

Notice of Meeting and Agenda



Performance, Review and Scrutiny Committee

Venue: Virtual Meeting,

Date: Tuesday, 21 June 2022

Time: 11:00

Executive Director : Place

Contact:

Clerk Name: Democratic Services
Clerk Telephone:
Clerk Email: democratic.services@midlothian.gov.uk

Further Information:

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

Privacy notice: Please note that this meeting may be recorded. The recording may be publicly available following the meeting. If you would like to know how Midlothian Council collects, uses and shares your personal information, please visit our website: www.midlothian.gov.uk

1 Welcome, Introductions and Apologies

2 Order of Business

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

3 Declaration of Interest

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

4 Minute of Previous Meeting

No previous minutes submitted

5 Public Reports

5.1	Membership and Terms of Reference	3 - 8
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6 Private Reports

No items for discussion

7 Date of Next Meeting

The next meeting will be held on 20 September 2022 at 11 am

Performance Review and Scrutiny Committee Membership and Terms of Reference

Report by Kevin Anderson, Executive Director, Place

1 Recommendations

The Performance Review and Scrutiny Committee is invited to:-

- (a) To consider the appointment of a Chair; and
- (b) To note its Membership and Terms of Reference.

2 Purpose of Report

This report sets out the Membership and Terms of Reference of the Performance Review and Scrutiny Committee.

Date: 7 June 2022
Report Contact: Janet Ritchie
Email: janet.ritchie@midlothian.gov.uk

3 Background/Main Body of Report

3.1 Membership

At the Council meeting on 24 May 2022 it was agreed that the Performance Review and Scrutiny Committee would comprise of all non-Cabinet Elected Members of the Council:

3.2 Terms of Reference

The Performance Review and Scrutiny Committee will be responsible for the following:-

Performance Review

- (a) Reviewing performance when viewed against policy objectives arising from:-
 - (i) The Planning and Performance Management Framework and the quarterly performance reports to committee.
 - (ii) External inspection reports.
 - (iii) The Community Planning Partnership and other major partnership projects.
 - (iv) Specific performance reports requested by the committee.
 - (v) Ad hoc performance reports presented to the Committee by Chief Officials.
 - (vi) Any other reports of a performance-related nature.
- (b) Making recommendations by formal report to the Cabinet on unsatisfactory performance highlighted in (a) above.

Scrutiny

- (a) Monitoring the delivery of corporate improvement programmes and ensuring that they are progressing in line with corporate aims and objectives. Reporting findings and recommendations to Cabinet.
- (b) Commenting on decisions and policies agreed by Cabinet and other committees and the impact they have on Midlothian as an area, and making recommendations as appropriate to Cabinet.
- (c) Inviting Cabinet and Other Committee members to attend and elaborate on Cabinet or Committee decisions or proposals.
- (d) Where appropriate eliciting views of partners, service users and/or interested parties on Cabinet decisions.
- (e) Inviting stakeholders to attend and elaborate on any matter relating to the Council e.g. Police.

Meetings:

The Committee will normally meet on a six weekly cycle (subject to breaks for the summer recess, Christmas/New Year and school holidays). Special meetings will also be held for performance reporting. Although the special meetings will be specifically held to discuss performance reports, normal agenda items may also be submitted should the need arise.

The Council will decide on the schedule of meetings for the Performance, Review and Scrutiny Committee, usually on a rolling annual basis which will be published.

Quorum:

The quorum for meetings of the Performance, Review and Scrutiny Committee will be 3 Elected Members.

'Call-in' Procedure:

The following "call-in" procedure shall apply in respect of Cabinet decisions:-

- (a) a "call-in" need not await publication of the Cabinet minutes
- (b) a "call-in" may only take place where it is supported by a majority of the members of the Performance Review and Scrutiny Committee;
- (c) each "call-in" must be in writing; specify the particular decision being called-in and whether this is in whole or in part; state the reason(s) for the "call-in"; be signed by a majority of the members of the Performance Review and Scrutiny Committee; and be delivered to the Executive Director: Place, before the deadline specified at paragraph (f) below;
- (d) the Cabinet decision in relation to any item of "called-in" business will be frozen pending resolution through the process described at paragraph (h) below;
- (e) the Performance Review and Scrutiny Committee may not "call-in" a decision where a financial or contractual commitment has already been entered into on behalf of the Council;
- (f) a deadline of 9.00am, five working days after each Cabinet meeting will be set for the submission of any "call-ins" arising from the meeting (e.g. for a Tuesday Cabinet meeting the deadline will be 9.00am the following Tuesday, assuming no intervening public holidays);
- (g) a Special Meeting of the Performance Review and Scrutiny Committee may be called to consider "called-in" business where, in the opinion of the Executive Director: Place, unnecessary delay or difficulty would otherwise arise;

- (h) after having considered any "called-in" business, the Performance Review and Scrutiny Committee shall decide only in accordance with one of the following two options:-
 - (i) Option 1 - To note the Cabinet's decision. (This will have the effect of immediately unfreezing the "called-in" decision); or
 - (ii) Option 2 - To make specific recommendation(s) back to the Cabinet on the "called-in" item. Such recommendation(s) shall be reported to the next available Cabinet meeting without the need for prior publication or approval of the Performance Review and Scrutiny Committee minutes. Where the Cabinet declines to accept any or all of these, the matter shall continue to be frozen and referred *simpliciter* by the Executive Director: Place to the full Midlothian Council for determination. Should s/he deem it appropriate, the Executive Director may call Special Council and/or Cabinet meetings to facilitate the determination of the matter.
- (i) a "call-in" may be withdrawn only where all of the signatories so agree and the Executive Director: Place receives written intimation signed by them to that effect.

Minutes:

The Minutes of the Performance, Review and Scrutiny Committee will be recorded by the Officer clerking the meeting and submitted to the next ordinary meeting of the Performance, Review and Scrutiny Committee for approval. They will also be submitted to the Council both for information and to allow the Council to consider any recommendations contained in them. Meetings of the Performance, Review and Scrutiny Committee will also be audiocast subject to the exemptions contained within the Local Government (Scotland) Act 1973.

4 Report Implications (Resource, Digital and Risk)

4.1 Resource

There are no resource implications arising directly from this report.

4.2 Digital

Not applicable.

4.3 Risk

In accordance with the Scheme of Administration the Council is required to appoint Members to the various Committees, etc. Failure to do so could impede the discharge of business.

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

An equalities impact assessment has not been required in connection with this report.

4.4 Additional Report Implications (See Appendix A)

See Appendix A

Appendices

Appendix A – Additional Report Implications

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan

Not applicable

A.2 Key Drivers for Change

Key drivers addressed in this report:

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

A.3 Key Delivery Streams

Key delivery streams addressed in this report:

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

A.4 Delivering Best Value

There are no direct implications related to this report

A.5 Involving Communities and Other Stakeholders

This report does not directly relate to involving communities

A.6 Impact on Performance and Outcomes

Not applicable.

A.7 Adopting a Preventative Approach

Not applicable.

A.8 Supporting Sustainable Development

Not applicable.

Adult Health and Social Care Annual Performance Report 2021/22



01. Progress in delivery of strategic outcomes

21/22:

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

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

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

In order to meet the legal requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, the HSCP is required to develop, consult on, and publish a new 3 year Strategic Plan in 2022. Work to complete the IJB Strategic Plan 2022-25 continued in Q4 and this will be published in April 2022. Consultation and engagement in the development of the plan included the views of over 3000 people, with the feedback received shared on an ongoing basis with all planning leads and senior management to ensure this could be taken into account in the finalisation of the plans. A summary of Consultation and engagement across the development of the plan can be found in the [Midlothian Integration Joint Board Strategic Plan 2022-2025 Consultation Report](#).

1. HSCP COVID-19 Response

Covid-19 continues to bring challenge and disruption across the Health and Social Care Partnership, its partners, and the communities it serves. While the challenges we face may have changed since 2020, the need to adapt and flexibly respond to both new and evolving challenges in health and social care has continued throughout 2021, and into 2022. This has resulted in increased demand and sustained pressure across the whole system. The main challenges in Q4 were the Omicron variant and the subsequent spread of infection within the community, staff absence, and both care home and ward closures relating to covid outbreaks. There was increased anxiety and pressure on many service users, unpaid carers and staff.

Even in the most challenging of circumstances, teams have continued to work flexibly, collaboratively, and innovatively to manage this demand. By working together, services taken steps to reduce inappropriate admissions, reduce length of stay, facilitate earlier appropriate discharge and reduce unnecessary delay wherever possible.

As we begin to emerge from this most recent peak of infection rates, the Partnership continues to hold the safety of clients, carers, communities, and staff as its top priority. Services have been able to continue to adapt and find new and innovative ways to deliver service offers effectively and safely. In Q4 some services again had to adapt in how they operated with changes to service delivery and reduced face to face contact where feasible. Many services have increased the number of video consultations, adopted new digital approaches and taken a proactive outreach approach. Reduced opportunities for carer respite have remained a concern.

Despite the challenges faced by all our services, staff and partners, the opportunity to work together in new ways has helped develop our existing and build new community connections. Volunteering programmes continued and were further supported by the Partnership.

2. Seasonal Flu/COVID Booster Programmes

The Health and Social Care Partnership also leads the ongoing COVID vaccination programme which includes Evergreen (1st and 2nd COVID doses), 12-15 years olds, 3rd dose for people who are immunosuppressed and the Booster programme. Evergreen offer of Covid vaccine will continue.

The covid spring booster programme for those aged 75+, care home residents, and those 12+ years who are severely immunosuppressed is underway and comes to a close on 30.06.22. There has been around an 89% uptake of the over 75 population. By end of March 2022, 59,099 adults in Midlothian had received a booster.

The successful housebound programme to reach people over the age of 75 along with care home vaccinations was completed ahead of schedule. The 5–11 year-old vaccination clinics commenced in March and continues with a 69% DNA (did not attend) rate. This is an improvement from the start of the programme, likely due to children either being covid positive or post infection period. 2nd doses are due to commence in June 2022.

The Gorebridge vaccination centre closed, and the building is once again operating as a Leisure Centre. All vaccinations are now being delivered from Midlothian Community Hospital (MCH) until the new permanent vaccination centre is open.

As part of the Vaccination Transformation Programme (VTP), and in collaboration with the Community Treatment and Assessment (CTAC) team, work progressed across Q4 to ensure the successful transfer of the vaccination programme from GPs to the HSCP from the 1st April 2022. The team have developed and progressed work on the future vaccination model, planning for winter 2022/23, scheduling, and our inclusivity plans for covid vaccinations across Midlothian.

3. Service Transformation

Services have continued to deliver transformation across Health and Social Care to shift the balance of care to the community and reduce admissions. As a result of collaboration and joint working, Cherry Road Day Service had adapted to best meet the needs of people and communities. The team are delivering regular weekly workshops in Rosewell, Gorebridge, Mayfield and Dalkeith. Meaningful activities in local spaces and places have provided a shared community purpose and opportunities for connection. The workshops have included sensory sound sessions, product design, live music and textiles.

Midlothian Community Respiratory Team (CRT) has completed preparations to launch the Dynamic Scotland project. This is a digital service offer targeting patients who frequently attend our unscheduled care services, and those who are admitted to hospital due to COPD but not currently known to the CRT team. This project takes a proactive outreach approach aiming to reduced hospital attendances and avoid admissions or reduce length of stay by supporting people to be able to better self-manage COPD in the community.

Midlothian became a member of the new associate programme for Distress Brief Intervention (DBI), and recovery practitioners are actively working alongside the Midlothian Intensive Home Treatment Team (IHTT) to support individuals experiencing distress, emotional pain and crisis. Dialectical Behavioural Therapy (DBT) has continued to provide essential support for those who are at most risk of serious self-harm to remain in the community through 1:1 and group intervention.

A proposal submitted by the Midlothian and East Lothian Drug and Alcohol Partnership was successful in securing funding to support the implementation of the Medication Assisted Treatment (MAT) Standards. As key areas for intervention and prevention in relation to near fatal and fatal overdose, this work will provide rapid access to services at our No.11 Hub and outreach into the communities in Midlothian that are most effected by deprivation.

4. Justice Service

Activity during Q4 continued to focus on recovery and our response to the COVID-19 pandemic. Service delivery focused on managing individuals in the Justice system through a mixture of face-to-face and virtual meetings. This continues to be based on dynamic assessments using risk and needs to determine levels of involvement. The Justice team are continuing to design alternatives to prosecution/Court disposals. Structured Deferred Sentences offered to the Court by the Justice team have been reviewed and streamlined. Change Grow Live and Venture Trust have been identified as offering structured interventions to individuals involved in the Justice system. Further, Stride and Spring- our gender specific group work programmes are offered to individuals on Structured Deferred Sentence. It is anticipated that this will increase the options for assisting with the backlog of cases within the Court system and provide better outcomes for individuals in the Justice system. Further conversations with colleagues in the Courts have progressed the design Midlothian's Bail Service including Supervised Bail and Electronic Monitoring Bail. It is intended that those will be fully operational by the next quarter.

Q4 saw a continuation of unpaid work service users completing their hours. Our contract with third sector organisation, Cyrenians to provide work placements in Bonnyrigg community garden has been extended for a further year after receiving additional Scottish Government funding for engaging with the third sector providers. Further, a pilot project to increase training opportunities with a local college has proved beneficial to a number of individuals within the Justice System. The Unpaid Work Team has continued to develop and implement its training pathway for clients subject to a Community Payback Order with an Unpaid Work Requirement. This pathway starts with all

clients undertaking SCQF award at level 4 in Health & Safety as part of their standard induction onto their Order. The pathway allows clients to undertake further SCQF qualifications including: first aid, advanced health & safety training and manual handling. Working with the Community Lifelong Learning Team (CLL) a further pathway has been developed to allow clients to undertake a variety of training courses including; an adult achievement award, CSCS card, digital skills, an introduction to wellbeing or to work improving clients' literacy and numeracy skills. 55 clients have now completed a total of 83 certified courses. 6 clients completed an intensive 8 week training course working in a community garden undertaking 7 qualifications organised and delivered by each agency. 4 of the 6 successful clients applied to College continuing into further and higher education. In addition, to developing training opportunities clients benefited from increased self-esteem and confidence from this course. Here is a case study for a successful client: "Ms X completed a 'Health and Safety in the workplace (at SCQF Level 4)' qualification (in-house) within the first week of attending her Unpaid Work. Following this, Ms X then successfully gained her Emergency First Aid qualification. As Ms X was interested in working within the construction industry, she was then supported by the Unpaid work team to apply for her Individual Training Account (ITA) funding online, before being directed towards Midlothian's Communities Life Long Learning (CLL) Team to complete her CSCS course. After gaining her CSCS card, she was supported to apply for labouring jobs through local agencies. Ms X was then offered three different labouring positions and accepted one of the full time contracts. As Ms X has also successfully completed her Unpaid Work Order and gained many qualifications and transferrable skills in the process, she is now able to focus on progressing in her first, full-time, permanent labouring job."

The Justice specific Men's service launched in September 2021. Stride is a holistic trauma-informed group for men involved in the Justice system. To support the delivery of this service, Justice identified funding to recruit a health and social care practitioner. The service has completed three rounds of group work to date with further sessions planned. Some of the intervention delivered by Stride mirrors the work being undertaken by Spring, our women's service. Spring continues to support women and has been able to re-establish group work activities. Both group work services remain under constant review and service delivery is shaped following analysis of evaluation data provided by participants.

Our funded Peer Support Coordinator role has now been recruited to and the post holder has led two peer volunteer training programmes to date. This has increased the number of volunteer peers available within Health and Mind to support No 11 patients, clients and service users. Future plans for peer activity include plans to look at developing a football team and a music therapy group.

5. Substance Misuse

Key services based in Number 11 in Dalkeith continued to provide services including outreach treatment, injecting equipment provision [IEP], naloxone, information/advice. Despite Covid restrictions and the impact of Covid related sickness and absence, impacting service delivery, the Midlothian Substance Use Service instigated an outreach model to those individuals who were most at risk. This includes the provision of Buvidal [an injectable form of Buprenorphine].

Medication Assisted Treatment (MAT) Standards

In June 2021, the Medication Assisted Treatment (MAT) standards were published by the Scottish Government. The standards provide a framework to ensure that the provision of MAT is safe, effective, acceptable, accessible and person-centred to enable people and their families to benefit from high-quality treatment and care including psychological and social support. The Scottish Government have required local partners and services to focus on the delivery of MAT Standards 1 to 5. These are to be embedded by April 2022 and implemented by April 2023. For the summary of all the standards and the detail about Standards 1-5, please click on the link below:

www.gov.scot/publications/medication-assisted-treatment-mat-standards-scotland-access-choice-support/.

MAT Funding

In order to support local areas to implement MAT Standards [initially 1-5 & 7], the Scottish Government has created a MAT Implementation Support Team (MIST). MELDAP has been successful in securing new annual investment for 4 years of £246,115. This has been augmented by £57,691 funding annually for the same period from MELDAP. This funding package [total £303'876 will assist with the implementation of the MAT Standards. Recruitment of HSCP/3rd Sector staff is underway. These staff will focus on supporting people into treatment, increase the level of support and improve retention in services. These being key areas for intervention and prevention in relation to near minimising drug related harm.

Naloxone

Accidental overdose is a common cause of death among users of heroin, morphine and similar drugs, which are referred to as opioids. Naloxone is a drug which temporarily reverses the effects of a potentially fatal overdose with

these drugs. Administering Naloxone provides time for emergency services to arrive and for further treatment to be given. Following suitable training by our frontline support and treatment services, 'take home' Naloxone kits (hereafter referred to as 'THN' or 'kits') or Nyxoid [Nasal Spray] are issued to people at risk of opioid overdose, their friends and family and service workers in order to help prevent overdose deaths. Any member of the public over the age of 16 can be trained in the use of Naloxone allowing them to carry and administer it as well as recognise the signs of someone who may be experiencing an overdose.

Should someone be given Naloxone and are not experiencing an opioid overdose then they will not be harmed by Naloxone in any way. In addition the Lord Advocate has issued guidelines and legislation was amended in June 2020 to allow this to happen.

Midlothian and East Lothian Drugs and Alcohol Partnership (MELDAP) has a primary aim to coordinate the design, delivery and evaluation of drug and alcohol services across East Lothian and Midlothian.

MELDAP is currently working with Midlothian Council to:

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

Staff would be volunteering for this training, there would not be any compulsion to carry Naloxone

There continues to be concerns about the availability in some communities of what would appear to be illicit Diazepam tablets and also Etizolam and Alprazolam [Xanax] whose quality is variable but would appear to be much stronger. These tablets are likely to be used in conjunction with other drugs [poly drug use] increasing the level of risk. Alerts and Intelligence continue to be shared between Police Scotland, MELDAP and Drug Treatment and Support services to ensure that officers/workers had information to support harm minimisation information and support to people who use drugs. MELDAP services have developed and distributed electronic and other versions of information highlighting the risks caused by poly drug use. MELDAP services continue to provide data packages, basic smart phones and tablets to those individuals as part of impacting the digital inequalities agenda. The partnership has continued this work in 2021/22. All MELDAP services are continuing to provide the Covid driven practice developments that have proven useful to their clients/patients as restrictions ease. One particular area is providing a blended care approach of one to one engagement augmented with the use of digital/phone platforms according to choice and need.

6. Digital

Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We continued to proactively engage with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add. The HSCP is also maturing and developing its approach to digital development. Towards the end of 2020 it appointed a new Digital SRO to the Executive Team to ensure digital is championed by constant presence at the highest levels in business planning. In March 2021 our SMT approved a Digital Delivery and Implementation Plan (now in consultation period). This document outlines eight key priority areas and creates the necessary bridge from strategy to enable coordinated and effective action by establishing the clear and urgent need for a Digital Programme to focus digital transformation on change (not technology). The commitment by the SMT to stand-up a change programme is significant step forward and it also changes the governance arrangements. With the approval of Digital Implementation and Delivery Plan, the Digital Governance Group (established in May 2020), has fulfilled its purpose to "influence, support, and shape digital development for Midlothian Health & Social Care Partnership". To progress the plan, and continue with the group's responsibilities and objectives, the Digital Governance group (having been fully consulted) will be reformed into a Digital Programme and Oversight Board to progress the Digital Plan. This will unite all digital projects within the partnership under a single board and for that board to be positioned within a redesigned HSCP governance structure which seeks to strengthen planning and transformation across our IJB focus areas grounding aspiration with application. These changes realise a framework for our previously stated ambitions to be able to present a united front to and for our key business partners with regard to digital development planning and to support prioritisation and to position digital within our newly published IJB Strategic Plan as an enabler of transformation rather than a service or resource to demonstrate the paradigm shift required to deliver digital transformation.

7. Learning Disabilities

Work continues to ensure Midlothian compliance with the national timescale for the reduction of inappropriate hospital admissions, delayed discharge, and out of area placements for people with complex care needs. Midlothian remains in a relatively good position in this respect as a result of the housing programme, the work overseen by the

Positive Behavioural Support Steering Group, partnerships with third sector organisations specialising in support for people with Complex Care needs in local communities, and the development of local intelligence about people at high risk of family or placement breakdown. The tenancies at Teviot Court were cited as an example of good practice in 'Coming Home Implementation: report from the Working Group on Complex Care and Delayed Discharge' (Scottish Government- Feb 2022). The flats at Bonnyrigg High Street are scheduled for completion mid-2023. Designs for Primrose Lodge in Loanhead are complete and the property is now vacant.

The Midlothian Learning Disability Planning Group is supported by 'Expert Panels' that draw together experts, including people with lived experience, to develop solutions in implementing specific areas of our Strategic Plan. As part of Equal Midlothian Week the Human Rights Panel, led by People First Midlothian, held the first of a series of Human Rights sessions focussing on Supported Decision Making and how we can support people to feel fully engaged in decisions about their lives.

The Day Service review and redesign work has been somewhat held up by the limitations imposed by COVID 19 guidance, but we now expect services to be at or near capacity over the coming two months

8. Older People

Extra Care Housing: As with many other areas, Midlothian faces many challenges in addressing the housing and care needs of an ageing population with increasingly complex requirements. Extra Care Housing is a model of accommodation and care that supports people to live in their own tenancy. Work was progressed on 3 sites (Dalkeith, Bonnyrigg and Gorebridge) to provide 106 ECH bungalows or flats. Timescales were impacted by Covid 19 but completion dates are still estimated as late 2022 (Dalkeith) and spring/summer 2024 (Bonnyrigg and Gorebridge).

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

The Care Home Support Team has provided substantial support to care homes for older people to address the challenges faced throughout the Covid-19 pandemic. Examples include the provision of direct support to meet staffing challenges, input to meet the complex care needs of individual residents, vaccination, testing of staff and residents, support with the reintroduction of visiting and providing practical and emotional support to staff affected by the impacts of the loss of residents in unprecedented numbers.

Care at Home: Care at Home continues to be a key contributor to the HSCP vision for people to receive the right care in the right place; in their home and community as far as possible. It supports efforts to reduce length of hospital stay, as well as admission avoidance. Care at Home is currently provided by the HSCP and external providers. Midlothian experienced significant pressures within Care at Home services over the last 12 months. This was in line with the national challenges to recruit care staff. Despite this pressure, Care at Home worked hard to ensure packages of care continued to be delivered. On 1st September new contracts were awarded to external Care at Home providers. Work has been ongoing with the new providers in order to implement the contracts effectively.

9. Carers

In early 2021 services were re-commissioned in line with changes in Carer's Act legislation and the carer support service review and consultation undertaken in 2020. The new contracts were implemented 1st July 2021 with VOCAL Midlothian and British Red Cross as key agencies. The key themes of the contracts are: (i) Carer Identification, Information and Advice Services (including financial advice) and (ii) Carer Health and Wellbeing (including breaks from caring).

A series of workshops held in the summer of 2021 supported collaborative discussions on how best to utilise the Scottish Government's announcement of additional funding for carers. Feedback and consideration of how proposals met strategic aims or supported existing work was fed back to SMT and the Performance and Finance group. Progress is now being made towards payment of carer additional resource allocations to community partners; target would be for this to be in place for payment during Q1.

The 3 year Carers Strategic Plan and associated action plan developed this year sets out the activity being undertaken in the partnership to reduce barriers and inequalities, such as: access to information and advice services

(income maximisation); accessing health and wellbeing supports (counselling services; access to Community Health Inequalities Team nurses); and supporting breaks from caring.

In very recent weeks the newly developed residential respite resource within Cowan Court has started to accommodate people to enable carer respite on a limited basis (Monday to Friday stays). Lack of residential respite for older people remains a particular challenge, and demand for access and carer stress remains evident. Short Breaks funding that is provided by the HSCP and distributed by VOCAL remains in significant demand.

10. Mental Health

The Mental Health Strategic Planning group developed the Mental Health Action Plan reflecting the priorities set out in the Midlothian HSCP Strategic Plan. Primary Care Mental Health Nurses are now in 12 practices across Midlothian and we have appointed to the OT role to supplement the service. Evaluation of the impact of primary care nurses is ongoing and is a blend of quantitative and qualitative data. Current findings are positive.

Individual Placement Support has been impacted by Covid 19 however the service is providing assessment and support to 8 individuals who are seeking employment and/or Further Education.

Health in Mind continue to deliver along with Primary care Mental health team social prescribing however unfortunately due to the restrictions still in place with Covid 19 unable to progress with a large-scale group. Further exploration of alternative options being explored.

Mental health Support

As part of Mental Health Strategic direction one of our many aims was to review and evaluate our front door access to mental health support. Over the last 12 months we successfully re commissioned our third sector services to enable the delivering of Mental Health support across the county rather than in a single point. Health in Mind are now delivering a variety of support, 1:1, peer, group across various venues across Midlothian reaching out to our communities.

Mental health and Resilience Service (MHARS)

One of our largest pieces of work that we continue to implement in phases and hope to fully deliver by the summer of 2022 was the redesign of our current Intensive Home Treatment Team (IHTT). We began mapping out and looking at how to transform our front door access for individuals who are experiencing an acute/relapse of their mental illness and/or crisis and distress with their mental well being. Along with this new direction for Midlothian, we were also represented on the Pan Lothian Redesign of Urgent Care (RUC) with the Scottish Government, again this piece of work was around an Individual having access to the right person at the right time. We are pleased to say that part of this process we identified the staffing resource gap in IHTT to enable full commitment to the RUC, we were successful in our bid for additional resource and staff have now successfully been recruited to those posts. Midlothian continues to be part of the ongoing works in relation to the RUC and how this will be delivered.

