Notice of meeting and agenda

Performance, Review and Scrutiny Committee

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

Date: Tuesday, 13 March 2018

Time: 11:00

John Blair
Director, Resources

Contact:
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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   Minutes of Previous Meeting

5   Public Reports

6   Private Reports

No business to be discussed

7   Date of Next Meeting

Tuesday 24 April 2018 at 11 am

Minute of Meeting

Performance, Review and Scrutiny Committee

Date	Time	Venue
30 January 2018	11.00 am	Council Chambers, Midlothian House, Buccleuch Street, Dalkeith

Present:

Councillor Alexander	Councillor Baird
Councillor Cassidy	Councillor Hardie
Councillor Johnstone	Councillor Lay-Douglas
Councillor McCall	Councillor Munro
Councillor Russell	Councillor Smaill
Councillor Winchester	

1 Apologies

Apologies were received from Councillor Parry.

2 Chair

In the absence of the Chair, Councillor Parry, it was agreed, in terms of Standing Order 7.3, that Councillor Johnstone be appointed to Chair the Meeting.

3 Order of Business

The order of business was confirmed as outlined in the agenda that had been previously circulated.

4 Declarations of interest

No declarations of interest were received.

5 Minutes of Previous Meetings

The Minutes of Meeting of 28 November 2017 were submitted and approved as a correct record.

6 Reports

Agenda No	Report Title	Presented by:
5.1	Various Inspection Reports Submitted to Cabinet	Director, Resources
Outline of report and summary of discussion		
With reference to the Cabinet meeting held on 16 January 2018, there was submitted a covering report confirming the decisions of the Cabinet in respect of the various inspection reports which had been referred to the Performance, Scrutiny and Audit Committee for consideration.		
Decision		
To note the decisions of the Cabinet in respect of the various inspection reports that followed.		
Action		
None		

Agenda No	Report Title	Presented by:
5.1(i)	Inspection of Midlothian Council Care at Home service	Joint Director, Health and Social Care
Outline of report and summary of discussion		
The report outlined the outcome of the above inspection as carried out by the Care Inspectorate in August 2017. The inspection report graded the three areas of inspection, from 1 – Unsatisfactory to 6 – Excellent, as follows:-		

Quality of care and support 3 – Adequate
Quality of staffing 3 – Adequate
Quality of Management and Leadership 2 - Weak.

The following areas of recommendation for improvement were agreed between the Care Inspectorate, Care at Home Service and the Health and Social Care Partnership:

- The Care Inspectorate advised that the service was operating at an adequate level and had repeated four of the requirements under "Quality of care and support". Since 2013 the Care Inspectorate had asked the service to improve in these areas. At this inspection, the Care Inspectorate advised they were concerned that there was limited improvement.

- What was highly challenging was the number of requirements and recommendations from previous inspections that had not been met. This included17 outstanding requirements and only 1 had been partially met since the previous inspection. There were also 6 recommendations made from previous inspections and again only 3 had been met. A number of measures have already been put in place to improve the situation.

- The Care Inspectorate advised that under the "quality of Management and Leadership" the service's performance was weak and they had repeated 4 requirements. They saw little improvement in this area and were concerned this was having a major impact on the rest of the service.

- They found that most of the paperwork from people homes were not returned to the office to be checked and no formal record of this was made. This was discussed at length with the manager.

- Despite these concerns the Care Inspectorate also found that people were very happy with the care and support that they were receiving. They heard from people first hand how good their carers were. They could see that people had their needs met most of the time and people overall were very complimentary about the care staff who visited them in their own homes.

- They were concerned about the help that people were getting to take their medication. It was unclear what level of support some people needed and some people needed greater support than they were getting.

- However, there were no incidents of people coming to harm and this may be because people often had the same groups of regular carers who knew them well. However, people may not always have the same carer.

- Similarly, they saw that the other records in people's home, kept by the service, needed to improve. They found that personal plans did not have enough information in them and that some risk assessments were blank. Many records were not signed by the person receiving the care. This was important as it told us that the person had been involved in planning their care.

- It was a legal necessity that people care and support was reviewed with them every 6 months. However, they found that the service overall had not done this. One part of the service was up to date with this. Though the two larger parts of the service had not been able to complete their face to face reviews.

The Care at Home Service had responded to this inspection with a detailed action plan responding to all the requirements and recommendations with clear timescales and outputs to deliver to the plan. There was new management arrangements in place who meet on a fortnightly basis to update and review on progress against the action plan to ensure it keeps to the timescales.

The new management team had since met with the Care Inspectorate and they were happy with the recent progress and developments. The Care Inspectorate were due to re-visit in January 2018 however in light of the recent progress they had lifted their risk from high risk to medium risk and would re-visit within the next year. This provided a great opportunity to deliver on all the requirements and recommendations to ensure the grades would increase on their next inspection.

Allister Short was heard in amplification of the report following which he responded to Members questions/comments, drawing particular attention to the considerable efforts being made to improve the service delivery in response to many of the concerns that had been raised. He also explained that whilst benchmarking the service was not a straight forward process, the experience of others was being used to inform those efforts.

Decision

(a) To note the content of the inspection report;

(b) To acknowledge the ongoing challenges of providing good quality care at home service to the people of Midlothian and the effort that has been established to improve the service delivery; and

(c) To note that Cabinet would receive a Quarterly report on the progress being made to address the areas for improvement agreed between the Care Inspectorate, Care at Home Service and the Health and Social Care Partnership.

Action

Joint Director, Health and Social Care

Agenda No	Report Title	Presented by:
5.1(ii)	Inspection of Roslin Primary School and Nursery Class	Head of Education

Outline of report and summary of discussion

The report outlined the outcome of the above inspection as carried out by Education Scotland which was communicated in their letter dated 19 December 2017. Noted below are the evaluations for Roslin Primary School and Nursery Class:

Primary Stages

Leadership of change	Good
Learning, teaching and assessment	Very Good
Raising attainment and achievement	Good
Ensuring wellbeing, equality and inclusion	Good

Nursery Stage	
Leadership of change	Good
Learning, teaching and assessment	Good
Securing children's progress	Good
Ensuring wellbeing, equality and inclusion	Good

The inspection team found the following strengths in the school's work:

- The Head Teacher and her principal teacher who had led and supported staff in delivering high quality teaching for all children. This included encouraging and supporting staff to think creatively, for example, in the whole school approach taken to improving children's attainment in writing.

- In the primary stages, children knew themselves well as learners and can talk confidently within an inclusive and supportive classroom environment. The positive classroom ethos, and a focus on individual learners, enables all children to achieve success and to feel valued. In the nursery children receive positive interactions with staff who respond well to their learning interests.

- The rich and varied learning experiences offered to children across the school and nursery. At the primary stages, this includes learning across the expressive arts and in the nursery through high quality learning outdoors. Primary children experience music and singing and the opportunity to link with their local community through drama, as tour guides at Roslyn Chapel. All of this is helping to develop children's confidence and communication skills.

The following areas for improvement were identified and discussed with the Head Teacher and a representative from Midlothian Council:

- Staff should refine approaches to implementing innovation, based on a clear rationale, in order to ensure a positive impact and to ensure outcomes are sustainable for learners.
- Children in the nursery would benefit from building their opportunities in play, in order to further develop literacy skills.
- Continue to build on approaches to assessment to ensure robust evidence of children's progress and next steps in learning.

Grace Vickers was heard in amplification of the report.

Decision
(a) To note the content of the inspection report; (b) To note that the pupils, parents and staff connected with Roslin Primary School and Nursery Class had been congratulate on the key strengths highlighted in the report; and (c) To note the areas for further development.
Action
Head of Education

Declaration of Interest
Councillor Baird declared a non-pecuniary interests in the following item of business, on the grounds that one of his children attended the school. He indicated that he felt the nature of his interest was such that he did not feel it necessary to withdraw and he would remain and contribute to the debate.

Agenda No	Report Title		Presented by:
5.1(iii)	Inspection of St Luke's Primary School		Head of Education
Outline of report and summary of discussion			

The report outlined the outcome of the above inspection as carried out by Education Scotland which was communicated in their letter dated 12 December 2017.

Noted below are the evaluations for St Luke's Primary School:

QI 1.1 Self-evaluation for self-improvement	Satisfactory
QI 3.2 Raising attainment and achievement	Weak

The inspection team found the following strengths in the school's work:

- The Head Teacher has a clear vision for the school. Supported by the acting Depute Head Teacher, she is developing systems to gather and analyse information on the work of the school. She knows children and their families well.

- In partnership with cluster schools she has produced a plan for next session to direct Pupil Equity Funding to reduce barriers to learning and raise attainment.

- The support given by learning assistants to raise the attainment of the most vulnerable children

- The schools' partnership working with its campus partner to plan a joint improvement programme directly linked to the context of both schools.

The following areas for improvement were identified by inspectors:

- Staff should increase the opportunities for children to be actively involved in planning and assessing their own learning to increase their understanding of the purpose of learning.

- Staff should work collaboratively to realise the whole school vision of raising attainment in a learning environment where staff and pupils have high expectations of themselves and each other.

Grace Vickers was heard in amplification of the report following which she responded to Members questions/comments. In particular she highlighted the challenges face in the recruitment and retention of staff and also the timelines for feeding back the outcome of inspection visit both formally and informally.

Decision
(a) To note the content of the inspection report;
(b) To note that Education Scotland are trying out some new approaches to inspection and this inspection followed one of the new approaches called the short, more focussed school visit as outlined in the report;
(c) To note the key strengths outlined in the report;
(d) To note the significant areas for improvement;
(e) To note the challenges faced by the school as outlined in the report; and
(f) To note that Education Scotland will return within one year of the published Report.

Action
Head of Education

Agenda No	Report Title	Presented by:
5.1(iv)	Inspection of Midlothian Council Adoption Service	Head of Children's Services

Outline of report and summary of discussion

This report outlined the outcome of the above announced inspection as carried out by the Care Inspectorate on 17 November 2017.Based on the findings of this inspection the Care Inspectorate awarded the following grades:

Quality of Care and Support	Grade 4 – Good
Quality of Staffing	Not assessed
Quality of Management and Leadership	Grade 4 – Good

The Care Inspectorate noted the following strengths:

- The co-location of the service was found to be beneficial in terms of collaborative working practices which should improve outcomes for children.

- Adopters reported positively on preparation groups, the assessment process and training. This tracking system has reduced the amount of delay in decision making for children.

- Linking processes were reported to be robust and therefore adopters felt that relevant information about the child was shared. In addition Inspectors noted positive developments in terms of more robust process for life story work and later life letters.

- The Inspectors observed an adoption panel and reported that the panel was child focused and demonstrated thoughtful and sound decision making.

The Inspection Team reported that the service could do better in the following areas:

- The loss of experienced staff coupled with the high level of maternity cover has resulted in the service operating with diminished capacity and capability.

- The need to ensure that Adoption Support Plans are in place for every child in particular when placing a child out-with Local Authority.

- The need to raise awareness to ensure that support is offered to prospective adopters whilst waiting for a child to be placed.

- To consider a Midlothian representative attending the preparations groups when they are held in neighbouring authorities to make these early links.

Mary Smith was heard in amplification of the report.

Decision
(a) To note the content of the inspection report; and (b) To acknowledge the progress and ongoing work to improve the service.

Action
Director Education, Communities and Economy/Head of Education

Agenda No	Report Title	Presented by:
5.1(v)	Inspection of Midlothian Council Fostering Service.	Head of Children's Services

Outline of report and summary of discussion

The report outlined the outcome of the above announced inspection as carried out by the Care Inspectorate on 17 November 2017.

Based on the findings of this inspection the Care Inspectorate awarded the following grades:

Quality of Care and Support	Grade 3 – adequate
Quality of Staffing	Not assessed
Quality of Management and Leadership	Grade 4 – Good

- The Care Inspectorate noted that since the last inspection the service has further developed by stating

   "The service is now co-located with other children's services. During the past year there has been significant changes within the agency in relation to a high turn-over of staff, however a new manager has also been appointed and this has had a positive effect on the service."

The Inspection Team noted the following strengths:

- There was evidence of a robust approach to care planning for children. Information provided to carers was usually very good and carers felt that effective matching was always attempted and their views listened to.

- Carers reported that they attended and took an active part in multi-agency meetings, reviews and hearings and where appropriate children and young people also attended.

- Training for foster carers was seen as a strength within the service. There was evidence of regular visits and contact. There was also evidence of additional support being offered to individual children and young people when requested and most carers reported positively on the support they received from the child's social worker.

- The Care Inspectorate found service development plans were coherent with the feedback received and the organisational goals. The decision to be co-located with other teams and appoint only one manager for the team was viewed positively.

- The new team manager is viewed by all staff and others as a key strength for the service and the quality of the fostering panels remains a strength within the service.

The Inspection Team reported the following areas for improvements:

- Relationships between the service and carers is an area for improvement. As a result of the service review, which seen a large number of staff leave this area of work, this has led to inconsistencies in approaches to working with carers. Some carers reported that they felt undervalued or under supported at times.

- The standard of assessments and reports was found to be variable. This was linked to the lack of expertise within the team and the turnover of staff.

- There was concern around workload management and the pressure on staff. The Care Inspectorate were concerned that staff were at times overwhelmed by their workload and this should be looked at as a matter of urgency.

Mary Smith was heard in amplification of the report following which she responded to Members questions/comments. In particular, she outlined the current position in relation to staffing situation, which had moved on since the time of the Inspectorates visit and had enabled progress to be made in addressing a number of their concerns.

Decision
(a) To note the content of the inspection report; and (b) To acknowledge the continued progress and the ongoing work by management and staff.

Action
Director Education, Communities and Economy

Agenda No	Report Title	Presented by:
5.7	Scottish Public Services Ombudsman (SPSO)'s Annual Statistics relating to Midlothian Council cases in 2016/17	Chief Executive

Outline of report and summary of discussion

With reference to paragraph 5.7 of the Cabinet of 16 January 2018, there was submitted a report providing an update regarding the annual Scottish Public Services Ombudsman (SPSO) letter and statistics relating to Midlothian Council complaint cases handled by the SPSO for 2016/17 and for which decisions were published online in October 2017.

In addition the report also presented the Annual Complaints Report, recently approved for publication on the Council's website by the Corporate Management Team at their meeting dated 29 November 2017.

Appendix 1 to the report provided an account of the complaints data about Midlothian Council that the SPSO had looked at and published on their website in October 2017. An extract of the information shown in appendix 1 was also included in the Annual Complaints Handling report as detailed within appendix 2 of the report.

Kenneth Lawrie was heard in amplification of the report following which he responded to Members questions/comments. He advised that the way in which the information was presented was substantially shaped by the requirements placed by SPSO, however, the possibility of providing a more 'user friendly' version could be looked into. Other suggestions included presenting the number of complaints as a percentage of those likely to complain - ie by household or adult population; providing a better context to the scale of complaints by measuring them against overall performance – eg number of unemptied/missed bins against the total number emptied; and including details of compliments.

Decision

(a) To note the statistics presented in appendix 1 of the report, a summary of which was highlighted in Annual Complaints Report 2016/17, appendix 2 to the report; and

(b) To note the newly published Annual Complaints Report provided in appendix 2 of the report.

Action

Chief Executive

The meeting terminated at 11.34am

Adult Social Care
Performance Report Quarter Three 2017/18

Midlothian

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 redesign as required by the Integration agenda. The 2016-19 Strategy and 2017-18 Delivery Plan outlines a major programme of service changes designed to promote prevention and recovery. The enablers to achieve include improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Care Packages.

