Notice of Meeting and Agenda

Performance, Review and Scrutiny Committee

Venue: Virtual Meeting,

Date: Tuesday, 22 September 2020

Time: 11:00

Executive Director : Place

Contact:
Clerk Name: Janet Ritchie
Clerk Telephone: 0131 271 3158
Clerk Email: janet.ritchie@midlothian.gov.uk

Further Information:

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

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

5   Public Reports

6   Private Reports

No items for discussion

7 Date of Next Meeting

The next meeting will be held on Tuesday 3 November 2020 at 11 am

Minute of Meeting

Performance, Review and Scrutiny Committee

Date	Time	Venue
17 March 2020	11.00am	Council Chambers, Midlothian House, Buccleuch Street, Dalkeith

Present:

Councillor Johnstone (Chair)	Councillor Baird
Councillor Cassidy	Councillor Hardie
Councillor Lay-Douglas	Councillor Munro
Councillor Parry	Councillor Smaill

Also in Attendance:

Grace Vickers	Chief Executive
Kevin Anderson	Executive Director: Place
Alison White	Head of Adult Health and Social Care
Janet Ritchie	Democratic Services Officer

1   Apologies

Apologies were received from Councillor Alexander, Councillor McCall, Councillor Russell, Councillor Wallace and Councillor Winchester.

2   Order of Business

The Order of Business was as set out in the Agenda.

3   Declarations of Interest

No declarations of interest were intimated.

4   Minutes of Previous Meetings

The minute of the meeting of 10 December 2019 was submitted and approved as a correct record.

5   Public Reports

Councillor Parry proposed that due to the current situation with regards to the Coronavirus, the following public reports for Noting were approved en bloc. This was seconded by Councillor Smaill and unanimously agreed by the Committee.

Agenda No	Title	Presented by:
5.1	**Inspection of Midlothian Council Highbank Intermediate Care Service**	
Outline and summary of item		

This report provides an overview of the recent Care Inspection report on Highbank Intermediate Care facility inspection. It also provides a summary of the action plan for the service improvements.

Midlothian Health and Social Care Intermediate Care Service was inspected in September 2019 by the Care Inspectorate, as a registered Care Home for people aged over 60. The report was published on 20th September 2019. The inspection covered 5 key areas of the Scotland's Health and Social Care Standards attributed to care home services. The inspection report grades the areas of inspection from 1 (Unsatisfactory), to 6 (Excellent). This inspection report graded the 5 areas below:

- How well do we support people's wellbeing?   **3 - Adequate**
- How good is our leadership?   **4 - Good**
- How good is our staffing?   **3 - Adequate**
- How good is our setting?   **3 - Adequate**
- How well is our care and support planned?   **3 – Adequate**

Agenda No	Title	Presented by:
5.2	**Adult Social Care Q3 Performance Report**	
Outline and summary of item		
The Q3 Performance Report 2019/20 for Adult Social Care provided a summary of the progress in the delivery of strategic outcomes and a summary of the Challenges and Risks.		

Agenda No	Title	Presented by:
5.3	**Children's Services Q3 Performance Report**	
Outline and summary of item		
The Q3 Performance Report 2019/20 for Children's Services provided a summary of the progress in the delivery of strategic outcomes and a summary of the Challenges and Risks.		

Agenda No	Title	Presented by:
5.4	**Education Q3 Performance Report**	
Outline and summary of item		
The Q3 Performance Report 2019/20 for Education provided a summary of the progress in the delivery of strategic outcomes and a summary of the Challenges and Risks.		

Agenda No	Title	Presented by:
5.5	**Commercial Operations Q3 Performance Report**	
Outline and summary of item		
The Q3 Performance Report 2019/20 for Commercial Operations provided a summary of the progress in the delivery of strategic outcomes and a summary of the Challenges and Risks.		

Agenda No	Title	Presented by:
5.6	**Communities and Economy Q3 Performance Report**	
Outline and summary of item		
The Q3 Performance Report 2019/20 for Communities and Economy provided a summary of the progress in the delivery of strategic outcomes and a summary of the Challenges and Risks.		

Agenda No	Title	Presented by:
5.7	**Customer and Housing Services Q3 Performance Report**	
Outline and summary of item		

The Q3 Performance Report 2019/20 for Customer and Housing Services provided a summary of the progress in the delivery of strategic outcomes and a summary of the Challenges and Risks.

Agenda No	Title	Presented by:
5.8	**Finance and Integrated Service Support Q3 Performance Report**	
Outline and summary of item		

The Q3 Performance Report 2019/20 for Finance and Integrated Service Support provided a summary of the progress in the delivery of strategic outcomes and a summary of the Challenges and Risks.

Agenda No	Title	Presented by:
5.9	**Property and Facilities Management Q3 Performance Report**	
Outline and summary of item		

The Q3 Performance Report 2019/20 for Property and Facilities Management provided a summary of the progress in the delivery of strategic outcomes and a summary of the Challenges and Risks.

Agenda No	Title	Presented by:
5.10	**Midlothian Council Q3 Performance Report**	
Outline and summary of item		

The Q3 Performance Report 2019/20 for Midlothian Council details the delivery of Midlothian Council's priorities through the Community Planning Partnership and the Single Midlothian Plan. The Council Change and Transformation programme and individual Service Plans outline how Midlothian Council will deliver its contribution to the Single Midlothian Plan.

6   Private Reports

No private reports were submitted for discussion.

7   Date of Next Meeting

The next meeting will be held on Tuesday 28 April 2020 at 11 am.

The meeting terminated at 11.05 am

Midlothian

Nesta Listen and Learn

Report by Chief Executive

Report for Decision

1   Recommendations

a) Thank Nesta for undertaking the Listen and Learn initiative in response to the Covid-19 response
b) Approve the recommendations in the report
c) Instruct Officers to update their service plans accordingly to reflect the recommendations
d) Forward the report to Business Transformation Steering Group and to Performance, Review and Scrutiny.
e) Otherwise note the contents of the report.

2   Purpose of Report / Executive Summary

The purpose of this report is to present to Cabinet the Listen and Learn report carried out by Nesta in response to the Covid-19 response. The Council previously worked with Nesta on the 100 day Mental Health Challenge and due to the success of this project Nesta were asked to assist with the listen and learn exercise to gather the views of staff and how they have managed through the Covid-19 emergency phase.

Date: 25 August 2020
Report Contact:
Corporate Management Team

lorraine.brown@midlothian.gov.uk   0131 271 3002

3   Report Implications (Resource, Digital and Risk)

6.1   Resource
Resources will be identified within service plans and through Business Transformation

6.2   Digital
Increased reliance and investment in digital solutions and digital first solutions will be a key element of future plans.

6.3   Risk

Section 95 of the Local Government (Scotland) Act 1973 requires all Local Authorities in Scotland to have adequate systems and controls in place to ensure the proper administration of their financial affairs.

The assessment of performance against budgets by services is underpinned by comprehensive financial management and budgetary control arrangements. These arrangements are central to the mitigation of financial risk.

6.4   Ensuring Equalities

As changes to existing plans are developed the assessment of the impact of these proposals in relation to their impact on equalities and human rights will be carried out. This will help to ensure wherever possible that there are no negative impacts on equality groups or potential for infringement of individuals' human rights from the any of the proposals.

Appendices: Nesta Listen and Learn Report

APPENDIX A – Report Implications

A.1 Key Priorities within the Single Midlothian Plan
The Listen and Learn report covers the 9 drivers for change and prioritises prevention and carbon neutral by 2030 approaches.

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
The report aims to deliver best value within the resources available.

A.5 Involving Communities and Other Stakeholders
This is the first in a series of Listen and Learn reports. Valuing Community is a key chapter in the Nesta report

A.6 Impact on Performance and Outcomes

Performance and outcomes measures will be assigned in each service plan as they are updated in line with the recommendations made by Nesta in the Listen and Learn report.

A.7 Adopting a Preventative Approach
Maintaining the effectiveness of the key recommendations will support the prioritisation of resources to support prevention.

A.8 Supporting Sustainable Development
Central to this report is our commitment to being Carbon Neutral by 2030.

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Midlothian: Listen and Learn Final Report

1 Introduction and context

2 Listen and Learn

3 A future vision for Midlothian

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Listen and Learn: Context and Summary

Unprecedented challenge

Midlothian and its communities have faced an unprecedented challenge as we have grappled with how to respond to a global pandemic with far reaching consequences for thousands of people locally.

Across Midlothian Council, staff have rapidly adapted to working completely differently, delivering more services remotely and trying to maintain business as usual whilst supporting people through the crisis. At the same time, many of our staff have been forced to shield and isolate, unable to work, or having to undertake reduced duties.

Catalyst for change

Whilst this experience has been extremely challenging, it has also acted as a catalyst for change. There are things we have paused or stopped doing and we've also started doing lots of new things. Listening to and working with the 5000+ staff who work for Midlothian Council will be central to learning from our response to the crisis and building upon the positive changes that we've made.

Working in partnership with Nesta, an innovation foundation, we interviewed staff from across the council's two directorates. Midlothian staff volunteered to take part in the interviews and from social workers to refuse collectors; teachers to maintenance staff we heard about their experiences during the pandemic.

In this report we share the insights from this work, along with the recent staff survey and begin to explore what a future Midlothian could look like as we learn to live with and beyond Covid-19.

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Listen and Learn: Activities and Insights

In July, Nesta began a series of interviews with a wide range of staff working across Midlothian Council directorates in order to listen to their experiences of working during Covid-19 and understand:

- what it has been like to work through the pandemic,
- the new ways of working that are emerging,
- how people have adapted and been forced to innovate,
- and the challenges that they have faced, and what their views are on the future.

The insights which have emerged (including some data gathered from the Midlothian Council Staff Survey), have been grouped under the following themes:

Valuing Community

Remote/ Flexible Working

Digital First

Leading New Ways of Working

Education

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Listen and Learn: Who did we speak to?

51
Staff interviewed

11
education staff

1125
Staff Surveyed

75%
Of people we interviewed had spent at least some time working from home (or working flexibly)

Staff we spoke to included:

Social Workers

School Facilities Coordinators

Maintenance staff

Union reps

Surveyors

Teachers

Administrators

Care workers

Notes on our approach
Whilst we endeavoured to hear a broad and diverse range of perspectives, the insights and recommendations within this report are reflective of the experiences of a relatively small cohort. The majority of interviews were with people from the place directorate and we also spoke to 3 care workers. Around 20% of the interviews we carried out were with Education staff, whose experiences and reflections have been explored in a specific section of the report.

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Midlothian: Listen and Learn Themes

- Valuing community
- Remote/flexible working
- Digital first
- Leading new ways of working
- Education

A difficult time for many

It is important to acknowledge that many of the people we spoke to told us that they have struggled with at least one aspect of lockdown and its impact on their mental and physical health.

Challenges include the lack of ability to socialise, see friends or family and missing the routine and structure that work usually provided. This was particularly felt by those who were forced to shield.

Resilience and hope for the future

In the midst of these challenging times, people from across Midlothian have demonstrated adaptability, creativity and dedication.

There is now an important opportunity to reunite and re-engage with the workforce. Working together to build upon what's been learned and the positive changes made, to both mitigate the impact of any future lockdowns and move forwards towards the future vision for Midlothian.

"Not seeing friends and family has been difficult. These have been very challenging circumstances...not been good for my mental or physical health. Household circumstances are really difficult… Midlothian need to be mindful of how challenging it can be and how individual circumstances can be very different…"

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Valuing Community

"We are bringing focus back to towns that have been neglected, people are using local businesses more - that could save high streets. How do we make sure it continues?"

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David lives and works in Midlothian. During lockdown, he was keen to help his community but wasn't sure how. When lockdown began to ease, David noticed on social media that people in his local community needed help with gardening and grass cutting.

Ian had to shield during covid and was looking for someone to cut his grass. David decided to offer his help. David then got speaking to James, who lives down the road from him. James had been furloughed and was looking for something to do. So James joined David and found other people in the area who were also able to help.

Between them, they cut the grass verges as well as helping their neighbours. David and James felt more connected with their community. This made a huge difference to their mental health - to be outside, meet new people and know they are making a difference in their community.

David was grateful to be able to use contribute to his local community and would love to see this become the new normal. **How can we keep this community spirit going?**

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Rooted in the local community

Many of Midlothian Council staff live in Midlothian and lots of those we spoke to expressed being driven by a desire to support local communities. We heard several examples of local people pulling together during the pandemic and starting grassroots initiatives.

Support Midlothian's grassroots organisations. Be creative and work collaboratively with local initiatives to involve them in the council's future vision.

'Penicuik's Helping Hands' Facebook group was started on the 17th of June by members of the local community.
The group is now organising weekly clean ups around the town.

Meaningful local engagement

Some employees spoke about having better job satisfaction and feeling more valued. This was helped by staff noticing communities saying "thank you" more. Many participants expressed a sense of urgency to harness this community spirit. **Help staff to strengthen and build upon emerging ties with communities and work in partnership to deliver local, place based services.**

"If there's a project that we could do completely virtually (eg walk people through a town) and involve the community... have voices and views involved from the beginning."

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"Public spaces could become outdoor gyms and when schools go back they could be outside classrooms… we need to innovate how we use our wonderful outdoor spaces"

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Valuing what's on our doorstep

There was anecdotal evidence of an increase in people accessing outdoor spaces during the pandemic and a perception that a wider range of people were using these spaces than before. Participants reflected that Midlothian's outdoor spaces are an often underutilised resource and that the last few months have demonstrated the ways in which people can directly benefit from from accessing these open spaces. **Work with local communities and co-design how to best make use of outdoor spaces, e.g. outdoor classrooms and meeting rooms.**

Being well, together

There was understandable concern for the wellbeing of Midlothian communities, families and local businesses who have been directly impacted by the pandemic; economically, health wise and socially. Social media can support community development and provide a platform for people to help each other during and after challenging times. **Build upon the #KindnessMidlothian campaign. Use social media to engage with citizens, highlight stories of local community action and showcase examples where council staff have gone above and beyond.**

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Remote/flexible working

"I have saved so much time not commuting or travelling to meetings and it has meant that I have been able to help out with the kids. My meetings have been shorter and there has been less distraction so I have been more productive"

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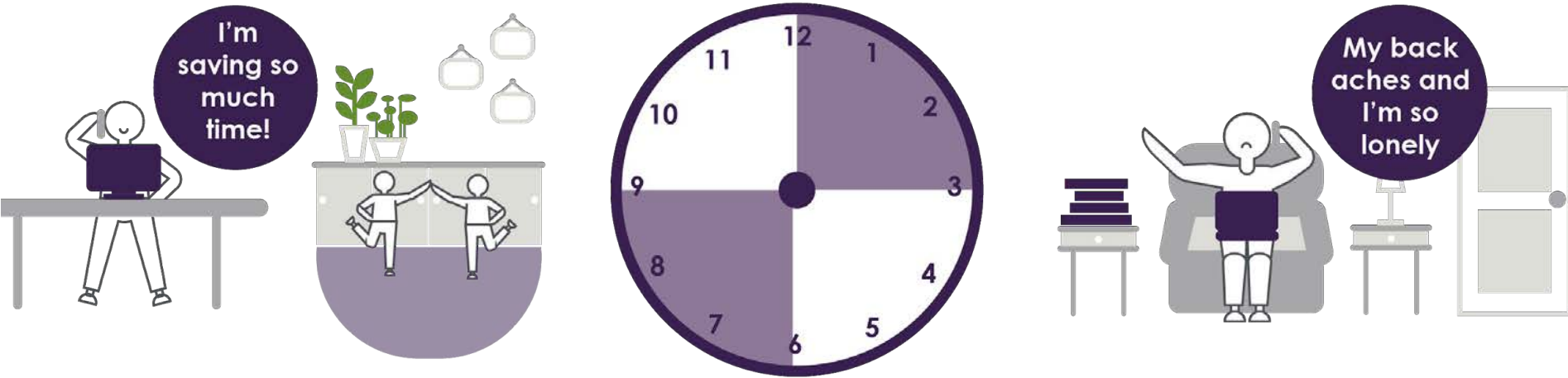
Emma works for Midlothian Council. Since she's been working from home she has gained 2 hours a day not having to commute. This has meant she has more time with her children, saves money and starts work less stressed as she doesn't have to drive round the city bypass. She also knows it is better for the planet.

Graham, a colleague of Emma's, lives alone in a small flat. He doesn't have a proper desk or chair and has been struggling with back ache. Emma is worried about his mental health as he's been feeling very lonely, not being able to see work colleagues and friends face to face.

Flexible hours mean Emma and Graham can now work at the time they are most productive. Emma has worked around homeschooling her children and Graham has felt able to act on Emma's advice to start a daily team tea-break on MS Teams. He has since felt more connected to his colleagues, although he would prefer to catch up in real life.

To continue to work like this and look after their physical and mental health, Graham would like a better chair for his flat and they would both like **flexible working** to include the use of **local buildings**. This would allow Graham to set up some face to face meetings and Emma to work near her children's school after doing the school run.

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Working Smarter

Covid-19 has fast-tracked Midlothian council into a digital world. Smart phones have enabled social workers to respond quicker to emergencies; using Microsoft Teams has resulted in better turnout in meetings; and new electronic processes have brought about time-saving, efficient ways of working. **Embed equal access to technology; digital training; a flexible work culture; and digital working into policy and practice.**

Sustainable Futures

Many people told us about the benefits of reduced travel. People spoke of less stressful commutes, a reduction in the time and cost of attending short meetings, and the ability to use travel time in a more productive way. Some job roles may always involve an element of travel, however, even within these roles the need to travel may be reduced. **Work with staff and teams to identify ways of integrating flexible working into their roles to enable a better work-life balance and reduce travel.**

"We need to learn from other organisations about successful ways of remote working. How do we manage our diaries better so we have blocks of time to work? What's our view on virtual meeting etiquette? How do we engage everyone in meetings when there's a mix of people working remotely and in the office? "

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Local and flexible place-based working
Many of the people we spoke to felt that flexible working could enable Midlothian Council to establish local "hubs", replacing Dalkeith as the centre for services to enable a better use of buildings and help to localise services. **Think creatively about how the council can utilise its estate and assets, alongside digital remote solutions, to better respond to local community needs.**

A tailored approach
Remote working doesn't necessarily mean working at home. People experience a myriad of personal circumstances so efforts should be made to tailor support to individual needs. At a minimum, each person should have access to suitable tech to enable them to work remotely effectively (such as laptops and smartphones), as well as training and support to use it. **Work in partnership with individuals, teams and directorates to understand what flexible working means for them and what they need to make this a reality (infrastructure/training/ technology, etc).**

"We need to do an analysis to see what the minimum requirements are for people to work at home. Health and safety assessments from where they're working... People need to know that working at home is different to working in an office and have the reassurance that that's okay."

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Digital First

"Prior to covid all my work was paper based. I had to go into the office to log things and travel around a lot more. Since covid I have been able to use an app on my phone that has been used by other staff in the council (parking attendants). It means I can take photos and record my work when I am out, its made my job quicker and easier".

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Insights from the interviews: Persona

Marie is a surveyor. Prior to Covid-19 all her work was paper based. She had to go into the office to log things. Now she is able to use an app that parking attendants use. It means she can take photos and record her work when she's out, making her job quicker and easier.

One of her colleagues, Robert, has an older laptop which is slow and he isn't as confident as Marie with technology. Marie regularly gets phone calls from him asking how to work certain digital tools and platforms which she doesn't mind, but it often uses up the time she saves. Robert is very thankful for Marie's help but he feels frustrated.

Robert wishes he had more tech support. He knows the IT department are rushed off their feel so he has been relying on Marie. The overnight adoption of new digital tools slowed down Robert's productivity but he can see from Marie the potential in the new app and he wants to learn more.

Marie thinks if Midlothian could invest some money into appropriate **technology** for everyone, **training** and **ongoing IT support**, the work they do could be even more efficient, **saving time and money**. It would also help upskill people like Robert and help them feel more confident.

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Making things easier

Many staff we spoke to described using digital ways of working that would enable them to become more efficient longer term. These included using enabling tech such as cameras, online collaboration tools and electronic versions of standard forms. In several cases, shifting processes online made things run more smoothly and reduced duplication.

Work with teams and directorates to understand the changes to process that have been made during the pandemic, the tools and technologies that have been introduced and the impact these have had.

Digital by default

Some interviewees reflected on how changes in governance had allowed them to use digital processes and technology, which had in turn reduced their need to travel. The ability to hold multi-agency meetings remotely meant people were much more likely to attend and freed up time that would have been spent travelling. **Develop governance and policies, e.g. for remote multi-agency meetings, to encourage and enable teams to adopt a digital by default approach long term and reduce travel time, costs and Midlothian's carbon footprint.**

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"...using different ways of not having to visit construction site - ie photos - rather than physically visiting, using virtual systems to certify buildings. This has massively speeded up the process"

Staff from a care facility (independent flats) currently have no access to wifi where they work. If they were able to access online banking, they could manage the care facilities finances remotely, saving time and money on travelling to the nearest branch.

Access to wifi across council directorates & facilities
We heard examples from staff across all directorates of where access to WiFi could act as an enabler to modernising services, creating efficiencies and reducing travel. People working in care settings, centres supporting children & families, and those working with vulnerable pupils expressed frustration over their current lack of WiFi. **Provide access to WiFi across all services and facilities to help deliver modern, local and accessible services for all.**

Technical Capability
The majority of interviewees rapidly adopted new digital ways of working during the pandemic. There were honest reflections that this was not always easy and training and development was required, along with support if things went wrong (which they sometimes did). **Invest in an infrastructure that supports digital ways of working, which includes training, technology and ongoing support.**

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Leading new ways of working

"My line manager doesn't sit on my shoulder - we are now trusted to get things done"

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I'm so excited to test these ideas

What's the plan for recovery?
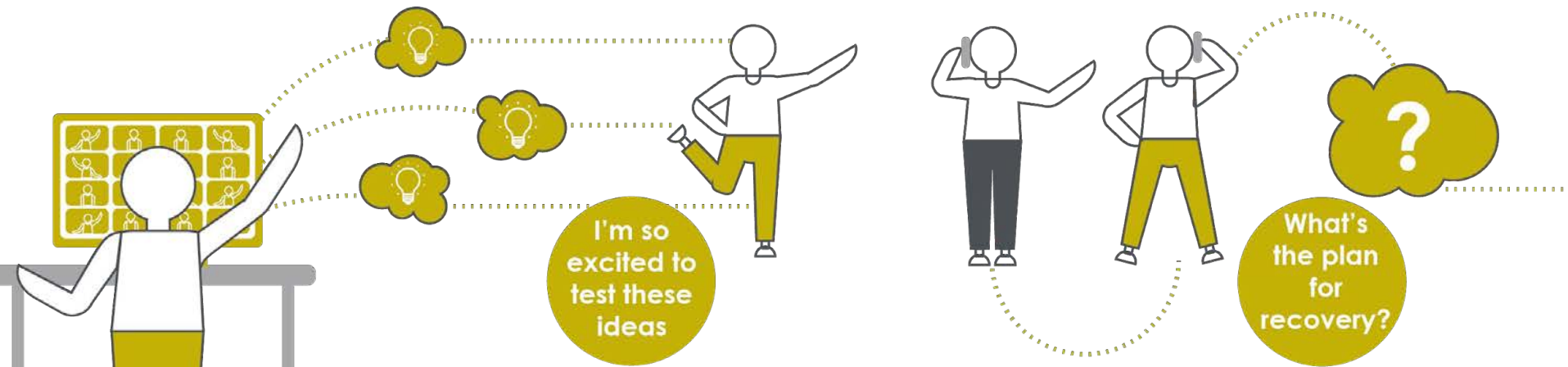
Fiona is usually based in an office full time. At home she's been more productive and has enjoyed more collaborative working across different teams. More people have been showing up to meetings and are open to phone calls to bounce ideas off one another.

Fiona has been given permission to take on new responsibilities and test new ideas she believes will improve the work she does. This has made her feel empowered, giving her her mojo back. Fiona's manager is more relaxed and supportive, understanding personal situations during Covid, which has improved their relationship.

However, there isn't much clarity or communication about the plan for recovery. Her manager doesn't seem to have the answers either. She's hoping that leadership communicate this soon. Fiona's partner has noticed she's struggling to switch off when finishing her work, which is affecting their home life.

Fiona reflects that her job role has changed, and she's excited to keep developing the skills she's learnt. She is hopeful that this carries on in the future, allowing her to grow and build **new skills**. More consistent and **regular communication** would help her feel **less stressed** about the future.

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Shaped by staff experience

The pandemic forced the adoption of new ways of working. For some, this created a new sense of trust and autonomy, with staff seeking solutions without relying on management permission. Some teams are communicating better, collaborating more effectively and experiencing more empathetic and supportive management. For others, the lack of structure has left them feeling isolated and unable to draw boundaries or switch off. **Develop new governance, policy, training and support to embed positive new ways of working, e.g. autonomy, communication, leadership and collaboration.**

New opportunities

We heard several examples of where people had enjoyed adapting to new roles and responsibilities during the pandemic. Examples include working across services (e.g. road and land services) or adopting alternative duties in a different setting, in some cases leading to employment in these settings (e.g. in health and care services). **Work with teams across the whole organisation to better understand the skills and capabilities of staff and develop new roles and career pathways, built upon experiences and learning from the pandemic, e.g. skills development opportunities.**

"You should be trained to do completely different jobs based on your skills and gain new skills - it's like a personal development plan for different staff, a clear path for everyone"

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Clear, consistent and regular communication

Many of the people we spoke to particularly appreciated regular contact from the exec team, especially as the pandemic progressed. When communication from management was regular and consistent, it was hugely appreciated - colleagues felt well informed and "in the loop".

Where there was a lack of consistency or an abundance of new information, people felt isolated, confused or overwhelmed. The survey highlighted that some employees felt they needed more clarity and direction during the crisis, into the recovery phase. Whilst 81% stated their manager had been in regular contact, just over 50% said that this contact was helpful. Some people also expressed disappointment over a "lack of communication" from line management.

"Better communication between services (and line managers) to avoid confusion and duplication… comprehensive guidelines and explanation of decision making process would be beneficial"

Reflect upon what worked well during the crisis, such as: the Chief Executive's daily message to staff, increased points of (formal and informal) connection between team members and regular updates from managers. Work with teams and directorates to develop a consistent approach to communication, which can then be tailored to meet the needs of different groups.

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Education

"...they are interacting and asking lots of questions if they don't understand, they can take their own time and they can 'mull it over', there is no 'peer pressure' so they feel able to ask what they like…"

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It's taken time, but my lessons are better now

...But how will the others catch up?

Callum is a secondary school teacher in Midlothian. Before the pandemic, he hadn't incorporated digital tools into his lessons before or used Google Classroom. Since working from home, he is teaching his students online and communicating with his colleagues using his personal laptop.

Callum has had to adapt his lessons to make them suitable for independent learning but he quickly realise the majority of his students haven't been taught the relevant skills to work on their own. Adapting the learning methods has been extremely time consuming but this experience has enabled Callum to reflect on his style of teaching and make positive changes.

Callum has found he now has the capacity to give his students more thorough feedback which they are responding extremely well to. However, there are students who have engaged very little since the beginning of lockdown and he worries about them and how they will ever catch up. He's also been feeling professionally isolated and has struggled to switch off resulting in working longer hours.

Callum would like to see digital learning become a permanent and prominent feature in Midlothian schools. To help this he would like **better access to training and technology** for both teachers and students, with a particular focus on those who aren't engaging.

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Transforming Education in Midlothian

Several teachers reflected on the experiences of working during Covid-19 as an opportunity to transform education in Midlothian. We heard accounts of a rapid, steep and frequently stressful learning curve as teachers and pupils needed to shift overnight into a new model of teaching. We also heard some real concern about pupils' access to technology and their ability to respond to being taught differently. **Work in partnership with school staff, pupils and families to consolidate what they have learned from the pandemic and co-design an approach to taking this forward.**

Develop an evidence informed approach

Experiences of teaching during the pandemic varied across different age groups and schools, shedding light on a potential disparity in approach, particularly in relation to subject area and skills and knowledge. **Draw upon evidence and best practice at a local and national level and support teachers to build skills and capacity in remote teaching, e.g. using resourced peer support.**

"Midlothian should consider following other local authorities and adopt BYOD (bring your own device) or providing devices to all of its students so that teachers can consistently design lessons that all children can engage with using tech."

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The pandemic provided lots of opportunities for teacher development. With a return to relative normality and the need to be in school, online webinars/training would mean that teachers could still access this flexibly.

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Digital Learning for All

Improving students' access to digital tools and remote learning support may help to reach populations who find engaging or attending school challenging and create a more inclusive learning environment. However, some interviewees were concerned that even when given access to technology, not all students may be willing or able to engage. **Work with professionals, children, families and carers to iteratively test ideas to help overcome the barriers to children and young people accessing learning support remotely.**

Equitable and consistent access to tools and technology

Staff described the benefits of access to technology that allows them to work flexibly. Examples were shared of where technology had improved time efficiency and attendance at meetings and could in the future reduce travel. Interviewees also expressed frustration with the variability of learning platforms and access to technology and school systems for some staff. **Work with schools to establish access to consistent tools and platforms, alongside remote access to school systems to enable education staff to work to full capacity.**

Midlothian: Recommendations

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Midlothian's Future Vision

Built on staff insights and grounded in the 9 drivers for change

Holistic

One Council: Consistent, joined up services and support
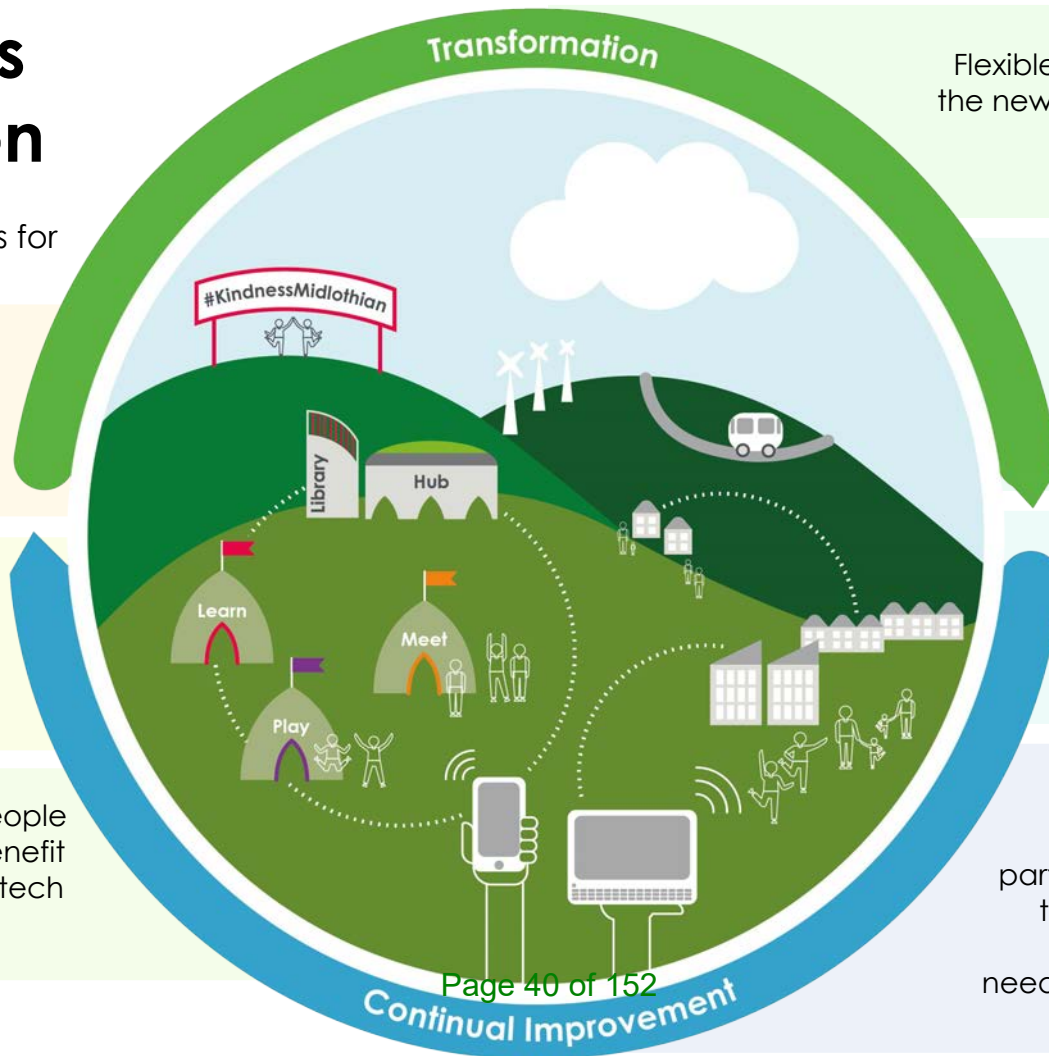
Hub + Spoke

Local by default: Creative use of the council estate and digital solutions

Modern

Digital by default: People and communities benefit from modern digital tech capabilities

Transformation

#KindnessMidlothian

Library

Hub

Learn

Meet

Play

Continual Improvement

Sustainable

Sustainable futures: Flexible and remote working as the new normal, reducing travel time, costs and carbon emissions.

