2016		100%	<b>15/16:</b> Complete. Improved process up and running in all primary schools and are now established with Health colleagues for under 5s. Social Work staff seconded into NHS to strengthen stage 2 interventions for under 5's in health.
CS.SP.2.2	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	Improve the permanence process to reduce the length of time to permanence	31-Mar-2016		100%	<b>15/16:</b> Complete. All social work has had workforce training and development. Key Performance Indicator to be reviewed and revised. Team leaders continue to make process dynamic and meeting scheduled with Scottish Government to look at process and performance management.
CS.SP.2.3		Continue to promote the Corporate Parenting programme	31-Mar-2016		100%	<b>15/16:</b> Complete. Application for Life Change Trust through to next level. Final 3 Year Corporate Parent Strategy and Action Plan agreed and in place
CS.SP.2.5		Work to reduce the number of Midlothian children placed outwith Midlothian	31-Mar-2016		100%	<b>15/16:</b> Complete. Continues to be the work of MARG (Multiagency Resource Group) and Gate-keeping. MARG has not negotiated any further out with Midlothian Placements. Young people previously placed have been risk assessed and it is not appropriate to disrupted settled placements
CS.SP.2.6		Ensure our staff are appropriately trained to become a motivated and skilled workforce	31-Mar-2016		100%	<b>15/16:</b> Complete. Children's Services – team learning and development plans in place or being worked on.
CS.SP.2.7		Encourage participation by continuously looking for ways to involve children & young people	31-Mar-2016		100%	<b>15/16:</b> Complete. New Champions Boards continue to involve Children & Young People in new service delivery and policies. Linked to Corporate Parent Strategy and Action Plan; survey work.





Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.SP.2.8	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	Conduct self-evaluation to improve workforce	31-Mar-2016		100%	<b>15/16:</b> Complete. Annually inspected Teams carry out annual self evaluation. Revised Children's Services operational managers meetings will include self evaluation of services; including service review.
CS.SP.3.1	03. SMP GIRFEC Improve the lives of children and young people by putting in place the changes being required by Scottish Government.	Support implementation of the Children and Young People (Scotland) Act 2014	31-Mar-2016		100%	<b>15/16 :</b> Complete. Plans continue to be in place for parts 9, 10, 11. Progress via GIRFEC vulnerable children subgroup. Being driven forward at GIRFEC Board and children and families service review.
CS.SP.4.1	04. SMP GIRFEC - Support children and young people to manage risk taking behaviour	Develop a new strategy/policy around risk taking behaviour	31-Mar-2016		100%	<b>15/16:</b> Complete. Policy was revised to be more focussed and more of a guidance paper for staff. Is linked to learning and development going forward

# Children's Services PI Report

## 03. Service Priorities

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.SP.2.2a	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	Average length of time (months) from a child becoming Looked After to recommendation for permanence	6.8	10	8.7	10	8.2			15/16: On target.	10.5	
CS.SP.2.2b		Average number of weeks between Permanency LAAC Review and date of Registration panel	N/A	7	8	10	11			15/16: On target (11)	12	
CS.SP.2.3a		Percentage of Midlothian LAC & LAAC school leavers progressing to positive destinations	N/A	N/A	76%	76%	76%			15/16: On Target (76%) 19 of the 25 LAC/LAAC (Looked after / Accomodated Children) School leavers entered a positive destiantion according to the School Leavers Destination Report.	75%	Scot Gov stats for 12/13 (different criteria) 27 looked after leavers, 74% initial, 63% follow-up

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.SP.2.4a	02. SMP GIRFEC - Improve the lives of vulnerable or at risk children and young people	% of child protection indicators on target	83.33%	83.33%	83.33%	83.33%	66.6%			<b>15/16:</b> Off Target. 4 out of 6 indicators met their 84% target. However, the % of core group meetings held within 15 days after Initial Case Conference was 81% and the % of Initial Case Conferences held within 21 days from the date of IRD was 57%.	85%	Benchma rk 100%
CS.SP.2.5a		Number of young people in secure, residential placements and foster placements outwith the authority	49	55	57	57	55			<b>15/16:</b> Off Target. Significant work has been done in this area and as at the end of Q4 there were no young people in secure.	51	Mar 14: 49; Mar 13: 57
CS.SP.2.6a		Percentage of staff that respond positively to the question in the staff survey 'I get the training and development I need to do my job effectively'.	N/A	N/A	N/A	77.6%	77.6%			<b>15/16:</b> Complete.	60%	
CS.SP.2.7a		Corporate Parenting Board to implement new Champions' Scheme by October 2015	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Launch event held. Regular meetings have been scheduled and Chair and members identified.	Yes	
CS.SP.2.8a		Self evaluation theme carried out at Operational Managers Meeting annually	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete. Annually inspected Teams carry out annual self evaluation. Revised Children's Services operational managers meetings will include self evaluation of services; including service review.	Yes	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.SP.4.1a	04. SMP GIRFEC - Support children and young people to manage risk taking behaviour	Total number of bed nights for children and young people in secure care	N/A	246	236	198	182			<b>15/16:</b> Data from this years collection will be used to develop future targets.		
CS.SP.4.1b		Report on Life Path analysis for 2 children/young people (one in secure) to be published by summer 2015	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete. Report delivered and used to inform policy changes and self evaluation.	Yes	

## Local Government Benchmarking Framework - Children's Services



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

# Communities and Economy Performance Report 2015/16



## 01. Progress in delivery of strategic outcomes

### Overall Strategy

- New three-year Single Midlothian Plan prepared including a new focus on tackling inequalities indicators, informed by major community planning event in October 2015.
- Publication of the Strategic Development Plan for South East Scotland (SESplan) Main Issues Report in Summer 2015.
- Publication of Midlothian Local Development Plan: Proposed Plan in May 2015.
- Collaboration with five neighbouring Councils in preparing a joint regional bid to Scottish and UK Governments for City Deal Status.

### Serving Communities

- Funding secured for participatory budgeting activity in Dalkeith/Woodburn.
- Direct intervention by Welfare Rights Service has resulted in substantial increases in local households receiving correct benefit entitlements.
- Completion and first stage of implementation of Child Poverty Action Plan.
- Four micro-chipping events across Midlothian with some 700 dogs chipped ahead of new legislation coming into force.
- Major planning permissions granted for new housing at North West Penicuik (458 units), Gorebridge (211 units) and Rosewell (290 units), of which a proportion are within the defined 'affordable' category.
- Planning permission granted for the Zero Waste Facility at Millerhill.
- As a consequence of legal planning agreements a further £5 million of developer contribution was received in 2015/16.

### Economic Development

- Extensive promotional activity with the tourism and other business sectors ahead of the opening of the Borders Railway in September 2015.
- Substantial activity to secure long-term economic benefits in Midlothian from the opening of the Borders Railway, through the appointment of specialist staff to augment the work of the Council's in house team in areas of business development and tourism opportunities.
- Successful bid for £3.4 million of EU funding through the LEADER programme to support rural economic development in Midlothian and East Lothian.
- Successful outcome of ballot to establish a Business Improvement District in Penicuik Town Centre.

### Service Development and Improvement

- Establishment of a Trading Standards partnership of Midlothian and East Lothian Councils, based in Dalkeith.
- Cyclical backlog of landlord registration applications cleared.
  - Major review of the Planning Service completed to align better the staff resource with customer service.
  - Performance on speed of determining planning applications remain high, and above the Scottish average.
  - Building Standards service remains an exemplar, with retention of *Investors in People* status, and Enhanced *Customer Excellence* status.

## 02. Emerging Challenges

### Overall Strategy

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



**Serving Communities**

- Building the capacity of Community Councils and third sector groups to engage fully in community planning and neighbourhood planning work to achieve demonstrable outcomes for their communities.
- Mitigate the impact of welfare reform.
- Deliver on health and safety, and food safety responsibilities.
- Tackle underage sales of tobacco.
- Review the climate change and biodiversity agenda for Midlothian.

**Economic Development**

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

**Service Development and Improvement**

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

# Communities and Economy PI summary

## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	36	12	19	32	44		15/16: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	2.2	1.88	5.83	6.12	9		15/16: Off Target Complexity of complaints; 21 complaints taking 189 days.		5	Number of complaints complete at Stage 1	21
											Number of working days for Stage 1 complaints to be Completed	189
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	25	0	0	0	19		15/16: On Target		20	Number of complaints complete at Stage 2	1
											Number of working days for Stage 2 complaints to be Completed	19
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	88%	87.5 %	66.67 %	58.82 %	52.38 %		15/16: Off Target Complexity of complaints, 11 complaints from 21 received responded to on target.		95%	Number of complaints complete at Stage 1	21
											Number of complaints at stage 1 responded to within 5 working days	11
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	0%	100%	100%	0%	100%		15/16: On Target		95%	Number of complaints complete at Stage 2	1
											Number of complaints at stage 2 responded to within 20 working days	1

## 01.2 Making the Best Use of our Resources

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 4.315 m	£ 6.492 m	£ 4.721 m			15/16: Performance against budget will be reported to the Council in June.		£ 6.767 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	8.37	2.81	5.12	3.99	4.12		15/16: On Target		4.50	Number of days lost (cumulative)	380.19
											Average number of FTE in service (year to date)	92.25

### 01.3 Corporate Health






Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	74%	90.48 %	95.24 %	92.86 %	90.48 %		15/16: On Target.		90%	Number of service & corporate priority actions	42
											Number of service & corporate priority actions on tgt/completed	38
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	97%	97%	97%	93%		15/16: On Target		92%	Number received (cumulative)	453
											Number paid within 30 days (cumulative)	420
06. Improve PI performance	% of PIs that are on target/ have reached their target.	72.41 %	77.14 %	80.77 %	83.33 %	83.33 %		15/16: Off Target. Staffing levels have hampered progress to a few Indicators in 2015/16 and it is hoped that with full compliment, target levels can again be reached.		90%	Number on tgt/ tgt achieved	30
											Number of PI's	36
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%	100%		15/16 : There were no risks graded as high		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0









### 01.4 Improving for the Future







Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	83.33 %	0%	50%	0%	68.75 %		15/16: Off Target Actions in place to complete outstanding actions.		90%	Number of on target actions	11
											Number of outstanding actions	16








# Communities and Economy Action report

## 03. Service Priorities









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.SP.1.1	01. SMP SG - Reducing poverty and health inequalities	Review and implement the Child Poverty Action Plan. Completion of preparation of plan and achievement of phase 1 actions	31-Mar-2016		100%	<b>15/16:</b> Complete. The review of Child Poverty Action plan has been concluded. New governance/reporting arrangements agreed between IOM/GIRFEC Board. Have agreed specific measures, next step is to develop measurement framework by April 2016. Measures agreed. Review identified need to rewrite strategy with closer alignment to service plans, this is a target for 2016/17.
CE.SP.2.1	02. SMP SG - Promoting economic development and business support	Continue to implement the provisions of "Ambitious Midlothian" (economic recovery plan)	31-Mar-2016		100%	<b>15/16:</b> Complete.
CE.SP.3.1	03. SMP SG - Maximising economic and business investment from the Borders Rail Line	Engage with adjacent Councils and other partners to implement the "Borders Rail Line Blueprint" document	31-Mar-2016		100%	<b>15/16:</b> Complete. Ministerial launch of inward investment website, Tourism Project Officer appointed, Inward Investment Officer appointed, approval of additional Council resource.
CE.SP.4.1	04. SMP SG - Progress preparation of SDP2 to formal 'Main Issues Report' stage	Engage with the other five partner local authorities to prepare and publish the "South East Scotland Strategic Development Plan No.2: Main Issues Report"	31-Mar-2016		100%	<b>15/16:</b> Complete - Main Issues Report published, SESplan reviewing and considering representations and preparing a preferred strategy for consideration.
CE.SP.5.1	05. SMP SG - Progress preparation of MLDP to final adoption	Publish MLDP Proposed Plan, submit to Scottish Ministers together with unresolved objections	31-Mar-2016		85%	<b>15/16:</b> Off Target. MLDP (Midlothian Local Development Plan) programme update reported to elected members in November 2015 and April 2016. MLDP to be deposited in June 2016 with examination of the plan in Summer 2016. Resource issues have seen the timetable slip by 3 months.









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.SP.6.1	06. SMP SG - Maintain progress on the implementation of the East Bush Master Plan	Lobby Scottish Ministers for urgent transport infrastructure schemes to serve the Bush. Provide the programme and secretariat for the running of the Easter Bush development Board	31-Mar-2016		100%	<b>15/16:</b> Complete. Approach now being taken through Midlothian Local Development Plan and Edinburgh City Deal. Easter Bush Development Board meeting held on 11 March 2016.
CE.SP.7.1	07. SMP-SG Protect and improve our historic buildings, environment and town centres	Continue the implementation of Conservation Area Regeneration Scheme at Gorebridge	31-Mar-2016		100%	<b>15/16:</b> Complete. Regeneration works being implemented as planned. Grant monies being spent on approved projects. The project will continue into 2017 as programmed.
CE.SP.7.2		Secure and Implement a Business Improvement District at Penicuik Town Centre	31-Mar-2016		100%	<b>15/16:</b> Complete. Company now established. Phase 1 of Business Plan being implemented.
CE.SP.8.1	08. SMP IOM - Improve access to welfare advice through increased local and targetted provision	Provision of support/resource/advice and information to Midlothian Financial Inclusion Network.	31-Mar-2016		100%	<b>15/16:</b> Complete. MARCH (Midlothian Area Resource Coordination for Hardship) and Midlothian Financial Inclusion Network project delivered improved access to welfare advice. NHS staff now routinely referring people to welfare rights team.
CE.SP.9.1	09. SMP-SG Protect the natural environment and promote biodiversity	Ensure product of review of the Planning Service makes provision for appropriate resource allocation to deal with matters of biodiversity and climate change	01-Mar-2016		100%	<b>15/16:</b> Complete New structure took effect from 1 March 2016. 7 vacant posts to be filled. Improvements in performance will be reflected in 2016/17 and 2017/18 PPF submission. New structure provides resource to progress climate change and biodiversity matters.
CE.SP.10.1	10. Secure major additional external investment through the 'City Deal' for the Edinburgh City Region	Engage with the other five councils in the Edinburgh City Region to secure funding for new infrastructure projects within Midlothian	31-Mar-2016		100%	<b>15/16:</b> Complete. Achieved, although ongoing with aim of the six Councils to achieve formal City Deal sign off in 2016/17
CE.SP.11.1	11. Successfully secure the new LEADER programme for East/Midlothian areas	Complete intensive programme of consultation and resubmission of bid to Scottish Government	31-Aug-2015		100%	<b>15/16:</b> Complete. Successful result received December 2015.
CE.SP.11.2		Assess initial set of project applications (LEADER programme)	31-Mar-2016		100%	<b>15/16:</b> Complete. LEADER Coordinator appointed.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.SP.12.1	12. Supporting and empowering local communities	Engage with a wide range of stakeholders across our communities in a review of the neighbourhood planning process	31-Mar-2016		100%	<b>15/16:</b> Complete. Recommendations of the review are now being implemented, including continuing to support a Midlothian wide planning group to address cross-cutting issues.
CE.SP.12.2		Complete the CAT policy and commence implementation of priority buildings	31-Mar-2016		100%	<b>15/16:</b> Complete. Community Asset Policy approved by Council in June 2015. Policy will need to be updated once the Scottish Government publish the supporting statutory guidance.
CE.SP.12.3		Complete approval and implementation of revised scheme for community councils (Year 1 of 3)	31-Mar-2016		100%	<b>15/16:</b> Complete. Team priority to complete 14 out of 16 by 2017. Requirement to complete all by 2018, currently some delay with the Council because Legal Team capacity to review and approve revised.
CE.SP.12.4		Complete remaining neighbourhood plans	01-Apr-2016		100%	<b>15/16:</b> Complete. Moorfoot is the only outstanding neighbourhood plan. Next step is to implement a schedule of reviews for all neighbourhood plans, and produce locality plans for the three targeted areas – this is a target for 2016/17.
CE.SP.13.1	13. Examine options for a participatory budgeting process	Engage with stakeholders and prepare an options paper on potential for participatory budgeting	31-Aug-2015		100%	<b>15/16:</b> Complete. Options paper prepared and discussed at council. Participatory Budget is being tested in Woodburn in partnership with Coalfield Regeneration Trust. £40,000 committed. Briefing seminar with elected members delivered on 1 December 2015. Joined the Scottish Government network of local authorities testing PB. December confirmation from the Scottish Government on match funding circa. 30k for participatory budget project in Mayfield.
CE.SP.14.1	14. Tackling alcohol and substance misuse	Engage with the Police and other agencies/stakeholders in monitoring and taking any actions as may be necessary or beneficial in relation to the sale and/or supply of NSP	31-Mar-2016		100%	<b>15/16:</b> Complete. In addition, the Dalkeith retailer has ceased trading altogether. This was noted in mid-February. There is presently a delay in the start of the legislation (due on 6th April). It is assumed commencement will now be later in 2016.









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.SP.15.01	15. Focus on maintaining service delivery to a high standard in the regulatory and development services	Maintain level of performance scored in Planning Performance Framework.	31-Mar-2016		100%	<b>15/16:</b> Complete. 2014/15 PPF submitted July 2015. Service level maintained (compared to previous years) with exception to concluding Section 75 legal agreements as a result of a vacant post for 9 months. Section 75 Officer post filled and team working through backlog of work. Improved performance in this regard should be recorded in 2015/16 and 2016/17 PPF submissions.
CE.SP.15.02		Maintain "Customer Excellence" and "Investors in People" status through further improvements in the Building Standards Service	31-Mar-2016		100%	<b>15/16:</b> Complete. Customer Service Excellence and Investors in People accreditation successfully retained.
CE.SP.15.03		Re-establish levels of service in Environmental Health following dissolution of the pilot partnership with East Lothian Council	31-Mar-2016		100%	<b>15/16:</b> Complete. The Partnership pilot for Environmental Health has ceased and recruitment success in Environmental Health has resulted in significant progress with secure recovery.
CE.SP.15.04		Ensure service levels within Trading Standards are not compromised by potential extended partnership with East Lothian Council	31-Mar-2016		100%	<b>15/16:</b> Complete. Although the MLC/ELC partnership still requires final ratification by East Lothian Council, Trading Standards work has not been compromised by working on Partnership issues in 15/16.
CE.SP.15.05		Intelligence gathering. Logging information on to Memex system. Provision of doorstep selling advice to the public.	31-Mar-2016		100%	<b>15/16:</b> Complete. Input to the Memex database remains at a very good level, with Midlothian Trading Standards still holding a high ranking on intelligence gathering, compared to other Scottish LAs.
CE.SP.15.06		Introduce an e-building standards framework capable of supporting the roll out of the national e-building standards initiative	01-Apr-2016		100%	<b>15/16:</b> Complete.
CE.SP.15.07		Develop a structured reporting framework to identify areas where it may be possible to reduce the time taken to process ground investigation reports relative to ground contamination	01-Apr-2016		100%	<b>15/16:</b> Complete.

























Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.SP.15.11	15. Focus on maintaining service delivery to a high standard in the regulatory and development services	Deliver the functions of the Health & Safety Enforcement Service Plan	01-Apr-2016		55%	<b>15/16:</b> Off Target (55%) Staff vacancies in the Food & Safety team meant that reactive work relating to service requests and accident reporting was prioritised. With full FTE staffing in post it is anticipated that delivery of the H&S Plan will increase in 2016/17.
CE.SP.15.12		Deliver the statutory functions on Food Safety and Food Standards enforcement	31-Mar-2016		100%	<b>15/16:</b> Complete. Sampling work on target, service request work being addressed, inspection work backlog being caught up.
CE.SP.16.1	16. Making people feel safe at home and in their communities	Explore ways in which building standards and planning can best contribute to the work of the access panel	31-Mar-2016		100%	<b>15/16:</b> Complete.
CE.SP.16.2		Develop and implement the establishment of "no cold calling zones". Pilot zone(s) established.	01-May-2015		100%	<b>15/16:</b> Complete.
CE.SP.16.3		Undertake enhanced levels of enforcement on tobacco test purchasing	31-Mar-2016		75%	<b>15/16:</b> Off Target. No further test purchasing (integrity or formal) has been carried out this year so far due to other priorities and limited resources. With progress of the MLC/ELC Trading Standards Partnership in due course, this is an area to rejuvenate. Advice/inspections to traders do continue however.
CE.SP.16.4		Identify and implement an agreed level of provision taking into account the impact on Midlothian residents, other MC services, Police Scotland and Scot. Govt.	31-Mar-2016		100%	<b>15/16:</b> Completed. The agreed level of service has been determined and implemented. Service ceased 31.03.2016
CE.SP.17.1	17. Promoting economic development, meeting housing need and protecting natural and heritage resources	Lead officer to coordinate Midlothian's response to the Strategic Development Plan process	01-Apr-2016		100%	<b>15/16:</b> Complete. Midlothian has contributed to the preparation of the SESplan 2 proposed plan at the Operational Group and at the Project Board and Joint Committee.
CE.SP.18.1	18. Addressing the needs of Armed Forces Veterans in our communities	Assisting with grant fund applications under the terms of the Armed Forces Covenant.	31-Mar-2016		100%	<b>15/16:</b> Complete. New processes being agreed by Ministry Of Defence, work on target.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.SP.19.1	19. Continuation of Contaminated Land programme to protect human health	Deliver Contaminated Land Strategy objectives	31-Mar-2016		100%	<b>15/16:</b> Complete.
CE.SP.19.2		Respond to relevant LA services within 28 days re Contaminated Land peer review assessments	31-Mar-2016		100%	<b>15/16:</b> Complete.
CE.SP.20.1	20. To enable persons with disability to remain living independently in their own home	Review the Midlothian Council Section 72 Statement of Assistance	01-Apr-2016		100%	<b>15/16:</b> Complete. The review has been finalised and will be reported to Cabinet May 2016.
CE.SP.21.1	21. Assisting the housing needs of individuals with disabilities	Implement the Housing (Scotland) Act 2008 Section 72 Statement re assisting disabled applicants to remain living independently in their own homes	31-Mar-2016		100%	<b>15/16:</b> Complete. Applications dealt with to NOA* stage within 28 days are on target. * NOA is Notice of Approval ie: confirmation that grant will be paid and that applicant can go ahead and organise the adaptation work.
CE.SP.22.1	22. Identify those properties where naturally occurring Radon may be affecting human health to enable protection of human health	Deliver a mechanism to address public health concerns re Radon gas within the Midlothian area	31-Mar-2016		90%	<b>15/16:</b> Off Target. Monitoring programme has been arranged to test those remaining Council houses identified as a possible increased risk. The commencement of monitoring delayed until June due to supplier resources.
CE.SP.23.1	23. Protect public health by improving housing opportunities for people in Midlothian	Address the backlog of residential Landlord registration Applications	01-Apr-2016		100%	<b>15/16:</b> Complete. Backlog owing to change in procedures for fit and proper person test has been addressed through increased enforcement and targeting unregistered landlords. Scottish Government percentage of approved registrations, as of 31 March 2016 is 98%.
CE.SP.24.1	24. Increase levels of community safety and public protection	Integration of the work of environmental health and building standards in the management of safety at public events	01-Apr-2016		100%	<b>15/16:</b> Complete
CE.SP.25.1	25. Increased proportion of citizens who are engaged with service development and delivery	Support development of greater third sector and social enterprises	31-Mar-2016		100%	<b>15/16:</b> Complete Small grants process coordinated for 2016/17 year.











## 03. Service Priorities

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.1.1a	01. SMP SG - Reducing poverty and health inequalities	Medium and longer term SIMD data	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> On Target Information from SIMD has been detailed and used in the Midlothian and Neighbourhood Profiles, available on the <a href="#">Council website</a> .	Yes	
CE.SP.2.1a	02. SMP SG - Promoting economic development and business support	Detailed indicators as set out in the "Ambitious Midlothian" document	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Economic development are in the process of finalising the Ambitious Midlothian indicators alongside our partner agencies for implementation in 2016/17.		
CE.SP.3.1a	03. SMP SG - Maximising economic and business investment from the Borders Rail Line	Amount of additional direct inward investment	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing).		
CE.SP.3.1b		Increase in tourist visitors and spend	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing).		









PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.3.1c	03. SMP SG - Maximising economic and business investment from the Borders Rail Line	Number of new jobs directly created	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Borders Railway Group are currently identifying indicators along the 3 themes (Great Destination to Visit, Great Places for Living & Learning and Great Places for Working and Investing)..		
CE.SP.4.1a	04. SMP SG - Progress preparation of SDP2 to formal 'Main Issues Report' stage	Publication of SDP No. 2 MIR for formal public consultation	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete Main Issues Report published, SESplan (South East Scotland) reviewing and considering representations and preparing a preferred strategy for consideration.	Yes	
CE.SP.5.1a	05. SMP SG - Progress preparation of MLDP to final adoption	Performance as measured against the programme set out in the Councils published Development Plan Scheme No. 7 (March 2015)	N/A	Yes	Yes	Yes	No			<b>15/16:</b> Off Target MLDP (Midlothian Local Development Plan) programme update reported to elected members in November 2015 and April 2016. MLDP to be deposited in June 2016 with examination of the plan in Summer 2016. Resource issues have seen the timetable slip by 3 months.	Yes	DPS Nos 1-6 inclusive
CE.SP.6.1a	06. SMP SG - Maintain progress on the implementation of the East Bush Master Plan	Number of meetings of the Easter Bush Development Board and progress on outcomes.	N/A	1	1	1	2			<b>15/16:</b> Complete Meetings held on 23/10/2015 and 11/3/2016. Major items of concern are securing long term transport access and internal Campus road / infrastructure improvements.	2	
CE.SP.7.1a	07. SMP-SG Protect and improve our historic buildings, environment and town centres	Number of properties improved and level of spend on CARS at Gorebridge.	N/A	N/A	N/A	N/A	6			<b>15/16:</b> Complete Regeneration works being implemented as planned. Grant monies being spent on approved projects. The project will continue into 2017 as programmed.	4	









PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.7.2a	07. SMP-SG Protect and improve our historic buildings, environment and town centres	Successful outcome to Penicuik Bid ballot and implementation of phase 1	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete Successful ballot and company set up.	Yes	
CE.SP.8.1a	08. SMP IOM - Improve access to welfare advice through increased local and targeted provision	Staff involved demonstrate competence in helping people adapt to new welfare systems as measured by customer satisfaction surveys	N/A	N/A	N/A	N/A	Yes			<b>15/16:</b> Complete. Customer satisfaction results analysed and new rolling customer feedback system put in place. 92% of respondents rated the service positively.	Yes	Previous targets for WR project delivered on time
CE.SP.9.1a	09. SMP-SG Protect the natural environment and promote biodiversity	Completion of the planning Service review, effectiveness of the review in improving Performance Planning Framework indicators	N/A	No	No	No	Yes			<b>15/16:</b> Complete New structure took effect from 1 March 2016. 7 vacant posts to be filled. Improvements in performance will be reflected in 2016/17 and 2017/18 PPF submission. New structure provides resource to progress climate change and biodiversity matters.	Yes	
CE.SP.10.1a	10. Secure major additional external investment through the 'City Deal' for the Edinburgh City Region	Increase in GVA for every £ spent	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Dependent on securing a formal City Deal from UK and Scottish		
CE.SP.10.1b		Impact on the welfare provision	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Dependent on securing a formal City Deal from UK and Scottish		
CE.SP.10.1c		Amount of new City Deal investment procured	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Dependent on securing a formal City Deal from UK and Scottish		







PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.11.1a	11. Successfully secure the new LEADER programme for East/Midlothian areas	Success of resubmitted bid of LEADER programme	N/A	N/A	99%	99%	100%			<b>15/16:</b> Complete Successful bid received.	100%	
CE.SP.11.2a		Allocation of funding to successful bids	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Successful bid received and Programme started. LEADER Programme Coordinator appointed.		
CE.SP.12.1a	12. Supporting and empowering local communities	Completion of the review and commencement of phase 1 actions	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete Some delay in progressing recommendations due to restructure.	Yes	
CE.SP.12.2a		Number of buildings transferred to community groups.	N/A	0	N/A	0	0			<b>15/16:</b> Policy complete. Asset register not complete. Property management oversight group yet to convene.		
CE.SP.12.3a		Number of neighbourhood plans completed	N/A	12	15	15	15			<b>15/16:</b> Off Target. 15 produced. Schedule for remaining profile and 3 Community priority areas to be finalised for 2016/17.	16	
CE.SP.12.4a		Number of new constitutions adopted by end of year 1	N/A	4	4	4	5			<b>15/16:</b> On Target.	5	
CE.SP.13.1a	13. Examine options for a participatory budgeting process	Completion of options paper and decision on future development of definitive policy	N/A	No	No	Yes	Yes			<b>15/16:</b> Complete	Yes	
CE.SP.14.1a	14. Tackling alcohol and substance misuse	Number of successful interventions in terms of sale of NPS	N/A	1	2	4	5			<b>15/16:</b> Complete Shop stopped selling NPS, ceased trading in Dalkeith.	4	











PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.15.01 a	15. Focus on maintaining service delivery to a high standard in the regulatory and development services	Planning Performance Framework results	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete 2014/15 PPF submitted July 2015. Service level maintained (compared to previous years) with exception to concluding Section 75 legal agreements as a result of a vacant post for 9 months. Section 75 Officer post filled and team working through backlog of work. Improved performance in this regard should be recorded in 2015/16 and 2016/17 PPF submissions.	Yes	
CE.SP.15.02 a		Balanced Scorecard Values	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete	Yes	
CE.SP.15.05 a		No. of cases of rogue traders reported and addressed	N/A	26	19	35	35			<b>15/16:</b> Annual target removed as this is a data indicator rather than a performance indicator. Figure also includes certain telephone/e-mail scams, where Memex entries have subsequently been made.		
CE.SP.15.06 a		Further development of e- building standards (to meet Scottish Government target launch date)	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete New building standards targets have been met prior to launch.	Yes	
CE.SP.15.07 a		Information from customer surveys: Completion of minute and evidence of first year implementation	N/A	N/A	N/A	N/A	Yes			<b>15/16:</b> Complete Environmental Health Customer engagement undertaken on 2 identified service areas and findings implemented. The Food Service aspects to be reported to Cabinet May 16.	Yes	

















PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.15.08 a	15. Focus on maintaining service delivery to a high standard in the regulatory and development services	Percentage of planning applications determined within the set targets (two months for a local development and four months for a major development).	N/A	82%	79%	78%	78%			<b>15/16:</b> Off Target Performance has dipped below the 80% target as a consequence of vacant posts not being filled, which have arisen from the Planning Service Review undertaken in 2015/16. New structure implemented from 1 March 2016. Implementation of new structure and back filling 7 vacant posts will take place throughout 2016. Performance will recover once the vacant posts are filled.	80%	
CE.SP.15.09 a		Provide a 'duty officer' service	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete Duty Officer service provided; dealing with approximately 1,800 enquiries a month.	Yes	
CE.SP.15.09 c		Percentage of initial investigations into a breach of planning control carried out within 28 days	N/A	100%	100%	100%	100%			<b>15/16:</b> Complete All initial planning enforcement investigations were commenced within 28 days of receipt.	100%	
CE.SP.15.10 a		Planning performance framework score monitored.	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete 2014/15 PPF submitted July 2015. Service level maintained (compared to previous years) with exception to concluding Section 75 legal agreements as a result of a vacant post for 9 months. Section 75 Officer post filled and team working through backlog of work. Improved performance in this regard should be recorded in 2015/16 and 2016/17 PPF submissions.	Yes	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.15.11 a	15. Focus on maintaining service delivery to a high standard in the regulatory and development services	Percentage of all major accidents and injuries reported to the authority which are investigated in line with incident selection policy	N/A	100%	100%	100%	100%			<b>15/16:</b> Complete Target achieved.	100%	Historic performa nce data
CE.SP.15.12 a		Percentage of food premises deemed "Broadly Compliant" with the food hygiene legislation	80%	80%	80%	81.8%	81.1%			<b>15/16:</b> Off Target Target of 84% is ambitious, Full Officer allocation should allow progress in 2016/17.	84%	
CE.SP.15.12 b		Percentage of businesses inspected within timeframe for Category A and B premises	N/A	57%	100%	87%	89.9%			<b>15/16:</b> Off Target Annual outturn 89.9%, Q4 result was 94%, all inspections which missed timeframe have been completed. 15/16 target missed due to staffing difficulties at the beginning of year.	100%	
CE.SP.16.1a	16. Making people feel safe at home and in their communities	Increase effectiveness of contribution of building standards and planning to the work of the Midlothian Access Panel	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> Complete	Yes	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.16.2a	16. Making people feel safe at home and in their communities	Number of reported cold calling cases in designated zones	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> The ideal position is to see no cases at all but realistically there have been probably a few cases each week in these areas in the past (especially during Spring and Summer), but there is an issue of reporting and often the Council or police are not told, or the information received is old. Only really when the zones have been in place for about six months will we know if they have been effective. A 'pre-zone' survey has been put out to the residents and another questionnaire will be sent out early next year in order to gauge some trend. The aim is that in making an area a designated 'No Cold Calling Zone', the residents will become more vigilant and pass on useful information to the authorities, as well as protecting themselves.		
CE.SP.16.3a		Percentage of tobacco retailers visited annually.	N/A	5.6%	7.4%	11.1%	21%			<b>15/16:</b> Complete Total for year = 28, or 21%	10%	
CE.SP.16.4a		Levels of request for service and customer satisfaction feedback	N/A	52	53	55	51			<b>15/16:</b> 51 service requests received.		

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.17.1a	17. Promoting economic development, meeting housing need and protecting natural and heritage resources	Respond to the SES plan MIR.	N/A	Yes	Yes	Yes	Yes			<b>15/16:</b> On Target Midlothian has contributed to the preparation of the SESplan 2 proposed plan at the Operational Group and at the Project Board and Joint Committee.	Yes	
CE.SP.18.1a	18. Addressing the needs of Armed Forces Veterans in our communities	Number of awards achieved for grant fund applications under the terms of the Armed Forces Covenant.	N/A	N/A	N/A	N/A	0			<b>15/16:</b> Data only. 0. There were no successful applications for 15/16 due to a change in the criteria, this criteria has since changed again for 16/17 and feedback has been given to the Ministry of Defence.		
CE.SP.19.1a	19. Continuation of Contaminated Land programme to protect human health	Number of intrusive investigations of Category 1 identified sites to determine necessary action	1	0	0	0	0			<b>15/16:</b> Off Target Following reprioritisation, the majority of category 1 sites have moved to category 2. Work is ongoing to plan the detailed investigation of the next priority sites.	1	
CE.SP.19.2a		Percentage of enquiries responded to within 28 days of receipt (re Contaminated Land peer review assessments)	100%	100%	100%	100%	100%			<b>15/16:</b> On Target	85%	
CE.SP.20.1a	20. To enable persons with disability to remain living independently in their own home	Number of persons enabled to remain living independently in their own home	N/A	N/A	N/A	N/A	85			<b>15/16:</b> Complete Through the provision of grants in terms of the Councils statement of assistance, Midlothian Council has enabled 85 people to remain living independently in their own home.	85	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.21.1a	21. Assisting the housing needs of individuals with disabilities	Percentage of referrals for disabled persons adaptations grants to assist disabled applicants determined within 28 days	N/A	80%	75%	73.3%	100%			15/16: Complete	100%	100%
CE.SP.22.1a	22. Identify those properties where naturally occurring Radon may be affecting human health to enable protection of human health	Percentage of Midlothian Council Residential properties within the area identified on the revised Radon maps as being at risk to be tested	N/A	33%	33%	33%	75%			15/16: Complete Monitoring delay required due to supplier availability.	75%	
CE.SP.22.1b		Percentage of those properties identified as requiring remedial action receiving such action within 9 months of identification	N/A	N/A	N/A	N/A	N/A			15/16: Information unavailable until first monitoring results achieved.	100%	
CE.SP.23.1a	23. Protect public health by improving housing opportunities for people in Midlothian	Percentage of backlog of Landlord Registration applications determined by 30/09/15	N/A	75.3%	77.4%	93.8%	98%			15/16: On Target Performance has improved as a result of increased resources devoted to enforcement and additional time committed following vacant post being filled in the Public Health Team.	95%	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.SP.23.1b	23. Protect public health by improving housing opportunities for people in Midlothian	(Once backlog cleared) percentage of all applications received that are determined or referred to Committee for determination within 3 months	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> Significant progress has been made on addressing the backlog of applications. PI can now be reported in 2016/17.	90%	
CE.SP.24.1a	24. Increase levels of community safety and public protection	Establishment of a written protocol and procedure (for environmental health and building standards intermigration)	N/A	No	No	No	No			<b>15/16:</b> Complete.	Yes	
CE.SP.25.1a	25. Increased proportion of citizens who are engaged with service development and delivery	Number of voluntary organisations to whom support has been offered indicating this is valued/ customer satisfaction surveys	N/A	N/A			21			<b>15/16:</b> On Target	11	FSF Program me supported

## Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
CORP5b2	The average time (hours) between time of domestic Noise complaint and attendance on site, for those requiring attendance on site (LGBF)	55.90 hours	22.10 hours	25.23 hours	1.83 hours	0.65 hours	Data not available until Jan 2017	14/15 Rank 8 (Top Quartile) 13/14 Rank 15 (Second Quartile)

## Economic Development

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ECON1	Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes (LGBF)	N/A	N/A	8	6.83	12.33	Data not available until Jan 2017	14/15 Rank 15 (Second Quartile). 13/14 Rank 23 (Third Quartile)

## Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ENV5a	Cost of Trading standards per 1,000 population. (LGBF)	Not Measured		£4,273	£4,368	£8,189	Data not available until Jan 2017	14/15 Rank 27 (Bottom Quartile) 13/14 Rank 13 (Second Quartile)
ENV5b	Cost of environmental health per 1,000 population. (LGBF)	Not Measured		£8,855	£13,282	£9,697	Data not available until Jan 2017	14/15 Rank 3 (TOP Quartile) 13/14 - Rank 9 (2nd Quartile)



# Education Service

## Performance Report 2015/16



### 01. Progress in delivery of strategic outcomes

**15/16: Reporting for this quarter is a summary of the last four quarters for Education.**

**Service Priority 04: Implement strategies for raising attainment and achievement of children and adults:**

#### **Setting the Strategic Direction:**

In quarter two we reported on the strategic direction of the Education service which highlighted that the theme for the year was Closing the Gap, this was also the theme of the Head Teacher Conference. The draft *Good to Great* Improvement Strategy was shared with all Head Teachers and Managers in order to begin to create a coherent strategy which makes explicit our strategic direction to create a world-class education system here in Midlothian, committed to closing the attainment gap by placing high quality learning and teaching at the core of our work. The draft strategy was made up of three main ingredients:

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

In November 2015, education presented the response to the National Improvement Framework to Council which outlined the importance of drawing on international research, in particular the 2007 and 2010 McKinsey Reports on the top performing school systems world-wide which state that the key levers for the creation of an excellent education system are three-fold:

- The quality of an education system cannot exceed the quality of its teachers
- The only way to improve outcomes is to improve pedagogy
- High performance requires every child to succeed.