1. Integration
First version of a Property Strategy has been developed for consideration by the Integrated Joint Board (IJB). The financial challenges faced by the IJB have been considered at a development session and a further iteration of the Finance Strategy is being developed. The workforce framework is now being applied to particular service areas such as the Social Work Assessment Team. In relation to joint working the delivery of the Recovery Hub will enable mental health services, substance misuse services and criminal justice services to work in a more integrated way and will strengthen the partnerships core priorities which is to develop a more effective Recovery Integrated System of Care.

2. Older People
The Joint Dementia team now has a dedicated Team Leader and an additional Post Diagnostic Support worker assisting the team in meeting the needs of those people and their families living with dementia. The Hospital at Home service has increased capacity with additional nurses aiming to keep people out of hospital where appropriate. The voluntary organisations that deliver alternatives to care at home continue to respond to increasing numbers of referrals in supporting people at home safely and improving their socialisation. Highbank Care Home continues to be very busy with supporting intermediate care and avoiding unnecessary hospital admissions. It has reduced its number of respite beds by one and increased their intermediate care facility by one in response to demand. Closer partnership work is underway between MERRIT and Acute Medical Unit as well as reviewing the pathways from acute to the Community Hospital to ensure we have the appropriate referral pathways in place.

3. Learning Disabilities
A Day Services Policy and Strategy is now progressing to an implementation phase with plans being progressed to increase the range of day services being provided within Midlothian. Teviot Court, the development of 12 houses for people with complex care needs in Penicuik, is complete and being occupied in a phased approach. Ongoing review of care packages is being progressed to ensure individuals are receiving the right level of support to meet their needs.

4. Physical Disabilities/Sensory Loss
The Joint Physical Disability Planning Group finalising the design, content and governance of the proposed newsletter. Social media continues to be used as an additional means of communicating with the disabled community in Midlothian. Work is underway to review the Physical Disability page of the Council website. The Adult Audiology Clinic at the Community Hospital has lacked uptake or further development due to staffing issues in Audiology. The proposed changes to library service provision mean uncertainty in progressing new hearing aid maintenance and repair clinics in these locations. Further talks have taken place with the Scottish Fire Service to progress simple referral pathways between our organisations. The British Sign Language National Plan was launched on 24th October, and guidance is currently being awaited to inform the creation of a Midlothian Council Plan.

5. Self Directed Support
Work continues to embed Self Directed Support into a 'business as usual' activity. Ongoing service development is focussing on ensuring back office processed support Self Directed Support. A scheme has been set up to assist individuals utilise direct payments by providing an online listing of prospective personal assistants.

6. Criminal Justice
A Peer Support Development Worker supporting Criminal Justice, Substance Misuse and Mental Health has been appointed following agreed funding. Training is taking place in January 2018 as part of the introduction of Safe and Together which provides a framework for partnering with domestic violence survivors and interviewing with domestic violence perpetrators in order to enhance the safety and wellbeing of children. The Criminal Justice team now has the capacity to provide interventions to non-Court mandated domestic abuse perpetrators and should start to receive referrals when Safe and Together is embedded in practice.

1

7. Substance Misuse
Funding for the development of a Recovery Hub which will bring together mental health, substance misuse and criminal justice services, including third sector partners, has been approved by Council. The hub reflects the wishes of people with lived experience to have better co-ordinated, easily accessible services that reduce the need to repeat their stories. Peer support through peer workers, volunteers and mentors will be an integral part of the Recovery Hub. In preparation for the delivery of the Recovery Hub, MELDAP have hosted a workshop for managers to consider further service developments prior to implementation of the hub. A consultation event is planned for February 2018, to discuss how service user/carers and community groups may use the hub building in the evenings and at weekends to further the aims of recovery.

8. Mental Health
Attendance at the weekly Mental Health Access Points in Penicuik and Bonnyrigg continues to grow. Staff at the Access Points guide people to the support they need to increase their mental wellbeing; reducing low mood and feelings of stress. Over 71 Community Services and resources have been signposted/referred into and over 60% of those who have attended have gone on to be offered an assessment for psychological therapies. The Wellbeing Service in 8 GP practices is assisting many people to access self-help resources and quicker access to psychological therapies. Evaluation of the service is demonstrating good evidence about the positive impact of the service. The Triage project introduced with Police to ensure that people in crisis get quick access to the right type of support is resulting in substantial savings in Police time.

9. Carers
The Midlothian Carers Strategy and Action Plan 2017/19 has been completed and presented to Council and the Integrated Joint Board for approval. Work towards the implementation of the new Carers (Scotland) Act 2016 in April 2018 progressing well, and the Carers Strategic Planning Group will change to become the Carers Act Implementation Planning Group. This group will oversee the Strategic Action Plan, but also undertake work and be a reporting mechanism for other subgroup working on implementation.

Emerging Challenges and Risks

Funding Pressures
1. There is a continuing requirement to seek major efficiencies despite the growing demand, particularly in relation to older people and those with complex needs. The service was overspent primarily as a result of some very high care packages and work is being undertaken to find more cost effective ways of providing care. The move towards an integrated budget through the establishment of the Integration Joint Board provides an opportunity to make better use of collective resources.

Capacity and Quality of Services
1. 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. However, a number of service reviews and development work is underway to attempt to manage the challenges and respond in time to hospital discharges.
2. Staff resource diverted to support a large scale investigation which commenced late last year.

Adult, Social Care PI summary 2017/18

Outcomes and Customer Feedback

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
01. Provide an efficient complaints service	Number of complaints received (cumulative)	38	30	11	19	36	📈	**Q3 17/18**: Data Only	⬆			
	Average time in working days to respond to complaints at stage 1	0.12	N/A	22.17	12.55	2	✅	**Q3 17/18**: On Target The timescale for responding to Stage 1 complaints has changed from 20 to 5 days.	⬆	5	Number of complaints complete at Stage 1	24
											Number of working days for Stage 1 complaints completed on target	16
	Average time in working days to respond to complaints at stage 2	4.42	N/A	11.2	12.63	14.33	✅	**Q3 17/18**: On Target	⬇	20	Number of complaints complete at Stage 2	12
											Number of working days for Stage 2 complaints to be Completed	172
	Percentage of complaints at stage 1 complete within 5 working days	17.65%	N/A	0%	9.09%	29.17%	🛑	**Q3 17/18**: Off Target Service continues to address issues and identify and progress complaints within timelines.	⬆	95%	Number of complaints complete at Stage 1	24
											Number of complaints at stage 1 responded to within 5 working days	7
	Percentage of complaints at stage 2 complete within 20 working days	52.63%	N/A	100%	100%	75%	🛑	**Q3 17/18**: Off Target Service continues to address issues and identify and progress complaints within timelines.	⬇	95%	Number of complaints complete at Stage 2	12
											Number of complaints at stage 2 responded to within 20 working days	9

Making the Best Use of our Resources

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£38.237m	£40.122m	£39.864m	£39.592m	£39.028m	🛑	**Q3 17/18**: Off Target Actions are in place to address overspend.	⬆	£38.716m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	11.61	9.25	2.95	5.44	7.47	✅	**Q3 17/18**: On Target	⬆	11.61	Number of days lost (cumulative)	3,772.59
											Average number of FTE in service (year to date)	504.85

Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	80.95%	85.71%	92.1%	97.37%	92.11%	✅	**Q3 17/18**: On Target	⬇	90%	Number of service & corporate priority actions	38
											Number of service & corporate priority actions on tgt/completed	35
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	89%	90%	97%	96%	96%	🛑	**Q3 17/18**: Off Target Service continues to work to identify and address reasons for delayed invoice payment.	⬇	97%	Number received (cumulative)	27,793
											Number paid within 30 days (cumulative)	26,600
06. Improve PI performance	% of PIs that are on target/ have reached their target.	66.67%	71%	80%	75%	78%	🛑	**Q3 17/18**: Off Target 7 out of 9 PIs on target.	⬆	90%	Number on tgt/complete	7
											Total number of PI's	9
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target	▬	100%	Number of high risks reviewed in the last quarter	2
											Number of high risks	2

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	14.81%	0%	33.33%	69.57%	🛑	**Q3 17/18**: Off Target Service continues to progress outstanding audit actions.	⬆	90%	Number of internal/external audit actions on target or complete	16
											Number of internal/external audit actions in progress	23

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Adult Social Care Action report

Midlothian

Service Priority						
Code	**Priority**	**Action**	**Due Date**	**Icon**	**Progress**	**Comment & Planned Improvement Action**
ASC.S.01.01	01. Health Inequalities	The Adults & Social Care Service will participate in and contribute to the area targeting projects	31-Mar-2018	❌	35%	**Q3 17/18**: Off Target Range of small projects to address inequalities in place in all three areas. Multiagency area targeting group reconvened. Reduced involvement due to staffing capacity. Reviewing how to address this challenge and resource this key area.
ASC.S.01.02		Social care staff will be trained on inequalities and poverty	31-Mar-2018	▶	75%	**Q3 17/18**: On Target 82 staff trained to date.
ASC.S.01.03		The Social Care Service will establish links with new local services e.g. Community Health Inequalities Team and the Thistle Project	31-Mar-2018	▶	80%	**Q3 17/18**: On Target Link established between Social Work practitioners and the different elements of House of Care, which is the health umbrella for a variety of local services. Notable progress is being made in building service knowledge, communication links, offering referral advice and providing contact information.
ASC.S.02.01	02. Review the model of care management	Reduce the waiting times for occupational therapy and social work services	31-Mar-2018	❌	70%	**Q3 17/18**: Off Target Whilst there has been significant improvement across all waiting lists there continues to be high service demand impacting on reducing waiting times. Work continues to address this challenge.
ASC.S.02.02		Address the lack of capacity to undertake care package reviews	31-Mar-2018	▶	70%	**Q3 17/18**: On Target Review team working through the priority list care package reviews. Work continues to address challenges in the context of high service demand.
ASC.S.02.03		Strengthen joint working with health colleagues	31-Mar-2018	▶	70%	**Q3 17/18**: On Target New Penicuik Housebound Project underway strengthening joint working with both health and voluntary sector organisations. Care at Home review which includes improved links with community nursing is now at the consultation stage and due to report in February.
ASC.S.02.04		Social Care staff will have more involvement in anticipatory care planning	31-Mar-2018	▶	50%	**Q3 17/18**: On Target Planning meetings for Anticipatory Care Planning (ACP) have taken place. Pilot of the updated national ACP tool taking place in Newbyres care home and Penicuik Leadership Collaborative. Working group taking forward Penicuik project with external support. Implementation of new Carers legislation pilot work undertaken with 'Emergency Planning for Carers' by social work staff.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.02.05		Fully implement the uptake of Self Directed Support	31-Mar-2018	▶	75%	**Q3 17/18**: On Target
ASC.S.03.01	03. Supporting service users through the use of technology	Introduce community frailty assessments	31-Mar-2018	✓	100%	**Q3 17/18**: Complete Developed through the Strategic Primary Care Programme. GP Practise software now offers the ability to assess Frailty based on GP coded interaction. Partnership rolling out web portal to review aggregate data from participating practices.
ASC.S.04.01		Continue to work with voluntary organisations to seek to identify hidden carers	31-Mar-2018	▶	75%	**Q3 17/18**: On Target The Carer Strategy and Carer Strategy Action Plan have been presented to Council and the Integrated Joint Board for approval. Strategy and Action Plan focuses on outcome themes, one of which is carers "Being Identified and Valued Earlier". This outcome promotes early identification; early identification and awareness of carers within voluntary and statutory services; and self-identification by carers. The Strategy Action Plan details the approach and outcome measures to monitor work progress.
ASC.S.04.02	04. Carers	Review the carer assessment process in light of new legislation	31-Mar-2018	▶	75%	**Q3 17/18**: On Target In conjunction with the voluntary sector partner VOCAL we participated in Scottish Government pilot work testing implementation of Adult Carer Support Plans and Emergency Planning for Carers. Findings reported to the Scottish Government and included in final report. Engaged in opportunities to present and discuss local experience and findings at various forums. Ongoing work towards implementation in April 2018.
ASC.S.04.03		Develop a more structured and comprehensive approach to the provision of emergency planning for carers	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Initiated emergency planning toolkit as part of the Scottish Government pilot project. Emergency Planning Tool produced by ENABLE was adopted and thus far positively received by carers and staff. Next steps include expanding the programme of staff training; further developing the toolkit; and developing systems to support communication of plan between services, e.g. sharing with GP and health partners.
ASC.S.05.01	05. Older people	Develop and expand the MERRIT service to provide increased support and enable quicker discharge from hospital	31-Mar-2018	▶	70%	**Q3 17/18**: On Target Work with the Scottish Ambulance Service (SAS) continues to be developed with 14 referrals since the start of the project. SAS refer uninjured people to MERRIT who they have attended to but not conveyed to hospital. The project with the Scottish Fire and Rescue Service has generated 21 referrals in the same 3 month period. Using winter monies MERRIT now has some dedicated admin support, approximately 20 hours per week, to undertake Duty for the team freeing up OT/PT staff time. Band 6 physiotherapy, to support the Advanced Physiotherapist Practitioner. Interviews take place end of January. This will increase capacity to develop referral pathway for GP's, to prevent unplanned admissions and to increase number of