Locally over the last 12 months workshops/meetings were held with staff in IHTT to look at what we do, how can we improve and what the Gaps were. One of the outcomes we identified was around developing a self referral single point of access. The initial phase of this plan was for Midlothian to become the first local area in Lothian out with the National service for Distress Brief Intervention (DBI). We successfully Commissioned Penumbra to deliver this in partnership with the Intensive Home Treatment team. There have been some challenges with staffing recruitment but please to say this is resolving and we have now been in a position to develop an Implementation action plan which we have been working on with staff. Along with this IHTT in its current form will be separated into two areas, MHARS and Home treatment (which is the part of the service that will continue to deliver intensive support for individuals who can be supported at Home as an alternative to hospital admission) , The staff who work in IHTT will rotate between the two parts of the service.

Our aim by the summer (July) of 2022

Midlothian will continue be the first area within Scotland to have both Health and Third sector working alongside each other delivering a self referral same day access service for individuals who are experiencing concerns with their mental health, crisis and distress of their mental well being. MHARS will operate 8am-22.00hrs all year round.

There has been a lot of interest in what we are doing here in Midlothian and we are at the forefront of how services may look for mental health in the future.

11. Adults with Long Term Conditions, Disability and Impairment

Awareness training sessions for HSCP staff, provided by Deaf Action and Sight Scotland have also not been possible due to the pandemic and training over Zoom or Teams cannot provide practical, hands on training. Sight Scotland continue to provide information sessions to staff in relation to the services they provide. Work has commenced with Deaf Action to review the work being undertaken.

In response to the closure to the public of the Audiology Department due to Covid restrictions volunteers continue to uplift peoples' faulty hearing aids from their homes and delivered the aids to Midlothian Community Hospital for an Audiology technician to repair, and then return the repaired aids back to the individuals.

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

Midlothian ICJ has been operational for one year. A total of 91 people have used the service. Our aspiration by the end of our first year of being operational was to reach 30% of newly diagnosed people, which for Midlothian meant 161 people. While we have not met that target, referrals have increased gradually, apart from a dip in December & January. Our monthly target is 13 people per month and in November this was achieved. In the last quarter we have reached 31 people, so 10 people per month choosing to use the service. Over 50% of people are from SIMD 1 & 2. As 42% of people live in SIMD 1 & 2 in Midlothian, this data suggests that the service is demonstrating good reach. Referrals before Christmas were, in the main from CNS colleagues as we as third sector services. In this last quarter, we have seen an increase in self referrals with 47% from this route. The uptake rate in the last quarter was over 90%.

12. Sport and Leisure

The ongoing restrictions around schools has resulted in the continued general closure to the public of Newbattle Community Campus and The Lasswade Centre during school hours although in Q4 strictly limited access has been afforded at both sites during the day allowing some access to gym and swimming pool users on a controlled basis. These restrictions are expected to end by mid-April 2022 when normal day-time access will resume. Gorebridge Leisure Centre was utilised as a mass vaccination centre until 03/04/22 and began to operate as a leisure centre on 11/04/22 with the gym re-opening. The remaining activities/spaces will follow in due course following recommissioning works.

All other sites have been operating as near to "normal" as possible with the re-introduction of a wide range of programmes and activities on offer, including swimming lessons, fitness classes, MAC classes, Ageing Well activities as well as accommodating local sport/activity clubs and organisations.

The Ageing Well programme of activities is nearly back to pre-covid levels in terms of the range of activities on offer. Participation and volunteering levels have been good but there has been an inevitable turnover of participants who cannot or who do not yet wish to return and the case is the same for volunteers, however the resumption of a much fuller programme has also seen a good number of new participants and volunteers access the project.

Sport & Leisure Services has supported Midlothian HSCP colleagues in delivering Physiotherapy programmes and Let's Prevent, the Type 2 diabetes prevention programme by accommodating and integrating those services within Sport & Leisure facilities. Sport & Leisure Services via its Ageing Well and MAC programmes is directly involved in the Falls Prevention strategy and pathways for those experiencing or at risk of falls. The MAC team have also resumed delivery of the Tier 2 Weight Management Programme at Newtongrange Leisure Centre. Delivery is not back to pre-covid levels due to staff vacancies and facility availability at Newbattle and Lasswade centres however virtual delivery commenced in Q4. NHS Weight Management have advised that the waiting list is currently very small.

Sport & Leisure services will continue to develop its digital capabilities including an expanded role out of online booking and advance payment for all activities, online fitness classes and activities as well as deploying digital platforms such as MS Teams for internal and external communication and workforce training and development.

02. Challenges and Risks

COVID-19

The Health and Social Care Partnership, its partners and the communities it serves continued to be impacted by the COVID 19 pandemic. Covid continued to influence how the HSCP delivered core services, it impacted on staff

absence and deployment, and it required additional resource, for example to deliver vaccination clinics, coordinate staff testing for HSCP and other staff, and manage PPE provision locally.

A growing and ageing population

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

Higher rates of long-term conditions

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

Higher rates of mental health needs

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

Our services are under pressure

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

Financial pressures

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

Workforce pressures

The Covid-19 pandemic has and will continue to influence the demand for, and deployment of, the health and care workforce for the foreseeable future. Mass vaccination programmes and other large scale recruitment programmes related to COVID 19 have increased pressure on already stretched resource.

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

Review of Adult Social Care

The Independent Review of Adult Social Care (published in February 2021) was set up to recommend improvements to adult social care in Scotland. It looked at these in terms of the outcomes for people who use services, their carers and families and the experience of those working in the sector. There are likely to be significant changes to care services as a result of this review.

Unpaid carers

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

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

Adult, Health and Social Care

Successes and Challenges

Corporate Performance Indicators (latest)

8 4 1 8

Service Plan Actions (latest)

6 29 0

Service Plan PIs (latest)

11 20 0 15

Corporate PIs Off Target

PIs 8

Average number of working days lost due to sickness absence (cumulative)

% of service priority Actions on target / completed, of the total number

% of invoices paid within 30 days of invoice receipt (cumulative)

% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)

% of internal/external audit actions progressing on target or complete this quarter.

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

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Service Plan Actions Off Target

Actions 6

Improve awareness and understanding of sensory impairment among HSCP staff and partners by delivering training with RNIB and Deaf Action.

Pursue and explore options to progress incrementally a data exchange mechanism between the Council and NHS Lothian to improve our use of health and social care data.

Reduce waiting times for occupational therapy and social work services.

Work with Building Services and Housing to seek and achieve planning permission for extra care housing projects at Gorebridge and Bonnyrigg.

Enhance community resources for social prescribing by running a specific stress control classes in community venues.

Support people with Profound and Multiple Learning Disabilities to live in suitable accommodation by supporting the renovation of Primrose Lodge in Loanhead for three people and with the provision of respite for two people.

Service Plan PIs Off Target

PIs 11

Number of people referred to the Wellbeing Service across all 12 GP practices

Number of training awareness sessions

Completion of phase 3 and 4 of the national technology enabled care project.

Data exchange mechanism between the Council and NHS Lothian is in place.

Average wait time for social work services

Number of carers accessing short breaks through VOCAL Wee Breaks Service (cumulative)

Planning permission granted for extra care housing at Gorebridge and Bonnyrigg.

Total number of people attending activity groups hosted by Ageing Well each year

Number of people (per annum) in employment or education following intervention.

Number of stress control classes run in community venues.

Renovation of Primrose Lodge complete.

Service High Risks (latest)

2

COVID 19

Meeting growing demands with constrained /reduced budgets, especially from external funders.

All Risks - Adult Social Care

Risks 13 9

Key
PIs
Off Target
On Target
Data Only
Data Not Yet Available

Key
Actions
Off Target
On Target/Complete
Data Not Yet Available

Key
PIs
Off Target
On Target
Data Only
Data Not Yet Available

Key
Risks
High Risk/Medium Risk
Low Risk

Children's Services, Partnership and Communities Annual Performance Report 2021/22



01. Progress in delivery of strategic outcomes

21/22: Year End Report

Our Vision: All children, young people, adults and families in Midlothian are supported to be the best they can be. This is achieved through a nurturing, respectful and collaborative approach that promotes wellbeing, equity and inclusion.

General

Over the past year children's services have seen some significant improvements in the work they have undertaken. Despite a significant rise in referrals into children's services we have maintained a lower than Scottish average number of children on the child protection register and children who have required to be looked after out with their family the numbers remain very low. This would suggest that our earlier intervention models of intervention are working. The National Housing Project offered 9 care experienced young people their own permanent tenancy as they left care and a year down the line all 9 have sustained their tenancy with no issues reported. This is a significant success and as the project comes to an end in 2023, we need to ensure that we mainstream our approach to supporting young people leaving care. The evidence is overwhelming whereby if young people are able to get a secure tenancy their overall outcomes improves due to the stability this brings in their lives.

Hawthorn Family Learning Centre undertook a full review of the service and has recruited into all the posts. This was a significant piece of work especially as it was undertaken during covid. We look forward to hearing about how the service will lead to better outcomes for children and their families.

Residential staff adjusted their working week to twelve hour shift patterns, to reduce the risk to young people during the pandemic, this has been so successful they have agreed to continue with 12 hour shifts, knowing this is what the young people prefer. We welcomed and supported two families fleeing from Afghanistan over the past year. Family Group Decision Making has become part of children's services and the team were successful in bidding for external money in order to grow this team. In line with the Promise we are supporting families to agree their own plan so that they can stay together. The Family Placement Team were also successful in bidding for external funding in order to employ someone who will support families who have had a child adopted.

Within Communities, Lifelong Learning and Employability, the past year has been a challenge with many courses having to cease or significantly reduce the numbers attending due to the pandemic. However since August 2021 numbers attending and engaging with this service have increased and actually surpassed many of the targets we hoped to achieve. There have been many grants to support young people and adults into further education, training and employability. Youth work has opened up in all clusters although there continue to be areas across the county where finding suitable venues remains an issue.

Other successes over the past year are the summer family learning programme which was well attended, foundation apprenticeships commenced and extra places offered. Young Carers were successful in getting additional funding allowing more young people to attend groups or 1:1 sessions for support. 3 year funding for grants was launched with a cross party group agreeing who the successful organisations were.

Children's services continues to be impacted by Covid and similar to other services has encountered a higher than average number of staff absences within the workforce. We have managed to sustain and deliver services through creative and flexible solutions. However, for the most part, especially in our children's houses we have relied heavily on the commitment and dedication of our staff to go above and beyond the call of duty. Staff continue to work on a rota basis within Eskdaill Court until such times that Scottish Government guidance allows for a return of all staff. In summary our staff remain as committed as ever.

There have been many success within the service over the past year and the strengthened partnership working within the Children, Young People and Partnership Directorate is key in enabling us to continue to offer the right support at the earliest opportunity to children, young people and their families within our communities.

The last year has seen a significant increase in referrals (37%) and we continue to explore and trial different methods for understanding and managing the varying referral routes and pathways and whether these could be managed differently. We have also undertaken an audit of the data and in the process of making sure it is as reflective as it can be of the current challenges. We are also in discussions with comparable authorities and professional bodies to benchmark referrals and identify solutions although (52%) of the increase continues to be linked to financial support, given the economic difficulties around the increased cost of living and fuel and food prices and the impact this is having on many families within our communities. .

UNCRC

Within the People and Partnership Directorate we continue to promote a rights based approach to all our work. We have just submitted out latest UNCRC report which highlights how we uphold children's rights which can be accessed [here](#).

The Promise

The Promise is a key driver for moving forward and shaping the future of children's services. Following a nationally published report which was initially critical of Councils for what was perceived to be a lack of progress towards the commitments, Midlothian Council has played a key role in providing CoSLA with information to showcase the work being done. Our local report was developed around the five priority areas and key milestones which are:

1. A Good Childhood
2. Whole Family Support
3. Supporting the Workforce
4. Planning
5. Building Capacity

The report published by CoSLA includes extracts from the Midlothian Council's progress report. The Midlothian Council report prepared for CoSLA can be accessed via the link below:

https://www.cosla.gov.uk/data/assets/word_doc/0022/32287/Midlothian-Council-Progress-on-the-Project.docx

National Child Protection Guidance The new National Child Protection Guidance has been published. The national implementation group which Midlothian is part of, is responsible for implementing all the actions and have already commissioned someone to write local procedures.

Equity and Inclusion

The Equity and Inclusion GIRFEC subgroup is well established and a plan has been approved with key areas of work identified: ASN review, attendance and engagement in education; nurture; poverty and attainment and family learning.

Mental Health Services

The increase in the number of referrals for support for mental health over the past year has proven to be a challenge across the country. With the additional funding from government we have worked with our third sector colleagues and developed many opportunities such as nurture and wellbeing sessions, adult counselling, art therapy, family support and counselling and play therapy to name but a few of the sessions people can access. These groups offer early support for mental health and wellbeing. Discussions are ongoing to develop a one point of contact for mental health and family support across the local authority. This remains a priority area of work over the coming year.

Reducing Poverty

Within Community Lifelong Learning and Employability (CLLE), Covid has had a significant impact on the service. Being unable to have youth clubs or young people in school on a regular basis coupled with other restrictions due to Covid has impacted on the number of people we have been able to support. This said there is a renewed focus on ensuring we return to pre-Covid numbers as a priority in order to re-engage young people who have experienced disruption to their education, training and employment opportunities. Identifying and supporting this group is key if we are to improve their longer term outcomes as they enter adulthood.

The Community Planning Partnership has approved a one year strategic poverty prevention group, co-chaired by Dona Milne. The operational child poverty group led by CLLE and Health has completed the final Local Child Poverty Action Report (Year 3) and this is going through governance arrangements before submission. Child Poverty in Midlothian has risen by 2.1%. The highest rate of child poverty is in Dalkeith Central and Woodburn 35%.

The child poverty plan will now focus on poverty prevention and early intervention, particularly income maximisation, cost of living, income from employment and income from benefits.

CLLE

The Draft Midlothian No One Left Behind (NOLB) Action Plan for employability is out for consultation with employability partners.

As part of the Community Learning and Development Partnership Strategy increasing our engagement with local people to pre pandemic levels was a key priority. Our target for 2021/22 was 4000 engagements, by the end of Q4 we have exceeded this by 2233. 2351 of the 6233 engagements were with people and families living in the 40% SIMD areas of deprivation. It is important to keep this momentum and build local people's confidence to engage with us both online, in person and blended going forward. Over the next two years our target is 7,000 plus engagements. We as a service have also exceeded our target of providing one to one employability or positive destination support to 861 individuals exceeding our target by 361. The communities' team have supported 83 groups mainly with operational support.

CLLE supporting Asset Transfer and Small Grant

Vogrie Hall, has been successfully asset transferred to St. David's Brass Band SCIO enabling them to secure additional funding to make the building accessible to communities going forward. The CLLE service has worked with elected members, third sector and community members to score small grants. This provides £89,000 of support to 35 organisations. The impact of this funding is monitored through CLLE nominated grant monitoring officers.

Supporting local people to secure employment or learning opportunities – Improving skills, for learning, life and work.

Our employability programmes for all ages have experienced an increase in numbers of local people accessing them. There has been an increase in the number of employers accessing the employment recruitment incentive which we operate as part of our youth guarantee (YPG) support with 81 young people via local businesses accessing this fund. Through YPG funding we have been able to extend a significant number of Kickstart Placements. CLLE has secured a contract for 104 foundation apprenticeship level 4/5 places for young people in Midlothian covering hospitality, automotive and construction. We have advertised 20 opportunities for paid work placements for the long term unemployed aged over 25. We have also supported 1341 adults or families to engage with one or more of our 157 learning opportunities offered across our first steps to certificated programmes. We operate a dedicated parental employability support programme offering support to 177 parents to get into work, education or training. The adult learning consultation indicates that of the 200 people we spoke to in February and March.

The key headlines from the data gathered are;

72% of respondents were keen to take part in learning over the next year and 52% of them were interested in gaining new qualifications to support with their employability

Learners are looking for blended learning models with a greater range of classes available in the evening

Supporting young people through youth work and wider learning opportunities

The youth work service has provided opportunities for 3467 young people, and there are currently waiting lists for young people to join provision in the Lasswade and Woodburn areas. P7 CLLE operated transitional support to high school programme has commenced in each cluster. The open Duke of Edinburgh Groups have started the residential elements of their awards. The CLLE service has developed a water awareness and safety programme for young people and it operates on a Thursday evening in Newbattle area and Fridays in Woodburn. CLLE supports the Young Carers project and have supported over 100 young people to prepare their young carers statement and complete an assessment of need. There are currently lunch time secondary school drop-ins for youth work for young carers in each cluster. The Bounce project is a diversionary project for those at risk of offending and has completed working with the second cohort of 10 young people. These young people have not reoffended whilst engaged with the project.

Instrumental Music Service

Following the Scottish Government's 100 day pledge to provide free music tuition, a review of the Instrumental Music Service is underway to ensure we can deliver a modern and sustainable service for the future. This review will also look at the role of visiting specialists in the arts within schools. Consultation with young people, parents and staff is being undertaken.

The Youth Music Initiative (YMI) funded by Creative Scotland has the aim of ensuring that every child in Scotland receives at least 12 hours of free instrumental music education by the time they leave primary school. The YMI has engaged with a total of 68 pupils in P5 through 3 ensemble projects and a further 2,960 primary school pupils through Drumming for Excellence. In addition, a pilot Early Years Music Project at Mayfield Nursery has been successful in engaging with nursery children using music to develop soft skills and pre-reading skills including recognising sounds, listening, co-operation, self-confidence and self-expression.

02. Challenges and Risks

21/22:

National Care Service Consultation

Decisions around what next have been paused at the moment due to local elections, however it should not be underestimated the increase in workload this shall evoke when decisions begin to be made around what is in the NCS and what is not, or indeed if everything is included. This brings increased risk to services and practice as officers begin to unpick what this means for their workforce and service area.

Scottish Childhood Interview Model

The new model of joint interviewing children and young people who have been at risk of abuse is welcomed however to date there has been no additional funding offered to social work teams. The training for this new model is resource intensive for both social workers, partners and their managers and it is a concern that no additional support with regards to funding has been forthcoming at this point. The challenge is that within Midlothian we are unable to offer more staff the opportunity to undertake this training due to other competing demands.

Impact of Covid-19

The impact of Covid across the entire children's service and CLLE remains a challenge. During the last two years more children and young people have gone into kinship placements as a result of the pressures on families. The need to reprioritise resources to ensure there is adequate support in place to support the kinship carers has placed additional pressure on our social work teams who are already at capacity. In line with the foundations of the Promise we have aligned staff to other areas of the service so that they ensure earlier support via Family Group Decision Making which supports families to develop their own plan and identify what support they require. A plan to extend this service so that we continue to make a difference and improve outcomes for families is underway. We are currently pursuing external funding to support this.

Children's Services Referral's

As already highlighted earlier in the report the significant increase in referrals requires further analysis and a different approach to supporting the many families who are experiencing financial hardship. Work is ongoing with partner

agencies to consider how we address from a holistic perspective acknowledging that poverty is a growing area of concern and potential demand within our services. Over the course of 2021/22 referrals into Children's Services have risen from 6045 to 8287. The largest increase in referral reason was financial requests rising from 975 to 2140 over the twelve month period an increase of 119% .

Staffing

As with other parts of the Council the impact of the pandemic has had a significant impact on our staffing with sickness absence remaining an ongoing area of concern across services. Thanks to the flexibility and commitment of our staff we have been able to manage this. This should ease as the national Covid position changes.

Residential Care Homes

There continues to be a national shortage within the residential children's workforce in children's services. This is particularly so for children who have complex care needs such as autism and ASN. We have had to place children externally because of the lack of provision across Scotland, these cases relate to external placement breakdowns. We continue to work with partners to explore how best to meet the current demands and pressure whilst making sure we future proof our services to deliver sustainable options locally for children and young people with ASN and Complex and Enduring Needs

Foster Care As stated previously Midlothian Council's existing foster carers are an ageing population who are coming to the end of their fostering career. While Midlothian Council's recruitment statistics compared with other local authorities remains encouraging we continue to seek and explore other options. As identified in Q3 Interestingly, our potential adopters has more than doubled though the numbers of children awaiting adoption in Scotland has significantly reduced. We are already in dialogue with these potential adopters regards the adoption landscape and to determine whether long term foster care could be an option.

Kinship Care

Another growing area as discussed at the beginning of the report. In essence, our resources and kinship services are inextricably linked and rely on each other to rise to the pressure and demands of keeping our children and young in the local community.

CLLE

Our main challenge going forward continues to be access to suitable premises to meet the needs of those engaging in learning in all age groups including older people; employability support both individually and in groups and the delivery of youth work in some geographical areas. The lack of tools and platforms to allow people to engage online and face to face at the same time has still to be resolved although the roll out of Google classroom for all CLLE learners may help to alleviate some of this.

Challenges around access to devices and internet connectivity allowing participants to learn online remains a challenge. The roll out of digital devices to school pupils and the allocation of Connecting Scotland devices to adults has helped but there are still challenges with the cost of internet access and rising electricity charges for many of our most vulnerable learners.

Instrumental Music Service

Providing free tuition to all pupils whilst having to meet a significant savings agreed within the Medium Term Financial Strategy will be challenging. We are undertaking an option appraisal which shall consider how we best deliver and design a service that is modern, implementing the learning during the pandemic, whilst also delivering a service that is equitable and sustainable.

The risks and challenges within children's services and CLLE are highlighted within this report. As we begin to return to a sense of 'normality' across the services the impact of Covid should not be underestimated. This coupled with the challenges of poverty which will impact on many residents and families shall require us work in partnership with our voluntary and 3rd sector colleagues and across the council to ensure we are proactive in taking a holistic approach to supporting and working with families and residents within Midlothian.

Childrens Services, Partnerships and Communities



Successes and Challenges

Corporate Performance Indicators (latest)

Pls 4 7 1 8

Service Plan Pls (latest)

Pls 3 14 1 15

Corporate Pls Off Target

Pls 4

Average number of working days lost due to sickness absence (cumulative)

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Percentage of complaints escalated and complete within 20 working days

Service Plan Pls Off Target

Pls 3

Participant satisfaction with CLL services

Number of CHs deferred

Foundation Apprenticeships completed through CLL

Service High Risks (latest)

1

Workforce capacity

All Risks - CSPC

Risks 13 14

Key
Pls Off Target
 On Target
 Data Only
 Data Not Yet Available

Key
Pls Off Target
 On Target
 Data Only
 Data Not Yet Available

Key
Risks High Risk/Medium Risk
 Low Risk

Corporate Solutions Annual Performance Report 2021/22



This year Corporate Solutions continued to support the recovery and the retention of the best elements of transformation that took place in response to the pandemic and securing permanent changes to the way the Council delivers its services in order to build back better. This approach is based on the creation of a wellbeing economy and it is designed to achieve wellbeing and fairness for our people and the rest of nature. The redesign of services and the changes to build back better are predicated on the overarching principle that in delivering services, whether commissioned internally or externally, we will keep our communities, our employees and our environment safe, at the same time as meeting our commitment to being carbon neutral by 2030.

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

2021/22 continued to be dominated by the impact of the Covid19 pandemic on our communities and on the Council itself. Furthermore financial sustainability continued to dominate the agenda. In their Annual Audit Report for the financial year ended 31 March 2021 EY, The Council’s appointed External Auditor, rated Financial Sustainability of the Council as amber.

EY stated “The Medium Term Financial Strategy (MTFS) meant that the Council had a clear financial plan in advance of the impact of Covid-19. We anticipate that updates to the MTFS for the 2022/23 budget to be presented to the Council will continue to rely on one-off measures. A revised MTFS is being developed to support the new administration in May 2022.

Our assessment of amber reflects the ongoing challenge facing local authorities and the level of risk and uncertainty outside the Council’s control which could impact its ability to deliver savings, all of which has been exacerbated by the ongoing impact of Covid-19. However, there remains a need for continued member and officer focus on maintaining financial sustainability and fulfilling the statutory responsibility of members to determine balanced budgets over the medium term”.

Subsequent to Council consideration of that report the settlement for Local Government for 2022/23 was announced in December 2021 and represented a cash reduction in core grant nationally of circa £100m at a time where costs continue to rise. On 27th January 2022 a further £120 million one off funding was announced for Local Government. However Councils continue to face a £251m real terms cut which will increase again in 2023/24 by a further £120m if the one-off funding for 2022/23 is not baselined within the Local Government settlement. The settlement announced in December gave Councils full flexibility to set the Council Tax rate that is appropriate for their local authority area.

It is against that backdrop that the cross party Business Transformation Steering Group considered options to balance the 2022/23 budget and as part of that the Council Tax policy for the year ahead to enable Council to fulfil its statutory duty, as set out in Section 93 of the Local Government Finance Act 1992 (as amended), namely to set its Council Tax and a Balanced Budget for 2022/23 and made recommendations to Council on 15 February 2022. While Council subsequently agreed a balanced budget and a Band D Council Tax of £1,442.60. Balancing the budget was reliant of £12 million of one off funding. Accordingly the recurring expenditure of £251 million for 2022/23 exceeds recurring funding by that £12 million.

The challenging grant settlement presents challenges not just for the year ahead but over the medium term, with projections of recurring expenditure to provide services exceeding the recurring funding available. Projections are that 2023/24 and beyond will require significant service reductions, focusing on statutory requirements as well as continued service transformation.

In the year Corporate Solutions went through a period of transition to shift to a structure with six service areas of Finance, Human Resources, Digital, Customer Services, Legal & Governance and Corporate Resources. Building on our nine drivers for change, Corporate Solutions has a particular focus on the key elements of the route map that encompass the delivery and acceleration of the Capital Programme, delivering digital first and remote working.

These elements of the Midlothian 'Route map for recovery through and out of the pandemic' are also captured in the recommendations from the NESTA 'Listen and Learn Report' and having embraced both strategies, the Corporate Solutions teams have a key role in progressing the following strands of work:

- **Valuing Communities** - Being well together, using social media to engage with communities; meaningful local engagement, strengthen and build upon emerging ties with communities and work in partnership to deliver local, place based services.
- **Remote/Flexible Working** - Local and flexible place based working; working smarter; sustainable futures; and a tailored approach.
- **Digital First** - Access to wifi; technical capability; making things easier; digital by default.

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

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

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

Remote working brought a range of new challenges but it has by necessity accelerated the adoption of a range of business tools and systems developments that are supporting our staff to effectively continue to deliver services. These developments also provide an effective and efficient means to progress and monitor work and teams performance. The adoption of electronic workflows, for example, has removed reliance on paper and wet signatures and provides an electronic record of what

has been carried out by whom and when. Managers and colleagues are using all of the new technology available to them to maintain contact with colleagues, work collaboratively to deliver outcomes and to support continued personal development and learning for staff.