On 6th January 2016, the National Improvement Framework was launched by the Scottish Government, the guidance contained within this new framework was shared with all Head Teachers in a professional seminar led by Education Scotland. In addition, further strategic guidance, tailored to Midlothian, was issued in the form of Professional Practice Paper 67 – Guidelines on planning for improvement. As part of our aspiration to create a World-Class Education System in Midlothian, we have agreed to the following key strategic outcomes for session 2016/17:

#### **1. To build excellence by raising attainment overall:**

- 2% increase in the number of children achieving the expected CfE level in Reading, Writing, Listening and Talking, Numeracy and Maths by the end of P1, P4, P7 and S3\*
- 2% increase in attendance
- 2% decrease in exclusions

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

- 5% increase in the number of children from SIMD 1 and 2 achieving the expected level in Reading, Writing, Listening and Talking, Numeracy and Maths by the end of P1, P4, P7 and S3

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

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

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

- To implement the School Leadership Programme to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC Named Person; and HGIOS 4

## **Raising Attainment**

**High Performance requires every child to succeed:** During quarter 2 and at December Council, the service reported on the Insight local measure data which was released for learners who sat examinations in the 2015 diet. This quarter 4 report highlights a summary for leavers which shows an improvement of 6.8% of leavers who have gained a level 4 qualification and a 4% improvement at level 5 qualification in literacy and numeracy when compared with last year. The national measures data will be explored further in the Attainment Report which will be presented to Council in May.

**Pupil progress in primary school performance using standardised assessment data - End of P1:** There was a 0.64 improvement in Maths at the end of P1 due to the successful implementation of SEAL (Stages of Early Arithmetic Learning) -an ambitious target has been set for 52.2. There was a 0.33% decrease in Reading at the end of P1. An ambitious target has been set at 52.1 for 2015/16. **End of P7:** There was a 0.4 improvement in the number of P7 pupils leaving primary school with a reading age of 9.5 years+. An improvement target of 89.3 has been set for 2015/16. There was an improvement of 1.5 in Maths by the end of P7 and an ambitious target of 95.3 has been set for 2015/16. As part of the National Improvement Framework which was launched in January 2016, measuring progress through the Broad General Education will be a priority for session 2016/17.

**Learning and Teaching:** Building on the importance of improving pedagogy and investing in Teacher CPD, 520 teachers and leaders from across Midlothian and 150 support staff participated in professional learning about the Visible Learning approach in August. All primary teachers in Midlothian, along with a few secondary colleagues, engaged in the Visible Learning Plus Foundation Day and support staff were introduced to the Visible Learning approach by members of the Educational Psychology Service. Midlothian were also invited to present at the Visible Learning World Conference. Feedback from both strands of professional learning has been overwhelmingly positive. A further report will be prepared for June Council on progress with Visible Learning.

## **Lifelong Learning and Employability Service and Positive Destinations**

The new service will be consolidating and developing new provision across the authority to support local people to develop skills for learning, life and work. The changes to employability support programmes due to the new devolved responsibilities and the reduction in funding centrally will pose a challenge. It is important that we attempt to mitigate the impact on those most vulnerable by offering targeted employment support opportunities on a localised basis. All devolved programmes require to be in place by April 2017 and optimum bidding areas are being identified and this should create opportunities to work in partnership with other local authorities. Targeted work will also take place to support a wider age group of young people to reflect the 16-19 year old age group in the participation measure; it is advised this will expand up to 24 year olds over time.

The CLD regulations were approved in September 2015, within the next quarter a review of progress will take place.

## **Service Priority 03: Ensure children have the best start in life by focusing on prevention and early intervention to address barriers to progress and deliver effective outcomes:**

### **Early Years**

Implementation of the Early Learning and Childcare provisions of the Children and Young People (Scotland) Act 2014 continues to be a priority. All centres now have Senior Childcare Development workers as a core part of their team. All centres have been fully staffed from August 2015 to ensure seamless, well supported transitions to our centres from home for all children. Woodburn Family Learning Centre opened in February 2016 and multi agency staff are now in place with two year old places now doubled and capacity now at eighteen. ELC team have applied to be a pilot site with SG testing out the Family Learning Centre model to deliver 600 hours ELC.

We have increased availability of places across a range of partners to offer flexible choice for parents who have entitled two's. We now have nine Childminders and two Playgroups in contract to deliver our two year old provision. We have 115 two year olds currently in A Good Time To Be 2 provision.

A Business Transformation Project to review the ELC workforce is almost near completion. Prior to the Easter break meetings have taken place with trade union representatives, teachers in scope of the review and all CDWs and SCDWs, to advise of the details of the review and the proposals for implementation in August 2016. Presentations were given looking at the vision for the review, drivers for the change, the future model's benefits, the proposed four learning communities' model, timescales for implementation and the way forward for careers in early years in Scotland.

The Pre 5 Additional Support Needs specialist teaching team has been enhanced with the provision of 3 Senior Childcare Development Workers who are supporting Hawthorn Child and Family Centre, Bright Sparks Playgroup and the Pre 5 specialist teaching team. The partnership teaching team now includes an ASN specialist teacher. These enhancements are having a positive impact on staff skills and children and families experiences.

The 'I Can' provision at Mayfield Nursery School continues to offer excellent support for our youngest children with speech and language disorders. A recent external inspection has enabled it to continue its positive work. Plans are in

place to expand the outreach element of this service. Education staff are working closely with Speech and language therapy service to offer training advice and support to our Early learning and childcare staff.

We are offering a packed schedule of continued professional development to all 0-5 staff across Midlothian through our training directory. Staff are engaging with the Building Ambition document and are starting to consider the implications of the new self evaluation document How Good is our Early learning and Childcare.

Feedback from staff on our interdisciplinary and cross sector approach to training has been positive so we will continue to expand on this next session.

A number of settings have had positive Care Inspectorate and Education Scotland inspections recently. We have entered into partnership with one new provision and are considering a number of others in order to meet the requirements of flexibility and expansion outlined in the Children and Young Person (Scotland) Act 2014

**Supporting schools to improve attendance and reduce exclusions** This is a priority for the Education Service and we have set ambitious targets within the quarterly reporting framework. In order to address this in a sustainable way, a review of Inclusion will commence as part of the *Good to Great* strategy as we continue to aspire to create a World-class Education service in Midlothian where every Midlothian child matters and can achieve. In short, closing the equity gap in Education.

## 02. Emerging Challenges and Risks

**Securing Teacher Numbers:** Ensuring that Midlothian Council continues to meet Scottish Governments Commitment to maintaining teacher numbers and ratios in our schools and at the same time secures sufficient supply teachers which is currently a national issue. Teacher recruitment within Scotland is proving problematic and Education and HR staff within Midlothian have worked hard to recruit classroom and subject teachers for the coming academic year. We have also recruited permanent supply staff. However, this will remain a challenge in the coming year.

**Lifelong Learning and Employability Service and Positive Destinations:** The new service will be consolidating and developing new provision across the authority to support local people to develop skills for learning, life and work. The changes to employability support programmes due to the new devolved responsibilities and the reduction in funding centrally will pose a challenge. It is important that we attempt to mitigate the impact on those most vulnerable by offering targeted employment support opportunities on a localised basis. All devolved programmes require to be in place by April 2017 and optimum bidding areas are being identified and this should create opportunities to work in partnership with other local authorities. Targeted work will also take place to support a wider age group of young people to reflect the 16-19 year old age group in the participation measure; it is advised this will expand up to 24 year olds over time. The CLD regulations were approved in September 2015, within the next quarter a review of progress will take place.

**Positive Destinations:** Reporting on Positive Destinations changed in August 2015 to include participation measures for 16 – 19 year olds. We will monitor this closely during the course of the year and will realign our service to ensure that we not only work hard to improve the positive destinations of our school leavers but that we have sufficient learning pathways post school education to support young people aged 18 and 19 into positive and sustained destinations. The final positive destination figures will be published in June.

**The Education Act and the National Improvement Framework:** Following the update on the Education Bill to Council in August and the further report on the new National Improvement Framework presented to Council in November which calls for the reporting arrangements within the Bill to be statutory. The roles and the responsibilities of the local authority within this Bill are: To work in partnership with the Scottish Government to support the development and implementation of the National Improvement Framework; To support and challenge schools to help all children to succeed and achieve the highest possible standards; To support teachers to access high quality professional learning opportunities; To make forensic use of school performance information to target support and intervention, fulfilling their statutory duties; To provide strong leadership and direction to schools and teachers to continually improve children's attainment; To ensure that the priorities are translated into local plans. In addition, the Bill is likely to include a 25 hour week for all primary aged pupils.

**Implementation of the Named Person:** Implementation of Named Person – We are working closely with our Schools/Health Partners/Scottish Government and SEEMIS/IT providers to ensure that we are well placed for implementation in August 2016.

**Delivering Excellence:** The Education Service, as part of the strategic direction, aims to deliver a World-Class education service and we are in the process of transforming a number of our services including the recent completion of the Lifelong Learning and Employability Review, the ongoing Early Years Review, the Senior Phase Review and the Review of Administrative Support. Moving forward we are also examining a number of other areas as part of the Delivering Excellence programme.

# Education PI summary

## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	30	3	4	7	9		15/16: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	3.57	3	3.67	3	3.67		15/16: Off Target.		5	Number of complaints complete at Stage 1	6
											Number of working days for Stage 1 complaints to be Completed	23
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	13	0	0	13.67	17.33		15/16: On Target.		20	Number of complaints complete at Stage 2	3
											Number of working days for Stage 2 complaints to be Completed	52
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	85.71 %	100%	66.67 %	75%	66.67 %		15/16: Off Target. One of the complaints in 2015/16 was received at the end of the School year and couldn't be formally investigated until the beginning of the next School Year.		95%	Number of complaints complete at Stage 1	6
											Number of complaints at stage 1 responded to within 5 working days	4
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	0%	0%	66.67 %	100%		15/16: On Target.		95%	Number of complaints complete at Stage 2	3
											Number of complaints at stage 2 responded to within 20 working days	3

## 01.2 Making the Best Use of our Resources

Priority	Indicator	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 74.654 m	£ 72.508 m	£ 78.630 m			15/16: Performance against budget will be reported to the Council in June.		£ 72.525 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.31	1.3	1.78	3.54	5.51		15/16: On target, a reduction in the same period last year.		5.5	Number of days lost (cumulative)	8,515.44
											Average number of FTE in service (year to date)	1,545.72





### 01.3 Corporate Health

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	94.12 %	100%	100%	100%	100%		15/16: On Target.		90%	Number of divisional & corporate priority actions	15
											Number of divisional & corporate priority actions on tgt/completed	15
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	95%	95%	95%	96%		15/16: On Target		92%	Number received (cumulative)	4,934
											Number paid within 30 days (cumulative)	4,718
06. Improve PI performance	% of PIs that are on target/ have reached their target.	76%	63.64 %	54.55 %	43.75 %	57.9 %		15/16: Off Target, please see main body of report for further information.		90%	Number on tgt/ tgt achieved	11
											Number of PI's	19
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		15/16: On Target There were no risks graded as high		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0






### 01.4 Improving for the Future

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	93.33 %	0%	0%	90%	91.67 %		15/16: On Target.		90%	Number of on target actions	11
											Number of outstanding actions	12

## 03. Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ED.SP.1.1	01. SMP GIRFEC - Deliver services to prevent the need for additional support, or provide it early.	Adopt a whole area focus on exclusions and attendance, with schools engaging with Pathways to Success, Family Resilience Project and the outreach work done from Dalkeith House	30-Jun-2016		100%	<b>15/16:</b> On Target. Statistics show an improving trend in secondary school exclusions which are on target. Further improvements are ongoing to support primary schools through the inclusion review.
ED.SP.1.2		Monitor each school's attendance monthly and intervene immediately to improve school attendance whenever it falls below the national average	30-Jun-2016		100%	<b>15/16:</b> Complete. Improving attendance remains a key priority for both the primary and secondary school sectors.
ED.SP.1.3		Establish a Family Learning Centre (FLC) model in Woodburn Primary school. Deliver a multi disciplinary approach involving Early Learning and Childcare Allied Health Professionals (AHP) and Life Long Learning and Employability and 3rd Sector partners.	31-Jul-2016		100%	<b>15/16:</b> Completed before due date . Woodburn Family Learning Centre (WFLC) opened in February 2016 . Multi agency staff now in place , 2 year old place doubled , capacity now at 18.Early Learning & Childcare team have applied to be a pilot site with Scottish Government testing out the Family Learning Centre model to deliver 600 hours Early Learning & Childcare.
ED.SP.3.1	03. SMP GIRFEC Improve the lives of children and young people by putting in place the changes being required by Scottish Government.	To increase the availability of Early Learning and Child Care (ELCC) for 2 year olds to meet the requirements of the Children and Young People (Scotland) Act from August 2015.	29-Jul-2016		100%	<b>15/16:</b> Complete. Increased availability of places across a range of partners to offer flexible choice for parent, we now have 9 Childminders and 2 Playgroups in contract to deliver our 2 year old provision. 115 2 year olds are currently in A Good Time To Be 2 provision.















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ED.SP.3.2	03. SMP GIRFEC Improve the lives of children and young people by putting in place the changes being required by Scottish Government.	Disseminate policy guidelines Building the Ambition, defining quality provision across the 0-5 workforce.	30-Jul-2016		100%	<b>15/16:</b> Complete. Settings engaging with the document. Training sessions developed an in training calendar. 0-3 Quality Improvement Framework developed to assess impact of Building The Ambition (BtA) training
ED.SP.5.1	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	Increase attainment in literacy and numeracy at key stages	30-Jun-2016		100%	<b>15/16:</b> Complete. Analysis of attainment data against deprivation has been completed and learning developed.
ED.SP.5.2		Learning and Teaching: Implement a range of strategies and interventions to improve the quality of learning and teaching, including Visible Learning approaches	30-Jun-2016		100%	<b>15/16:</b> Complete. By 4th May almost all schools will have completed the Evidence into Action programme (a process of systematic evidence gathering and action planning within the strands of Visible Learner, effective feedback, inspired and passionate teacher, know thy impact and the school matrix). 70 teachers will start the Visible learning into Action for teachers on 15th April, this approach to action enquiry will further support teachers and schools to develop their understanding and practice of the Visible Learning approach.
ED.SP.5.3		Curriculum: Implement a range of strategies to ensure breadth, application and challenge in Broad General Education which enables learners to compete in the global knowledge economy which requires a demand for high level 21st century skills	30-Jun-2016		100%	<b>15/16:</b> Complete. New digital learning technologies strategy produced along with stakeholder surveys and focus groups (digital learning skills identified). New directory of vocational education opportunities produced following evaluation by schools. Work continuing in 3 schools piloting early intervention Career Management skills focusing on S2 and S3. New strategic Curriculum Group under way and focusing on transition, skills and progression pathways in Broad General Education. Mapping carried out to new HGIOS (How good is our School) 4 publication.
ED.SP.5.4		Implement strategies for raising attainment in secondary schools delivering a high performance culture where every child has the opportunity to succeed	30-Jun-2016		100%	<b>15/16:</b> Complete. All secondary schools provided with their 2014/15 Insight reports and training provided in use of Insight tool in September 2015. A programme of Granada Learning Cognitive Abilities Testing (GL CAT) has been introduced in session 2015-16 to support school based assessment in the Broader General Education (BGE). Draft Strategic direction entitled Good to Great has been launched with Head Teachers together with the theme for the year which is 'Closing the gap'.







Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ED.SP.5.5	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	Implement strategies to tackle disadvantage in order to raise attainment in secondary schools delivering a high performance culture where every child has the opportunity to succeed	31-Mar-2016	✅	100%	<b>15/16:</b> Complete. Increased focus on supporting young people at risk of negative destinations and earlier intervention to tackle disadvantage. Increased use by schools of Insight tool to review Attainment vs Deprivation measures and analyse attainment in relation to SIMD (Scottish Index of Multiple Deprivation). SIMD data also analysed for the Broad General Education with a focus on SIMD 1 and 2 in reading, writing and maths.
ED.SP.5.6		Positive Destinations: Implement the recommendations of Developing Young Workforce Report	31-Dec-2015	❌	95%	<b>15/16:</b> Off Target. 95% is the target (figures released Dec 2015 is 93.5% which is 0.4% less than last year at the same time). The target for participation measure is 90%. These will be released in June for school leaver positive destinations and August for those 16-19 year olds called the participation measure. Robust work is taking place on the DYW recommendations The skills/gap workforce analysis report and the review of work experience has commenced and will be presented within the next quarter.
ED.SP.5.7		Implement the recommendations of Developing Young Workforce Report	30-Jun-2016	✅	100%	<b>15/16:</b> Complete. Robust work is taking place on the Developing Young Workforce recommendations The skills/gap workforce analysis report and the review of work experience has commenced and will be presented within the next quarter.
ED.SP.5.8		Develop partnership strategies with local colleges to increase progression to further education	30-Jun-2016	✅	100%	<b>15/16:</b> Complete. A greater understanding of information regarding Midlothian Residents accessing Edinburgh College, joint work taking place on Foundation Apprenticeships and integrated transition pathways targeting those at risk of negative destinations. Further analysis will take place after positive destination figures are released in June 16 with regard to FE figures.
ED.SP.5.9		Implement a range of strategies to ensure increased progression to higher education	30-Jun-2016	✅	100%	<b>15/16:</b> Complete. Ongoing work with LEAPS (Lothians Equal Access Programme for Schools) to ensure increased progression to Higher Education. New inter partnership work taking place with Bright Green Business Partnership. Further analysis will take place after positive destination figures are released in June 16 with regard to HE figures.
ED.SP.5.11		Ensure that all schools have effective systems in place for consulting and involving pupils and parents	30-Jun-2016	✅	100%	<b>15/16:</b> Complete. Major consultation meetings for staff and pupils undertaken in relation to Digital Learning. Midlothian Education Advisory Group have met 3 times with the Cabinet Member of Education (includes representation from parent councils and secondary schools.)









## 03. Service Priorities







PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.1.1a	01. SMP GIRFEC - Deliver services to prevent the need for additional support, or provide it early.	Total number of secondary school exclusions	365	110	143	226	338			<b>15/16:</b> Off Target. Although the total number of secondary exclusions has declined overall, this remains a key priority.	322	423(09/10); 476 10/11); 469 11/12); 323 12/13); 422 13/14); 365 (14/15)
ED.SP.1.1b		Total number of primary school exclusions	86	20	61	123	166			<b>15/16:</b> Off Target. This continues to be a Key priority for 2016/17 and the Education service will lead an inclusion review next session.	82	109 09/10); 127 10/11); 101 11/12); 84 (12/13); 102 13/14); 86 (14/15)
ED.SP.1.2a		Average secondary school attendance	91%	88.92%	91.57%	90.86%	89.8%			<b>15/16:</b> Off Target. Note Q4 is not the end of the School year and encompasses the Winter period when attendance is lower in general. This continues to be a key priority for the Education service and monthly and weekly reports are now monitored closely.	93%	91.1% (09/10) 91.0% (10/11) 91.6% (11/12) 91.4% (12/13) 92.4% (13/14) 91.0% (14/15)







PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.1.2b	01. SMP GIRFEC - Deliver services to prevent the need for additional support, or provide it early.	Average primary school attendance	94.51%	94.18%	95.64%	94.98%	94.08%			<b>15/16:</b> Off Target. Note Q4 is not the end of the School year and encompasses the Winter period when attendance is lower in general. This continues to be a key priority for the Education service and monthly and weekly reports are now monitored closely.	95.5%	94.9% (09/10) 94.8% (10/11) 95.1% (11/12) 94.2% (12/13) 94.9% (13/14) 94.5% (14/15)
ED.SP.1.3a		% of parents report increased engagement in their child's learning as a result of the FLC	N/A	N/A	50%	50%	60%			<b>15/16:</b> Complete. Family Learning Centre opened in Feb 16. This has already begun to engage more families in their child's learning.	60%	
ED.SP.1.3b		Reduced Did Not Attend rate at Associated Health Professional assessments	N/A	N/A	30%	30%	60%			<b>15/16:</b> Complete. Early Years Collaborative projects successful in early engagement of pre 3 children with Speech and Language concerns. SALT (Speech and Language Therapist) service committed to co-location in Woodburn Family Learning Centre to support early identification and reduce DNA (Did Not Attend) rates. Working closely with families in Woodburn through the FLC will impact on DNA rates in the future. No other data available at this time for other CPP areas.	60%	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.3.1a	03. SMP GIRFEC Improve the lives of children and young people by putting in place the changes being required by Scottish Government.	Number of eligible 2 year olds in receipt of Early Learning and Child Care	N/A	N/A	80	104	115			<b>15/16:</b> Off Target. National and local low numbers reported from August 2015 as 2 year olds move on to Early Learning & Childcare place . Targeted social marketing campaign new leaflet / poster campaign and engagement with Health staff to identify families.	200	
ED.SP.3.2a		Percentage of staff in Early Learning and Child Care settings that are aware of the Building the Ambition guidelines.	N/A	N/A	50%	80%	100%			<b>15/16:</b> Complete. Settings engaging with the document and training sessions.	100%	
ED.SP.3.2b		A quality improvement framework will be developed to assess engagement and impact	N/A	N/A	Yes	Yes	Yes			<b>15/16:</b> Complete. An Inhouse training calendar has been developed. 0-3 Quality Improvement Framework developed to assess impact of BTA training	Yes	
ED.SP.5.1a	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	PIPS score (standardised) for Maths for Midlothian P1 Pupils at end of P1 year	51.74	N/A	N/A	N/A	N/A			<b>15/16:</b> N/A. PIPS Scores are evaluated at the end of the School year and will be available for reporting in Q1.	52.2	51.4 (08/09) 50.1 (09/10) 51.0 (10/11) 52.0 (11/12) 51.5 (12/13) 51.1 (13/14) 51.7 (14/15)







PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.5.1b	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	PIPS score (standardised) for Reading for Midlothian P1 Pupils at end of P1 year	49.73	N/A	N/A	N/A	N/A			<b>15/16:</b> N/A. PIPS Scores are evaluated at the end of the School year and will be available for reporting in Q1.	52.1	51.9 (08/09) 50.1 (09/10) 50.1 (10/11) 51.3 (11/12) 51.5 (12/13) 50.6 (13/14) 49.7 (14/15)
ED.SP.5.1c		% Primary 7 pupils leaving primary school with reading age of 9.5+ years	87.8%	N/A	N/A	N/A	N/A			<b>15/16:</b> GL (Granada Learning) data will be available and reported in Q1 16/17.	89.3%	84.5% (07/08) 84.4% (08/09) 84.2% (09/10) 84.9% (10/11) 89.1% (11/12) 86.7% (12/13) 87.4% (13/14) 87.8 (14/15)







PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.5.1d	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	Average standardised Maths score at Primary 7 as measured by Granada Learning (GL) assessments	96.6	N/A	N/A	N/A	N/A			<b>15/16:</b> GL (Granada Learning) data will be available and reported in Q1 16/17.	95.3	92.5 (08/09) 92.0 (09/10) 92.7 (10/11) 93.2 (11/12) 94.9 (12/13) 95.1 (13/14) 96.6 (14/15)
ED.SP.5.2a		Percentage of schools evaluated as good or better in QIs relating to learning & teaching	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> There have been no Quality Inspections carried out in Midlothian in 2015/16.	100%	N/A
ED.SP.5.2b		Percentage of Lifelong Learning & Employment establishment evaluated as good or better	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> There have been no Quality Inspections carried out in Midlothian in 2015/16.	100%	N/A
ED.SP.5.3a		Percentage of schools evaluated as good or better in QIs relating to Curriculum	N/A	N/A	N/A	N/A	N/A			<b>15/16:</b> There were no QI Inspections carried out in 2015/16.	100%	N/A











PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.5.4a	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	Increase the % of leavers (S4/S5/S6) who achieve Literacy and Numeracy at level 4+ (Insight National benchmarking measure)	78.9%	N/A	N/A	N/A	85.7%			15/16: Complete.	82%	3 Yearly average 77.10% Midlothian; 77.6% Virtual comparator ; 78.6% National average (Insight national benchmarking data)
ED.SP.5.4b		Increase the % of leavers (S4/S5/S6) who achieve Literacy and Numeracy at level 5+ (Insight National benchmarking measure)	51.38%	N/A	N/A	N/A	56.3%			15/16: Complete.	53%	3 Yearly average: 48.6% Midlothian; 51.1% Virtual comparator ; 53.5% National average (Insight national benchmarking data)
ED.SP.5.4c		Increase the average total tariff score for lowest 20% of learners by the end of S4 to bring in line with the virtual comparator	127	N/A	113	N/A	N/A			15/16: Annual data is reported on in Q2.	127	3 Yearly average: 120 Midlothian; 124 Virtual; 111 National (Insight national benchmarking data)









PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
												ng data)
ED.SP.5.4d	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	Increase the average total tariff score for middle 60% of learners by the end of S4 to bring in line with the virtual comparator	394	N/A	355	N/A	N/A			<b>15/16:</b> Annual data is reported on in Q2.	375	3 Yearly average: 362 Midlothian; 374 Virtual; 359 National (Insight national benchmarking data)
ED.SP.5.4e		Increase the average total tariff score for highest 20% of learners by the end of S4 to bring in line with the virtual comparator	626	N/A	563	N/A	N/A			<b>15/16:</b> Annual data is reported on in Q2.	615	3 Yearly average: 590 Midlothian; 615 Virtual; 600 National (Insight national benchmarking data)
ED.SP.5.4f		Increase the average total tariff score for lowest 20% of learners by the end of S5 to bring in line with the virtual comparator	131	N/A	143	N/A	N/A			<b>15/16:</b> Annual data is reported on in Q2.	145	3 Yearly average: 132 Midlothian; 169 Virtual; 145 National (Insight national benchmarking data)





PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.5.4g	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	Increase the average total tariff score for middle 60% of learners by the end of S5 to bring in line with the virtual comparator	543	N/A	642	N/A	N/A			15/16: Annual data is reported on in Q2.	639	3 Yearly average: 570 Midlothian; 639 Virtual; 596 National (Insight national benchmarking data)
ED.SP.5.4h		Increase the average total tariff score for highest 20% of learners by the end of S5 to bring in line with the virtual comparator	1,159	N/A	1,224	N/A	N/A			15/16: Annual data is reported on in Q2.	1,197	3 Yearly average: 1172 Midlothian; 1197 Virtual; 1179 National (Insight national benchmarking data)
ED.SP.5.4i		Increase the average total tariff score for lowest 20% of learners by the end of S6 to bring in line with the virtual comparator	119	N/A	137	N/A	N/A			15/16: Annual data is reported on in Q2.	167	3 Yearly average: 127 Midlothian; 167 Virtual; 137 National (Insight national benchmarking data)

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.5.4j	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	Increase the average total tariff score for middle 60% of learners by the end of S6 to bring in line with the virtual comparator	635	N/A	692	N/A	N/A			15/16: Annual data is reported on in Q2.	736	3 Yearly average: 658 Midlothian; 806 Virtual; 736 National (Insight national benchmarking data)
ED.SP.5.4k		Increase the average total tariff score for highest 20% of learners by the end of S6 to bring in line with the virtual comparator	1,703	N/A	1,712	N/A	N/A			15/16: Annual data is reported on in Q2.	1,782	3 Yearly average: 1689 Midlothian; 1817 Virtual; 1782 National (Insight national benchmarking data)
ED.SP.5.4l		Increase the % of leavers (S4,5,6) in a positive destination in order to continue to exceed both the virtual and the national average	94.2%	N/A	N/A	N/A	93.44%			15/16: Off Target. There has been a small decline in numbers achieving a positive destination of 0.73% from 94.17% to 93.44%. This compares positively with the National figure of 93.02% and the virtual comparator figure of 92.83%. The Education team, Lifelong Learning & Employability (LLE) teams and schools are reviewing strategies and renewing collaboration to achieve the ambitious target of 95%.	95%	3 Yearly average: 92.28% Midlothian 91.86% Virtual 92.42% National average (Insight national benchmarking data)

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.5.4o	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	Number of learners participating in Literacy & Numeracy	N/A	95	177	282	312			<b>15/16:</b> Complete. Over 300 learners have attended literacy and Numeracy in 2015/16.	169	161
ED.SP.5.4p		Number of learners participating in ESOL (English as Second or Other Language)	N/A	62	108	109	242			<b>15/16:</b> Complete. There were 242 learners participating in ESOL (English as Second or Other Language) in 15/16.	234	229
ED.SP.5.5a		Breadth and depth for all candidates by the end of S4 - percentage with 5+ at Level 5	40.3%	N/A	38.3%	N/A	N/A			<b>15/16:</b> Annual data is reported on in Q2.	41.8%	2011-30.0 2012-32.0 2013-32.4 2014-40.3 2015-38.3 3yr avg- 37.0
ED.SP.5.5b		Breadth and depth for all candidates by the end of S5 - percentage with 3+ at Level 6	26.1%	N/A	34.15%	N/A	N/A			<b>15/16:</b> Annual data is reported on in Q2.	37%	2010-21.1 2011-24.3 2012-23.8 2013-26.6 2014-26.1 2015-34.15 3yr avg- 28.9
ED.SP.5.5c		Breadth and depth for all candidates by the end of S6 - percentage with 3+ at Level 6	36.3%	N/A	40.21%	N/A	N/A			<b>15/16:</b> Annual data is reported on in Q2.	46%	2010-31.8 2011-31.3 2012-32.5 2013-35.9 2014-36.3 2015-40.21 3yr avg- 37.5%

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ED.SP.5.5d	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	% of SIMD deciles in which Leavers (S4,5 6) pupils' average tariff score is at or above the virtual comparator.	50%	N/A	40%	N/A	N/A			<b>15/16:</b> Annual data is reported on in Q2.	80%	80% 2009/10 20% 2010/11 40% 2011/12 20% 2012/13 50% 2013/14 (Insight national benchmarking data)
ED.SP.5.6a		Percentage of Midlothian school leavers progressing to positive destinations (initial SLDR survey)	93.9%	N/A	N/A	93.5%	93.5%			<b>15/16:</b> Off Target (93.44%) March follow up statistics showed 93.44% of leavers entered a positive destination. Work is ongoing to follow up on the remaining 6.56% to support into a positive destination pathway.	95%	85.2% (10/11) 85.4% (11/12) 89.2% (12/13) 93.9% (13/14)
ED.SP.5.8a		Percentage of Midlothian school leavers progressing to further education (initial SLDR survey)	25.2%	N/A	N/A	25.1%	25.5%			<b>15/16:</b> Off Target by 0.5%. The Midlothian rate of pupils going to further Education has stayed steady over the past 3 years, but continues to stay below the National and Virtual comparator.	26%	26.1% (10/11) 23.5% (11/12) 24.4% (12/13) 25.2% (13/14)
ED.SP.5.9a		Percentage of Midlothian school leavers progressing to higher education (initial SLDR survey)	28.8%	N/A	N/A	27.3%	29.4%			<b>15/16:</b> Off target (29.4%) Information from Initial SLDR (Scottish Leavers Destination Return) shows Midlothian has increased it's rate of Leavers going to Higher Education. Secondary Schools are in the process of reviewing their curriculum to support more young	30%	29.8% (10/11) 31.6% (11/12) 29.3% (12/13) 28.8% (13/14)

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
										people into higher education.		
ED.SP.5.11a	05. SMP GIRFEC - Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	% of schools with effective systems in place (pupil/parent responses in schools survey & feedback via parent council chairs	100%	100%	100%	100%	100%			<b>15/16:</b> Complete. A stakeholder survey was undertaken in Q3. Pupils and parents involved in 6 secondary school VSE (Validated Self-Evaluated) reviews and in many primary visits. Midlothian Education Advisory Group established includes representation from parent councils and secondary schools.	80%	

## Local Government Benchmarking Framework - Education



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



## Commercial Operations Performance Report 2015/16



### 01. Progress in delivery of strategic outcomes

**Waste:** The food waste plant at Millerhill is due to accept commissioning waste during May 2016. Following an internal Health and Safety audit of the plant by Alauna Renewable Energy (ARE) additional safety features are being introduced which will benefit the plant running in the long term but have delayed full operation in the short term. Members were due to visit the plant during April prior to food waste deliveries commencing.

Following the roll out of food waste collections Midlothian residents have again exceeded anticipated participation rates. It was envisaged that approximately 2,000 tonnes of food waste would be recycled each year. However if current performance is maintained this will be exceeded by over 20%.

The residual waste plant having gained both planning and license approval from SEPA (Scottish Environmental Protection Agency) is entering the final stages prior to financial close. Having agreed at Council a variation if required to the capital contribution FCC Medio Ambiente S.A. are now working with their funders to secure internal agreements prior to signing off on the contract. FCC are currently on site carrying out pre construction works (at their risk) which will allow full construction to begin after financial close.

As a consequence of additional requirements by SEPA resulting in a detailed site investigation together with additional noise attenuation works there has been a delay in considering the planning permission for the recycling site at the Bellmans Road site in Penicuik. Any work, if approved is unlikely to take place prior to late summer 2016.

The annual recycling rate for 2015 has been confirmed at 47.9%. Given the higher than anticipated food waste recycling rate it is envisaged that for 2016 Midlothian may achieve an annual recycling rate of almost 53%.

Following Council agreement to sign up to the household waste charter discussions are being held with Zero Waste Scotland in relation to the modelling work necessary to consider the various service options.

**Road Network:** Following approval of additional funding at the Council meeting on 23 June 2015 a significant programme of footway projects has completed in 2015/16 with approximately 1.3% of the network improved. Work will focus on the older housing areas during 2016/17.

Similarly good progress has been made in terms of maintaining the road network. However, the very wet December followed by constant freezing and thawing has left a significant number of roads affected which may see a rise in the current backlog.

The programme of replacing inefficient lighting (due in part to securing third party funding) has continued with new LED lights introduced. Midlothian is on course to have almost 18% of the lighting stock with LED lights.