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						earlier discharges from hospital.
ASC.S.05.02		Increase the range of intermediate care options within the community	31-Mar-2018	▶	70%	**Q3 17/18**: On Target The hospital at home service now fully operational. This new way of working puts in place a virtual ward environment. 15 patients currently receiving an enhanced package of healthcare in their own home.
ASC.S.05.03		Expand the 7 day working capacity of the Hospital at Home Team to manage 10 people at any one time	31-Mar-2018	✓	100%	**Q2 17/18**: Complete
ASC.S.05.04		Develop a business case for the reprovision of Highbank care home to become a purpose built intermediate care home	31-Mar-2018	▶	85%	**Q3 17/18**: On Target Business Case proposal developed for the reprovision of service. Await outcome from Capital Programme Board.
ASC.S.05.05		Develop Inreach Hospital Discharge Team	31-Mar-2018	✓	100%	**Q2 17/18**: Complete Inreach Hospital Discharge Team fully operational.
ASC.S.05.06		Refresh and Implement the Falls Strategy	31-Mar-2018	✗	15%	**Q3 17/18**: Off Target On hold. Progress dependent on approval to recruit.
ASC.S.05.07	05. Older people	Development of the Joint Dementia Service to manage crisis referrals for people with dementia and their families	31-Mar-2018	✓	100%	**Q2 17/18**: Complete Joint Dementia Services developed. Duty service operational and embedded in team operation. Close liaison with Duty Social Work team is working well and helping to determine appropriate response to crisis referrals for which Dementia is a significant contributing factor.
ASC.S.05.08		Develop Day Support services to older people focussing on community hubs and a day support referral panel	31-Mar-2018	▶	70%	**Q3 17/18**: On Target Day Support Opportunities Sub Group works in partnership with Community Councils to identify and progress opportunities to develop day support services. Additional funding agreed by Joint Management Team.
ASC.S.05.09		Reprovision Gore Avenue extra care housing	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Period of consultation and planning underway. Estimated timescale for planning approval April 2018. Project team and key roles identified and established with 4 weekly meeting dates set for the next 12 months. Estimated completion of build project summer 2019.
ASC.S.05.10		Deliver a series of clinical training sessions to care homes	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Clinical training sessions ongoing.
ASC.S.06.01	06. Adults - Mental Health	Improve access to early intervention including through mental health access point	31-Mar-2018	▶	95%	**Q3 17/18**: On Target Access points are now established. The focus of the Project team is how to cope with the increased demand.
ASC.S.06.02		Address the physical health needs by providing drop in sessions in the community hospital.	31-Mar-2018	▶	70%	**Q3 17/18**: On Target Drop-in health and wellbeing assessments continue to be available from the CHIT (Community Health Inequalities Team) for people in touch with mental health services.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.06.03	06. Adults - Mental Health	Address the physical health needs through the Community Inequalities Team	31-Mar-2018	▶	70%	**Q3 17/18**: On Target Drop-in health and wellbeing assessments continue to be available from the CHIT (Community Health Inequalities Team) for people in touch with local services.
ASC.S.06.04		Strengthen self-management through peer support and House of Care services	31-Mar-2018	▶	80%	**Q3 17/18**: On Target Evaluation of Wellbeing Service now complete. Successful peer support event took place in October. Wellbeing service has included the delivery of group work which has helped provide the opportunity for peer support.
ASC.S.07.01	07. Adults - Learning Disability	Develop and implement 12 new homes specifically to meet the housing needs for people with complex learning disabilities	31-Mar-2018	✅	100%	**Q2 17/18**: Complete Teviot Court in Penicuik now complete. First residents have moved in.
ASC.S.07.02		Seek to invest in the development of a service to support families and paid care staff working with people with challenging behaviour	31-Mar-2018	▶	70%	**Q3 17/18**: On Target Work continues Lothian-wide to disaggregate Challenging Behaviour Team, which will strengthen services locally in conjunction with staff at Cherry Road and Teviot Court. Work has commenced to develop a local positive support strategy.
ASC.S.08.01	08. Adults - Substance Misuse	Reshape local services following reduction in funding	31-Mar-2018	▶	75%	**Q3 17/18**: On Target The Scottish Government have indicated that it is their intention to increase national funding for drugs and alcohol treatment by £20 million. As yet, MELDAP have not been advised of the processes for disbursement. Consequently, MELDAP will continue work to develop a savings plan to balance budgets for 2018/19. Dependant on proportion of the new national funding made available to Midlothian, MELDAP may not need to implement further savings.
ASC.S.08.02		Shift our use of resources to services which support recovery including peer support such as the Recovery Cafe and Health Centre pilot work	31-Mar-2018	✅	100%	**Q1 17/18**: Complete
ASC.S.09.01	09. Adults - Offenders	Continue and expand the SPRING service provision in line with funding	31-Mar-2018	▶	75%	**Q3 17/18**: On Target 2 year fixed term arrangement in place for Team Leader and Social Worker posts.
ASC.S.09.02		The new service to be provided by the Communities Health Inequalities Team will include specific targeting of people who have offended	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Wellbeing sessions at the Spring Service progressing well. Women actively encouraged to attend the Midlothian Community Hospital drop-in service for 1:1 support. Funding status for CHIT not confirmed beyond 1st April 2018.
ASC.S.09.03		Extend Multi-Agency arrangements to include violent offenders	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Process in place. Progressing well.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
ASC.S.10.04		Maintain service funded by MacMillan to support individuals following cancer treatment to address lifestyle issues including employment, exercise, diet, counselling and social activities	31-Mar-2018		75%	**Q3 17/18**: On Target Macmillan support currently in the process of being integrated within the House of Care Health and Wellbeing Project. Training to be arranged for practitioners in the new year. Funding for the service available until the end of March 2018.
ASC.S.10.05		Evaluate the need and most appropriate service response to the needs of people under 65yrs, learning from the experience of such facilities in Highbank for older people.	31-Mar-2018		100%	**Q2 17/18**: Complete Evaluation exercise undertaken. Further exploration to follow.
ASC.S.10.08	10. Adults with long term conditions, disability and sensory impairment	Coordinate the provision of hearing aid maintenance and repair clinics in libraries including the recruitment of volunteers	31-Mar-2018		60%	**Q3 17/18**: On Target Uncertainty over the future of library provision in Midlothian impacts on further development. Staffing issues in Audiology also contributing to lack of progress.
ASC.S.10.09		Arrange and deliver training to all health and social care staff working with NHS Lothian partners to ensure the implementation of a system to flag up sensory impairment on medical records	31-Mar-2018		75%	**Q3 17/18**: On Target Awareness training sessions ongoing.
ASC.S.10.10		Wellbeing Services will be extended to a further 6 GP practices	31-Mar-2018		100%	**Q3 17/18**: Complete The Wellbeing Service is now available in 8 GP practices. An evaluation of the service is complete and findings will be reported in January 2018.

Adult, Social Care PI Report 2017/18

Midlothian

			Service Priority								

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.S.01.02a	01. Health Inequalities	Increase the number of staff trained in inequalities & poverty (cumulative)	233	147	22	65	82	📊	⬇	**Q3 17/18**: Data Only 82 staff trained to date. (17 in Q3)		
ASC.S.02.01a	02. Review the model of care management	Average waiting time for occupational therapy services	7 weeks	14 weeks	7 weeks	9.5 weeks	12 weeks	🔴	⬇	**Q3 17/18**: Off Target Whilst there has been improvement in the numbers and length of waiting time there continues to be high service demand. Work continues to address this challenge.	6 weeks	
ASC.S.02.01b		Average waiting time for social work services	13 weeks	25 weeks	13 weeks	9 weeks	9 weeks	🔴	▬	**Q3 17/18**: Off Target Whilst there are improvements in the numbers and length of waiting time there continues to be high service demand. Work continues to address the challenges.	6 weeks	
ASC.S.02.02a		Maximise the proportion of care packages that are reviewed within timescales	N/A	N/A	47%	53%	48%	📊	▬	**Q3 17/18**: Data Only		

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Short Trend	Note	Annual Target 2017/18	Benchmark
ASC.S.02.05a		Improved reported outcomes by service users	86.6%	87.73%	89.6%	83%	96%	✅	⬆	**Q3 17/18**: On Target Reviews include nine outcomes focussed questions. Not all questions are asked at each review. This measures the proportion of people who responded positively to at least 66% of the questions they were asked. For Q3 55 out of 59 people responded positively.	75%	
ASC.S.02.05c	02. Review the model of care management	Increase the % of people who said that the care and support they received had a positive impact on their quality of life	89%	89%	89%	89%	89%	✅	▬	**Q3 17/18**: On Target Responses over four user survey (2016) questions were averaged. These questions were that social work services have helped them in the following ways: a. "to feel safer" (94%); b. "to lead a more independent life" (95%); c. "to feel part of my community" (79%); d. "feel healthier" (86%). Results refer to those who expressed an opinion, and have been calculated by excluding the "neither agree nor disagree" response to ensure consistency with previous reporting.	85%	
ASC.S.02.05d		Increase the % of people who feel they are participating more in activities of their choice	90.48%	90.48%	87.88%	85%	98%	✅	⬆	**Q3 17/18**: On Target 55 out of 56 people during the quarter stated during review that their ability to participate in activities of their choice had not deteriorated.	75%	
ASC.S.02.05e		The proportion of people choosing SDS option 1	6.02%	5.9%	6.05%	6.6%	6.9%	📈	⬆	**Q3 17/18**: Data Only There is no target for self-directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. This refers to 122 individuals choosing option 1, and includes those under the age of 18.		

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18				Annual Target 2017/18	Benchmark
							Value	Status	Short Trend	Note		
ASC.S.02.05f		The proportion of people choosing SDS option 2	4.73%	4.9%	4.28%	4.7%	4.71%		⬆	**Q3 17/18**: Data Only There is no target for self-directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. This refers to 83 individuals choosing option 2, and includes those under the age of 18.		
ASC.S.02.05g	02. Review the model of care management	The proportion of people choosing SDS option 3	93.35%	93.2%	93.4%	96%	92%		⬆	**Q3 17/18**: Data Only There is no target for self-directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. This refers to 1,620 individuals choosing option 3, and includes those under the age of 18.		
ASC.S.02.05h		The proportion of people choosing SDS option 4	4.11%	4%	3.82%	6.6%	3.69%		⬇	**Q3 17/18**: Data Only There is no target for self-directed support options, as this is included in order to monitor the spread of uptake, which is determined by service user choice. This refers to 65 individuals choosing option 4, and includes those under the age of 18.		
ASC.S.03.01a	03. Supporting service users through the use of technology	Number of Community Frailty Assessments Undertaken	N/A	N/A	N/A	N/A	N/A		▬	**Q3 17/18**: Data Only Too early to provide meaningful measures. Frailty tool developed through the Strategic Primary Care Programme enabling participating GP Practises with the ability to assess Frailty based on GP coded interaction.		
ASC.S.04.02a	04. Carers	Increase the number of people receiving an assessment of their care needs (Carer Conversations)	111	84	28	62	91	✅	⬆	**Q3 17/18**: On Target Q3 Value - 29	111	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Short Trend	Note	Annual Target 2017/18	Benchmark
ASC.S.04.02b	04. Carers	The ratio of workflow which is a Carer's Conversation	3.92%	4.07%	3.41%	4.6%	4.5%		⬇	**Q3 17/18**: Data Only Workflow in this measure refers to assessments, reviews and carer's conversations completed during October - December 2017.		
ASC.S.05.02a		Increase the percentage of Intermediate Care at Home clients who returned home with no package of care	0.75%	1.03%	37.5%	26.7%	11.7%	✅	⬇	**Q3 17/18**: On Target 94 clients admitted during Q3. 11 clients returned home with no package of care.	5%	Baseline 8.7% 2014/15
ASC.S.05.02b		Decrease the percentage of Intermediate Care at Home Clients who were admitted to a care home	14.29%	11.3%	0%	17%	0%		⬆	**Q3 17/18**: Data Only No clients admitted to a care home following intermediate care during October to December 2017.		Baseline of 15.2% identified at end of 14/15.
ASC.S.05.02c	05. Older people	Decrease the percentage of Intermediate Care at Home Clients who returned to hospital	11.3%	21.6%	0%	0%	2%	✅	⬇	**Q3 17/18**: On Target 2 out of 94 clients admitted returned to hospital during this quarter.	15%	Baseline of 39% identified at end of 14/15.
ASC.S.05.03a		Increase the number of patients supported through Hospital at Home	N/A	N/A	307	118	320	✅	▬	**Q3 17/18**: On Target	360	
ASC.S.05.05a		Reduce the rate of per 1,000 population emergency admissions for people aged 75+	314	324	353	N/A	N/A		▬	**Q3 17/18**: Data Only Data has ceased to be provided by ISD. Annual data expected to be available at the year end.		
ASC.S.05.05b	05. Older people	Reduce the number of patients delayed in hospital for more than 72 hours at census date	20	17	10	22	27		⬇	**Q3 17/18**: Data Only		

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18				Annual Target 2017/18	Benchmark
							Value	Status	Short Trend	Note		
ASC.S.05.08a	05. Older people	Increase the number of older people attending day centres	182	196	169	153	147	![status]	⬇	**Q3 17/18**: Data Only Woodburn Day Centre has closed, with some users relocating to Highbank, and others using the new Grassy Riggs Centre to access more day opportunities within the community, rather than a traditional day centre setting.		
ASC.S.06.02a	06. Adults - Mental Health	Increase the number of people accessing the Communities Inequalities Team (cumulative)	N/A	N/A	59	102	154	![status]	➖	**Q3 17/18**: Data Only 52 referrals this quarter.		
M.AHC.ASC.04.01a		Increase the number of people accessing the "Mental Health Access Point"	281	N/A	252	238	222	![status]	⬇	**Q3 17/18**: Data Only		
ASC.S.08.02a	08. Adults - Substance Misuse	Increase the number of people accessing peer support services	59	N/A	88	44	67	![status]	➖	**Q3 17/18**: Data Only		
ASC.S.09.01a	09. Adults - Offenders	Numbers accessing SPRING service (cumulative)	42	17	14	45	62	![status]	⬆	**Q3 17/18**: Data Only 17 women engaged in the service during Q3.		
ASC.S.09.03a		Monitor the number of violent offenders with MAPPA involvement	0	0	0	1	0	![status]	➖	**Q3 17/18**: Data Only		
ASC.S.10.04a	10. Adults with long term conditions, disability and sensory impairment	The number of people attending the Transforming Care after Treatment drop in centre in Lasswade (cumulative)	27	17	13	34	N/A	![status]	➖	**Q3 17/18**: Macmillan room in the Lasswade centre remains for appointments only. No drop in data.		
ASC.S.10.04b		The number of people receiving an holistic needs assessment (cumulative)	24	14	22	55	55	![status]	➖	**Q3 17/18**: Data Only 55 Holistic Needs Assessment 106 Referrals (accumulative)		

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
ASC.S.10.09a	**10.** Adults with long term conditions, disability and sensory impairment	Number of people receiving training (cumulative)	233	147	22	27	27			**Q3 17/18**: Data Only This data relates hearing and vision loss impairment training by RNIB & Deaf Action training. The training was carried out over two half day sessions. This contracted element of the training is now complete for this financial year.		
ASC.S.10.10a		Increase the number of people seen by the wellbeing service (cumulative)	N/A	N/A	264	589	880			**Q3 17/18**: Data Only 291 referrals to the service. Higher than previous quarters.		

Published Local Government Benchmarking Framework - Adult Social Care

Midlothian

Adult, Social Care

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
SW1	Corporate Indicator - Older Persons Home Care Costs per Hour (Over 65) (LGBF)	£16.23	£16.99	£12.46	£23.81	£28.22	£25.90	£24.19	16/17 Rank 21 (Third Quartile) 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 30 (Bottom Quartile).
SW2	Corporate Indicator - SDS spend on adults 18+ as a % of total social work spend on adults 18+(LGBF)	2.76%	2.18%	2.4%	2.78%	2.69%	3.95%	3.8%	16/17 Rank 18 (Third Quartile) 15/16 Rank 13 (Second Quartile). 14/15 Rank 17 (Third Quartile).
SW3	Percentage of service users 65+ with intensive needs receiving care at home. (LGBF)	36.34%	38.37%	53.57%	38.8%	32.24%	37.92%	39.45%	16/17 Rank 10 (Second Quartile) 15/16 Rank 10 (Second Quartile). 14/15 Rank 20 (Third Quartile).
SW4a	Percentage of adults receiving any care or support who rate it as excellent or good. (LGBF)					85.78%	73%	Data to follow	15/16 Rank 32 (Bottom Quartile) 14/15 Rank 12 (Second Quartile)
SW4b	Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life. (LGBF)					81.73%	85.7%		15/16 Rank 15 (Second Quartile) 14/15 Rank 28 (Bottom Quartile)
SW5	Corporate Indicator - The Net Cost of Residential Care Services per Older Adult (+65) per Week (LGBF)	£351.30	£382.20	£390.84	£392.51	£377.86	£392.00	£358.07	16/17 Rank 11 (Second Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 14 (Second Quartile).

**Customer and Housing Services
Performance Report Quarter Three 2017/18**

Performance Review and Scrutiny Committee
Tuesday 13 March 2018
Item No: 5.2

Midlothian

Progress in delivery of strategic outcomes

Undertaking a performance management approach on what is expected, clear performance measures and outcomes for success. Committed to measuring customer satisfaction across all service functions to ensure these are effective and efficient. In addition to specific consultation exercises, planning and service development is routinely undertaken with tenants, service users and stakeholders. Data gathered has helped formulate the Council's Customer Service Strategy, which has completed customer profiling and insight into knowing who our customers are and shaping the services they need.

1. Housing
Midlothian's Strategic Housing Investment Plan 2018/19 – 2022/23 was approved at Council on 7 November 2017 and details the priorities for the investment in new affordable housing in Midlothian and sets out the Council's approach to promoting affordable housing investment and meeting housing supply targets through our resources bid towards the continued social housing new build programme.

Specific needs provision is included to ensure the design guide addresses recent developments in care provision and the rising number of dementia sufferers and those with bariatric conditions living at home.