Medium Term Financial Strategy (MTFS)

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

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

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

Achievements

- Completion of the 2020/21 financial statements and audit. Maintaining a green rating for Financial Management from EY the Council's appointed external auditor.
- Completion of 2022/23 base budget and supporting the work of BTSG to consider options to secure a balanced budget.
- Presentation to Council in February of a full suite of financial monitoring reports for last quarter which included an assessment of the financial impact of COVID and an update on Council reserves linking into budget decisions for 22/23.
- Throughout the year the finance team have carried out in depth financial input to key projects embedded in the Medium Term Financial Strategy including Destination Hillend, Early Years Expansion, and demographic pressures in service areas and the Learning Estate Strategy and in addition carried out detailed analysis on the impact of the Local Government Finance settlement following the Scottish Budget announced in December.
- Throughout the year Business applications have supported various grant funds and payment schemes supporting businesses and the people of Midlothian including the introduction of the child disability payments scheme, low income pandemic payments, discretionary grant fund, taxi fund and ventilation fund, housing payments for tenant grant fund, education early years omicron impact fund, CLL grant payment YPG training allowances, milk and healthy snack scheme and in addition the launch of local support of free bus travel for under 21s.
- £808,000 was awarded from the Scottish Welfare Fund this year. The increase from last year reflects the greater uptake of grants at this stage in the pandemic with the 2020/21 values being suppressed by periods of lockdown. There remained a significant number of applications for Scottish Welfare Fund. During 2021/22 we received 6,821 applications for Crisis grants of which 3,952 met the criteria and resulted in payments £ 452,000. Community Care grant applications totalled circa 1,300 of which 483 payments were made totalling £355,000. In addition there were 3,816 applications for Self Isolation Support grants of which 1,628 qualified with payments totalling £814,000.

- Invoice payment performance for Corporate Solutions has remained on target this year with 95% of invoices paid within 30 days.

Workforce Strategy

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

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

Achievements

- This year we welcomed the Kickstart Scheme which is a new programme aimed at young people across our communities who are currently unemployed facing long term unemployment. Young people from the Kickstart programme are already successfully transitioning into permanent roles. We have 24 placements in total. Cohort 1 have now successfully completed their six month placement with all going on to secure a positive destination within the Council.
- Positive progress made on the creation of a one-Council approach to organisational wellbeing including the Making it Happen network launched in February 2022 for the Place directorate.
- We secured the Healthy Working Lives Award for 9th year running.
- Implementation of the Local Government Workers 2021 Pay Award and Preparation made to implement the teachers award, agreed in late March in April 2022 Salary Payments.
- Revised SNCT grievance procedure agreed and resolution procedure for Local Government Workers amended after consultation with Trade Unions.
- Transition plan from remote to hybrid working in place and on target for completion in Q1 22/23.
- Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff.
- Allocated one of the limited places on Age Scotland's age inclusive matrix programme for 2022 which will see us work with senior consultants from Age Scotland to review current practice, listen to workers of all ages, and maintain energy and focus to address and deliver changes to enhance the employee experience.

Digital Strategy and Digital Learning Strategy

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

While responding to the pandemic has also transformed the way the council works, and we are already using technology to allow our services to be more flexible and responsive it was recognised that the Council needs to do much more to harness the opportunities that a digital approach can bring. This includes supporting our communities and local businesses to thrive in a digital world and making sure that our children are prepared for the workplaces of the future.

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

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

Funding was secured in the 20/21 budget to deliver the Equipped for Learning project, providing every school age pupil in the county with a learning device such as an iPad or Google Chromebook as part of Midlothian Council's £10.5 million investment in digital learning. Midlothian is the first local authority in Scotland to launch a digital learning project on this scale.

The ambitious plan recognises the importance of digital tools to support learning. This investment will ensure Midlothian's young people have the digital skills they need to secure a positive destination such as a job or a Further or Higher Education place, which in turn will help support the local economy. Making sure all pupils have a device will also help young people with additional support needs by giving them access to technology that can help with their different learning needs. Primary schools will have the flexibility to select the right device to support their school community until Primary 7 where all pupils from P7 upward will receive a Google Chromebook. Early years settings will also benefit from the digital strategy as they will have access to shared iPad devices.

Additionally, Newbattle Community High School will continue to be the Digital Centre for Excellence in Midlothian, piloting innovation and creativity in new technologies. This investment will also make sure

Midlothian's teaching staff have access to world-class technology, with wider support for other Education staff, Children's Services and Communities & Lifelong Learning.

Achievements

- Continued progression of the new Digital Services Strategy ensuring the Council has the capacity and skills to take forward the associated investment and delivery of plans.
- Equipped for Learning Programme (ELF) project was approved in 2021 and funding in place to support the delivery, providing every school age pupil in the county with a learning device such as an iPad or Google Chromebook as part of Midlothian Council's £10.5 million investment in digital learning. Significant progress made in supporting Education ambition for 1 to 1 devices with phase 2 complete this year including improvements in Wi-Fi provision across schools to support wider deployment of chromebooks and underlying technologies. In addition, new EFL web filtering solution was implemented to support 1 to 1 device deployment.
- Digital enabled projects: a number of business applications have been upgraded and these continue to improve customer and staff experience. Successful Application upgrades including, major upgrade of Integra, CivicaPay including Mastercard 3DSecure V2, Civica 360, Open Revenues.
- The completion of the mobile phone replacement programme took place this quarter.
- Cyber Security resilience: The cyber risk is currently high and a number of improvements have been made this year to the Council's cyber defences. Following the geo-politic risks of cyber spill over the Council has applied NCSC guidance on how to respond to the increased risk, by introducing additional controls. A number of staff phishing exercises were carried out during this year which will continue. We achieved Public Services Network (PSN) Compliance in July 2021 and Cyber Security Essentials was achieved in February 2022. In relation to Cyber Security awareness, a report was provided to CMT on cyber risk and actions taken and IT Security audit rated overall satisfactory.

Customer Services Strategy

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

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

Customer self-service and new automated processes can help deliver some key services without customers dealing directly with a member of staff and could truly transform the way the Council deliver services. During 2020/21, increasing the pace of digital transformation, particularly in front-facing

customer services, will be a service and corporate priority, for Midlothian Council – one that can deliver the required efficiencies without negatively affecting customer experience.

Achievements

- Work continues to implement the Customer Services Platform (CSP) for Midlothian Council and redesigning key services that will improve the end to end customer journey. The modules in progress (such as missed bins, registrar's certificates, customer feedback) are being designed, configured, built and tested with services. The FOI and EIR module launched successfully this year and registrars final preparations being progressed for launch. New technology components for online payments and for real time reporting are being progressed. Work to progress the Customer Services Strategy continues in conjunction with the new Digital Midlothian Strategy, NESTA and neighbourhood services provisions.
- In our library services, groups and activities have continued to resume following COVID restrictions. Across a number of branches, Book Groups, Reminiscence Groups and Knitting Groups have re-started with some new groups starting too. Our 'Braw Blether' Bibliotherapy sessions have resumed face to face service and attendance remains steady. The TSB Bank have started a pop-up session in Dalkeith Library to offer customer's advice about everyday banking needs. A monthly Gaelic Bookbug session launched in Loanhead Library providing songs, rhymes and stories in Gaelic. A further Bookbug success saw Isi Allen, the Customer Service Team Leader at Loanhead Library shortlisted for the Scottish Book Trust's Bookbug Hero Award where she was cited as Highly Commended for the difference she makes to families. Midlothian Libraries were successful in their application for COVID Relief Funding from the Scottish Government and will be working on a targeted Bibliotherapy programme. The yearly total of virtual library visits is 225,804, the Q4 figure is 45,903. With the exception of Lasswade and Newbattle Libraries, all libraries are open to their pre-COVID hours so in-person provision has increased and therefore virtual visits have decreased from last year by 46,455 as an expected result.

Procurement Strategy

The procurement function, led by our new Chief Procurement Officer who joined in September 2021, has a central role in supporting the Council to achieve its strategic priorities within a constrained financial envelope. Procurement allows the Council to repurpose its spending power to drive our key strategic priorities and to secure the best possible value and outcomes for Midlothian. Effective procurement can maximise the value of every pound spent in terms of jobs, skills and supply chain opportunities in the local community. We will aim to address economic, social and environmental considerations at all stages of the procurement cycle within the rules of open, fair and transparent competition.

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

The team continues to utilise framework agreements with Scotland Excel and Procurement for Housing (amongst others) which not only provides an easier route to market but also delivers value for money. The Procurement team is currently working with Scotland Excel to review the service to ensure it remains fit

for purpose. We have also explored with neighbouring Councils albeit with limited success opportunities to collaborate on the joint delivery of procurement services and so will continue to engage with Scotland Excel to help support service development.

Achievements

- Work continues on the development of the SME/Procurement strategy. This year the team have reviewed and streamlined the non-competitive action process, the request for procurement process and developed a non-regulated procurement process and new contract database.
- The team continued to utilise framework agreements with Scotland Excel and Procurement for Housing (amongst others) which not only provides an easier route to market but also delivers value for money.
- A range of high value/complex contracts were awarded this year including Carer Support Services, and Care at Home recommissioning tender and School Counselling Services tender.
- Other key activities included the roll out of the benefits system to assist the Council in obtaining community benefits from contracts, roll out of contract variations for all National Care Home Providers contract and roll out of contract variations for all Health & Social Care providers regarding the Living Wage uplift.
- As part of the Local government benchmarking exercise, the percentage of procurement spend on local enterprises for 20/21 has increased from that of 18/19 and 19/20.

Challenges

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

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

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

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

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

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

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

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

Proposals for a National Care Service

The Scottish Government's proposals for and scope of a National Care Service will have fundamental implications for the community and for Local Government itself. The wide reaching proposals and aim to deliver a National Care Service by the end of the parliamentary term will impact on all aspects of the work of the Corporate Solutions team, including financial implications, both revenue and capital, our asset base, our workforce, governance and legal arrangements and our digital infrastructure and platforms. It will require an immediate focus by a range of officers during the consultation phase and beyond.

Service Performance

The COVID pandemic continued to have a direct impact on service performance this year and this is reflected in some of the service performance indicators set out later in this report.

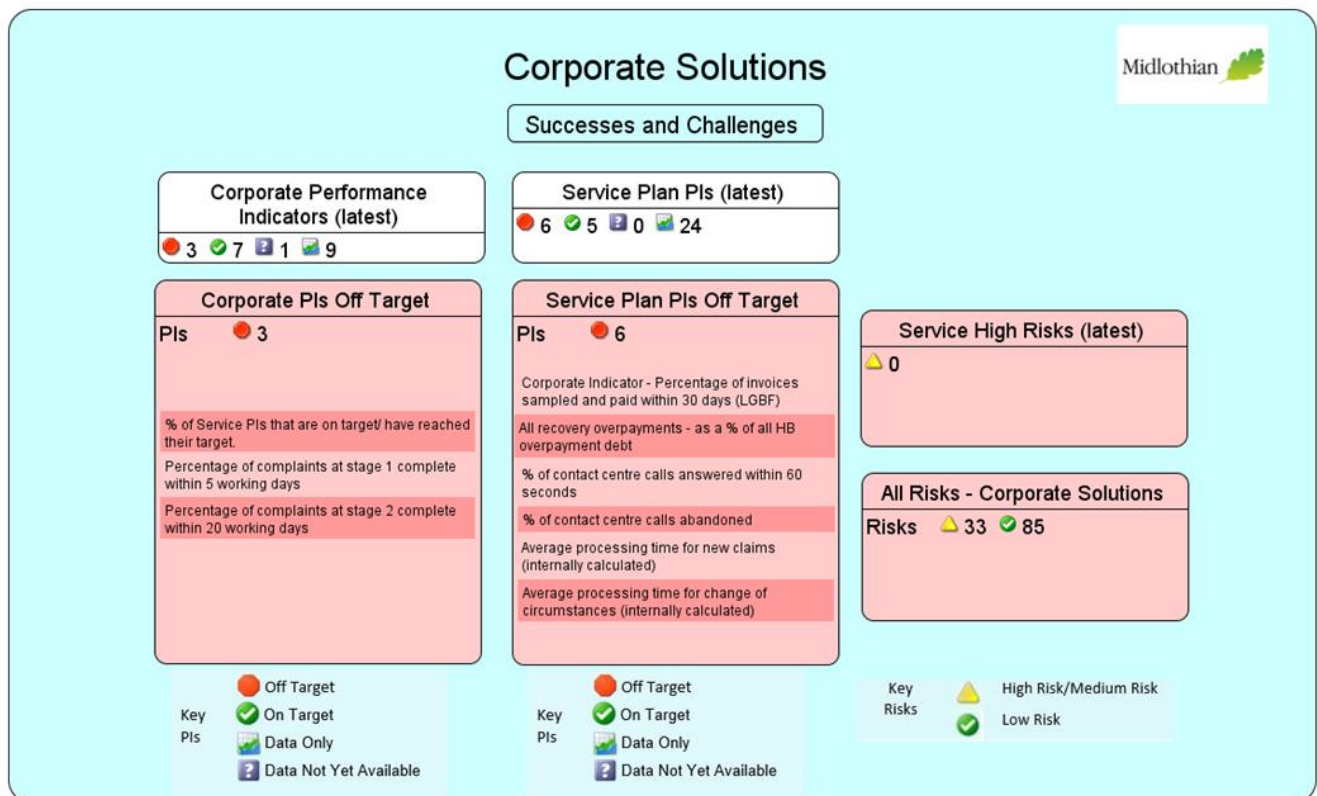
Continued increase in numbers of Self Isolation Support Grant applications is taking priority alongside increased Scottish Welfare Fund applications, leading to increased claim and change of circumstances processing times as resource is focussed on these areas.

The level of housing benefit overpayments has reduced as a consequence of the roll out of Universal Credit and the pandemic which in turn reduces the level of overpayments that can be recovered, although recovery of overpayments has increased this year from last year from 12% to 14%.

The contact centre continue to experience a high volume of calls with increased Self-Isolation Grants, other support services and an increase in contact this year as services started to resume back to pre-Covid levels. An additional 9,101 calls were received this year compared to 20/21. An increase in offline social

work contact combined with higher number of more complex call volumes and steady contact via online forms (9,806 this year) and social media (1,657) has resulted in lower percentage of calls being answered within 60 seconds and therefore higher percentage of calls being abandoned by the customer.

The average number of working days lost due to sickness absence has increased from 5.84 in 20/21 to 7.85 this year. Of the FTE days lost, 67% was due to long term sickness, 16% self-certified, 17% short term absence.



Midlothian's profile

Appendix 1

 92,460

people live in Midlothian

We are one of the smallest Local Authority in mainland Scotland but the **Fastest Growing.**



18% of people are over 65

20% are under 16

Inequalities: Midlothian is made up of **115** (SIMD) data zones,

10 of which fall within the **most deprived areas**, giving Midlothian a **8.7%** local share of data zones within the 20% most deprived areas in Scotland.

Working population (aged 16-64) of **57,100** with **1,700** unemployed

1,100 people furloughed as of September 2021, 600 males and 500 females

Life expectancy at birth is:



Health Conditions

The leading cause of death rates for both males and females is **Heart diseases and dementia.**



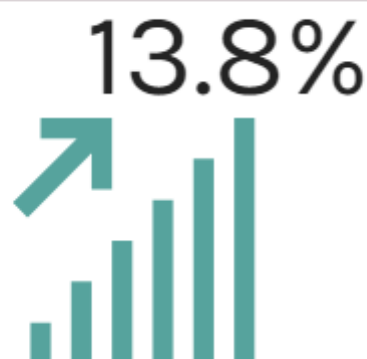
Females
81.7 years



Males
77.7 years

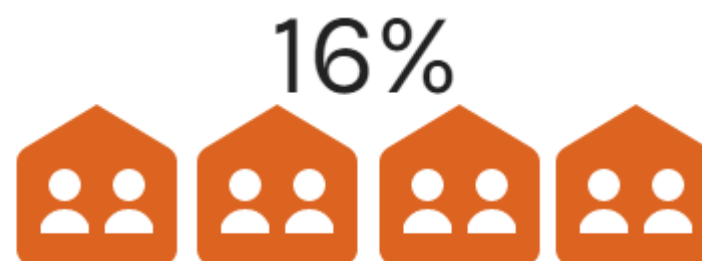
Midlothian's growing and ageing population

Data source: Midlothian Council Area Profile (nrsscotland.gov.uk), SIMD - gov.scot, nomis.web.co.uk



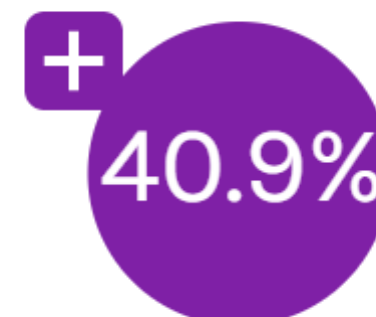
Population rise

The population of Midlothian is projected to increase from 91,340 to 103,945 by 2028. An increase of 13.8%, which compared to a projected increase of 1.8% for Scotland as a whole. Midlothian is projected to have the highest percentage change in population size out of the 32 council areas.



Increase in households

The number of households in Midlothian is projected to increase from 39,122 to 45,374 by 2028. This is a 16% increase, which compares to a projected increase of 4.9% for Scotland as a whole. Midlothian is projected to have the highest percentage change in household numbers out of the 32 council areas.



Increase in over 75s

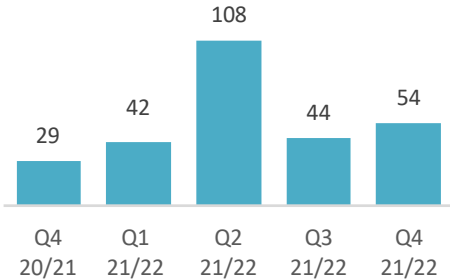
The 75 and over age group is projected to see the largest percentage increase (+40.9%). As people live for longer many more people will be living with frailty and/or dementia and/or multiple health conditions. This will pose challenges for all our health and social care services whilst also changing the face of some of the local communities.

Corporate Solutions Annual 21/22 performance

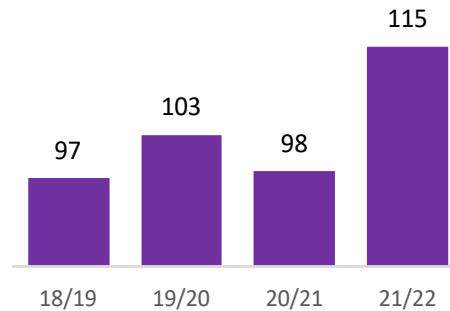
A full review of quarterly performance data is available via Pentana (Browser login link - <https://midlothian.pentanarpm.uk/login>)

Trend Data

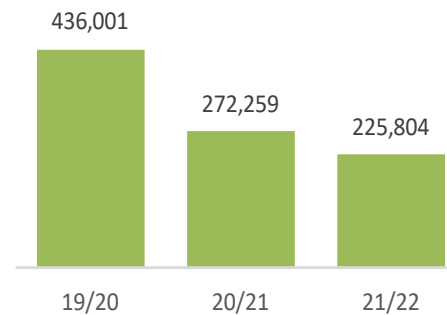
Number of complaints recieved (Corporate Solutions)



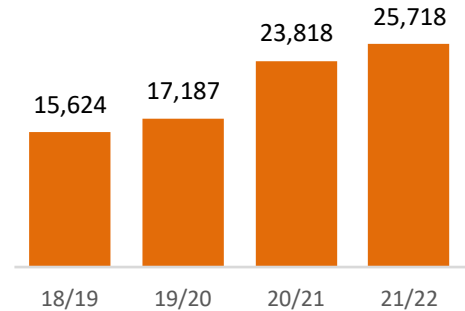
Total number of female employees in top 5%



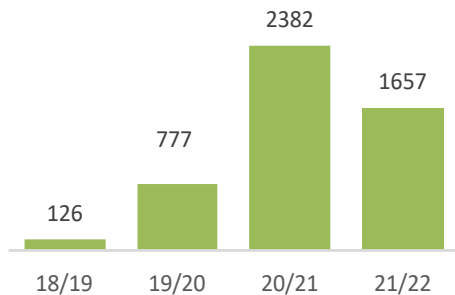
Number of virtual library visits



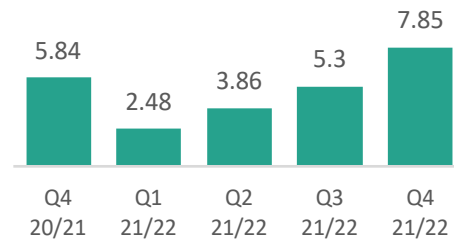
Number of Council Tax transactions recieved online



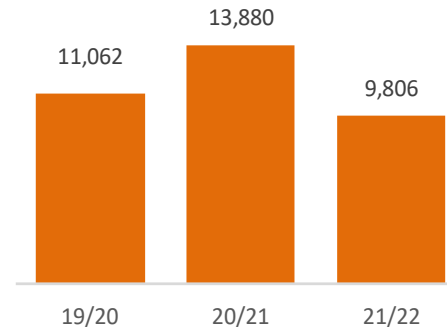
Number of social media contacts via Contact Centre



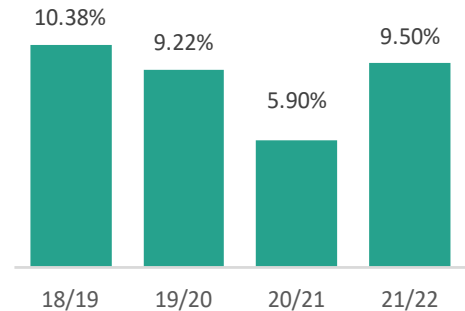
Corporate Solutions - Average number of working days lost due to sickness absence (culmulative)



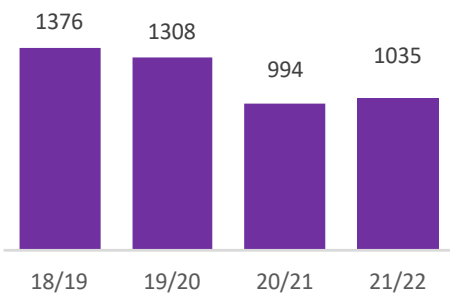
Number of webforms recieved via Contact Centre



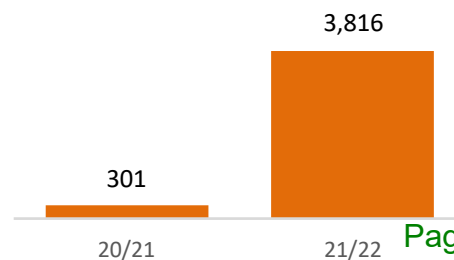
Percentage of staff turnover (including teachers)



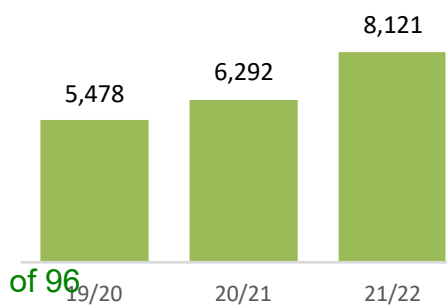
Number of Freedom of Information requests received (Council wide)



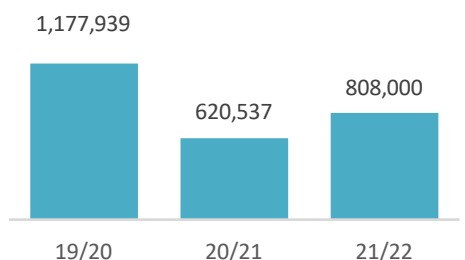
Number of Self isolation support grant applications received



Number of Scottish Welfare Fund applications received



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



Our Customers

4 targeted indicators, 9 data only indicators
4 off target

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

Key highlights

Work continues on implementing the Customer Services Platform (CSP) for Midlothian Council and redesigning key services that will improve the end to end customer journey. The modules in progress (such as missed bins, registrar's certificates, customer feedback) are being designed, configured, built and tested with services. The FOI and EIR module launched successfully this year and registrars final preparations being progressed for launch in Q1. New technology components for online payments and for real time reporting are being progressed. Work to progress the Customer Services Strategy continues in conjunction with the new Digital Midlothian Strategy, NESTA and neighbourhood services provisions.

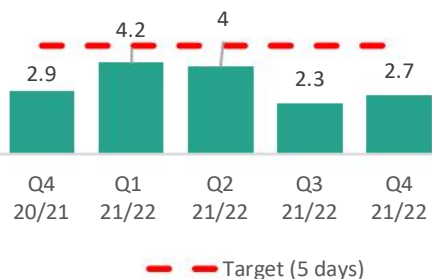
In our library services, groups and activities have continued to resume following COVID restrictions. Across a number of branches, Book Groups, Reminiscence Groups and Knitting Groups have re-started with some new groups starting too. Our 'Braw Blether' Bibliotherapy sessions have resumed face to face service and attendance remains steady. The TSB Bank have started a pop-up session in Dalkeith Library to offer customer's advice about everyday banking needs. A monthly Gaelic Bookbug session launched in Loanhead Library providing songs, rhymes and stories in Gaelic. A further Bookbug success saw Isi Allen, the Customer Service Team Leader at Loanhead Library shortlisted for the Scottish Book Trust's Bookbug Hero Award where she was cited as Highly Commended for the difference she makes to families. Midlothian Libraries were successful in their application for COVID Relief Funding from the Scottish Government and will be working on a targeted Bibliotherapy programme. The yearly total of virtual library visits is 225,804, the Q4 figure is 45,903. With the exception of Lasswade and Newbattle Libraries, all libraries are open to their pre-COVID hours so in-person provision has increased and therefore virtual visits have decreased from last year by 46,455 as an expected result.

Areas of improvement

An additional 9,101 calls were received via our Contact centre compared to 20/21. There has been an increase in calls for Self Isolation Grants and other support services throughout the year as well as an increase in offline Social Work contact which has an impact on calls as staff are managing and responding to these contacts. During the year the contact centre and revenues teams facilitated the Scottish Welfare Fund. There remained a significant number of applications for Scottish Welfare Fund. During 2021/22 we received 6,821 applications for Crisis grants of which 3,952 met the criteria and resulted in payments £452,000. Community Care grant applications totalled circa 1,300 of which 483 payments were made totalling £355,000. In addition there were 3,816 applications for Self Isolation Support grants of which 1,628 qualified with payments totalling £814,000. This has led to a continued increase in claim and change of circumstances processing times as resource is focussed on these areas.

47 new Taxi licences applications received this year, **4** Premise licence.