Preventative

Proactive early intervention: Understanding and responding to the needs of citizens and local communities.

Asset based

Valuing local communities: Local people feel heard. Local assets are identified and utilised.

One size fits one

A tailored approach: A culture of working in partnership, helping people to develop and thrive by responding to individual needs and leading together.

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Being well, together
Build upon the #KindnessMidlothian campaign. Use social media to engage with citizens, highlight stories of local community action and showcase examples where council staff have gone above and beyond.

Meaningful local engagement
Help staff to strengthen and build upon emerging ties with communities and work in partnership to deliver local, place based services.

Valuing what's on our doorstep
Work with local communities and co-design how to best make use of outdoor spaces, e.g. outdoor classrooms and meeting rooms.

Rooted in the local community
Support Midlothian's grassroots organisations. Be creative and work collaboratively with local initiatives to involve them in the council's future vision.

Holistic

Asset Based

nesta

Working Smarter
Embed equal access to technology; digital training; a flexible work culture; and digital working into policy and practice.

A tailored approach
Work in partnership with individuals, teams and directorates to understand what flexible working means for them and what they need to make this a reality (infrastructure/training/ technology, etc), and ensure staff are fully aware of the support available to them

Local and flexible place-based working
Think creatively about how the council can utilise its estate and assets, alongside digital remote solutions, to better respond to local community needs.

Sustainable Futures
Work with staff and teams to identify ways of integrating flexible working into their roles to enable a better work-life balance and reduce travel.

Hub & Spoke

Modern

Sustainable

One Size Fits One

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Access to WiFi
Provide access to WiFi across all services and facilities to help deliver modern, local and accessible services for all.

Making things easier
Work with teams and directorates to understand the changes to process that have been made during the pandemic, the tools and technologies that have been introduced and the impact these have made.

Technical Capability
Invest in an infrastructure that supports digital ways of working, which includes training, technology and ongoing support provision.

Digital by default
Develop governance and policies, e.g. for remote multi-agency meetings, to encourage and enable teams to adopt a digital by default approach long term and reduce travel time, costs and Midlothian's carbon footprint.

Modern

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Clear, consistent and regular communication

Reflect upon what worked well during the crisis, such as: regular bulletin from chief executive, increased points of (formal and informal) connection between team members and regular updates from managers. Work with teams and directorates to develop a consistent approach to communication, which can then be tailored to meet the needs of different groups.

New opportunities

Work with teams across the whole organisation to better understand the skills and capabilities of staff and develop new roles and career pathways, built upon experiences and learning from the pandemic, e.g. skills development opportunities.

Shaped by staff experience

Develop new governance, policy, training and support to embed positive new ways of working, e.g. autonomy, communication, leadership and collaboration.

| Holistic | Hub & Spoke | | | | | | Continual Improvement | |

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Equitable and consistent access to tools and technology
Work with schools to establish access to consistent tools and platforms, alongside remote access to school systems to enable education staff to work to full capacity.

Develop an evidence informed approach
Draw upon evidence and best practice at a local and national level and support teachers to build skills and capacity in remote teaching, e.g. using resourced peer support.

Digital Learning for All
Work with professionals, children, families and carers to iteratively test ideas to help overcome the barriers to children and young people accessing learning support remotely.

Transforming Education in Midlothian
Work in partnership with school staff, pupils and families to consolidate what they have learned from the pandemic and co-design an approach to taking this forward.

Holistic

Modern

Continually Improve

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Midlothian: Next steps towards transformation

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Enablers for transformation

"The challenge is about people… you can right all the processes in the world but you need people to sign up to them."

In spite of the challenges of living and working during Covid-19, many positive changes were made by individuals and teams from across Midlothian. Stronger cross-organisational relationships were built and a culture of collaboration and innovation started to emerge. The move into a phase of renewal and recovery provides an opportunity to build upon these changes and maintain and develop some of the positive shifts that have been made.

In order to capitalise on this and mitigate the risk of a pull back from the old world, action will need to be taken at pace to continue to test, scale and adopt new ways of working across 3 sets of enablers: operational, cultural and technical.

Operational
Service delivery, practices, policy and resources flows

During Covid-19:
- New policies were swiftly put in place so that people could access remote working platforms safely and securely
- People rapidly shifted to remote and flexible working, creatively using their own resources and assets to support this shift

Moving forward:
- What are the policies that need to be reviewed and updated to sustain the shift to remote/flexible working, e.g. working hours, training?
- What might an increase in remote/flexible working mean in terms of technology and central support services?
- What other community resources and assets could be used and modernised to enable localised, place based working, e.g. libraries, outdoor spaces, etc.

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Enablers for transformation

"The challenge is about people… you can right all the processes in the world but you need people to sign up to them."

Cultural
Leadership, decision-making, collaboration, skills development, mindsets and behaviours

During Covid-19:
- Many people felt more trusted, autonomous and supported
- Opportunities for regular formal and informal catch ups were developed, including daily check ins and whatsapp groups
- The weekly newsletter helped people to feel connected and 'in the loop'
- Different services and teams collaborated, generating innovation and new opportunities for staff
- Staff rapidly changed the way that they worked and delivered services, including in education
- People supported each other to develop their skills and capability
- Some children and young people engaged well with remote learning support, others disengaged from education

Moving forward:
- What are the processes and mechanisms that could support and embed these ways of working longer term?
- How can you continue to listen to staff, learn about and enable innovation and develop the structures to test, spread and sustain new ideas that are shown to have impact?
- What training and support needs to be put in place to enable staff to develop and maintain their skills, and develop new career pathways within the council?
- How can the educational digital attainment and engagement gap be bridged?

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Enablers for transformation

"The challenge is about people... you can right all the processes in the world but you need people to sign up to them."

Technical
Equipment, infrastructure, tech platforms, tools and resources, systems and processes

During Covid-19:
- The council has gone on a significant digital journey which required the migration of over 2500 mailboxes to access MS Teams, requiring a substantial investment to secure licensing
- Staff used their own resources and assets to bridge the gap, including phones and laptops
- Providing access to everyday modern technology such as smartphones led to time efficiency and the ability to respond to work 'on the go'
- Governance was lifted to enable this to happen
- Staff used their own wifi to access online services
- Digital systems and processes were rapidly implemented to replace paper based and in person tasks, e.g. payroll and certifying buildings

Moving forward:
- What needs to be in place in terms of funding, training, support to fill the technology gap in the longer term?
- What are the steps to take to provide wifi across services and settings?
- Who else needs to be involved to make this happen?
- What infrastructure is needed to maintain these new systems?
- What is in place to monitor the impact of these new systems and processes?
- Are there opportunities to build upon this innovation, scaling and continuing to test new digital systems across other areas and directorates?
- How can you ensure that staff are fully aware of existing support services provided by the council such as the occupational health service and employee assistance programme?

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Midlothian Council Annual Complaint Handling Report 2018/19

Report by Dr Grace Vickers, Chief Executive

Report for Information/Noting

1 Recommendations

Cabinet and Performance Review and Scrutiny are asked to:

i. Note the recent publication of the Annual Complaint Handling Report on the Council's website here:

https://www.midlothian.gov.uk/downloads/file/3942/annual_complaint_handling_report_201819

ii. Note that the published report includes summary information for Midlothian Council's complaints referred to the Scottish Public Services Ombudsman (SPSO)

2 Purpose of Report

The purpose of this report is to advise Cabinet and Performance Review and Scrutiny that the Midlothian Council Annual Complaint Handling Report 2018/19, which was approved by Corporate Management Team on 18 March 2020, has been published on the Council's website.

This is the third report of its kind, and it provides an annual review and assessment of complaints information which includes some useful customer feedback and an analysis of what the results could suggest. As a result of its publication, customers and staff alike are provided with:

- Evidence of how the council values complaints - by sharing the information whilst appropriately comparing the data to other local authorities and the Scottish averages;
- Essential information relating to the complaints procedure and outcomes;
- Knowledge about the importance of managing the process;
- Information that relates to customer insight based on the data;
- A summary of the compliments that the council receives in addition to complaints;
- Case studies that highlight how the council has learned and improved;

The report also provides an update of statistics shared with us by the Scottish Public Services Ombudsman (SPSO) about how they have handled complaint cases by Midlothian customers, and which services

were being complained about to them. Outcome decisions to cases are published on the SPSO's website.

Date: 14 August 2020

Report Contact:
Myra Forsyth
Continuous Improvement Manager

myra.forsyth@midlothian.gov.uk

3 Background

3.1 Insert text here.

3.1 The model Complaint Handling Procedure (CHP) was developed for public services in line with the recommendations of the Sinclair report which tasked the Scottish Public Services Ombudsman (SPSO) to simplify and improve complaints handling by developing a standardised CHP. This was arranged within the framework of the SPSO Statement of Complaint Handling Principles, which is approved by the Scottish Parliament, and Guidance on a Model Complaints Handling Procedure.

3.2 The emphasis in the CHP is on quicker and simpler complaints handling with local, early resolution by empowered and well trained staff. The aim is to help bodies 'get it right first time' with a focus on resolving complaints at the frontline wherever possible. There is also an emphasis on valuing complaints – recording all complaints, reporting key information and using the lessons learned to improve service delivery.

3.3 The aim of standardising and streamlining CHPs has been at the core of this work, so all public service model CHPs are closely aligned. The key elements of each model CHP will be the same for all sectors, including:

- A shared definition of what is and what is not a complaint
- A two stage process where complaints are resolved as close to the frontline as possible
- Frontline resolution of complaints within five working days
- An investigation stage of 20 working days, which provides the organisation's final decision
- Recording of all complaints
- Active learning from complaints through reporting and publicising complaints information.

3.4 In line with the local intelligence tool that the Local Government Benchmarking Framework (LGBF) applies and reports on, value is also added to the complaints report using the comparative element. There is an established benchmarking sub-group for complaints, a group composed of members from the mainstream Local Authority Complaint Handlers Network group (LACHN). The complaints statistics are therefore likened to previous years', as well as to the Scottish average and the family group average.

3.5 A focal point of the document is the information provided under the heading 'Annual Complaints Handled by the Scottish Public Services Ombudsman (SPSO)'. This section provides a summary of the information about cases that were handled directly by the SPSO. It is useful to know how many of Midlothian's customers have approached the SPSO, and how their queries have been processed.

4   Report Implications (Resource, Digital and Risk)

4.1   Resource

The requirement to complete and publish an Annual Complaints Handling Report sits within the current Customer Service Improvement Officer role however, elected members are asked to note that developing the complaints function to ensure a 'fit for purpose' and sustainable framework requires support from managers and services as part of the ongoing performance management and improvement agenda.

4.2   Digital

Whilst not directly relating to the production of the annual report a monthly complaints dashboard has been developed to support a proactive approach to managing performance related to complaints, however the implementation of this tool has been delayed due to resourcing issues within Digital Services.

Future development work around complaints will also be informed by the proposed provision of a new CRM system.

4.3   Risk

Failure to meet the statutory requirements as they relate to complaint handling and SPSO reporting presents a risk. Publishing this document seeks to mitigate the risk and illustrates how feedback information provided by the council's customers is valued.

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

Whilst not directly impacting on equalities, information is provided about the opportunity to reformat the document into a legible format or language to accommodate additional needs or those whose first language is not English. This is in line with the Equalities Act 2010.

4.4   Additional Report Implications (See Appendix A)

See Appendix A

Appendices

Appendix A – Additional Report Implications
Appendix B – Supporting Links

APPENDIX A – Report Implications

A.1   Key Priorities within the Single Midlothian Plan

This report does not relate directly to the key priorities within the Single Midlothian Plan; however the proposed action supports the ongoing improvement agenda across a number of the thematic areas.

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

The existing Complaint Handling Procedure and supporting practices such as quarterly and annual reporting helps to ensure delivery of Best Value by ensuring that there is good governance and effective management of complaints, with a focus on improvement, to deliver the best possible outcomes.

A.5   Involving Communities and Other Stakeholders

The Council is using the evidence from complaints as another form of customer feedback to assist in its delivery of services and processes within the divisions.

A.6   Impact on Performance and Outcomes

The annual report and review of the complaints framework provides a number of benefits which include an enhanced understanding of the complaint handling process, clarity about the indicators, and statistical data analysis which supports discussion about what the results could

mean. The report also compliments what is reported quarterly via the quarterly performance reporting framework.

A key benefit is meeting our obligation to report on the improvements/remedial action that we have made as a result of the feedback we receive, and how we have learned from complaints.

A.7   Adopting a Preventative Approach

The Council is proactively responding to improvement opportunities noted as part of the complaints process.

A.8   Supporting Sustainable Development

There are no sustainability issues with regard to this report.

APPENDIX B

Supporting Links

1. **Midlothian Council Annual Complaint Report 2018/19**

   https://www.midlothian.gov.uk/downloads/file/3942/annual_complaint_handling_report_201819

2. **Complaint Handling Procedure**

   https://www.midlothian.gov.uk/info/670/have_your_say/132/complaints_procedure

3. **Public Performance Reporting – Including link to previous Annual Complaint Reports**

   https://www.midlothian.gov.uk/info/691/performance_and_spending/257/council_performance/4

Adult Social Care Performance Report 19/20

Midlothian

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01. Progress in delivery of strategic outcomes

"People in Midlothian will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time."

The Adult Health and Social Care service continues to undergo ambitious redesign. The Midlothian Health and Social Care Partnership 2019-22 Strategic Plan outlines a major programme of activity focused on prevention and early intervention; planned support, treatment and recovery; and unplanned treatment and support. We are achieving this by changing the emphasis of our services, placing more importance and a greater proportion of our resources on our key values.

The threat and uncertainty of the emerging coronavirus pandemic became a significant challenge at year end as our priorities changed.

1. Integration
Midlothian Health and Social Care Partnership is progressing work to implement the ambitions of the Strategic Plan. Efforts to support people most vulnerable to health and other inequalities continues to progress. This includes specific programmes involving pregnant women who smoke, people living in homeless accommodation, people who use alcohol and drugs, carers, people/families who could benefit from welfare rights checks and others. In addition the Community Planning partnership work to tackle Type 2 Diabetes continues to progress well.

Several programmes of work are underway in order to best support people who are frail. The increasing prevalence of frailty is linked to our rapidly ageing population. People with severe and moderate frailty (3,500 people) accounted for 4% of Midlothian's population and 31% of unscheduled activity in the Royal Infirmary of Edinburgh in 2019. Midlothian HSCP and Midlothian GPs have been working together to improve the quality of care (health and social care) provided to people with frailty.

Local Planning Groups have prepared their action plans in line with the Partnership values: prevention, recovery, co-ordinated care, supporting the person not just focussing on the condition.

2. Inequalities
Health and Social Care services remain committed to contributing to reduce health inequalities. Local people, the third sector, public sector and private sector created a plan to prevent type 2 diabetes. This includes supporting people to be healthy, active and engaged in community life. Having a healthy diet and being physically active are important to reduce risk of type 2 diabetes but so are environmental, financial and social barriers, not just individual lifestyle choices. Actions we are taking forward include increasing capacity of weight management services, training on eating well and moving more as well as strengthening links between services to ensure people are in receipt of all the welfare support they are entitled to.

3. Justice Service
In November 2019 a very successful Community Justice event was held. This included an address by the Chief Executive of Community Justice Scotland.

All teams are now present within the Number 11 Recovery Hub. A regular multiagency meeting at Number 11 has been introduced where partners from the statutory and voluntary sector get together and discuss who will be leaving prison within the following three months. Key staff in Midlothian Council are provided with the names of individuals entering the prison system and release dates. This information is provided by the SPS.

Safe and Together continues to operate in Midlothian. There have been 7 referrals to the Midlothian Families First (MFF) project where staff can work with men involved in domestically abusive behaviour on a voluntary basis. The referral route into the service has opened up to include self-referral following contact with the police (enhanced call-back service). To respond to concerns regarding the rising risk of domestic abuse during this time the Justice Team have continued to support the implementation of Safe and Together by offering consultations to C&F staff on domestic abuse informed practice, continued participation on the implementation group and delivering briefings to staff, including at the Midlothian head teachers forum.

1

The Spring service has expanded in terms of the provision of service. There is now a drop in service for women on a Thursday. The drop-in provides peer to peer support for women moving on from the service and in the longer term, enables women who have lived experience to develop a peer support role for Spring and represent service users within the steering group. There were also plans to offer a weekly trauma informed yoga class and a monthly drop in service for smear testing and sexual health advice. Unfortunately due to Covid 19 these services and all group work is currently on hold.

4. Substance Misuse
The Mental Health Team and MELD, the main third sector partner, have both relocated to No11 and are fully operational in the building. All key services have now relocated to Number 11. Staff from Substance Misuse, Mental Health, Community Justice and key 3rd sector partners are now based at the Hub with scope for partner services such as CLEAR, VOCAL and Children 1st to hot desk and attend team meetings as required.

MELDAP continues to lead work in developing responses to changing drug trends. The "drop in" clinic to offer patients who find keeping appointments challenging continues to be a success. This is a partnership with Nurses, Peers and Social Work. The aim is to keep the chaotic population engaged and reduce unused appointments.

The new development framework for Peer Co-ordinators, which describes a career progression both in terms of salary and qualifications has been approved and instigated. New appointments have been made using the new structure. Recent discussions with team managers will ensure a higher profile of peer workers at Number 11.

Good links to partner services have been developed and good working arrangements have been developed between the SMS team and MELD staff in terms of an outreach provision. New approaches moving from clinic based services to home/community based support developed.

5. Technology
Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We continue to proactively engage with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add.

The COVID-19 Outbreak brought forward NHS Lothian rollout of NHS Near Me video conferencing (powered by attend anywhere) and supported by a dedicated project team. Access to this channel is now widely available with multiple services signed up. Embedding the channel into the service TrakCare eWorkflow becomes the new challenge. This is a pan Lothian challenge and the central Trak team are seeking board support for resources.

Issues securing resources to implement the necessary technical changes to enable safe data sharing from Midlothian Council to NHS Lothian (both eHealth and Digital Services) and finalising information security remain. Continuing to pursue and explore options to progress incrementally.

COVID-19 has changed priorities and pressures in the central Trak team in the development of improved informatics for MERRIT. The changes we would have been seeking are now needed across most services in Lothian and resourcing this is being considered by NHS Lothian eHealth Board. Our needs and aspirations have been voiced with the team and they are aware that we remain keen for these changes.

6. Learning Disabilities
Implementation of a framework for providing positive behavioural support within Midlothian completed and continues to receive support from all stakeholders. Implementation, however, will be impacted by COVID-19.

The project to review and redesign day services to reduce costs including transport has been suspended due to Covid-19. Going forward this action will be progressed as part of the Covid-19 recovery plan.

Work continues to progress plans in relation to housing, both short term by making best use of the property available and longer term by ensuring needs as considered as part of the Phase 3 Housing Programme.

7. Older People
Older people's services continue to develop and also be challenged.

Cross referencing those waiting for a package of care with clients who have been identified on the frailty index has helped us explore how we can support these individuals in a more proactive way.

Discharge to assess continues to support people discharged from hospital in a more timely manner providing rehab where needed.

Continual improvement in the in house care at home service is demonstrating improved management oversight, addressing and reducing sickness absence and improved training achievements.

All the care homes having either sustained good grades or improved grades. Two staffing reviews were completed – one for the Extra care housing facility at Cowan Court and the other for the Rapid Response carers. Reducing unplanned admissions to hospital from care homes continues to be on track with ongoing support from the care home support team to ensure staff in the care homes are upskilled to support residents when unwell in the care homes.

The Joint Dementia team is now fully staffed and managing an increasing number of complex cases and supporting people with advanced dementia in their own homes. Post diagnostic support is a highly valuable resource within the team and it is acknowledged to be part of the role of each professional in the team as well as the dedicated Post Diagnostic support workers.

A scoping exercise is being carried out to assess the extent of people who are housebound requiring social engagement to reduce social isolation and loneliness – a number of initiatives are being explored including a "roaming model of day care", increasing befriending opportunities and undertaking intergenerational work to reduce social isolation and loneliness amongst older people in Midlothian.

8. Carers

Since implementation of the Carers Act in April 2018, there have been considerable changes in funding, service demand, and duties on Local Authorities and Health Boards.

There is significant demand for VOCAL services, Midlothian's largest carer service provider, and for other carer support delivered by other partners. VOCAL are approaching the end of their current 3 year contract. A report was submitted to the Contracts and Commissioning Group to propose a one year extension to the current contract to allow time for carers, stakeholder and providers to be involved in consultation and a review of carer supports and service provision. This process began in Q3 2019/20, with an invitation to tender for services taking place in Q2/3 of 2020/21, new contracts beginning April 2021.

Work to achieve Carer positive employer status (level one) is being progressed as part of the Healthy Working Lives agenda and nearing completion with the final pieces of evidence being sourced.

9. Mental Health

The Mental Health Strategic Planning group developed the Mental Health Action Plan reflecting the priorities set out in the Midlothian Strategic Plan 2019-2022. Primary Care nurses are being rolled out in medical practices. Planning is underway for reviewing commissioned mental health and wellbeing supports currently provided by the third sector. Covid-19 has had an impact on the method of delivery of mental health services since week of 16th March due to government advice and social distancing.
The Midlothian Access Point stopped in its current form mid-March. A planned reopening to provide support by telephone and video is planned for mid-June. The primary care mental health nurses continue to work remotely by providing support by telephone, there has been some staff turnover but recruitment is underway.

10. Adults with Long Term Conditions, Disability and Impairment

Midlothian continues to be part of the East Region work stream for Weight Management and the local service has increased in capacity. Weight management services continue to be promoted and additional programmes in 2019-20 were fully booked. Work was paused in March due to Covid-19. The initiation of audiology clinics in Midlothian Community Hospital to improve service accessibility remains off target. Further funding opportunities unavailable as impacted by Covid-19. Improving awareness and understanding of sensory impairment among HSCP staff and partners by delivering 2 half days of training with RNIB and Deaf Action has taken place, however further progress impacted by the pandemic.

02. Challenges and Risks

COVID-19 Pandemic
The impact, threat and uncertainty of the emerging coronavirus pandemic became a significant challenge during Q4 and will continue to be a challenge during 2020/21 and beyond. Collaboration and effective community and interagency working is fundamental, along with having in place a clear mobilisation and recovery programme to address the significant challenges faced in service delivery, addressing the wider health and care needs of the people of Midlothian, and ensuring workforce resilience and safety.

Funding pressures
Continuing requirement to deliver a balanced budget by achieving major efficiencies despite the growing demand, particularly those with complex needs.

Capacity and Quality of Services
Increasing demand on Care at Home services continues to be a major challenge to deliver the care and support needed. This is heavily impacting on assisting hospital discharges and supporting people at home in the community who require increased care and support. This is supporting a shift in the balance of care, and keeping people safely at home for as long as is safely possible.

Absence Management
Increasing levels of absence in service creates challenges for delivering effective and efficient service delivery. Work is targeted at teams with greater absence levels to maximise attendance and promote health and wellbeing in staff teams. Absence management monitoring is underway at local team and Head of Service level, working with colleague from HR. Managers are actively supporting individuals though the absence management process where required.

Adult Social Care

Successes and Challenges

Midlothian

Corporate Performance Indicators (latest)
🔴 6 ✅ 7 ❓ 0 📊 6

Service Plan Actions (latest)
🔴 8 ✅ 23 ❓ 0

Service Plan PIs (latest)
🔴 2 ✅ 2 ❓ 0 📊 24

Service Risks (latest)
🔺 11

Corporate PIs Off Target as at 31st March 2020

PIs 🔴 6

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)

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

Percentage of complaints at stage 1 complete within 5 working days

Key PIs
- 🔴 Off Target
- ✅ On Target
- 📊 Data Only Indicator
- ❓ Data is not yet available

Service Plan Actions Off Target as at 31st March 2020

Actions 🔴 8

Initiation of audiology clinics in Midlothian Community Hospital to improve service accessibility.

Reduce the waiting times for occupational therapy and social work services

Implementation of an integrated health and social care dashboard to manage operational service delivery

Work to achieve Carer positive employer status (level one)

Develop the Midlothian Carer Strategy and Action Plan for 2019-22

Support planning for the provision of intermediate care housing

Reduce the average length of time since last assessment or review of cases

Complete the review and redesign of day services reducing costs including transport

Key Actions
- 🔺 Off Target
- ✅ On Target/Complete
- ❓ Data is not yet available

Service Plan PIs Off Target as at 31st March 2020

PIs 🔴 2

Average waiting time for social work services

Average waiting time for occupational therapy services

Key PIs
- 🔴 Off Target
- ✅ On Target
- 📊 Data Only Indicator
- ❓ Data is not yet available

High Risks as at 31st March 2020

Risks 🔺 2

9 Risks at Medium and 2 are high

Capacity of voluntary and private sector to meet Council's requirements in relation to quality and cost of services

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

Key Risks
- 🔺 High Risk / Medium Risk
- ❓ Data is not yet available

Midlothian 🍃

Children's Services Performance Report 2019/20

01. Progress in delivery of strategic outcomes

Overall 2019-20 has been a successful year for children's services. In March 2020 the Care Inspectorate completed their Joint Inspection of Children's Services the findings of which shall become available in September 2020.

Foster Carers and Adopters: We currently have 54 foster carers who are all at capacity and working hard to support vulnerable children and families. Though a number of foster carers retired during 2019/20 we have been fortunate to replace our fostering population. The recent increase to our fees and allowances coupled with streamlining of some of our fostering processes will hopefully have a greater impact in 20/21.

Adoption and Permanence Planning: Midlothian Council obtained 6 Adoption Orders which were granted between April 2019 and April 2020. Midlothian Council also moved 2 children to their adoptive families. The Care Inspectorate did an unannounced visit in February 2020 and the service received a very positive report where the evaluative Grades awarded were all 'Good'. The Care Inspectorate commented on the quality of our own internal mechanism for recruiting adopters (and foster Carers) and asked that this be continued.

Continuing Care: Many of our foster carers are moving on to become Continuing Care Carers and in most cases are dual registered. We have worked hard to strengthen our systems and processes for continuing Care which has resulted in the Care Inspectorate agreeing to regulate Midlothian Council as an Adult-Continuing Care service.

Residential Care Homes: Our care homes continue to provide residential care for up to 9 young people with one emergency bed. Learning and development sessions for the staff have included a focus on adapting a Continuing Care approach for young people aged 16+, and in developing a robust trauma approach base when working with traumatised young people whose behaviours manifest through challenging and risky actions. This has resulted in a more confident staff team as well as more settled young people.

Kinship Care: Midlothian's Kinship Carers continue to be a key resource for children and young people who can no longer remain with their parents. Children's services remain committed to supporting kinship carers both financially and emotionally to ensure that all placements are offered the right support when needed. This was borne out in the recent increase in allowances which was also awarded to Kinship Carers. The PACE statistics for 2018/19 illustrate that the majority of children (70%) who are unable to live with their birth parents, were provided with a secure and stable setting through a kinship arrangement. This is in line with our policy direction to secure children within an extended family arrangement wherever possible.

Youth Justice Strategy: The Midlothian Youth Justice Strategy, 2020-022 was developed during 2019/2020 to provide a robust approach to tackling youth offending and using diversion through intervening at an earlier stage. The draft will be finalised in 2020 and will highlight a wide partnership approach involving Police Scotland colleagues and the Early Intervention and Prevention Development Officer to examine and review process for managing youth offending in Midlothian. We have developed positive links and networking with the Centre for Youth and Criminal Justice (CYCJ) and the Scottish Government to focus on priority themes;
. Advancing the whole system approach
. Improving life chances
. Developing Capacity and Improvement

Hawthorn Family Learning Centre –This continues to be an invaluable resource that supports those from 0-8 years of age as well as pregnant young mums and support for dads. As a result of COVID-19 a review of the services was postponed, however the learning and changes in practice during lock down will prove invaluable once we begin to emerge from the lockdown phase and begin a full review of the service.

Mental Health: The Midlothian Early Action Partnership (MEAP) project started in January 2019, to effect system change so that children, young people and young adults get timely and appropriate mental health support. The first year of the project has provided a learning journey, with opportunities to review and refine our approach to the project delivery. In January 2020, the first annual MEAP report was approved by the National Lottery.

1

They observed that the report evidenced a 'strong sense of genuine partnership working within this project'. The funders are pleased with progress made to date and are supportive of the plans for 2020.

Between January and March our priorities were:

1.To commission a mapping a mapping process to understand the mental health supports available to children, young people and young adults in Midlothian. In February 2020, MEAP commissioned Dartington to undertake this work. Initially due to start in March 2020, this was put on hold due to the pandemic.

2.To establish a comprehensive evaluation framework to include the Tests of Change and overall project performance; this is underway.

3.Explore new Tests of Change ideas, using geographic, education and health data currently available.

As part of the wider project, Midlothian Sure Start continued to undertake the Test of Change around embedding trauma-informed practice within primary schools. This will continue in earnest during 2020. On 24th March a decision was made by the Steering Group to put the project on hold for some months, to allow staff involved to respond to immediate COVID-19 priorities focused on preventing loss of life and protecting the most at risk in society.

In order to ensure that the work MEAP is doing is not duplicated we are setting up a strategic planning group for children and young people's mental health, to ensure that all the work undertaken across the community planning partnership is set out in a plan with identified actions to take forward. The strategic planning group shall have the responsibility of ensuring the plan is taken forward and to bring a progress report to the GIRFEC Board on a 6 monthly basis

02. Challenges and Risks

Young People with complex Needs: Children's Services budget continues to remain a significant and ongoing challenge. Some of this is in part as a result of several factors:

Secure care is a very expensive resource and often children's services have limited input as to whether or not a young person is secured. Therefore the importance of having a multi-agency approach to young people who are at risk of secure is promoted via the Vulnerable Young Person's Protocol.

Young people who require a high level of specialised care and have severe and complex needs. Whilst there is a lack of specialised resources for those young people who require this high level of support across Scotland, within Midlothian we have opened two additional houses to accommodate 5 young people. We have commissioned two different agencies to provide their packages of care and support. This good practice model allows the young people to remain within their communities, close to their families and attending Saltersgate School. Ongoing work around the transition from school into adult services continues.

Mental Health: CAMHS waiting list continues to be a challenge however within Midlothian we are keen to work together to identify other alternatives which could support the child/young person. A strategic mental health group is being established which shall report into the GIRFEC Board. We are keen to ensure that we have a good oversight of all the resources available and to capture the scale of need for wellbeing and specialised mental health services. We liaise regularly with our colleagues from CAHMS in order to address any immediate concerns.