With our history of delivery in development we expect a favourable outcome in the RPA – Resource Planning Assumption for grant funding to buy land and build housing.

The Private Housing (Tenancies) (Scotland) Act 2016 came into force in Scotland from the beginning of December providing new tenancy agreements for the Private Rented Sector. Changes have been made to make tenancy agreements more flexible, easier to understand for landlords and their tenants, as well as increased clarity and security for both parties. The changes apply to all new private sector tenancies beginning on or after 1 December 2017 to include; new pre-tenancy information and documentation; restrictions on ending a lease; no end date or duration; rent increase only once a year; new appeal and arbitration procedures and a set of mandatory and options lease terms. This development provides a more secure housing option in private renting.

Rent pressure zones from 1 December 2017, local councils can apply to Scottish Ministers to have an area designated as a 'rent pressure zone' (RPZ) if they can prove that:rents in the area are rising too much; the rent rises are causing problems for the tenants; the local council is coming under pressure to provide housing or subsidise the cost of housing as a result.

A rent pressure zone will only apply to rent increases for tenants with a private residential tenancy. Rent increases for tenants with a short assured or assured tenancy will not be affected. If an area is designated as an RPZ, it means a cap (maximum limit) is set on how much rents are allowed to increase for existing tenants with a private residential tenancy each year in that area. Scottish Ministers must consult landlords' and tenants' representatives before they make any area a rent pressure zone.

2. Revenues
The Rent Strategy 2018 consultation was approved by Council and options have been provided to survey tenants and housing applicants. A report on the canvassed responses will be provided to Elected Members which considers the affordability of council house rents and provides feedback on consultation regarding future rental charges for council housing to determine the level of investment and new build development in council housing beyond the current programme before a decision is taken on future rent charges for 2019/20 and thereafter.

3. Community Safety
The Strategic Assessment 2017 - 18 was completed with Community Safety Partners using evidenced based analysis, environmental scanning and risk assessment. This analysis informed the priorities across crime prevention, antisocial behaviour, drug and alcohol misuse, domestic abuse, road safety, fire safety and home safety; ensuring everyone has the right to live, work and visit in safe and secure communities, with a reduced incidence of crime. The high priorities of substance misuse (Focus on alcohol), gender based harm (including domestic abuse and adverse childhood experiences), crimes of dishonesty (including shoplifting), violent crime (focus on young people exposed to violence) and antisocial behaviour (youth focus) have been agreed for 2018-19.

The Midlothian Council funded police Community Action Team was reinstated in December to deter, disrupt and divert criminality and antisocial behaviour. The Midlothian Police and Fire & Rescue Board will monitor the teams performance outcomes.

4. Customer Services
Activity this period has focused on the CRM system (Customer Relationship Management) shared procurement arrangement with East Lothian Council and the start-up phase discussions on the Online Payments and Services (OPAS) project as there is a need to focus driving more customer activity onto the digital platform. A draft Mandate on joint procurement arrangements agreed for capital plan and Joint Directors approval.

Digital transformation will see more Council services become available on-line utilising a range of digital devices and platforms wherever possible. Further transformation is required to develop and promote digital by design to adopt a digital by decision approach for online customers.

Summary of the major challenges and actions to address them

Financial Strategy
Challenge
As a result of government funding cuts, the Midlothian Council budget gap will increase in future years and the Council needs to cut costs and change our service design and delivery model to make sure that we are able to deal with the future demands of a growing and ageing population.

Action
Customer and Housing Services have developed future year savings proposals and timescales for realising those identified in line with the corporate Financial Strategy 5 year plan and Change Programme.

Homelessness
Challenge
The funding shortfall in Welfare Reform particularly for young peoples' housing options is causing a significant pressure on the homelessness budget in general, as detailed in the Universal Credit report to Council in December 2017. An additional pressure this quarter has been a managing agent terminating a long standing contractual relationship for their privately rented properties and as a result the council has been relocating 30 households to alternative accommodation causing unplanned expenditure.

Action
Budget is in place for 36 bed and breakfast spaces, there are currently on average 69 spaces being utilised. Pentland House and the Polton Centre opened earlier this year to reuse the council buildings to provide an alternative to Bed and Breakfast accommodation for homeless households. The reuse of other council buildings as a more supportive accommodation option and also more cost effective for the local authority is planned.

A Scottish Government short term action group has been established to end rough sleeping and transform the use of temporary accommodation in Scotland. A "Ending Homelessness Together" fund has been announced to fund homeless prevention initiatives and Midlothian Council shall bid for resources once details of the scheme are available.

Welfare Reform
Challenge
As a Local Authority in Universal Credit Full service there are limitations to the information we receive from DWP regarding our tenant's eligibility and entitlement. DWP pay Housing costs and any arrears value monthly on a collective four weekly submission schedule. We are not notified of incoming 4 weekly payments until the payment file is processed.

As a landlord, Midlothian Council have no means or influence in monies collected by DWP as they communicate directly to their claimant via an online journal entry and the claimant has this responsibility to inform their landlord.

Any claimant may have variances due to part time working, non-dependant deductions, overpayments, payment advances, or sanctions etc. that can all influence DWP payment and ultimately any scheduled landlord payment without any notification to the landlord, or being made aware.

The Impact of Universal Credit Full Service on Council house rent collection has been severe.

At 3 April 2017 132 Midlothian Council tenants were claiming UC with total arrears of £97,808 and average arrears of £740.97. The average rent arrears at 3 April 2017 were £265.42 for those still in receipt of HB and £299.21 for those not receiving HB.

As at 6 November 2017 this had increased to 657 tenants with total arrears of £520,522 and average arrears of £792.27. At 3 April 2017 current tenant rent arrears were £1,167,625 comprising £1,106,626 for mainstream properties and £60,999 for temporary accommodation. As at 6 November current tenant arrears has increased to £1,472,222 comprising £1,283,124 for mainstream properties and £189,098 for temporary accommodation.

Increased demand for Discretionary Housing Payments (DHP) with £828,492 being paid in 2016/17 and £966,368 paid and committed in 2017/18 as at 31 October 2017.

Additional demand for Scottish Welfare Fund (SWF) saw a 20% increase in Crisis grant applications in the 7 month period to 31 October 2017 compared with the same period last year. Recent regulations require councils to make decisions on crisis grant applications no later than the end of the next working day.

Action
Our staff aim to mitigate the effects and sign post to help and offer guidance, due to the complexity the changeover to UC brings, however, tenants have a responsibility to pay and maintain a clear rent account, and where Housing Cost assistance is eligible the tenant must make and maintain the conditions of their claim with DWP. Where Tenants are vulnerable they are encouraged to engage with the support service we provide for further assistance in making and maintaining their claim with DWP otherwise rent recovery action is progressed for tenants where rent arrears accrue on their account.

The UK Government has announced significant changes to Universal Credit in the Autumn Budget of 22 November, 2017. These include; legislating for stay in Temporary Accommodation to be paid through Housing Benefit. This change requires secondary legislation to be passed and is expected to be in place by April, 2018.

The initial seven day waiting period from assessment before a person can apply for Universal Credit is to be abolished and effective from February 2018 after legislative change which will reduce the total waiting time down from six weeks to five weeks.

A further change from April 2018 will be for a UC claimant who at the point of the claim receives support towards their housing costs, will be provided with a further two weeks of housing benefit to assist their transition to Universal Credit to address rent arrears.

Advance payment arrangements of Universal Credit have been announced by DWP, where an Advanced Payment can be made to claimants in 5 days if someone is in immediate need. This is deducted from subsequent payments. From January 2018, claimants will be able to access 100% of their estimated UC entitlement in the form of a loan which includes the housing costs, instead of the 50% value at present. The period of repayment has been extended to 12 months which will relieve some of the financial pressure experienced, especially where claimants have third party deductions. In addition from the Spring of 2018, claimants will be able to apply for an advance online, with payment expected within 5 days.

Revenues
Challenge
An Internal Audit of the Arrears Recovery procedure recommended the reporting of overpaid housing benefit debt and this will be included in the new financial year performance, the current year values are listed meantime. In the strategy for collecting this debt.

Total value of HB overpayments identified during the quarter Q1. £358,841 Q2. £518,794 Q3. £233,680
Total value of HB overpayments recovered during the quarter Q1. £228,769 Q2. £487,332 Q3. £298,568
Total value of HB overpayments written off during the quarter Q1. £19,821 Q2. £30,564 Q3. £26,350

Action
In the strategy for collecting this debt, normally overpayment of Housing Benefit will be recovered direct from the tenant. However, if the tenant has an ongoing Housing Benefit award, any overpayment will be recovered by means of a standard weekly deduction from the current Housing Benefit award. The tenant is then required to pay this amount to their rent account. Failure to pay this amount will result in arrears accruing and their case likely proceeding through recovery.

Customer and Housing Services PI Summary 2017/18

Outcomes and Customer Feedback

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
01. Provide an efficient complaints service	Number of complaints received (cumulative)	176	N/A	53	82	115	📈	**Q3 17/18**: Data Only	⬆			
	Average time in working days to respond to complaints at stage 1	1.6	N/A	3.7	3.2	2.2	✅	**Q3 17/18**: On Target	⬆	5	Number of complaints complete at Stage 1	108
											Number of working days for Stage 1 complaints to be Completed	237
	Average time in working days to respond to complaints at stage 2	6.1	N/A	0	14	13.4	✅	**Q3 17/18**: On Target	⬆	20	Number of complaints complete at Stage 2	7
											Number of working days for Stage 2 complaints to be Completed	94
	Percentage of complaints at stage 1 complete within 5 working days	84.38%	N/A	88.68%	89.74%	85.19%	🛑	**Q3 17/18**: Off Target Service addressing issues	⬇	95%	Number of complaints complete at Stage 1	108
											Number of complaints at stage 1 responded to within 5 working days	92
	Percentage of complaints at stage 2 complete within 20 working days	60%	N/A	0%	100%	85.71%	🛑	**Q3 17/18**: Off Target Service addressing issues.	⬇	95%	Number of complaints complete at Stage 2	7
											Number of complaints at stage 2 responded to within 20 working days	6

Making the Best Use of our Resources

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£11.963m	£12.267m	£11.242m	£11.509m	£11.461m	🛑	**Q3 17/18**: Off Target Actions in place to address overspend	⬆	£11.380m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.61	7.73	1.11	2.39	3.99	✅	**Q3 17/18**: On Target	⬆	6.50	Number of days lost (cumulative)	658.38
											Average number of FTE in service (year to date)	164.98

Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	83.33%	83.33%	83.33%	75%	66.67%	🛑	**Q3 17/18**: Off Target 8 out of 12 actions on target. Corrective actions contained in main report.	⬇	90%	Number of service & corporate priority actions	12
											Number of service & corporate priority actions on tgt/completed	8
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	94%	95%	98%	98%	97%	✅	**Q3 17/18**: On Target	⬇	95%	Number received (cumulative)	5,081
											Number paid within 30 days (cumulative)	4,952
06. Improve PI performance	% of PIs that are on target/ have reached their target.	60%	40%	63.64%	42.86%	28.57%	🛑	**Q3 17/18**: Off Target 2 out of 6 quarterly indicators on target. Detail contained in main report.	⬇	90%	Number on tgt/complete	2
											Total number of PI's	7
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target No High Risk classified in quarter. All service specific risks reviewed each quarter.	▬	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target	0%	50%	100%	100%	100%	✅	**Q3 17/18**: On Target	▬	90%	Number of internal/external audit actions on target or complete	10
											Number of internal/external audit actions in progress	10

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Customer and Housing Services Action report 17/18

Midlothian

			Service Priorities			

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.S.01.03	01. Reduce alcohol and drug misuse	Encourage licensed premises to apply for the best bar none scheme	31-Mar-2019	▶	60%	**Q3 17/18**: On Target Police Scotland is working with the 14 Best Bar None applicants who signed up to the scheme to support them throughout the process. Local Licencing Forum monitors the process and expressed an interest in pursuing that the applicants and award holders contribute towards the 5 licencing forum objectives covered by the updated legislation (Air Weapon and Licensing Act 2015).
M.CSJ.CHS.01.03		Undertake a range of proactive communication and engagement activity regarding responsible alcohol consumption	31-Mar-2018	▶	70%	**Q3 17/18**: On Target CSJP contributes into the government consultation regarding minimum alcohol pricing. The Scottish Government plans to introduce Minimum Unit Pricing for alcohol on 1 May 2018. Before they introduce the Minimum Unit Price, the Scottish Ministers are having a public consultation to gather views from people, businesses, public bodies and interested parties about the Scottish Governments preferred price of 50 pence per unit of alcohol. CSJP and Police Scotland are making progress on "You're Asking for It" campaign focussing on the proxy purchasing of alcohol by adults for children supported by resources such as leaflets, posters and floor art.
CHS.S.02.01	02. Support people out of poverty and welfare dependency	Support financially vulnerable households in mitigating Welfare Reform impact.	31-Mar-2018	▶	85%	**Q3 17/18**: On Target Awarded £1,069,781 in Discretionary Housing Payments to 1526 claimants to continue to mitigate the effects of Welfare Reform, including benefit cap and under occupancy charge.
CHS.S.02.02		Award Scottish Welfare Fund monies in line with set criteria, for Crisis Grants and Community Care Grants, to meet the need of vulnerable clients.	31-Mar-2018	▶	85%	**Q3 17/18**: On Target Awarded £290,999 to 31 December 2017. £165,833 community care grants and £125,166 crisis grants within budget allocation year to date.
CHS.S.03.02	03. Deliver further affordable housing	Designate housing for particular needs within existing and new build stock	31-Mar-2018	✅	100%	**Q2 17/18**: Complete Complex Care Housing development has now been completed at Teviot Court in Penicuik. Two wheelchair houses completed at Robert Franks Avenue/Gardens Gorebridge.
M.SG.CHS.03.01		Deliver more social housing in partnership between Council, Registered Social Landlords and private developers	31-Mar-2018	▶	90%	**Q3 17/18**: On Target 112 new affordable units completed. 81 New build council houses have been built/acquired. A Strategic Housing Investment Plan for Midlothian has been submitted to the Scottish Government.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
M.CSJ.CHS.04.01		Target prolific house breakers and thieves through ASBOs and CRASBOs, working in partnership with the ASBVO group.	31-Mar-2018	▶	90%	**Q3 17/18**: On Target Police enforcement efforts and preventative work by the Community Safety Partnership through public information road shows and the Lock Down Crime Campaign has led to a downward trend in crimes of housebreaking. In December 1 ASBO has been obtained, 1 ASBO is in the interim stage for house breaking and shoplifting and 1 applied for - awaiting decision from Sheriff Court. Case conference is organised for a prolific house breaker.
M.CSJ.CHS.04.02	04. Reduce crimes of dishonesty	Raise public awareness of crime prevention through campaigns and crime prevention initiatives	31-Mar-2018	▶	90%	**Q3 17/18**: On Target A number of Lock Down Crime roadshow events have taken place and home security kits (containing a property marking DNA kit and a shed alarm) are available to purchase from Police Scotland at the roadshows. These can also be ordered online and are promoted by CBOs at local surgeries and by social media. Further road shows are planned for 2018 with an aim to have at least one road show per month. Straiton Retail Park initiative is now established. Shop Watch Radio scheme is being progressed. As part of the crime prevention initiative Straiton had an investment of CCTV cameras and fencing to the back of the retail park to reduce opportunities for business housebreaking, shoplifting and fires.
CHS.S.06.01		Prevent homelessness through the delivery of an education programme	31-Mar-2018	⊗	90%	**Q3 17/18**: Off Target The housing education programme is required to match the school timetable and priorities across term time, with delivery consequently straddling across financial years. Housing staff have commenced the current series of sessions in East Midlothian, with West Midlothian in the following weeks. In this present programme new materials for schools produced by Shelter Scotland complementing our local materials will be developed with our local materials for schools lesson plans taking the lead in conversations about housing and homelessness, then the Housing Services Youth Homeless Team offering specialist support.
CHS.S.06.02	05. Homelessness has reduced and people threatened with homelessness can access advice and support services	Improve access to homelessness advice & assistance.	31-Mar-2018	⊗	80%	**Q3 17/18**: Off Target Despite the prevention and housing option services, there has been a continued slight increase in homeless applications, both from families and single person households. Continue to monitor.
CHS.S.06.03		Minimise re-let timescales for mainstream housing.	31-Mar-2018	⊗	80%	**Q3 17/18**: Off Target An improvement in performance from previous quarter. Small number of properties delayed due to issues with structural repairs, condition of 2 properties due to damage outgoing tenant capital works and external utilities providers.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.S.06.04	05. Homelessness has reduced and people threatened with homelessness can access advice and support services	Minimise re-let timescales for temporary accommodation.	31-Mar-2018	❌	80%	**Q3 17/18**: Off Target Small number of properties delayed due to issues with structural repairs, condition of 2 properties due to damage outgoing tenant capital works and external utilities providers. Significant delay letting 2 properties due to length of time to detect and resolve hot water system and decant tenant to undertake repair work.