The initial phase of confirming the existing traffic regulation orders and restrictions on road have been completed. This is necessary before decriminalised parking in Midlothian can be progressed. The second phase to determine a robust business case is now progressing following a joint tender exercise with East Lothian Council. Work is on track to allow Council to consider this proposal and to see its introduction by April 2017.

The ELBF (Edinburgh, Lothians, Borders and Fife) shared services project has had its first meeting of the shadow Joint Committee. Officers will now progress for consideration areas where maximum benefit may be obtained.

**Borders Rail:** Following the successful opening of the line passenger numbers continue to exceed initial expectations. With the 0.5 million passenger mark having been passed and an average of 23,000 passengers using the line on a weekly basis it is predicted that final passenger numbers for the first year will exceed 1.2 million.

Work continues to maximise the opportunities that the new rail line brings to Midlothian and in that context the new hop on hop off bus was due to begin running on Monday 18 April. This has been supported with Borders rail from blue print group funding. The various attractions have been collaborating to offer potential passengers deals to attract them to use the new service.

**Land and Countryside:** A number of projects have been completed during the year with many as a result of securing third party funding. These included the riverside park footpath/cycleway, trim trails at both Cornbank and St Andrews primary schools, Stobhill primary school, trim trail (assault course) at Cornbank Primary School, developments at



Mayfield combined school (Mayfield Primary & St. Lukes Primary, trim trail at Sacred Heart PS, trim trail at St David's, new footpath and access gate completed at Cuiken Primary School.

In addition to retaining the green flag at Vogrie, Kings Park Dalkeith, Springfield Mill and Roslin Glen Country Park, work is progressing to secure a fifth green flag for Memorial Park, Loanhead.

Following the setting up of a joint team involving Land & Countryside and Road Services two contracts have been secured valued at £50,000. The intention is to seek and secure further work to increase income for the Council.

Significant numbers of youngsters have enjoyed work placements with the team, with 8 currently in place. This gives young people and particularly those with a troubled background the opportunity to learn new skills which they can use to secure employment.

**Travel and Fleet Services:** Electric charging points have been installed at Lasswade, Penicuik and Sheriffhall. Following discussions with city car club further charging points are to be installed in Dalkeith. On completion city car club will site vehicles for general use. The service will be looking in the new financial year to introducing a further five electric vehicles, more than doubling its fleet.

Through close monitoring of the home to school transport and social work travel arrangements further contracts have been taken in-house representing an additional £40,000 saving. The Council have engaged a graduate on a 16 week placement to research the use of the Council fleet of vehicles as well as 'grey fleet' mileage. The intention is to come forward with a range of options which will see a reduction in costs and equally importantly carbon emissions.

**Risk and Health and Safety:** Work is progressing with a range of health surveillance measures including smoke free and hand arm vibration arrangements to ensure the Council's workforce risk is reduced and future risks to the Council are minimised. The Council is in a stronger position having a policy led approach to all significant pieces of health and safety legislation impacting on the Council. To support the ongoing monitoring of the application of its Management Arrangements a Health & Safety Management Information System has been introduced. The service continues to work with colleagues in East Lothian Council to increase resources to meet the Council's obligations in relation to civil contingencies. The first ever joint health and safety training calendar for Midlothian & East Lothian was introduced from January 2016. This should result in greater efficiency of training delivery across the two Councils. The Severe Weather Plan has been revised with enhancements made to the arrangements.

## 02. Emerging Challenges

**Waste:** Processing of the blue bin (recycling) material and future contractual arrangements has still to be resolved. Potential processing costs have been put forward by Viridor but this is subject to a legal opinion being determined in relation to contaminated waste.

FCC Medio Ambiente S.A. (FCC) has been appointment as the Preferred Bidder for the Zero Waste: Edinburgh and Midlothian Residual Waste Treatment facility. Until formal signing of the contract takes places this still remains a challenge that should be recognised. Formal signing of the contract is anticipated in early Spring 2016.

Refurbish Penicuik Community Recycling Centre . The results from the site investigation, required by SEPA and the implications of noise attenuation measures are still awaited and these may impact on the viability of taking the proposed refurbishment forward.

Develop robust proposals following agreement to sign up to the household waste charter.

**Road Network:** Work is progressing on the case for decriminalised parking to be introduced in Midlothian. However, there is a requirement to present a robust business case and this is considered to be very challenging. Police Scotland has agreed to retain the Traffic Warden Service for one year till March 2017.

The reduction of the 2016/17 road maintenance budget will put pressure on the service to maintain the road network in a steady state position.

The Flood Risk Management Act will raise potential issues for the Council to address. However the Council will call on resources from neighbouring authorities, SEPA and Scottish Water to minimise any potential impacts.

**Borders Rail:** Promote the hop on hop off bus service to maximise its use during the coming summer period of use.

**Land and Countryside:** Continue to improve the quality of parks and open spaces in areas of deprivation involving the use of a "Parks Quality Assessment", and promote Midlothian and its path network. This includes completion of the Barleyknowe field in Gorebridge.

Continue to work in partnership with volunteers to create walking/Cycling leaflets for Midlothian. Substantial work being taken forward to encourage walking and cycling adjacent to the new rail line.

An appropriate solution to maintain the integrity of the land and ensure the Ironmills steps remain open is an ongoing issue. The remediation of bing sites continues to be an issue particularly the one at Emily Bing which continues to be monitored pending a permanent solution.

Further development of the Hard and Soft Landscape squads to secure additional income and retain skilled staff and endeavour to up skills and address will prove challenging particularly given the remuneration packages available to staff in neighbouring authorities.

An evaluation of all the pedestrian grass cutting routes will continue with a view to reducing costs in this area. In a similar vein efforts are being made to work with local communities on projects of common interest including bulb planting for example arranged for Penicuik at two locations in conjunction with the Community Council this Autumn.

The provision of work placements, school placements and careers advice to youngsters in local schools will continue.

The service is looking to improve access for all abilities to Midlothian Town Parks Play areas. In addition to introducing roundabouts suitable for wheel chair users in two Town parks at Loanhead and Dalkeith, the service is planning to install an additional roundabout in King George the fifth Park Bonnyrigg.

**Travel and Fleet Services:** Completion of additional charging points in Dalkeith and purchase of appropriate electric vehicles in a joint venture with NHS Lothian.

Continue to maintain an ageing fleet particularly in view of pressures on the fleet replacement budget.

Having engaged a graduate on 16 week placement to research use of Council vehicles and 'grey fleet' mileage, there is a need to develop suitable solutions which will allow the Council to reduce its cost base in addition to a significant carbon emission reduction.

**Health & Safety:** Having successfully procured the H&S Management Information system the challenge will be to ensure it is used appropriately across the Council going forward.

The high risks have been reviewed with the CMT and the challenge is to ensure there are adequate measures in place to minimise the potential impact of these risks.

Further progress is required on the Council's approach to Business Continuity. Services are taking fuller ownership of reviewing and updating risk management information but this requires further work during 2016/17.

# Commercial Operations PI summary

## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	2,877	587	1,274	2,319	3,761		15/16: Data Only.				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	2.6	1.82	1.65	1.75	1.94		15/16: On Target		5	Number of complaints complete at Stage 1	3,411
											Number of working days for Stage 1 complaints to be Completed	6,612
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	3	4	7.25	10.33	9.6		15/16: On Target		20	Number of complaints complete at Stage 2	10
											Number of working days for Stage 2 complaints to be Completed	96
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	96.02 %	96.44 %	97.05 %	96.61 %	95.6 %		15/16: On Target		95%	Number of complaints complete at Stage 1	3,411
											Number of complaints at stage 1 responded to within 5 working days	3,261
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%	100%		15/16 On Target.		95%	Number of complaints complete at Stage 2	10
											Number of complaints at stage 2 responded to within 20 working days	10

## 01.2 Making the Best Use of our Resources

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 15.849 m	£ 16.156 m	£ 16.007 m			15/16: Performance against budget will be reported to the Council in June.		£ 15.756 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	14.08	2.95	5.64	8.67	12.42		15/16: On Target		13.30	Number of days lost (cumulative)	4,499.35
											Average number of FTE in service (year to date)	362.42

### 01.3 Corporate Health








Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service actions on target / completed, of the total number	95.24 %	100%	100%	100%	100%		15/16: On Target		90%	Number of service & corporate priority actions	16
											Number of service & corporate priority actions on tgt/completed	15
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	89%	98%	97%	88%	84%		15/16: Off Target Problem area actively being addressed.		90%	Number received (cumulative)	6,238
											Number paid within 30 days (cumulative)	5,229
06. Improve PI performance	% of PIs that are on target/ have reached their target.	72.73 %	87.5 %	88.89 %	92.31 %	92.31 %		15/16: On Target		90%	Number on tgt/ tgt achieved	12
											Number of PI's	13
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	100%	100%		15/16: On Target.		100%	Number of high risks reviewed in the last quarter	1
											Number of high risks	1





### 01.4 Improving for the Future






Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	100%	100%	100%	100%	100%		15/16: On Target.		90%	Number of on target actions	0
											Number of outstanding actions	0

# Commercial Operations Action report

## 03. Service Priorities









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.1.4	01. SMP CS - Work in partnership to deliver road safety preventative work	Undertake a programme of works to improve lighting levels in communities	31-Mar-2016		100%	<b>15/16:</b> Complete
CO.S.2.1	02. SMP SG - Promote and develop travel and transport that benefits our health and the environment	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2016		100%	<b>15/16:</b> Complete SCOTS now considering to draw this project to a close as all Councils now have a workable Road Asset Management Plan (RAMP).
CO.S.2.2		Compliance with Disabled parking legislation	31-Mar-2016		100%	<b>15/16:</b> Complete Processing all new requests within 6 months.
CO.S.2.3		Support Transport Scotland/Network Rail to progress detailed design and construction of Borders Rail	31-Mar-2016		100%	<b>15/16:</b> Complete
CO.S.2.4		Improve opportunities within Midlothian, continue to work with Regional/National Partnerships in delivering key transport projects.	31-Mar-2016		100%	<b>15/16:</b> Complete No new projects being progressed in 2015/16.
CO.S.2.5		Undertake a programme of work to improve road standards and footways	31-Mar-2016		100%	<b>15/16:</b> Complete 16 major capital schemes completed.
CO.S.2.6		Implement Core Path signage to remote paths outwith main settlements	31-Mar-2016		100%	<b>15/16:</b> Complete 100% of Core Paths now signed. Rural areas completed in 14/15 along with signage to and from Vogrie C.P. There are now 264 signs on the core path network.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.03.1	03. SMP SG - Improve sustainable waste management	Commence construction of food waste facility at Millerhill as part of Zero Waste Park	31-Mar-2016		80%	<b>15/16:</b> Off Target Contractor on site, delay in accepting food waste from the 01 January 2016 due to a health & safety issue. Anticipated start date June 2016.
CO.S.03.2		Increase Public awareness of recycling, continue to work within schools and the wider community, attend events and promote achievements and publicise changes in service delivery	31-Mar-2016		100%	<b>15/16:</b> Complete  Brown bin service restarted 7th March.  Waste Aware Team will undertake educational 'sticker' of bins once FRM report back on contaminated loads.  Bulky collections chargeable from 1 April 2016. Work done to prepare Contact Centre staff and to update website.  Graphic Designer and staff are working on new kerbside recycling collection calendar as the current version runs out at the end of May 2016.  Monitoring of all Recycling Points has taken place to ensure information provided on the Council website is accurate.
CO.S.4.1	04. SMP SG - Address Climate Change	Flood risk in Midlothian is managed through action plans	31-Mar-2016		100%	<b>15/16:</b> Complete Scottish Environment Protection Agency/Local Authority published FRM Strategy in December 2015 for LPD area. This will be used to produce Local Flood risk Management Plans in 2016.
CO.S.4.2		Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables	31-Mar-2016		100%	<b>15/16:</b> Complete All orders for vehicles have been placed four vehicles outstanding for delivery.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.05.1	05. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Explore opportunities for shared fleet services with East Lothian Council and NHS Lothian	31-Mar-2016		100%	<b>15/16:</b> Complete NHS Lothian still reviewing their requirements - Midlothian Council as lead for the Community Planning Partnership is seeking to provide an electric van as part of the low carbon funding
CO.S.05.2		Explore shared opportunities, services and knowledge with the partners in the ELBF group	31-Mar-2016		100%	<b>15/16:</b> Complete Reported to December 2015 Council. Council in the interim agreed to the formation of a "shadow" Joint Committee.
CO.S.05.4		Develop additional workstreams	31-Mar-2016		100%	<b>15/16:</b> Complete Service continues to explore opportunities to insource ASN (Additional Support Needs), Social Work and mainstream Education contracts. Changes to some staff contracts have been made and has allowed for further runs to be bought in house.
CO.S.06.1	06. Ensure that Council facilities are safe places to work and visit	Implement the 2015/16 objectives of the health and Safety Implementation plan	31-Mar-2016		100%	<b>15/16:</b> Complete. The Health & Safety Team plan has been delivered during 2015/16.
SMP.SG.CO.3.1	02. SMP SG - Promote and develop travel and transport that benefits our health and the environment	Develop infrastructure incidental to Borders Rail	31-Mar-2016		100%	<b>15/16:</b> Complete Link footway to the Newtongrange Mining Museum complete. Newtongrange signals work complete.











# Commercial Operations PI Report





## 03. Service Priority Performance Indicators

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.LPI.03	08. LPIs	Monitor the number of uplifts requested that are chargeable	569	131	254	468	825			<b>15/16:</b> Data Only Cumulative - 825.		Data collection only
CO.LPI.04	08. LPIs	Monitor the number of uplifts requested that are non chargeable	5,445	1,679	2,890	4,503	5,956			<b>15/16:</b> Data Only Cumulative - 5,956.		Data collection only
CO.LPI.06	08. LPIs	RL2: Percentage of all traffic light repairs completed within 48 hours	99%	98%	99%	99%	99.2%			<b>15/16:</b> Complete 245 out of 247 faults recorded were repaired with in 48 hours	98%	94.5% - Scottish Average
CO.LPI.09	08. LPIs	WM5: The percentage of abandoned vehicles that require to be removed by the council - removed within 14 days	100%	100%	100%	100%	50%			<b>15/16:</b> Off Target 12vehicle's reported as abandoned, 6 vehicles required to be uplifted. Cumulative 19 vehicles reported as abandoned in 15/16.	100%	



PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.LPI.07	01. SMP CS - Work in partnership to deliver road safety preventative work	Percentage of all street light repairs completed within 7 days	97.3%	98.5%	93.2%	95.4%	96.2%	✓	↓	<b>15/16:</b> On Target 1352 out of 1406 faults recorded were repaired within 7 days.	94%	Scottish Average 3.07 days
CO.S.1.4a		Number of lighting columns replaced	842	71	417	417	690	✓	↓	<b>15/16:</b> On Target As a result of an additional £1m capital funding the LED lighting replacement programme has been accelerated.	400	
CO.S.1.5a		% of the footpath network resurfaced	0.2%	0.09%	0.33%	1.2%	1.3%	✓	↑	<b>15/16:</b> Complete To date 8.25KM of the footway network has been resurfaced.	1.25%	Internal program me of works - benchma rk against target
CO.S.2.7	02. SMP SG - Promote and develop travel and transport that benefits our health and the environment	The % of the road network that should be considered for maintenance treatment (annual)(Formula)	30.7%	N/A	N/A	N/A	31.4%	✓	↓	<b>15/16:</b> Complete	32%	2012/13 Rank 10 Second Quartile
CO.S.2.2a		Process all applications for a new disabled parking bays within 6 months of receipt of application	100%	100%	100%	100%	100%	✓	▬	<b>15/16:</b> On Target 21 applications received and processed within 6 months.	100%	
CO.S.2.6a		Core path signage complete across Midlothian	100%	100%	100%	100%	100%	✓	▬	<b>15/16:</b> On Target	100%	
CO.LPI.01	03. SMP SG - Improve sustainable waste management	% of waste going to landfill	55.3%	22.3%	25.8%	35.8%	N/A	▬	▬	<b>15/16 :</b> Awaiting information from our contractors, returns into waste data flow will be available at Q1 16/17.	55.0%	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.S.03.2a	03. SMP SG - Improve sustainable waste management	Total tonnes of BMW sent to landfill	13,567	865	1,840	2,347	N/A			<b>15/16</b> : Awaiting information from our contractors, returns into waste data flow will be available at Q1 16/17.		Benchma rk against target
CO.S.4.2a	04. SMP SG - Address Climate Change	Percentage of Council fleet which is 'Green'	2.1%	2.1%	2.1%	2.1%	2.1%			<b>15/16</b> : On Target Currently have four fully electric vehicles and one Hybrid. £40,000 has been made available from Scottish Government for spend this financial year by CPP and orders have been placed for a further 5 Electric vehicles.	2.1%	
CO.S.06.1a	06. Ensure that Council facilities are safe places to work and visit	Percentage of actions in the Health and Safety Plan that are completed or on target	75%	25%	50%	75%	100%			<b>15/16</b> : Complete. The team have successfully delivered on the 2015/16 team plan going beyond the limits of the plan to meet the needs of Service Users.	100%	
CO.S.07.1a	07. Ensure sustainable strategy for the delivery of Council Services	Percentage of actions in the Civil Contingencies plan that are completed or on target	100%	25%	50%	75%	100%			<b>15/16</b> : Complete. The Contingency Planning work has focused on maintaining the current plans ahead of the planned Partnership Work with East Lothian Council.	100%	
CO.S.9a	09. Positive Destinations	Take on 5 apprentices across Commercial Operations		17	17	18	18			<b>15/16</b> : On Target Travel Team have 3 apprentices in this quarter. Road Services have 2 trainee technicians and 8 apprentices. Land Services have 5 trainees.	5	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.S.9b	09. Positive Destinations	Provide 250 working days for work placements across the range of services provided by Commercial Operations		250	1,138	1,452	1,650			<b>15/16: On Target</b> Cumulative 1650 hours provided in 15/16. During Q4 accommodated a higher than planned number of work placements and work experience placements for youngsters supporting the Council Policy to ensure Positive Destinations for young people leaving school. Placements we currently have are 2 from STEM, one works a full week the other does 15 hours per week. =612 hours. 1 from TOPS who does 8 hours per week, =96 1 from MiJet does 6 hours per week, =72 2 from LLE doing 15 hours per week and one doing 30 hours per week =540 hours Also we had 3 schools placements who have done one week each. =108 =1428 div 7.2 =198 days this quarter	250	
CO.S.9c	09. Positive Destinations	Provide 30 working days for senior school work experience placements across the range of services provided by Commercial Operations		60	121	146	161			<b>15/16: On Target.</b>	30	