Continuing Care: Following the launch of the guidance to support children's services staff meet the Continuing Care requirements, the Care Inspectorate have recently registered Children's Services to provide care to adults. This means that the Family Placement Team will now be registered as a service provider for three service areas, adults, fostering and adoption. In effect, some carers will be dual registered as both adult carers and foster carers and governed by the associated legislation and regulation.

After Care: Similarly to Continuing Care, the challenges of delivering services to those leaving the care system is significant. We continue to liaise with our own housing department, other local authorities and Scottish Government to identify a model that supports young people who are 16+. Whilst legislation through the 2014 Act promotes continuing care the reality of 'after care' is very different. We have however been successful in securing funding for the next 3 years with the National Housing Project to look at how we can better plan and support those young people who wish to leave our residential houses or foster care and work towards having their own tenancy with extensive support.

Scottish Child Abuse Inquiry: The Section 21 request has been extended to September 2020 and work is ongoing around identifying all foster carers back to 1930 and analysing the data to identify if there were any allegations made around abuse and other areas of practice.

Integrated Children's Services Plan: A new 3 year plan was to be completed by March 2020, however because of COVID-19 this was not possible. The plan is almost completed and should be signed off by NHS Lothian in October 2020. The Joint Children's Services Inspection was completed in Mid-March 2020 a week before lock down. The final report shall be available on the 1st September 2020.

Children Services

Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)
🔴 5 ✅ 8 🔲 0 📈 6

Service Plan Actions (latest)
🔴 0 ✅ 7 🔲 0

Service Plan PIs (latest)
🔴 0 ✅ 4 🔲 0 📈 2

Service Risks (latest)
⚠️ 3

Corporate PIs Off Target as at 31st March 2020

PIs 🔴 5

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

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

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

Service Plan Actions Off Target as at 31st March 2020

Actions 🔴 0

No Off Target Actions

Service Plan PIs Off Target as at 31st March 2020

PIs 🔴 0

No Off Target PIs

High Risks as at 31st March 2020

Risks ⚠️ 0

3 Risks at Medium and 0 Risks are high

Key PIs
🔴 Off Target
✅ On Target
📈 Data Only Indicator
🔲 Data is not yet available

Key Actions
⚠️ Off Target
✅ On Target/Complete
🔲 Data is not yet available

Key PIs
🔴 Off Target
✅ On Target
📈 Data Only Indicator
🔲 Data is not yet available

Key Risks
⚠️ High Risk / Medium Risk
🔲 Data is not yet available

Commercial Operations Performance Report 2019/20

Midlothian

01. Progress in delivery of strategic outcomes

The Place Principle builds on a shared understanding of place. Place helps to build momentum and increase the pace of collaborative actions to achieve better outcomes for people, with a particular emphasis on those experiencing disadvantage. The Place Principle encourages better collaboration, resource utilisation and community participation in trying to change the culture of public service delivery so there is a presumption in favour of place-based approaches centred around communities and encourages local flexibility.

A Place approach provides all partners with a simple mechanism by which to encourage accountability over decisions taken about the way resources, services and assets are directed and delivered. It builds upon the Christie Commission report on the Future Delivery of Public Services which highlighted that in order to deliver good public services with positive outcomes for people and communities, there must be a reform process and new ways of working which have empowerment at their heart to ensure maximum impact of resources and strategic action in reducing inequalities.

Throughout 19/20, Commercial Operations has continued to consider how it can transform in order to improve outcomes for our communities by contributing to the Council's short to long term priorities whilst taking into account the financial challenges ahead.

To enable us to deal with future service demands of an increasing population the council will cut costs and redesign services. Progress in delivering outcomes across the key service areas that follow continue to be informed by applying the 'Delivering Excellence' continuous improvement approach with a focus on priorities and considering what could be changed or done differently.

In support of the Council's strategic approaches Commercial Operations continued to progress the following transformational activities throughout 19/20, aimed at maximising the use of assets and creating flexibility across the workforce:

. Development of the Street Scene/neighbourhood model for service delivery to involve local communities and/or the criminal justice teams.
. Maximising the utilisation of the Council's fleet and passenger transportation arrangements (including third sector providers) by reducing costs and contributing to the environmental agenda in reducing the travel carbon footprint.
. Changing the way that Council Staff travel on behalf of the Council.
. Seeking commercialisation opportunities and trading with a wide range of organisations including the Private Sector and public sector partners.
. Reducing the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises as detailed within a developed waste strategy.
. Developing community participation opportunities with local organisations and groups, particularly in our parks and open spaces.

All services continue to contribute to environmental responsibilities, providing opportunities for young people through positive destinations work placements, supporting the economic growth of Midlothian and working in partnership with Communities and Voluntary Organisations.

Co-location to one depot site is planned for a leaner management team and a workforce where job profiles will be more generic in nature allowing greater flexibility and cross skilling at all levels. It is recognised that there are significant challenges in terms of recruiting into other skilled and professional positions particularly within the road services, vehicle maintenance and land service areas.

Delivery of the Waste Management Strategy will influence future direction of Waste Services as reviewed in the programme of cross party, cross cutting meetings. The Strategy ensures that Waste Services has sufficient plans in place to meet legislative and policy requirements to achieve landfill reduction targets.

Long term disposal outlets for residual, food and dry recyclate waste streams are secured although the dry recyclate market in particular continues to be volatile.

We will continue to explore options for future service delivery through partnerships (e.g. waste facilities with City of Edinburgh and work through the Edinburgh, Lothian, Borders, and Fife (ELBF) for Road Services, shared services (e.g. Health and Safety with East Lothian) and co-production with community partners (e.g. grounds maintenance, and winter service).

Towards the end of Quarter 4 of 19/20, focus for services was placed on the response to COVID 19 which resulted in transforming the way we work in order to provide essential services. Going into 20/21 services within Place will continue to align its priorities with those set out in the Covid recovery plan, ensuring we support recovery whilst retaining the best elements of transformation and making those changes permanent to the way we deliver council services.

Landscape and Countryside
In partnership with Education we developed Midlothian's Councils first Early years outdoor setting at Vogrie and other locations utilising our current facilities and staff resources.

In contributing positively to the council's improved health outcomes, with several play areas installed at Gorebridge Primary school and Nursery, St David's primary school and nursery, Woodburn Terrace and also at Mayfield Nursery extension.

Further project works include:

Scots Corner Early Learning and Childcare Centre in Penicuik involving Council and MOD where Play improvement works are complete.

Cuiken Primary: All weather surface works commenced.

Danderhall Pavilion, Early Years Playground Extension where the design and cost estimate are completed.

Burnbrae Primary: Playground design and outline costs have been undertaken.

Sacred Heart Primary and Nursery: Playground design process has commenced.

Improvement plans commenced for Lasswade Nursery Extension and other Skanska schools (Gorebridge, Tynewater, Stobhill and Strathesk).

Auld Gala Park Pump Track: preparing to take to tender producing the relevant documents.

Rosewell Park wheeled sport facility ground investigations have been completed. The tender for this project has been issued. This project is being funded from developer contributions.

Another successful Woodland Dance Project Event took place in Vogrie Country Park in October with more than 1,500 attendees and in addition this year's Outdoor Walking Festival had approximately 2017 attendees.

The Ranger Service has generated a total of 9,714 hours of volunteer time this year to maintain areas across the county.

This year, two sites were awarded Green Flags, Kings Park and Straiton Pond. This success was the first submission for Straiton pond. Only two sites out of a possible six were submitted due to financial restrictions. Two different sites will be submitted each year going forward.

A Final Draft of the Allotment and Food Growing Strategy 2020-30 was produced and the Audit Review of Existing Open Spaces was completed.

Towards the end of Quarter 4 and during COVID 19, Land services provided staff for front line services such as waste, ensuring the provision of waste collections and cleaning of town centres. In addition ensured social distancing signage was in place and adopted alternative working practices to ensure staff safety.

Waste Services
This year we completed a successful pilot for a reuse cabin located at Stobhill recycling centre which has now been extended as a result. The 'Making a Difference' idea submitted by a member of the waste team offers local charities the chance to reuse furniture and other bulky items left in our recycling centre.

This year SEPA verified the Midlothian 2018 recycling rate was 58.2%, which was the third highest performing Local Authority area in Scotland.

In keeping with objectives of the waste strategy to continually increase recycling rates, food waste recycling was introduced internally to staff offices at Fairfield House and Midlothian House after a successful month's trial. Food waste collected goes to the food waste plant at Millerhill to create energy and agricultural fertiliser.

An income of over £512,000 has been realised with over 14,000 households paying the new charge for the kerbside collection of garden waste. 12,600 joined before the initial subscription deadline. Additional promotion of the service by contacting customers by email is aimed to encourage early subscription in 2021.

Work was undertaken to prepare the tender specification for the contract for the disposal of bulky and inert waste with a closing date of 09 March.

Travel and Fleet Services
Grant funding was secured from Edinburgh ULEZ Fund to purchase four electric cars, install a further two rapid Chargers at Sheriffhall Park and Ride and £500,000 towards installation and replacement of bus shelters in Midlothian.

Utilising external funding from the Scottish Government, a new post of Sustainable Transport Project Officer was appointed this year. The project officer is responsible for the Electric Vehicle infrastructure and implementation of Electric vehicles into the Council Fleet to meet 2025 Deadline set by the Scottish Government to decarbonise Local authority Fleet.

Road Services
Good progress continued into Q4 with the capital programme for carriageway and footway renewal/improvement schemes. However, the onset of two severe storm events, winter conditions, and the Covid-19 pandemic, prevented the completion of the full programme. However, 85% of the 33 individual schemes programmed were completed, with a further 2 schemes part completed, and 3 schemes carried over to 2020/21. This resulted in a total of 5.80km and 3.34km of carriageway and footway resurfacing respectively.

For 19/20, the Capital Column and Lantern replacement programme exceeded their annual targeted total.

A bid was successful for £863,000 of LEZ (Low emission zone) Funding from Transport Scotland. Funding has been allocated against 5 projects that must be completed and claimed for end of financial year.
This year funding was received from Cycling Scotland for the purchase of approximately ten bikes to be used by staff members for commuting to work. This initiative aims to encourage staff to leave their car at home and improve their health through cycling. Staff will be able to hire a bike for free for a period of one or two months. It is hoped that the initiative will encourage staff to get their own bike and change their travel behaviour after the hire period.

The team were successful is bidding to Transport Scotland Smarter Choices Smarter Places (SCSP) fund to a value of £80,000. This enabled the team to take forward the active travel strategy and related sustainable travel initiatives and projects. In addition the team were also successful in bidding to Scotrail for a grant to market and publicise the electric Bike project for Dalkeith/ Eskbank Station. The Electric Bike Project is fully funded by SEStran with officer support from ourselves (SCSP funding).

A successful bid was gained for a support plus grant to the value of £20,680. This was used for bike maintenance and bikeability in schools, a cycle training programme about gaining practical skills and understanding on how to cycle on today's roads safely and with confidence.

Dalkeith High School have obtained their Cycle Friendly Secondary School Award.

The Roads operations team virtually eliminated category 1 defect backlog due to essential work during COVID-19.

Health, Safety and Civil Contingencies
The team have delivered the programme of training planned for 2019/20 including the large volume of CPC training required to support services to maintain driver CPC through the year. This additional training which also had places sold to private sector organisations and neighbouring local authorities assisted with the teams income generation target for the year.

The reviewed Council's Health and Safety Policy and Health, Safety and Wellbeing Strategy covering the next 4 year period was presented to CMT on 16th of October. A revised audit/review programme for management arrangements were also presented and approved.

Throughout the year the team have provided a lead to the preparations for a no-deal exit from the European Union. This has been supported by the full time Contingency Planning Officer and a Risk, Safety and Health Adviser supporting preparatory arrangements.
The Health and Safety team rose to the challenge of providing support to services faced with the workplace risk of COVID 19, this work continued into 2020/21.

Quarter 4 saw work progress in the procurement of an online business continuity system for the Council which will help transform the response to business impact events.

02. Challenges and Risks

Towards the end of Quarter 4, the most significant challenge facing all services was the outbreak of COVID 19. This will remain a challenge into 20/21 and for the foreseeable future.

Landscape and Countryside Services
Developing Customer Service Excellence systems and processes in conjunction with staff and other sections of the Council.
Resourcing monumental safety work. The recording system will also need to be upgraded to meet the new burials memorial legislation as there has been limited progress to date.

Ensuring a more holistic approach to tree safety issues for the Council going forward. The urban trees have not been inspected since 2011 due to staff reductions.

Improve the Playground inspection system and the knowledge of play inspectors.

Updating Grounds Maintenance recharging schedules for tasks and improvements to invoicing information.

Burial income is well down on the budget forecast as there are less burials and lair purchases than last year.

This year an increase in weed complaints have been received from customers and residents due to the impact on the environment after weed killer restrictions were implemented and the weed growth is evident. Alternative control methods are being trialled to evaluate cost and effectiveness with trial undertaken including clearing weeds by sweepers.

A challenge managing the change required to meet savings and communicating changes to Councillors, Staff and the Public, managing the closure of Vogrie Golf Course and seeking businesses to take over the running and marketing of the Golf Course and the redeployment of staff and increasing Vogrie Country Park income by £70,000. Further to this, the bottom up review has resulted in a number of changes within the service which will require the support of staff and communities alike.

The service is continuing to work closely with local communities in an effort to mitigate some of the changes which will impact on the visual amenity of Midlothian. This includes floral displays, grass cutting, allied to the positive work carried out by various groups in the parks around Midlothian. At the start of the financial year the majority of communities have taken on some floral maintenance in their communities. The maintenance of Floral displays at war memorials has been continued at previous levels which will results in an estimated overspend of £25,000. In addition, grass maintenance standards have also been continued at previous levels which will result in an estimated overspend situation for the section in the region of £75,000.

Galas and Events have also been supported by Land Services to previous levels despite budget cuts which is likely to result in a £25,000 overspend.

Similarly the service have been tasked with continued support for Christmas lights which is likely to result in a £60,000 overspend.

Continued challenges with the general lack of suitably skilled labour is impacting the work in the hard landscape squad. The team have had challenges in recruiting suitable staff this year and have lost two staff early in 2019.

Difficulties in delivering the core path plan review with a reduction in staffing and dealing with community asset transfer requests and their implications consulting with Fields and Trust.

There may be challenges ahead in dealing with the impact of Ash die back on the Midlothian Tree stock as current advice suggests that 75% of Ash tree stock may be lost.

Waste Services

Waste Services were unable to easily dispose of some waste streams collected over the festive and New Year period due to the availability and opening hours of outlets. Work may be required to liaise with other Council departments, namely Planning, to amend the site licenses, to which we can influence, to allow weekend opening.

The Millerhill Energy-from-Waste plant refused some loads of litter/street cleansing materials as they contained, what was considered to be, higher levels of dog faeces than those permitted under the contract. Bulking of this material within loads of Mixed Municipal Waste solved this issue but created an issue with the cleaning of compaction elements with the RCVs.

The impact of the charge for kerbside collections of garden waste will continue to be monitored in relation to overall tonnages collected, diversion to the residual waste stream and the impact on diversion to the Recycling Centres. The administrative and management burden on managing the chargeable garden waste service means office-based members of the Waste Services team are not able to devote time to other tasks, including wider community based waste aware activities.

The agreed increase in charges for kerbside trade waste collections for 19/20 have had an impact on customer retention and therefore projected income.

Contamination and non-target materials in the blue bins continues to be a challenge, especially with material now bulked for processing by re-gen, which makes identification of individual problem areas difficult.

The major challenges at the end of this period relates to the impact of the COVID-19 coronavirus. Kerbside collection of glass and garden waste, along with the kerbside bulky waste collection service, were suspended on 18 March. The two Household Waste Recycling Centres were closed on 24th of March.

Travel and Fleet Services

Recruitment of vehicle technicians is still a challenge to ensure maintenance of fleet. Challenge to reduce revenue spend across the whole of the services provided by the Travel Team and assist other services to reduce transport and vehicle operating costs.

Road Services

Within Street Lighting the challenge is the imputing of the updated Lighting Inventory within Lighting + as we take on new development lighting and the capital lighting.

Major challenge to Roads Operations is inability to complete the 19/20 Capital Works Programme due to COVID-19.

Ongoing constraints on the road maintenance budget and resources is a significant challenge to maintain the road network at current condition levels. This is further exacerbated with the impact from suspension of all "non-essential" routine roadworks and defect repairs in compliance with official government guidance during the Covid-19 Lockdown. Currently 35% of the road network in Midlothian is deemed to be in need of maintenance treatment. This situation leads to an ongoing increase in Complaints, VIP correspondence, and third part Claims for damage, due mainly to slower response times in dealing with reported defects and a perceived failure to meet customer's expectations.

Ongoing adoption of new legislation and government requirements, specifically the new Transport (Scotland) Act 2019, a One Scotland Gazetteer from the Improvement Services, and a new version of the Scottish Road Works Register, for improved coordination of all roadworks. Corresponding updating and replacement of existing internal systems, and training of staff will continue into Q1 of 2020/21 whilst maintaining Service level provision. The new TSA 2019 will have significant financial requirements to implement. New parking responsibilities (including pavement parking) as a result of the new TSA 2019 will require additional staff and financial resource.

Progression of Flood Studies and Surface Water Management Plans.

Production of Road Asset Management Plan (SCOTS Project) and updating of procedures to accord with new CoP (RBA approach).

Submission of annual performance reports to APSE and SCOTS.

Action internal Audit Report recommendations to make "better use" of CONFIRM Software for recording of inventory and updating network details.

Responding to the easing of lockdown on the transport network via two workstreams, Spaces for people and Transport transition plan. Both workstreams will require additional resources and will have an impact on planned works.

Health, Safety and Civil Contingencies

The capacity of the team to deliver against all of our priorities have been impacted as a result of a need to increase capacity in CPC driver training beyond the original programme in order to meet a greater element of the demand than had been envisaged at the outset of setting the team up to take on this new area of training.

The level of resourcing within the team presents an ongoing challenge to provide the desired income stream, adequately monitor health and safety performance and provide the range of support services provided by the team. Managing these services and providing adequate Risk Management support to Midlothian Council and Midlothian's Integrated Joint Board can prove challenging at times with completing demands.

6

Commercial Operations

Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)	Service Plan Actions (latest)	Service Plan PIs (latest)	Service Risks (latest)
● 7 ✓ 6 ? 0 📈 6	● 3 ✓ 15 ? 0	● 7 ✓ 8 ? 2 📈 0	⚠ 16

Corporate PIs Off Target as at 31st March 2020

PIs ● 7

Performance against revenue budget

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

Average number of working days lost due to sickness absence (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.

% of service actions on target / completed, of the total number

Percentage of complaints at stage 1 complete within 5 working days

Service Plan Actions Off Target as at 31st March 2020

Actions ● 3

Develop additional work streams to achieve income for the Council

Undertake a programme of work to improve the standard of the road network

Explore shared opportunities, services and knowledge with the partners

Service Plan PIs Off Target as at 31st March 2020

PIs ● 7

Percentage of all street light repairs completed within 7 days (cumulative)

Income identified for the Council by sourcing third party opportunities through land & countryside working on hard and soft landscaping

Income achieved by providing additional training courses to external organisations (cumulative)

Income achieved by Commercialisation

Reduce expenditure on Travel costs (staff)

% of the footpath network resurfaced (cumulative)

% of total road network resurfaced (cumulative)

High Risks as at 31st March 2020

Risks ⚠ 0

16 Risks at Medium and 0 Risks are high

Key PIs
- ● Off Target
- ✓ On Target
- 📈 Data Only Indicator
- ? Data is not yet available

Key Actions
- ⚠ Off Target
- ✓ On Target/Complete
- ? Data is not yet available

Key PIs
- ● Off Target
- ✓ On Target
- 📈 Data Only Indicator
- ? Data is not yet available

Key Risks
- ⚠ High Risk / Medium Risk
- ? Data is not yet available

Communities and Economy Performance Report 2019/20

Midlothian

01. Progress in delivery of strategic outcomes

The overarching aim of the Communities and Economy Service has been to support, protect and develop communities in Midlothian through demonstrable improvements in their economic, physical and social environments and the report below highlights successes and achievements for Q4 2019/20.

Economic Development
Town centre Capital Fund: A total of seven applications are now underway; ranging from community facilities to enhancing links to town centres. Projects total £910,000 and will are planned to complete by September 2020.

MBTAG (Midlothian & Borders Tourism Action Group): Scotland Starts Here Website launched to raise the area's profile as a year-round tourism destination as well as encouraging more visitors to the area. Supported by a digital marketing campaign, mobile app, podcasts, eBooks, videos, blogs and social media advertising.

Economic Development Strategy: The Council's Strategy for Growth 2020-25 was formally endorsed by members in December 2019 and its progress will be monitored through annual review through the Community Planning Partnerships Sustainable Growth theme.

Tyne Esk LEADER: Last project passed: Rosewell Nursery & Additional Needs Service for LASC Childcare Services Ltd. £95,115.99 granted, which completes the funding package for the project. As the programming period reaches completion, all Tyne Esk LEADER monies are now fully allocated.

Environmental Health
100% of the permanent residential caravan sites have been issued with their new 5 year licences.

Having been reported to the Procurator Fiscal by the Food and Safety team the operator of a food takeaway pled guilty to six offences relating to lack of hygiene and not complying with legal notices. The court levied a fine of £1K even though this is the second occasion on which the proprietor had been prosecuted.

Midlothian Rural Crime Partnership was set up in October 2019 to bring partner agencies, including police, Scottish water and SEPA together to tackle rural crime, with official launch date for the Midlothian Partnership against Rural Crime taking place on 25 February 2020.

A review of the air quality monitoring locations within Midlothian is complete. This was following an undertaken given by Midlothian Council in the 2019 Air Quality Report which was supported by Scottish Government and SEPA. The new locations will include monitoring levels of NO2 (main source is traffic pollution) close to schools near busy roads and in the wider Shawfair area and incorporated suggestions by members of the CAFS Working Group.

Following intervention by Environmental Health, a private water supply serving a private rented property with elevated lead levels and high bacterial contamination, including E Coli has been satisfactorily improved. Major works were carried out by the owner and supported by a grant via Scottish Government.

A long standing problem with hoarding and infestation of vermin has been successfully improved through joint agency working, a combination of providing support and assistance to the property owner and her family and through enforcement work. The property is now considered habitable, pest proofing works are complete and the fire safety and smoke detection has been improved following a home visit by the Fire Officer.

Building Standards Building Standards continue to provide a high level of customer satisfaction against an increasing demand upon the service and local development. In August 2019 the Building Standards service were awarded with a CSE (Customer Service Excellence) award for Exceeding their 90% target for Timeliness, Level of Information, Staff attitude and Satisfaction with the Service. The service continues with its customer service standards and is due to have its next audit in Februarys 2021.

02. Challenges and Risks

For all services within Communities & Economy the main challenge is working to the budget restrictions and ensuring the service have the skills, expertise and capacity to carry out the functions of that service.

Environmental Health

The Environmental Health Service Review was completed in December 2019 and identified that at a conservative calculation 15.75FTE are required to meet the current demands placed on the EH Service. There are currently 11.48FTE in post with an additional unfunded 2 FTE on the establishment. As a direct result of the permanent deletions of Environmental Health enforcement posts, coupled with the impact of the 2 vacant posts and the increase in statutory Environmental Health duties the Environmental Health risk profile has significantly increased. Following reports from the Environmental Health Manager and Internal Audit the risk has been considered by the Corporate Management Team and funding for the necessary staffing has been agreed.

The Internal Audit on Environmental Health was concluded in December 2019. The report stated *"Internal Audit considers that the level of assurance we are able to give is: Substantial for guidelines, training, maintaining records and monitoring; and Limited for fulfilling all statutory duties."* This limited rating directly relates to insufficient staffing FTE.

These incidents have stretched the existing resources of the team to the point where programmed inspection work is not being carried out.

The Landlord Registration Prescribed Information checks came into force in Q3 with a direction from Scottish Government that a minimum of 10% of all applications should be checked. The quality of information being provided by many applicants, particularly relating to safety matters, means that Midlothian Council are having to check considerable more than 10% of applications. In Q2 it was estimated that the checks would absorb 0.5FTE, based on early experience it is highly likely this figure will require to be revised upwards.

A large number of landlords (in excess of 415) have not renewed their landlord registration. Whilst it is appreciated many of these may no longer be landlords, there are no resources available to verify the current status of these previously rented properties. This is following the deletion of the Housing Investigations Officers post as part of the budget savings.

Previously unidentified additional burdens that will impact on Environmental Health are under consideration
- The Regulation of short time lets (e.g., Airbnb etc)
- The Regulation of Non-Cosmetic Surgical Procedures
- A deposit return scheme for consumers to take single-use containers back and redeem a deposit from retailers selling drinks covered by the scheme.

Economic Development

The team is at present under resourced, but the review is complete and recruitment pending for a further two posts.

Tyne Esk LEADER: The 2014 -20 programme is nearing completion and a risk to this is the lack of clarity around future funding arrangements from the UK Scottish Government and over staffing contracts which are fixed term.

Building Standards

The challenges of meeting statutory timescales and the increase in building warrants within staff capacity remains a high risk. We have tried to recruit to a post in the short-term but all local authorities in this area are in the same position though have managed to recruit an agency staff member for a period of one year. We will need to review our timescales accordingly.

Planning

- Maintaining a frontline Planning Service with vacant posts, which are currently being advertised and 2 posts have been recruited to in the latest round and will be in post prior to Easter.
- Responding to changes to the Planning System which will result from the Scottish Government approving a new Planning Bill in June 2019.
- Mitigating the Scottish Government's decision to reject the Strategic Development Plan (SESplan2) for the Southeast of Scotland which leaves Midlothian and the other Council's in the region without an up to date strategic development plan.
- Meeting the increasing customer demand for services arising from the upturn in the housing market and the progression of the Midlothian Local Development Plan and the allocation of new development sites.

Communities and Economy
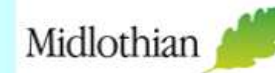
Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)
🔴 6 ✅ 7 🔲 0 📉 6

Service Plan Actions (latest)
🔴 2 ✅ 23 🔲 0

Service Plan PIs (latest)
🔴 1 ✅ 22 🔲 0 📉 10

Service Risks (latest)
⚠️ 7

Corporate PIs Off Target as at 31st March 2020

PIs   🔴 6

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

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

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

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 escalated and complete within 20 working days

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Service Plan Actions Off Target as at 31st March 2020

Actions 🔴 2

Protect communities by undertaking risk assessments of 'regulated' private water supplies in accordance with new legislative requirements and provide guidance and support to improve sub-standard water quality, taking action where necessary

Deliver the Council's regulatory functions with respect to food hygiene and standards regulations

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Service Plan PIs Off Target as at 31st March 2020

PIs   🔴 1

Risk Assess 1/3 of regulated private water supplies (all regulated supplies to be risk assessed by 2022)

High Risks as at 31st March 2020

Risks   ⚠️ 0

7 Risks at Medium and 0 Risks are high

Key PIs
🔴 Off Target
✅ On Target
📉 Data Only Indicator
🔲 Data is not yet available

Key Actions
⚠️ Off Target
✅ On Target/Complete
🔲 Data is not yet available

Key PIs
🔴 Off Target
✅ On Target
📉 Data Only Indicator
🔲 Data is not yet available

Key Risks
⚠️ High Risk / Medium Risk
🔲 Data is not yet available

Customer and Housing Services Performance Report 2019/20

Midlothian

01. Progress in delivery of strategic outcomes

Customer Services:
Following on from the telephony upgrade, a Queuebuster system has been introduced which offers a call back to customers during periods of high demand. Phase 3 of the Customer Services Review has been concluded. The new library opening hours commenced from the 1st October 2019 delivering efficiencies and savings. There have been a number of national and local events in libraries for Book Week Scotland and the Midlothian Science Festival with some highlights including erupting volcanoes, author visits and a teddy bear's sleepover. Service re-design for the Scottish Welfare Fund has been paused as a result of COVID-19, but has been tried and tested by staff and will deliver a better customer experience once launched. The Online Payments and Services (OPAS) project solution remains a key part of the development of Customers Services and is progressing. During COVID-19, other members of Council staff have been drafted into the Contact Centre to deal with switchboard calls and those relating to Kindness and Shielding. Library services have maintained a strong online presence with Book Groups, Bookbug and storytelling sessions, an online Lego Club and increased provision of eBooks, eAudiobooks, eNewspapers and eMagazines. Registrars have adapted to a combination of remote and office working in response to changes in legislation in registering deaths.

Homelessness and Housing Services:
Continued good progress has been made in respect of the 4 strategic outcomes set out in Midlothian's Rapid Rehousing Transition Plan (RRTP) 2019 – 2024:
-The supply of permanent accommodation for homeless households increases.
-Bed and breakfast accommodation is no longer routinely used as emergency accommodation for homeless households and the time household's spend in temporary accommodation reduces.
-Homeless households with support needs are supported to access and maintain permanent accommodation.
-Housing options and support are in place to prevent homelessness.

Examples of work to achieve these strategic outcomes are detailed below for information.

The Revised Housing Allocation Policy agreed by Council in December 2019 has been implemented. This places a renewed focus on addressing homelessness, with a significant increase in the proportion of lets to homeless and increased flexibility in the properties being allocated which will reduce waiting times. The impact of these changes will also reduce the demand for bed and breakfast accommodation during 2020/21.

A number of sites are under construction as part of the council's new build housing programme at Bilston, Penicuik, Loanhead and Shawfair. The 1st phase of properties was let to housing applicants at Charpentier Avenue, Loanhead.

Additional temporary accommodation services are progressing which will reduce reliance and cost of using bed and breakfast accommodation. The Mayfield Family Service became operational during April. This service delivers eight, fully furnished, self-contained flats to be used as emergency accommodation for households with either children or a pregnant person as a member of the household. This service provides an excellent standard of accommodation.

The Housing First programme will commence in July providing 20 secure council tenancies per annum targeted at hard to reach and vulnerable homeless households. Many of these households have previously spent lengthy periods living in emergency accommodation. A tender process was completed to appoint a specialist support provider as these household's will require intensive support in order to sustain their accommodation.

A service provider was appointed to manage the supported accommodation services and deliver a tenancy support service on 1st April 2020.

The use of shared temporary accommodation as an alternative to bed and breakfast will be available to single homeless applicants and couples. Each household will be provided with their own bedroom, while sharing kitchen, bathroom and living room areas. The accommodation provided will be more affordable for households who are in employment.

For those not in employment access to education, training and employment opportunities will also be improved. A 0.5 FTE Temporary Accommodation Officer has been recruited to manage up to 20 properties per annum for a fixed term period to 2023/24. These will provide a more satisfactory temporary accommodation option for up to 40 households per annum. The first of these properties to be available by July 2020.

Midlothian Council has a long-standing nominations agreement with East and Midlothian Women's Aid. The purpose of this agreement is to enable households fleeing domestic abuse to access secure accommodation quickly, without the need to present for homeless assistance. Removing the need for potentially lengthy placements in temporary accommodation. In previous years this agreement resulted in two households being housed. This agreement was recently revised. As a result of this review a minimum of four nominations will be made by East and Midlothian Women's Aid.

Planning is underway with Children's Services to establish the National House Project to commence later this year, providing direct access to secure tenancies for looked after young people in accordance with the Housing theme, Corporate Parent Strategy.

02. Challenges and Risks

Welfare Reform: The additional pressures presented by Welfare Reform are monitored in relation to income disruption to housing rent payments and Council Tax Reduction scheme, evident in increased arrears and increased demand for crisis grants from the Scottish Welfare Fund. DWP commenced the Move to UC pilot scheme in Harrogate in July 2019 and state that the pilot will end in 2020, with full migration to be achieved by the end of 2023. Due to the impacts of the coronavirus outbreak across the UK from March 2020, work on the pilot is suspended until further notice. From November 2020, it had been expected that more people would be moved across to UC through the managed migration process until completion. In early 2020, the expected completion of the full move over to UC was put back from December 2023 to a revised completion date of September 2024 (this revised date may need to be changed again, depending on the impacts of the coronavirus outbreak). During the migration period the accurate and secure administration of Housing Benefit remains with Midlothian Council Revenues Services as required service provision for citizens across Midlothian. Demand and budget expenditure will continue to be monitored and priorities updated, if required, in relation to the number of applications received to the Scottish Welfare Fund.