Customer and Housing Services PI Report 17/18

Midlothian

							Q3 2017/18				
							Service Priorities				

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.S.02.01d	02. Support people out of poverty and welfare dependency	Average processing time for new claims (internally calculated)	19 days	18 days	31 days	24 days	21 days	🛑	⬆	**Q3 17/18**: Off Target Year to date 26 days.	19 days	2015/16 Scottish Average - 23 days
CHS.S.02.01e		Average processing time for change of circumstances (internally calculated)	7 days	10 days	9 days	10 days	8 days	🛑	⬆	**Q3 17/18**: Off Target Year to date 9 days. Anticipated improvement in Q4.	7 days	2015/16 Scottish Average - 7 days
CHS.S.03.02a	03. Deliver further affordable housing	Number of housing units provided for particular needs with existing and new build stock.	1	1	12	14	14	✅	➖	**Q3 17/18**: On Target A total of 14 particular needs units provided during Q1/2/3.	10	
M.SG.CHS.03.01a		Number of social housing completions	66	46	10	41	81	✅	⬆	**Q3 17/18**: On Target 81 new build council homes and 5 open market purchases.	100	
CHS.S.06.01a	05. Homelessness has reduced and people threatened with homelessness can access advice and support services	Number of school homeless prevention presentations undertaken	100	N/A	8	0	11	🛑	⬆	**Q3 17/18**: Off Target Q3 has been a slow period for housing education. Impacted by individual school timetabling and school priorities. Also affecting performance is the academic year straddling two financial years.	80	
CHS.S.06.02a		Number of customers accessing advice and assistance service	820	171	210	234	184	📊	⬇	**Q3 17/18**: Data Only		

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.S.06.04a	05. Homelessness has reduced and people threatened with homelessness can access advice and support services	Re-let time temporary accommodation properties	31	29	32	36	37	🛑	⬇	**Q3 17/18**: Off Target A small number of properties delayed due to issues with structural repairs, condition of 2 properties due to damage outgoing tenant capital works and external utilities providers. Significant delay letting 2 properties due to length of time to detect and resolve hot water system and decant tenant to undertake repair work.	35	

Published Local Government Benchmarking Framework - Customer and Housing Services

Midlothian

Corporate Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£14.08	£13.65	£14.23	£14.09	£10.65	£10.94	£9.62	16/17 Rank 19 (Third Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 17 (Third Quartile).
CORP7	Corporate Indicator - Percentage of income due from council tax received by the end of the year %	93.0%	93.6%	93.9%	93.5%	93.8%	94.4%	94.5%	16/17 Rank 29 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 31 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£2.96	£3.01	£2.53	£2.66	£2.46	£1.67	£1.06	16/17 Rank 3 (TOP Quartile). 15/16 Rank 5 (TOP Quartile). 14/15 Rank 11 (Second Quartile).
C&L5a	Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	82.8%		78%	80.6%	77%	68.33%	66.67%	16/17 Rank 31 (Bottom Quartile). 15/16 Rank 31 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).

Housing Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year				4.3%	6.57%	6.85%	6.39%	16/17 Rank 13 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 18 (Third Quartile).
HSN2	Percentage of rent due in the year that was lost due to voids	1.4%	1.3%	1.6%	1.6%	0.6%	0.8%	0.5%	16/17 Rank 4 (TOP Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).

Children's Services
Performance Report Quarter Three 2017/18

Midlothian

Progress in delivery of strategic outcomes

Strategic Direction
Following the Children's Services review we have concluded the recruitment of staff which will enable teams to begin to settle and consolidate. We are however experiencing high levels of maternity leave and this has and will continue to impact on service delivery.

Given the ongoing budget pressures, all parts of the service continue to be reviewed and creative solutions around how we can work more collaboratively with our partner agencies or across local authorities are ongoing areas of discussion.

Vision
Our service provision is 'to improve families' lives by giving them the support they need when they need it'. We support children, young people and their families to manage a number of difficulties and traumas so that they can fulfil their potential and experience fulfilling and positive lives. We do this with a flexible outcome-focussed, person-centred planning approach that puts the needs of the children and young people at the heart of everything we do. The service is driven by a desire to achieve efficiency, both in working practices and use of resources.

Progress update:

Care Experienced Young People – Educational Attainment: Children's Services and Education continue to work together to devise a more robust model to ensure care experienced young people remain in education and are afforded the best educational opportunities.

Disability: The working group relating to transitions continues to explore the recommendations from Scottish Government's recent study on how best to transition from Children's Services into Adult Services. With reference to the Playscheme provision, Vocal have now completed their engagement event with parents. We are awaiting their final report but initial findings suggest there is no one preferred option. The Head of Service is scheduled to meet with VOCAL (Voice of Carers Across Lothian) in early February to progress this matter.

Over the course of 2017, Children's Services have been working on a project that enabled two young men with complex needs to move into a local tenancy with specialist support provided by Action for Children. This approach allows the young people to remain within their local community; have regular contact with their families and attend their local school. This was a complex project and required collaboration between several council departments and external agencies.

Child Protection: At the end of Q3 Midlothian had 30 (1.8%) children on the child protection register which is below the National 3.0% average. The Lead Officer for Child Protection is in the process of undertaking evaluation in respect of integrated chronologies and SMART plans for children on the child protection register. The results of these evaluations will be considered and used to inform future training in both areas of practice.

Training: The East and Midlothian Public Protection Committee have recently committed to adopting the Safe and Together model of practice in relation to Domestic Abuse. The initial training on this approach will begin 22 January 2018.

The majority of Children's Services staff are now trained in motivational interviewing techniques. This approach should offer a consistency in how we engage with service users and enhance their skills to achieve more positive working relationships with those harder to reach families.

Looked After at home and away from home (LAC/LAAC): Our looked after at home children and young people numbers have decreased by 2 over Q3 to 72. This relates to 3.8 rate per 1.000 children in Midlothian which brings us in line with the Scottish average of 3.8.

From discussions with staff and the Children's Reporter it would appear that this significant increase supports our earlier intervention and preventative strategy in that we are identifying families earlier where there are concerns and where we require change and trying to achieve this by putting more resources and support into family based care rather than removing children.

Children and Young People Looked after away from home are divided into categories. In Q3 Midlothian currently had 180 children who are looked after and accommodated out with parental care. This is broken down to foster care – 64 (quarterly increase of 4), external foster care 28 (quarterly reduction of 2), kinship care – 60 (quarterly decrease of 2), Midlothian residential – 8 (quarterly decrease of 3), external residential 17 (quarterly decrease of 1) and secure accommodation 3 (quarterly increase of 2). All of these changes are below the National Averages. This is a positive trend and supports our ethos and aim of having all children and young people cared for and educated within Midlothian.

Hawthorn Family Learning Centre: Staff from Hawthorn Family Learning Centre have been deployed to Penicuik Family Learning Centre (Sure Start Stepping Forward) to work in partnership with them to support the families from the Penicuik, Roslin, Bilston and Loanhead areas The children aged 0-3 years who would have usually been transported to Hawthorn. Initial reports from staff and families are very positive. We are also developing our parent/carers learning groups with Mayfield Family Learning Centre. We are piloting 30 hours education for 3-5 year olds at Hawthorn but within this ensuring that the 3-5 year olds continue to remain in their local communities and attend their local nurseries with support or continue at either Family Learning Centre with education input. This Penicuik pilot will report back its findings in February 2018 to consider what works well and in what other areas can we replicate this model of working.

Residential Care: Residential Care has experienced a more settled quarter, the temporary closure of Woodburn Court has allowed the staffing teams in Pentland Way and Ladybrae to regroup and focus on building positive relationships and care planning for all our accommodated young people. Two new seniors were appointed in acting up positions which has positively changed the leadership team, enabling more effective support and supervision and boosting staff morale. Trauma based training including Effective Practice, Trauma across the Lifespan and Motivational Interviewing training has taken place with staff from both Residential Services and Children's Services, which increased knowledge and skill levels and provided the opportunity for more joined up working. The young person who required the high level of support at Ladybrae successfully transitioned to a local placement staffed by Action for Children before Christmas. This month we have supported the move of a young person from Residential School in Fife and he is now placed in Ladybrae. We are currently recruiting to replace staff who have left the service and this will allow us to reduce the need for locum staff and plan for the future needs of the service.

Family Placement Team: We are now 2 months into the PACE programme previously referred to in the Q2 report. 11 children under the age of 12 have been accommodated away from home since 1 November 2017 and as such, the care-planning and decision-making will be monitored by the PACE Champions Group.

An announced inspection took place in November 2017 in respect of Children's Service Fostering and Adoption Services using a six point grading scale where Grade 6-Excellent and Grade 1-Unsatisfactory. The Adoption report retains grade 4's for the two areas they inspected which relate to quality of care and support and management and leadership. The Fostering report drops one grade from a 4 to a 3 in respect of the care that we offer foster carers, not children. We retained a grade 4 for leadership and management within this area of the inspection. Both inspection reports highlighted concerns around staffing and the high turn-over of staff and the volume of work. This reflects the changes made as a result of the service review some staff choosing to go into different areas of work but in addition to this we had and continue to have very high levels of maternity leave. We are now fully staffed as off 3rd January 2018 and we are working on a development plan to ensure that all the new staff in this area of work are offered sufficient training and have manageable caseloads.

Whilst there is clearly areas to improve upon from this Inspection, there are equally areas where we continue to make progress and would like to offer reassurance that we continue to work hard at improving all aspects of children's services work.

Emerging Challenges and Risks

Budget: The requests for expensive resources continue to place a number of pressures and demands on budgets. We currently have three young people in secure care with another two young people on step down from secure care programmes with the hope that they can return to Midlothian over the next three months. The cost of this resource is the same as secure care. We continue to explore innovative and cost reducing models locally. These solutions however are dependent on having the appropriate infrastructure in order to meet the young people's care and education needs locally.

Scottish Child Abuse Inquiry: As a Local Authority we have had three Section 21 request from the Scottish Child Abuse Inquiry Team, all of them have been completed.

Children's Services PI summary 2017/18

Outcomes and Customer Feedback

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
01. Provide an efficient complaints service	Number of complaints received (cumulative)	35	N/A	4	15	19	📈	**Q3 17/18**: Data Only	⬆			
	Average time in working days to respond to complaints at stage 1	0.67	N/A	0	4	1.6	✅	**Q3 17/18**: On Target	⬆	5	Number of complaints complete at Stage 1	5
											Number of working days for Stage 1 complaints to be Completed	8
	Average time in working days to respond to complaints at stage 2	11.5	14.26	18.75	13.23	15.64	✅	**Q3 17/18**: On Target	⬇	20	Number of complaints complete at Stage 2	14
											Number of working days for Stage 2 complaints to be Completed	219
	Percentage of complaints at stage 1 complete within 5 working days	66.67%	N/A	100%	100%	60%	🛑	**Q3 17/18**: Off Target 2 of 5 stage 1 complaints not completed in time due to complexity of cases and multi-agency nature of responses.	⬇	95%	Number of complaints complete at Stage 1	5
											Number of complaints at stage 1 responded to within 5 working days	3
	Percentage of complaints at stage 2 complete within 20 working days	85.71%	N/A	100%	84.62%	85.71%	🛑	**Q3 17/18**: Off Target Complexity of complaints has meant timescales haven't been met in some instances.	⬆	95%	Number of complaints complete at Stage 2	14
											Number of complaints at stage 2 responded to within 20 working days	12

Making the Best Use of our Resources

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£15.431m	£14.858m	£14.936m	£15.010m	£15.323m	🛑	**Q3 17/18**: Off Target Actions are in place to address overspend	⬇	£14.688m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.40	10.22	3.34	5.20	8.33	🛑	**Q3 17/18**: Off Target Target revised to match previous year. This is a priority area which as a service we are addressing to reduce our absence management statistics.	⬆	7.40	Number of days lost (cumulative)	1,163.27
											Average number of FTE in service (year to date)	139.62

Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target	—	90%	Number of service & corporate priority actions	7
											Number of service & corporate priority actions on tgt/completed	7
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	96%	97%	99%	99%	99%	✅	**Q3 17/18**: On Target	⬇	95%	Number received (cumulative)	8,125
											Number paid within 30 days (cumulative)	8,012
06. Improve PI performance	% of PIs that are on target/ have reached their target.	77.78%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target	—	90%	Number on tgt/complete	4
											Total number of PI's	4
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target No High Risks	—	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	18.18%	0%	0%	0%	🔴	**Q3 17/18**: Off Target Work is ongoing to finalise policies and processes for completion of the "Self Directed Support" audit actions. Meetings with Audit to look at amending actions and extending deadlines for completion have been scheduled.	—	90%	Number of internal/external audit actions on target or complete	0
											Number of internal/external audit actions in progress	3

Children's Services Action report 2017/18

Midlothian

Service Priorities						

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CS.S.01.02	01. Children and young people are supported to be Healthy, happy and reach their potential	Implement the changes outlined in the Children & Young People (Scotland) Act 2014, in relation to the Named Person provision.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Government legislation is being monitored and changes will be put into practice as and when new duties come into force.
CS.S.01.03		Increase opportunities to work in collaboration with partners, identify opportunities to work with voluntary agencies and local community groups, including resource- sharing and co-location	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Hawthorn Sure Start pilot in place.
CS.S.02.03	02. All care experienced children and young people are being provided with quality services	Continue to promote active participation from our care experienced young people and to promote the work of the champions board through mentoring/work experience & leadership work	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Survey circulated and continued. Champions fortnightly meetings. About to commission MOMO (Mind Of My Own) app.
CS.S.02.05		Implement alternative care arrangements for those young people who are at risk of secure care.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target We continue to utilise all possible alternatives to secure care.
CS.S.02.06		Improve opportunities for Care Exp Young People to feed back their experiences in foster care, Midlothian residential services & Kinship care	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Questionnaires have been completed and analysis to be completed.
CS.S.03.04	03. Inequalities in learning outcomes have reduced	Improve educational outcomes of our looked after at home children.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Information on Secondary attainment shows an increase in Tariff score for CEYP in 16/17. Analysis of Primary attainment will be carried out in Q4.
CS.S.04.01	04. Disability	Establish a transition policy for children and young people who have severe and complex needs	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Draft policy in place. Working group established to take forward progress.