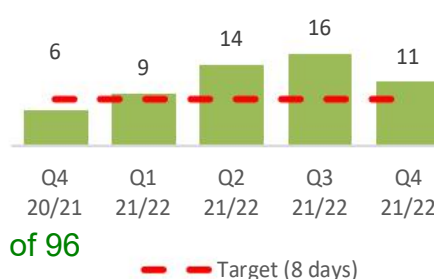
Average time in working days to respond to complaints at stage 1



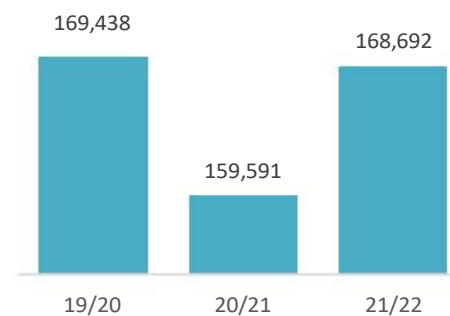
Average processing time for new benefit claims (Days)



Average processing time for change of circumstances (Days)



Number of Contact Centre Calls



Digital by default

6 Data only indicators

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

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

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

Key highlights

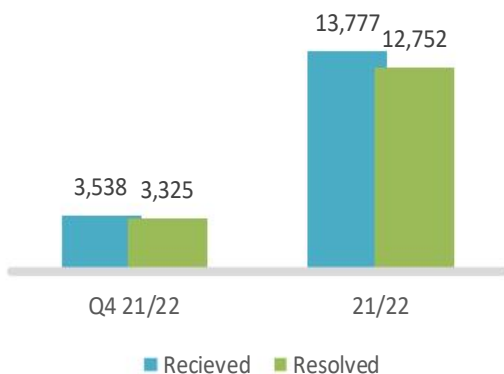
- Continued progression of the new Digital Services Strategy ensuring the Council has the capacity and skills to take forward the associated investment and delivery of plans.
- Equipped for Learning Programme (ELF) project was approved in 2021 and funding in place to support the delivery. This will provide every school age pupil in the county with a learning device such as an iPad or Google Chromebook as part of Midlothian Council's £10.5 million investment in digital learning. Significant progress made in supporting Education ambition for 1 to 1 devices with phase 2 complete this year including improvements in Wi-Fi provision across schools to support wider deployment of chromebooks and underlying technologies. In addition, new EFL web filtering solution was implemented to support 1 to 1 device deployment.
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- Cyber Security resilience: The cyber risk is currently high and a number of improvements have been made this year to the Councils cyber defences. Following the geo-politic risks of cyber spill over the Council has applied NCSC guidance on how to respond to the increased risk, by introducing additional controls. A number of staff phishing exercises were carried out during this year which will continue. We achieved Public Services Network (PSN) Compliance in July 2021 and Cyber Security Essentials was achieved in February 2022. In relation to Cyber Security awareness, a report was provided to CMT on cyber risk and actions taken and IT Security audit rated overall satisfactory.

Areas of Improvement

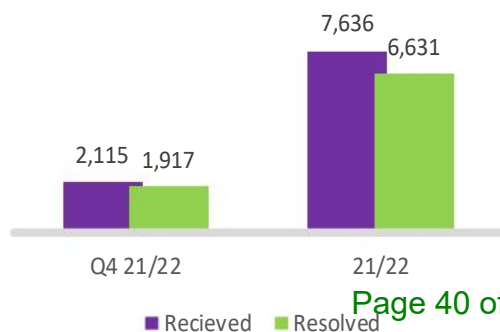
The gap between requests received and resolved in the graphs below is principally as a consequence of the lead time for new devices, reflecting global demand and the supply chain. Where necessary interim solutions are provided and the requests closed when a permanent resolution is secured.

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

Number of service incidents



Number of service requests



Others, 7.43%

Online, 9.02%

DWP Direct Payment, 14.98%

Automated Telephone Payment, 4.34%

Payment Card, 18.96%

Direct Debit, 45.27%

% of rent transactions (21/22)

Our Workforce

2 Targeted indicator, 13 data only indicators

No indicators off target

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

Key highlights

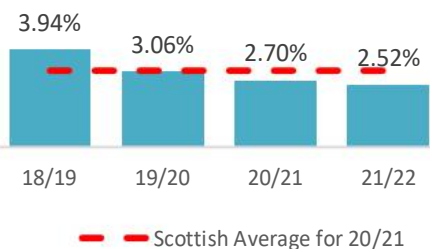
- This year we welcomed the Kickstart Scheme which is a new programme aimed at young people across our communities who are currently unemployed facing long term unemployment. Young people from the Kickstart programme are already successfully transitioning into permanent roles. We have 24 placements in total. Cohort 1 have now successfully completed their six month placement with all going on to secure a positive destination within the Council.
- Positive progress made on the creation of a one-Council approach to organisational wellbeing including the Making it Happen network launched in February 2022 for the Place directorate.
- We secured the Healthy Working Lives Award for 9th year running.
- Implementation of the Local Government Workers 2021 Pay Award and Preparation made to implement the teachers award, agreed in late March in April 2022 Salary Payments.
- Revised SNCT grievance procedure agreed and resolution procedure for Local Government Workers amended after consultation with Trade Unions.
- Transition plan from remote to hybrid working in place and on target for completion in Q1 22/23.
- Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff.
- Allocated one of the limited places on Age Scotland's age inclusive matrix programme for 2022 which will see us work with senior consultants from Age Scotland to review current practice, listen to workers of all ages, and maintain energy and focus to address and deliver changes to enhance the employee experience.

Areas of improvement

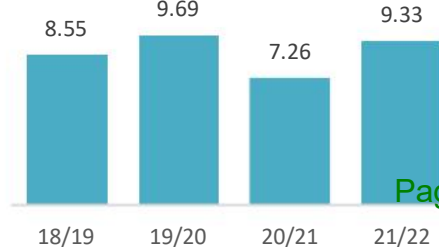
Sickness absence days have increased compared to that of last year council wide. For Corporate Solutions, the average number of working days lost due to sickness absence has increased from 5.84 in 20/21 to 7.85 this year. Of the FTE days lost, 67% was due to long term sickness, 16% self-certified, 17% short term absence. While there is no identifiable trend causing the increase, either in short term or long term absences work continues with each service area to review attendance levels and support those staff who are absent to be able to return to work.

We will continue to track our gender pay gaps and employee turnover rates. Turnover varies through the year .Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing. Aside from 20/21 where staff turnover was 5.9% the turnover rate has been consistent the last 3 years between 9-10.5%.

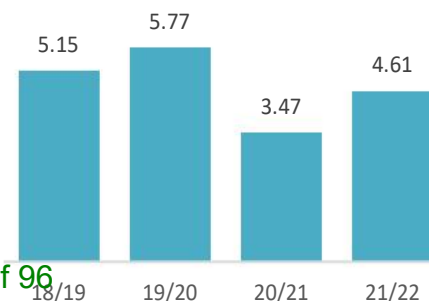
Gender pay gap between average hourly rate of pay for male and female (all employees)



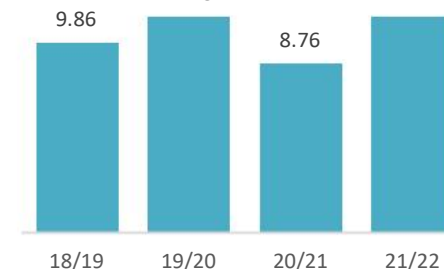
Sickness Absence Days per Employee - cumulative (All employees)



Teacher Sickness absence days



Local Government employees Sickness absence days



Finance

6 Targeted indicator, 3 data only indicators
2 off target

The revised grant settlement for 2022/23 means a further real terms reduction in core funding. The reliance on one off funding sources to balance the 2022/23 budget combined with the challenging outlook for local government funding adversely impacts on the Council's financial sustainability and will result in the need to cut services in 2023/24 and beyond.

The Council has robust and effective financial management arrangements

Key highlights

- Completion of the 2020/21 financial statements and audit. Maintaining a green rating for Financial Management from EY the Council's appointed external auditor.
- Completion of 2022/23 base budget and supporting the work of BTSG to consider options to secure a balanced budget.
- Presentation to Council in February of a full suite of financial monitoring reports for last quarter which included an assessment of the financial impact of COVID and an update on Council reserves linking into budget decisions for 22/23.
- Throughout the year the finance team have carried out in depth financial input to key projects embedded in the Medium Term Financial Strategy including Destination Hillend, Early Years Expansion, and demographic pressures in service areas and the Learning Estate Strategy and in addition carried out detailed analysis on the impact of the Local Government Finance settlement following the Scottish Budget announced in December
- Invoice payment performance for Corporate Solutions has remained on target this year, 95% of invoices paid within 30 days.
- Throughout the year Business applications have supported various grant funds and payment schemes supporting businesses and the people of Midlothian including the introduction of the child disability payments scheme, low income pandemic payments, discretionary grant fund, taxi fund and ventilation fund, housing payments for tenant grant fund, education early years omicron impact fund, CLL grant payment YPG training allowances, milk and healthy snack scheme and in addition the launch of local support of free bus travel for under 21s.
- £808,000 was awarded from the Scottish Welfare Fund this year. The increase from last year reflects the greater uptake of grants at this stage in the pandemic with the 2020/21 values being suppressed by periods of lockdown.

Areas for improvement

2021/22 continued to be dominated by the impact of the pandemic on our communities and on the Council itself. Furthermore financial sustainability continued to dominate the agenda. In their Annual Audit Report for the financial year ended 31 March 2021 EY, The Council's appointed External Auditor, rated Financial Sustainability as amber. Subsequent to Council consideration of that report the settlement for Local Government for 2022/23 was announced in December 2021 and represented a cash reduction in core grant nationally of circa £100m at a time where costs continue to rise. On 27th January 2022 a further £120 million one off funding was announced for Local Government. However Councils continue to face a £251m real terms cut which will increase again in 2023/24 by a further £120m if the one-off funding for 2022/23 is not baselined within the Local Government settlement. While Council subsequently agreed a balanced budget and a Band D Council Tax of £1,442.60 balancing the budget was reliant of £12 million of one off funding. Accordingly the recurring expenditure of £251 million for 2022/23 exceeds recurring funding by that £12 million. Projections are that 2023/24 and beyond will require significant service reductions, focusing on statutory requirements as well as continued service transformation.

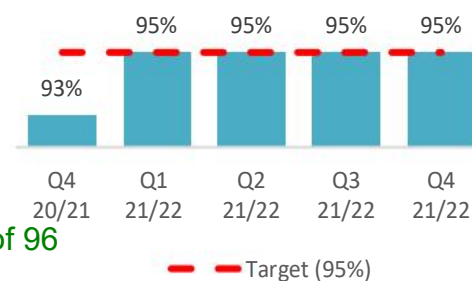
In year recovery of overpayments - % of all Housing benefit overpayments identified



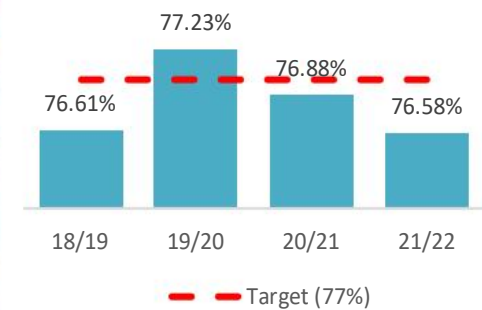
All recovery overpayments - as a % of all HB overpayment debt



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



% of Direct Debit payers for Council Tax



Holistic

Sustainable

Hub and Spoke

One size fits one

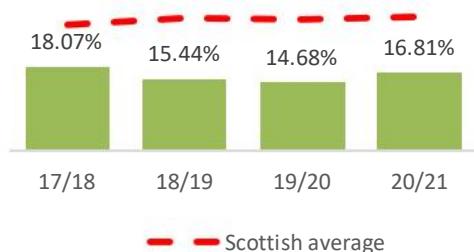
Key highlights

- Work continues on the development of the SME/Procurement strategy. The team have reviewed and streamlined the non-competitive action process, the request for procurement process and developed a non-regulated procurement process and new contract database.
- The team continues to utilise framework agreements with Scotland Excel and Procurement for Housing (amongst others) which not only provides an easier route to market but also delivers value for money.
- A range of high value/complex contracts were awarded this year including Carer Support Services, and Care at Home recommissioning tender and School Counselling Services tender.
- Other key activities included the roll out of the benefits system to assist the Council in obtaining community benefits from contracts, roll out of contract variations for all National Care Home Providers contract and roll out of contract variations for all Health & Social Care providers regarding the Living Wage uplift.
- As part of the Local government benchmarking exercise, the percentage of procurement spend on local enterprises for 20/21 has increased from that of 18/19 and 19/20.

Areas of improvement

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

% of procurement spent on local enterprises (LGBF)



Education Annual Performance Report 2021/22



01. Progress in delivery of strategic outcomes

Midlothian Single Plan Priority Reducing the gap in learning outcomes

Priority 1: Attainment and Achievement

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

The Scottish Government (SG) published the National Improvement Framework (NIF) Report 2021 and Improvement Plan 2022 December 2021. The SG NIF report highlighted the impact of the pandemic on attainment within the BGE with the attainment gap widening between the most and least disadvantaged children.

At P1, performance in listening & talking, reading, writing and numeracy were all above the national figures.

Performance in listening and talking at P4 and P7 is in line with the national picture.

At P7, fewer children attained the expected CfE level in numeracy and this has been a key focus for schools in terms of closing the learning gap caused by the pandemic. Overall, the Midlothian CfE data mirrors the national picture and a Building Back Better Recovery Programme was initiated within identified schools and/or stages.

The Building Back Better team matched expertise to need, and targeted schools with the largest gaps taking into account a number of factors; attainment in 2021 v 2019, attainment predicted in 2022, impact of the poverty related attainment gap, gender differences and ASN need. The team also identified support needed for P2 and P5 in order to support learners who had narrowly missed their expected level in June 2021. Throughout Jan – March 2022 the team targeted schools with children “at risk” of not achieving expected level by June in P1, P4 and P7.

The Programme has had a significant impact on raising children’s attainment with on average a 5.4% increase in attainment within the target schools and stages. Predicted data suggests we will report an increase in the percentage of children achieving both literacy and numeracy at P1, P4 and P7 June 2022.

As CfE data was not collected for S3 in June 2021, further analysis of S3 data June 2022 will be carried out and reported Q2 2022/23.

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

National Benchmarking Measures

Number of Leavers June 2021: 877. This was 100 higher than in 2020.

% Leavers Achieving Level 4 or better Literacy and Numeracy 21: 89.85%. This was in line with our virtual comparator.

% Leavers Achieving Level 5 or better Literacy and Numeracy 21: 66.36%. This was a 1.24% increase on 2020 and 2.15% above our virtual comparator at this level.

Initial leaver destinations

95.44% of leavers entered a positive initial destination. This is in line with our virtual comparator and was, percentage point-wise, above the VC and SEIC. Despite the challenges of the pandemic, more young people entered a positive destination in 2021 than in 2020.

Improving Attainment for All

Performance in our lowest 20% and middle 60% is in line with our virtual comparator, with performance of the highest 20% greater than our virtual comparator.

Attainment versus Deprivation

Across all deciles, all leavers performance was in line with that of their peers within the virtual comparator. However, against the national, SIMD decile 8 was much lower. Decile 2,4 and 5 was lower.

Breadth and Depth: Leavers

5 or more at level 4: 82.78%, virtual comparator: 83.66%
5 or more at level 5: 63.17%, virtual comparator: 64.71%
1 or more at level 6: 59.98%, virtual comparator: 63.04%
3 or more at level 6: 47.66%, virtual comparator: 49.75%
5 or more at level 6: 33.98%, virtual comparator: 36.33%
1 or more at level 7: 25.09%, virtual comparator: 23.53%

Leavers: Pupils with Additional Support Needs

Attainment in Literacy & Numeracy:

% Leavers Achieving Level 4 or better Literacy and Numeracy 21: 81.9%. Our virtual comparator was 78.44%
% Leavers Achieving Level 5 or better Literacy and Numeracy 21: 45.40%. Our virtual comparator was 43.83%

The percentage of school leavers with additional support needs entering a positive initial destination was 92.94%. This to our virtual comparator of 92.45% and the SEIC was 92.09% and national 92.81%.

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

As mentioned above the gap between the most and least deprived children has widened during the pandemic period at a national level and this picture is also evident within Midlothian.

The gap between the most and least deprived in literacy at P1,P4 and P7 was 32 percentage points and 23 percentage points in numeracy June 2021. The Building Back Better intervention programme has targeted schools where data highlighted the need for further intervention.

Midlothian Single Plan Priority Reducing the gap in health outcomes

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

2.1 Improve Equity and Inclusion

School attendance rate was 92.3% for 2020-21. Attendance data was not gathered in 2019-20. Attendance is being monitored and tracked to identify children and young people at risk of disengaging from education. This has been more evident within the secondary sector than primary.

Initial aims of the nurture strategy have focused on building capacity in schools through awareness and skills in nurturing approaches. The strategy group will now review attendance, behaviour and wellbeing data to inform outcomes for the 3rd year of the nurture strategy and evaluate impact at universal level and across specific groups of children and young people.

Key achievements to date:

- ***Built a commitment to nurture, strategic plan and network of partnerships:*** The Nurture Strategy group meets every 2 months to review direction and activities. There are currently 73 Nurture Leads in Midlothian schools, Early Years centres, Community and Life-long Learning, and Children and Families teams forming 8 Collaborative Peer Support Network Groups. Links have been made with third sector organisations so that a consortium group has been formed.
- ***Training and resources:*** A digital platform has been set up to support school and practice development with nurture-related resources including a Nurture reflection tool and summary documents. Authority-wide training on Nurture: Attachment Aware and Applying the Six Nurture Principles in Practice has been delivered across schools and authority wide staff. More bespoke training and consultations are delivered by the Educational Psychology team.

2.2 Develop and improve health and wellbeing of staff and all children and young people from early level

Various surveys have been carried out to assess the health and wellbeing needs of staff and children and young people. Staff focus groups will be held June 2022 to seek views on what further support the authority can provide to improve staff health and wellbeing. A Health & Wellbeing consultation session was held with an external specialist consultant to support our head teachers through the challenges faced as a result of the pandemic. A cultural audit was also carried out with staff from the specialist sector and staff from occupational health are now supporting the

authority to address the identified next steps. Health and Wellbeing surveys at school level have identified the needs of individual and groups of children and young people. In addition, Education and Children's Services are working closely with NHS Lothian staff to introduce a new service to improve access to mental health support at an earlier stage.

Midlothian School Counselling Service

As at January 2022 the counselling service had been delivering support to Midlothian school pupils aged 10-18 for a little over a year, including an initial one year pilot period in which the service specification was developed. The next round of monitoring data is due at the end of this month, but between November 2020 and December 2021 184 young people had accessed the service for individual counselling sessions with still more accessing information and support via the 135 drop-in sessions hosted across 5 of the High Schools. The primary reasons for referral into counselling were anxiety, low mood and difficulties managing relationships. The engagement rate has been very high at 91.3% over the lifetime of the service so very few young people are dropping out with most attending at least 7 sessions. 88% felt some reduction in their distress after completing their counselling, with 40% showing a clinically significant improvement. 98% showed improvements in engaging with family, friends, and in social activities despite the ever present and changing pandemic restrictions.

Community Mental Health Framework – Supports and Services

Since November 2020 the Council has allocated three tranches of funding received from the Scottish Government and aimed at improving mental health and wellbeing outcomes for children, young people aged 5-24, and their families and carers. Governance of the funds sits with the relatively newly established Midlothian Children and Young People's Mental Health Strategic Planning Group, and money was distributed following a competitive application process.

In all 10 local organisations have received funding to deliver a range of supports and services including:

- . a programme of personalised developmental placements completed by 43 of the hardest to reach young people
- . art therapy, play therapy, family counselling and carer support delivered to 134 children and 85 family members/carers
- . a Forest & Outdoor Learning Award programme and a green learning voluntary programme completed by 42 young people
- . individual, group and workshop based anxiety management interventions attended by c72 children, 326 parents and carers, and 67 school staff members
- . packages of personalised practical and emotional support delivered to 40 families.

Delivery, using existing funding, will continue to March 2023 enabling more local young people and their families/carers to benefit from this range of interventions. Feedback from beneficiaries to date has been overwhelmingly positive and all who have received support have reported improved outcomes.

Priority 3: Self-improving Systems

3.1 Develop a quality improvement framework to support schools to achieve Good or better in inspection QIs through: Empowerment of leaders at all levels, leading to an empowered system Improving quality of leadership at all levels.

A draft Parental Engagement Strategy is out to consultation with staff, pupils and parents has been created and is being shared with EEG, ASGs and Parent Councils for Consultation.

In the final term of this academic session, the local authority is carrying out the Scottish Government Parental Engagement and Involvement Survey to provide a baseline of our strengths and aspects for improvement.

Our Head Teachers and staff have been involved in the creation of our authority-wide Quality Improvement Framework which will be implemented from August 2022, setting out clear expectations and standards across all of our schools.

The EYs Principal teachers have carried out 124 visits across 64 settings since August as part of the quality improvement support. They have also worked with improvements settings for targeted support alongside the Care Inspector Improvement service. The number of improvement settings has reduced by 43% since August 2021.

Midlothian Single Plan Priority Reducing the gap in economic circumstances

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

4.1 Improve senior phase progression pathways to improve positive destinations, including for young people with ASN and who are care experienced.

See above re positive destination figures for all leavers and pupils with additional support needs.

Priority 5: Finance & Resources

5.1 Deliver Best Value through:

- Reviewing and implementing the learning estate strategy, taking cognisance of the ASN learning estate
- Robust workforce planning
- DSM review

Learning Estate

School roll projections have been updated and a revised learning estate strategy is being finalised. Designs for Easthouses Primary School and Mayfield Campus are being finalised taking account of feedback from key stakeholders including the community. The Beeslack High School replacement site is due to be announced before the end of this academic session.

The new Burnbrae Early and ASN Provision has received positive feedback from Education Scotland and HMI on the quality of the learning environment.

Following consultation, the council approved the closure of St Margaret's RC Primary School, which is now being utilised as provision for young people with additional support needs.

DSM Review

THE DSM scheme was reviewed in line with national guidance and in consultation with head teachers. A further review is to take place 2022-23 with a focus on ASN and Early Years.

5.2 Equipped for learning:

Identified delivery milestones for the first phase of the Equipped for Learning programme have been delivered on time and within budget during 2021-22. The project is now on track for Phase 2 delivery, focusing on transformation of learning and teaching pedagogy and further infrastructure improvement.

In Q4, this has included the provision of a digital device for learning for all primary-aged pupils, following the successful rollout of devices to secondary school pupils in Q3.

Digital devices to support learning have been provided to every secondary school pupil as part of the Equipped for Learning programme. These devices are being used daily in classrooms and at home. Specific pedagogical approaches, linked to the use of digital technology in the classroom are being trialled within the Newbattle Digital Centre of Excellence, as part of a practitioner-enquiry approach.

02. Challenges and Risks

21/22:

- Outcome of the Education Reform Consultation and National Care Service Consultation
- Uncertainty about how SQA qualifications will be assessed academic session 2021/22 and beyond.
- Impact of the pandemic on post-school destinations
- Midlothian Council has a relatively high proportion of funded ELC places delivered by partners in the private and voluntary sectors. As such, any increases in the rate that is paid to funded providers would create additional upward pressure on the early years budget for 2022/23.
- Rate of demographic growth on the learning estate

- A full refresh of school roll projections and capacities has been undertaken to assess current and future demand. This work will inform and shape the Learning Estate Strategy over the next 5 years.
- A number of schools funded through the Scottish Governments Learning Estate Investment Programme are at the briefing and design stages. There are council and developer funded projects being undertaken also.
- The Roll Projection data will be checked and refreshed on a 6 month basis to ensure we have provided sufficient capacity in each catchment.
- A programme of Suitability Surveys will be conducted in 2022 to ensure our Core Facts data is reflective of the current situation.
- The Place Directorate are conducting Condition Surveys in all schools assets. - Increase in the number of children and young people with additional support requiring more specialist provision will require robust monitoring to ensure staffing and specialist facilities meets level of needs

Education

Successes and Challenges

Corporate Performance Indicators (latest)

Pls  7  4  1  8

Corporate Pls Off Target

Pls  7

% of Service Pls that are on target/ have reached their target. (does not include Corporate Pls)

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




Average time in working days to respond to complaints at stage 2

Average time in working days for a full response for escalated complaints

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Percentage of complaints escalated and complete within 20 working days

Key
Pls  Off Target
 On Target
 Data Only
 Data Not Yet Available

Service Plan Pls (latest)

 0  10  0  6

Service Plan Pls Off Target

Pls  0

There are no Pls Off Target

Key
Pls  Off Target
 On Target
 Data Only
 Data Not Yet Available

Service High Risks (latest)

 1

School Capacities/Catchment Areas/Demand for Pupil Places

All Risks - Education

Risks  8  16

Key
Risks  High Risk/Medium Risk
 Low Risk

Place Annual Performance Report 2021-22

The Place Principle

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

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

In implementing the place principle we:

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

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

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

Successes this year

Environmental

Midlothian Council was one of the first local authorities to sign Scotland's Climate Change Declaration, publicly acknowledging the challenges and opportunities that climate change brings with a commitment to make the Council's activities net zero carbon by 2030. Work continues to implement the Council's Climate Change Strategy and focus continues within the Place services to achieve future emissions targets. The ambitious strategy sets out how we will reduce our greenhouse gas emissions, encourage and work with others in our community to mitigate and adapt to changing climate. The strategy incorporates an action plan with a number of initiatives and ongoing programmes which together are helping to reduce our emissions and carbon footprint. This year 702 new lighting columns were replaced with LED lanterns and an upgrade of 350 sodium lighting units contributing to energy and carbon savings.

Good progress was made in 2021/22 with the annual Capital Works Programme for carriageway resurfacing, despite the ongoing impact of COVID-19. 8 carriageway resurfacing schemes were undertaken, utilising entirely framework contractors. 9.9km of carriageway has been resurfaced for the year (1.4% of the total road network) under the Capital Works Programme, and an additional 4.14km resurfaced during Q3 and Q4 as part of the Residential Streets programme, totalling 14.04km of carriageway resurfaced this year (2.05% of the total road network).

The Residential Streets programme commenced at the start of October, with the first phase of carriageway and footway resurfacing completed during Q3 by our in-house resource. Residential Streets is a two year programme to improve the condition of footways and roads across the county, and an example of a coordinated Neighbourhood Services works programme. Whilst the resurfacing works are taking place, Land and Countryside are attending to verges and overgrown foliage, whilst dropped kerbs requests are also being carried out and street lighting assessments taking place in each location.