Financial Strategy: Customer Services have delivered part of the 2019/20 savings and efficiencies identified across teams. Some savings are reliant on the performance of other services so there is a risk that these might not be realised. Transformative changes such as putting the Scottish Welfare Fund process online may assist for some areas but will not take into consideration all proposed savings.

Homeless: There continues to be a significant demand on the homeless service set against an ambitious and challenging legislative environment, including the changes proposed by the Homeless Persons (Unsuitable Accommodation) (Scotland) Amendment Order 2020. There is a risk of a significant increase in homelessness presentations as the financial and legal measures put in place to protect households during the Covid pandemic are withdrawn. This will require a collaborative preventative approach as set out in the Council's Rapid Rehousing Transition Plan. Some examples of current work to mitigate these challenges are detailed in this report.

Customer and Housing Services

Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)

🔴 7 ✅ 6 ❓ 0 📉 6

Service Plan Actions (latest)

🔴 5 ✅ 7 ❓ 0

Service Plan PIs (latest)

🔴 6 ✅ 3 ❓ 0 📉 8

Service Risks (latest)

🔺 5

Corporate PIs Off Target as at 31st March 2020

PIs 🔴 7

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

Performance against revenue budget

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

Percentage of complaints at stage 1 complete within 5 working days

% of service priorities on target / completed, of the total number

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

Percentage of complaints escalated and complete within 20 working days

Service Plan Actions Off Target as at 31st March 2020

Actions 🔴 5

Minimise re-let timescales for temporary accommodation.

Minimise re-let timescales for mainstream housing.

Number of social housing completions

Prevent homelessness through the delivery of an education programme

Designate housing for particular needs with existing and new build stock

Service Plan PIs Off Target as at 31st March 2020

PIs 🔴 6

Re-let time permanent properties (days)

Percentage of housing units provided for particular needs with existing and new build stock.

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

Re-let time temporary accommodation properties

Number of social housing completions

Number of school homeless prevention presentations undertaken

High Risks as at 31st March 2020

Risks 🔺 0

5 Risks at Medium and 0 Risks are high

Key PIs
🔴 Off Target
✅ On Target
📉 Data Only Indicator
❓ Data is not yet available

Key Actions
🔺 Off Target
✅ On Target/Complete
❓ Data is not yet available

Key PIs
🔴 Off Target
✅ On Target
📉 Data Only Indicator
❓ Data is not yet available

Key Risks
🔺 High Risk / Medium Risk
❓ Data is not yet available

Education Performance Report 2019/20

Midlothian

01. Progress in delivery of strategic outcomes

Ensuring Excellence and Equity for All Learners

The Education Service Plan sets out 4 key priorities aligned to the Council's strategic priorities to reduce inequalities in learning outcomes, health outcomes and economic circumstance.

This report draws together and summarises the key successes and positive progress made to deliver improved outcomes for children and young people across all 4 key priority areas.

Council Strategic Priority: Reducing inequalities in learning outcomes
Education Service Priority 1 - Improvement in attainment, particularly literacy and numeracy

E.P.1.1. Bring attainment in line with the national average in literacy and numeracy by the end of P1, P4 and P7 where they are not yet at that level and where CfE levels are in line with the national average aim to reach the national stretch aim of 90% of pupils achieving the relevant level in every measure

Due to the impact of the pandemic and closure of schools, all schools provided an estimated CfE level based on progress made August 2019 – March 2020. CfE data was not collected by Scottish Government academic session 2019/20 and any analysis of performance 2019/20 at local and school level will not be considered suitable for accountability purposes.
Last reported data 2018/19
Nationally, 70-80% of children across P1,P4 and P7 are achieving the expected level in numeracy, reading, writing and listening and talking. Within Midlothian Council schools:
• between 70-80% of children across P1, P4 and P7 achieved expected level in numeracy, reading, writing, reading and listening and talking
• over 80% of P1 pupils achieved the expected level in numeracy, reading, writing and listening and talking
• between 70-80% of P4 children achieved the expected level in numeracy, reading, writing and listening and talking.
• Between 70-80% of P7 children achieved the expected level in numeracy, writing and listening and talking with the majority 69.68% achieving the expected level in reading
• The majority of primaries have all 4 indicators greater than 70%, of these a minority are reaching their stretch aim of 90%
• All secondary schools have all 4 indicators greater than 70%

E.P.1.2 All secondary schools will have set appropriate targets across key local and national measures to reach targets based on trends against their virtual comparator
Information from Insight shows Midlothian Leavers performance in Numeracy at SCQF Level 3, 4 and 5 is greater than the Virtual Comparator. Literacy results for School Leavers showed Performance above their virtual comparator in Level 3 and Level 4 Literacy. Level 5 Literacy has increased and continues to track above the Virtual comparator.

Level 6 Literacy and Level 6 Numeracy performance are both below the Virtual comparator and have decreased on figures from last year.

The next release of data from insight (available in Q2) will highlight all results from 2019/20 year.

E.P.1.3 100% of schools have a self-evaluation calendar that reflects moderation, tracking and assessment and shared classroom experiences that involve all practitioners and learners

All our schools have in place a self-evaluation calendar and work is now underway to evaluate the impact of the self-evaluation activity in raising attainment and closing the poverty related attainment gap. The Attainment Adviser, Education Scotland has been working closely with all schools to review progress made towards closing the poverty related attainment gap and provided advice to schools on how to target resources more effectively to address inequalities in attainment and wellbeing.

E.P.1.4 That at least 80% of teaching staff are involved in regular and supported practitioner enquiry in all schools

It is envisaged that practitioner enquiry will become an integral aspect of the day-to-day practice of teachers and other education professionals (General Teaching Council for Scotland). It is argued that teachers who engage in research have a better understanding of their practice and ways to improve it. Practitioner enquiry can play a major part in making change more sustainable and have greater impact on improving outcomes for our learners. Midlothian schools are making good progress in embedding practitioner enquiry as an integral part of professional learning and development and improvement methodology. An audit identified that all schools in Midlothian included practitioner enquiry within their School Improvement Plan. The SEIC In service Day provided an in depth look at the What, Why and the How of Practitioner Enquiry with Midlothian teachers making up 68% of the delegate list. Further support and knowledge will be drawn from our SEIC Research School, Woodburn Primary School, and links with Learning Schools, Pedagogy Pioneers and SEIC Associates will further strengthen our improvement agenda. The impact upon learners will be evaluated as part of our ongoing collaboration with colleagues form across the SEIC.

E.P.1.5 Information from Insight showed that Midlothian leavers in 2018/19 continued to perform above the Virtual comparator levels at Lowest 20%, Middle 60% and Highest 20% groups.

All secondary schools continue to review the curricular offer within the senior phase to ensure young people can access a broader range of opportunities, courses and qualifications to meet their needs and aspirations. For example, the Foundation Apprenticeship programme is expanding across our schools offering young people the opportunity to undertake qualifications at SCQF level 6 (Higher level) that include a work based experience. The FA qualifications also help to maximise the tariff scores for learners in the senior phase. For example, for pupils who completed the Foundation apprenticeship in Information Technology: Software development, this course carries 393 insight tariff points and 59 SCQF Tariff points, the equivalent to 2 Highers at Grade A and B.
The closure of schools may impact on maximising the tariff scores for all learners given not all courses could be certificated. For example, the Foundation Apprenticeship qualification includes a work based assessment which could not be carried out during the lockdown period.

Council Strategic Priority: Reducing inequalities in learning outcomes and economic circumstance
Education Service Priority 2 Closing the attainment gap between most and least disadvantaged children:

E.P.2.1 CfE attainment for those living in SIMD 1-2 should be at the national average in terms of achieving expected CfE level in literacy and numeracy at P1, P4, P7 and S3

Due to the impact of the pandemic and closure of schools, all schools provided an estimated CfE level based on progress made August 2019 – March 2020. CfE data was not collected by Scottish Government academic session 2019/20 and any analysis of performance 2019/20 at local and school level will not be considered suitable for accountability purposes. Moving forward we will assess the impact on the attainment of children and young people receiving free school meals beyond the universal P1-P3 entitlement.

2018/19 data
SIMD 1+2 results against the National and Virtual Comparators.
. P1 - Literacy is above the National and Virtual scores, Numeracy is the same as the National and above the virtual.
. P4 - Literacy is above the National but below our virtual comparator, Numeracy is the same level as National and virtual.
. P7 - Literacy and Numeracy are below the National and Virtual comparators.
. S3 – Literacy is above both the National and Virtual comparator, Numeracy is the same level as both.

Our schools are making effective use of Pupil Equity Funding to enhance learning and teaching, recruit additional support and specialist staff and apply a range of interventions to support and raise the attainment and achievement of our more vulnerable and disadvantaged learners.
As a result of the range of interventions and strategies deployed by schools, children in receipt of FSM have shown an overall improving trend in achievement of CfE levels over the last 3 years resulting in the following percentage increases:
. P1 - Listening and Talking +3%, Numeracy +9%, Reading +7% and Writing +16%.
. P4 - Listening and Talking +28%, Numeracy +5%, Reading +6% and Writing +18%
. P7 - Listening and Talking +15%, Numeracy +17%, Reading +9% and Writing +14%.
. S3 - Listening and Talking +8%, Numeracy +1%, Reading +7% and Writing +10%.

E.P.2.2 Increase % of young people achieving national qualifications at SCQF level 3 and 4 based on comparison with the VC especially for care experienced young people
School leavers who are looked after typically have lower attainment compared to those who are not looked after.

The Education Service continues to work closely with schools and partner services/agencies to raise the attainment and achievement of our care experienced young people. Overall, due to the small numbers in the looked after cohort trends in data tend to fluctuate widely. The Leavers data for 2018/19 for Care Experienced Young People showed an increase in Pupils receiving 1 or more award at Level 4, 5, 6 and 7. The numbers of pupils receiving 3 or more awards at Levels 3, 4, 5 and 6 also increased across the board. The largest increase on 2017/18 Care experienced Leavers is for 5 or more awards at Level 4 and 5 which has seen an increase of 28% at Level 4 and 25% at Level 6.

As part of our support for our care experienced children and young people a number of interventions have been put in place to improve attainment and engagement in learning, these include:
• Employment of 3 x Children's Services Practitioners to support young people with attendance below 50%
• Support from the LAC EP for families (17 young people) has continued during school closure with regular contact made with families and attendance at virtual review meetings.
• Direct working from the IWBS Youth Worker.
• In addition, a research paper has been produced titled 'Improving the Educational Outcomes of our Care Experienced Children in Midlothian'. The findings of which are being presented to ASG's, HT's, residential and CLL, CELCiS and the Scottish Government.
• 11 Social Workers have applied for funding for our Care Experienced CYP focused on improving their wellbeing, attainment and achievement, including the creation of a study space and attending community clubs and activities such as equine therapy and swimming lessons.

Access to the fund in 2020/21 is being reviewed to allow children and young people to have ownership over the process and how they spend their allocated monies. A CECYP Fund Team has been set up to ensure that the spend is audited and reviewed on a regular basis. This includes involving the Champions Board to seek the views of our Care Experienced children about how to support their educational attainment.

In addition, we have employed 3 Children's Services Practitioners to focus on the attendance and wellbeing of our Looked After Children who are below 50% attendance. This also covers those children and young people on the 'edge of care'. An extremely positive impact has been made with this initiative.

E.P. 2.3 Ensure that all youth work is delivered at low or no cost to support reduction in child poverty and increase accessibility and E.P. 2.4 Deliver the requirement of the child poverty act through the local action plan developed with community planning partners

Communities and Lifelong Learning Youth Work programme is now fully operational for 2019/2020, and there is a youth work offer from age 8 to 18 in all school clusters. All youth clubs are offered at low or no cost, with programming and reviewing planned with the young people. Attendance in all of the youth clubs are at a very high level.

A very successful Midlothian Young People Awards Ceremony took place in September with over 50 young people being nominated, celebrating the contribution and achievements of young people. Schools have made good progress in taking into account the recommendations made by the Child Poverty Action Group, particularly in relation to the cost of the school day. Work is ongoing to embed consideration of the cost of the school day in the life and work of our schools and evidence of progress made will be reported within individual school PEF and Standards and Quality reports June 2020.

Council Strategic Priority Reducing inequalities in health outcomes
Education Service Priority 3 Improvement in children and young people's health and wellbeing

E.P.3.1 Increase the availability of Early Learning and Childcare for 2 year olds

Good Time to Be 2

An ongoing campaign to raise awareness about the opportunity for 2 year old places in ELC ensured that we have an increasing families who take up this offer. The ELC service has introduced discretionary funding criteria, following a consultation with representative populations of parents, which means that discretionary funding will be targeted at children "in need" (CYP Act 2014). This criteria was introduced in September 2019 meaning that families that are above the income threshold could now be approved for the funding if they meet one or more of the identified discretionary criteria.
There is an increased number of eligible 2s receiving pilot 1140 hour places. There is an 18% increase in the number of children accessing 2 year old funding this year compared to last. 26 children received a discretionary placements introduced this year to ensure that we reached vulnerable families that were not necessarily economically disadvantaged.

In addition to numbers increasing, children also received more funded hours. From January 2020, children were able to access 1140 hour placements. Multi agency working was key to success in increasing take up. We were also involved with a Pan Lothian working group with health and neighbouring authorities to share ideas that have helped increase take up overall.

Expansion

The council has now completed the fifth phase of piloting expanded hours places and by the end of this quarter, 1,205 expanded hour places were available in Midlothian. This works out to be 43% of the places available which is slightly above Scottish Government expectations (40% in August). Almost all settings are providing 1140 hours provision across the council. Overall the expansion plan will deliver 17% more places than the projected population of entitled children in 2020/21. This overprovision allows flexibility and choice for parents, for more children coming forward than expected (including children from other local authority areas), children taking up places in a different learning community to the one they live in.

Projects of note which have opened this session include Vogrie Outdoor Early Learning and Childcare Setting, Scots Corner Early Learning and Childcare Setting and a new ELC setting at St Davids PS. Vogrie Outdoor ELC is the Council's first fully outdoor nursery and has received considerable national and international interest. The ELC provision at Scots corner is developing in partnership with the MoD and this unique setting works closely with families to develop our family learning approach and areas of practice in supporting Armed Forces families throughout their early learning journey and beyond. The development of the ELC and the partnerships that have enabled it to progress are excellent examples of the Armed Forces Covenant in action in Midlothian. The ELC provision at St Davids is in a refurbished area of the school with access to a newly created outdoor area and provides an additional number of places in the Dalkeith area.

Due to Covid all settings closed in mid March and the Scottish Government decided to put the legislative duty for implementation of 1140 hours on hold. Staff continued to make contact with families throughout this time and lunches were provided for families who were entitled or challenged by the circumstances. Vulnerable families with children aged 2-5 years were allocated support through a Gatekeeping process at Midlothian Sure Start or Hawthorn Children and Family Centre.

E.P. 3.2 The majority of young people with ASN/LAC are offered appropriate assessment which is timely and appropriate.

The LAC EP post is improving the level of engagement with and support for our young people (LAC). A further report on the impact of this post in improving outcomes for our young people (LAC) will be reported June 2020, Q1 2020/21.

E.P. 3.3 Achieve attendance targets Primary to 95% overall and secondary to 91.5% with a reduction in unauthorised and unexplained absences

Attendance and absence rates for session 2019/20 will not be comparable to previous years due to the closure of schools. An initial review of attendance and absence will be carried out on the reopening of schools and data will be tracked and reported Q2 2020/21 onwards.
2018/19 data
The overall attendance rates for Primary and Secondary schools academic session 2018/19 were similar to the previous session. There is an ongoing trend of improvement for some primary schools both in terms of reaching the Midlothian target of 95% and improving attendance figures even if the target is not yet reached. Common themes within primary schools where there has been improved attendance over the past four years have been identified and good practice share widely to allow others to put strategies in place. A range of interventions have been put in place by Secondary Schools to target key areas for improvement with some evidence of success.

The education service has introduced a more rigorous approach to monitoring and tracking attendance at individual school level. Workshops have been held to give advice and practical help to schools to target attendance.
Joint work between the Educational Psychology Service, the virtual HT for LAC and Children and Families is underway to support the school attendance of children who are looked after through developing a new service comprising three additional members of staff for Looked After Children with attendance below 50%.

To increase pupil and parental awareness and involvement a design competition for a leaflet for parents on the topic of non-attendance at school and the impact of this has been won by a P7 pupil. 20,000 copies of the leaflet will be reproduced and distributed across Midlothian schools and health centres. Impact of this should be seen through pupil and parent surveys.

E.P.3.4 Reduce exclusions primary to below 15 per 1000, secondary to below 40 per 1000 and care experienced exclusions only in exceptional circumstances and following discussion with ASG Manager
Exclusion rates for session 2019/20 will not be meaningful given the closure of schools and it will not be appropriate to compare the data to previous years.

The secondary school exclusion rate per 1000 has significantly reduced with the current picture looking very positive in relation to below 40 per 1000. The rate for primaries has also reduced in line with the target.

The overall figure (secondary and primary) for session 2019/2020 to date is 7.75 per 1000 which is well on track to meet the target.

E.P.3.5 Support schools to implement a range of universal mental health initiatives as part of the Midlothian Big Lottery funding

The Headstrong programme is currently being rolled out across one locality in Midlothian with a view to extending this progressively across the remaining areas. Headstrong is a mental health awareness programme that is delivered to P7 children and sees collaborative working between school nurses, education, educational psychologists and children's services staff. Following the positive introduction of the programme, 10 primary schools have now signed up to the Headstrong programme which comprises approximately 350 children.

Council Strategic Priority Reducing inequalities in economic circumstances
Education Service Priority 4 Improvement in employability skills and sustained, positive school leaver destinations for all young people

E.P. 4.1 Improvement in employability skills and sustained positive school leaver destinations for all young people

The latest positive destinations information showed 35% of Midlothian school leavers going into Employment this is 10% higher than the National rate. Although the gap is closing the number of leavers going into Higher and Further Education is below all comparators.

There are currently 98 modern apprentices on our apprenticeship programme, including 55 on Midlothian Child Care as part of the early year's expansion. In year one of the Foundation apprentice offer, there are 44 young people engaging is this programme. In the Employability Fund, there are 8 participants in the sector based academy which is a full time 6 week programme for learners who were previously unemployed. This programme provides them with learning, work experience and a guaranteed job interview. We have secured funding for 20 places for Sector Based Academies this year.

02. Challenges and Risks

•Impact of the school closures on children and young people's progress and attainment.
•Impact of the school closures on young people's attainment in the senior phase and post-school destinations given the impact of the pandemic on the availability of post-school pathways.
•Ensuring good financial management and real-time information to ensure spending is accurately forecast and monitored within the year at both school and central points.
•Impact of school lcosures on progress with service improvement priorities and transformation project
•Planned further reduction in Devolved School Management (DSM) for schools which was implemented from April 2019 which will further reduce teacher numbers. This will impact on the choices for curricular options in Senior phase at Secondary schools and on absence cover.
•Impact of school closures on delivery of instrumental music service added to the ongoing low uptake of music instruction which could mean further financial issues going forward for the education budget as we continue to have a significant shortfall in income.
•Impact of instrumental music service efficiency target as an unachievable target for the service to achieve.
•Vacancy control within the central team to protect frontline services leading to less direct support to ensure that schools are improving outcomes for learners and possible weaker inspection outcomes.
•Ensuring the reduction in Communities and LLE (now merged and called Communities and Lifelong Learning) still meets the statutory requirements of delivering an adequate and efficient service.
•Rate of demographic growth particularly in the early years and primary school rolls. Keep on track with the learning estate strategy across the council which is challenging due to less staff.
•Ongoing work to re-start and prepare for the implementation of 1140 hours by 2020. The population projections used by Scottish Government differ from the populations projections used by the Council when submitting our financial forecast in 2017. Consequently, the Council will receive less funding from Scottish Government than was expected. Challenge will be to align delivery model with funding received limiting ability to flex the choice for parents.
•The potential impact from Brexit could effect employability funding which supports elements of Education especially the third sector.

Education
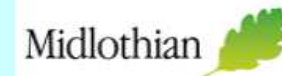
Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)
🔴 5 ✅ 8 📘 0 📉 6

Service Plan Actions (latest)
🔴 0 ✅ 15

Service Plan PIs (latest)
🔴 4 ✅ 4 📘 0 📉 1

Service Risks (latest)
⚠️ 7

Corporate PIs Off Target as at 31st March 2020

PIs 🔴 5

Average number of working days lost due to sickness absence (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

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 as at 31st March 2020

Actions 🔴 0

No Actions Off Target

Service Plan PIs Off Target as at 31st March 2020

PIs 🔴 4

Improve Primary School attendance

Improve Secondary School Attendance

Percentage of Midlothian Care Experienced school leavers progressing to positive destinations

Continue to work towards a three year pattern of 95% Sustained Positive Destinations and reduce unknowns to under 100.

High Risks as at 31st March 2020

Risks ⚠️ 1

6 Risks at Medium and 1 at High

School Capacities/Catchment Areas/Demand for Pupil Places

Key PIs
🔴 Off Target
✅ On Target
📉 Data Only Indicator
📘 Data is not yet available

Key Actions
⚠️ Off Target
✅ On Target/Complete
📘 Data is not yet available

Key PIs
🔴 Off Target
✅ On Target
📉 Data Only Indicator
📘 Data is not yet available

Key Risks
⚠️ High Risk / Medium Risk
📘 Data is not yet available

6

Finance and Integrated Service Support Performance Report 2019/20

Midlothian

01. Progress in delivery of strategic outcomes

Throughout 2019/20 the Finance and Integrated Service Support continued to have a strategic focus on securing the financial sustainability of the Council, strengthening financial management and nurturing a highly motivated and effective workforce. All of which were recognised as critical to the achievement of the Council's priority outcomes and continued delivery of services to a growing county.

The key activities which support this strategic focus were:

a) The delivery of the Council's Medium Term Financial Strategy (MTFS) incorporating Capital Strategy and Capital Investment plans, Reserves Strategy and Treasury Management Strategy together with the development and implementation of a comprehensive Change Programme;
b) The Workforce Strategy and the development of Service Workforce Plans;
c) Delivery of the Integrated Service Support review, improving the efficiency and effectiveness of services provided by Finance and Integrated Support Services and ensuring the service is delivered within the approved budget.

The strategic focus was also supported by:

. Continued implementation of the Digital Strategy and Digital Learning Strategy
. A refreshed Procurement Strategy and Contract Delivery Plan

In their annual report for 2018/19 EY recognised the substantial progress that had been made in addressing their recommendations from previous years which contributed to an improved amber rating for financial management. The EY report reinforced that there was further work to do particularly to improve the longer term financial sustainability of the Council. EY made eight recommendations and these are being taken forward by officers across the Council.

Growing Council
Population growth in Midlothian over the next 10-15 years positions Midlothian as the fastest growing Council in Scotland. 0-15 population increase, projected at 20% and 75+ population increase projected to increase by 100% between 2014 and 2039.

This brings the opportunity to support the Council vision of being 'A Great Place to Grow'. The opportunity to redevelop parts of Midlothian, improve infrastructure with a focus on area targeting, improving economic opportunities, improving education and health outcomes.

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 in construction and will see a steady increase in the value of Council Tax received over time.

The approved, Capital Strategy sets out 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.

Continued Service Transformation
The transformation of service delivery supports continuous improvement in service provision and in particular the "customer journey" and has ensured that service provision is delivered within the approved budget. Finance and Integrated Service Support is now part of the new Corporate Solutions service and continues to be reshaped, business processes reviewed and adapted to embrace technology solutions. Following Council's endorsement of pursuing shared services with Scottish Borders Council, work is underway with colleagues in Scottish Borders Council, with an early focus on digital service provision with the objective of bringing forward proposals to both Councils.
Towards the end of Quarter 4 of 2019/20, the service was urgently refocussed on the Council's response to COVID 19. The team supported a range of urgent and swift transformations in how the Council operated in order to sustain the provision of essential services, supported the introduction of new services digital and otherwise and critically put

in place interventions to support our workforce. As 2020/21 progresses this focus will continue as priorities and resources are aligned to the delivery of the Council's road map approved in June 2020. An important focus for the months ahead will be to ensuring we support recovery whilst retaining the elements of transformation which had been put in place and making a range of changes a permanent feature of the way we deliver council services.

During the year the service experienced an increase in the average number of working days lost due to sickness absence. This was as a consequence of a small number of long term absences within the team which were managed and resolved in accordance with the Councils Maximising Attendance policy.

Despite the continued transformation of the purchase to pay process 2019/20 the year also saw a continued shortfall in the number of invoices paid within 30 days. Evidence indicates that the position has improved in the first quarter of 2020/21 and to support further improvement and consolidation of improved performance in services areas which have consistently fallen short of the 95% target a detailed insight paper will be presented to CMT in September 2020.

1: Financial Strategy
The core objective of the Financial Strategy 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 Financial Strategy is not only about balancing the budget, 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

The Financial Strategy is central to ensuring that the resources available to the Council is directed towards the priorities set out in the Midlothian Single Plan.

Achievements
a) Positive outcome for the 2019/20 end of year financial reports was a net underspend of £102,000 which was achieved by everyone working together, demonstrating strict financial discipline despite some one-off financial pressures;
b) Against the backdrop of COVID 19 successful completion and submission of the 2019/20 draft accounts in accordance with the statutory deadline (prior to it's COVID extension) of 30th June 2020;
c) Completion of the full suite of 2019/20 Financial Monitoring reports for Council in June 2020 as part of the robust scrutiny of financial performance;
d) Update on the Medium Term Financial Strategy 2019/20 to 2022/23 presented to Council 11 February 2020 which provided an update on the progress of the recommendations since the last report on 1 October 2019, and which has been delegated to the Business Transformation Steering Group to develop the next phase of the strategy and identify further measures to address the remaining budget gaps for 2021/22 to 2022/23.

2: Workforce Strategy
The purpose of the Workforce Strategy is to ensure that Midlothian 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 whether as a consequence of national or local issues. It is underpinned by the Council's values and vision.

The Workforce Strategy is important as it outlines the organisation's approach to articulating how workforce issues will be managed to ensure the Council has the people and skills to manage change and deliver service.

The strategy will ensure we have the right people at the right time and who have the right skills, knowledge and attitude to provide services confidently and competently.

Achievements
a) Following a year-long pilot, the Council's submission for Equally Safe at Work accreditation was made in December 2019;
b) Revision of the Flexible Working policy and Code of Conduct to ensure policies continue to meet best practice;
c) Continuation of a rolling programme of Mentally Health Workplace training for Managers;
d) Participation in the international White Ribbon Campaign including training from the Director of White Ribbon Scotland and ten members of staff taking the pledge to play their part in eradicating violence against women and girls;
e) Successful implementation of the a robust programme of activities to celebrate 16 days of activism;
f) Completion of the Wellness@Midlothian work plan for 2020;
g) Continue to work with teaching trade unions to harmonise our people policies with those applicable to local government employees;

h) Committed to the Veterans Guaranteed Interview Scheme to ensure we continue to support those leaving the Armed Forces fulfil their potential in civilian life;

i) Significant achievement in the delivery of a special leave provision for those who were required to self-isolate as a result of the COVID-19 pandemic.

j) Successful redeployment of dozens of existing members of staff into alternative duties in response to the COVID 19 pandemic, ensuring critical services continue to be delivered.

k) Significant number of detailed communications issued to both staff and managers in terms of updates, directives, and most importantly supports available during this time.

l) Continuation of robust and collegiate relations with our trade union colleagues. Weekly update meetings are held with the trade unions and in turn our directorates.

m) Creation of a draft remote working policy. Consultation is ongoing and includes a suite of comprehensive guidance notes to assist managers with implementation of the policy.

n) Successfully managed the COVID-19 mailbox and responded to all employee enquiries within very short timescales.

o) Management of over 150 referrals to our occupational health provider ensuring the health and wellbeing of ours staff remains a primary concern.

p) Contributed significantly to the success of over 2,000 remote workers.

3: Digital Strategy and Digital Learning Strategy
The Digital Strategy ensures that the ICT infrastructure and facilities are fit for purpose and that they effectively and efficiently underpin delivery of Council Services and align with the Single Midlothian Plan and the National ICT Strategy for Scotland.

Midlothian's Digital Learning Strategy is central to the Council's aim of delivering a world-class education system. It is closely aligned with Scottish Government's policy and advice on digital learning and it also articulates with key national and local priorities.

Midlothian's strategy covers 4 key aspects associated with learning in the digital age: Curriculum, learning and teaching; Leadership and professional learning; Digital participation and Infrastructure

Achievements
a) Significant achievement by Digital Services in the response and deployment of a range of Digital solutions and technologies to support the Midlothian Council COVID19 pandemic response. Implemented a number of transformational projects council wide (migrated 2,200 User mail accounts, Implemented MS Teams, deployed in excess of 500 hundred digital and mobile devices (Laptops, Smartphones and Tablets). Delivered a range of digital solutions that allowed users to work at home with access to Council applications and services.

b) Planned and implemented significant changes to Customer and Contact Centre operation:- Phase 1 - facilitated changes to Midlothian House – extending Contact Centre operation to accommodate a 100 extras users along with changes to technology infrastructure. Phase 2 – created and deployed a virtual solution to allow the Contact Centre and other staff to work at home along with deployment of devices to maintain Council services at this critical time;

c) Provided a totally different model of support for staff who were working remotely and who needed access to critical council services along with maintaining business critical systems and applications;

d) Successful completion of financial year end activities (Open Revenues, Capita Housing etc.) whilst working remotely and dealing with Covid-19 disruption;

e) Digital Services User Satisfaction results (survey of all council users) - 5.6 out of 7 - improvement on previous year and above Scottish average of 5.3 out of 7;

f) Property Programmes: commissioning and/or decommissioning of a number of sites including internal redesign and configuration, along with work across the whole School estate at Hopefield, Sacred Heart, Woodburn (Ph2), Mayfield (Ph3) and all the additional requests for Early Years expansion (Vogrie, Scott Corner and others) to support the wider Property and School programme;

g) Digital Enabled projects: a number of new Business Applications have been implemented and these continue to improve the overall digital end user customer experience;

h) Continued Asset Management and Investment in Digital Foundations infrastructure and associated services – replacement of digital assets continues across the Corporate and School estate to improve the end user experience and reliability of aging assets;

i) CyberSecurity resilience: number of improvements made to the Council Cyber defences implemented enhancements to Firewalls and the regular review and maintenance of ongoing threats and risks. Implement Scottish Government CyberSecurity action plan. Compliance: Preparation and Planning of for PSN accreditation – certification now confirmed until April 2021; and

j) Business Information and Analytics: introduction to new platform as a service in partnership with NSS, deployment of Tableau Dashboards (Investing in our Workforce, Complaints, Education and Health & Social Care).