Children's Services PI Report 2017/18

Midlothian

							Q3 2017/18					
			2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18					Annual Target 2017/18	Benchmark
PI Code	Priority	PI	Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.S.01.02a	01. Children and young people are supported to be Healthy, happy and reach their potential	Establish a named person service	100%	75%	25%	50%	75%	✅	⬆	**Q3 17/18**: On Target The Named Person legislation rollout has been delayed until 2018, work will continue for implementation and take account of any changes to the legislation.	100%	
CS.S.02.03b	02. All care experienced children and young people are being provided with quality services	Ensure ongoing scrutiny of Life Changes Trust Plan and anything off target is reported to GIRFEMC	N/A	N/A	25%	50%	75%	✅	⬆	**Q3 17/18**: On Target Regular (Quarterly) updates on targets and progress are reported through the GIRFEC Board.	100%	
CS.S.02.03c		number of people attending young champions group meeting	100	N/A	N/A	5	5	📈	▬	**Q3 17/18**: Data only		
CS.S.02.05a		Number of young people in secure care over the year period	2	1	1	1	3	📈	⬇	**Q3 17/18**: Data only		
CS.S.02.05b		Number of YP issued with a Movement Restriction Order Target	N/A	N/A	2	2	2	✅	▬	**Q3 17/18**: On Target There have been 2 children issued with Movement restriction orders this year.	2	
CS.S.02.06a		Increase service user feedback	N/A	N/A	N/A	N/A	75%	✅	▬	**Q3 17/18**: On Target Momo (Mind of my own) application being trialled in 2018 to allow users to feedback and give opinions on ongoing service. LAC/LAAC survey has been completed.	100%	

Service Priorities

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CS.S.03.04a		Average total tariff score for 16 year old Care Experienced Younger People	167	N/A	N/A	169.4	N/A			**Q3 17/18**: Data not available Annual data published in Q2.		
CS.S.03.04b		Number of CEYP continuing into 5th & 6th year.	17	17	N/A	10	10			**Q3 17/18**: Data only The 17/18 School roll shows 9 CEYP in S5 and 1 in S6.		
CS.S.03.04c	03. Inequalities in learning outcomes have reduced	Number of CEYP are on part time timetables	N/A	N/A	N/A	11	11			**Q3 17/18**: Data only The 17/18 School roll shows 11 CEYP students on a part time timetable.		
CS.S.03.04d		Percentage of exclusion relate to CEYP over the school year – how many days?	N/A	N/A	N/A	4.3%	6.2%		⬆	**Q3 17/18**: Data only Information from SEEMIS shows 6.2% of exclusion incidents in the 17/18 School year up to 31/12/2017 were CEYP.		
CS.S.04.01a	04. Disability	Reduction in usage of external resources on an unplanned basis	N/A	N/A	N/A	N/A	N/A			**Q3 17/18**: Data not available We are currently building a report to monitor the use of external disability resources.		

Published Local Government Benchmarking Framework - Children's Services

Midlothian

Children's Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CHN8a	Corporate Indicator - The Gross Cost of "Children Looked After" in Residential Based Services per Child per Week (LGBF)	£1,832.42	£2,404.40	£2,758.88	£2,465.38	£1,912.26	£2,951.54	Data to follow	15/16 Rank 10 (Second Quartile) 14/15 Rank 1 (TOP Quartile)
CHN8b	Corporate Indicator - The Gross Cost of "Children Looked After" in a Community Setting per Child per Week (LGBF)	£256.05	£324.29	£270.30	£251.90	£313.99	£319.83		15/16 Rank 21 (Third Quartile) 14/15 Rank 23 (Bottom Quartile)
CHN9i	Balance of Care for looked after children: % of children being looked after in the Community (LGBF)	88.41%	87.32%	91.25%	91.91%	87.45%	90%		15/16 Rank 15 (Second Quartile) 14/15 Rank 20 (Third Quartile)
CHN22	Percentage of child protection re-registrations within 18 months			18%	14%	11%	14%	11%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 28 (Bottom Quartile).
CHN23	Percentage LAC with more than 1 placement in the last year (Aug-July)		23.51%	17.73%	20.29%	33.76%	22.01%	19.81%	16/17 Rank 11 (Second Quartile). 15/16 Rank 17 (Third Quartile). 14/15 Rank 28 (Bottom Quartile).

Communities and Economy
Performance Report Quarter Three 2017/18

Midlothian 🌿

Progress in delivery of strategic outcomes

The core aims and responsibilities for the Communities and Economy Service are as follows:

Providing for optimal social, economic and physical environments for our communities.

- Growing the Midlothian economy through supporting new and expanding businesses, attracting inward investment and promoting key employment sectors.
- Acting as a key driver in the development of our most disadvantaged communities.
- Maintaining high standards of public health, consumer confidence and public safety. Progress in 2017/18 can be summarised under four main areas; overall strategy servicing communities, economic development and service development/improvement.

Overall Strategy
- In November 2017 the Council adopted the Midlothian Local Development Plan 2017, which provided the Council's up to date ten year partial strategy.
- The Local Development Plan Action Programme completed its required post Plan adoption consultation process, with the outcome to be reported n Q4.
- The community development day on 20/11/17 was well attended by a range of community planning partner organisations, and community representatives; and shaped the selection of priorities for inclusion in community/neighbourhood planning, and in the Single Midlothian Plan.
- City Deal: following the signing of the Deal's heads of terms on 20/07/17, progress in Q3 has focussed on preparing the full details of the Deal, working on compilation of project business cases, and the establishment of the governance arrangements.

Serving Communities
- Strong performance of the welfare rights team in assisting welfare claimants to achieve their entitlements, particularly in the challenging context of the introduction of Universal Credit in Midlothian from 01/04/17: current data shows a benefit of about £21 benefit actioned for every £1 spent on providing the service.
- Ongoing partnership work with Edinburgh University and the Child Poverty Action Group to research areas of activity to reduce child poverty in social including reduction the cost of the school day, and increasing take up of free school meals.
- Establishment of a community management assessment group to consider submitted notes of interest (11 to date) to acquire Council served buildings, under the term of the Community Requirement Act 2015.
- The Incident Management Team report on the carbon dioxide gas ingress to protection at Newbyres Crescent, Gorebridge was published in December 2017.
- A food business in Midlothian was prosecuted and convicted of a breach of food safety legislation, with fines of £4,800.

Economic Development
- Strong performance by the Business Gateway team in supporting start up and growing businesses in Midlothian with demanding year end targets expected to be met.
- Master plans for Stobhill/Lady Victoria, and Newtongrange Town Centre are nearing completion for reporting to Council; funded by Borders Rail 'blue print' budget.
- Major scheme of multi-agency funded improvements at Gorebridge, including public realm work and station building refurbishment due for implementation in 2018: including Borders Rail 'blue print' funding.
- Continued activity to support the rural economy through the EU funded leader programme.
- Newbattle Digital Centre of Excellence awarded consultancy support though the Scottish Towns Partnership 'Digital Towns' project.
- Good progress towards establishment of a Business Improvement District at Dalkeith Town Centre, and an Improvement Partnership for the Midlothian Science Zone at Easter Bush

Service Development and Improvement
- Further consolidation of the trading standards partnership with East Lothian Council. Midlothian Council's Planning Service awarded two national awards at the 'Scottish Awards for Quality in Planning'; for the conservation and restoration work undertaken in Dalkeith Town Centre, and at the Corn Exchange building.

Emerging Challenges

Overall Strategy
- Implementation of the Council's agenda for 'Delivering Excellence' across all functions of Communities and Economy.
- Addressing the consequential impact of substantial and rapid increases in housing and population, on elements of physical, service and social infrastructure.
- Work with the other five constituent Councils of the Edinburgh and South East Scotland City Deal Region (now confirmed in July 2017) to commence detailed preparation of project business cases.
- Preparation of a corporate Climate Change Action Plan.
- Complete the review of the Midlothian Biodiversity Action Plan.

Serving Communities
- Further action to implement the provisions of the Community Empowerment Act 2015, including the operation of community asset transfer.
- Contribution to community development work in Mayfield and Dalkeith (Woodburn).
- Maintain a focus on the monitoring and the taking of necessary action in relation to the ongoing matter of CO_2 gas ingress to certain properties in Gorebridge.
- Managing the consequences of changes in the benefit system consequent upon the introduction of Welfare Reform.
- Retain a focus on the development of town centres, securing stage 2 Heritage Lottery Fund monies and Historic Environment Scotland funding for Penicuik; as well as support for a Business Improvement District at Dalkeith, implementation of public realm and related works at Gorebridge, and master planning at Newtongrange.
- Building the capacity of local communities and the third sector to engage fully in community planning and neighbourhood planning.
- Deliver on public health and safety, and food safety, as well as tackling underage sales of tobacco.
- Dealing with an increased prevalence of pests of public health significance.
- Deliver effective programme of participatory budgeting.
- Dealing with an increase in 'out of control' dogs.

Economic Development
- Managing the uncertainties of 'Brexit' for the business community in Midlothian in terms of business confidence, inward investment, and EU funding.
- Maximise the impact of Business Gateway activity to support new and growing businesses.
- Maintain a focus on the economic viability and vitality of town centres.
- Continue to support and promote further science-bases development at Easter Bush (Midlothian Science Zone), with a focus on addressing existing and potential infrastructure constraints.
- Continue to promote opportunities for economic growth arising from the opening of the Borders Rail line.

Service Development and Improvement
- Complete a review of the Economic Development service (including Business Gateway).
- Complete a review of the Communities service.
- Develop further customer service accreditation in the regulatory and development services.
- Complete the implementation of the East Lothian and Midlothian Trading Standards Partnership, accounting for the potential changes which may arise from the Scottish Government Strategic Review of Trading Standards in Scotland. Responding to changes in the Planning System following the Scottish Government Planning Review.

2

Communities and Economy PI summary 17/18

						Outcomes and Customer Feedback						

Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	49	N/A	8	13	18	📈	**Q3 17/18**: Data Only	⬆			
	Average time in working days to respond to complaints at stage 1	0.38	N/A	2.57	2	1.38	✅	**Q3 17/18**: On Target	⬆	5	Number of complaints complete at Stage 1	16
											Number of working days for Stage 1 complaints to be Completed	22
	Average time in working days to respond to complaints at stage 2	2	N/A	6	6	9	✅	**Q3 17/18**: On Target	⬇	20	Number of complaints complete at Stage 2	2
											Number of working days for Stage 2 complaints to be Completed	18
	Percentage of complaints at stage 1 complete within 5 working days	79.17%	N/A	85.71%	66.67%	62.5%	🛑	**Q3 17/18**: Off Target As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.	⬇	95%	Number of complaints complete at Stage 1	16
											Number of complaints at stage 1 responded to within 5 working days	10
	Percentage of complaints at stage 2 complete within 20 working days	100%	N/A	100%	100%	50%	🛑	**Q3 17/18**: Off Target As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.	⬇	95%	Number of complaints complete at Stage 2	2
											Number of complaints at stage 2 responded to within 20 working days	1

						Making the Best Use of our Resources						

Priority	Indicator	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£4.378m	£4.842m	£4.394m	£4.157m	£3.908m	✅	**Q3 17/18**: On Target	⬆	£3.968m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.91	5.50	1.24	3.63	4.75	🛑	**Q3 17/18**: Off Target Long term sickness absence improving.	⬆	4.50	Number of days lost (cumulative)	394.46
											Average number of FTE in service (year to date)	83.12

Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	80%	94.29%	96.15%	85.71%	87.88%	🔴	**Q3 17/18**: Off Target Action plans in place to meet targets in Q4.	⬆	90%	Number of service & corporate priority actions	33
											Number of service & corporate priority actions on tgt/completed	29
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95%	96%	95%	96%	96%	✅	**Q3 17/18**: On Target	⬆	95%	Number received (cumulative)	409
											Number paid within 30 days (cumulative)	393
06. Improve PI performance	% of PIs that are on target/ have reached their target.	67.5%	70.73%	86.5%	83.33%	78.72%	🔴	**Q3 17/18**: Off Target 37 of 47 PI's on target. Action plans in place to improve service indicators in Q4.	⬇	90%	Number on tgt/complete	37
											Total number of PI's	47
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target No High Risks	➖	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target	0%	11.11%	0%	0%	50%	🔴	**Q3 17/18**: Off Target Actions in place to complete outstanding actions.	⬆	90%	Number of internal/external audit actions on target or complete	2
											Number of internal/external audit actions in progress	4

4

Communities and Economy Action report 17/18

Midlothian

				Service Priorities		

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
M.SG.CE.01.01	01. Promote and implement support for businesses in Midlothian	Continue to promote and implement the business support provisions highlighted in Ambitious Midlothian (Midlothian Economic Recovery Plan)	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Implementation continuing including through Business Gateway, Supplier Development Programme, Regional Selective Assistance, BIDS and tourism initiatives.
M.SG.CE.02.01	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Engage with adjacent Local Authorities and other partners e.g. Scottish Enterprise to implement the range of actions contained in the Borders Rail Line Blueprint document	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Ongoing projects include tourism destination development, food and drink showcase completed, hotel study completed, website development ongoing. Masterplanning projects at Newtongrange well advanced.
M.SG.CE.03.01	03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas	Implement the Tyne Esk LEADER Programme 2014 /20 in East Lothian and Midlothian eligible areas	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Two Local Action Group meetings were held during this quarter with two projects being assessed and approved. One was the LAG's first cooperation project that required more development work than standard applications require. One already funded project was also subject to a Scottish Government On The Spot inspection and was found to be a good quality project with robust documentation.
CE.S.04.01	04. Maintain progress on the implementation of the Easter Bush Master Plan	Continue to lobby the Scottish Government for urgent transport infrastructure schemes to serve the planned development of Easter Bush. Provide the programme and secretariat function for the running of the Easter Bush Development Board	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Now part of the adopted Midlothian Local Development Plan (MLDP), and an integral part of the City Deal innovation workstream.
CE.S.05.01		Deliver the Council's regulatory functions with respect to health and safety priority areas	31-Mar-2018	▶	75%	**Q3 17/18**: On Target 100% of workplace incidents (requiring intervention) and service requests were attended to within time. Planned inspection work is ongoing.
CE.S.05.02	05. Fewer people are victims of crime, abuse or harm	Deliver the Council's regulatory functions with respect to food safety and standards regulations	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Inspections on target (70% Food Hygiene , 60% Food Standards of annual plan) Complaints and service requests attended to within time.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.06.02		Deliver statutory duty to identify and secure remediation of contaminated land	31-Mar-2018	▶	75%	**Q3 17/18**: On Target The Scotland Excel Framework continue to be used for securing contaminated land consultancy services. The peer review process for remediation in terms of development is due for procurement and the preparatory work is planned to continue in Q4.
CE.S.06.04	06. There is a reduction in inequality in health outcomes	Support and meet the challenge to drive forward sustainable economic development. Set challenging performance targets for building warrant applications which benefit economic development.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target
CE.S.06.05		Maintain "Customer Excellence" and "Investors in People" status through further improvements in the Building Standards Service	31-Mar-2018	▶	75%	**Q3 17/18**: On Target
CE.S.07.01		As part of the Trading Standards Partnership with East Lothian, look at the possibility of database integration.	31-Mar-2018	✖	60%	**Q3 17/18**: Off Target. No further progress on integration of the two databases. Awaiting discussion with Digital Services on the possibility and timescale for resolution.
CE.S.07.02		Development of new performance measures and benchmarking within the Partnership, in conjunction with national Trading Standards' performance measures currently being considered.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target APSE Benchmarking measurements agreed. Local PIs for both authorities to be discussed and agreed for 2018/19 year.
CE.S.07.04	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Work relating to incidences of rogue trading (e.g. complaints about driveways, roofing etc.), intervening, disrupting, investigating and working with the police to combat.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Trading standards continue to gather intelligence and monitor complaints alongside trader spot-checks.
CE.S.07.05		Trading Standards: intelligence gathering. To maintain a good level of intelligence logging onto the Memex database.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Intelligence logging remains at a good level and relies on officers assessing whether the information received or discovered is appropriate for the database.
CE.S.07.06		Trading Standards: Routine risk assessed primary inspections to traders.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target
CE.S.07.07		Pro-active Trading Standards investigations i.e. initiated by officers and not initially resulting from a consumer complaint.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Officers have initiated 2 investigation in Q3, 13 in total this year.
CE.S.07.08		Trading Standards: resolution of consumer complaints.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Consumer complaints continue to be completed in a timely fashion, dependent on the complexity of the complaint. However, with the likely pending strain within the Partnership (due to a period of critically low staffing during late autumn 2017, prior to recruitment of new staff), the