The successful delivery of winter service includes responding to a number of storms this year. Land Services/Kickstart staff have been working with roads staff to ensure winter readiness. The winter service manual was revised in partnership with cross-Council service areas and communities. Road Services worked with Property and Facilities Management Services to carry out a review and condition survey of all grit bins, as well as responding to individual community requests. The survey results have been consolidated using the Geographic Information System mapping system for assets to show locations and facilitate requests in real time, and this is now available to view via the Council's website,

In-cab units to enable Waste Services to move to a Digital Depot way of working have been received following a successful funding bid to the Scottish Government's Recycling Improvement Fund. The intention is that these units will integrate with the new Customer Service Platform allowing service requests to be closed in real time.

Following discussions on reuse, plans are developing on a reuse service at Stobhill. The partnership opportunity was advertised for partners to take items from Stobhill Recycling Centre for refurbishment or reuse. A preferred contractor has been identified to collect household waste for reuse from Stobhill Recycling Centre. Setting up the reuse cabin will be progressed in Q1 2022/23.

Landscaping project works: completion of 5 playground and Auld Gala Park with various tenders underway including Waterfall Park, Kings Park, Easthouses Park and a pump track at North Middletown to continue into 22/23. The Ranger Service continues to engage with communities and volunteers on various initiatives. All 7 sites have been inspected this year and tree works for all sites complete. A Green Flag award was received for the Penicuik to Dalkeith walkway. Unfortunately volunteering has been restricted by COVID-19 over the last year and although off target, groups and event numbers are now increasing. The

annual target of 9,000 reflects pre-pandemic figures and during 21/22, 4,821 hours were used in the countryside, which we expect to increase next year.

Economic

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

The Locate in Midlothian website continues to be a valuable tool for employability opportunities and employment support. Each social channel is targeting different audiences and each is performing well in terms of audience growth and interaction.

This year we have continued to maximise opportunities to support recovery of the tourism sector by supporting the development of the tourism forum's digital presence and representation on the steering group. A member benefit has been included of a quarterly roundtable meeting with Economic Development and Business Gateway to raise challenges and opportunities - early intervention in new initiatives can help accelerate those that will encourage more visitors to Midlothian. Business Gateway has referred 40 businesses to Midlothian Tourist Forum and membership is now at 55.

Local Procurement: We have a dedicated officer in the Economic Development Service and although progress has stalled over the COVID-19 period due to capacity, we are in a good position to now take this forward with momentum as businesses are more comfortable directing resource at future opportunities. Addressing a gap in the learning cycle, we are introducing a procurement mentor to the client journey providing 121 support; this should increase the volume and quality of local bids.

Tyne Esk LEADER Scottish Rural Parliament project is now complete with a Midlothian/East Lothian needs based funding strategy produced. This will to inform the way forward. Close links with communities were fostered and communities are welcoming to further engagement with the Scottish Rural Parliament. Opportunities that may arise are working with the Scottish Rural Youth Task Force/Scottish and Rural Islands Youth Parliament for young people, with Tyne Esk as potential first hosts, and Scotland's Older People Assembly for older people.

This year the Economic Development team, with other departmental support completed the allocation of the discretionary fund. The fund provided small business support with on-off grant payments who were impacted by COVID.

Regeneration

The Planning Service has recovered approximately £11.8m and secured £12.9m in developer contributions in 21/22 towards: new schools; community facilities; sport, leisure and play provision; transport infrastructure; and town centre improvement projects.

The Planning Committee this year have granted various permissions for significant strategic planning applications leading to new tourist facilities, investment and job creation

Town centre Capital fund, of the seven applications approved (£910,000) all projects are now complete with Penicuik Town Hall completing this quarter. Further public realm works have also recently received funding through the Place Based Investment Fund.

Housing and homelessness

Midlothian Council's Strategic Housing Investment Programme (SHIP) was submitted to the Scottish Government in November 2021. To address the need for affordable housing, the SHIP details potential sites for 2,446 new affordable homes to be built between 2022/2022 and 2026/27.

There were 4,237 active housing applicants placed on the Common Housing Register at the end of this reporting period.

431 permanent homes have been provided to housing list applicants via the common housing register since 1 April 2021. An increase in 104 lets (32%) in permanent homes compared to last year.

During this reporting period, 99 households were assessed as homeless, with 385 households assessed since 1 April 2021. It is a positive decrease of 22% in the overall number of homeless households assessed compared to 493 households assessed during 2020/21. Since 1st April 2021, 790 households have been provided with advice and assistance compared to 515 for 2020/21. During 2021/2022 48 temporary properties have been successfully converted to permanent tenancies. The service has also progressed the delivery of 22 Housing First cases.

Midlothian Council's Rapid Rehousing Transition Plan (RRTP) was submitted to the Scottish Government on 30th June 2021. This sets out a vision that by 2024: an increased number of homeless households will obtain permanent accommodation, no homeless household will be accommodated in bed and breakfast accommodation, and the average time taken for the Council to complete its homeless duty will have halved from 105 to 52 weeks. As of quarter 4 the length of time homeless applicants waiting until receiving a permanent housing is 85 weeks which has steadily improved throughout the year, with a reduction of 42 weeks in comparison to Q1.

95% of new tenants were very satisfied with their new council home and experience with the Housing and Wellbeing Service. 100% of new tenancies were sustained after 12 months.

The Equally Safe Housing and Homelessness Policy was approved this year and is currently being implemented. It has been developed with Midlothian Women's Aid and Mid and East Lothian's Public Protection Team taking into account the specific needs of those experiencing domestic abuse and upcoming legislative changes.

To comply with the Scottish Housing Regulator's Regulatory Framework, the Council approved the Annual Assurance Statement providing full assurance that it is meeting legislative and regulatory standards.

Capital programme

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

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

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

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

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

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

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

In relation to our ambitious affordable housing programme, in total there were 334 site starts in the year, with 180 homes completed. In total, Midlothian Council attracted over £15m of Scottish Government grant funding into its affordable housing programme in 2021/22.

Midlothian Council is overseeing a significant housing programme. This includes the largest Passivhaus programme in Scotland, with 182 homes to be built to the exacting Passivhaus standard, in line with Midlothian Council's Net Zero Housing Design Guide. This ensures exceptionally high levels of energy efficiency and low utility bills for our residents. The conversion of Jarnac Court in Dalkeith is also now complete and will soon be providing temporary housing accommodation for those most in need.

Works are now underway at Polton Street in Bonnyrigg, where Midlothian Council is working closely with the Midlothian Health and Social Care Partnership to build 46 homes with onsite care, as well as an Intermediate Care Facility providing interim and respite care for up to 40 short term residents and a new Day Services facility to support older people in the refurbished former Bonnyrigg Infant School. All of the new build elements of this development will be built to Passivhaus standard.

Destination Hillend continues to move forward. The first package of works, relating to the upgrade of the junction at the entrance are now out to tender and relevant planning applications are progressing. Design

development continues on the most exciting elements of this development: the alpine coaster, the zipline and the new snowsports centre.

A public consultation exercise was completed for the A701 Relief Road and that project is also progressing, with the imminent selection of a preferred route and publication of the Stage 2 Scottish Transport Appraisal Guidance report.

Utilising the Place Based Investment Fund, we have also invested in further public realm upgrades in Penicuik Town Centre, a new mobile library bus and a pop-up park in Newtongrange Town Centre.

Challenges

The challenges for Midlothian continue with our recovery out of the pandemic, the growing and ageing population and the increasing demand for services that this brings. Midlothian is projected to have the highest percentage change in population size of all council areas in Scotland. From 2018 to 2028, the population of Midlothian is projected to increase from 91,340 to 103,945. This is an increase of 13.8%, which is in contrast to a projected increase of 1.8% for Scotland as a whole with a 40.9% increase in older people over 75. In addition, Midlothian has 10 zones which fall into the most deprived areas giving a local share of 8.7% living in the most deprived areas in Scotland. This pace of growth demands additional capacity within the school estate to cope with the projected increase in pupil numbers. The general population growth forecast places additional pressure on our infrastructure, including the growth of the road network as new development roads are adopted, and increases the demand on essential services such as waste collection.

As part of work to address the issue of significant population growth and demographic changes within Midlothian, the key drivers of change in delivery of sustainable and transformational services and regeneration of our communities must be viewed holistically. We have endorsed the Place Principle because we are committed to strengthening the co-ordination and integration of all place based activity. This means we will:

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

Service Performance

The COVID pandemic continues to have a direct impact on Place services during the quarter and this is reflected in some of the service performance indicators set later in this report.

An average of 67.5% of public health requests were responded to this year, a reduction compared to 74.4% responded to last year. This is a result of the Environmental Health team being diverted to proactively deal with the COVID-19 pandemic.

Intelligence logging although off target remains strong and one of the highest in Scotland for our authority size. Figures are dependent on justifiable intelligence.

Due to Covid 19 enhanced cleaning and janitorial services has continued to take place this year in all schools, resulting in continued increased weekly hours:

Primary schools – Budgeted weekly hours are 2105, currently 2825 hours used per week due to Covid measures.

Secondary schools – Budgeted weekly hours are 1392, currently 1632 hours used per week due to Covid measures.

Janitorial services – Budgeted weekly hours are 1140, currently 4130.5 hours used per week due to Covid measures

There continues to be a significant demand placed on homeless and temporary accommodation services. A potential key challenge will be an increase in homelessness as the financial measures put in place to protect households during the Covid pandemic are now withdrawn, alongside the recent increase in energy, food and fuel costs, requiring a comprehensive preventative approach as set out in the Council's Rapid Rehousing Transition Plan 2021/22.

Re-let time for permanent properties has reduced to 39 days this quarter and temporary re-lets has increased to 41 days. This has been due to properties requiring extensive works, delays with utility connections and some delays with furnishing contractors.

Average time to complete non-emergency repairs has remained off target (7 days) throughout this year. The yearly average taken across all quarters is 15.27 days to complete non-emergency repairs. Whilst this indicator is not on target there has been improvement over this year in completion times from 17.95 days in Q1 to 14.49 days in Q4. Suppliers are reporting production levels are improving to pre-COVID output but there are issues with delivery of materials and workforce challenges with contractors unable to meet demand.

Due to changes in the Energy Efficiency regulations affecting the Scottish Housing Quality Standards (SHQS) criteria, 431 houses were identified during Q3 as failing Energy Efficiency Standards for Scottish Housing. We have reduced these failures from 431 to 160 to meet the 2025 targets. However, with the Electrical Installation Condition Reports (EICR's) now part of the SHQS from the 31st March 2022 we have found that 4733 fail assessment and therefore we have 34.3% meeting standard due to this. It should be noted that 100% of smoke alarm devices comply with current legislation.

Progress with annual Capital Works Programme for footway resurfacing due to this focus on carriageway works is off target for the year. 3.82km of footway was resurfaced to end of Q4. Our annual target was increased from 0.56% to 0.76% in Q3 to include the Residential Streets Programme work which will continue into Q1.

Domestic residual waste collection tonnages remains high this year and recycling rates lower. Working from home and lockdown periods has resulted in higher waste volumes.

Number of Business starts ups remain low after impact from Covid, however the total number of start-ups for the year to date 2021/2022 represents an increase of 65% for the same period in 2020/2021. Initiatives are in place to promote and encourage businesses where possible in the current climate.

Mitigating the Scottish Government's decision to reject the Strategic Development Plan (SESplan2) for the South East of Scotland which leaves Midlothian and the other Council's in the region without an up to date strategic development plan.

Place



Successes and Challenges

Corporate Performance Indicators (latest)

7 3 1 9

Service Plan PIs (latest)

12 17 3 17

Corporate PIs Off Target

PIs 7

% of invoices paid within 30 days of invoice receipt (cumulative)

% of Service PIs that are on target have reached their target. (does not include Corporate PIs)

Average time in working days to respond to complaints at stage 2

Average time in working days for a full response for escalated complaints

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

Percentage of complaints escalated and complete within 20 working days

Service Plan PIs Off Target

PIs 12

Re-let time permanent properties (calendar days)

Percentage of the Council's housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria

Percentage of consumer complaints completed within 14 days (cumulative)

% of the footpath network resurfaced (cumulative)

Corporate Indicator - Percentage of the Council's housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)

Average time taken to complete non-emergency repairs (LGBF)

Number of volunteer hours in countryside sites

Number of intelligence logs made (quarterly)

Length of time (weeks) homeless applicants spend in temporary accommodation

Re-let time temporary accommodation properties (days)

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

Percentage of the Council's housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria

Service High Risks (latest)

0

All Risks - Place

Risks 36 86

Off Target
On Target
Data Only
Data Not Yet Available

Off Target
On Target
Data Only
Data Not Yet Available

Key Risks
High Risk/Medium Risk
Low Risk

Midlothian's profile



people live in Midlothian

We are one of the smallest Local Authority in mainland

Scotland but the **Fastest Growing.**



18% of people are over 65

20% are under 16

Inequalities: Midlothian is made up of **115** (SIMD) data zones,

10 of which fall within the **most deprived areas**, giving Midlothian a **8.7%** local share of data zones within the 20% most deprived areas in Scotland.

Working population (aged 16-64) of **57,100** with **1,700** unemployed

1,100 people furloughed as of September 2021, 600 males and 500 females

Life expectancy at birth is:



Health Conditions

The leading cause of death rates for both males and females is **Heart diseases and dementia.**



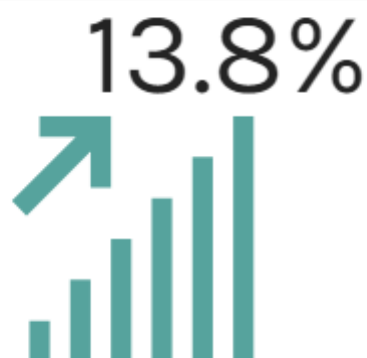
Females
81.7 years



Males
77.7 years

Midlothian's growing and ageing population

Data source: Midlothian Council Area Profile (nrsscotland.gov.uk), SIMD - gov.scot, nomis.web.co.uk



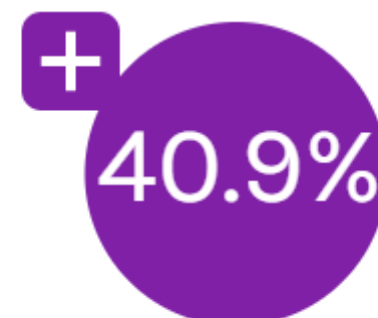
Population rise

The population of Midlothian is projected to increase from 91,340 to 103,945 by 2028. An increase of 13.8%, which compared to a projected increase of 1.8% for Scotland as a whole. Midlothian is projected to have the highest percentage change in population size out of the 32 council areas.



Increase in households

The number of households in Midlothian is projected to increase from 39,122 to 45,374 by 2028. This is a 16% increase, which compares to a projected increase of 4.9% for Scotland as a whole. Midlothian is projected to have the highest percentage change in household numbers out of the 32 council areas.



Increase in over 75s

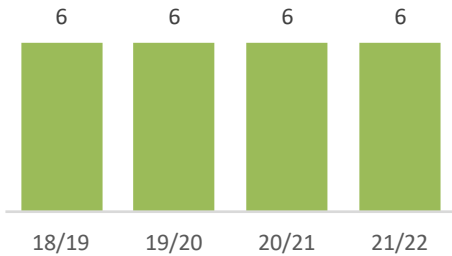
The 75 and over age group is projected to see the largest percentage increase (+40.9%). As people live for longer many more people will be living with frailty and/or dementia and/or multiple health conditions. This will pose challenges for all our health and social care services whilst also changing the face of some of the local communities.

Place Q4 21/22 performance report

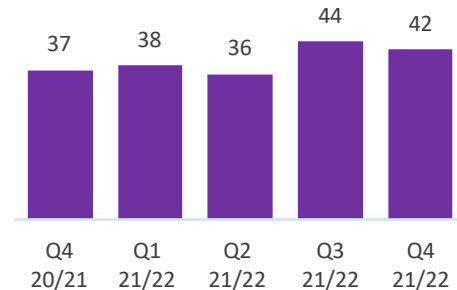
A full review of quarterly performance data is available via Pentana (Browser login link - <https://midlothian.pentanarpm.uk/login>)

Trend Data

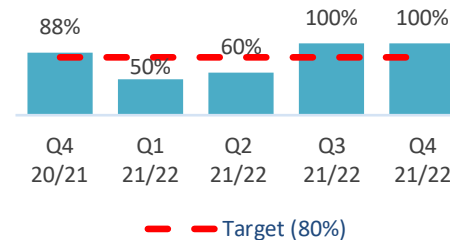
Number of parks for which quality plans have been implemented (cumulative)



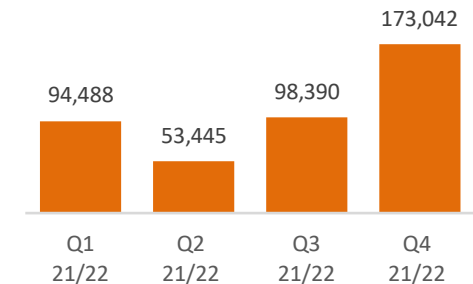
Number of intelligence logs made (quarterly)



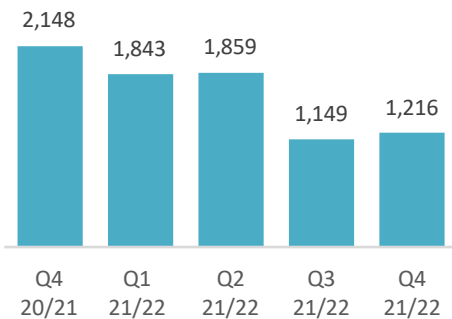
% of building warrant assessments processed within 10 days rather than nationally adopted target of 20 days



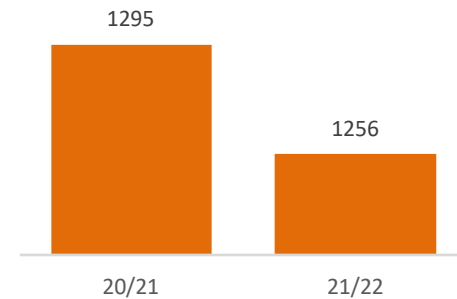
Number of Free school meals provided (Primary 1-3) (quarterly)



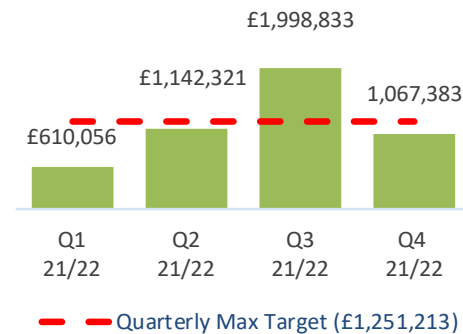
Number of complaints received



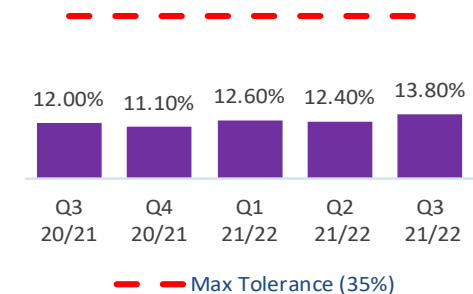
Total savings in street lighting carbon emissions (Tonnes) (cumulative)



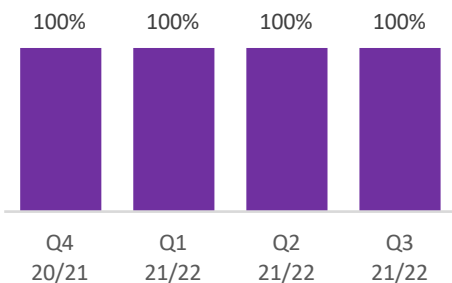
Achieve 5% reduction of target in transport costs



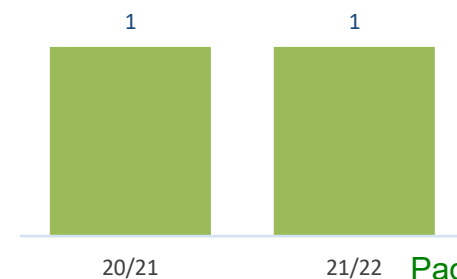
% of waste going to landfill per quarter



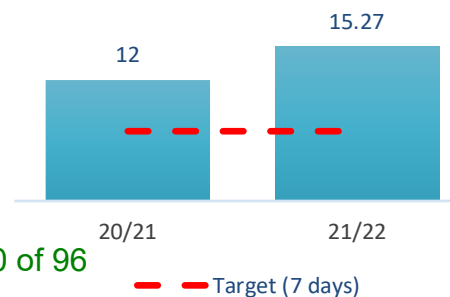
Proportion of fly tipping incidents removed within 5 working days



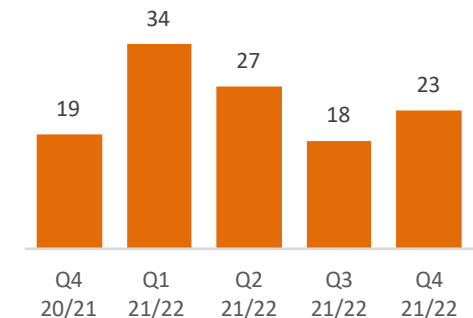
Number of environmental awards e.g. Green flags



Average days to complete non-emergency repairs



Number of out of control dog investigations conducted



Building Services

7 Targeted indicators, 3 data only indicators

5 off Target

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

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

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

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

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

Key highlights

This year Building Standards was awarded with a CSE (Customer Service Excellence award). The service were re-awarded the 31 compliance pluses gained over previous years, and gained an extra 3 compliance pluses.

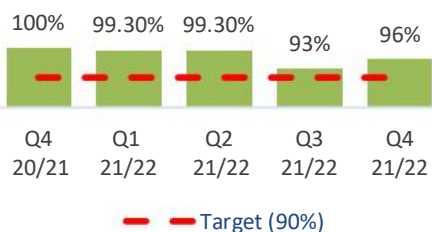
Capital programme: In relation to our ambitious affordable housing programme, in total there were 334 site starts in the year, with 180 homes completed. In total, Midlothian Council attracted over £15m of Scottish Government grant funding into its affordable housing programme in 2021/22. This includes the largest Passivhaus programme in Scotland, with 182 homes to be built to the exacting Passivhaus standard, in line with Midlothian Council's Net Zero Housing Design Guide. This ensures exceptionally high levels of energy efficiency and low utility bills for our residents. The conversion of Jarnac Court in Dalkeith is also now complete and will soon be providing temporary housing accommodation. The Education Learning Estate Strategy programme continues to progress this year and currently covers approximately 30 projects at various stages of development. Destination Hillend continues to move with the first package of works, relating to the upgrade of the junction at the entrance are now out to tender and relevant planning applications are progressing. A public consultation exercise was completed for the A701 Relief Road and that project is also progressing, with the imminent selection of a preferred route and publication of the Stage 2 Scottish Transport Appraisal Guidance report. Utilising the Place Based Investment Fund, we have also invested in further public realm upgrades in Penicuik Town Centre, a new mobile library bus and a pop-up park in Newtongrange Town Centre.

Areas of improvement

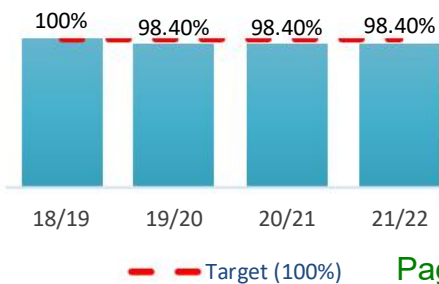
Average time to complete non-emergency repairs has remained off target (78 days) throughout this year. The yearly average taken across all quarters is 15.27 days. Whilst this indicator is off target there has been improvement over this year with completion times from 17.95 days in Q1 to 14.49 days in Q4. Suppliers are reporting production levels are improving to pre-COVID output but there are issues with delivery of materials and workforce challenges with contractors unable to meet demand.

Due to changes in the Energy Efficiency regulations affecting the Scottish Housing Quality Standards criteria, 431 houses were identified during Q3 as failing Energy Efficiency Standard Scottish Housing. We have reduced these failures from 431 to 160 to meet the 2025 targets. However, with the Electrical Installation Condition Reports (EICR's) now part of the SHQS from the 31st March 2022 we have found that 4733 fail assessment and therefore we have 34.3% meeting standard due to this. It should be noted that 100% of smoke alarm devices comply with current legislation.

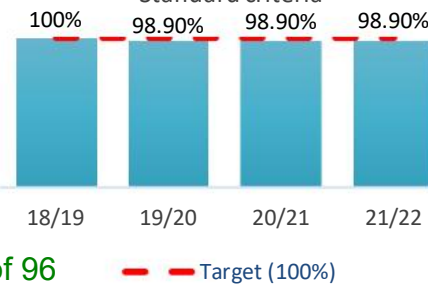
Satisfaction % relating to key areas in Building standards including those on delivery, timeliness, information, access and the quality of customer service



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



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



88.34% of completed second priority housing repairs within 7 day target during Q4

93.92% of completed first priority housing repairs within 24 hour target during Q4

Property and Facilities Management

0 targeted indicators

6 data only indicators

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

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

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

Continue to deliver Building Rationalisation and hybrid working.

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

Increase revenue throughout the commercial sector of catering services.

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

Key highlights

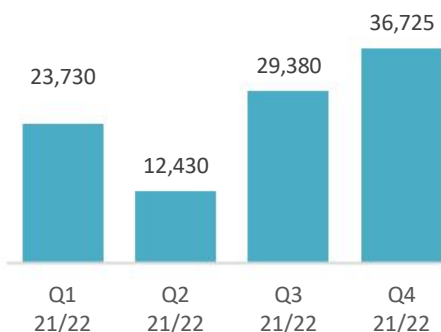
- **Net Zero:** coordination of the cross border consultancy project in relation to the Local Heat and Energy Efficiency Strategy (LHEES) and the appointment of consultants to assist in the development of the LHEES is in progress. Geospatial Information System staff are assisting with the sharing and collation of Heat mapping, Energy Performance Data (housing) and associated socio/economic data to inform LHEES and Energy Efficiency Standard for Social Housing programmes.
- **Property Asset web page:** In conjunction with the Economic Development Service, property enquiries web page was successfully launched this year, with improved enquiry forms and the facility to offer virtual viewings, leading to a significant increase in offers and enquiries.
- **Newtongrange Library:** Missives to acquire the site to the rear of the Parish Church are being progressed and a number of intrusive site surveys are currently being carried out in support of the suspensive conditions. The Head of Development is leading a community engagement exercise with the Church and local community on the proposal for the Library and wider area.
- **Energy Centre:** Positive progress made on the initial Midlothian Energy Limited business plan and initial capital projects. Key agreements progressing well with a view to securing Scottish Government funding and the construction of the new energy centre.
- School dining rooms re-opened this year to resume normal school meal provisions across primary and secondary schools. 195,924 Nursery meals provided, 488,133 Primary meals provided and 32,497 High School meals provided totalling 716,554 meals provided over the year. In addition successful introduction of P4 and P5 free school meal provision.
- Cleaning and Janitorial Services continued to support across all council buildings and schools this year in response to ongoing COVID cases.