4: Other Service Improvements

a) ISS delivery plan was effective in securing further transformation in service delivery and ensured that the services were delivered within the approved budget. To put this change in context 2019/20 budget was circa £1.1 million less than the previous year.. There is further work to do to consolidate some of the changes and make permeant changes to the staffing establishment and this will be concluded in 2020/21.

b) Purchase to Pay
. Following the successful pilot of e-invoicing phase 1 of the roll out has been completed on-boarding a further five suppliers.
. Invoice Approval complete for:
o Adult Social Care (non-care) and Occupational Therapy
o Midlothian House (except HR)
o Property Maintenance Pilot (Servest Atalian AMK Ltd)
. Purchasing Card – Lodged/Virtual Card pilot complete at Newbattle HS kitchen for one supplier
. E-Forms – Supplier Changes Check and Purchasing Card Application now live
c) Sales to Cash
. Quick import complete for Music Tuition, Housing Repairs and Social Care Non-Residential invoices
. Quick import complete for customer creation
. Analysis and revision of product codes ongoing

d) Finance Transactions
. E-Forms for GL Chart of Accounts requests (creations and changes) live

e)Integra Making Tax Digital testing completed (live early January)
f) Migration of Condeco to Legend complete.
g) Mosaic – completion of workflows for RCRM.
h) Public Records (Scotland) Act – Progress Update Review 2019 - Recognition from the PRSA assessment team of the progress with the Records Management plan, Midlothian's commitment to our records management obligations and the ongoing work to bring all elements into full compliance.
i) Successful completion of Young Scot PASS audit and continued Approved status for Young Scot and NEC cards.
j) Successful mobilisation, supported by Digital Services, for Business Services and Employment & Reward to enable remote working to comply with response to COVID-19 guidance.

l) Development of Integra E-forms for BACS and Bankline payment to replace existing paper-based process to support and enable remote working and to maintain effective controls and financial givernance;
m) Development of CS16 workflows for COVID-19 Special leave and Sickness Absence reporting to replace existing paper based processes to support and enable remote working.
n) Successful implementation of solution to enable payments for Free Schools Meals to parents in response to COVID-19 guidance.

o) Introduction of virtual meeting protocol for virtual Council and Committee meetings.

02. Challenges and Risks

Towards the end of Quarter 4, the most significant challenge facing all services was the outbreak of the COVID 19 pandemic. This remains a challenge into 2020/21 and for the foreseeable future.

Financial Sustainability
Given the impact of COVID 19 on the Councils finances, the expectation of continuing challenging grant settlements, a real terms reduction in core funding together with the impact of a rapidly growing population and greater demand for services, the Council will need to maintain a focus on securing a sustainable and deliverable Medium Term Financial Strategy. This will include the evolution of the forward plans for HRA, Capital and Reserves. Delivery of savings plansis key and this needs to continue to be monitored closely though Business Transformation Baord and Steering Group and through the dedicated CMT Financial Monitoring arrangements. Values attached to proposals in the MTFS were reviewed further to ensure they sat correctly within a detailed delivery plan which was reflected in the final 20/21 budget recognising that it is important for the Council that the measures in the MTFS are fully developed (where necessary) at pace and also proceed to implementation at pace.

UK Decision to leave the EU
All Council services have been kept abreast of the risks associated with the UK leaving the EU and in particular the risks for a no deal scenario. Services have been directed towards UK Government guidance on how to prepare for a no deal and have been tasked with assessing the potential impact and identifying appropriate risk responses.

A Council Cross Service Brexit Working Group has been set up in preparation for a potential No Deal exit from the European Union.

1: Financial Strategy
The need to continue to strengthen financial sustainability and financial management by:
a) Continue work on developing cost projections and savings proposals to update the Medium Term Financial Strategy;
b) Prepare financial monitoring reports for 2020/21 reflecting the impact of COVID 19 on the Council's Finances and continue to work with budget holders to maintain effective control over expenditure and with Chief Officers to develop plans which address and mitigate against overspends;
c) mitigating the financial impact of COVID 19
d) Work to develop cost projections and the implementation of any additional saving measures to update the Medium Term Financial Strategy;
e) Continued financial support for the Change Programmes and delivery of savings measures. Help shape and lead all strands of the programme, continue to revise savings profiles. Oversight of investment to support transformational change
f) Review of the Capital Strategy and the affordability of investment plans principally to reflect the ongoing review of the Learning Estate Strategy and recognising the role our investment plans have in supporting economic recovery;
g) Continue to strengthen financial stewardship in a climate of reducing budgets and increasing service pressure;
h) Review and update financial directives and associated documentation;
i) To ensure that the Capital plan and asset management board provides adequate scrutiny and oversight of capital projects to ensure projects are delivered as planned and so, minimise reported slippage in the capital plan.

2: Workforce Strategy
Alongside the Medium Term Financial Strategy 2020/21 to 2022/3 we will continue to implement the Workforce Strategy 2017-2022. This includes a focus on the identified themes over the next five years. The Service Workforce Plans will need to be updated to align to the MTFS, the new leadership structure and detail the projected workforce actions over the medium term.

a) Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource;
b) Securing the improvement in flexibility and productivity throughout the workforce;
c) Continued development of the Workforce Strategy action plan;
d) In light of the implementation of the senior leadership review revisions to the F&ISS workforce plan are no longer appropriate. A new service workforce plan and associated actions will be required for Corporate Solutions which also reflects the Medium Term financial Strategy (MTFS);
e) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
f) Promoting compliance with our policy on the use of agency workers;
g) Ensuring the adoption of the revised Business Travel and Subsistence Policy across services, which brings a shift from the use of personal vehicles to pool electric cars and and a shift to virtual meetings and events;
h) Maintain attendance levels (2017/18 average days lost 7.5 which ranked the Council 2nd best in Scotland) supporting service areas with high or increasing absence levels to deliver interventions to support their service workforce strategies.

3: Digital Strategy and Digital Learning Strategy
a) The pandemic response has changed a large part of Midlothian's digital foundation and how Council staff and citizens now use Council services as a result. There is still work to be done to ensure the changes that were made at speed to underlying business applications, technologies and processed are reviewed and consolidated to ensure wider stability and resilience can be maintained;
b) The reliance and the scale of change to the new norm has to recognise the importance that digital solutions plays in the overall transformational and business activities, further investment is required to ensure that these services and staff can be maintained at this critical time;
c) Remote workforce introduces significant security, compliance and support challenges – the radical shift to remote working has presented both opportunities and efficiencies and it has brought new challenges and risk. It's will be essential that staff are reminded of the risks of phishing emails social engineering and data protection. To date this has been done through Private I emails and written guidance notes. Ways to increase digital skills across the organisation also now needs to be explored;
d) Increased threat of cyber/security attacks, e.g. denial of service, ransomware/hackers is heightened at this time and is an ongoing challenge to mitigate risk and minimise service disruption;
e) Securing, maintaining digital skills and experience across the digital Service teams in order to be able to respond, deliver and protect the organisation;
f) Service restructure: this will have a direct impact on a number of underlying digital services and plans are being put in place within the associated work plans to address this. (Business Applications, HR & Finance, file and folders – new structure & permissions, phone system & website);

5

g) Maintaining the integrity and compliance of Public Services Network (PSN) ensuring that the digital estate and associated technologies inclusive of business applications are all up to date and pass rigorous penetration testing is ongoing;

h) Ensuring sustainable investment in digital assets at a time of financial constraints and reduction in resources including the Asset Management Programme:- Microsoft Exchange/Office 365 / Windows 10 upgrade is currently in the preparation and planning stage. Additional Communications and plan to be shared with Directors, Chief Officers and Service managers;

i) Regulatory changes proposed will impact on Council activities if not planned for – for example New Data Protection laws (GDPR) and other compliance requirements such as Payment Card Industry Data Security Standard (PCI-DSS);

j) Pursuing the transformation of and innovation in service delivery by pursuing digital opportunities, including automation, artificial intelligence and Introduction of new ways of working supported by modern technology solutions etc.;

k) Securing a replacement for the end of life Customer Relationship Management (CRM) system which is central in transforming the customer journey.

4: Procurement

a) Completion of the Annual Procurement report;

b) Maintaining service provision in response to a significant staff turnover in the team;

c) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;

d) Completing the Purchase to Pay project;

e) As the next stage of the Council's procurement journey, and similar to most other Councils the aim is to deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners.

f) Progressing a review of the procurement arrangements across the council including exploring options for joint working with neighbouring councils.

Emerging Challenges:

The emerging challenge is addressing the financial impact of COVID 19 on the Council and as part of that to increase the pace in which change, improvement and transformation is being delivered. Ensuring that there is clarity on priorities and that strategic outcomes are clearly defined and articulated. Maintaining forward momentum amid a period of fundamental change.

Assessing the Government grant settlement and addressing the remaining budget gap leading to the delivery of a balanced MTFS covering the next 3 years which will support the delivery of a balanced budget for 2021/22 and beyond.

Finance & Integrated Service Support

Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)
🔴 7 ✅ 6 ❓ 0 📊 6

Service Plan Actions (latest)
🔴 11 ✅ 16 ❓ 0

Service Plan PIs (latest)
🔴 2 ✅ 1 ❓ 0 📊 3

Service Risks (latest)
⚠️ 12

Corporate PIs Off Target as at 31st March 2020

PIs 🔴 7

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

Performance against revenue budget

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

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

% of internal/external audit actions progressing on target.

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

Percentage of complaints at stage 1 complete within 5 working days

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Service Plan Actions Off Target as at 31st March 2020

Actions 🔴 11

Implementation of the Digital Strategy

Support Workforce planning principle by reviewing and refreshing recruitment policy to allow service specific recruitment initiatives

Focus on a root and branch review of the Council's Performance Management Framework to support the organisation to ensure it is used to drive improved services for our communities

Implementation of Digital Services Asset Management and Investment plans - Corporate / Schools

Deliver and embed the workforce strategy action plan to ensure that our workforce is positive, motivated, high achieving, well led and well managed

Compliance – Microsoft end of support on Windows 7(Jan 2020), W2K8 Server (Jan 2020) and SQL 2008 (Sept 2019

Implementation and upgrade of Core Digital Foundation infrastructure – Firewalls, Ms Exchange, Ms Office 365 and Schools Wi-Fi

Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools and the roll out of Invoice Approval

Achieve actions set out in the Business Services Improvement plan

Achieve contract delivery targets set out in the Contract Delivery Plan

Focus on continuing to enhance the comprehensive suite of People Policies and supporting managers to work within the policy framework to drive change in the workforce.

Service Plan PIs Off Target as at 31st March 2020

PIs 🔴 2

Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)

Corporate Indicator - Sickness Absence Days per Employee (All employees)

High Risks as at 31st March 2020

Risks ⚠️ 2

10 Risks at Medium and 2 Risks are high

DS - Compliance - Regulatory, Contractual and Legal

DS - Computer Business Continuity Management

Key PIs
- 🔴 Off Target
- ✅ On Target
- 📊 Data Only Indicator
- ❓ Data is not yet available

Key Actions
- ⚠️ Off Target
- ✅ On Target/Complete
- ❓ Data is not yet available

Key PIs
- 🔴 Off Target
- ✅ On Target
- 📊 Data Only Indicator
- ❓ Data is not yet available

Key Risks
- ⚠️ High Risk / Medium Risk
- ❓ Data is not yet available

Property and Facilities Management Performance Report 2019/20

Midlothian

01. Progress in delivery of strategic outcomes

Place is where people, location and resources combine to create a sense of identity and purpose, and are at the heart of addressing the needs and realising the full potential of communities. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them.

A more joined-up, collaborative, and participative approach to services, land and buildings, across all sectors within a place, enables better outcomes for everyone and increased opportunities for people and communities to shape their own lives.

All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive growth and create more successful places.

A collaborative, place based approach with a shared purpose to support a clear way forward for all services, assets and investments which will maximise the impact of their combined resources.

During 19/20, Property and Facilities Management continued to deliver major projects, transforming service delivery and exploring alternative delivery models. These, supported by:

. Medium Term Financial Strategy/Change and Transformation Programme
. The Council's Financial Strategy
. The Council's Capital Strategy (Including Housing Revenue account)
. The Learning Estate Strategy

Midlothian Council is addressing the demographic growth and the future demands of a growing and ageing population by maximising its use of assets, whilst changing service design and delivery through a Transformational approach, where we become more efficient and at the same time deliver changes to improve the way we work, the services we deliver and the quality of life experienced by local people.

These changes are evidenced in the delivery of new affordable homes, new schools, improved positive destinations for school leavers and major projects and partnerships with Third Parties to maximise returns from our land and property portfolio.

The focus for Property and Facilities Management has been to address the above through:

. Maximising the utilisation of the Council's property and land portfolio including progressing sites for the building of additional Social Housing.

. Rationalisation of the Council office and depot estate to a modern fit for purpose portfolio operating from the minimum number of buildings utilising flexible ways of working whilst retaining a customer focus.

. Deliver a learning estate programme to deliver Education's vision of centres of excellence and a world class status for facilities which support and enhance this aim.

. Move towards an asset management plan identifying planned preventative maintenance regimes for properties similar to those operated in our PPP contracts.

. Review Building Facility Management Services including the development of Integrated Facilities.

. Introduce renewable sources of energy production to reduce utility costs and the carbon tax including utilising available energy for district heating.

. Optimise the use of Property assets including industrial estates.

. Seek commercial opportunities and trading with a wide range of organisations including private and public sector partners.

. Explore opportunities for partnering arrangements with public and private sector organisations.

. Deliver and promote healthy nutrition and expand non-core catering services.

. Redesign service level agreements between facilities services and their clients to ensure service needs are maintained but at a realistic and efficient level including sharing janitorial services between Primary School clusters.

. Review management services with a view to amalgamation where similar disciplines cover a range of functions.

Towards the end of Quarter 4 of 19/20, focus for services was placed on the response to COVID 19 which resulted in transforming the way we work in order to provide essential services. Going into 20/21 services within Place will continue to align priorities with those set out in the Covid recovery plan, ensuring we support recovery whilst retaining the elements of best transformation and making those changes permanent to the way we deliver council services.

The following successes were achieved by the services:

Sport and Leisure
This year Sport and Leisure directed more of their programmes online, namely Active schools, making it easier for parents to join/pay and also reducing a lot of the paperwork previously involved.

In support of the Council's Digital strategy, that our digital services will be designed around the customer, the Leisure Management System (Legend) went live with online booking services at the start of 19/20. Since the shutdown of Leisure centres this March due to COVID 19, Legend have only been taking 50% of the full fees for the system, therefore upgrades are being worked on to enhance the online experience for customers making it easier to join online.

Work started on the new Funslope at Hillend Snowsport centre and will be completed during quarter two 2020 – 2021.

The first ever Regional Walking Netball tournament took place. Seven teams took part and the Midlothian Hotshots team came up tops winning tickets to the first Sirens netball game in Glasgow.

Active Schools in partnership with Cheer Evolution launched a new cheerleading club at Lasswade Primary School. Due to popular demand, Active Schools have added a new P1-3 Cheerleading Club.

Active Schools worked with Yoga partners to offer Children & Family Yoga Sessions running two sessions a week the yoga delivered helps children with coordination, agility, injury and prevention. Research has shown that children who practice yoga can:- Perform better at school, Be more calm in class, Improve concentration levels, Be more compassionate and caring with peers and help Improve sleep patterns.

GP practices in Midlothian agreed to come on board with a new scheme to recommend Ageing Well activities to patients who would benefit from getting more active and meeting new people. The fit-scription pads are available in all GP practices now with details of all Ageing Well walking groups and contact details to find out more about Ageing Wells other activities.

Loanhead, the home of Sport and leisure Ageing Well walking football in Midlothian, held its seventh annual Player of the Year award at Loanhead Miners Club.

Management of changes within Midlothian Active Choices programme personnel and practices has led to drastically reduced waiting times for our customers, from average of 4 months to average 2 weeks.

This year, there has been an increase in the number of schools within Midlothian receiving Gold school sport award and schools gaining successful revalidation.

This year saw the introduction of Midlothian Young People Sport Panel who are working on projects (eg. Kit for All, Fit for girls, Social Media) in line with aims of the National YPSP and Midlothian Physical Activity, Sport & Health Strategy.

Active Schools Coordinators have been developing and strengthening links with Scottish Disability Sport through primary school Boccia delivery, and secondary school leadership opportunities.

The Walk The Line Event took place in September 2019 with 3, 5 and 8 mile walks. Over 150 people took part in the Walk the Line event and 23 volunteers.

Paths for All have granted a total of £24,348.78 from two funds (Walk for Health and Smarter Choices, Smarter Places funds) in order to recruit a 0.7FTE walk coordinator to continue to deliver and grow the health walk element of the Ageing Well project while also developing new walking groups for the frail elderly members of the community, people with or at risk of developing diabetes and an active travel initiative for young people's sport and activity clubs.

Sport and Leisure's ninth annual Senior Olympics took place on the 2nd and 4th July with fifteen teams in total taking part. The competitors all received medals on the day. The winning teams were. Highbank Heroes and runners up Archview Athletes in the care homes event and Esk Place Angels winning the sheltered housing and day centres event with Heinsberg Owls receiving the runners up shield. Senior Olympics events were held in July with 78 competing and 66 assisting.

Sport and Leisure staff have worked closely with the HWL Team on health & wellbeing initiatives this year which means that Midlothian Council has retained the Healthy Working Lives Gold Award for 2019-2020
Since March and during the Lockdown Ageing well volunteers have been helping vulnerable members of the public, approx. 40 volunteers called round individuals to check they have a network of family and friends helping them and ensuring that they get the help they need by reporting back to a central Coordinator, dealing with any necessary shopping and linking with community groups.

Building Services
Building Services have identified recovery of Scottish Water contributions to the value £500,000 from projects over 5 years old. £380,000 has been recovered to date. Further investigations are being carried out to establish whether any further funding will be obtained from Scottish Water.

Grant Funding of £511,345 from the External Window Insulation Scheme (EWI) has been allocated and completed within the Ladywood area of Penicuik. Further grant funding of £544,644 for 2019/20 EWI has been allocated to the Cameron Crescent area of Bonnyrigg work has stalled due to COVID restrictions. However, start-up procedures are in place for when restrictions are lifted.

Scottish Government award of a grant of £941,000, payable over the financial year 2019/20 and 2020/21 in connection with Solar PV, Air Source Heat Pumps, and Battery Storage solutions in up to 182 Council properties. Project at early stages.

Lawfield Primary School extension completed March 2020.

Full evaluation carried out of all current and planned construction projects and resourcing reviewed. 3 construction staff recruited, an additional internal member of staff resourced and a procurement exercise carried out to place External project managers on 20 projects and QS consultants on 27 projects to bolster internal staff resources and ensure appropriate resourcing remains in place to progress all construction projects effectively (comprising approximately 70 projects).

125 Housing units being progressed on 5 separate sites planned for completion 2020/21 with plans in place for progressing a further 526 units to commence 2021/22. This includes an intermediate care facility and extra care housing at Moorfoot Road, Bonnyrigg and extra care facility Newmills Road, Dalkeith and involves sites with developers Bellway, Barratt, Springfield Housing Association, Cala and MacTaggart & Meikle

23 houses were successfully handed over by contractor Miller Homes and a further 10 homes completed by Hart builders in Woodburn in 2019.

Education LES programme developed and in place with regular review meetings planned with Education and stakeholders to ensure effective monitoring reporting and delivery of improvement and expansion of the Education estate including early years. This currently covers approximately 30 projects at various stages of development.

£13.8m Project funding approved for Destination Hillend Project. Design team appointed, planning in Principal applied for and detailed project programme being developed.

A701 procurement strategy initiated. Procurement exercise for Project Manager completed and appointed and will be developing the procurement strategy and delivery programme.

Facilities Management

During 19/20, the Facilities team were successful in completing the summer holiday works programme in schools with Skanska, Construction and Property Maintenance. The catering team provided 2,340 meals for the Newbattle Summer Programme last year.

The team provided a quick response to the norovirus outbreak within ten schools.

Appointment of the Senior Facility Co-ordinator was made in October 2019.

The procurement process of the chemical and janitorial supplies contract was completed successfully.

Facilities staff including catering resource was well utilised to aid the smooth running of the general election, Scots Corner and Cuiken and Burnbrae extensions. In addition, cleaning and Janitorial staff were put in place to deal with the outbreak of COVID 19 including setting up packed lunches for the hub buildings.

A new online payment system is now available in Beeslack, Lasswade High School, Loanhead Cafe; and Newbattle High School and cafe.

As part of the Early Years expansion Pilot, Nursery meal provision is now operational in 25 kitchens. This has been a challenge for the catering team to meet the needs of the nurseries and introduce the new fixed term roles of catering assistants who work with the kitchen and the nursery. The catering team has been working very closely with the Early Years team to achieve a good meal time experience.

Over 30 catering staff went through their food hygiene certification and successful contribution was made with the HMI inspections in various schools throughout the year.

PPP 1 – Land renunciation raised to carve out area of land allowing expansion of Woodburn Primary School. Saltersgate pupils decanted from St. David's block 6, area now used for St. David's pupils with complex needs. Woodburn Outreach staff relocated into Dalkeith schools former Autism Spectrum Disorder base.

Dalkeith and Newbattle Community Campus were used as hub facilities during COVID 19 and so was able to provide meals and supervision for vulnerable, special needs and key worker children.

PPP2 – Lawfield Extension construction works complete
Land renunciation raised to carve out area of land at Gorebridge to allow Midlothian Council to build a standalone nursery.

Newbattle – Certificate of completion of End of years defects issued by Independent tester. Certifying snagging matters identified at the end of the 12 months Defects Liability Period and recorded in the End of Years Defects snagging list have been completed.
IT learning suite and data points located the second floor.
Plasterboard reinforcing works carried out in changing areas to make walls less prone to vandalism.

Property Assets
Sale concluded for land at School Green, Lasswade to Dimension Homes (Lasswade) Limited on 3rd of February 2020 for in excess of £500,000.

Conclusion of a Community Asset Transfer of Polton Bowling Pavilion and Green at 62A Eskdale Drive, Bonnrigg to Bonnyrigg After School Club on 18th of March 2020.

Completion on 25th of March 2020 of the acquisition and handover Five 3 bed houses acquired from Barratt Homes as Phase 1 of a 2-phased purchase of 21 houses on the Paradykes, Housing Development, Mayburn Burn Walk, Loanhead in support of the Council Housing programme.

Successful lettings:
- Industrial yard, 4 Eastfield Farm Road Penicuik on 1 February 2020 to A F Noble & Son conclusion of which includes enhancement to the boundary fencing which will benefit the Council when the site reverts to Education.
- Unit, unit 2/6 Borthwick View Loanhead was let on 1 February 2020 to Bryant & Cairns supporting the growth of this successful operation.
- Unit, unit 6 Mayfield Industrial Estate Mayfield was let on 1 March 2020 to a local gift manufacturing business.

02. Challenges and Risks

Towards the end of Quarter 4, the most significant challenge facing all services was the outbreak of COVID 19. This will remain a challenge into 20/21 and for the foreseeable future.

Sport and Leisure

Sport and Leisure Services are working with new Head of service to prepare a staffing structure for the bottom up Cross Cutting Service Review which will include the removal of service management posts that will make up the first part of the review.

Further challenges remain with the Medium Term Financial strategy.

Work is underway with colleagues regarding asset transfer of Pavilions to communities. Plans continue with Halls and Pavilions savings within the leisure services to effect a budget saving of £100,000 for Services to communities strand.

Plans are being made for the return to service after the Covid19 epidemic and challenges ahead recovering the loss of income and possibly customers including Direct Debit members.

Building Services

Continued challenges to reduce operating costs whilst maintaining frontline services and buildings. This will be addressed by reviewing all operational/procurement procedures and prioritising work allocations.

Delivery of Major works programmes with a small internal team against a rising market of costs and labour shortage including four Primary schools, Extensions to Sacred Heart and Cuiken Primary schools, new care home at Dundas Buildings, Bonnyrigg and Extra Care Facility at Newmills Road, Dalkeith, Phase 2 and 3 Housing sites with a target of delivering over 100 units by the end of 2019/20 and ensuring plans progress for future sites. A701 link road project initiation. Woodburn Hub, EWIM 2 inclusive of Buccleuch house.

The full Education LES/Early Years programme to be discussed, developed, programmed and resourced effectively. This will be addressed by monitoring workloads and pressure on staff making sure the correct resources are available to assist in these projects.

Difficulty in obtaining sites for the new house build programme and advancing the new house build programme to get more units on site for 2022. Building Services along with Property Assets are in the process of identifying available sites in the areas of housing need. Miller Homes to purchase 23 pre-constructed houses and will be available in 2019. Further negotiations are ongoing with other developers at this time.

Building Services along with Property Assets are working with other housing developers to secure the affordable element for delivering new build housing for Midlothian. Negotiations are currently underway with Bellway, Barratt, Springfield Housing Association/Cala/MacTaggart and Meikle

Managing contract, programme & resourcing issues arising from Covid 19.

Facilities Management

Managing absence and vacancies in Cleaning Services has been challenging with the available resource and extra demands of an increasing learning estate during 19/20 and this will remain a challenge going forward taking into account the impact of COVID 19.

Similarly in Catering, there have been a large number of short and long term sickness absence, many of whom are requiring active management through the Maximising Attendance policy. This has put a strain on the remaining staff resource. The impact being a Shortage of resources to run and set up kitchens for new schools whilst responding to the Covid-19 pandemic going forward.

PPP1 – Saltersgate playground works put on hold due to COVID-19
Leisure Facilities closed due to Covid-19 and normal School service closed due to Covid-19.

PPP2 - Lawfield extension completed immediately prior to lockdown, building warrant completion certificate and independent certifiers sign off put on hold until Covid-19 restrictions eased, when access to the school could be granted.

Property Assets

Conclusion of the annual asset valuation requirements will be a resource and compliance challenge with tight timescales.
Following Covid-19 maintaining operations including with tenants and occupiers during lockdown has been challenging and in addition meeting demand from potential occupiers for industrial units and getting void units returned from Maintenance within reasonable timescales.

The impact from COVID 19 is Income loss due to restricted resource for the letting of retail and industrial units.

Property & Facilities Management

Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)
🔴 7 ✅ 6 ❓ 0 📊 6

Service Plan Actions (latest)
🔴 6 ✅ 16 ❓ 0

Service Plan PIs (latest)
🔴 11 ✅ 18 ❓ 4 📊 4

Service Risks (latest)
⚠️ 3

Corporate PIs Off Target as at 31st March 2020

PIs 🔴 7

% of service priorities on target / completed, of the total number

Performance against revenue budget

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

Average number of working days lost due to sickness absence (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.

Percentage of complaints at stage 1 complete within 5 working days

Key
PIs
🔴 Off Target
✅ On Target
📊 Data Only Indicator
❓ Data is not yet available

Service Plan Actions Off Target as at 31st March 2020

Actions 🔴 6

Shawfair town centre amenities

Identify and instigate projects, Monitor and support actions to achieve an annual target Carbon reduction in accordance with the requirements of the Climate Change Act.

Implement/set programme of office closures within Council Services

Meet the educational needs of increased numbers of pupils in Midlothian by facilitating the implementation of the Learning Estate Strategy including adaptations and extensions to meet changing school and nursery rolls

Secure education sites and requirements

Management and development of the Council's extensive land interests at Shawfair including town centre amenities

Key
Actions
⚠️ Off Target
✅ On Target/Complete
❓ Data is not yet available

Service Plan PIs Off Target as at 31st March 2020

PIs 🔴 11

Percentage adaptations requested and completed

Overall satisfaction rate in registered Leisure Centres

Number of attendances per 1,000 population for indoor sports and leisure facilities (cumulative)

Number of trainees within Sport and Leisure currently completing courses

The percentage of properties achieving turnaround time of less than 20 days inclusive of homeless properties

Progress of roughcast programme (cumulative)

Number of new build council houses (cumulative)

Total square metres cleaned per hour

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

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

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

Key
PIs
🔴 Off Target
✅ On Target
📊 Data Only Indicator
❓ Data is not yet available

High Risks as at 31st March 2020

Risks ⚠️ 0

3 Risks at Medium and 0 Risks are high

Key
Risks
⚠️ High Risk / Medium Risk
❓ Data is not yet available

Midlothian Council Report 2019/20

Midlothian

Progress Against Strategic Outcomes

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

"Midlothian – a great place to grow".

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

The top three priorities for 2019-22 are:

. Reducing inequalities in learning outcomes
. Reducing inequalities in health outcomes
. Reducing inequalities in economic circumstances

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

. Adult Health 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.

The Medium Term Financial Strategy (MTFS) was approved by Council in June 2019.The public consultation visionary exercise supporting development of the MTFS highlighted the following key priorities for what Midlothian should be like in 2040!

. **A sense of belonging** Pride in communities, working in partnership, transparency in decision making and accessibility in service provision.
. **A balanced infrastructure** Manageable housing numbers, vibrant towns, protected green spaces, a clean, carbon neutral environment and improved community transport.
. **Learning and working together** High quality education and training, jobs close to where people live, a main provider of local food production, maximising technological solutions.
. **Intergenerational opportunities** Reimagined older people services, being able to grow old in the one community, with support and good access to health and social care.

In addition to the visioning exercise the following key themes were explored as part of the consultation programme:
. **Theme 1: One Council - Working with You, For You** - is underpinned by a commitment to deliver a one council strategy which reduces silo working within services, increases cross party working at a political level and uses holistic approaches which place individuals and communities at the heart of our work.
. **Theme 2: Preventative and Sustainable** - responds to Communities telling us strongly that they want to live in a clean, carbon neutral environment with protected green spaces and improved environmentally friendly community transport options.
. **Theme 3: Efficient and Modern** - recognises that Midlothian Council needs to adapt to change by doing things differently to get improved results and increasing financial sustainability by addressing inefficiencies.
. **Theme 4: Innovative and Ambitious** - recognises our ambition for Midlothian and to make sure it is a great place to grow, now and in the future.

Best Value
Key actions from the Best Value report are progressing including the progression of the Medium Term Financial Strategy and the ongoing implementation of rigorous financial discipline.

City Deal
The City Region Deal is emerging as a sound basis for regional level working between the six Councils together with key partners in the further/higher education, business, and third sectors. This is particularly relevant at a time when policies, plans and projects are being developed at national level. The expectation is that the intended Regional Growth Framework will ensure that the collectively agreed strategy to address key issues affecting the region in order to drive sustainable inclusive growth is both documented and promoted.

Senior Leadership Review
The Senior Leadership Review is now complete with the appointment of the Executive Team and all Chief Officer appointments now made.

Key Drivers for Change – 'Making a Difference'

The key drivers for change were approved by Council on June 2019. A key focus is moving from silo-based working to holistic working which was also the basis of the rationale for the Senior Leadership Review. Also approved by Council, we are focussing on moving from mixed performance to continuous improvement and ensuring that we are data-driven and improve performance based on information gathered. There are excellent examples of improvement across the Council and we have introduced the Customer Service Excellence Standard as the core continuous improvement model for service improvement.

Progress of Single Midlothian Plan Themes in 2019/20

Adult, Health and Care - Achievements
Responding to growing demand for adult social care and health services

"People in Midlothian will lead longer and healthier lives by getting the right advice, care, and support, in the right place, at the right time."

The Adult Health and Social Care service continues to undergo ambitious redesign. The Midlothian Health and Social Care Partnership 2019-22 Strategic Plan outlines a major programme of activity focused on prevention and early intervention; planned support, treatment and recovery; and unplanned treatment and support. We are achieving this by changing the emphasis of our services, placing more importance and a greater proportion of our resources on our key values.

The threat and uncertainty of the emerging coronavirus pandemic became a significant challenge at year end as our priorities changed. As expected this has impacted on the delivery for some or our strategic outcomes.

Integration - Midlothian Health and Social Care Partnership is progressing work to implement the ambitions of the Strategic Plan. Efforts to support people most vulnerable to health and other inequalities continues to progress. This includes specific programmes involving pregnant women who smoke, people living in homeless accommodation,

people who use alcohol and drugs, carers, people/families who could benefit from welfare rights checks and others. In addition the Community Planning partnership work to tackle Type 2 Diabetes continues to progress well. Several programmes of work are underway in order to best support people who are frail. Midlothian HSCP and Midlothian GPs have been working together to improve the quality of care (health and social care) provided to people with frailty.

Local Planning Groups have prepared their action plans in line with the Partnership values: prevention, recovery, co-ordinated care, supporting the person not just focussing on the condition.