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						ability to respond to consumer complaints in a timely fashion may be hindered.
CE.S.07.09	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Undertake enhanced levels of enforcement on tobacco test purchasing	31-Mar-2018	❌	60%	**Q3 17/18**: Off Target Routine visits ought to be on target i.e. 20% of registered tobacco retailers visited by the end of Q4. Also, Midlothian is participating in the '#notafavour' campaign, organised by ASH Scotland, the Scottish Government, NHS Boards and Local Authorities. A campaign to raise awareness of the dangers (and illegality) of proxy sales of tobacco to under 18s – usually where adults supply to or buy cigarettes for under 18s. Posters and cards were and will continue to be distributed to public offices, medical centres etc. However, no test purchasing has been able to be organised, so the 10% annual target is unlikely to be met.
CE.S.07.10		Collaborative work with the Community Safety Partnership, on consumer safety issues.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target None this quarter, although the call-blockers referred to in Q2 are now with the Council. 50 have been supplied by TSS (Trading Standards Scotland) and are presently held by the Police LALO. In due course it is hoped that the majority of these blockers will be distributed to Midlothian residents considered vulnerable to telephone cold-calling.
CE.S.09.02		Implement Delivering Excellence across the service	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Service reviews are on target, resource prioritisation and financial discipline all embedded into Service Manager meeting schedules.
CE.S.09.03		Complete a service review of Economic Development and Communities functions	31-Mar-2018	▶	75%	**Q3 17/18**: On Target A review of the Communities function is part of the overall business transformation workstream of Services with Communities. A separate review of the Economic development function is in progress and expected to complete in Q1 2018/19.
CE.S.09.04		Develop further customer service accreditation in the regulatory and development services	31-Mar-2018	❌	66%	**Q3 17/18**: Off Target No progress until Council budget review is completed.
CE.S.09.05	09. Delivering excellence	Review the operation of the Business Gateway service	31-Mar-2018	▶	75%	**Q3 17/18**: On Target As part of review of Economic Development function, although unlikely to be materially affected as it is externally funded.
CE.S.09.06		Work with partner authorities to achieve a City Deal for the Edinburgh and South East Scotland Region	31-Mar-2018	✅	100%	**Q3 17/18**: Complete City Deal Heads of Terms signed on 20/07/17 by the UK and Scottish Governments, and the six constituent Councils. A further major programme of work on the detail of the Deal is due to complete by 31/03/18.
CE.S.09.07		Implement the outcome of the service review of Business Transformation, Performance and Scrutiny	31-Mar-2018	✅	100%	**Q3 17/18**: Complete Review complete, new teams in place August 2017.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.10.01	10. Poverty levels in Midlothian overall are below the Scottish average	Mitigate impact of 'Welfare Reform'	31-Mar-2018		75%	**Q3 17/18**: On Target Midlothian is now a full service Universal Credit area and the transfer of people on Disability Living Allowance to Personal Independence Payment continues putting a noticeable increase on the demands to the Council's Welfare Rights Service.
CE.S.12.01	12. Midlothian is an attractive place to live, work and invest in	Draft a Local Biodiversity Action Plan which through its implementation seeks to raise the profile of biodiversity issues in Midlothian.	31-Mar-2018		75%	**Q3 17/18**: On Target The Local Biodiversity Action Plan (LBAP) has been drafted and is subject to consultation with our biodiversity partners. The Council's biodiversity partners have requested an extended period of time to respond to the consultation – agreeing the extension of time request will result in a delay in reporting the LBAP to elected members.
CE.S.12.02		To determine 80% of planning applications within target (2 months for a local application and 4 months for a major application).	31-Mar-2018		75%	**Q3 17/18**: On Target 89% of planning applications have been determined within target.
CE.S.12.04		Complete preparation of a corporate climate change action plan	31-Mar-2018		40%	**Q3 17/18**: Off Target The Climate Change Plan has not been drafted because of other work priorities.
CE.S.12.05		Investment and actions in town centre	31-Mar-2018		75%	**Q3 17/18**: On Target The Gorebridge town centre CARS project is in its final year of implementation with £662,000 of the £755,000 of grant funding being spent on over 20 project properties, training events and community events. The Penicuik Heritage project is progressing towards a phase 2 bid in Q4 with the engagement work commencing, staff resource being in place and 5 high priority buildings, 14 medium priority buildings and 20 reserve buildings identified. The adoption of the MLDP advances planning policies to protect and enhance Midlothian's town centres.
CE.S.12.06		Manage the CO2 gas ingress to properties in Gorebridge	31-Mar-2018		75%	**Q3 17/18**: On Target Monthly updates continue to be provided to residents and to local members. Melville Housing are working with various agencies to develop a solution for their affected properties.
CE.S.13.01	13. Identify and develop participatory budget programmes	Deliver participatory budget process in target areas 'Food Glorious Food'	31-Mar-2018		100%	**Q3 17/18**: Complete 48k distributed to 34 community projects in the three targeted areas ranging from £230 to £3000 per project. 10k match funding secured from NHS Lothian 650 local residents attended community events, with 473 votes cast. Our evaluation with support from the Scottish Community Development Centre demonstrated a very successful process. Evaluation structure in place with NHS Lothian health specialists to evaluate local impact of projects on reducing food related inequalities.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CE.S.13.02		Develop and implement new participatory budget model for elected members Environmental Grants	31-Mar-2018	▶	75%	**Q3 17/18**: On Target
CE.S.13.03	13. Identify and develop participatory budget programmes	Develop child poverty action plan with CPP partners that demonstrates increased investment in reducing child poverty and tackling disadvantage - as a requirement of the Child Poverty Act	31-Mar-2018	✓	100%	**Q3 17/18**: Complete Plan will need to continually evolve, to reflect the statutory reporting guidance of the Child Poverty Act. This guidance has not yet been published. £2, 310000 secured mostly through Pupil Equity Funding and the Community Choices Fund. Unlikely that we will secure the stretch target of £3million by April 2018.

Communities and Economy PI Report 17/18

Midlothian

							Service Priorities			

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
M.SG.CE.01.01b	01. Promote and implement support for businesses in Midlothian	Number of account managed businesses accepted by Scottish Enterprise (cumulative)	1	0	1	1	2	✅	⬆	**Q3 17/18**: On Target 1 (2 in total for the year)	2	
BS.SG.CE.2.1a		Number of new business start ups assisted in Midlothian area of Borders Rail Line corridor (cumulative)	100	55	34	63	80	📈	⬆	**Q3 17/18**:Data only 17 for Q3		
CE.S.02.01a	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Number of new businesses locating in Borders Rail Corridor (cumulative)			34	45	62	🛑	⬆	**Q3 17/18**: Off Target 17 for Q3. The Borders Rail Line corridor in Midlothian comprises Gorebridge, Newtongrange, Mayfield, Dalkeith, Cousland, Shawfair, Bonnyrigg, Rosewell and Lasswade. These areas are all within easy reach of a station. All new business starts in these areas have been included. There are no new inward investors but all new business starts are also new businesses locating in the Borders Rail Corridor.	100	
M.SG.CE.02.01b		Number of tourism businesses assisted in Midlothian area of Borders Rail Line corridor (cumulative)	51	45	6	6	9	📈	⬇	**Q3 17/18**: Data only 3 for Q3		

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Short Trend	Q3 2017/18 Note	Annual Target 2017/18	Benchmark
M.SG.CE.02.01d	02. Maximise economic development and business investment from the opening of the Borders Rail Line	Number of inward investment/ indigenous enquiries received for sites/premises in Midlothian area of Borders Rail Line corridor (cumulative)	49	43	18	25	28	📈	⬇	**Q3 17/18**: Data only		
BS.SG.CE.3.1a		Number of LEADER projects funded (cumulative)	10	5	6	7	9	📈	⬆	**Q3 17/18**: Data only 2 for Q3		
CE.S.03.01a		Amount of leader funding allocated			£376,848	£1,227,309	£1,330,339	✅	⬆	**Q3 17/18**: On Target	£1,026,967	Total LEADER programme is c. £3.4m over period 2015-2020
M.SG.CE.03.01b	03. Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas	Number of businesses participating in LEADER application process by submitting an Expression of Interest (cumulative)	13	11	6	10	14	🛑	⬆	**Q3 17/18**: Off Target 4 for Q3. Annual report will be produced in Q4.	20	
M.SG.CE.03.01c		Number of new jobs created through LEADER (cumulative)	1	0	2	2	2	✅	⬆	**Q3 17/18**: On Target 0 in Q3	3	
M.SG.CE.03.01d		Number of training opportunities created through LEADER (cumulative)	0	0	0	0	0	📈	▬	**Q3 17/18:** Data only 0 in Q3		
CE.S.04.01a	04. Maintain progress on the implementation of the Easter Bush Master Plan	Number of meetings of the Easter Bush Development Board and progress on outcomes and actions (cumulative)	3	3	1	1	1	✅	▬	**Q3 17/18**: On Target There were no Easter Bush meetings during this period, although regular contact was maintained via email and through Midlothian Science Zone website and BID. All actions from previous meeting have been progressed.	2	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18				Annual Target 2017/18	Benchmark
							Value	Status	Short Trend	Note		
CE.S.05.01a		Carry out Health and Safety interventions within the year. Reducing Violence in the workplace, reduce risk of scalding and care and control of risk around warehouses.	2	2	1	1	3	✅	⬆	**Q3 17/18**: On Target The third campaign concerning the safety of activities around warehouses is approximately 50% complete (20 workplaces inspected). A number of businesses have improved their safety practices and physical facilities following our interventions. No formal action has been required against duty holders to date with most premises being found to be generally compliant.	3	
CE.S.05.02a	05. Fewer people are victims of crime, abuse or harm	Percentage of food premises deemed "Broadly Compliant" with the food hygiene legislation	80%	82%	80%	81.2%	81%	🛑	⬇	**Q3 17/18**: Off Target Broad compliance = 81% This is significant step towards reaching the challenging set target. This is a "point in time" indicator and the improvement may not be indicative of a longer term trend.	84%	
CE.S.05.06a		Number of professional dog walkers registered under the Commercial Dog Walkers Registration Scheme			25%	50%	75%	✅	⬆	**Q3 17/18**: On Target The proposal for a Commercial dog walkers Registration Scheme is to re-presented to Cabinet in Q4 for consideration. Following approval of the proposed scheme implementation will commence.	100%	
CE.S.05.07a		Percentage of residential sites licensed			100%	100%	100%	✅	▬	**Q3 17/18**: On Target 100% of sites requiring a licence are currently licensed. Work is ongoing to bring our sites into line with the requirements of the new licensing regime which comes into force in May 2019. All 4 sites have been engaged with and inspections of 2 carried out.	100%	
CE.S.06.02c	06. There is a reduction in inequality in health outcomes	Review and update contaminated land procurement framework for the provision of peer			80%	80%	80%	✅	▬	**Q3 17/18**: On Target	100%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18				Annual Target 2017/18	Benchmark
							Value	Status	Short Trend	Note		
		review assessment of Environmental Reports - particular emphasis on quality and reporting times										
CE.S.06.04a		Local target for building warrant assessment at 10 days rather than nationally adopted target of 20 days	95%	95%	86%	88%	100%	✅	⬆	**Q3 17/18**: On Target	80%	
CE.S.06.04c		Undertake annual one to one meetings with major developers currently constructing within Midlothian	100%	75%	25%	50%	75%	✅	⬆	**Q3 17/18**: On target	100%	
CE.S.06.05a	06. There is a reduction in inequality in health outcomes	Measure satisfaction relating to key areas including those on delivery, timeliness, information, access and the quality of customer service	90.9	88	93.8	93.8	92.6	✅	⬇	**Q3 17/18**: On Target	85	
CE.S.06.08a		Convene a joint working group with relevant LA services including Development Management, Building Standards, Transportation, Environmental Health			25%	50%	50%	🛑	▬	**Q3 17/18**: Off Target The Midlothian Council Annual Progress report was submitted to, and accepted by Scottish Government. The work to convene the joint working group remains at 50% as no progress was possible in Q3 due to conflicting work demands. It is anticipated that this work will now occur in 18/19 to be included in the 2018 Annual Progress report.	100%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Short Trend	Q3 2017/18 Note	Annual Target 2017/18	Benchmark
CE.S.07.01b	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Focus on recruitment - % of staff appointed			10%	20%	50%	🔴	⬆	**Q3 17/18**: Off Target The Midlothian team has a long term vacancy for an Enforcement Officer and it has been agreed that this post should be recruited to, but initial focus will be on the East Lothian (Partnership Council) team's vacancies. In addition, the Scot. Govt. has allocated money to all LAs for the recruitment of officers to focus on Tobacco/NVP (e-cigarette) enforcement. The Midlothian Trading Standards team has secured 50% the allocated funding and it is hoped the East Lothian team will be allocated likewise – this would enable the partnership to aim at recruiting one person as an Enforcement Officer, to operate across both authorities. The second Enforcement Officer in East Lothian retired in August and their Principal TSO then retired in September, some progress was required in needing to recruit a replacement Principal TSO. An advertisement was prepared and finalised in September, advert was published in December.	100%	
CE.S.07.01c		Level of integrated practices achieved			20%	50%	75%	✅	⬆	**Q3 17/18**: On Target Some cross-boundary work and/or mentoring, has now been carried out, in the areas of Animal Health, Weights and Measures and Fireworks.	100%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18				Annual Target 2017/18	Benchmark
							Value	Status	Short Trend	Note		
CE.S.07.02a		Trading Standards Partnership: The evaluation of both authorities' current performance measures and an agreement by both to move to one set of identical indicators	100%	50%	25%	50%	75%	✅	⬆	**Q3 17/18**: On Target	100%	
CE.S.07.04a	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Trading Standards: Number of active interventions. Target is an estimate of the number of investigations likely to be undertaken, based on action in 2015/16	128	90	35	77	111	✅	⬆	**Q3 17/18**: On Target	120	
CE.S.07.05a		Trading Standards: Number of Memex logs made. We would expect in excess of 350 for the year, based on current performance.	477	341	107	184	271	🛑	⬆	**Q3 17/18**: Off Target Number of logs has dropped over holiday period but target will be met before year end.	400	
CE.S.07.06a		Trading Standards: Number of primary inspections conducted	189	96	31	56	75	🛑	⬆	**Q3 17/18**: Off Target Number of inspections has dropped over holiday period but target on course to be met before year end.	125	
CE.S.07.07a		Trading Standards: Number of criminal investigations instigated	21	17	6	11	12	✅	⬆	**Q3 17/18**: On Target	15	
CE.S.07.08a		Trading Standards: Percentage of consumer complaints completed within 14 days	86.6%	84.7%	91.6%	86.7%	84.7%	🛑	⬇	**Q3 17/18**: Off Target Due to the volume of complaints over the festive period completed complaints % has fallen below target. Plans in place to increase for Q4.	85%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18				Annual Target 2017/18	Benchmark
							Value	Status	Short Trend	Note		
CE.S.07.09a	07. Maintain service delivery to a high standard, focusing on a fair, safe and equitable trading environment for consumers	Trading Standards: Percentage of tobacco retailers visited annually.	49.59%		1.6%	7.9%	7.9%	🛑	▬	**Q3 17/18**: Off Target The number of visits able to be made has been less than in previous years at the Q3 stage, however routine visits will pick up over the next quarter and the target will be met.	20%	
CE.S.07.10a		Trading Standards: Participation in safety initiatives	9	6	0	2	4	✅	⬆	**Q3 17/18**: On Target	6	
CE.S.09.02a	09. Delivering excellence	Conducting service reviews, prioritising resources to essential actions and ensuring financial discipline - number of reviews			1	1	2	✅	⬆	**Q3 17/18**: On Target A review of the Communities function is part of the overall business transformation workstream of Services with Communities. A separate review of the Economic development function is in progress.	3	
CE.S.09.02b		Extent of savings achieved (cumulative)			£270,000.00	£270,000.00	£270,000.00	📈	▬	**Q3 17/18**: Data Only Savings of £270k Performance/Business transformation/Quality and scrutiny		
CE.S.09.03a		Completion of review of Economic Development and Communities functions			25%	50%	75%	✅	⬇	**Q3 17/18**: On Target A review of the Communities function is part of the overall business transformation workstream of Services within Communities. A separate review of the Economic Development function is in progress.	100%	
CE.S.09.04a		Consolidation of Building Standards status Application for Customer Excellence in at least one other function			0	0	0	✅	▬	**Q3 17/18**: On Target Any further progress is dependent on the outcome of the Financial Strategy.	1	
CE.S.09.05a		Completion of review of Business Gateway service			25%	50%	75%	✅	⬆	**Q3 17/18**: On Target Part of review of Economic Development	100%	