Areas for improvement

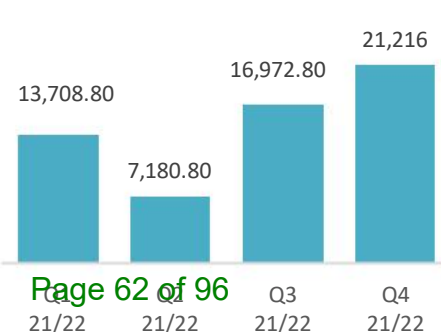
Stobhill Depot: Despite very good progress with Blue Light services Scottish Fire and Rescue have advised that the site is now one of several under review. The depot site redevelopment site has been confirmed and matters are progressing on the basis that the Council will keep the identified Blue Lights site available for the time being but have advised that in the not too distant future a final decision will be made. Key issues will revolve around planning and compatible uses and optimisation of land receipts.

Due to Covid 19 enhanced cleaning and janitorial services has continued to take place during Q4 in all schools, resulting in continued increased weekly hours.

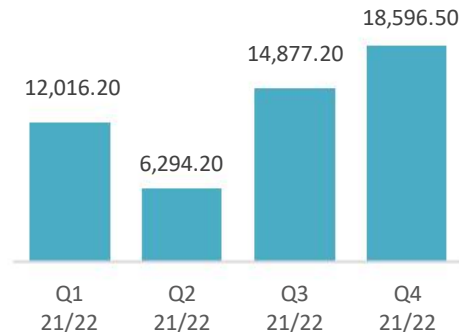
Total hours used for cleaning in **primary schools**



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



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



Housing

5 targeted indicators, 0 data only indicators

3 indicators off target

Increase the number of homeless households that obtain permanent accommodation, and half the average time taken to complete homeless duty from 105 weeks to 52 weeks.

Implement Midlothian Council's Allocation Policy.

Implement the approach to housing those with complex needs through a 'Housing First' model.

Review void management to minimise re-let timescales and further development of our tenancy support to improve the sustainability of tenancies.

Introduce a new strategy to reduce drug deaths within Midlothian homelessness accommodation.

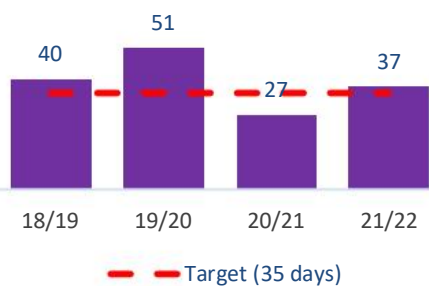
Key highlights

- Midlothian Council's Strategic Housing Investment Programme (SHIP) was submitted to the Scottish Government in November 2021. To address the need for affordable housing, the SHIP details potential sites for 2,446 new affordable homes to be built between 2022/2022 and 2026/27.
- There were 4,237 active housing applicants placed on the Common Housing Register at the end of this reporting period.
- 431 permanent homes have been provided to housing list applicants via the common housing register since 1 April 2021. An increase in 104 lets (32%) in permanent homes compared to last year.
- 95% of new tenants were very satisfied with their new council home and experience with the Housing Team. 100% of new tenancies were sustained after 12 months.
- During this reporting period, 99 households were assessed as homeless, with 385 households assessed since 1 April 2021. It is a positive decrease of 22% in the overall number of homeless households assessed compared to 493 households assessed during 2020/21. Since 1st April 2021, 790 households have been provided with advice and assistance compared to 515 for 2020/21. During 2021/2022 48 temporary properties have been successfully converted to permanent tenancies. The service has also progressed the delivery of 22 'Housing First' cases.
- Midlothian Council's Rapid Rehousing Transition Plan (RRTP) was submitted to the Scottish Government on 30th June 2021. This sets out a vision that by 2024: an increased number of homeless households will obtain permanent accommodation, no homeless household will be accommodated in bed and breakfast accommodation, and the average time taken for the Council to complete its homeless duty will have halved from 105 to 52 weeks. As of quarter 4 the length of time homeless applicants waiting until receiving a permanent housing is 85 weeks which has steadily improved throughout the year with a reduction of 42 weeks in comparison to Q1. Re-let time for permanent properties has improved to 39 days this quarter compared to 52 days in the previous quarter.

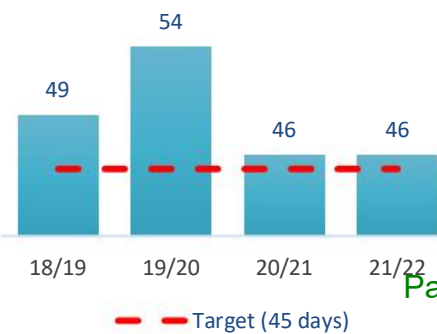
Areas for improvement

There continues to be a significant demand placed on homeless and temporary accommodation services. A potential key challenge will be an increase in homelessness as the financial measures put in place to protect households during the Covid pandemic are now withdrawn, alongside the recent increase in energy, food and fuel costs, requiring a comprehensive preventative approach as set out in the Council's Rapid Rehousing Transition Plan 2021/22.

Re-let time temporary accommodation properties (Days)



Re-let time permanent properties (calendar days)



85 weeks wait time until homeless applicants receive a permanent housing option. Over this 21/22 we have improved this position compared to **127** weeks in Q1 and **103** in Q2 and **99** in Q3. *To note: The Council's Rapid Rehousing Transition Plan set a target of 52 weeks by 31 March 2024.*

70 weeks was length of time homeless applicants spent in Temporary accommodation. Lets to legacy homeless applicants resulting in increased time spent in temporary accommodation. To date, an average of 70 weeks spent in temporary accommodation compared to 93 weeks for 2020/21.

Neighbourhood Services

14 targeted indicators, 2 data only indicator

2 off target

Transform service delivery through the adoption of digital and mobile platforms.

Improve and expand active travel and public transport for Midlothian residents.

Continue to progress actions to reach the Scottish Government targets to recycle 70% of all waste.

Develop a comprehensive asset database management plan for all Neighbourhood Services assets.

Continue to invest in the workplace across all Neighbourhood Services teams to develop sustainable career pathways and generic working model to grow talent and foster leadership opportunities.

Key highlights

Very good progress with annual Capital Works Programme for carriageway resurfacing, despite ongoing impact of COVID-19 with 8 carriageway resurfacing schemes undertaken, utilising entirely framework contractors. 9.9km of carriageway has been resurfaced for the year (1.4% of the total road network) under the Capital Works Programme, and an additional 4.14km resurfaced during Q3 and Q4 as part of the Residential Streets programme totalling 14.04km of carriageway resurfaced this year (2.05% of the total road network). In addition 702 new lighting columns were replaced with LED lanterns and an upgrade of 350 sodium lighting units.

Holistic

Successful delivery of winter service including responding to a number of storms this year. Land services/Kickstart staff have been working with roads staff to ensure winter readiness. The winter service manual was revised in partnership with cross council service areas and communities. Road Services have worked with Property Services to carry out a review and condition survey of all grit bins, as well as responding to individual community requests, using the Geospatial Information System mapping system for assets to show locations and facilitate requests in real time, and this is now available to view via the Council's website,

Sustainable

In-cab units to allow Waste Services to move to a Digital Depot way of working have been received following a successful funding bid to the Scottish Government's Recycling Improvement Fund. The intention is that these units will integrate with the new Customer Service Platform allowing service requests to be closed in real time. In addition, a preferred contractor has been identified to collect household waste for reuse from Stobhill Recycling Centre, and setting up a reuse cabin will be progressed in Q1.

Preventative

One size fits one

Landscaping project works: completion of 5 playground and Auld Gala Park with various tenders underway including Waterfall Park, Kings Park, Easthouses Park, and a pump track at North Middletown to continue into 22/23. The ranger service continues to engage with communities and volunteers on various initiatives. All 7 sites inspected this year and tree works for all sites complete. A Green Flag award was received for the Penicuik to Dalkeith walkway. Volunteering has been restricted by Covid over the last year, and although off target, groups and event numbers are increasing. The annual target of 9,000 reflects pre-pandemic figures. During 21/22, 4,821 hours were used in the countryside of which we expect this to increase next year.

Areas for improvement

Progress with annual Capital Works Programme for footpath resurfacing due to focus on carriageway works is off target for the year. 3.82km of footpath resurfaced to end of Q4. Our annual target was increased from 0.56% to 0.76% in Q3 to include the Residential Streets Programme work which will continue into Q1. Domestic residual waste collection tonnages remain high this year and recycling rates have not increased over the course of this year which is a continued trend from the COVID pandemic.

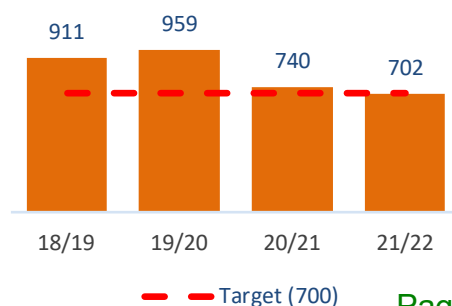
100% of all street lights completed within 7 days

0.54% of footpath network resurfaced this year

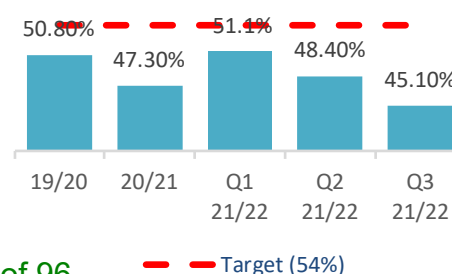
8.2% of Council fleet which is 'Green'

£298,760 spent on staff travel costs this year

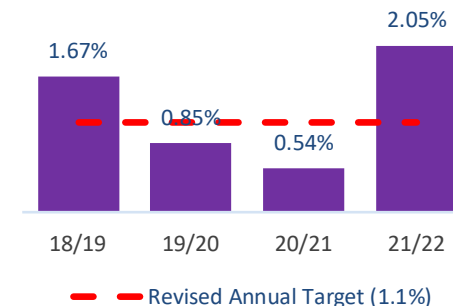
Number of lighting columns replaced (cumulative)



% of total household waste that is recycled (Tonnes) (cumulative)



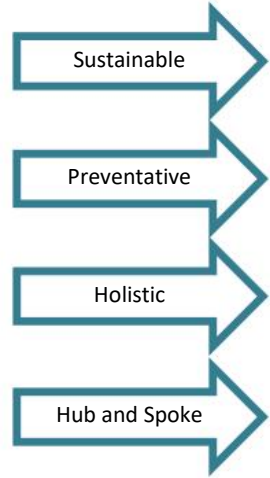
% of total road network resurfaced (cumulative)



Planning and Economy

2 targeted indicator, 1 data only indicator
no indicators off target

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



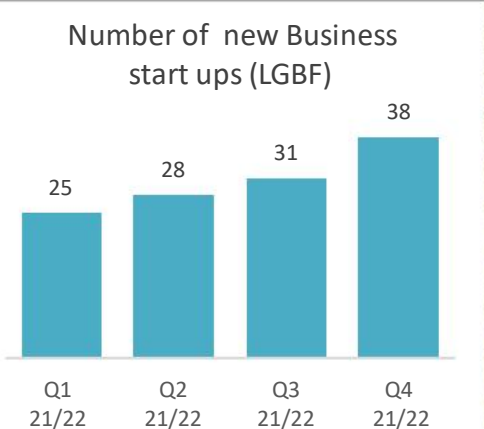
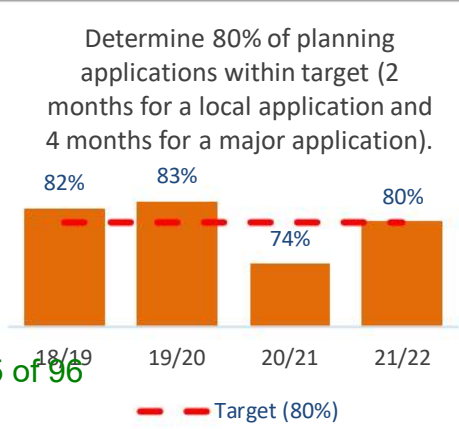
Key highlights

- The Locate in Midlothian website continues to be a valuable tool for employability opportunities and employment support. Each social channel is targeting different audiences and each is performing well in terms of audience growth and interaction.
- This year we have continued to maximise opportunities to support recovery of the tourism sector by supporting the development of the tourism forum's digital presence and representation on the steering group. A member benefit has been included with a quarterly roundtable meeting with Economic Development and Business Gateway to raise challenges and opportunities- early intervention in new initiatives can help accelerate those that will encourage more visitors to Midlothian. Business Gateway has referred 40 businesses to Midlothian Tourism Forum and membership is now at 55.
- Tyne Esk LEADER Scottish Rural Parliament project is now completed with a Midlothian/East Lothian needs based funding strategy produced. This will help to inform the way forward. Close links with communities have been fostered and communities are open to further engagement with the Scottish Rural Parliament. Opportunities that may arise are with the Scottish Rural Youth Task Force/Scottish and Rural Islands Youth Parliament for young people, with Tyne Esk as potential first hosts, and Scotland's Older People Assembly for older people.
- Town Centre Capital Fund, of the seven applications approved (£910,000) all projects are now complete with Penicuik Town Hall completing this quarter. Further public realm works have also recently received funding through the Place Based Investment Fund.
- Local Procurement: We have a dedicated officer in economic development and although progress has stalled over the Covid years due to capacity in both teams, we are in a good position to now take this forward with momentum as businesses are more comfortable directing resource at future opportunities. Addressing a gap in the learning cycle, we are introducing a procurement mentor to the client journey providing 121 support; this should increase the volume and quality of local bids.
- The Planning Service has recovered approximately £11.8m and secured £12.9m in developer contributions in 21/22 towards: new schools; community facilities; sport, leisure and play provision; transport infrastructure; and town centre improvement projects.
- The Planning Committee this year have granted various permissions for significant strategic planning applications leading to new tourist facilities, investment and job creation.

Areas for improvement: Mitigating the Scottish Government's decision to reject the Strategic Development Plan (SESplan2) for the South East of Scotland that leaves Midlothian and the other Council's in the region without an up to date strategic development plan. Number of Business starts ups remain lower than previous years after the impact from Covid, however the total number of start-ups for the year to date 2021/2022 represents an increase of 65% for the same period in 2020/2021. Initiatives in place to promote and encourage businesses where possible in the current climate.

Discretionary fund processed and complete this year,
full funds awarded totalling **£1,561,947.00**

12,714 visits to Locate in Midlothian' site during Q4. Total
number of visits since April 2021 is **29,672** exceeding our
annual target.



Protective Services

4 targeted indicators, 6 data only indicators

2 off target

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

Key highlights

- Midlothian Council Asymptomatic COVID-19 Testing Programme commenced in 2021 with a team of staff recruited, trained and testing delivered across various sites throughout Midlothian. Much focus for staff in Protective Services has been placed on the COVID testing programme. 1,520 Covid tests were undertaken at asymptomatic testing sites (ATS). Outreach activities for ATS kit dispersion were very successful towards the last part of this year with cooperation of the various venues being crucial. 58,308 test kits handed out, 30,641 of which in Q4. Whilst Q4 saw the expansion of the COVID-19 testing programme with mobile testing and LFD distribution continuing throughout the area and the introduction of a wider outreach programme educating the general public regards the correct usage of the testing device, ATS testing will stand down in accordance with Government timetable in Q1 22/23.
- As a result of active involvement or advice by the Trading Standards Service, refunds of at least £45,000 were made to consumers this year; at least £3,150 this quarter. There was also a refund for a local business of £1,136 last quarter.
- 244 primary inspections were carried out this year 21/22. 122 in Q4. This year included inspections from the previous year which could not be carried out because of COVID-19. The number of inspections annually is dependent on the number of business premises risk assessed for inspection. Some fluidity is required in that existing premises cease trading and new premises open and may require inspection.
- A total of 274 Trading Standards consumer complaints were received this year with 272 completed and 212 completed within 14 days. Although marginally off the targeted 80%, completion is not fully within service control as complainants and traders can be slow to respond to enquiries. Trading Standards seek to contact consumers and traders as early as possible to maximise time. In addition to consumer complaints, we were proactive in accepting 68 Notifications from Advice Direct Scotland, the national call centre where 67 were complete

Areas of improvement

An average of 67.5% of public health requests were responded to this year, a reduction compared to 74.4% responded to last year. This is a result of the Environmental Health team being diverted to proactively deal with the COVID-19 pandemic.

Intelligence logging although off target remains strong and one of the highest in Scotland for our authority size. Figures are dependent on justifiable intelligence.

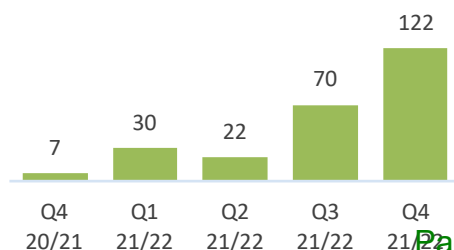
17% of dog control investigations requiring statutory enforcement action this quarter.

67.4% of all Public Health service requests responded to during 21/22, with **56.4%** responded to within required timescale.

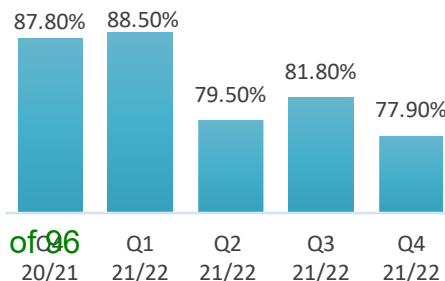
58,308 home test kits handed out across all locations during 21/22. (30,641 during Q4).

1,520 COVID tests undertaken at asymptomatic test sites this year.

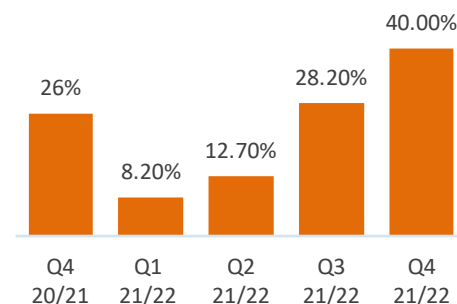
Number of primary inspections conducted (quarterly)



% of consumer complaints completed within 14 days (cumulative)



% of Tobacco retailers visited (cumulative)



Midlothian Council Annual Performance Report 2021/22



Progress Against Strategic Outcomes

The Route Map through and out of the crisis, approved by Council in June 2020, set out how the Council would work with its partners and communities to put the necessary changes in place to support recovery from the pandemic and to meet the challenges ahead. Our focus in supporting the recovery and retaining the best elements of transformation that took place in response to the pandemic has been to secure permanent changes to the way the services are delivered in order to build back better.

Each service has a Service Plan which provides a link to the outcomes contained within the commitments of the Single Midlothian Plan, the Route Map through and out of the crisis, the Listen and Learn report, any relevant legislation that is specific to the service and to the strengths and improvement activities identified as part of self-evaluation.

Service plans translate 'what we intend to do' into 'how we will achieve it'. There is a clear link between the priorities in the service plan and those identified in the SMP and the Council's strategic priorities. Whilst detailed progress for individual service plans are provided quarterly the following provides a summary of key updates against the five overarching thematic areas within the Single Midlothian Plan as follows:

- **Adult Health and Social Care** - Responding to growing demand for adult social care and health services
- **Community Safety & Justice** - 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 Midlothian** - Creating opportunities for all and reducing inequalities.
- **Sustainable Growth in Midlothian** - Growing the local economy by supporting business growth and responding to growing demand for housing in a sustainable environment.

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

Single Midlothian Plan Themes in 2021/22

Adult, Health and Care - Achievements

Responding to growing demand for adult social care and health services

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

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

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

In order to meet the legal requirements of the Public Bodies (Joint Working) (Scotland) Act 2014, the HSCP is required to develop, consult on, and publish a new 3 year Strategic Plan in 2022. The IJB Strategic Plan 2022-25 will be published in April 2022. Consultation and engagement in the development of the plan included the views of over 3000 people, with the feedback received shared on an ongoing basis with all planning leads and senior management to ensure this could be taken into account in the finalisation of the plans. A summary of Consultation and engagement across the development of the plan can be found in the [Midlothian Integration Joint Board Strategic Plan 2022-2025 Consultation Report](#).

HSCP COVID-19 Response

Covid-19 continues to bring challenge and disruption across the Health and Social Care Partnership, its partners, and the communities it serves. While the challenges we face may have changed since 2020, the need to adapt and

flexibly respond to both new and evolving challenges in health and social care has continued throughout 2021, and into 2022. This has resulted in increased demand and sustained pressure across the whole system. The main challenges in were the Omicron variant and the subsequent spread of infection within the community, staff absence, and both care home and ward closures relating to covid outbreaks. There was increased anxiety and pressure on many service users, unpaid carers and staff.

Even in the most challenging of circumstances, teams have continued to work flexibly, collaboratively, and innovatively to manage this demand. By working together, services taken steps to reduce inappropriate admissions, reduce length of stay, facilitate earlier appropriate discharge and reduce unnecessary delay wherever possible.

As we begin to emerge from this most recent peak of infection rates, the Partnership continues to hold the safety of clients, carers, communities, and staff as its top priority. Services have been able to continue to adapt and find new and innovative ways to deliver service offers effectively and safely. Many services have increased the number of video consultations, adopted new digital approaches and taken a proactive outreach approach. Reduced opportunities for carer respite have remained a concern.

Despite the challenges faced by all our services, staff and partners, the opportunity to work together in new ways has helped develop our existing and build new community connections. Volunteering programmes continued and were further supported by the Partnership.

Learning Disabilities

Work continues to ensure Midlothian compliance with the national timescale for the reduction of inappropriate hospital admissions, delayed discharge, and out of area placements for people with complex care needs. Midlothian remains in a relatively good position in this respect as a result of the housing programme, the work overseen by the Positive Behavioural Support Steering Group, partnerships with third sector organisations specialising in support for people with Complex Care needs in local communities, and the development of local intelligence about people at high risk of family or placement breakdown.

The Midlothian Learning Disability Planning Group is supported by 'Expert Panels' that draw together experts, including people with lived experience, to develop solutions in implementing specific areas of our Strategic Plan. As part of Equal Midlothian Week the Human Rights Panel, led by People First Midlothian, held the first of a series of Human Rights sessions focussing on Supported Decision Making and how we can support people to feel fully engaged in decisions about their lives.

Older People

Extra Care Housing: As with many other areas, Midlothian faces many challenges in addressing the housing and care needs of an ageing population with increasingly complex requirements. Extra Care Housing is a model of accommodation and care that supports people to live in their own tenancy. Work was progressed on 3 sites to provide ECH bungalows or flats. Timescales were impacted by Covid 19 but completion dates are still estimated as to be complete by spring/summer 2024.

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

The Care Home Support Team has provided substantial support to care homes for older people to address the challenges faced throughout the Covid-19 pandemic. Examples include the provision of direct support to meet staffing challenges, input to meet the complex care needs of individual residents, vaccination, testing of staff and residents, support with the reintroduction of visiting and providing practical and emotional support to staff affected by the impacts of the loss of residents in unprecedented numbers.

Care at Home continues to be a key contributor to the HSCP vision for people to receive the right care in the right place; in their home and community as far as possible. It supports efforts to reduce length of hospital stay, as well as admission avoidance. Care at Home is currently provided by the HSCP and external providers. Midlothian experienced significant pressures within Care at Home services over the last 12 months. This was in line with the national challenges to recruit care staff. Despite this pressure, Care at Home worked hard to ensure packages of care continued to be delivered.

Carers

In early 2021 services were re-commissioned in line with changes in Carer's Act legislation and the carer support service review and consultation undertaken in 2020. The new contracts were implemented 1st July 2021 with VOCAL Midlothian and British Red Cross as key agencies. The key themes of the contacts are: (i) Carer Identification,

Information and Advice Services (including financial advice) and (ii) Carer Health and Wellbeing (including breaks from caring).

A series of workshops held in the summer of 2021 supported collaborative discussions on how best to utilise the Scottish Governments announcement of additional funding for carers. Feedback and consideration of how proposals met strategic aims or supported existing work was fed back to SMT and the Performance and Finance group. Progress is now being made towards payment of carer additional resource allocations to community partners; target would be for this to be in place for payment during Q1.

Mental Health

The Mental Health Strategic Planning group developed the Mental Health Action Plan reflecting the priorities set out in the Midlothian HSCP Strategic Plan. Primary Care Mental Health Nurses are now in 12 practices across Midlothian and we have appointed to the OT role to supplement the service. Evaluation of the impact of primary care nurses is ongoing and is a blend of quantitative and qualitative data. Current findings are positive.

Adults with Long Term Conditions, Disability and Impairment

Sight Scotland continue to provide information sessions to staff in relation to the services they provide. Work has commenced with Deaf Action to review the work being undertaken.

Sport and Leisure

Most sites are operating as near to “normal” as possible with the re-introduction of a wide range of programmes and activities on offer, including swimming lessons, fitness classes, MAC classes, Ageing Well activities as well as accommodating local sport/activity clubs and organisations.

The Ageing Well programme of activities is nearly back to pre-covid levels in terms of the range of activities on offer

Sport & Leisure services will continue to develop its digital capabilities including an expanded role out of online booking and advance payment for all activities.

Community Safety – Achievements

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

Justice Service:

Service delivery focused on managing individuals in the Justice system through a mixture of face-to-face and virtual meetings. This continues to be based on dynamic assessments using risk and needs to determine levels of involvement

Substance Misuse:

Key services based in Number 11 in Dalkeith continued to provide services including outreach treatment, injecting equipment provision [IEP], naloxone, and information/advice. During Covid restrictions the Midlothian Substance Use Service instigated an outreach model to those individuals who were most at risk. This includes the provision of Buvidal [an injectable form of Buprenorphine].

Getting it Right for Every Midlothian Child - Achievements

Improving outcomes for children, young people and their families

“All children, young people, adults and families in Midlothian are supported to be the best they can be. This is achieved through a nurturing, respectful and collaborative approach that promotes wellbeing, equity and inclusion.”

The Promise: The Promise is a key driver for moving forward and shaping the future of children’s services.

Following a nationally published report which was initially critical of Councils for what was perceived to be a lack of progress towards the commitments, Midlothian Council has played a key role in providing CoSLA with information to showcase the work being done. Our local report was developed around the five priority areas and key milestones which are: A Good Childhood; Whole Family Support; Supporting the Workforce; Planning and Building Capacity

National Child Protection Guidance: The new National Child Protection Guidance has been published. The national implementation group which Midlothian is part of, is responsible for implementing all the actions and have already commissioned someone to write local procedures.