Inequalities - Health and Social Care services remain committed to contributing to reduce health inequalities. Local people, the third sector, public sector and private sector created a plan to prevent type 2 diabetes. This includes supporting people to be healthy, active and engaged in community life. Having a healthy diet and being physically active are important to reduce risk of type 2 diabetes but so are environmental, financial and social barriers, not just individual lifestyle choices. Actions we are taking forward include increasing capacity of weight management services, training on eating well and moving more as well as strengthening links between services to ensure people are in receipt of all the welfare support they are entitled to.

Substance Misuse - The Mental Health Team and MELD, the main third sector partner, have both relocated to No11 and are fully operational in the building. All key services have now relocated to Number 11. Staff from Substance Misuse, Mental Health, Community Justice and key 3rd sector partners are now based at the Hub with scope for partner services such as CLEAR, VOCAL and Children 1st to hot desk and attend team meetings as required. MELDAP continues to lead work in developing responses to changing drug trends. The "drop in" clinic to offer patients who find keeping appointments challenging continues to be a success. This is a partnership with Nurses, Peers and Social Work. The aim is to keep the chaotic population engaged and reduce unused appointments.

Technology - Technology offers a range of tools to support pathway and service redesign in terms of both iterative improvements and transformative initiatives. We continue to proactively engage with the emerging digital agenda in Scotland to maximise the value that technology, in all its forms, can add. The COVID-19 Outbreak brought forward NHS Lothian rollout of NHS Near Me video conferencing (powered by attend anywhere) and supported by a dedicated project team. Access to this channel is now widely available with multiple services signed up. Embedding the channel into the service TrakCare eWorkflow becomes the new challenge. This is a pan Lothian challenge and the central Trak team are seeking board support for resources. Issues securing resources to implement the necessary technical changes to enable safe data sharing from Midlothian Council to NHS Lothian (both eHealth and Digital Services) and finalising information security remain.

COVID-19 has changed priorities and pressures in the central Trak team in the development of improved informatics for MERRIT. The changes we would have been seeking are now needed across most services in Lothian and resourcing this is being considered by NHS Lothian eHealth Board. Our needs and aspirations have been voiced with the team and they are aware that we remain keen for these changes.

Learning Disabilities - Implementation of a framework for providing positive behavioural support within Midlothian completed and continues to receive support from all stakeholders. Implementation, however, this will be impacted by COVID-19. The project to review and redesign day services to reduce costs including transport has been suspended due to Covid-19. This action will be progressed as part of the Covid-19 recovery plan. Work continues to progress plans in relation to housing, both short term by making best use of the property available and longer term by ensuring needs as considered as part of the Phase 3 Housing Programme.

Older People - Older people's services continue to develop and also be challenged. Cross referencing those waiting for a package of care with clients who have been identified on the frailty index has helped us explore how we can support these individuals in a more proactive way. Discharge to assess continues to support people discharged from hospital in a more timely manner providing rehab where needed. Continual improvement in the in house care at home service is demonstrating improved management oversight, addressing and reducing sickness absence and improved training achievements.

All the care homes having either sustained good grades or improved grades. Reducing unplanned admissions to hospital from care homes continues to be on track with ongoing support from the care home support team to ensure staff in the care homes are upskilled to support residents when unwell in the care homes.

The Joint Dementia team is now fully staffed and managing an increasing number of complex cases and supporting people with advanced dementia in their own homes. Post diagnostic support is a highly valuable resource within the team and it is acknowledged to be part of the role of each professional in the team as well as the dedicated Post

Diagnostic support workers.

A scoping exercise is being carried out to assess the extent of people who are housebound requiring social engagement to reduce social isolation and loneliness – a number of initiatives are being explored including a "roaming model of day care", increasing befriending opportunities and undertaking intergenerational work to reduce social isolation and loneliness amongst older people in Midlothian.

Carers - Since implementation of the Carers Act in April 2018, there have been considerable changes in funding, service demand, and duties on Local Authorities and Health Boards. There is significant demand for VOCAL services, Midlothian's largest carer service provider, and for other carer support delivered by other partners. VOCAL are approaching the end of their current 3 year contract. A report was submitted to the Contracts and Commissioning Group to propose a one year extension to the current contract to allow time for carers, stakeholder and providers to be involved in consultation and a review of carer supports and service provision. This process began in Q3 2019/20, with an invitation to tender for services taking place in Q2/3 of 2020/21, new contracts beginning April 2021.

Work to achieve Carer positive employer status (level one) is being progressed as part of the Healthy Working Lives agenda and nearing completion with the final pieces of evidence being sourced. Covid-19 has impacted on requests for Adult Carer Support Plans and the development of the Midlothian Carer Strategy and Action Plan for 2019-22.

Mental Health - The Mental Health Strategic Planning group developed the Mental Health Action Plan reflecting the priorities set out in the Midlothian Strategic Plan 2019-2022. Primary Care nurses are being rolled out in medical practices. Planning is underway for reviewing commissioned mental health and wellbeing supports currently provided by the third sector. Covid-19 has had an impact on the method of delivery of mental health services since week of 16 March due to government advice and social distancing. The primary care mental health nurses continue to work remotely by providing support by telephone, there has been some staff turnover but recruitment is underway.

Adults with Long Term Conditions, Disability and Impairment - Midlothian continues to be part of the East Region work stream for Weight Management and the local service has increased in capacity. Weight management services continue to be promoted and additional programmes in 2019-20 were fully booked. Work was paused in March due to Covid-19. The initiation of audiology clinics in Midlothian Community Hospital to improve service accessibility remains off target. Further funding opportunities unavailable as impacted by Covid-19. Improving awareness and understanding of sensory impairment among HSCP staff and partners by delivering 2 half days of training with RNIB and Deaf Action has taken place, however further progress impacted by the pandemic.

Community Safety – Achievements
Ensuring Midlothian is a safe place to live, work and grow up in

Justice Service - In November 2019 a very successful Community Justice event was held. This included an address by the Chief Executive of Community Justice Scotland. All teams are now present within the Number 11 Recovery Hub. A regular multiagency meeting at Number 11 has been introduced where partners from the statutory and voluntary sector get together and discuss who will be leaving prison within the following three months. Key staff in Midlothian Council are provided with the names of individuals entering the prison system and release dates. This information is provided by the SPS.

Safe and Together continues to operate in Midlothian. During this period Covid 19 has significantly impacted on services but the Justice Team continue to provide phone contact with participants and new referrals for the Midlothian Families First (MFF) project where staff can work with men involved in domestically abusive behaviour on a voluntary basis. The referral route into the service has also opened up to include self-referral following contact with the police (enhanced call-back service). To respond to concerns regarding the rising risk of domestic abuse during this time the Justice Team have continued to support the implementation of Safe and Together by offering consultations to C&F staff on domestic abuse informed practice, continued participation on the implementation group and delivering briefings to staff, including at the Midlothian head teachers forum.

The Spring service has expanded in terms of the provision of service. There is now a drop in service for women which provides peer to peer support for women moving on from the service and in the longer term, enables women who have lived experience to develop a peer support role for Spring and represent service users within the steering group.

Youth Justice Strategy - The Midlothian Youth Justice Strategy, 2020-022 was developed during 2019/2020 to provide a robust approach to tackling youth offending and using diversion through intervening at an earlier stage. The

draft will be finalised in 2020 and will highlight a wide partnership approach involving Police Scotland colleagues and the Early Intervention and Prevention Development Officer to examine and review process for managing youth offending in Midlothian. We have developed positive links and networking with the Centre for Youth and Criminal Justice (CYCJ) and the Scottish Government to focus on priority themes;
•Advancing the whole system approach
•Improving life chances
•Developing Capacity and Improvement

Housing - Midlothian Council has a long-standing nominations agreement with East and Midlothian Women's Aid. The purpose of this agreement is to enable households fleeing domestic abuse to access secure accommodation quickly, without the need to present for homeless assistance. Removing the need for potentially lengthy placements in temporary accommodation. In previous years this agreement resulted in two households being housed. This agreement was recently revised. As a result of this review a minimum of four nominations will be made by East and Midlothian Women's Aid.

Road Services - Good progress continued into Q4 with the capital programme for carriageway and footway renewal/improvement schemes. However, the onset of two severe storm events, winter conditions, and the Covid-19 pandemic, prevented the completion of the full programme. However, 85% of the 33 individual schemes programmed were completed, with a further 2 schemes part completed, and 3 schemes carried over to 2020/21. This resulted in a total of 5.80km and 3.34km of carriageway and footway resurfacing respectively.

Environmental Health - Midlothian Rural Crime Partnership was set up in October 2019 to bring partner agencies, including police, Scottish water and SEPA together to tackle rural crime, with official launch date for the Midlothian Partnership against Rural Crime taking place on 25 February 2020.

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

Overall 2019-20 has been a successful year for children's services. In March 2020 the Care Inspectorate completed their Joint Inspection of Children's Services the findings of which shall become available in September 2020.

Foster Carers and Adopters - Though a number of foster carers retired during 2019/20 we have been fortunate to replace our fostering population who are all at capacity and working hard to support vulnerable children and families. The recent increase to our fees and allowances coupled with streamlining of some of our fostering processes will hopefully have a greater impact in 20/21. Many of our foster carers are moving on to become Continuing Care Carers and in most cases are dual registered. We have worked hard to strengthen our systems and processes for continuing Care which has resulted in the Care Inspectorate agreeing to regulate Midlothian Council as an Adult-Continuing Care service

Adoption and Permanence Planning - The Care Inspectorate did an unannounced visit in February 2020 and the service received a very positive report where the evaluative Grades awarded were all 'Good'. The Care Inspectorate commented on the quality of our own internal mechanism for recruiting adopters (and foster Carers) and asked that this be continued.

Residential Care Homes - Our care homes continue to provide residential care for up to 9 young people with one emergency bed. Learning and development sessions for the staff have included a focus on adapting a Continuing Care approach for young people aged 16+, and in developing a robust trauma approach base when working with traumatised young people whose behaviours manifest through challenging and risky actions. This has resulted in a more confident staff team as well as more settled young people.

Kinship Care - Midlothian's Kinship Carers continue to be a key resource for children and young people who can no longer remain with their parents. Children's services remain committed to supporting kinship carers both financially and emotionally to ensure that all placements are offered the right support when needed. This was borne out in the recent increase in allowances which was also awarded to Kinship Carers. The PACE statistics for 2018/19 illustrate that the majority of children (70%) who are unable to live with their birth parents, were provided with a secure and stable setting through a kinship arrangement. This is in line with our policy direction to secure children within an extended family arrangement wherever possible.

Hawthorn Family Learning Centre - This continues to be an invaluable resource that supports those from 0-8 years of age as well as pregnant young mums and support for dads. As a result of COVID-19 a review of the services was postponed, however the learning and changes in practice during lock down will prove invaluable once we begin to emerge from the lockdown phase and begin a full review of the service.

Mental Health - The Midlothian Early Action Partnership (MEAP) project started in January 2019, to effect system change so that children, young people and young adults get timely and appropriate mental health support. The first year of the project has provided a learning journey, with opportunities to review and refine our approach to the project delivery. In January 2020, the first annual MEAP report was approved by the National Lottery. They observed that the report evidenced a 'strong sense of genuine partnership working within this project'. The funders are pleased with progress made to date and are supportive of the plans for 2020, which for the early part of the year include:
- commissioning a mapping process to understand the mental health supports available to children, young people and young adults in Midlothian.
- establishing a comprehensive evaluation framework to include the Tests of Change and overall project performance.
- exploring new Tests of Change ideas, using geographic, education and health data currently available.

As part of the wider project, Midlothian Sure Start continued to undertake the Test of Change around embedding trauma-informed practice within primary schools. This will continue in earnest during 2020. On 24th March a decision was made by the Steering Group to put the project on hold for some months, to allow staff involved to respond to immediate COVID-19 priorities focused on preventing loss of life and protecting the most at risk in society.

In order to ensure that the work MEAP is doing is not duplicated we are setting up a strategic planning group for children and young people's mental health, to ensure that all the work undertaken across the community planning partnership is set out in a plan with identified actions to take forward. The strategic planning group shall have the responsibility of ensuring the plan is taken forward and to bring a progress report to the GIRFEC Board on a 6 monthly basis

Housing - Planning is underway with Children's Services to establish the National House Project to commence later this year, providing direct access to secure tenancies for looked after young people in accordance with the Housing theme, Corporate Parent Strategy.

Ensuring Excellence and Equity for All Learners - The Education Service Plan sets out 4 key priorities aligned to the Council's strategic priorities to reduce inequalities in learning outcomes, health outcomes and economic circumstance:
- Priority 1 Improvement in attainment, particularly literacy and numeracy
- Priority 2 Closing the attainment gap between most and least disadvantaged children
- Priority 3 Improvement in children and young people's health and wellbeing
- Priority 4 Improvement in employability skills and sustained, positive school leaver destinations for all young people

Due to the impact of the pandemic and closure of schools, all schools provided an estimated CfE level based on progress made August 2019 – March 2020. CfE data was not collected by Scottish Government academic session 2019/20 and any analysis of performance 2019/20 at local and school level will not be considered suitable for accountability purposes (last reported data is detailed in the Education Service report).

Information from Insight shows Midlothian Leavers performance in Numeracy at SCQF Level 3, 4 and 5 is greater than the Virtual Comparator. Literacy results for School Leavers showed Performance above their virtual comparator in Level 3 and Level 4 Literacy. Level 5 Literacy has increased and continues to track above the Virtual comparator. Level 6 Literacy and Level 6 Numeracy performance are both below the Virtual comparator and have decreased on figures from last year

Information from Insight showed that Midlothian leavers in 2018/19 continued to perform above the Virtual comparator levels at Lowest 20%, Middle 60% and Highest 20% groups. All secondary schools continue to review the curricular offer within the senior phase to ensure young people can access a broader range of opportunities, courses and qualifications to meet their needs and aspirations. The closure of schools may impact on maximising the tariff scores for all learners given not all courses could be certificated.

School leavers who are looked after typically have lower attainment compared to those who are not looked after. The Education Service continues to work closely with schools and partner services/agencies to raise the attainment and achievement of our care experienced young people. As part of our support for our care experienced children and young people a number of interventions have been put in place to improve attainment and engagement in learning.

The Attainment Adviser, Education Scotland has been working closely with all schools to review progress made towards closing the poverty related attainment gap and provided advice to schools on how to target resources more effectively to address inequalities in attainment and wellbeing.

It is envisaged that practitioner enquiry will become an integral aspect of the day-to-day practice of teachers and other education professionals (General Teaching Council for Scotland). Practitioner enquiry can play a major part in making change more sustainable and have greater impact on improving outcomes for our learners.
Midlothian schools are making good progress in embedding practitioner enquiry as an integral part of professional learning and development and improvement methodology.

Attendance and absence rates for session 2019/20 will not be comparable to previous years due to the closure of schools. An initial review of attendance and absence will be carried out on the reopening of schools and data will be tracked and reported Q2 2020/21 onwards. Exclusion rates for session 2019/20 will not be meaningful given the closure of schools and it will not be appropriate to compare the data to previous years. The secondary school exclusion rate per 1000 has significantly reduced with the current picture looking very positive in relation to below 40 per 1000. The rate for primaries has also reduced in line with the target.

Communities and Lifelong Learning Youth Work programme is now fully operational for 2019/2020, and there is a youth work offer from age 8 to 18 in all school clusters. All youth clubs are offered at low or no cost, with programming and reviewing planned with the young people. Attendance in all of the youth clubs are at a very high level.

A very successful Midlothian Young People Awards Ceremony took place in September with over 50 young people being nominated, celebrating the contribution and achievements of young people. Schools have made good progress in taking into account the recommendations made by the Child Poverty Action Group, particularly in relation to the cost of the school day. Work is ongoing to embed consideration of the cost of the school day in the life and work of our schools and evidence of progress made will be reported within individual school PEF and Standards and Quality reports June 2020.

Early Years - An ongoing campaign to raise awareness about the opportunity for 2 year old places in ELC ensured that we have an increasing families who take up this offer. The ELC service has introduced discretionary funding criteria, following a consultation with representative populations of parents, which means that discretionary funding will be targeted at children "in need" (CYP Act 2014). This criteria was introduced in September 2019 meaning that families that are above the income threshold could now be approved for the funding if they meet one or more of the identified discretionary criteria. There is an increased number of eligible 2s receiving pilot 1140 hour places. In addition to numbers increasing, children also received more funded hours. From January 2020, children were able to access 1140 hour placements. Multi agency working was key to success in increasing take up. We were also involved with a Pan Lothian working group with health and neighbouring authorities to share ideas that have helped increase take up overall.

The council has now completed the fifth phase of piloting expanded hours places and by the end of this quarter, 1,205 expanded hour places were available in Midlothian. This works out to be 43% of the places available which is slightly above Scottish Government expectations (40% in August). Almost all settings are providing 1140 hours provision across the council. Projects of note which have opened this session include Vogrie Outdoor Early Learning and Childcare Setting, Scots Corner Early Learning and Childcare Setting and a new ELC setting at St Davids PS. Vogrie Outdoor ELC is the Council's first fully outdoor nursery and has received considerable national and international interest. The ELC provision at Scots corner is developing in partnership with the MoD and this unique setting works closely with families to develop our family learning approach and areas of practice in supporting Armed Forces families throughout their early learning journey and beyond.

Due to Covid all settings closed in mid-March and the Scottish Government decided to put the legislative duty for implementation of 1140 hours on hold. Staff continued to make contact with families throughout this time and lunches were provided for families who were entitled or challenged by the circumstances. Vulnerable families with children aged 2-5 years were allocated support through a Gatekeeping process at Midlothian Sure Start or Hawthorn Children and Family Centre.

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

Positive Destinations - The latest positive destinations information showed 35% of Midlothian school leavers going into Employment this is 10% higher than the National rate. Although the gap is closing the number of leavers going into Higher and Further Education is below all comparators. There are currently 98 modern apprentices on our apprenticeship programme, including 55 on Midlothian Child Care as part of the early year's expansion. In year one of the Foundation apprentice offer, there are 44 young people engaging is this programme. In the Employability Fund, there are 8 participants in the sector based academy which is a full time 6 week programme for learners who were previously unemployed. This programme provides them with learning, work experience and a guaranteed job interview. We have secured funding for 20 places for Sector Based Academies this year.

Sport and Leisure - Directed more of their programmes online, namely Active schools, making it easier for parents to join/pay and also reducing a lot of the paperwork previously involved. Work started on the new Funslope at Hillend Snowsport centre and will be completed during quarter two 2020 – 2021.

Active Schools worked with Yoga partners to offer Children & Family Yoga Sessions running two sessions a week the yoga delivered helps children with coordination, agility, injury and prevention. Research has shown that children who practice yoga can - Perform better at school, Be more calm in class, Improve concentration levels, Be more compassionate and caring with peers and help Improve sleep patterns. Active Schools Coordinators have been developing and strengthening links with Scottish Disability Sport through primary school Boccia delivery, and secondary school leadership opportunities. This year, there has been an increase in the number of schools within Midlothian receiving Gold school sport award and schools gaining successful revalidation.

GP practices in Midlothian agreed to come on board with a new scheme to recommend Ageing Well activities to patients who would benefit from getting more active and meeting new people. The fit-scription pads are available in all GP practices now with details of all Ageing Well walking groups and contact details to find out more about Ageing Wells other activities. Management of changes within Midlothian Active Choices programme personnel and practices has led to drastically reduced waiting times for our customers, from average of 4 months to average 2 weeks.

Sport and Leisure staff have worked closely with the HWL Team on health & wellbeing initiatives this year which means that Midlothian Council has retained the Healthy Working Lives Gold Award for 2019-2020

Since March and during the Lockdown Ageing well volunteers have been helping vulnerable members of the public, approx. 40 volunteers called round individuals to check they have a network of family and friends helping them and ensuring that they get the help they need by reporting back to a central Coordinator, dealing with any necessary shopping and linking with community groups.

Facilities Management - As part of the Early Years expansion Pilot, Nursery meal provision is now operational in 25 kitchens. The catering team has been working very closely with the Early Years team to achieve a good meal time experience. The catering team provided 2,340 meals for the Newbattle Summer Programme last year. In addition, cleaning and Janitorial staff were put in place to deal with the outbreak of COVID 19 including setting up packed lunches for the hub buildings.

Property Assets - Conclusion of a Community Asset Transfer of Polton Bowling Pavilion and Green at 62A Eskdale Drive, Bonnrigg to Bonnyrigg After School Club on 18th of March 2020.

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

Place - The Place Principle builds on a shared understanding of place. Place helps to build momentum and increase the pace of collaborative actions to achieve better outcomes for people, with a particular emphasis on those experiencing disadvantage. The Place Principle encourages better collaboration, resource utilisation and community participation in trying to change the culture of public service delivery so there is a presumption in favour of place-based approaches centred around communities and encourages local flexibility. Places are shaped by the way resources, services and assets are directed and used by the people who live in and invest in them.

A Place approach provides all partners with a simple mechanism by which to encourage accountability over decisions taken about the way resources, services and assets are directed and delivered. It builds upon the Christie Commission report on the Future Delivery of Public Services which highlighted that in order to deliver good public services with positive outcomes for people and communities, there must be a reform process and new ways of working which have empowerment at their heart to ensure maximum impact of resources and strategic action in reducing inequalities.

Throughout 19/20, the Place Directorate has continued to consider how it can transform in order to improve outcomes for communities by contributing to the Council's short to long term priorities whilst taking into account the financial challenges ahead. In support of the Council's strategic approaches continued progress on the following transformational activities, aimed at maximising the use of assets and creating flexibility across the workforce will continue:

- Development of the Street Scene/neighbourhood model for service delivery to involve local communities and/or the criminal justice teams.
- Maximising the utilisation of the Council's fleet and passenger transportation arrangements (including third sector providers) by reducing costs and contributing to the environmental agenda in reducing the travel carbon footprint.
- Maximising the utilisation of the Council's property and land portfolio including progressing sites for the building of additional Social Housing.
- Move towards an asset management plan identifying planned preventative maintenance regimes for properties similar to those operated in our PPP contracts.
- Changing the way that Council Staff travel on behalf of the Council.
- Optimising the use of Property assets including industrial estates.
- Rationalisation of the Council office and depot estate to a modern fit for purpose portfolio operating from the minimum number of buildings utilising flexible ways of working whilst retaining a customer focus.
- Seeking commercialisation opportunities and trading with a wide range of organisations including the Private Sector and public sector partners.
- Reducing the volume of waste managed and maximise recycling from all sectors with a clear focus on Municipal Premises as detailed within a developed waste strategy.
- Reviewing Building Facility Management Services including the development of Integrated Facilities
- Delivering a learning estate programme to deliver Education's vision of centres of excellence and a world class status for facilities which support and enhance this aim.
- Developing community participation opportunities with local organisations and groups, particularly in our parks and open spaces.
- Introducing renewable sources of energy production to reduce utility costs and the carbon tax including utilising available energy for district heating

All services continue to contribute to environmental responsibilities, providing opportunities for young people through positive destinations work placements, supporting the economic growth of Midlothian and working in partnership with Communities and Voluntary Organisations.

Midlothian Council is addressing the demographic growth and the future demands of a growing and ageing population by maximising its use of assets, whilst changing service design and delivery through a Transformational approach, where we become more efficient and at the same time deliver changes to improve the way we work, the services we deliver and the quality of life experienced by local people.

Towards the end of Quarter 4 of 19/20, focus for services was placed on the response to COVID 19 which resulted in transforming the way we work in order to provide essential services. Going into 20/21 services within Place will continue to align its priorities with those set out in the Covid recovery plan, ensuring we support recovery whilst retaining the best elements of transformation and making those changes permanent to the way we deliver council services.

Waste - Delivery of the Waste Management Strategy will influence future direction of Waste Services as reviewed in the programme of cross party, cross cutting meetings. The Strategy ensures that Waste Services has sufficient plans in place to meet legislative and policy requirements to achieve landfill reduction targets. Long term disposal outlets for residual, food and dry recycle waste streams are secured although the dry recycle market in particular continues to be volatile.

We will continue to explore options for future service delivery through partnerships (e.g. waste facilities with City of Edinburgh and work through the Edinburgh, Lothian, Borders, and Fife (ELBF) for Road Services, shared services (e.g. Health and Safety with East Lothian) and co-production with community partners (e.g. grounds maintenance, and winter service).

This year we completed a successful pilot for a reuse cabin located at Stobhill recycling centre which has now been extended as a result. The 'Making a Difference' idea submitted by a member of the waste team offers local charities the chance to reuse furniture and other bulky items left in our recycling centre. This year SEPA verified the Midlothian 2018 recycling rate was 58.2%, which was the third highest performing Local Authority area in Scotland.

In keeping with objectives of the waste strategy to continually increase recycling rates, food waste recycling was introduced internally to staff offices at Fairfield House and Midlothian House after a successful month's trial. Food waste collected goes to the food waste plant at Millerhill to create energy and agricultural fertiliser. An income of over £512,000 has been realised with over 14,000 households paying the new charge for the kerbside collection of garden waste.

Homelessness and Housing Services - Continued good progress has been made in respect of the 4 strategic outcomes set out in Midlothian's Rapid Rehousing Transition Plan (RRTP) 2019 – 2024:
- The supply of permanent accommodation for homeless households increases.
- Bed and breakfast accommodation is no longer routinely used as emergency accommodation for homeless households and the time household's spend in temporary accommodation reduces.
- Homeless households with support needs are supported to access and maintain permanent accommodation.
- Housing options and support are in place to prevent homelessness.

The Revised Housing Allocation Policy agreed by Council in December 2019 has been implemented. This places a renewed focus on addressing homelessness, with a significant increase in the proportion of lets to homeless and increased flexibility in the properties being allocated which will reduce waiting times. The impact of these changes will also reduce the demand for bed and breakfast accommodation during 2020/21. Additional temporary accommodation services are progressing which will reduce reliance and cost of using bed and breakfast accommodation. The Mayfield Family Service became operational during April. This service delivers eight, fully furnished, self-contained flats to be used as emergency accommodation for households with either children or a pregnant person as a member of the household. This service provides an excellent standard of accommodation.

A review of the rent model for temporary accommodation was undertaken and approved in line with the recommendation from the Scottish Government's Homelessness Strategy that rents should be set at a level in order to provide a more equitable system and provide a clearer path for people to move on from Temporary Accommodation. It is anticipated this will be implemented further to service user consultation as from 1st April 2021.

The Housing First programme will commence in July providing 20 secure council tenancies per annum targeted at hard to reach and vulnerable homeless households. Many of these households have previously spent lengthy periods living in emergency accommodation. A tender process was completed to appoint a specialist support provider as these household's will require intensive support in order to sustain their accommodation.
A service provider was appointed to manage the supported accommodation services and deliver a tenancy support service on 1st April 2020. This delivers a saving of £742,529 over the duration of the contract period.

The use of shared temporary accommodation as an alternative to bed and breakfast will be available to single homeless applicants and couples. Each household will be provided with their own bedroom, while sharing kitchen, bathroom and living room areas. The accommodation provided will be more affordable for households who are in employment. For those not in employment access to education, training and employment opportunities will also be improved. A 0.5 FTE Temporary Accommodation Officer has been recruited to manage up to 20 properties per annum for a fixed term period to 2023/24. These will provide a more satisfactory temporary accommodation option for up to 40 households per annum. The first of these properties to be available by July 2020.

Housing - A large number of sites are under construction as part of Midlothian Council's new build council housing programme. Areas with sites under construction include Bilston (8 units), Penicuik (21 units), Loanhead (2 sites – 49 units), Roslyn (13 units), Pathhead (10 units), Danderhall (47 units), Bonnyrigg (16 units) and Dalkeith (27 units). There has also been significant numbers of open market acquisitions undertaken with 48 purchases undertaken in 2019/20.

Travel and Fleet Services - Grant funding was secured from Edinburgh ULEZ Fund to purchase four electric cars, install a further two rapid Chargers at Sheriffhall Park and Ride and £500,000 towards installation and replacement of bus shelters in Midlothian. Utilising external funding from the Scottish Government, a new post of Sustainable Transport Project Officer was appointed this year. The project officer is responsible for the Electric Vehicle infrastructure and implementation of Electric vehicles into the Council Fleet to meet 2025 Deadline set by the Scottish Government to decarbonise Local authority Fleet.

The team were successful is bidding to Transport Scotland Smarter Choices Smarter Places (SCSP) fund to a value of £80,000. This enabled the team to take forward the active travel strategy and related sustainable travel initiatives and projects. In addition the team were also successful in bidding to Scotrail for a grant to market and publicise the electric Bike project for Dalkeith/ Eskbank Station. The Electric Bike Project is fully funded by SEStran with officer support from ourselves (SCSP funding). This year funding was received from Cycling Scotland for the purchase of approximately ten bikes to be used by staff members for commuting to work

A bid was successful for £863,000 of LEZ (Low emission zone) Funding from Transport Scotland. Funding has been allocated against 5 projects that must be completed and claimed for end of financial year.

Building Services - Grant Funding of £511,345 from the External Window Insulation Scheme (EWI) has been allocated and completed within the Ladywood area of Penicuik. Further grant funding of £544,644 for 2019/20 EWI has been allocated to the Cameron Crescent area of Bonnyrigg work has stalled due to COVID restrictions. However, start-up procedures are in place for when restrictions are lifted. Scottish Government award of a grant of £941,000, payable over the financial year 2019/20 and 2020/21 in connection with Solar PV, Air Source Heat Pumps, and Battery Storage solutions in up to 182 Council properties. Project at early stages.

£13.8m Project funding approved for Destination Hillend Project. Design team appointed, planning in Principal applied for and detailed project programme being developed

Landscape and Countryside - The Ranger Service has generated a total of 9,714 hours of volunteer time this year to maintain areas across the county. Two sites were awarded Green Flags, Kings Park and Straiton Pond. This success was the first submission for Straiton pond. Only two sites out of a possible six were submitted due to financial restrictions. Two different sites will be submitted each year going forward. A Final Draft of the Allotment and Food Growing Strategy 2020-30 was produced and the Audit Review of Existing Open Spaces was completed.

Towards the end of Quarter 4 and during COVID 19, Land services provided staff for front line services such as waste, ensuring the provision of waste collections and cleaning of town centres. In addition ensured social distancing signage was in place and adopted alternative working practices to ensure staff safety.

Economic Development - The Council's Strategy for Growth 2020-25 was formally endorsed by members in December 2019 and its progress will be monitored through annual review through the Community Planning Partnerships Sustainable Growth theme. Town centre Capital Fund: A total of seven applications are now underway; ranging from community facilities to enhancing links to town centres. Projects total £910,000 and will are planned to complete by September 2020.

Environmental Health - A review of the air quality monitoring locations within Midlothian is complete. This was following an undertaken given by Midlothian Council in the 2019 Air Quality Report which was supported by Scottish Government and SEPA. The new locations will include monitoring levels of NO2 (main source is traffic pollution) close to schools near busy roads and in the wider Shawfair area and incorporated suggestions by members of the CAFS Working Group.

Additional Areas of Interest
Internal Council actions/activities supporting the delivery of agreed outcomes

Finance and Integrated Service Support - Throughout 19/20 Finance and Integrated Service Support continued to have a strategic focus on securing the financial sustainability of the council, strengthening financial management and nurturing a highly motivated and effective workforce. All of which were recognised as critical to the achievement of the Council's priority outcomes and continued delivery of services to a growing county.

The key activities which support this strategic focus were:
- The delivery of the Council's Medium Term Financial Strategy (MTFS) incorporating Capital Strategy and

Capital Investment plans, Reserves Strategy and Treasury Management Strategy together with the development and implementation of a comprehensive Change Programme;
- The Workforce Strategy and the development of Service Workforce Plans;
- Delivery of the Integrated Service Support review, reducing the overall cost of providing the Finance and Integrated Support Services and ensuring the service is delivered within the approved budget.