## Local Government Benchmarking Framework - Commercial Operations



### Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
C&L4	Cost of parks and open spaces per 1000 population (LGBF)	£41,459	£41,896	£34,271	£31,074	£29,103	Data will be available in January 2017	14/15 Rank 14 (Second Quartile). 13/14 Rank 16 (Second Quartile)
C&L5b	Percentage of adults satisfied with parks and open spaces (LGBF)	78.3%	N/A	81%	91%	80%	Data will be available in January 2017	14/15 Rank 27 (Bottom Quartile). 13/14 Rank 6 (TOP Quartile)

### Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ENV1b	Net cost of waste collection per premise (annual) (LGBF)	Not measured		£76.47	£60.56	£29.85	Data will be available in January 2017	14/15 Rank 1 (TOP Quartile). 13/14 Rank 15 (Second Quartile)
ENV2a	Net cost of waste disposal per premise (annual) (LGBF)	Not Measured		£72.52	£56.61	£73.62	Data will be available in January 2017	14/15 Rank 6 (TOP Quartile). 13/14 Rank 2 (TOP Quartile)
ENV3a	Net cost of street cleaning per 1,000 population (LGBF)	£9,428	£9,772	£9,829	£10,165	£11,622	Data will be available in January 2017	14/15 Rank 9 (Second Quartile). 13/14 Rank 6 (TOP Quartile)
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	97.3%	14/15 Rank 8 (TOP Quartile). 13/14 Rank 24 (Third Quartile)

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
ENV4a	Cost of maintenance per kilometre of roads (LGBF)	£9,013	£6,488	£14,854	£11,281	£12,494	Data will be available in January 2017	14/15 Rank 29 (Bottom Quartile). 13/14 Rank 25 (Bottom Quartile)
ENV4b	Percentage of A class roads that should be considered for maintenance treatment (LGBF)	21.1%	22.7%	24.1%	22.1%	21.6%	20.4%	14/15 Rank 9 (Second Quartile) 13/14 Rank 9 (Second Quartile)
ENV4c	Percentage of B class roads that should be considered for maintenance treatment (LGBF)	25.2%	27%	30.4%	28.2%	24.4%	28%	14/15 Rank 8 (TOP Quartile) 13/14 Rank 13 (Second Quartile)
ENV4d	Percentage of C class roads that should be considered for maintenance treatment (LGBF)	32.1%	30.4%	28.7%	29.8%	32%	30.5%	14/15 Rank 11 (Second Quartile) 13/14 Rank 10 (Second Quartile)
ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment (LGBF)	35%	32.8%	36.1%	34.5%	34.4%	35.3%	14/15 Rank 10 (Second Quartile) 13/14 Rank 11 (Second Quartile)
ENV6	Percentage of total household waste that is recycled (LGBF)	44.1%	45.9%	45.1%	42.3%	46.9%	N/A	14/15 Rank 13 (Second Quartile) 13/14 Rank 18 (Third Quartile)
ENV7a	Percentage of Adults satisfied with refuse collection (LGBF)	79%	N/A	83%	76%	80%	Data will be available in January 2017	14/15 Rank 26 (Bottom Quartile) 2013/14 Rank 27 (Bottom Quartile)
ENV7b	Percentage of adults satisfied with street cleaning (LGBF)	69.7%	N/A	78%	71%	71%	Data will be available in January 2017	14/15 Rank 22 (Third Quartile) 13/14 Rank 24 (Third Quartile)

# Finance and Integrated Service Support Performance Report 15/16



## 01 Progress in delivery of strategic outcomes

The strategic focus of Finance and Integrated Service Support is on delivering transformational change in service provision as a means to secure financial sustainability and achievement of priority outcomes.

The key programmes which support this are:

- . The Review of Local Government Workers Pay and Grading
- . Delivering Excellence
- . The Council's Financial Strategy

These are supported by:

- . The Procurement Strategy
- . The Digital Strategy
- . The ongoing ISS review
- . The Council's People Strategy
- . The Council's Transformational Programme

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

### **Financial Stewardship and Sustainability Achievements**

- Completion of the 2015/16 Budget, addressing a shortfall of £7.6 million;
- Completion of the Q3 Financial Monitoring Reports to Council as part of the robust scrutiny of service financial performance demonstrating effective budgetary control across services.

### **Challenges and Actions**

- Develop budget projections, the impact of the Council Transformation Programme and the financial implications of investment decisions / priorities for 2017/18 to 2021/22;
- Complete financial monitoring for Q4 2015/16 and into 16/17 and continuing to work with service managers to maintain effective control over expenditure;
- Complete statutory 2015/16 Final Accounts by deadline of 30th June 2016;
- Continued Financial Services support for the Council Transformation Programme. Help shape and lead all strands of the programme, continue to revise savings profiles and regularly update on application of the fund;
- Continue to strengthen financial stewardship in a climate of reducing budgets and increasing service pressure. Continuing to elevate new policy or investment decisions to ensure that they are affordable and demonstrate best value.

### **Transformational Change Achievements**

- External Engagement for Delivering Excellence developed and first phase rolled out across Midlothian communities;
- number of key areas including Housing, Adult Social Care progressing well with Delivering Excellence
- Transformational Officer support in:
  - . Delivering the customer service strategy 2015-18 incorporating a comprehensive service review of the customer service function, channel shift, and business process redesign to improve and enhance service delivery and deliver transformation savings.
  - . The content migration of the new Council website.
  - . Delivering an in-house Court provision
  - . Developing a joint Curators Schemes with Edinburgh City Council and East Lothian.
  - . the delivery of end to end review of children's services (bringing two localities together and taking an end to end approach from referral to provision of services);
  - . Implementation of online contractual changes process within Employment and Reward
  - . Recruitment and Leavers review within Employment and Reward
  - . Review of Social work financial assessments process

- . End to end review of Registrars service underway
- . Violence against Women review with the Public Protection Unit
- . Review of the work being undertaken in 3 Priority Areas including review of structures to deliver, development of measurable outcomes that will demonstrate our progress on our 3 priorities
- d)Equalities
  - . Equality Outcomes & Equality Mainstreaming Reports 2016 – 2018 for East Lothian & Midlothian Health & Social Care Partnerships;
  - . the new joint East & Midlothian Integrated Impact Assessment process and training programmes (about to be launched in May);
  - . The Midlothian Council Equality Employee Monitoring Report 2015 – 2016 (May).
  - . Development of Mainstream Report for Midlothian and East Lothian Councils
  - . Review of Impact Assessment

#### **Challenges and Actions**

- a) Progress to support Services through Delivering Excellence;
- b) Continue to drive through the current Business Transformation programme;
- c) Drive forward the Equality Agenda with Services becoming confident in undertaking EQUIAs;

#### **Digital Strategy Achievements**

- a) PSN - Cabinet Office Compliance maintained
- b) Digital Strategy - a revised Digital Strategy which is in line with National Strategy has been approved by the Digital Strategy Group
- c) Asset Management & Investment Plan –successfully replaced significant number of old servers across the school estate in line with asset management and technical service delivery plan. Replacement of ageing assets (devices) within the School estate and Network Improvements through the Scottish Wide Area Network (SWAN) programme.

#### **Challenges and Actions**

- a) PSN – Ongoing compliance with PSN – Plans in place to maintain PSN Compliance for 2016/17.
- b) Utilising digital solutions and opportunities to deliver transformation al change to service provision across all service areas and with partners

#### **People Strategy Achievements**

- a) Workforce planning , a key strategic objective is progressing
- b) HR Policy reviews, a refreshed code of conduct and enhancement of Line long learning are progressing through the review of pay and grading
- c) Additional positive destination appointments, development and resourcing of team dealing with leavers, job evaluation and payroll projects.

#### **Challenges and Actions**

- a) Review of Local Government Worker Pay and Grading to conclude negotiations and secure Council agreement to progress as a collective agreement, and importantly the 'give and get' of the employee relationship.
- b) Supporting cultural shift as part of the rollout of Delivering Excellence to services. Drive forward the importance of making budgetary and performance improvements as part of this agenda.

#### **Procurement Achievements**

- a) Council achieved accreditation as a Living Wage Employer early in April 2016;
- b) Continued roll out of Purchase to Pay project and purchasing cards.

#### **Challenges and Actions**

- a) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
- b) Meet the requirements of the new EU Directives and the Procurement Reform (Scotland) Act 2014.

## **02. Emerging Challenges**

- Balancing future years budget against a backdrop of reducing government funding, increase service demands and demographic cost pressures
- Concluding and implementing the review of pay and grading
- Continuing to secure a shift in culture and behaviours across the Council, adapting and innovating in response to the many challenges services face
- Securing implements in the services provided by F&ISS and reducing the costs of these services
- Maintaining security over the Councils digital infrastructure and investing to maximise the impact technology has in both the corporate and learning environments

# Finance and Integrated Service Support PI summary

## 01.1 Outcomes and Customer Feedback









Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	22	7	9	14	17		15/16: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	11.5	1.6	2.17	3	13.55		15/16: Off Target		5	Number of complaints complete at Stage 1	11
											Number of working days for Stage 1 complaints to be Completed	149
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	24	13.5	13.5	13.5	13.5		15/16: On Target		20	Number of complaints complete at Stage 2	2
											Number of working days for Stage 2 complaints to be Completed	27
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	35.71 %	100%	100%	87.5 %	72.73 %		15/16: Off Target		95%	Number of complaints complete at Stage 1	11
											Number of complaints at stage 1 responded to within 5 working days	8
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	75%	100%	100%	100%	100%		15/16: On Target		95%	Number of complaints complete at Stage 2	2
											Number of complaints at stage 2 responded to within 20 working days	2

## 01.2 Making the Best Use of our Resources



Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 12.760 m	£ 9.929 m	£ 11.986 m	N/A		15/16: Performance against budget will be reported to the Council in June.		£ 9.693 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.89	1.69	2.13	3.39	4.53		15/16: On Target		8.26	Number of days lost (cumulative)	1,231.98
											Average number of FTE in service (year to date)	272.03



### 01.3 Corporate Health






Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	63.16 %	100%	100%	90.48 %	80.95 %		15/16: Off Target Actions which are off target are being address with individual managers concerned.		90%	Number of divisional & corporate priority actions	21
											Number of divisional & corporate priority actions on tgt/completed	17
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	91%	92%	91%	91%	90%		15/16: On Target		90%	Number received (cumulative)	2,309
											Number paid within 30 days (cumulative)	2,067
06. Improve PI performance	% of PIs that are on target/ have reached their target.	50%	0%	0%	100%	100%		15/16: On Target		90%	Number on tgt/ tgt achieved	1
											Number of PI's	1
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%		15/16: On Target 1 High Risk reviewed and reclassified as medium risk by Manager.		100%	Number of high risks reviewed in the last quarter	4
											Number of high risks	4





### 01.4 Improving for the Future







Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	80%	30.77 %	89.29 %	26.32 %	75.86 %		15/16: Off Target Appropriate action being taken to progress outstanding/overdue actions		90%	Number of on target actions	22
											Number of outstanding actions	29





# Finance and Integrated Service Support Action report



## 03. Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.1	01. SMP AHC - Staying at home - increased flexibility of local services/support	Develop the financial and resource arrangements required to support the Integration of Health and Social care, developing an action plan and implementing actions in the shadow year	31-Mar-2016		100%	<b>15/16:</b> Complete A report on the final financial assurance arrangements for the IJB was presented to Council in March and outlines the framework for 2016/17.
FISS.S.2.1	02. SMP SG - Support the local economy through the Ambitious Midlothian Plan	Implement a Procurement Strategy which places greater emphasis on social responsibility requirements such as training opportunities, living wage etc , imbeds the Public Sector Procurement portal	31-Mar-2016		100%	<b>15/16:</b> Complete Procurement Strategy 2015-18 complete and approved at Council on 23 June 2015
FISS.S.2.2		Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2016		75%	<b>15/16:</b> Off Target Work continuing to support local suppliers, meet they buyer event has been rescheduled for 2nd June 2016 due to elections.
FISS.S.3.1	03. SMP IOM - Increased positive destinations for adults and young people	Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any eternal recruitment to those leaving learning.	31-Mar-2016		100%	<b>15/16:</b> Complete CMT were given update on progress in April 2016
FISS.S.4.1	04. SMP IOM - Engagement with local employers	Adopt a revised Procurement Strategy which places greater emphasis on social responsibility requirements such as apprenticeships, and other opportunities for young people leaving learning	31-Mar-2016		100%	<b>15/16:</b> Complete Procurement Strategy 2015-18 approved at Council on 23rd June 2015

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.5.1	05. Ensure equality of opportunity as an employer	Deliver and embed second People Strategy and the actions targeted for 2015/16 to ensure that our workforce is positive, motivated, high achieving, well led and well managed and there is an understanding about the employee proposition	31-Mar-2016		75%	<b>15/16: Off Target:</b> Actions progressing in line with agreed People Strategy. Code of Conduct, Policy development, and lifelong learning all part of low pay negotiations
FISS.S.5.2		Manage MiFuture to ensure that Switch (Staff working in transition) and Internal Jobs Market support flexibility as our workforce reduces and our service requirements change to ensure that our workforce matches the needs of services and service users.	31-Mar-2016		100%	<b>15/16: Complete</b> Service reviews being supported through HR/OD support. Latest SWITCH statistics are: Total number of people who have entered SWITCH - 86. Number of people currently in SWITCH as at 31 March 2016 – 23. Unfunded placement 2 and funded placement 21. VSER taken 32 Redeployed staff 30 into posts.
FISS.S.6.01	06. Ensure sustainable strategy for the delivery of Council Services	Maintain momentum of the ISS Project to transform Service support, improve customer service, effectiveness and efficiency of service provision	31-Mar-2016		100%	<b>15/16: Complete</b> Business Services structure was approved and implemented in Q4.
FISS.S.6.03		Implement Committee Management system and functionality	31-Mar-2016		100%	<b>15/16: Complete</b> <b>Phase 1: Democratic Services Team</b> The system is Live within the Democratic Services Team and has been launched on the Midlothian website for public access. Security permissions have been configured and rollout to Executive Officers and Executive Officer Support has been completed.  <b>Phase 2: Report Authors</b> Work has commenced on the set up of the business manager module. The CMS team and the Total Document Management team will work in conjunction to establish the process for the submission of reports to committees. Initial discussions have taken place and a workshop is planned in April.



Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.6.04	06. Ensure sustainable strategy for the delivery of Council Services	Strengthen our Maximising Attendance policies as part of the overall policy review July 2015 with an emphasis on early intervention to reduce overall sickness absence. Adopt revised policies and deliver on the actions planned for 2015/16	31-Mar-2016		75%	<b>15/16:</b> Off Target Changes to the HR/OD Policies are being progressed as part of the review of low pay. The employees Code of Conduct is in the process of being improves and updated - request made to extend due date to October 2016.
FISS.S.6.05		Achieve PSN compliance	31-Mar-2016		100%	<b>15/16:</b> Complete PSN Accreditation now confirmed (on 27th April 2016 for another year) Digital Services will continue to monitoring and review all Council services to ensure PSN compliance is maintained.
FISS.S.6.06		Achieve the targets set out in our procurement Contract Delivery Plan to deliver cashable savings	31-Mar-2016		100%	<b>15/16:</b> Complete Contract Delivery Plan complete and endorsed at Council. All actions/contracts being delivered to timescale. No saving target has been set against the contract delivery plan, all savings identified and delivered through the tendering process will be reported and harvested.
FISS.S.6.07		Completion of the unaudited Statutory Accounts for 2013/14 to ensure that we maintain strong financial management and stewardship	31-Mar-2016		100%	<b>15/16:</b> Complete Unaudited accounts were completed in June and approved by Audit Committee and Council. They were submitted to the Councils auditors in advance of the statutory deadline of 30th June.
FISS.S.6.08		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2014/15	31-Mar-2016		100%	<b>15/16:</b> Complete Audited Accounts completed with an unqualified opinion.
FISS.S.6.09		Deliver quarterly financial reports an commentary to Council	31-Mar-2016		100%	<b>15/16:</b> Complete Quarter 3 Monitoring Reports for both General Fund and Housing Revenue Account revenue and capital were presented to Council in February. This contributes to the Council priority of maintaining robust financial stewardship. The reports give CMT and members a full assessment of the financial health of the Council, highlights performance issues against budget, emerging pressures and provides an update on the Council's useable reserves strategy.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.6.10	06. Ensure sustainable strategy for the delivery of Council Services	Deliver and monitor financial strategy for 2015/16 to 2017/18 to support Council setting the 2015/16 Council tax and a balanced budget	31-Mar-2016		100%	<b>15/16: Complete</b> The financial strategy was presented to the Council on 17th February 2015.
FISS.S.6.11		Provide a regular and robust assessment of savings arising from BTB programme and costs of the programme activities	31-Mar-2016		100%	<b>15/16: Complete</b> The latest position on Business Transformation Funds utilisation and savings achieved to date against targets was incorporated in the Quarter 3 Financial Monitoring Report. This gives visibility on the value of funds invested in the Transformation programme and the resultant budgetary savings. Investing in Business Transformation approved workstreams contributes to the longer term financial sustainability of the Council.
FISS.S.6.12		Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2016		40%	<b>15/16: Off Target</b> Following abandonment of upgrade to Integra 2 in February, implementation of purchasing cards has recommenced with focus on Schools.
FISS.S.6.13		Achieve the actions set out in the Total Document Management project plan	31-Mar-2016		100%	<b>15/16: Complete</b> <b>General - Education Access to CS10</b> The test environment has been configured and successfully accessed from an Education user account. This functionality will provide the same access to CS10 across both Corporate and Education networks. The next step is to configure live and enable the Employment and Reward contractual changes workflows for Education users. <b>Employment &amp; Reward Workstream</b> Implementation of workstream has been completed. <b>Purchase To Pay Workstream</b> Full end to end testing has been completed successfully by the P2P team with support from TDM team. Further progression to a live pilot is dependent on the the Integra upgrade which is planned for September 2016. <b>Business Services Workstream</b> User testing and pilot on the workflow to support the administration of mobile phones has been completed. Training for mobile phone administrators is planned for April. The introduction of the new process is planned for early May. <b>Policies and Procedures Workstream</b> HR and Employment & Reward policies and procedures is





Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						<p>Live via the intranet portal. The TDM team and Digital Services are working with Health &amp; Safety and Contingency planning to migrate their policies and procedures to the portal. Digital Services are developing a generic portal module that will support future roll out of the portal to other service areas.</p> <p><b>Executive Officer Support</b></p> <p>The TDM Board have agreed that this implementation should progress in 4 phases - Executive Officer Support (Admin), Casework, Meetings/Committee reports and Executive Officers. Work is progressing with the Executive Officer Support (Admin). The scope for Casework and Meetings/Committee Reports has been agreed.</p>
FISS.S.6.14	06. Ensure sustainable strategy for the delivery of Council Services	Complete introduction of the Council's Managed Print Service	31-Mar-2016		100%	<p><b>15/16: Complete</b></p> <p>Introduction of MPS completed. Handover from implementation to business as usual completed. Contract management arrangements in place with Xerox to monitor performance and print volumes.</p>
FISS.S.6.15	06. Ensure sustainable strategy for the delivery of Council Services	To deliver the 2015/16 internal audit plan providing independent assurance on the management of risk (including corporate risks) and on the strength of internal controls within the Council to manage these risks.	31-Mar-2016		80%	<p><b>15/16: Off Target</b></p> <p>Overall 28 separate pieces of audit work have been completed for 2015/16. 3 pieces of work are at the reporting stage and fieldwork is underway for another 5. 2 audits have been carried forward to the next year's plan on the basis that unplanned audits were carried out on the Integrated Joint Board following the Council being appointed as the lead audit team for the IJB. The audit plan for 2015/16 is anticipated to be complete by the end of June, the target date.</p>





# Finance and Integrated Service Support PI Report

## 03. Service Priority

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
FISS.S.6.06a	06. Ensure sustainable strategy for the delivery of Council Services	Percentage of actions in the Contract Delivery Plan that are completed or on target	100%	75%	75%	100%	100%			<b>15/16:</b> On Target All contracts are on target.	100%	

## 03. Service Priorities relating to the Local Government Benchmarking Framework

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORP6	Benchmarks	Sickness Absence Days per Employee (All employees)	8.85	2	3.36	5.76	8.29			<b>15/16:</b> Off Target Organisational Development and Human Resources are continuing to upskill managers to maximise attendance in their service areas.	8	14/15 13/14 Rank 8 (TOP Quartile)
CORP6aiii	Benchmarks	Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	5.5	1.02	1.08	2.42	4.17			<b>15/16:</b> Data Only There is a decrease in the number of sickness/absence days per teacher from 5.5days in 14/15 to 4.17 days in 15/16. HR are continuing to support		14/15 Rank 6 (Top Quartile) 13/14

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
										services in reducing sickness absence by providing advice on individual cases and attending sickness absence meetings as well as identifying trends within their services.		Rank 5 (Top Quartile)
CORP6biii	Benchmarks	Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	10.11	2.36	4.3	7.13	9.9			<b>15/16: Data Only</b> There is a decrease in the number of sickness/absence days per teacher from 10.1 days in 14/15 to 9.9 days in 15/16. HR are continuing to support services in reducing sickness absence by providing advice on individual cases and attending sickness absence meetings as well as identifying trends within their services.		14/15 Rank 11 (Second Quartile) 13/14 Rank 14 (Second Quartile)
CORP8	Benchmarks	Percentage of invoices sampled and paid within 30 days (LGBF)	93.0%	95.0%	93.0%	91.0%	90.0%			<b>15/16 : Off Target</b> The percentage of invoices paid within 30 days has fallen from 93% in 2014/15 to 90% in 2015/16. The percentage total value of invoices paid within 30 days is 96.8%.  Managers will be reminded of their obligation to pay suppliers within the 30 day payments terms. The Purchase to Pay project has a number of workstreams that will change the way we process payments to suppliers	95.0%	14/15 Rank 15 (Second Quartile) 13/14 Rank 11 (Second Quartile)



# Local Government Benchmarking Framework - Finance and Integrated Service Support



Corporate Services								
Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
CORP1	Central Support services as a % of Total Gross expenditure (LGBF)	4.24%	4.15%	3.56%	4.39%	5.26%	Data will be available in January 2017	14/15 Rank 20 (Third Quartile) 13/14 Rank 11 (Second Quartile)
CORP2	Corporate and democratic core costs per 1,000 population (LGBF)	£42,210.99	£34,939.91	£48,041.31	£44,663.52	£42,036.89	Data will be available in January 2017	14/15 Rank 25 (Bottom Quartile). 13/14 Rank 25 (Bottom Quartile)
CORP3b	The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	48.8%	47.7%	44.6%	14/15 Rank 25 (Third Quartile). 13/14 Rank 24 (Third Quartile)
CORP3c	The gender pay gap between average hourly rate of pay for male and female council employees	New for 15/16					£0.68	
CORP6aiii	Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	New for 13/14			5.25	5.5	4.17	14/15 Rank 6 (Top Quartile) 13/14 Rank 5 (Top Quartile)
CORP6biii	Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	New for 13/14			10.05	10.11	9.9	14/15 Rank 11 (Second Quartile) 13/14 Rank 14 (Second Quartile)
CORP8	Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	90.0%	14/15 Rank 15 (Second Quartile) 13/14 Rank 11 (Second Quartile)

# Property & Facilities Management Performance Report 15/16



## 01. Progress in delivery of strategic outcomes

**Asset Management Rationalisation:** Through 2015/16 the EWIM programme has completed the reorganisation of Midlothian House second floor and the conversion of Croft Street. This has resulted in staff relocations from satellite offices and the closure and disposal of these buildings.

The depot design and feasibility study has now concluded with a report to Council for the consolidation of several buildings into a purpose built facility on the economic development land at Hopefield. Discussions are ongoing with the blue light services for their inclusion in our proposals.

A year of consultation and research into the feasibility of a new Council Headquarters building and subsequent regeneration of Dalkeith Town Centre was presented to a Seminar of Council during Q4. A full detailed report will be delivered to Council in May.

**Phase 2 Housing:** 127 houses at Jackson Street, Craigiefield and Eastfield Drive have been completed within budget and handed to Housing for occupancy.

New sites at Edgefield Road, Polton Street and two sites at Stobhill Road have commenced following the issue of consent for a further 96 units.

Service disconnections at Newbyres are complete allowing the demolition process to start. This will be done in a controlled manner to allow inspections by all interested parties of the foundations and substructures. The legal process to recover losses incurred is moving towards writs being served on 3 parties.

Potential sites for the remainder of Phase 2 and the future Phase 3 sites are being assessed from existing land assets including those arising from EWIM initiatives.

**Sport and Leisure:** Strategic plan discussions involving all directorates and the NHS are ongoing, including Sportscotland, based on the previous One Team One Vision strategy.

Additional investment in Active Living staff to augment the NHS referral team is being considered. This should realise considerable savings to the IJB budget through preventative exercise rather than prescribed medicine/consultation.

The introduction of free swimming during school holidays has seen over 3,000 children using this initiative. This has now been extended to include Dalkeith Campus.

Scottish Rugby used Midlothian Sports Awards video to highlight their Modern Apprentice Community Coach programme where Amy Sanderson - award winning coach of the year is now working with 10 additional primary schools to offer rugby this year. The Council has grown women's rugby to a level where there is now a Midlothian squad.

Scottish FA Quality Mark awards for Midlothian Clubs; Penicuik Athletic FC achieved the Scottish FA Quality Mark Legacy Award. Easthouses CFC and Dalkeith Thistle CFC moved up to Development level and St Bernards FC and Newtongrange Youth Development Academy achieved Standard level.

Active schools have introduced Sportshall Athletics for P6/7 children. This year, 427 pupils from 22 Midlothian primary schools took part over the 4 heats at Gorebridge Leisure Centre.

**Carbon Management:** Climate Energy Efficiency Fund (CEEF) is ending in April 2016. The Scottish Government and the Green Investment Bank, SALIX, have confirmed that existing funds can be retained and additional match funding will be released for investment in carbon reduction measures.

Work towards an energy company continues with discussion centred on the opportunity at Shawfair and potential solar farms.

Current initiatives including LED lighting, building consolidation, and the use of better insulation materials have resulted in saving 1000 tonnes of CO2 ahead of targets.

## 02. Emerging Challenges

### **Facilities Services**

1. The effects of increasing nursery provision will affect both services which will stretch already fully utilised services.
2. To develop menus that are acceptable to pupils but comply with legislation, particularly in High School (future concerns regarding sugar tax and reformulation of nutritional standards).
3. Absence and vacancy issues are still a challenge for managers on a daily basis to keep units and kitchens staffed to meet demands of our services.
4. Negotiating private cleaning contract with Melville Housing and looking at working partnerships with NHS Lothian and CRB.

### **Building Services**

1. Delivery of major works programmes with small internal team against a rising market of costs and labour shortage. 4x Primary schools, 1 Secondary school, Complex Care home, Phase 2 Housing sites, Woodburn Hub, EWIM 2 inclusive of Buccleuch House, Pentland and Midfield House refurbishments.
2. £157.000 new funding secured from Scottish Government and Energy company obligation to deliver the external wall insulation scheme throughout Midlothian.
3. Recovery of Scottish Water contributions £500,000 to projects over 5 years old.
4. Maintaining progress on programme on the schools projects at Newbattle, Paradykes, Roslin, Bilston and Gore Glen.

### **Property Assets**

1. Improvement plan is being prepared with proposals for investment in the environment of aging industrial estates and immediate areas. Will require cross sectional/directorate working to achieve desired outcomes.
2. A comprehensive Asset Register identifying those buildings required for Council receipt is now complete but requires management in accordance with Council policy and the emerging Community Empowerment Act.
3. Integrating new Government legislation from the emerging Community Empowerment Act into the Council's Asset Transfer Policy.

### **Sport & Leisure**

1. Introduction of a new Point of Sale system, following the tender analysis, without disruption to ongoing service.
2. Fees and charges increases take effect from 1 April, Sport and Leisure will monitor the effect on footfall and income levels.

# Property & Facilities Management PI summary









## 01.1 Outcomes and Customer Feedback

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	937	199	395	555	813		15/16: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	2.03	1.6	1.6	2.15	2.2		15/16: On Target.		5	Number of complaints complete at Stage 1	749
											Number of working days for Stage 1 complaints to be Completed	1,647
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	30.5	4	4.5	8.57	7.63		15/16: On Target		20	Number of complaints complete at Stage 2	9
											Number of working days for Stage 2 complaints to be Completed	61
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	93.59 %	94.68 %	95.39 %	95.07 %	95.33 %		15/16: On Target		95%	Number of complaints complete at Stage 1	749
											Number of complaints at stage 1 responded to within 5 working days	714
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	75%	100%	100%	100%	100%		15/16: On Target		95%	Number of complaints complete at Stage 2	9
											Number of complaints at stage 2 responded to within 20 working days	8



## 01.2 Making the Best Use of our Resources

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	N/A	£ 12.91 2 m	£ 13.76 3 m	£ 13.14 2 m	N/A		15/16: Performance against budget will be reported to the Council in June.		£ 13.68 8 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	8.74	2.11	3.72	6.53	9.58		15/16: Off Target Work ongoing within service area to address issues of sickness absence		8.50	Number of days lost (cumulative)	5,331.24
											Average number of FTE in service (year to date)	556.41

### 01.3 Corporate Health




Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%	100%	100%		<b>15/16:</b> On Target		90%	Number of service & corporate priority actions	27
											Number of service & corporate priority actions on tgt/completed	27
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	86%	88%	85%	84%	83%		<b>15/16:</b> Off Target Timely processing of invoices is being addressed with managers.		85%	Number received (cumulative)	17,576
											Number paid within 30 days (cumulative)	14,646
06. Improve PI performance	% of PIs that are on target/ have reached their target.	88.89 %	84.38 %	93.75 %	81.25 %	87.5 %		<b>15/16:</b> Off Target Improvement actions are being put in place to bring PIs back on target.		90%	Number on tgt/ tgt achieved	28
											Number of PI's	32
07. Control risk	% of high risks that have been reviewed in the last quarter	0%	0%	0%	0%	0%		<b>15/16:</b> No high risks identified		0%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0







### 01.4 Improving for the Future

Priority	Indicator	2014/ 15	Q1 2015/ 16	Q2 2015/ 16	Q3 2015/ 16	2015/16				Annual Target 2015/ 16	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions in progress	100%		50%	80%	0%		<b>15/16:</b> Off Target 2 actions still outstanding from 2015 audit programme.		90%	Number of on target actions	0
											Number of outstanding actions	2

# Property & Facilities Management - Action report

## 03. Service Priorities








Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.1.1	01. SMP GIRFEC - Deliver services that aim to prevent children and young people, their families and carers needing additionally support.	Continue to provide high quality nutritional school meals	31-Mar-2016		100%	<b>15/16:</b> Complete All school menus are continuing to meet nutritional standards. P1-3 meals uptake is achieving on average 89% above the Scottish Government target of 75%. Visit from Scottish Government minister to Penicuik HS recognised the work that has been put into the sourcing and joint working we have done with the school.
PFM.S.1.2		Promote and deliver Active Schools and Get Going programmes to school children	31-Mar-2016		100%	<b>15/16:</b> Complete Ongoing promotion through "Get Going with Active Schools" campaign in partnership with Active Schools Team. Primary and Secondary school age programmes (9 weeks) delivered termly Get Going maintenance sessions "Keep Going" delivered weekly. We have in place 8 Get Going initial 1-2-1s 1 Primary age Get Going Programme 1 Counterweight programme 11 Keep Going sessions
PFM.S.2.1	02. SMP GIRFEC - Raise the educational attainment and achievement of children and young people	Undertake programme of work to improve/upgrade Primary School Estate - Bilston, Gorebridge, Roslin, Paradykes Primary School	31-Mar-2016		100%	<b>15/16:</b> Complete <b><u>Bilston</u></b> 1. Works are ongoing. 2. Co-ordination of the decant arrangements is underway with the main contractor and school. <b><u>Gorebridge</u></b> 1. Works ongoing and still on programme. <b><u>Paradykes and Roslin</u></b> 1. Planning consent achieved 12th of January for both the new combined community facility and the new housing site. 2. Tender for the project returns 15th of April at 12 noon. 3. Start on site currently estimated for May with completion still planned for early August 2017. This will be reviewed once the main contractor's tender programmes have been returned. 4. The project remains within budget.







Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.2.2	02. SMP GIRFEC - Raise the educational attainment and achievement of children and young people	Undertake programme of work to delivery improvement/upgrade High School Estate - Newbattle High School	31-Mar-2016		100%	<b>15/16: Complete Newbattle</b> 1. Works have commenced on site and remain on programme 2. Grouting package is complete and the contractor is about to commence the earthworks package. 3. Completion of the building element scheduled for 30th of March 2018.
PFM.S.3.1	03. SMP IOM - Increased positive destinations for young people	Maintain the percentage of trainees completing courses through training and employability sources	31-Mar-2016		100%	<b>15/16: Complete</b> 24 trainees in Q4
PFM.S.3.2		Ensure all contracts include where possible for the engagement of local businesses	31-Mar-2016		100%	<b>15/16: Complete</b> All contracts contain a clause to include local labour
PFM.S.4.1	04. SMP SG - Address climate change	Review and implementation of recommendation from the Carbon Reduction Commitment (CRC) plan	31-Mar-2016		100%	<b>15/16: Complete</b> Climate Energy Efficiency Fund (CEEF) ending in April 2016. Scottish Government and Green Investment Bank SALIX have confirmed that the fund can be retained and if commitment made to continue to invest in carbon reduction measures initial fund will be match funded. Midlothian has agreed to this and a programme of further CO2 reduction works have been developed and will be instigated in the forthcoming months. Investment requires a repayment within 4-8 years for further reinvestment. Progress on Building Management Controls remains dependant on action to address firewall/intranet issues.
PFM.S.4.2		Identification and instigation of projects as recommended as part of the Carbon Management Plan	31-Mar-2016		100%	<b>15/16: Complete</b> Progress has been made with grid connections although Scottish Power Networks have confirmed that there is limited network capacity which will delay early implementation. Options are being considered to secure capacity where possible; opportunities for direct use of solar energy by the Council/storage are being investigated as a potential means of reducing carbon and generating income.
PFM.S.4.3		Energy saving measures for housing	31-Mar-2016		100%	<b>15/16: Complete</b> Ongoing programme of energy savings initiative being implemented to maximise grant awards.



Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.5.1	05. SMP SG - Provision of more social housing taking account of local demand	Progress Phase 2 of capital plan new build programme	31-Mar-2016	✓	100%	<b>15/16:</b> Complete 127 houses built to date on Phase two sites. A further 96 units currently under construction are: <ul style="list-style-type: none"> <li>. 41 units at Edgefield Road</li> <li>. 18 units at Polton Street</li> <li>. 37 units at Stobhill</li> </ul> Site (51b) at Stobhill Road due to commence in May 2016. Discussions for Newbyres housing mix brief ongoing. Demolition ongoing – due to complete June 2016. Establishing final sites to complete the phase 2 project still requiring agreement with housing.
PFM.S.6.1	06. SMP AHC Enable people with complex needs to live in a homely setting in Midlothian	Undertake adaptations to houses for those with specific needs	31-Mar-2016	✓	100%	<b>15/16:</b> Complete To the end of March 2016, 309 minor adaptations have been completed and 50 Major adaptations of ramps and wet floor bathrooms have been completed.
PFM.S.7.1	07. SMP AHC - Improve access to services	Undertake adaptations to public buildings	31-Mar-2016	✓	100%	<b>15/16:</b> Complete No funding made available for this work
PFM.S.7.2		Promote and deliver MAC and Ageing Well programmes to 50+ age groups	31-Mar-2016	✓	100%	<b>15/16:</b> Complete Ageing Well organised a social event to help tackle social isolation in the form of a quiz night with over 50 in attendance. Ageing Well spoke about their experiences in care homes delivering activities and Senior Games at a national networking event. Ageing Well also spoke at the annual Age Scotland conference in Perth on the success of walking football and launched the walking football network in Toryglen alongside former players. The project now has 38 active volunteers including 6 new volunteers who completed the walk leader training this quarter. An updated activity brochure has been produced and a leaflet designed to promote walking has also been designed and printed. Ageing Well piloted a new spin cycling class in Mayfield to specifically target more men into the being active. This was a great success and will be offered on a weekly basis in the near future.
PFM.S.8.1	08. Enhance services to promote mental health and wellbeing	Promote and maintain uptake and use of leisure facilities	31-Mar-2016	✓	100%	<b>15/16:</b> Complete Extract from Tonezone Marketing Plan that is part of the Sport and Leisure Business Plan 2015/2016 - January / February promotion - Join for £5.00 - joining fee is £5.00. Refer a friend - new members. MAC (Midlothian Active Choices) - Newsletter distributed to 3,500 approx. clients MAC Awards annual event 100+ attendees.





















Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.9.1	09. Home Safety	Design appropriate future developments in accordance with Secure by Design Principles	31-Mar-2016		100%	<b>15/16:</b> Complete All Housing contract documents contain a clause to demand secure by design certification.
PFM.S.10.1	10. Improve current standards of housing to comply with SHQS	Undertake programme of work to upgrade Council Houses to the Scottish Housing Quality Standard by 2015.	31-Mar-2016		100%	<b>15/16:</b> Complete Works to chimneys roughcast, rainwater goods, smoke alarms and bathrooms, door entry systems, distribution boards and removal of lead pipe water supplies are ongoing. Programmes of windows, doors and external works for the Mayfield and Cameron Crescent area have commenced.
PFM.S.11.1	11. Delivery of high quality Property Maintenance Services	Delivery of high quality Property Maintenance Services	31-Mar-2016		100%	<b>15/16:</b> Complete Monitored through satisfaction surveys and Feedback forms.
PFM.S.12.1	12. Delivery of high quality Facilities Management Services	Delivery of high quality Facilities Management Services	31-Mar-2016		100%	<b>15/16:</b> Complete Facilities Service continues to deliver high quality services. The service level agreement was reviewed and updated in Feb 2016. Ongoing negotiations with Education to implement the changes to reflect the efficiencies savings within the janitorial and cleaning services and work towards roll out at the start of the new school year. Staff training remains a priority to fulfil all building cleaning and janitorial functions and a new training plan has been introduced in Q4.
PFM.S.14.1	14. Links to transformation strategy	Implement/set programme of office closures within Council estate	31-Mar-2016		100%	<b>15/16:</b> Complete EWiM Phase 2 main contract Section 1 (Midlothian House 1st floor), Section 2 (Croft Street) and Section 4 (Midlothian House 2nd floor) – Section 1 (Midlothian House 1st floor), Section 2 (Croft Street), Section 4 (Midlothian House 2nd floor) are complete; Section 3 (Buccleuch House) on hold due to debate over Dalkeith Town Centre regeneration
PFM.S.15.1	15. Delivery of high quality Healthy Living Service	Upgrade to Sport and Leisure Facilities	31-Mar-2016		100%	<b>15/16:</b> Complete Lasswade MUGA will see work start in June 2016 on a 2g MUGA (Multi Use Games Area) for Lasswade Centre that will also include tennis. New Goals and fencing being looked at to complete the Grass pitches at Lasswade Centre.
PFM.S.15.2		Delivery of high quality Healthy Living Service	31-Mar-2016		100%	<b>15/16:</b> Complete Update on Memberships as following: 5,292 members, 1,190 Platinum, 717 Gold, 2,160 Silver, 407 Bronze, 573 Active Golden members and 223 Teenzone Members. Tonezone Marketing Plan was launched in April with different campaigns concentrating on retention. We have 256 member more than this time last year









Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.16.01	16. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Meet the educational needs of increased numbers of pupils in Midlothian	31-Mar-2016		100%	<b>15/16:</b> Complete Bilston and Gorebridge projects on target for August 2016.
PFM.S.16.02		Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2016		100%	<b>15/16:</b> Complete 3 monthly reports for both projects agreed and approved.
PFM.S.16.03		Ensure new and existing facilities are developed to comply with new legislation	31-Mar-2016		100%	<b>15/16:</b> Complete Two current schools under development meeting all legislative requirements.
PFM.S.16.04		Deliver Facilities Management and Maintenance induction, monitoring and support to new and existing Head Teachers	31-Mar-2016		100%	<b>15/16:</b> Complete Induction required and completed for two new Head Teachers year to date.
PFM.S.16.05		Ensure facilities meet the needs of all Midlothian pupils	31-Mar-2016		100%	<b>15/16:</b> Complete All developments meeting Scottish School Estates Standards and complying with School Premises Regulations.
PFM.S.17.1	17. Review of Council's Asset Register	Prepare and implement a rolling review of rents of the Council's non-operational land and buildings	31-Mar-2016		100%	<b>15/16:</b> Complete The rolling programme of lease renewals continues to be progressed with inroads being made into the previous backlog and moderate rental increases combined with the implementation of new lease structures being achieved.

# Property & Facilities Management PI Report







## 03. Service Priorities









PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.LPI.03	12. Delivery of high quality Facilities Management Services	Monthly number of meals prepared/monthly labour hours across production and dining centres.	8.59	9.14	10.83	11.42	10.3			<b>15/16:</b> On Target Kitchens continue to perform above the target labour hours	8	8.46- Average per family group 2013/14 (APSE)
PFM.LPI.04		Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	64.5%	72.8%	72.8%	72.8%	72.8%			<b>15/16:</b> On Target School meal census published June 15 shows Midlothian uptake is 72.8%, national average is 64.8%	60%	Scottish Government Annual Survey of School Meals 2015 64.8%
PFM.LPI.05		Achieve greater than the Scottish average in the annual school meal census (High Schools)	77.7%	70.1%	70.1%	70.1%	70.1%			<b>15/16:</b> On Target School meal census published in June 15 showed Midlothian High School uptake at 70.1% against a national average of 44.2%	60%	Scottish Government Annual Survey of School Meals 2015 44.2%

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.LPI.09	10. Improve current standards of housing to comply with SHQS	Progress of bathroom replacement programme	1,039	112	177	287	377			<b>15/16:</b> On Target 377installations complete against target of 311 to be completed by end of Q4. 100% Satisfaction.	311	
PFM.LPI.10		Progress of roughcast programme	89	0	0	0	0			<b>15/16:</b> Off Target There are no properties being roughcasted in 15/16. Tender has now been issued and works will commence in Q1 2016/17	44	
PFM.S.1.1a	01. SMP GIRFEC - Deliver services that aim to prevent children and young people, their families and carers needing additionally support.	% uptake of Primary School meals - aim to maintain at 11/12 level (LPI)	77%	72.8%	78.35%	78.2%	81.4%			<b>15/16:</b> On Target	60%	50.07% - Average per family group (APSE 13/14)
PFM.S.1.1b		% uptake of High School meals	47.8%	45.6%	41.3%	52.4%	51.9%			<b>15/16:</b> On Target Good performance P11 & 12, however P13 down as new outside take aways become an option for pupils.	50%	43.89% - Average per family group 2013/14( APSE)
PFM.S.1.2a		Number of distinct activities - Active Schools and Get Going programmes to school children	40	55	55	50	50			<b>15/16:</b> On Target Active Schools and Get Going programme delivered 40 or more distinct activities.	40	
PFM.S.3.1a	03. SMP IOM - Increased positive destinations for young people	Number of trainees within service completing courses	22	17	21	18	32			<b>15/16:</b> On Target	15	









PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.3.1b	03. SMP IOM - Increased positive destinations for young people	Number of trainees within Property Maintenance completing courses	10	10	15	15	15			<b>15/16: Target Achieved</b> Total Number of apprentices 5 moving to year 2. Four team leaders, 1 Painter and 1 planner now attending college to obtain an HNC plus 1 Maintenance Surveyor undertaking a degree. 3 new Apprentices now in post.	10	
PFM.S.3.1c		Number of trainees within Facilities Services completing courses	3	3	4	1	7			<b>15/16: On Target</b> FM have two work experience placements, catering have 2. Catering also has 3 staff attending college for SVQ Level 2 Food Production	3	
PFM.S.3.1d		Number of trainees within Sport and Leisure completing courses	9	4	2	2	10			<b>15/16: On Target</b> During Q 4 two people have been employed on a casual basis as Lifeguards at the Lasswade Centre. They previously attended their NPLQ training course within (National Pool Lifeguard Qualification) Midlothian Leisure Centres to become Lifeguards. Total for quarter three is 2 people. Total for year is 10 people with a positive destination.	1	
PFM.S.3.2a		Percentage of contracts engaging in local businesses	100%	100%	100%	100%	100%			<b>15/16: On Target</b> All Contracts have local business clauses inserted.	100%	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.4.1a	04. SMP SG - Address climate change	Reduction in carbon emissions from Council premises	4,335	15,760	15,043	13,630	12,851	✓	↓	<b>15/16:</b> On Target Conversion factors vary based on market conditions and adopting the actual published conversion factors results in 12,851 CO2t, an actual saving of 1000 tonnes of CO2 over our target of 13852 CO2t.	13,852	Benchma rked internally against target from 06/07 of 6213 tonnes over a 5 year period. To date we have achieved a carbon reduction of 7450 tonnes
PFM.S.5.1a	05. SMP SG - Provision of more social housing taking account of local demand	Number of new build council houses	77	91	91	91	91	✓	↑	<b>15/16:</b> On Target 91 properties completed by end of Q4.	91	
PFM.S.6.1a	06. SMP AHC Enable people with complex needs to live in a homely setting in Midlothian	Number of adaptations requested and completed	100%	100%	100%	100%	100%	✓	▬	<b>15/16:</b> On Target To the end of March 2016 309 minor adaptations have been completed and 50 Major adaptations of ramps and wet floor bathrooms have been completed.	100%	



PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.7.2c	07. SMP AHC - Improve access to services	Number of activities offered by Ageing Well and MAC 50+ age groups	24	24	24	24	50			<b>15/16:</b> Target Achieved MAC and Ageing Well delivered over 24 distinct activities on a weekly basis over this quarter. 202 referrals in the quarter. 66 MAC+ classes 70 Initial 1-2-1 consultations 3,5 12 week reviews 182. 1-2-1 gym sessions During this quarter Ageing Well have offered 50 classes per week attracting over 600 people each week. We offered 4 kinds of dance classes, class based exercise including tai chi, pilates, yoga, aquafit, relaxation and keep fit and groups run by volunteers which include new age kurling, health walks, table tennis and walking football.	16	
PFM.S.08.1a	08. Enhance services to promote mental health and wellbeing	Number of attendances per 1,000 population to all pools	3,040	620	1,310	2,110	2,870			<b>15/16:</b> Off Target Total wet side usage figures for Q4 show 80,577. Total for year is 247,099. That's 10,436 less than last years annual total. Building closures for referendum, maintenance and Easter break. Still awaiting figures from accountant but early indications show increase in revenue due to customer retention.	3,040	
PFM.S.08.1b		Number of attendances per 1,000 population for indoor sports and leisure facilities	7,780	1,820	3,350	5,490	7,550			<b>15/16 :</b> Off Target Dry side usage figures for year show 651,046. Building closures for referendum, maintenance and Easter break. Still awaiting figures from accountant but early indications show increase in revenue due to customer retention.	7,780	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.9.1a	09. Home Safety	Secure by Design Certification	100%	100%	100%	100%	100%			<b>15/16: On Target</b> All housing contracts have a 'secure by design' specification	100%	
PFM.S.11.1a	11. Delivery of high quality Property Maintenance Services	The percentage of properties achieving turnaround time of less than 20 days	64.74%	76.06%	76.47%	67.44%	63.46%			<b>15/16: Off Target</b> Based on 286 properties (includes survey and maintenance works). Average number of days is 17. 2.The housing department have requested that homeless accommodation voids be prioritised ahead of main stream voids which negatively affects the performance figures. A number of properties have now been put onto the temp accommodation list since January. These additional works have had even further impact on the main stream voids.	83%	
PFM.S.15.1a	15. Delivery of high quality Healthy Living Service	Reduction in Financial Operating Cost of Sport & Leisure	£268,834.00	£43,610.00	£92,364.10	£160,823.35	£221,995.72			<b>15/16:Off Target :</b> The income generated through the centres regarding customer and client receipts was £16,200 Income from Vending was £32,472.37 and savings from lifeguard reduction was £12,500 giving a total of £61,172.37 to Q4 and a year to date total of £221,995.72		N/A
PFM.S.15.2a		Tone zone retention rate	58%	60%	56%	59%	56.66%			<b>15/16: On Target</b> The cumulative retention for the year end is 57.91%. The retention for Q4 alone was 56.66%	55%	No accepted industry standard.







PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.15.2b	15. Delivery of high quality Healthy Living Service	Performance Indicator scores in registered Leisure Centres	90.6	83.38	85.18	92.66	92.44			<b>15/16:</b> On Target Viewpoint stats show that 92.44% were satisfied with leisure facility study that was completed in quarter four.	90	
PFM.S.15.2c	15. Delivery of high quality Healthy Living Service	Frequency of distinct activities - MAC and Ageing Well programmes to 50+ age groups	24	24	24	24	24			<b>15/16:</b> On Target MAC and Ageing Well delivered over 24 distinct activities on a weekly basis over this quarter. 202 referrals in the quarter. 66 MAC+ classes 70 Initial 1-2-1 consultations 3,5 12 week reviews 182. 1-2-1 gym sessions During this quarter Ageing Well have offered 50 classes per week attracting over 600 people each week. We offered 4 kinds of dance classes, class based exercise including tai chi, pilates, yoga, aquafit, relaxation and keep fit and groups run by volunteers which include new age curling, health walks, table tennis and walking football	16	
PFM.S.16.1a	16. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Percentage of school plans for Bilston, North Gorebridge complete	100%	100%	100%	100%	100%			<b>15/16:</b> On Target Preparation for Paradykes and Roslin Schools ongoing.	100%	
PFM.S.16.2a		Percentage of PPP maintenance issues that are addressed within timescale (failure results in penalty to PPP contractor)	95%	95%	95%	90%	95%			<b>15/16:</b> On Target	90%	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.16.6a	16. Develop and implement a programme of continuous improvement and efficiency to develop additional capacity	Percentage of new school briefs that incorporate the Curriculum for Excellence ethos.	100%	100%	100%	100%	100%			<b>15/16:</b> On Target All new school briefs incorporate the Curriculum of Excellence ethos with designs that promote more activity based learning and a smooth transition from nursery to primary school. In addition to this a brief for a 0-3 year old has been developed for Woodburn PS, which is currently out to tender.	100%	
PFM.S.17.1a	17. Review of Council's Asset Register	Percentage of non-operational sites and buildings reviewed	50%	25%	100%	100%	100%			<b>15/16 : Complete:</b> Asset Register complete	50%	
PFM.S.17.2a		Management and development of the Council's extensive land interests at Shawfair	100%	25%	50%	75%	100%			<b>15/16:</b> On Target Good progress made with Network Rail regarding the procurement of land for Town Centre with principles agreed	100%	
SPI-15.2	10. Improve current standards of housing to comply with SHQS	The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%	100.0%	100.0%			<b>15/16:</b> On Target	100.0%	
SPI-15.4		The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%	100.0%	100.0%			<b>15/16:</b> On Target 479 exemptions	100.0%	

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
SPI-15.5	10. Improve current standards of housing to comply with SHQS	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100.0%	100.0%	100.0%	100.0%	100.0%			<b>15/16:</b> On Target 100% of Midlothian Council houses are healthy safe and secure. 479 exemptions	100.0%	

### 03. Service Priorities relating to the Local Government Benchmarking Framework

PI Code	Priority	PI	2014/15	Q1 2015/16	Q2 2015/16	Q3 2015/16	2015/16				Annual Target 2015/16	Benchma rk
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
HSN3	10. Improve current standards of housing to comply with SHQS	Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	93.1%	100.0%	100.0%	100.0%	93.1%			<b>15/16:</b> On Target In 2015/16 there was a decrease from 94.4% in 2013/14 to 93.1% of the Council's housing stock which meets the Scottish Housing Quality Standard criteria. Although there was a reduction we still exceeded our target of 90% and we were ranked 10th out of the 32 Scottish councils and we are above the national average of 90.38%.  Building Services are actively attempting to obtain access to the remaining 7% of properties that remain exemptions. There are no failures in any of the housing stock where access has been gained.	100.0%	14/15 Rank 10 (Second Quartile). 13/14 Rank 25 (Bottom Quartile)
HSN5	10. Improve current standards of housing to comply with SHQS	Percentage of council houses that are energy efficient (LGBF)	100.0%	100.0%	100.0%	100.0%	100.0%			<b>15/16:</b> On Target 100% of Midlothian Council houses are energy efficient. 36 exemptions - mainly objections by tenants	100.0%	14/15 Rank 1 (TOP Quartile). 13/14 Rank 8 (TOP Quartile)

# Local Government Benchmarking Framework - Property and Facilities Management



## Corporate Asset

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
C-AST1	Proportion of operational buildings that are suitable for their current use (LGBF)	85.8%	88.2%	88.3%	88.89%	88.69%	89.22%	14/15 Rank 9 (Second Quartile). 13/14 Rank 8 (Top Quartile)
C-AST2	Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)	76.42%	N/A	72.1%	81.5%	76%	Data will be available in January 2017	14/15 Rank 26 (Bottom Quartile). 13/14 Rank 25 (Bottom Quartile)

## Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
C&L1	Cost per attendance at Sports facilities (LGBF)	£5.50	£5.47	£7.00	£7.01	£7.61	£5.70	14/15 Rank 27 (Bottom Quartile) 13/14 Rank 27 (Bottom Quartile)
C&L5d	Percentage of adults satisfied with leisure facilities (LGBF)	79.7%	84.7%	77%	77%	72%	88.41%	14/15 Rank 24 (Third Quartile) 13/14 Rank 18 (Third Quartile)

## Housing Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
HSN3	Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	62.5%	80.2%	86.4%	94.4%	93.1%	93.1%	14/15 Rank 10 (Second Quartile). 13/14 Rank 25 (Bottom Quartile)
HSN4b	Average time taken to complete non-emergency repairs (LGBF)	Not measured			7	7.37	Data will be available in January 2017	14/15 Rank 7 (TOP Quartile) 13/14 - Rank 6 (TOP Quartile)
HSN5	Percentage of council houses that are energy efficient (LGBF)	83.9%	92.2%	93.5%	99.1%	100.0%	100.0%	14/15 Rank 1 (TOP Quartile). 13/14 Rank 8 (TOP Quartile)