Mental Health Services: The increase in the number of referrals for support for mental health over the past year has proven to be a challenge across the country. With the additional funding from government we have worked with our third sector colleagues and developed many opportunities such as nurture and wellbeing sessions, adult counselling, art therapy, family support and counselling and play therapy to name but a few of the sessions people can access. These groups offer early support for mental health and wellbeing.

Equipped for learning Digital devices to support learning have been provided to every secondary school pupil as part of the Equipped for Learning programme. These devices are being used daily in classrooms and at home. Specific pedagogical approaches, linked to the use of digital technology in the classroom are being trialled

Attainment and Achievement: *Improve attainment within the Broad General Education (BGE) stages:*

The Scottish Government (SG) published the National Improvement Framework (NIF) Report 2021 and Improvement Plan 2022 December 2021. The SG NIF report highlighted the impact of the pandemic on attainment within the BGE with the attainment gap widening between the most and least disadvantaged children.

At P1, performance in listening & talking, reading, writing and numeracy were all above the national figures. Performance in listening and talking at P4 and P7 is in line with the national picture.

At P7, fewer children attained the expected CfE level in numeracy and this has been a key focus for schools in terms of closing the learning gap caused by the pandemic. Overall, the Midlothian CfE data mirrors the national picture and a Building Back Better Recovery Programme was initiated within identified schools and/or stages. The Building Back Better team matched expertise to need, and targeted schools with the largest gaps

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

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

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

Customer self-service and new automated processes can help deliver some key services without customers dealing directly with a member of staff and could truly transform the way the Council deliver services. During 2020/21, increasing the pace of digital transformation, particularly in front-facing customer services, will be a service and corporate priority, for Midlothian Council – one that can deliver the required efficiencies without negatively affecting customer experience.

Reducing Poverty: There is a renewed focus on ensuring we return to pre-Covid numbers at youth clubs as a priority in order to re-engage young people who have experienced disruption to their education, training and employment opportunities. Identifying and supporting this group is key if we are to improve their longer term outcomes as they enter adulthood.

The Community Planning Partnership has approved a one year strategic poverty prevention group, co-chaired by Dona Milne. The operational child poverty group led by CLLE and Health has completed the final Local Child Poverty Action Report (Year 3) and this is going through governance arrangements before submission. The child poverty plan will focus on poverty prevention and early intervention, particularly income maximisation, cost of living, income from employment and income from benefits.

Supporting local people to secure employment or learning opportunities – Improving skills, for learning, life and work: Our employability programmes for all ages have experienced an increase in numbers of local people accessing them. There has been an increase in the number of employers accessing the employment recruitment incentive which we operate as part of our youth guarantee (YPG) support via local businesses accessing this fund. Through YPG funding we have been able to extend a significant number of Kickstart Placements.

Supporting young people through youth work and wider learning opportunities: The youth work service has provided opportunities for young people. CLLE operated transitional support to P7s going to high school programme in each cluster. There are lunch time secondary school drop-ins for youth work for young carers in each cluster. The Bounce project is a diversionary project for those at risk of offending and has completed working with the second cohort of young people. These young people have not reoffended whilst engaged with the project.

Sustainable Growth - Achievements

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

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

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

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

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

The Carbon Charter was refreshed and a marketing campaign developed with the aim of encouraging businesses to sign up and benefit from developing tailored action plans with our Business Gateway team to support the net zero agenda.

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

An SME Strategy has been developed to support and assist local businesses to win contracts fairly and transparently on a competitive market. We will further develop our collaborative and commercial relationships with key partners as part of our strategic category management approach, to deliver the best possible outcomes for the citizens of Midlothian.

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

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

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

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

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

While responding to the pandemic has also transformed the way the council works, and we are already using technology to allow our services to be more flexible and responsive it was recognised that the Council needs to do much more to harness the opportunities that a digital approach can bring. This includes supporting our communities and local businesses to thrive in a digital world and making sure that our children are prepared for the workplaces of the future.

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

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

Housing and homelessness: Midlothian Council's Strategic Housing Investment Programme (SHIP) was submitted to the Scottish Government in November 2021. To address the need for affordable housing, the SHIP details potential sites for 2,446 new affordable homes to be built between 2022/2022 and 2026/27.

Midlothian Council's Rapid Rehousing Plan (RRTP) was submitted to the Scottish Government on 30th June 2021. This sets out a vision that by 2024: an increased number of homeless households will obtain permanent accommodation, no homeless household will be accommodated in bed and breakfast accommodation, and the average time taken for the Council to complete its homeless duty will have halved from 105 to 52 weeks. .

Challenges and Risks

The challenges for Midlothian continue with our recovery out of the pandemic, increasing inequality as a result of covid-19 and the current cost of living crisis, the growing and ageing population and the increasing demand for services that this brings. Midlothian is projected to have the highest percentage change in population size of all council areas in Scotland. From 2018 to 2028, the population of Midlothian is projected to increase from 91,340 to

103,945. This is an increase of 13.8%, which is in contrast to a projected increase of 1.8% for Scotland as a whole with a 40.9% increase in older people over 75. In addition, Midlothian has 10 zones which fall into the most deprived areas giving a local share of 8.7% living in the most deprived areas in Scotland. This pace of growth demands additional capacity within the school estate to cope with the projected increase in pupil numbers. The general population growth forecast places additional pressure on our infrastructure, including the growth of the road network as new development roads are adopted, and increases the demand on essential services such as waste collection.

As part of work to address the issue of significant population growth and demographic changes within Midlothian, the key drivers of change in delivery of sustainable and transformational services and regeneration of our communities must be viewed holistically. We have endorsed the Place Principle because we are committed to strengthening the co-ordination and integration of all place based activity. This means we will:

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

Financial Stability: The settlement for Local Government for 2022/23 was announced in December 2021 and represented a cash reduction in core grant nationally of circa £100m at a time where costs continue to rise. On 27th January 2022 a further £120 million one off funding was announced for Local Government. However Councils continue to face a £251m real terms cut which will increase again in 2023/24 by a further £120m if the one-off funding for 2022/23 is not baselined within the Local Government settlement. The settlement announced in December gave Councils full flexibility to set the Council Tax rate that is appropriate for their local authority area.

It is against that backdrop that the cross party Business Transformation Steering Group considered options to balance the 2022/23 budget and as part of that the Council Tax policy for the year ahead to enable Council to fulfil its statutory duty, as set out in Section 93 of the Local Government Finance Act 1992 (as amended), namely to set its Council Tax and a Balanced Budget for 2022/23 and made recommendations to Council on 15 February 2022. While Council subsequently agreed a balanced budget and a Band D Council Tax of £1,442.60. Balancing the budget was reliant of £12 million of one off funding. Accordingly the recurring expenditure of £251 million for 2022/23 exceeds recurring funding by that £12 million.

The challenging grant settlement presents challenges not just for the year ahead but over the medium term, with projections of recurring expenditure to provide services exceeding the recurring funding available. Projections are that 2023/24 and beyond will require significant service reductions, focusing on statutory requirements as well as continued service transformation.

Health and Social Care: The Health and Social Care Partnership, its partners and the communities it serves continued to be impacted by the COVID 19 pandemic. Covid continued to influence how the HSCP delivered core services, it impacted on staff absence and deployment, and it required additional resource, for example to deliver vaccination clinics, coordinate staff testing for HSCP and other staff, and manage PPE provision locally

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

Midlothian Council - How we are Performing



Successes and Challenges

Corporate Performance Indicators (latest)

PIs ● 5 ✓ 5 ? 0 📊 9

Balanced Scorecard Indicators Annual Report 2021/22

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

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.

Balanced Scorecard 2021/22

SMP Key Priority Indicators

Reducing the Gap in Economic circumstances

● 1 ✓ 4 📊 0 ? 0

Reducing the Gap in Health Outcomes

● 5 ✓ 6 📊 0 ? 1

Reducing the gap in Learning Outcomes

● 1 ✓ 4 📊 0 ? 1

Customer Perspective Performance Indicators

● 13 ✓ 15 📊 23 ? 7

Financial Health PIs

● 1 ✓ 0 📊 0 ? 17

Learning and Growth PIs

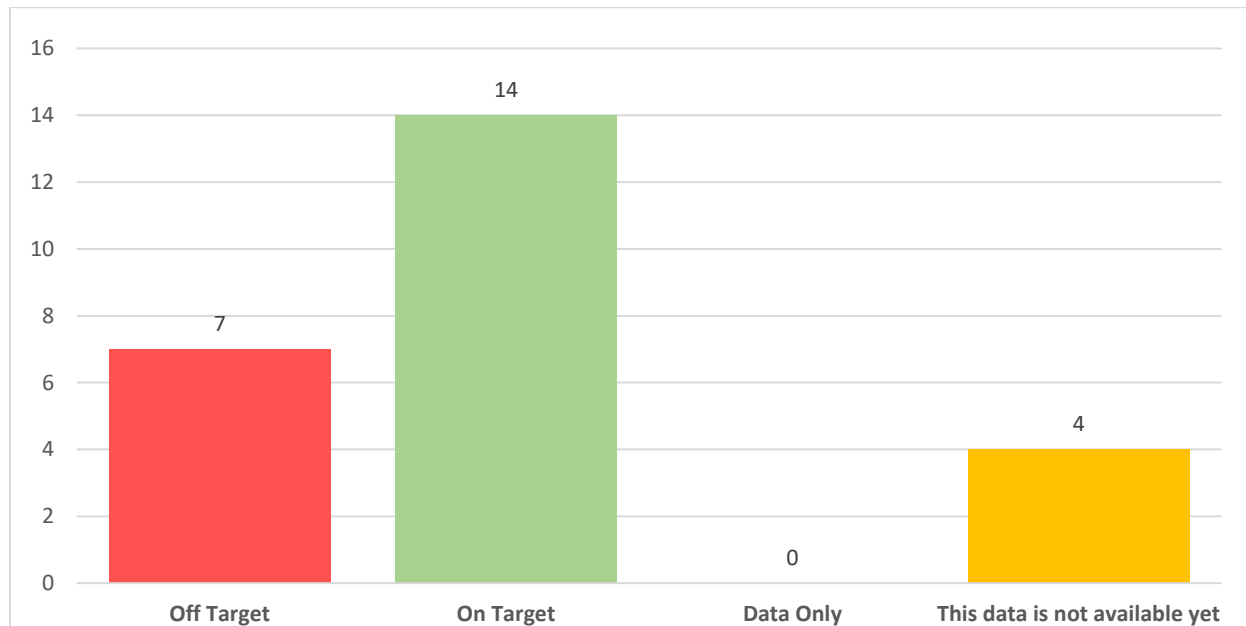
● 0 ✓ 2 📊 12 ? 0

Internal Process PIs

● 2 ✓ 2 📊 1 ? 7

● Off Target ✓ On Target 📊 Data Only Indicator ? The Data is not available yet

Single Midlothian Plan - Key Indicators



Reducing the gap in economic circumstances

PI Description	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22	Status	Short Trend	Note	Annual Target 2021/22
	Value	Value	Value	Value	Value				
Midlothian Citizen Advice Bureaux (CABs) will generate an income maximization of £625k per quarter	£3,704,161	£3,352,380	£4,401,850	£3,055,703	£5,703,704	✓	↑	21/22: On Target	£2,500,000
Relative to Scotland, Midlothian can demonstrate a 1% reduction in child poverty. Currently the Scottish Average is 22% and Midlothian is 22.5%	22.5%	22.5%	25%	N/A	23.9%	✗	▬	21/22: Off Target 23.9% of children are living in poverty after housing costs compared to 24% nationally	21.5%
Ensure the number of unemployed adults in Midlothian does not increase beyond existing levels	N/A	3.6%	2.7%	N/A	2.9%	✓	▬	21/22: On Target	3.5%
Ensure the number of workless households in Midlothian does not increase beyond existing levels	N/A	12.4%	11.6%	N/A	13.5%	✓	▬	21/22: On Target	18.1%
Midlothian Council Welfare Rights Team (WRT) will generate an additional benefit income maximization of £625k per quarter	N/A	£4,407,373.09	£4,411,105.24	N/A	£4,320,090.00	✓	▬	21/22: On Target	£3,000,000.00

Reducing the gap in health inequalities

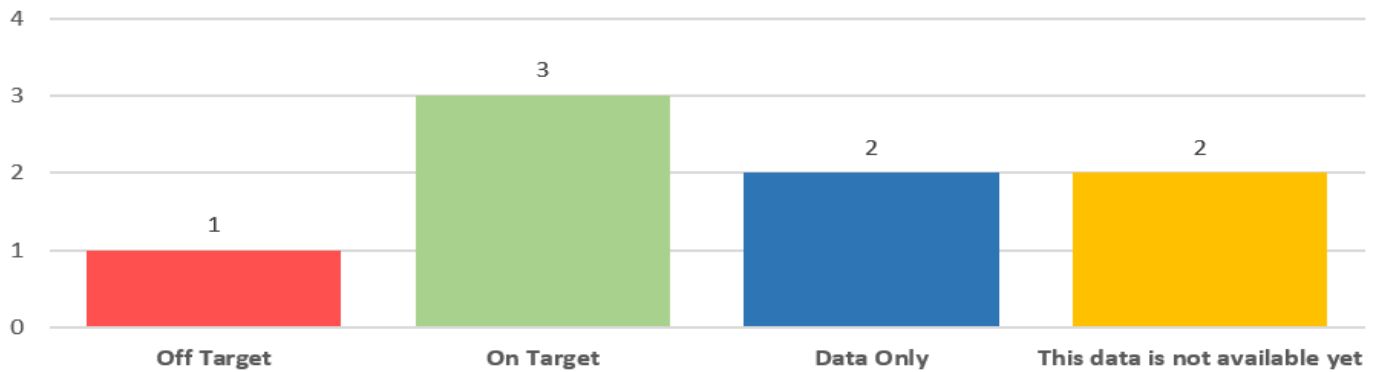
PI Description	2017/18	2018/19	2019/20	2020/21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
Number of people supported with Cancer - Welfare Rights Service (cumulative)	240	316	265	239	270			21/22: On Target	250
Total number of people attending activity groups hosted by Ageing Well each year	739	21,446	21,427	3,895	18,394			21/22: Off Target The project currently delivers 45 activities per week supported by up to 58 active volunteers who contributed 1059 hours of volunteering during the quarter. Uptake of activities has increased in Q4 from a steady level in Q2 & Q3.	20,000
Number of people supported with Mental Health needs	253	360	336	249	415			21/22: On Target	250
Number of people referred to Weight Management Triage. (Tier 2 and Tier 3)	159	215	509	190	508			21/22: On Target	200
Number of people attending activity groups hosted by Midlothian Active Choices (MAC)	7,845	10,280	9,786	766	3,966			21/22: Off Target Impact of ongoing Covid restrictions has not allowed the return of activities at the largest sites of Newbattle Community Campus and Lasswade Centre. Increased access to these sites is expected from mid-April 2022.	10,000
Number of people on Unpaid Work Programme attending at least one appointment with a nurse from the Health Inequalities Team (HIT)	N/A	N/A	8	4	4			21/22: Off Target Due to Covid the Unpaid work team did not operate face to face during April to June and started group activity in September.	10
Number of people in employment or education following intensive intervention	N/A	N/A	6	14	7			21/22: On Target	6
Number of assessments for home adaptations by Red Cross Link Workers, as part of frailty assessment.	N/A	N/A	161	108	122			21/22: On Target	40
Reduce the number of (all) alcohol related hospital stays (patients per 100,000 population)	537	541.6	435.08	549.4	N/A			21/22: Data not available	537
Annual number of CAMHS referrals	591	774	643	520	747			21/22: On Target	580
Annual percentage seen within 18 weeks for first treatment	48.8%	52.2%	74.5%	48%	56.8%			21/22: Off Target	90%
Children & Young People's Wellbeing and Mental Health Strategy approved and in place	N/A	No	No	N/A	No			21/22: Off Target The high-level strategy has been	Yes

PI Description	2017/18	2018/19	2019/20	2020/21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
								approved but the strategic plan is not yet in place	















Reducing the gap in learning outcomes

PI Description	2017/18	2018/19	2019/20	2020/21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
Percentage of Midlothian Care Experienced school leavers progressing to positive destinations	76.92 %	69.23 %	62.5%	92.31 %	80.95 %			21/22: Off Target Target for next year set to the virtual comparator score for this year. Due to the low number of pupils involved this number can vary greatly from year to year.	82.43%
Increase the number of care experienced young people attending the Champions Group	N/A	N/A	101	42	N/A			21/22: Data not available	40
Monitor qualification levels at SVQ 1	88.2%	87.6%	84.1%	88.5%	88.5%			21/22: On Target The latest available information (Jan-Dec 2020) shows Midlothian is above the Scottish average of 86.2%	84.2%
Monitor qualifications at SVQ level 4	38.5%	41.8%	42.9%	50%	50.6%			21/22: On Target The latest available information (Jan-Dec 2020) shows Midlothian is above the Scottish average of 49.0%	40.6%
Monitor number of people with no qualifications	6.4%	7.3%	9.4%	5.3%	5.4%			21/22: On Target The latest available information (Jan-Dec 2020) shows Midlothian is below the Scottish average of 8.1%	8.6%
Number of training events delivered	N/A	54	8	15	10			21/22: On Target	10

Customer Perspective - Adult, Health and Care







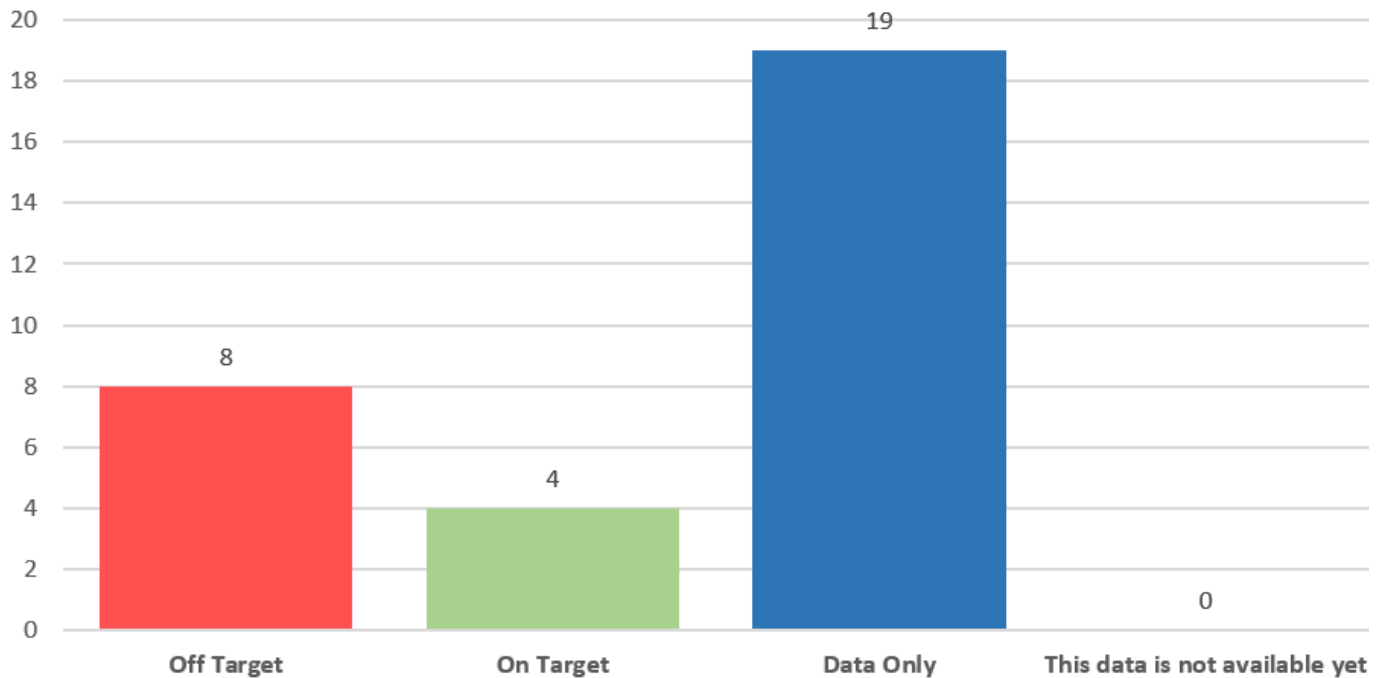
1. Adult Health and Care

Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22	Status	Short Trend	Note	Annual Target 2021/22
	Value	Value	Value	Value	Value				
Number of individuals referred through the Safe and Together approach.	N/A	N/A	7	4	4			21/22: On Target	4
Reduce the number of emergency admissions for people aged 75+ (RIE & WGH)	2,393	2,266	2,693	2,409	N/A			21/22: Annual data not yet available Validated PHS data source SMR01. Current data release covers the Q1 and Q2 period only.	
Total number of carers receiving an adult carer support plan of their care needs (cumulative)	N/A	N/A	665	1,623	2,010			21/22: Data Only	
Number of individuals accessing the Midlothian Access Point	949	1,092	911	605	1,446			21/22: On Target	600
Number of Health & Social Care staff who have participated in face to face or on-line training	1,741	1,595	979	1,171	1,021			21/22: Data only Training data for Adult and Social Care. Data source: Learnpro	
Decrease the percentage of falls which result in a hospital admission for clients aged 65+	3.8%	7%	4.4%	3.77%	2.32%			21/22: On Target	6%
Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date	16	20	1	4	10			21/22: Off Target April 2022 Midlothian Census information	0
Percentage of people aged 65 and over with long-term care needs receiving personal care at home (LGBF)	68.04 %	50.4%	52.54 %	53.6%	Data for the LGBF 2021/22 will be available in Q3 2022/23				



















2. Community Safety















Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22	Status	Short Trend	Note	Annual Target 2021/22
	Value	Value	Value	Value	Value				
% of satisfactory complete Community Payback Orders	67%	68%	61.8%	78%	73.4%			21/22: Off Target Satisfactory completion is affected by non attendance of offenders, and this is outwith the control of Council.	80%
Percentage of all street light repairs completed within 7 days (cumulative)	90.6%	100%	80.5%	94%	100%			21/22: On Target	88.5%



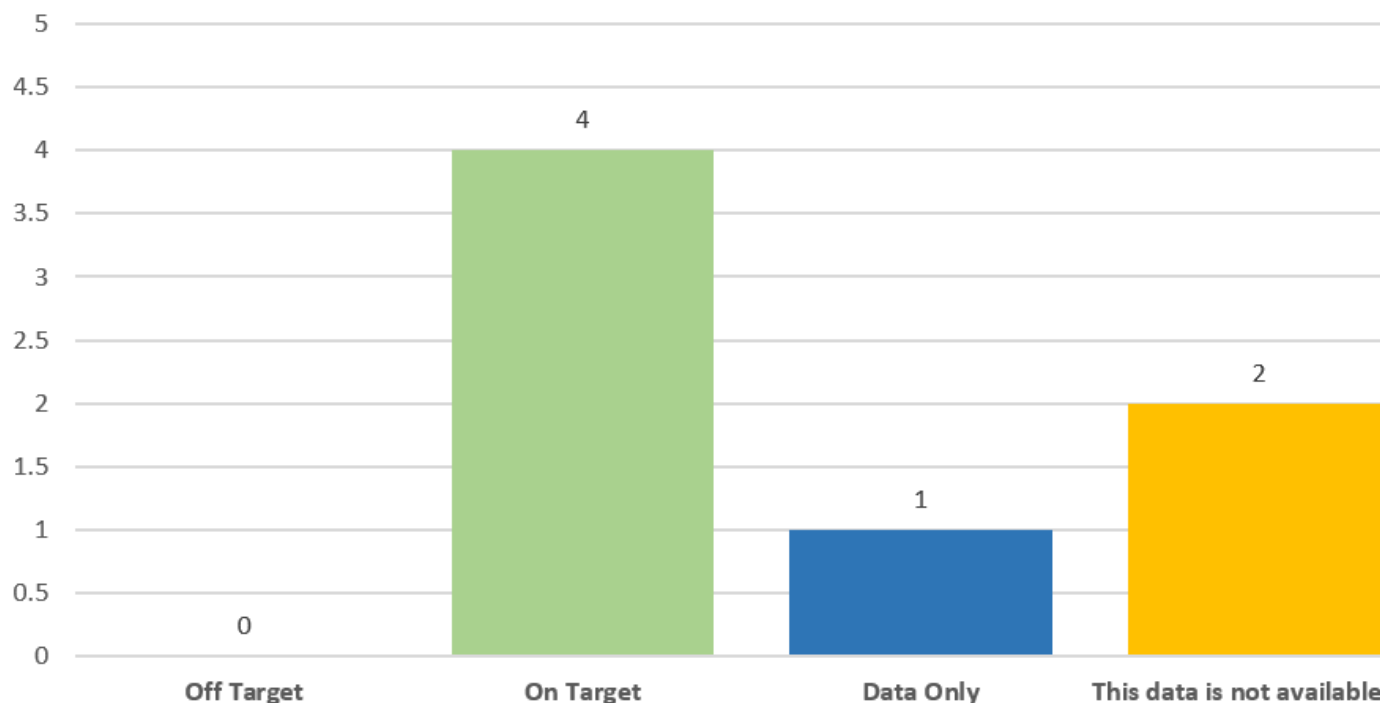
3. Getting it Right for Every Midlothian Child

Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22	Status	Short Trend	Note	Annual Target 2021/22
	Value	Value	Value	Value	Value				
Number of outcome focused assessments undertaken (cumulative)	1,006	1,241	1,478	1,045	1,339			21/22: Data Only Q1 - 299, Q2 - 268, Q3 - 332, Q4 - 440	
Number of referrals to the duty service (cumulative)	4,893	5,519	5,930	6,043	8,287			21/22: Data Only	
Number of foster carers going through prep groups on a quarterly basis (cumulative)	53	23	28	27	24			21/22: Data Only	
Number of new foster carers approved (cumulative)	5	5	1	2	3			21/22: Data Only	
Number of foster carers de-registered quarterly (cumulative)	3	4	2	5	5			21/22: Data Only	
Number of permanence LAAC Reviews happening quarterly (cumulative)	16	37	29	23	10			21/22: Data Only	
Number of children matched in quarter – (average months from perm LAAC to matching panel) (cumulative)	12	6	7	2	8			21/22: Data Only	
Number of places taken at residential houses - capacity 12	10	7	12	12	12			21/22: Data Only	

Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
The number of children living in kinship care	66	53	70	61	61			21/22: Data Only Not cumulative - snapshot figure	
The number of children living in foster care	86	63	68	65	65			21/22: Data Only Not cumulative - snapshot figure	
Number of Midlothian children on the Child Protection Register	36	51	53	36	38			21/22: Data Only Not cumulative - snapshot figure	
Rate per 1,000 population of Midlothian children on the Child Protection Register in relation to the Scottish average	2.2	3	3	2	2.1			21/22: Data Only Not cumulative - snapshot figure	
% of Child Protection plans which have integrated chronology	94%	96%	99%	93%	79%			21/22: Data only In Q4 79% of created CP Plans had an integrated chronology.	
Rate per 1,000 of Midlothian Looked After Children AT HOME in comparison with the Scottish average	3.7	4.2	3.1	1.6	1.5			21/22: Data Only Not cumulative - snapshot figure	
Rate per 1,000 of Midlothian Looked After and Accommodated Children in comparison with the Scottish average	9.4	7	7.9	7.3	7			21/22: Data Only Not cumulative - snapshot figure	
The number of looked after children and young people not in residential placed outwith Midlothian	24	16	13	9	11			21/22: Data Only Not cumulative - snapshot figure	
The number of looked after children and young people placed in Residential School outwith Midlothian	8	6	4	3	2			21/22: Data Only Not cumulative - snapshot figure	
The number of young people who are allocated/engage with Through Care and After Care service	90	65	56	51	64			21/22: Data Only Not cumulative - snapshot figure	
Child Protection: % of Core Group meetings held within a 8 week period.	100%	99%	98%	100%	98%			21/22: Off Target 3 core groups held out with timescale	100%
Child Protection: % of Core Group meetings held within 15 days for Initial	93%	87%	79%	89%	86%			21/22: Off Target 4 core groups held out with time scale	100%
Improve Primary School attendance	94.5%	94.86 %	94.04 %	95.06 %	92.25 %			21/22: Off Target COVID has continued to be a factor throughout the 21/22 School year.	95%
Improve Secondary School Attendance	89.4%	89.34 %	89.34 %	90.97 %	87.36 %			21/22: Off Target COVID has continued to have a negative impact on education attendance in 2021/22.	91.5%
Reduce exclusions in Primary schools (Rate per 1,000)	74	94	8.44	6.16	3.04			21/22: On Target There were 27 exclusions in Midlothian Primary schools to 31/03/2022	15
Reduce exclusions in Secondary schools (Rate per 1,000)	299	210	14.8	13.7	20.2			21/22: On Target There have been 114 exclusion	40

Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
								incidents in Midlothian Secondary Schools to 31/03/2022.	
Average primary school attendance	94.47 %	94.86 %	N/A	95.06 %	92.25 %			21/22: Off Target COVID has continued to have a negative impact on education attendance in 2021/22.	95%
Average secondary school attendance	89.39 %	89.34 %	N/A	90.97 %	87.36 %			21/22: Off Target COVID has continued to have a negative impact on education attendance in 2021/22.	91.5%
Number of Children looked after away from home	181	N/A	N/A	150	140			20/21: Data Only Not cumulative - snapshot figure	
SEEMiS Exclusion data - Primary (2% reduction) - Rate per 1,000	N/A	16.1	8.4	N/A	3.04			21/22: On Target There were 27 exclusions in Midlothian Primary schools to 31/03/2022	15
SEEMiS Exclusion data - Secondary (2% reduction) - Rate per 1,000	N/A	52.9	14.8	N/A	20.2			21/22: On Target There have been 114 exclusion incidents in Midlothian Secondary Schools to 31/03/2022.	40
Percentage of Midlothian Care Experienced school leavers progressing to positive destinations	76.92 %	69.23 %	62.5%	92.31 %	80.95 %			21/22: Off Target Target for next year set to the virtual comparator score for this year. Due to the low number of pupils involved this number can vary greatly from year to year.	82.43%
Annual percentage seen within 18 weeks for first treatment	48.8%	52.2%	74.5%	48%	56.8%			21/22: Off Target	90%

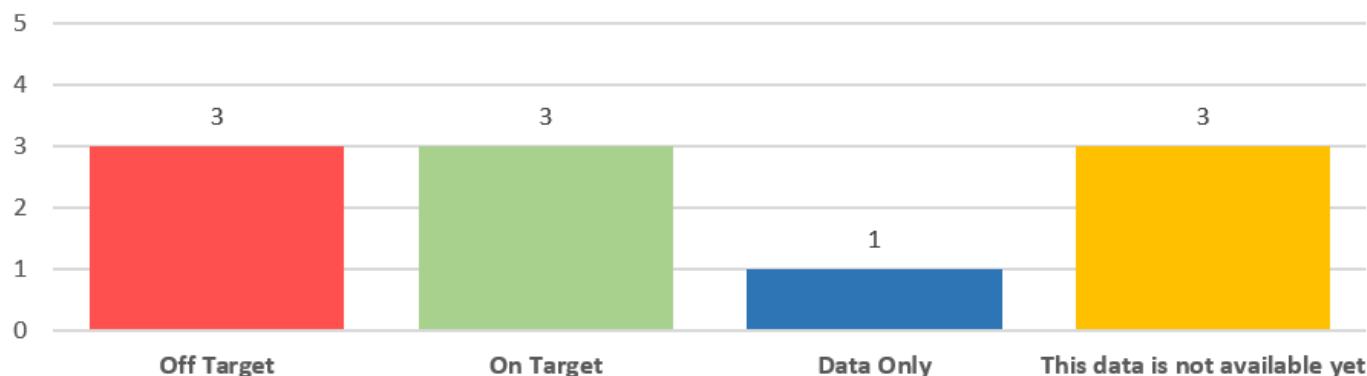
Customer Perspective - Improving Opportunities for Midlothian













4. Improving Opportunities for Midlothian









Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22	Status	Short Trend	Note	Annual Target 2021/22
	Value	Value	Value	Value	Value				
Midlothian Citizen Advice Bureaux (CABs) will generate an income maximization of £625k per quarter	£3,704,161	£3,352,380	£4,401,850	£3,055,703	£5,703,704	✓	↑	21/22: On Target	£2,500,000
% of those leaving school secure a positive destination	94.35%	94.35%	93.81%	94.47%	95.44%	✓	↑	21/22: On Target	95%
Number of Midlothian Active Choices (MAC) attendees during quarter (quarterly)	9,263	11,433	1,997	N/A	1,287	📊	➡	21/22: Data Only	
Number of activities offered by Ageing Well to 50+ age groups (quarterly)	23	15	15	19	45	✓	↑	21/22: On Target	15
Tone zone retention rate (quarterly)	49.25%	53.5%	55%	52%	74%	✓	↑	21/22: On Target	55%
Proportion of Pupils Entering Positive Destinations (LGBF)	94.91%	93.81%	94.47%	95.44%	Data for the LGBF 2021/22 will be available in Q3 2022/23				
Percentage of Unemployed People Assisted into work from Council (LGBF)	6.71%	25.47%	14.25%	12.94%					

Customer Perspective - Sustainable Growth and Housing



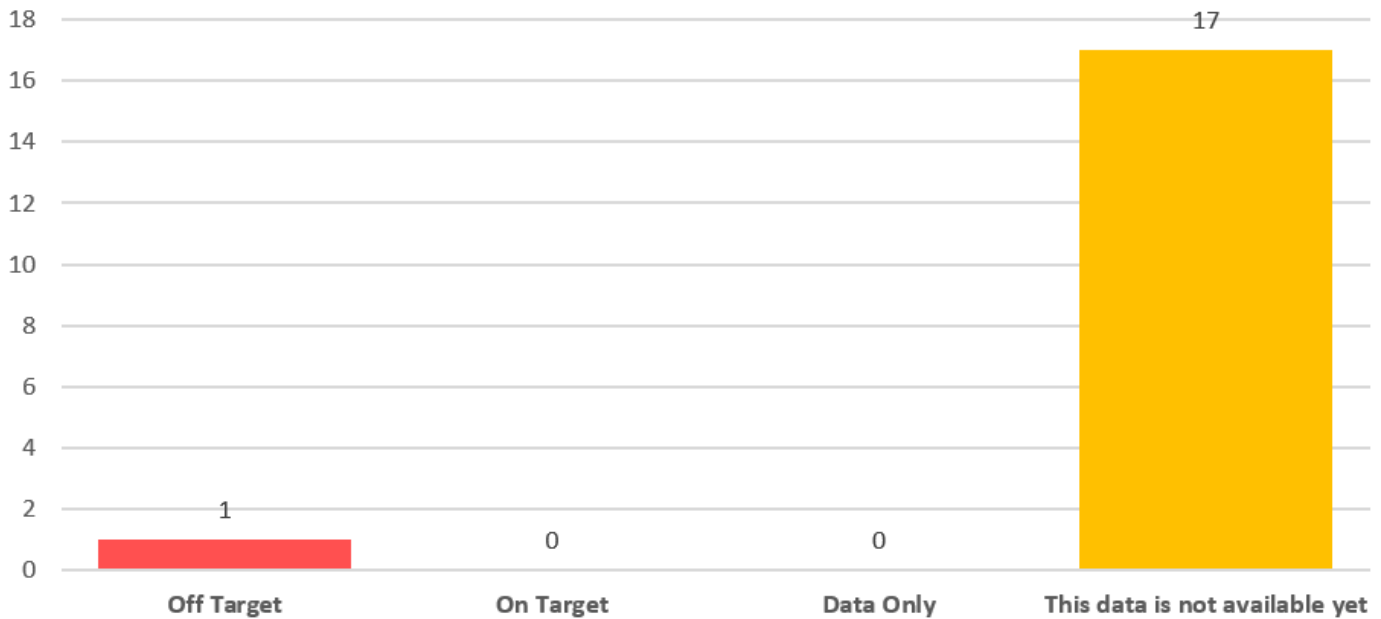
5. Sustainable Growth





Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22					Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note		
Number of environmental awards e.g. Green flags	5	2	2	1	1			21/22: On Target Green flag received this year for the Dalkeith to Penicuik walkway.		1
Percentage of Council fleet which is 'Green' (cumulative)	5.41%	5.34%	8.2%	8.4%	8.2%			21/22: On Target Figure has been consistent at 8.2% across the year. A number of leases are coming to an end with little or no funding available to extend them and hence the percentage will fall.		8%
Percentage of waste going to landfill per calendar year (quarterly)	40.9%	24.6%	11.5%	11.5%	N/A			21/22: Data not available for year awaiting information from our contractors, returns into waste data flow will be available at Q1 2022/23.		35.0%
Re-let time permanent properties (calendar days)	50 days	49 days	54 days	46 days	46 days			21/22: Off Target Average taken across all quarters is 46 days and although this is off target for the year the Q4 figure is 39 days, a reduction of 13 days on Q3.		45 days
Percentage of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	100%	98.4%	98.4%	98.4%			21/22: Off Target 98.4% of Midlothian Council houses have modern facilities and services. Work to bring the percentage of Councils housing stock that does not meets		100%

Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
								Scottish Quality Standards criteria has been delayed due to backlog created during pandemic.	
Number of New Business Start Ups (LGBF)	202	153	149	N/A	122			21/22: Data only In Q4 there were 38 new business start ups. The total number of start-ups for the year 21/22 represents an annual increase of 65% in comparison to previous year.	
Street Cleanliness Score (LGBF)	95.98 %	91.3%	93.91 %	85.45 %	Data for the LGBF 2021/22 will be available in Q3 2022/23				97.5%
Percentage of total household waste that is recycled (LGBF)	51.6%	58.2%	50.8%	47.3%	N/A			21/22: Data not available for Q4 awaiting information from our contractors, returns into waste data flow will be available at Q1 2022/23. Total for calendar year 47.3%. The recycling rate has dropped as more people WFH and more waste was produced, this has yet to recover.	54.0%
Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	96.05 %	96.13 %	94.3%	98.12 %	34.3%			21/22: Off Target Due to changes in the Energy Efficiency regulations affecting the SHQS criteria, 431 houses were identified during Q3 as failing EESSH. We have reduced these failures from 431 to 160 to meet the 2025 targets. However, with the Electrical installation condition reports (EICR's) now part of the SHQS from the 31st March 2022 we have found that 4733 fail assessment and therefore we have 34.3% meeting standard due to this. It should be noted that 100% of smoke alarms comply with current legislation.	100%
% of total road network resurfaced (cumulative)	1.3%	1.67%	0.85%	0.54%	2.05%			21/22: On Target 14.04km of carriageway resurfaced to end of Q4, including Residential Streets Programme carriageways. Annual target was increased from 0.56% to 1.1% in Q3 to include	1.1%

Performance Indicator	2017/ 18	2018/ 19	2019/ 20	2020/ 21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
								additional resurfacing works under the Residential Streets Programme. Target bettered due to underestimate of works to be completed in Q4.	

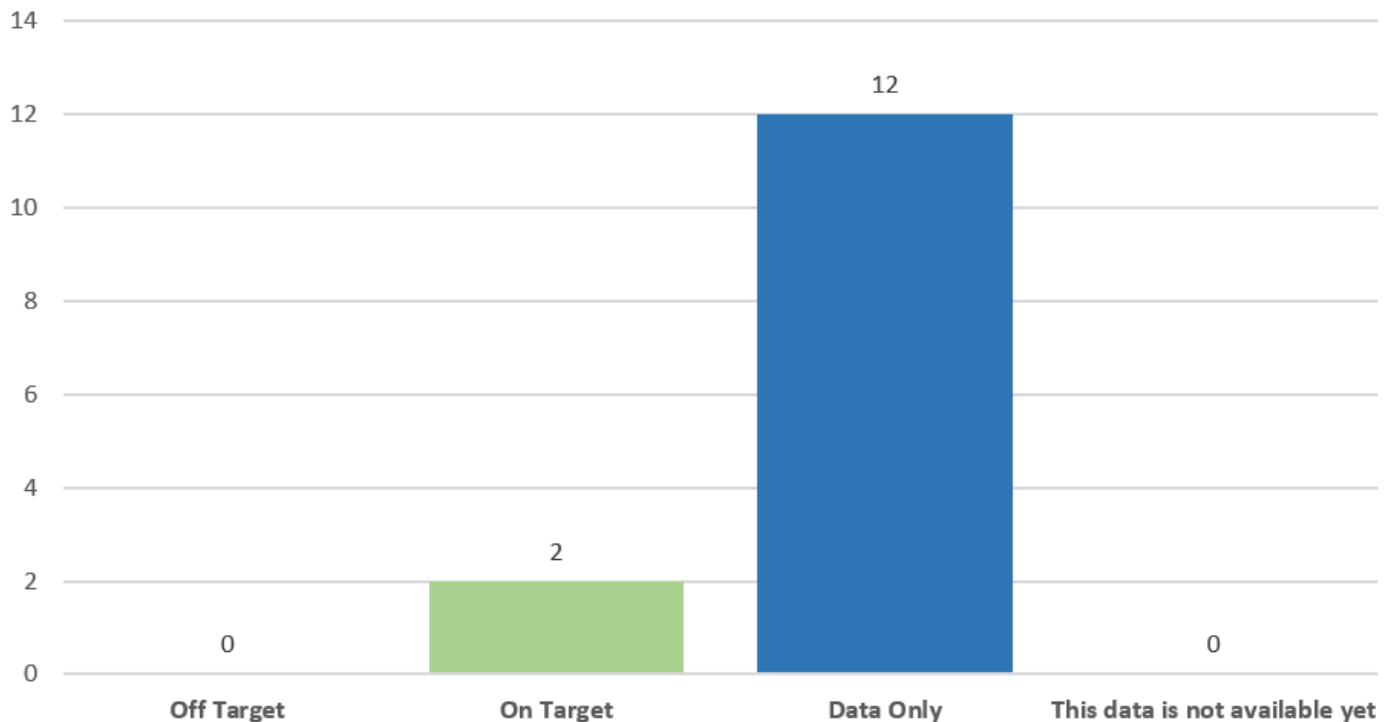
Financial Health Perspective
























Short Name	2017 /18	2018 /19	2019 /20	2020 /21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
Performance against revenue budget	£202.932m	£203.596m	£206.362m	£226.262m	N/A			21/22: End of year data is not available yet.	
Corporate Indicator - Primary Education - Cost per pupil (LGBF)	£5,702.08	£5,963.39	£5,847.82	£5,848.92	Data for the LGBF 2021/22 will be available in Q3 2022/23				
Corporate Indicator - Secondary Education - Cost per pupil (LGBF)	£7,730.13	£7,590.04	£7,520.16	£7,744.06					
Corporate Indicator - Pre- Primary Education - Cost per pupil (LGBF)	£4,783.59	£5,211.83	£7,641.14	£9,981.44					
Corporate Indicator - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£4,159.71	£3,928.03	£4,318.59	£6,714.50					
Corporate Indicator - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£378.31	£358.80	£366.50	£485.61					
Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	4.45%	4.27%	4.09%	3.8%					
Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£10.30	£7.89	£6.50	£6.13					
Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1%	91.1%	89.6%	92.3%	93.1%			21/22: Off Target 93.1% of invoices were paid on time. Work continues to resolve barriers in services to help ensure all invoices	95.0%





Short Name	2017 /18	2018 /19	2019 /20	2020 /21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
								are paid within the 30 days.	
Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)	£82.79	£74.54	£54.20	£69.33	Data for the LGBF 2021/22 will be available in Q3 2022/23				
Corporate Indicator - Net cost of waste disposal per premise (annual) (LGBF)	£94.66	£94.39	£57.84	£34.02					
Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	£13,152.15	£13,154.33	£11,490.64	£13,666.13					
Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	£9,148.18	£12,759.99	£8,984.49	£7,365.86					
Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)	£5,475.94	£5,261.73	£4,983.89	£6,194.31					
Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)	£12,595.90	£9,255.86	£8,883.33	£8,749.33					
Corporate Indicator - Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£41.06	£38.12	£20.82	£25.45					
Corporate Indicator - Self Directed Support (Direct Payments + Managed Personalised Budgets) spend on adults 18+ as a % of total social work spend on adults 18+ (LGBF)	4.75%	4.49%	5.06%	4.31%					
Corporate Indicator - The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£462.20	£469.47	£483.83	£457.19					

Learning and Growth Perspective

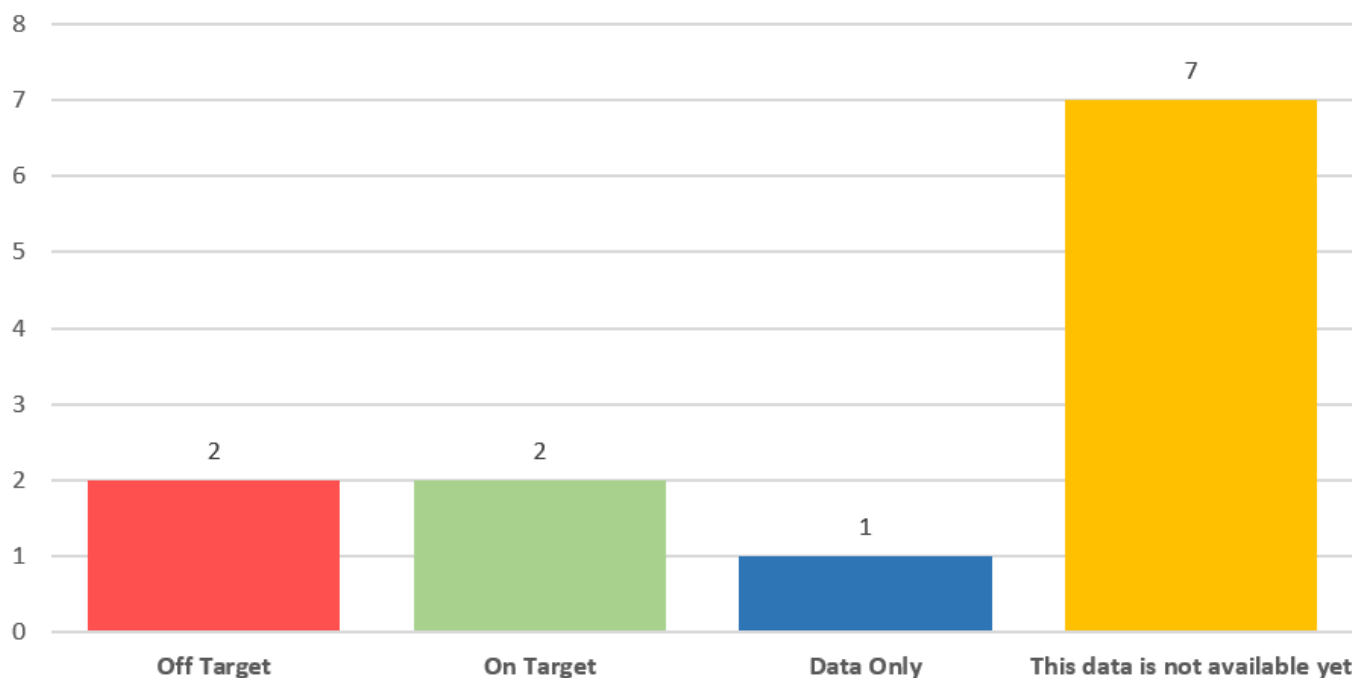


Short Name	2017 /18	2018 /19	2019 /20	2020 /21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
Percentage of employees who are performing as 'Outstanding' in their individual performance framework	6.7%	6.31%	7.01%	9.67%	9.2%			21/22: Data only Figures reflect position at the end of April however subject to change in Q1 as all MPM ratings are complete.	
Percentage of employees who are performing as 'High' in their individual performance framework	25.55 %	26.79 %	20.27 %	24.18 %	22.81 %				
Percentage of employees who are performing as 'Good Overall' in their individual performance framework	39.9%	47.68 %	50.06 %	54.18 %	46.86 %				
Percentage of employees who are performing as 'Below Standard' in their individual performance framework with appropriate improvement plans in place	0.59%	0.85%	0.25%	0.77%	0.25%				
Percentage of staff turnover (including teachers)	10.3%	10.38 %	9.22%	5.9%	9.5%			21/22: Data only We track our employee turnover rates on a half yearly basis by expressing it as a percentage of employees overall when taking account of all leavers. Turnover varies through the year with an expected increase over the summer	







Short Name	2017 /18	2018 /19	2019 /20	2020 /21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
								months. This reflects teachers and other school based staff retiring or moving to new roles at the start of the new academic year. Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing. Aside from 20/21 where staff turnover was 5.9% the turnover rate has been consistent the last 3 years between 9-10.5%.	
Employee Survey - I enjoy the work I do	N/A	91.21 %	N/A	N/A	N/A			21/22: Data only Over the last 2 years the employee annual survey has been postponed due to Covid however we did undertake a Covid employee engagement survey during this time.	
Employee Survey - I am proud to work for Midlothian Council	N/A	81.15 %	N/A	N/A	N/A				
Employee Survey - I can see how my objectives link to the councils objectives and priorities	N/A	75.39 %	N/A	N/A	N/A				
Progress against Council's mainstream report (Equality and Diversity)	100%	100%	100%	100%	100%			21/22: On Target Annual Progress with the Equality & Diversity Mainstreaming report is on target.	100%
Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	49.0%	49.2%	51.0%	55.1%	55.0%			21/22: On Target	50.0%
Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)	2.32%	3.94%	3.06%	2.7%	2.52%			21/22: Data only The gender pay gap measures the average female pay versus average male pay within the organisation. The figures show that the Council has more male staff at higher rates of pay by 2.52% which shows a continuous improvement year on year from 2018/19.	
Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.5	8.55	9.7	7.26	9.33			21/22: Data only Sickness absence days have increased compared to that of last year. Up to end of January 2021, Covid related sickness absence or otherwise has been recorded as	

Short Name	2017 /18	2018 /19	2019 /20	2020 /21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
								special leave and not included in the calculation of average days lost. From 1st of February to 7th of July 2021 Covid sickness absence was being recorded via the usual sickness procedures with the exception of special leave granted for up to 14 days for isolation. As of July, Covid absence is being recorded as special leave for up to 12 weeks and recorded as sickness absence thereafter. There is no identifiable trend causing the increase, either in short term or long term absences. However the changes in recording covid absence over the last few years could be attributable to the increase in days lost.	
Corporate Indicator - Teachers Sickness Absence Days (LGBF)	4.59 days	5.15 days	5.77 days	3.47 days	4.61 days			21/22: Data only Sickness absence levels have continued to be a challenge this year as we navigate through the Covid pandemic and as the effects of longer term Covid infections are realised.	
Corporate Indicator - Local Government Employees (except teachers) sickness absence days (LGBF)	8.59 days	9.86 days	11.19 days	8.76 days	11.22 days			21/22: Data only Sickness absence levels have continued to be a challenge this year as we navigate through the Covid pandemic and as the effects of longer term Covid infections are realised. It should be noted that our sickness absence levels have remained fairly static throughout the pandemic compared to previous years even with the added pressure of Covid related absences with 18/19 figures showing 9.86 days, 19/20, 11.22 days and 20/21, 8.76 days.	

Internal Processes Perspective



Short Name	2017 /18	2018 /19	2019 /20	2020 /21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
Percentage of published LGBF indicators in the top half of Scottish Council	N/A	N/A	44.2%	N/A	Data for the LGBF 2021/22 will be available in Q3 2022/23				
% of internal/external audit actions progressing on target.	N/A	N/A	N/A	95.4%	91.7%			21/22: On Target	85%
% of high risks that have been reviewed in the last quarter	N/A	N/A	N/A	100%	100%			21/22: On Target	100%
Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	66%	69.07 %	62.4%	N/A	Data for the LGBF 2021/22 will be available in Q3 2022/23				
Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	78.67 %	84.67 %	81.33 %	N/A					
Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	74.33 %	70.87 %	63.2%	N/A					
Corporate Indicator - Percentage of Adults satisfied with local schools (LGBF)	78.67 %	74.63 %	69.3%	N/A					
Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	89.67 %	87.1%	83.1%	N/A	N/A			Satisfaction data is not available for inclusion in the February publication of the LGBF. The publication of the Scottish Household Survey (SHS) satisfaction data is going to be later than expected due to the	
Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)	71.33 %	67.97 %	62.3%	N/A	N/A				

Short Name	2017 /18	2018 /19	2019 /20	2020 /21	2021/22				Annual Target 2021/22
	Value	Value	Value	Value	Value	Status	Short Trend	Note	
								changed methodology used in 2020. Methodological changes introduced some comparability issues and there will be further discussions between the Board and the SHS team about how to usefully incorporate this data in the LGBF.	
Total number of complaints received (quarterly)	N/A	N/A	N/A	7,337	6,450			21/22: Data Only	
Percentage of complaints at stage 1 complete within 5 working days	N/A	N/A	87.61 %	91.32 %	87.7%			21/22: Off Target 5,469 out of 6,236 complaints were complete within 5 working days.	95%
Percentage of complaints at stage 2 complete within 20 working days	N/A	N/A	60.87 %	78.57 %	70.21 %			21/22: Off Target 33 out of 47 complaints were complete within 20 working days.	95%