The strategic focus was also supported by:
- The Digital Strategy and Digital Learning Strategy
- The Procurement Strategy and Contract Delivery Plan

Health, Safety and Civil Contingencies - The reviewed Council's Health and Safety Policy and Health, Safety and Wellbeing Strategy covering the next 4 year period was presented to CMT on 16th of October. A revised audit/review programme for management arrangements were also presented and approved. Throughout the year the team have provided a lead to the preparations for a no-deal exit from the European Union. The Health and Safety team rose to the challenge of providing support to services faced with the workplace risk of COVID 19, this work continued into 2020/21.

Challenges and Risks

COVID-19 Pandemic - The impact, threat and uncertainty of the emerging coronavirus pandemic became a significant challenge during Q4 and will continue to be a challenge during 2020/21 and beyond. Collaboration and effective community and interagency working is fundamental, along with having in place a clear mobilisation and recovery programme to address the significant challenges faced in service delivery, addressing the wider health and care needs of the people of Midlothian, and ensuring workforce resilience and safety.

Additionally addressing the financial impact of Covid 19 on the Council and as part of that to increase the pace in which change, improvement and transformation is being delivered. Ensuring that there is clarity on priorities and that strategic outcomes are clearly defined and articulated. Maintaining forward momentum amid a period of fundamental change.

Children's Services - Budget continues to remain a significant and ongoing challenge.

Homeless - There continues to be a significant demand on the homeless service set against an ambitious and challenging legislative environment, including the changes proposed by the Homeless Persons (Unsuitable Accommodation) (Scotland) Amendment Order 2020. There is a risk of a significant increase in homelessness presentations as the financial and legal measures put in place to protect households during the Covid pandemic are withdrawn. This will require a collaborative preventative approach as set out in the Council's Rapid Rehousing Transition Plan. Some examples of current work to mitigate these challenges are detailed in this report.

Financial Sustainability - Given the impact of Covid 19 on the Councils finances, the expectation of continuing challenging grant settlements, a real terms reduction in core funding together with the impact of a rapidly growing population and greater demand for services, the Council will need to maintain a focus on securing a sustainable and deliverable Medium Term Financial Strategy. This will include the evolution of the forward plans for HRA, Capital and Reserves. Delivery of savings plans, both within the MTFS and relating to previous slippage is key and this needs to be monitored closely. Values attached to proposals in the MTFS were reviewed further to ensure they sat correctly within a detailed delivery plan which was reflected in the final 20/21 budget recognising that it is important for the Council that the measures in the MTFS are fully developed (where necessary) at pace and also proceed to implementation at pace.

UK Decision to leave the EU - All Council services have been kept abreast of the risks associated with the UK leaving the EU and in particular the risks for a no deal scenario. Services have been directed towards UK Government guidance on how to prepare for a no deal and have been tasked with assessing the potential impact and identifying appropriate risk responses. A Council Cross Service Brexit Working Group has been set up in preparation for a potential No Deal exit from the European Union.

Financial Strategy - The need to continue to strengthen financial sustainability and financial management.

Workforce Strategy - Alongside the Medium Term Financial Strategy 2020/21 to 2022/3 we will continue to implement the Workforce Strategy 2017-2022. This includes a focus on the identified themes over the next five years.

The Service Workforce Plans will need to be updated to align to the MTFS, the new leadership structure and detail the projected workforce actions over the medium term.

Digital Strategy and Digital Learning Strategy - Covid pandemic response has changed a large part of Midlothian's Digital foundation and how Council staff and citizens now use Council services as a result of the Covid response. There is still work to be done to ensure the changes that were made at speed to underlying Business applications, technologies and processes are reviewed and consolidated to ensure wider stability and resilience can be maintained

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Midlothian Council
How we are performing

Corporate Performance Indicators (Latest)

🛑8 ✅3 📈6 ❓0

🛑Off Target ✅ On Target 📈 Data Only Indicator ❓ The Data is not available yet

Midlothian Council Complaints Indicator Summary

01. Manage budget effectively

Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20				Annual Target 2019/20
	Value	Value	Value	Value	Value	Value	Status	Note	Short Trend	
Performance against revenue budget	£203.596m	£215.039m	£3.004m	£214.219m	£206.362m	£206.362m	🛑	**19/20**: Off Target Positive outcome for the 2019/20 End of Year Financial reports was a net underspend of £102,000 which was achieved by everyone working together, demonstrating strict financial discipline despite some one-off financial pressures;	⬇	£206.173m

02. Manage stress and absence

Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20				Annual Target 2019/20
	Value	Value	Value	Value	Value	Value	Status	Note	Short Trend	
Corporate Indicator - Sickness Absence Days per Employee (All employees)	8.55	2.52	4.49	7.23	9.7	9.7	🛑	**19/20:** Off Target COVID-19 has significantly affected absence levels across the council. Pro active work is now underway to work with manager's to facilitate a return to work for those who cannot work from home ensuring a robust risk assessment is in place and where relevant an OH assessment.	⬇	7.5

03. Process invoices efficiently

Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20				Annual Target 2019/20
	Value	Value	Value	Value	Value	Value	Status	Note	Short Trend	
Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	91.1%	92.2%	88.8%	89.2%	89.6%	89.6%	🛑	**19/20**: Off Target Via the purchase to pay project, invoice approval implementations have recently been complete for Gas maintenance, HR, Dalkeith Social Work centre, Hawthorn Children's Centre. Procurement and Communications. E-invoicing phase 2 complete and suppliers identified for phase 3.	⬇	95.0%

04. Control risk

Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20				Annual Target 2019/20
	Value	Value	Value	Value	Value	Value	Status	Note	Short Trend	
% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	100%	✅	**19/20**: There was 5 High Risks reviewed and 5 are on target.	▬	100%

05. Implement improvement plans

Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20				Annual Target 2019/20
	Value	Value	Value	Value	Value	Value	Status	Note	Short Trend	
% of internal/external audit actions progressing on target.	66.67%	91.78%	90.79%	78.95%	73.97%	73.97%	🛑	**19/20**: Off Target	⬆	85%

06. Commitment to valuing complaints

Indicator	2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	2019/20				Annual Target 2019/20
	Value	Value	Value	Value	Value	Value	Status	Note	Short Trend	
Total number of complaints received (quarterly)	5,107	1,407	1,614	1,176	1,271	5,421	📈	**19/20**: Data Only	⬇	
Number of complaints upheld (quarterly)	3,772	1,108	1,247	906	970	4,247	📈	**19/20**: Data Only	⬆	
Number of complaints partially upheld (quarterly)	197	63	54	25	23	202	📈	**19/20**: Data Only	⬆	
Number of complaints not upheld (quarterly)	633	109	90	60	60	430	📈	**19/20**: Data Only	⬇	
Percentage of complaints at stage 1 complete within 5 working days	87.72%	90.26%	86.45%	87.53%	88.66%	87.61%	🛑	**19/20**: Off Target - Whilst detailed reports at quarter end are provided for services to better understand their complaints position, a resourcing issue caused an unexpected delay to the planned roll-out of a monthly Service Complaints Dashboard. As a result manual monthly updates where introduced to help services with earlier identification of complaints performance later in the year and this process provides the opportunity for services to be more proactive in dealing with complaints. Further support in applying the complaint handling process more effectively to ensure more accurate reporting has also been discussed at CMT and is available to Directorates.	⬇	95%

Percentage of complaints at stage 2 complete within 20 working days	73.33 %	54.55 %	87.5%	81.82 %	66.67 %	60.87 %	🛑	**19/20**: Off Target - Whilst detailed reports at quarter end are provided for services to better understand their complaints position, a resourcing issue caused an unexpected delay to the planned roll-out of a monthly Service Complaints Dashboard. As a result manual monthly updates where introduced to help services with earlier identification of complaints performance later in the year and this process provides the opportunity for services to be more proactive in dealing with complaints. Further support in applying the complaint handling process more effectively to ensure more accurate reporting has also been discussed at CMT and is available to Directorates.	⬇ 95%
Percentage of complaints escalated and complete within 20 working days	61.04 %	78.57 %	75%	90%	60%	74.07 %	🛑	**19/20**: Off Target Whilst detailed reports at quarter end are provided for services to better understand their complaints position, an under used option within the CHP is the ability to escalate a complaint from Stage 1 to Stage 2 to ensure that more appropriate timescales for more complex complaints are applied.	⬆ 95%
Number of complaints closed in the year	5,066	1,380	1,567	1,104	1,157	5,280	📈	**19/20**: Data Only	⬆
Average time in working days for a full response at stage 1	3.96	2.3	3.07	3.23	2.56	3.28	✅	**19/20**: On Target	⬆ 5
Average time in working days for a full response at stage 2	18.31	20	15	15.27	26.83	20.13	🛑	**19/20**: Off Target Whilst detailed reports at quarter end are provided for services to better understand their complaints position, a resourcing issue caused an unexpected delay to the planned roll-out of a monthly Service Complaints Dashboard. As a result manual monthly updates where introduced to help services with earlier identification of complaints performance later in the year and this process provides the opportunity for services to be more proactive in dealing with complaints. Further support in applying the complaint handling process more	⬇ 20

							effectively to ensure more accurate reporting has also been discussed at CMT and is available to Directorates.		
Average time in working days for a full response for escalated complaints	21.08	11.43	16.13	17.1	31.6	19.11	✅ **19/20**: On Target	⬆	20
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	11	1	3	1	3	14	📈 **19/20**: Data Only	⬇	

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Balanced Scorecard Report 2019/20

Midlothian

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 Councils services.

Customer/Stakeholder	Financial Health
- 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	- Maintaining financial sustainability and maximising funding sources - Making optimal use of available resources - Reducing costs and eliminating waste
Internal Processes	Learning and Growth
Improving and aligning processes, services and infrastructure	- 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 2019/20

SMP Key Priority Indicators

Reducing the Gap in Economic circumstances
🔴 5 ✅ 6 📈 2 ❓1

Reducing the Gap in Health Outcomes
🔴 8 ✅ 13 📈 1 ❓2

Reducing the gap in Learning Outcomes
🔴 9 ✅ 9 📈 4 ❓0

Customer Perspective Performance Indicators
🔴 13 ✅ 18 📈 35 ❓6

Financial Health PIs
🔴 2 ✅ 0 📈 0 ❓16

Learning and Growth PIs
🔴 1 ✅ 2 📈 12 ❓0

Internal Process PIs
🔴 3 ✅ 1 📈 3 ❓4

🔴 Off Target   ✅ On Target   📈 Data Only Indicator   ❓ The Data is not available yet

Single Midlothian Plan - Key Indicators

Midlothian

Reducing the gap in economic circumstances

PI Description	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Midlothian Citizen Advice Bureaux (CABs) will generate an income maximization of £625k per quarter	N/A	£3,820, 265	£3,704, 161	£3,352, 380	£4,401, 850	£2,500, 000	✅	**19/20**: On Target
Midlothian Foodbank will provide people with emergency food supplies		2,334		4,827	1,257		📈	This was for the Thursday cafe the Growth Matters project.
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%	21.5%	🛑	**19/20**: Off Target The latest figures show there has been an increase in children living in poverty in Midlothian.
% of 16-19 years olds secure a positive destination annually the 'participation measure'. DSYW plan details the actions required to achieve this	N/A	92.64%	91.39%	94.35%	92.9%	95%	🛑	**19/20**: Off Target The 2019 Annual Participation Measure Report for Midlothian showed that 92.9% of 16-19 year olds were participating in education, training or employment compared to 91.6% nationally. However this was a 1.4% decrease compared to 2018. 2.8% were not

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PI Description	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								participating and 4.3% had an unconfirmed status. The next participation measure will be published in August.
% of young people approaching the homelessness service who engage with Youth Homelessness Prevention Service	N/A	33%	65%	100%	65%	95%	🛑	**19/20**: All young people threatened with, or at risk of homelessness, provided with appropriate advice and assistance.
Reduction of care experienced young people going into homeless accommodation				27	24		📈	**19/20**: Data Only
Increase the number of Early Learning and Childcare Modern Apprentices recruited				57	79	95	🛑	**19/20**: Off Target
Midlothian Council Welfare Rights Team (WRT) will generate an additional benefit income maximization of £625k per quarter				£4,407,373.09	£4,411,105.24	£1,000,000.00	✅	**19/20**: On Target Q1 - £1,065,440.38, Q2 - £992,692.58, Q3 - £954,821.55, Q4 - £1,398,150.73 Target met for all 4 quarters in 2019/20.
Midlothian CABs will provide benefit advice sessions in the 3 targeted areas				153	270	160	✅	**19/20**: On Target
Undertake 2 primary research projects with Edinburgh University to identify ways of increasing uptake of free school meals and maximising Pupil Equity Funding				2	2	2	✅	**19/20**: On Target
500 hot meals to people in food poverty, homeless or in isolation.				1,000	N/A		❓	Information not provided/available for Q4 year end update.
Ensure the number of unemployed adults in Midlothian does not increase beyond existing levels				3.6%	2.7%	3.5%	✅	**19/20**: On Target The latest available information (Jan - Dec 2019) shows Midlothian is below the Scottish average of 3.9%
Ensure the number of workless households in Midlothian does not increase beyond existing levels				12.4%	11.6%	12.4%	✅	**19/20**: On Target
Increase the number of people receiving support from the LLE job club				64	6	108	🛑	**19/20**: Off Target CLL service staffing reduced by 34% Job clubs closed June 2019.

Reducing the gap in health inequalities

PI Description	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Number of people supported with Mental Health needs			253	360	336	140	✅	**19/20**: On Target
Number of people referred to Weight		172	159	215	509	480	✅	**19/20**: on Target

PI Description	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Management Triage								Annual target exceeded, it is likely that referral numbers dropped slightly over February and March due to Covid-19.
Total number of people attending Activity groups hosted by Ageing Well each year			739	21,446	21,427	20,000	✅	**19/20**: On Target A total of 21,427 visits to Ageing Well weekly groups from April 19 to March 20 with 556 members signed up for free membership. 1,355 signed up for other events including taster sessions and our annual events below. There are 44 classes/groups each week over 15 different activities in 19 different venues with 53 volunteers who mainly run these activities donating just under 5000 hours in the year.
Number of people attending activity groups hosted by Midlothian Active Choices (MAC)			7,845	10,280	9,786	10,000	🛑	**19/20**: Off Target Due to Covid-19 restrictions all MAC activities ceased from 16/03/20, however attendance was reduced throughout March as a whole.
Number of people supported with Cancer			240	316	265	250	✅	**19/20**: On Target
Number of people on Unpaid Work Programme attending at least one appointment with a nurse from the Community Health Inequalities Team (CHIT)					8	20	🛑	**19/20**: Off Target This was due to a staff vacancy now filled in February 2020 and then Unpaid Work didn't operate as normal due to COVID-19.
Number of people supported through Housing First, receiving a service from adult health and social care							📈	19/20: Between November 2019 and February 2020 Midlothian Council developed its own model of Housing First. At the end of this process a support provider was recruited to deliver dedicated Housing Support to those in Housing First tenancies. Initial plans were to launch the project on 1st April 2020, with the first tenancies starting in May 2020. However, due to COVID 19 this has been

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PI Description	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								postponed. The first tenancies will now commence in July 2020. Housing First initially operate as a 12 month pilot. Up to 20 tenancies will be created during this time.
Number of people in employment following intensive intervention					6	6	✅	**19/20**: On Target Six job outcomes in this period for a new Individual Placement Support (IPS) service is excellent
Number of assessments for home adaptations by Red Cross Link Workers, as part of mild frailty assessment.					161	40	✅	**19/20**: On Target Between 01/04/2019 – 31/03/2020 there has been 161 e-frailty assessments carried out on people with mild frailty by the Red Cross. There has subsequently been 46 people receive a housing adaptation following the assessment by the Red Cross.
Reduce the number of (all) alcohol related hospital stays (patients per 100,000 population)		377.2	537	541.6	435.08	537	✅	**19/20**: On Target Latest figures that are available. There were 435.08 alcohol related hospital admissions per 100,000 population in Midlothian in 2018/19, a decrease from 541.59 in 2017/18.
Recovery College: number of people engaging in education, training, volunteering and employment	N/A	43	84	75	N/A	74	❓	Information not provided/available for Q4 year end update.
Number of secondary schools that deliver VAWG awareness			0	5	4	3	✅	**19/20**: On Target Over 2019/20 the Sexual Violence Prevention Project worker reached 1,367 Midlothian Young People in S1-S4 year groups. In H2 the project worked in 4 schools: Dalkeith High, Newbattle High, Lasswade High and Penicuik High. Recently an education quality improvement officer joined the Violence Against Women and Girls (VAWG) partnership and has commenced work with early years, primary and secondary leads with a

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PI Description	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								view to developing a coordinated approach across education settings integrating gender equality and prevention of VAWG.
Annual number of CAMHS referrals			591	774	643	580	✅	**19/20**: On Target H1 = 277, H2 = 366
Annual percentage seen within 18 weeks for first treatment	N/A	N/A	48.8%	52.2%	74.5%	90%	🛑	**19/20**: Off Target H1 = 36.2%, H2 = 38.3% This is an area of ongoing risk which is being monitored via strategic mental health overview group.
Children & Young People's Wellbeing and Mental Health Strategy approved and in place				No	No	Yes	🛑	**19/20**: Off Target Action passed to Strategic Group
Evidence of impact and effective collaboration across three projects, leading to future recommendations of what can be tested further and scaled up					Yes	Yes	✅	**19/20**: On Target
Work to reduce the drop off rate of babies being breast fed between the Health Visitor's first review and 6-8 week review			36.2%	37.1%	35.5%	34.4%	✅	**19/20**: On Target Nationally it is 33.2% and NHS Lothian is 25.5%
Work to increase the percentage registered with a dentist between 0-2 yrs			44.8%		45.7%	47%	🛑	**19/20**: Off Target This is below the national average of 47.4% at 30/09/2019 (latest figures)
Work to increase the percentage registered with a dentist between 3-5 yrs			92.4%		92.3%	93%	🛑	**19/20**: Off Target This is above the national average of 89.1% at 30/09/2019 (latest figures)
Work to reduce percentages in the combined overweight and obese clinical thresholds at P1 to be below Clinical Lothian average of 15.0%			17.8%	14.6%	16%	14.2%	🛑	**19/20**: Off Target This is above the National average of 15.6% and the NHS Lothian average of 14.8%
Total number of people assisted by AIM HI project.				43	255	80	✅	**19/20**: On Target
Total increase in household income (£) for families engaged with AIM HI Project				£3,085	£130,831	£184,000	🛑	**19/20**: Off Target Under target due to change in personnel
Deliver the strategy in partnership with the breadth of community planning partners and captures their contribution to reducing type 2 diabetes and obesity				1	1	1	✅	**19/20**: Various events to shape a strategy have occurred and CPP leadership secured.
Number of organisations or services benefit from advice and information related to health inequalities				15	N/A		❓	Information not provided/available for Q4 year end update.

Reducing the gap in learning outcomes

PI Description	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Percentage of Midlothian Care Experienced school leavers progressing to positive destinations	76%	76.92%	76.92%	69.23%	62.5%	82.43%	🛑	**19/20**: Off Target 10 of 16 Care experienced young people progressed to positive destinations upon leaving School in 2018/19. Target has been set at National level 82.43%.
Increase % of NVQ3 and above qualification levels of Midlothian residents		59.7%	59.7%	62.3%	60.5%	59%	✅	**19/20**: On Target
Increase % of NVQ2 and above qualification levels of Midlothian residents		78.2%	78.3%	77.8%	76.7%	74%	✅	**19/20**: On Target
Number of secondary schools delivering "Leaving Home" education programme		6	6		6	6	✅	**19/20**: On target
Increase the number of care experienced young people attending the Champions Group					101	40	✅	**19/20**: On Target
Improve the attainment level of Care Experienced Young People - % achieving Level 4 Literacy and Numeracy					47.83%	81.59%	🛑	**19/20**: Off Target Although the % for looked after children is lower than the % achieved by all Midlothian pupils (82.76%), there has been an increase from 15.79% in 2018.
Average tariff score each Care Experienced Young Person (CEYP) gains		167	169.4	169.4	246		📈	**19/20**: Data Only The average complimentary tariff score for CEYP leavers in 2018/19 was 246 points, This is above the National CEYP rate (217) but below the Virtual level (311)
Measure number of CEYP continuing into 5th & 6th year		17	10	13	14		📈	**19/20**: Data Only 14 pupils from the 2018/19 LAC cohort continued into S5/6 for 2019/20.
Reduce the number of CEYP are on part time timetables			11	13	2		📈	**19/20**: Data Only According to SEEMIS the number of LAC/LAAC pupils on part time timetables has reduced to 2.
Improve the performance of Looked After at Home Children in line with Curriculum for Excellence levels at P1, P4 and P7					30.2%		📈	**19/20**: Data Only In the last 3 years the gap between LAC and the Midlothian overall cohort of pupils reaching the expected level has reduced from 38.2% in

PI Description	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								2016/17 to 30.2% in 2018/19. The largest gap exists in Reading 34.3% and the lowest is in Listening and Talking 25.7%.
Increase the number of practitioners trained in Parents Involved in their Children's Learning (PICL) approach					49	72	🛑	
Increase the number of families engaged in family learning activities				794	435	950	🛑	**19/20**: Off Target CLL service staffing reduced by 34%
Increase qualification levels at SVQ 1 by 1%		88.1%	88.2%	87.6%	84.1%	85%	🛑	**19/20**: Off Target The latest available information (Jan-Dec 2019) shows Midlothian is below the Scottish average of 83.5%
Increase qualifications at SVQ level 4 by 1%	N/A	38.5%	38.5%	41.8%	42.9%	41%	✅	**19/20**: On Target
Decrease number of people with no qualifications by 0.5%	N/A	6.4%	6.4%	7.3%	9.4%	7%	🛑	**19/20**: Off Target The latest available information (Jan-Dec 2019) shows Midlothian is below the Scottish average of 9.8%
Number of training events delivered				54	8	10	🛑	**19/20**: Off Target Last events of the year cancelled due to lockdown
Number of Saltire Awards achieved by young people (12-25) for volunteering in their community			224	421	44	442	🛑	**19/20:** Off Target CLL service staffing reduced by 34%, This data does not include the Volunteer Midlothian figures for 19/20 so is not comparable
Older people and vulnerable adults will receive one-to-one IT tuition at home			14	27	140	30	✅	**19/20**: On Target
Older people and vulnerable adults will receive group IT tuition to improve their digital literacy			172	136	140	140	✅	**19/20**: On Target
Number of attendees at Youth Clubs achieving accreditations				179	12	14	🛑	**19/20**: Off Target CLL service staffing reduced by 34%
Number of young people achieving Duke of Edinburgh Award				211	168	150	✅	**19/20**: On Target
Increase the number of young people attending transition projects.				81	69	56	✅	**19/20**: On Target

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Customer Perspective - Adult, Health and Care

Midlothian
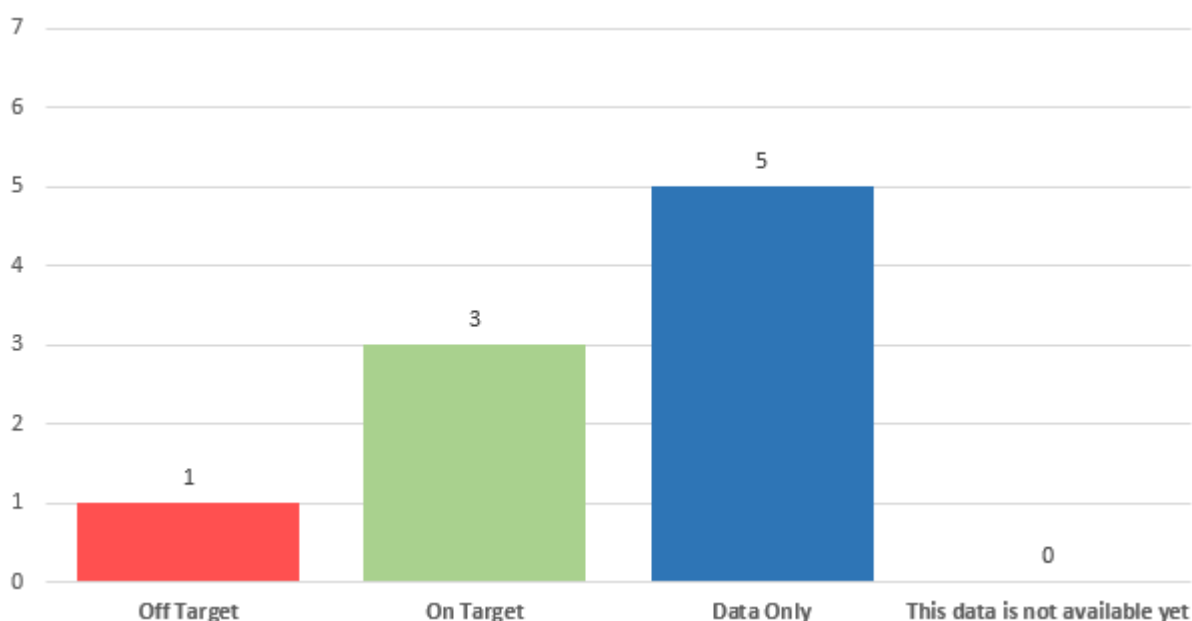
1. Adult Health and Care

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Number of individuals with a PBS plan					N/A		📈	**19/20**: Data Only It is not been possible to report on this performance indicator. Planning work related to PBS completed. Implementation impacted by COVID-19.
Reduce the number of emergency admissions for people aged 75+	3,876	2,257	2,785	2,797	2,923		📈	**19/20**: Data Only
Number of women offenders from Midlothian who engage with support services	N/A	9	13	13	9		📈	**19/20**: Data only
Percentage of women offenders from Midlothian who engage with support services	N/A	55.5%	50%	54%	78%	50%	✅	**19/20**: On Target
Total number of carers receiving an adult carer support plan of their care needs (Accumulative)					665		📈	**19/20**: Data only
Decrease the percentage of falls which result in a hospital admission for clients aged 65+	4.79%	5.03%	3.8%	7%	4.4%	6%	✅	**19/20**: On Target
Maintain at zero the number of patients delayed in hospital for more than 2 weeks at census date	1	11	16	20	1	0	🛑	**19/20**: Off Target Census data at 31st March is a reflection of

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								both local and national response to Covid-19.
Percentage of people aged 65 and over with long-term care needs receiving personal care at home LGBF	66.67%	66.98%	68.04%	50.4%				
Offer immediate mental health assessments at the Midlothian Access Point	N/A	395	949	1,092	911	250	✅	**19/20**: On Target
Number of Health & Social Care staff who have participated in face to face or on-line training	N/A	N/A	1,741	1,595	979		📈	**19/20**: Data only Annual downturn in performance. 63 training events were cancelled due to covid-19 impacting on the number of individuals who participated in training.

Customer Perspective - Community Safety

Midlothian
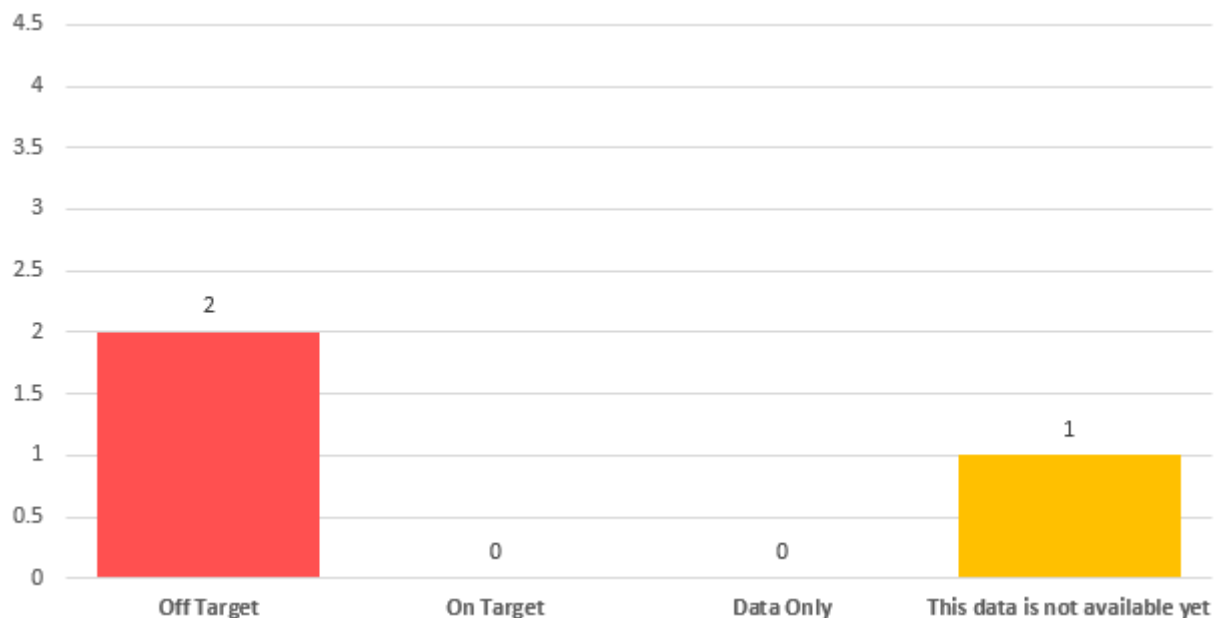
2. Community Safety

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
% of satisfactory complete Community Payback Orders	N/A	78.7%	67%	68%	61.8%	80%	🛑	**19/20**: Off Target Whilst the final completion rate falls below the target set, the shortfall is not sufficient to cause concern within the service. Satisfactory completion can be affected by non attendance of offenders, and this is outwith the control of Council.
Percentage of all street light repairs completed within 7 days (cumulative)	96.2%	98.5%	90.6%	100%	80.5%	88.5%	🛑	**19/20:** Off Target During quarter 4, 300 of 300 faults recorded were repaired within 7 days. However, the cumulative total for the year is 88.5% as a result of Quarter 3 where only one electrician was available to carry out repairs.
Reduce the % of initial warning cases escalating to ABC	2%	0.8%	2%	N/A	N/A	3%	❓	**19/20**: No data available Following the deletion of the Community Safety Team no ABC's are issued.

Customer Perspective - GIRFEC
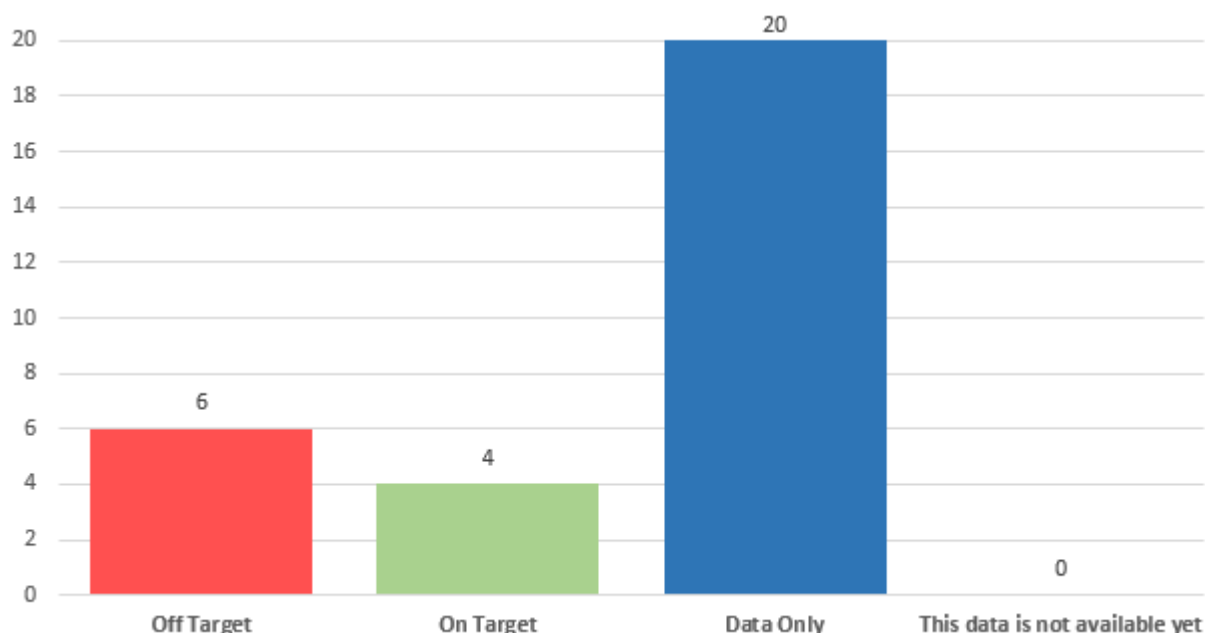
3. Getting it Right for Every Midlothian Child

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Number of outcome focused assessments undertaken (cumulative)	N/A	180	1,006	1,241	1,478			**19/20:** Data Only Q1 - 397, Q2 - 322, Q3 - 395, Q4 - 364
Number of referrals to the duty service (cumulative)	N/A	4,764	4,893	5,519	5,930			**19/20:** Data Only Q1 - 1587, Q2 - 1432, Q3 - 1345, Q4 - 1566
Number of foster carers going through prep groups on a quarterly basis (cumulative)	N/A	43	53	23	28			**19/20**: Data Only
Number of new foster carers approved (cumulative)	N/A	9	5	5	1			**19/20**: Data Only
Number of foster carers de-registered quarterly (cumulative)	N/A	5	3	4	2			**19/20**: Data Only
Number of permanence LAAC Reviews happening quarterly (cumulative)	N/A	34	16	37	29			**19/20**: Data Only
Number of children matched in quarter – (average months from perm LAAC to matching panel) (cumulative)	N/A	19	12	6	7			**19/20**: Data Only
Number of places taken at residential houses - capacity 12	N/A	10	10	7	12			**19/20**: Data Only
The number of children living in kinship care	192	171	66	53	70			**19/20**: Data Only

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
The number of children living in foster care	192	171	86	63	68			**19/20**: Data Only
Number of Midlothian children on the Child Protection Register	N/A	54	36	51	53			**19/20**: Data Only
Rate per 1,000 population of Midlothian children on the Child Protection Register in relation to the Scottish average	N/A	3.2	2.2	3	3			**19/20**: Data Only
% of Child Protection plans which have integrated chronology	N/A	79%	94%	96%	99%			**19/20**: Data Only
Rate per 1,000 of Midlothian Looked After Children AT HOME in comparison with the Scottish average	N/A	3.7	3.7	4.2	3.1			**19/20**: Data Only
Rate per 1,000 of Midlothian Looked After and Accommodated Children in comparison with the Scottish average	N/A	10.7	9.4	7	7.9			**19/20**: Data Only
The number of looked after children and young people not in residential placed outwith Midlothian	55	51	24	16	13			**19/20**: Data Only
The number of looked after children and young people placed in Residential School outwith Midlothian	12	10	8	6	4			**19/20**: Data Only
The number of young people who are allocated/engage with Through Care and After Care service	83	88	90	65	56			**19/20**: Data Only
Child Protection: % of Core Group meetings held within a 8 week period.	N/A	80%	100%	99%	98%	100%	🛑	**19/20**: Off Target 2 core groups off target as they were planned to take place at onset of COVID and had to be rearranged.
Child Protection: % of Core Group meetings held within 15 days for Initial	N/A	87%	93%	87%	79%	100%	🛑	**19/20**: Off Target 11 out of 14 core groups held within timescale. 2 core groups late due to death of father and 1 core group late due to baby's arrival
Reduce exclusions in Primary schools (Rate per 1,000)	140.14	101	74	94	8.44	15	✅	**19/20**: On Target Exclusion rate per 1,000 Primary pupils at the end of the 2019/20 School year was 8.44 (66 exclusions). This information has been calculated on the partial years data prior to School closures.
Reduce exclusions in Secondary schools (Rate per 1,000)	315	318	299	210	14.8	30	✅	**19/20**: On Target Exclusion rate per 1,000 Secondary pupils at the end of 2019/20 School year was 14.8 (101 exclusions). This information has been calculated on the partial years data prior to School

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								closures.
Improve Primary School attendance	94.08%	95%	94.5%	94.86%	94.04%	95%	🛑	**19/20: Off Target** Key actions to take forward are:- - Deliver Professional Learning Event for improving attendance - Conduct joint visits to High schools (Attendance and Exclusions) - Provide bespoke data to schools - Continue attendance case study work with LAC at home reviewing officer - Develop strategy to drill down data with schools which have a negative trend in attendance - Develop authority wide information regarding attendance for staff, students and parents - Relaunch attendance procedures and codes in line with SEEMIS codes. This information has been calculated on the partial years data prior to School closures.
Improve Secondary School Attendance	90%	90.24%	89.4%	89.34%	89.34%	91.5%	🛑	**Q4 19/20**: **19/20**: Off Target Secondary attendance for the 2019/20 School year was up to 89.37%. This information has been calculated on the partial years data prior to School closures.
Number of Children looked after away from home	N/A	200	181					
Number of eligible 2 year olds in receipt of Early Learning and Child Care	115	171	161	160	184		📈	**19/20**: Data Only
Percentage of Midlothian Care Experienced school leavers progressing to positive destinations	76%	76.92%	76.92%	69.23%	62.5%	82.43%	🛑	**19/20**: Off Target 10 of 16 Care experienced young people progressed to positive destinations upon leaving School in 2018/19. Target has been set at National level 82.43%.
Annual percentage seen within 18 weeks for first treatment	N/A	N/A	48.8%	52.2%	74.5%	90%	🛑	**19/20**: Off Target H1 = 36.2%, H2 = 38.3% This is an area of ongoing risk which is being monitored via strategic

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								mental health overview group.
Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	72.8%	76.1%	72.9%	70.7%	70.3%	60.4%	✅	**19/20:** On Target Report published Sept 19. Average school meal uptake in Scotland is 60.4%. Midlothian remains well above average and 3rd in uptake for mainland Councils.
Achieve greater than the Scottish average in the annual school meal census (High Schools)	70.1%	59.8%	62.2%	62.3%	60%	45.2%	✅	**19/20:** On Target Report published Sept 19. Average secondary school uptake in Scotland is 45.2%. Midlothian remains well above average and 3rd in uptake for mainland Councils.

Customer Perspective - Improving Opportunities for Midlothian
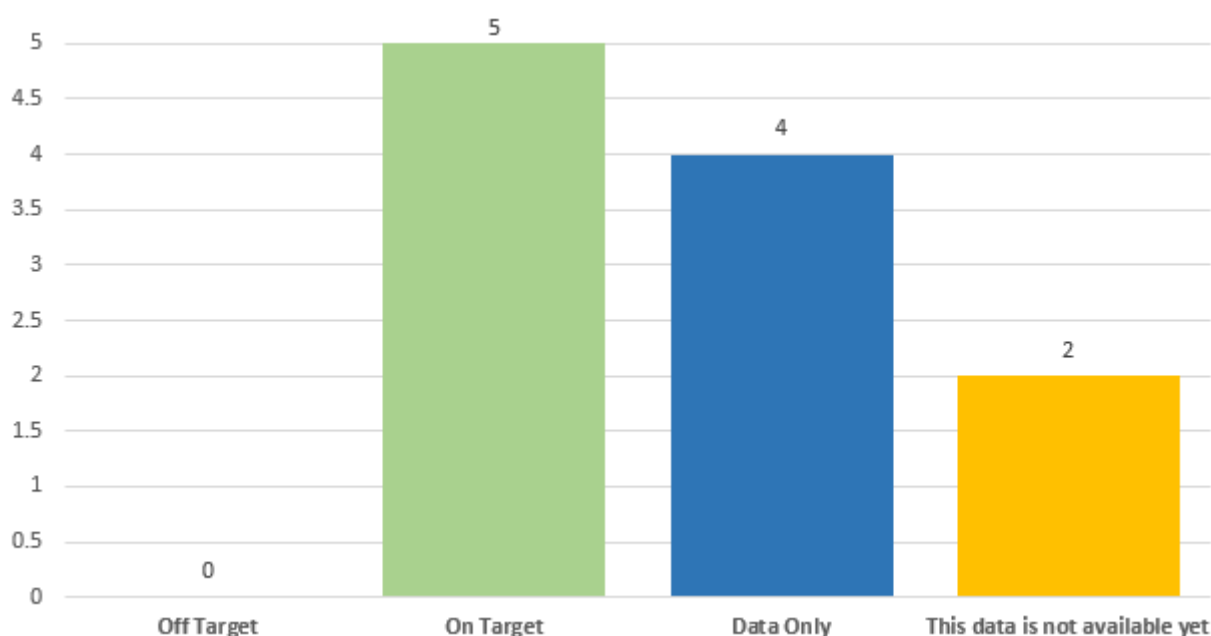
Midlothian

4. Improving Opportunities for Midlothian

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Number of neighbourhood plans completed	15	15	15	15	15	15	✅	**19/20**: On target
Number of calls received regarding Scottish Welfare Fund	7,391	7,806	9,181	9,607	9,995		📈	**19/20**: This is a Data Only Indicator.
Number of application to Scottish Welfare Fund	4,220	4,270	4,754	5,116	5,524		📈	**19/20**: Data Only
% of applications to Scottish Welfare Fund dealt with within 48 hours	97.94%	93.68%	92.3%	95.03%	94.89%		📈	**19/20**: Data Only
Amount generated by the Welfare Rights Team		£2,874,343	£3,408,151	£4,407,373	£4,411,105	£2,500,000	✅	**19/20**: On Target Target exceeded.
Proportion of Pupils Entering Positive Destinations (LGBF)	95.1%	94.7%	94.4%	93.81%	N/A		❓	Information not provided/available for Q4 year end update.
Percentage of Unemployed People Assisted into work from Council (LGBF)	8.57%	16.44%	6.71%	25.47%	N/A		❓	Information not provided/available for Q4 year end update.
Midlothian Citizen Advice Bureaux (CABs) will generate an income maximization of £625k per quarter	N/A	£3,820,265	£3,704,161	£3,352,380	£4,401,850	£2,500,000	✅	**19/20**: On Target
Number of Midlothian Active Choices (MAC) attendees during quarter (quarterly)		5,253	9,263	11,433	1,997		📈	**19/20**: Data Only One to one consultations and class attendances Cumulative total for Jan –

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Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								March 2020 = 1,997 Centres closed during March Covid 19. Cumulative usage was 9,786
Number of activities offered by Ageing Well to 50+ age groups (quarterly)	24	23	23	15	15	15	✅	**19/20**: Complete 44 classes offered by Ageing Well, over 15 different activities in 19 different venues. There was 5,770 visits to the weekly classes(up 783 from last quarter) Also 157 took part in other events/taster sessions. New walking group started on the 15th January in Mayfield. New Badminton group started in Penicuik in February. New beginners Line Dance started on the 4th March in Newbattle Community Campus.
Tone zone retention rate (quarterly)	56.66%	55.25%	49.25%	53.5%	55%	55%	✅	**19/20**: Complete For year end the cumulative average total is 55% which is an increase of 1.5% on last years total.

Customer Perspective - Sustainable Growth and Housing

Midlothian
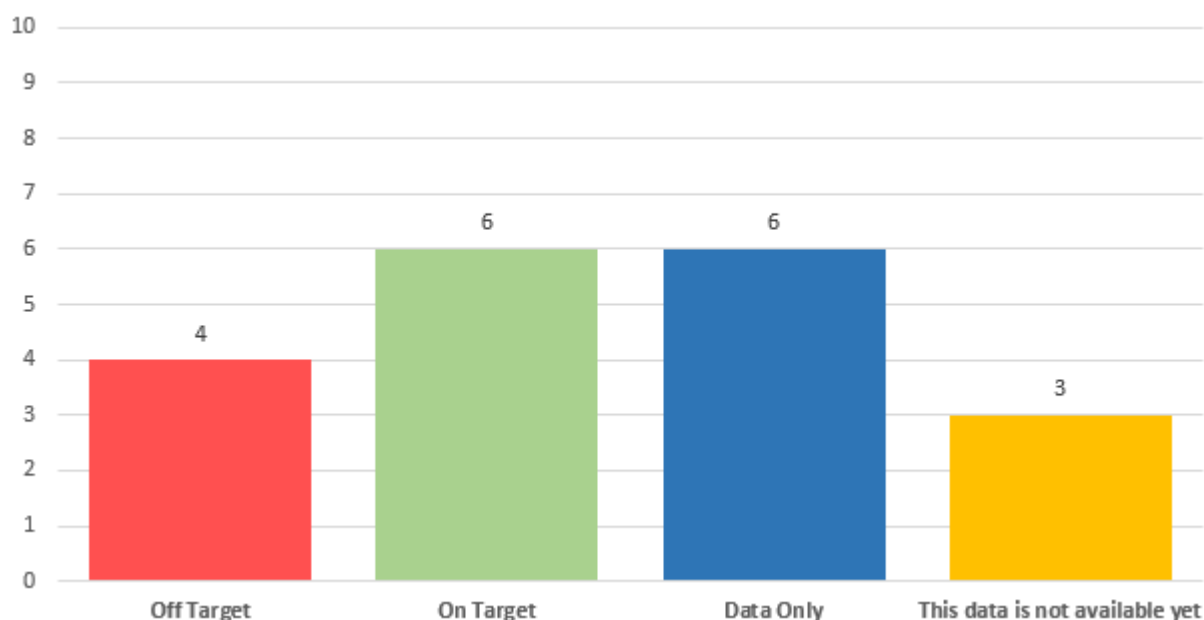
5. Sustainable Growth

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
% premises to have access to next generation broadband Target – 98% by Dec 2017	78.5%	98.1%	98.1%	98.4%	98.4%	98%	✅	**19/20**: On Target
Number of young people receiving support through the Youth Homelessness Service	263	192	150	160	52		📈	**19/20**: Data Only
Number of homeless households accommodated in Midlothian Temporary Accommodation at quarter end (snapshot)	520	467	418	413	418		📈	**19/20**: Data Only
Number of new build properties	N/A	59	107	85	85		📈	**19/20**: Data Only
Re-let time permanent properties (days)	52 days	48 days	50 days	49 days	54 days	45 days	🛑	**19/20**: Off Target This included 67 properties. Average days with Building Services 43 days. Average days with Housing Services 11 days. A multi-trade contractor has been appointed to increase the resource capacity as previously reported, effective from January 2020. A short-life test of change experiment was

Performance Indicator	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								undertaken from January to March including a small sample 21 mainstream and temporary properties. This has resulted in a reduction of re-let timescales to 30 days. This practice will be mainstreamed.
Number of environmental awards e.g. Green flags	5	5	5	2	2	2	✅	**19/20**: Complete Green Flags awarded to Kings Park and Straiton Pond. Limited to 2 due to budget restrictions.
Reduction in energy consumption on Non Domestic operational property stock per annum	57,284	47,402	50,754	47,524	12,102	46,098	✅	**19/20**: Complete The in order to achieve the annual year on year 3% reduction based on last years figure of 12,642 tCO the target was set at 12262tCO. The Q4 actual is 12,102 which 160tCO better than the targeted figure. It should however be noted Gas use for New battle Campus has been excluded from this figure (as for last year) as the meter was not working in the previous year and giving an giving an abnormally low consumption reading. This has now been addressed and Newbattle consumption will be added to future figures.
Percentage of Council fleet which is 'Green' (cumulative)	2.1%	4.68%	5.41%	5.34%	8.2%	6%	✅	**19/20:** Complete Currently 22 Ultra Low Emission Vehicles (ULEV) which is based on 267 vehicles on fleet. 5 further Electric vehicles are on order for delivery in Q1/Q2 2020. Fleet replacement for 2020/21 will include further ULEV vehicles.
Percentage of waste going to landfill per calendar year (quarterly)	34.0%	33.0%	40.9%	24.6%	N/A	35.0%	❓	**19/20**: Data not available for Q4. Awaiting information from our contractors, returns into waste data flow will be available at Q2 2020/21. In Q3 11.2% of Mixed Municipal Waste was landfilled.

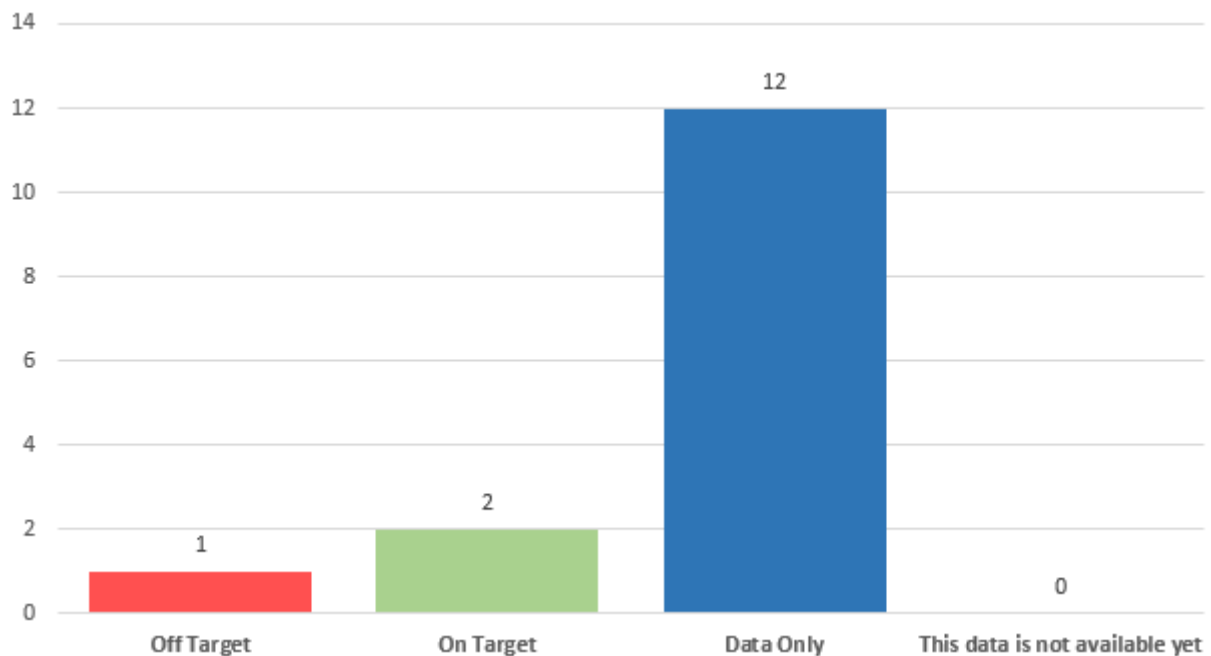| Performance Indicator	2015/16 Value	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	Target	Status	Note
Percentage of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	100%	100%	100%	98.4%	100%	🛑	**19/20:** Off Target 98.4% of Midlothian Council houses have modern facilities and services.
Percentage adaptations requested and completed	100%	100%	100%	100%	95%	100%	🛑	**19/20:** Off Target To the end of March 2020. 709 adaptations have been requested with 673 completed at year end.
Average Percentage of roads that should be considered for maintenance treatment	28.55%	28.57%	30.96%	34.02%	32.2%		📈	**19/20: 35.0% based on SCOTS SRMCS RCI report for 2019-20.**
Street Cleanliness Score (LGBF)	98.7%	98.7%	95.98%	91.3%	N/A		❓	Information not provided/available for Q4 year end update.
Percentage of total household waste that is recycled (LGBF)	47.9%	53.5%	51.6%	58.2%	N/A		❓	Information not provided/available for Q4 year end update.
Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	93.1%	96.0%	96.0%	96.1%	98.1%	100.0%	✅	**19/20:** Off Target 98.1% of the council's housing stock meets the SHQS criteria. The remaining 1.9% of properties are being targeted by Building Services to actively attempt to obtain access to the remaining properties that remain exempt. There are no failures in any of the housing stock where access has been gained.
Number of New Business Start Ups	174	165	202	153	N/A		📈	Information not provided/available for Q4 year end update.
Number of individuals involved in Community Schemes	N/A	1,580	1,771	2,431	1,866	1,800	✅	**19/20:** Complete
% of total road network resurfaced (cumulative)	1.15%	1.1%	1.3%	1.67%	0.85%	0.9%	🛑	**19/20:** Off Target Due to severe weather events and Covid-19 pandemic - 5.80 km of carriageway resurfaced to end of Q4
Number of void properties re-let	219	258	280	309	236		📈	**19/20:** Data Only

Financial Health Perspective

Midlothian

Short Name	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Performance against revenue budget	£191.344m	£198.446m	£202.932m	£203.596m	£206.362m	£206.173m	🛑	**19/20**: Off Target Positive outcome for the 2019/20 End of Year Financial reports was a net underspend of £102,000 which was achieved by everyone working together, demonstrating strict financial discipline despite some one-off financial pressures;
Corporate Indicator - Primary Education - Cost per pupil (LGBF)	£4,911.21	£5,047.31	£5,217.47	£5,459.54	N/A		❓	
Corporate Indicator - Secondary Education - Cost per pupil (LGBF)	£6,645.11	£6,933.82	£7,073.16	£6,948.76	N/A		❓	
Corporate Indicator - Pre- Primary Education - Cost per pupil (LGBF)	£3,773.16	£4,539.76	£4,377.05	£4,771.48	N/A		❓	
Corporate Indicator - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£3,074.23	£2,773.35	£3,735.35	£3,880.00	N/A		❓	LGBF indicators – data for 2019/20 will be available in January 2021.
Corporate Indicator - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£333.16	£333.33	£339.71	£328.00	N/A		❓	
Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	5.92%	6.23%	4.39%	4.27%	N/A		❓	

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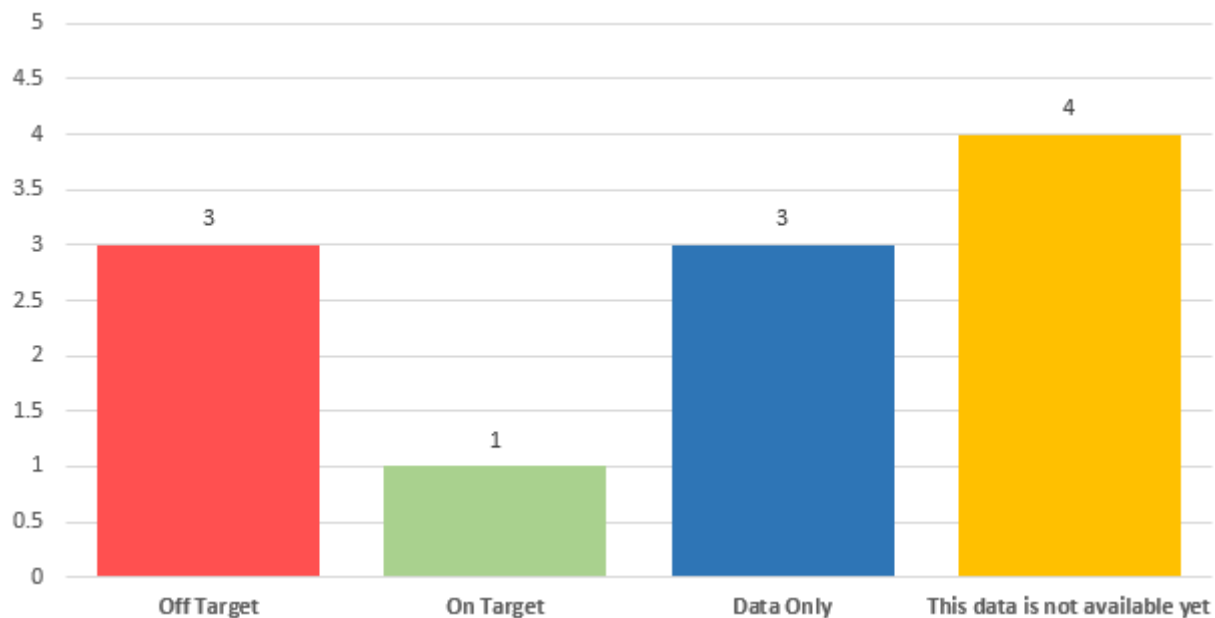| Short Name	2015/16	2016/17	2017/18	2018/19	2019/20			Note
	Value	Value	Value	Value	Value	Target	Status	
Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£11.40	£9.80	£9.25	£7.22	N/A		?	**19/20**: Further reduction in costs due to staff savings and increase of 583 dwellings to 41,549 over the past year.
Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	89.7%	87.4%	93.1%	91.1%	89.6%	95.0%	⬣	**19/20**: Off Target Via the purchase to pay project, invoice approval implementations have recently been complete for Gas maintenance, HR, Dalkeith Social Work centre, Hawthorn Children's Centre. Procurement and Communications. E-invoicing phase 2 complete and suppliers identified for phase 3.
Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)	£74.57	£76.21	£75.76	£68.24	N/A		?	
Corporate Indicator - Net cost of waste disposal per premise (annual) (LGBF)	£89.46	£86.95	£86.62	£86.41	N/A		?	
Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	£12,324.06	£12,876.65	£12,032.41	£12,042.92	N/A		?	
Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	£6,032.45	£7,986.73	£8,376.11	£7,815.06	N/A		?	
Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)	£6,748.00	£5,847.00	£5,011.00	£4,817.00	N/A		?	LGBF indicators – data for 2019/20 will be available in January 2021.
Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)	£10,305.00	£10,559.00	£11,525.00	£8,474.00	N/A		?	
Corporate Indicator - Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£27.47	£25.06	£37.57	£34.89	N/A		?	
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)	3.95%	6.11%	4.75%	4.5%	N/A		?	
Corporate Indicator - The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£415.79	£369.56	£422.93	£411.13	N/A		?	

Learning and Growth Perspective

Midlothian

Short Name	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Corporate Indicator - Sickness Absence Days per Employee (All employees)	8.29	8.34	7.5	8.55	9.7	7.5	🛑	**19/20:** Off Target COVID-19 has had significantly affected absence levels across the council. Pro active work is now underway to work with manager's to facilitate a return to work for those who cannot work from home ensuring a robust risk assessment is in place and where relevant an OH assessment.
Percentage of employees who are performing as 'Outstanding' in their individual performance framework	N/A	5.87%	6.7%	6.31%	7.01%		📈	**19/20**: Data only
Percentage of employees who are performing as 'High' in their individual performance framework	N/A	26.72%	25.55%	26.79%	20.27%		📈	**19/20**: Data only
Percentage of employees who are performing as 'Good Overall' in their individual performance framework	N/A	43.12%	39.9%	47.68%	50.06%		📈	**19/20**: Data only
Percentage of employees who are performing as 'Below Standard' in their individual performance framework with appropriate improvement plans in place	N/A	0.44%	0.59%	0.85%	0.25%		📈	**19/20**: Data only

Short Name	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
Percentage of staff turnover (including teachers)	N/A	10.48%	10.3%	10.38%	9.22%			**19/20**: Data only.
Number of Apprenticeships and trainee positions	N/A	N/A	N/A	85	146			**19/20**: Data only
Employee Survey - I enjoy the work I do	N/A	94.4%	N/A	91.21%	N/A			**19/20**: No employee survey carried out during 19/20.
Employee Survey - I am proud to work for Midlothian Council	N/A	79.3%	N/A	81.15%	N/A			**19/20**: No employee survey carried out during 19/20.
Employee Survey - I can see how my objectives link to the councils objectives and priorities	N/A	85.3%	N/A	75.39%	N/A			**19/20**: No employee survey carried out during 19/20.
Progress against Council's mainstream report (Equality and Diversity)	N/A	100%	100%	100%	100%	100%	✓	**19/20**: Published on our website
Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	47.0%	49.0%	49.2%	51.0%	50.0%	✓	**19/20:** On Target This figure does not include teaching staff. The Council's workforce is approximately 70% female and 30% male. We are committed to monitoring gender information and determining any appropriate positive action. Work underway as part of the Equally Safe at Work accreditation pilot will contribute to further addressing this figure.
Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	4.59%	2.97%	2.32%	3.94%	3.06%			**19/20**: Data only The gender pay gap indicator is a measurement of average female pay versus average male pay within the organisation and the figures show that the Council has more male staff at higher rates of pay by 3.06%.
Corporate Indicator - Teachers Sickness Absence Days (LGBF)	4.17 days	4.94 days	4.59 days	5.15 days	5.80 days			**19/20**: Data Only
Corporate Indicator - Local Government Employees (except teachers) sickness absence days (LGBF)	9.90 days	9.64 days	8.59 days	9.86 days	11.19 days			**19/20**: Data only The 'Wellness@Midlothian' project continues to make progress, work on targeted intervention is now underway. It is anticipated that in conjunction with the 'Wellness@Midlothian' project plan there will be further positive change

Short Name	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								in the levels of sickness absence in the future. Specific workplace resilience training and mentally healthy workplace training will continue to be rolled out throughout the organisation. The re-launch of the functionality of MiTeam to remind Managers of its use in the Maximising Attendance at Work process has recently been undertaken. It must remain a key priority of service managers to review the absence data available to them via Miteam and identify if any additional interventions are required. MAW training will be rolled out starting February 2020. Areas of high absence occurrences will be targeted in the first instance. A pilot of the Maximising Attendance Workflow will commence shortly within Roads Services. In conjunction with other local authorities and the University of Edinburgh, Human Resources are piloting an 'Absenteeism in Waste Services' project to enable access to expertise to better understand trends and factors influencing absence across local authorities.

Internal Processes Perspective

Midlothian

Short Name	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
% of internal/external audit actions progressing on target.		26.67%	58.73%	66.67%	73.97%	85%	🛑	**19/20**: Off Target
% of high risks that have been reviewed in the last quarter		100%	100%	100%	100%	100%	✅	**19/20**: There was 5 High Risks reviewed and 5 are on target.
Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	68.33%	66.67%	66%	69.07%	N/A		📈	**19/20**: Local customer feedback survey showed an overall satisfaction rate of 77.27%
Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	79%	78.33%	78.67%	84.67%	N/A		❓	LGBF indicators – data for 2019/20 will be available in January 2021.
Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	73.67%	74%	74.33%	70.87%	90.06%		📈	**19/20**: Data Only During quarter four the Viewpoint data collector was placed in Newbattle Community Campus for a survey on how people travelled to the centre, It was to be taken from there to do the q4 survey but we closed the sites in Mid March. There were only three quarter reporting surveys in 2019 2020

Short Name	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								showing an average of 90.06% satisfaction rate.
Corporate Indicator - Percentage of Adults satisfied with local schools (LGBF)	78%	78.33%	78.67%	74.63%	N/A		?	LGBF indicators – data for 2019/20 will be available in January 2021.
Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	83%	86.67%	89.67%	87.1%	N/A		?	
Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)	72.33%	73%	71.33%	67.97%	N/A		?	
Total number of complaints received (quarterly)	4,800	5,947	5,216	5,107	5,421		📈	**19/20**: Data Only
Percentage of complaints at stage 1 complete within 5 working days	94.87%	91.69%	87.72%	87.72%	87.61%	95%	🛑	**19/20**: Off Target - Whilst detailed reports at quarter end are provided for services to better understand their complaints position, a resourcing issue caused an unexpected delay to the planned roll-out of a monthly Service Complaints Dashboard. As a result manual monthly updates where introduced to help services with earlier identification of complaints performance later in the year and this process provides the opportunity for services to be more proactive in dealing with complaints. Further support in applying the complaint handling process more effectively to ensure more accurate reporting has also been discussed at CMT and is available to Directorates.
Percentage of complaints at stage 2 complete within 20 working days	88.14%	54.39%	66.67%	73.33%	60.87%	95%	🛑	**19/20**: Off Target - Whilst detailed reports at quarter end are provided for services to better understand their complaints position, a resourcing issue caused an unexpected delay to the planned roll-out of a monthly Service Complaints Dashboard. As a result manual monthly updates where introduced to help services with earlier identification of complaints performance

Short Name	2015/16	2016/17	2017/18	2018/19	2019/20			
	Value	Value	Value	Value	Value	Target	Status	Note
								later in the year and this process provides the opportunity for services to be more proactive in dealing with complaints. Further support in applying the complaint handling process more effectively to ensure more accurate reporting has also been discussed at CMT and is available to Directorates.