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PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.09.06a	09. Delivering excellence	Achieve City Deal Status			95%	100%	100%	✅	▬	**Q3 17/18**: Complete	100%	
CE.S.09.06b		Extent of direct City Deal investment in Midlothian			N/A	N/A	N/A	▬	▬	**Q3 17/18**: No data available Amount of investment unknown until detailed City Deal programme has been approved.		
CE.S.09.06c		Extent of indirect City Deal investment in Midlothian			N/A	N/A	N/A	▬	▬	**Q3 17/18**: No data available Amount of investment unknown until detailed City Deal programme has been approved.		
CE.S.10.01d	10. Poverty levels in Midlothian overall are below the Scottish average	Return on Investment for clients			N/A	£18	£21	✅	⬆	**Q3 17/18**: On Target Q3 figures show £2,114,848.04 income added for Midlothian residents against spend of £105,717 = £21.43	£20	
CE.S.10.02a		Implement the actions in the review			25%	50%	75%	✅	⬇	**Q3 17/18**: On Target The internal and external review of Advice Services is to be considered as part of a wider assessment in the context of the Council's financial strategy.	100%	
CE.S.11.04a	11. Citizens are engaged with service development and delivery	Number of Community Councils who adhere to the revised Scheme.			16	16	16	✅	▬	**Q3 17/18**: Complete All 16 Community Councils have adopted the modernised scheme.	16	
CE.S.11.04b		Number of Community Councils who receive training on the Community Empowerment Act.			0	11	13	✅	⬆	**Q3 17/18**: On Target Further 2 Community Councils trained in Q3.	16	
CE.S.11.05b		Evidence 3 improvements that have resulted in each of the Neighbourhood Planning areas	44	33	17	24	40	✅	⬆	**Q3 17/18**: On Target Cumulative total for the year is 40	42	

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CE.S.11.06a		Deliver a community action plan in each of the three areas.			0	3	3	✅	▬	**Q3 17/18**: On Target There are three action plans in each of the areas. The Mayfield & Easthouses plan is the priority for updating and we are using the place standard as a tool for doing this. We still need to ensure the plans reflect the guidance for locality planning. The main challenge here is getting statutory partners to input into the plan, there has been progress with the police and adult health and social care.	3	
CE.S.11.07a	11. Citizens are engaged with service development and delivery	Simplified grants form			25%	100%	100%	✅	▬	**Q3 17/18**: Complete Completed. Small grants process improved based on feedback, specifically application and monitoring forms have been simplified. Awaiting outcome of budget reviews to amend large grants programme.	100%	
CE.S.11.07b		Streamlined monitoring			25%	100%	100%	✅	▬	**Q3 17/18**: Complete Small grants process improved based on feedback, specifically application and monitoring forms have been simplified. Awaiting outcome of budget reviews to amend large grants programme.	100%	
CE.S.11.08a		Provide a guide, webpage, leaflet and bespoke local support for asset transfers.			25%	50%	100%	✅	⬆	**Q3 17/18**: Complete Next stage is establishment of Community Management Assessment Group.	100%	
CE.S.11.09a		Provide advice, support opportunities for the Community Planning Partnership Board to engage with local community groups.			0	5	10	✅	⬆	**Q3 17/18**: Complete Completed the Supporting Communities Programme with the Scottish Community Development Centre. Schedule of study visits for Jan – April 18.	10	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18				Annual Target 2017/18	Benchmark
							Value	Status	Short Trend	Note		
CE.S.12.01b		Carry out consultation with stakeholders in relation to biodiversity action plan			Yes	Yes	Yes	✅	▬	**Q3 17/18**: On Target A draft Local Biodiversity Action Plan is being prepared in liaison with the Council's environmental partners.	Yes	
CE.S.12.02a		The time to determine planning applications over the stated period is the key measure in defining customer service as set by the Scottish Government	81%	81%	96%	91%	93%	✅	⬆	**Q3 17/18**: On Target Throughout the year 93% of planning applications have been determined.	80%	78% of planning applications were determined within target in 2015/16.
CE.S.12.04a	12. Midlothian is an attractive place to live, work and invest in	Climate Change action plan prepared			25%	50%	75%	✅	⬆	**Q3 17/18**: On Target The Climate Change Plan has not been drafted because of other work priorities, work is scheduled to be completed and submitted in Q4.	100%	
CE.S.12.05b		Complete submission of stage 2 Heritage Lottery Fund (HLF) and Historic Environment Scotland (HES) funding at Penicuik			25%	50%	75%	✅	⬇	**Q3 17/18**: On Target The Penicuik Heritage project is progressing towards a phase 2 bid in Q4 with the engagement work commencing, staff resource being in place and the 41 priority buildings (100 premises) identified.	100%	
CE.S.12.06a		Full attention at all times to monitoring of gas levels at site in Gorebridge, with any necessary action being taken timeously			Yes	Yes	Yes	✅	▬	**Q3 17/18**: On Target All properties with identified elevated levels of carbon dioxide have been provided with carbon dioxide alarms and a protocol for action and reporting in the event of alarm activation. Environmental Health will respond, on a whom failing basis, to the private sector properties with Melville Housing responding to alarm activations at their properties. Written monthly updates are being provided to the private sector occupiers. The Incident Management team	Yes	

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
										(Chaired by CPHM at NHS Lothian) continues to investigate the matter.		
CE.S.13.01a	13. Identify and develop participatory budget programmes	Deliver and evaluate 3 participatory budget projects as part of the Food Glorious Food programme.			3	3	3	✅	▬	**Q3 17/18**: On Target 48k distributed to 34 community projects in the three targeted areas ranging from £230 to £3000 per project. 10k match funding secured from NHS Lothian. 650 local residents attended community events, with 473 votes cast. Our evaluation with support from the Scottish Community Development Centre demonstrated a very successful process. Evaluation structure in place with NHS Lothian health specialists to evaluate local impact of projects on reducing food related inequalities. Evaluation undertaken in Mayfield, still need to evaluate impact in Gorebridge and Dalkeith/Woodburn.	3	
CE.S.13.01b	13. Identify and develop participatory budget programmes	Distribute 48k to projects that will promote access to affordable, high quality food in the priority areas.			£48,000	£48,000	£48,000	✅	▬	**Q3 17/18**: Complete	£48,000	

Published Local Government Benchmarking Framework - Communities and Economy

Midlothian

Economic Development and Planning

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
ECON1	Percentage of Unemployed People Assisted into work from Council Funded/Operated Employability Programmes			8%	6.83%	12.33%	8.57%	15.47%	16/17 Rank 9 (Second Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 15 (Second Quartile).
ECON2	Cost of Planning per Application	£3,765.74	£3,606.37	£4,145.05	£4,672.05	£4,744.68	£3,879.10	£4,982.63	16/17 Rank 21 (Third Quartile). 15/16 Rank 9 (Second Quartile). 14/15 Rank 19 (Third Quartile).
ECON3	Average time for Commercial planning application (LGBF)			26.3 weeks	54.9 weeks	9.9 weeks	7.9 weeks	8.4 weeks	16/17 Rank 11 (Second Quartile). 15/16 Rank 9 (Second Quartile). 14/15 Rank 16 (Second Quartile).
ECON4	Percentage of procurement spent on local small/medium enterprises (LGBF)	16%	21%	15%	19%	17%	15%	10%	16/17 Rank 30 (Bottom Quartile). 15/16 Rank 27 (Bottom Quartile). 14/15 Rank 23 (Third Quartile)
ECON5	No of business gateway start-ups per 10,000 population (LGBF)				23.14	22.74	19.91	18.62	16/17 Rank 14 (Second Quartile). 15/16 Rank 11 (Second Quartile). 14/15 Rank 8 (Top Quartile)

Environmental Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
ENV5a	Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)			£4,273.50	£4,368.36	£8,189.31	£6,362.28	£5,642.70	16/17 Rank 17 (Third Quartile). 15/16 Rank 17 (Third Quartile). 14/15 Rank 28 (Bottom Quartile).
ENV5b	Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)			£8,855.65	£13,282.17	£8,606.89	£9,715.07	£10,190.72	16/17 Rank 5 (TOP Quartile). 15/16 Rank 3 (TOP Quartile). 14/15 Rank 3 (TOP Quartile).

Education
Performance Report Quarter Three 2017/18

Midlothian

Progress in delivery of strategic outcomes

Committed to the creation of a World-Class Education system through excellence and equity, the report for this quarter focuses on outcomes for Q3 for the education service. The theme for 2017/18 is Mind the Gap: Taking a closer look at progression, progression, progression.

As stated in the Q1 report, in session 2017/18 we have set 3 main strategic priorities under the following broad headings: Raising Attainment and Achievement; Learning Provision and Leadership. In addition we will also continue to implement the 1140 hours in early years and the two strategic priorities for Lifelong learning and employability which were reported in their recent inspection.

1.Raising attainment and Achievement:
(National Improvement Framework): Performance Information and School Improvement)

- To bring CfE (Curriculum for Excellence) levels in line with the national average in Literacy and Numeracy by the end of P1, P4, P7 and S3
- Interrupt the cycle of poverty Pupil Equity Fund (PEF): 5% increase in number of children from SIMD (Scottish Index of Multiple Deprivation) 1 and 2 achieving the expected CfE level in Literacy and Numeracy by the end of P1, P4, P7 and S3
- Increase % National Qualifications as per individual school targets
- Secure a three year pattern of 96% Sustained Positive Destinations
- Measuring with Meaning: to develop an evidence-based practice approach in classrooms (Impact Coaching), including careful analysis of data on children and young people's progress to plan targeted interventions.

2. Learning Provision:
(a)Developing the Curriculum as a hook- the power of learning pathways
- BGE: Taking a closer look at learning pathways, including transitions, in order to deliver a curriculum that acts as a hook to improve engagement and participation resulting in improved outcomes for all learners.
- Senior Phase: Taking a closer look at learning pathways, including transitions, through the senior phase in order implement the recommendations in DYW (Developing Young Workforce) and the Delivery Plan for Education in order to deliver a coherent curriculum that acts as a hook to improve engagement and participation resulting in improved attendance, attainment, wider achievements and sustained positive destinations.

(b)Learning, Teaching and Assessment (NIF: Assessment of Children's Progress)
- To continue to support schools with moderation, tracking and assessment of progress through the BGE (Broad General Education).
- To continue to implement Visible Learning including Impact Cycle Training

(c)Ensuring wellbeing, equity and inclusion
- Implement the outcomes of the Inclusion Review
- Taking a closer look at 3.1 – sharing best practice
- Child Health and Wellbeing PEF Project (3 target communities)
- Further Improve attendance and reduce exclusions
- To share best practice in learning and teaching

3. Leadership and Management:
Leadership of change and 1.1 Self-evaluation for self-improvement (NIF: School Leadership and Teacher Professionalism)
(a)I-Collaborate
- Creating a Collaborative Leadership Culture at all Levels by continuing to grow our ASGs (Associated Schools Group) into Learning Communities and building the professional networks
- Implementing Personal leadership reflection tool for all senior leaders resulting in an individual leadership action plan

(b)Self Evaluation for self-improvement
Developing independence in self-evaluation for self-improvement through
- Reviews – theme or other
- Inspections- Learning communities
- HMIe inspections

- Toolkit evaluation
- Challenging conversations and support
- Shared practice forums – self-evaluation – cluster or trio

1.Raising attainment and Achievement:
Broad General Education In December 2017, the Scottish Government published the 2016/17 CfE levels. This shows the following improvements on the previous year:

Curriculum for Excellence results 2016/17 (2015/16 in brackets)

CfE	Reading		Writing		Listening and Talking		Numeracy	
	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16
P1	76.1	75.6	71.2	74.0	84.8	83.9	76.2	81.9
P4	76.1	71.8	65.8	63.9	78.4	75.7	73.0	69.0
P7	73.9	64.5	58.5	54.0	74.3	67.3	62.8	61.0
S3	82.0	75.1	78.3	71.2	83.5	73.1	88.8	84.3

There were improvements in 14 out of 16 of the key measures. However attainment is still below the national average. In order to bring CfE attainment in line with the national average, we have implemented rigorous attainment meetings in the primary sector mirroring the good work which has been implemented in the secondary sector with a robust evidence-base. With the introduction of a new tracking module in SEEMIS, and pilot work surrounding new assessment and reporting guidance from Education Scotland we have implemented 3 tracking and monitoring periods to ensure that we identify early any learners not expected to achieve the level appropriate to their stage to ensure that we maximise the opportunity for all learners to meet and exceed their expected levels.

In terms of closing the gap relating to SIMD 1 and 2 the following improvements are notable when compared with the previous year: 7.16% improvement by the end of P1; 9.74% improvement by the end of P4; 8.27% improvement by the end of P7; and 17.6% improvement by the end of S3.

Senior Phase including Positive Destinations
The local measures were published in Insight in September and a seminar and full attainment report was presented to Council in December. The national measures will be published at the end of February and will be reported on in Q4.

2. Learning Provision:
(a)Developing the Curriculum as a hook- the power of learning pathways
Broad General Education: This session we are taking a closer look at learning pathways, including transitions, in order to deliver a curriculum that acts as a hook to improve engagement and participation resulting in improved outcomes for all learners. In the senior phase we will examine learning pathways, including transitions, in order implement the recommendations in DYW and the Delivery Plan for Education in order to deliver a coherent curriculum that acts as a hook to improve engagement and participation resulting in improved attendance, attainment, wider achievements and sustained positive destinations. Further information will be updated in quarter 4.

Moderation, tracking and assessment of progress through the Broad General Education (BGE):
As already stated rigorous tracking and monitoring has been implemented for session 2017-18.

(c) Ensuring wellbeing, equity and inclusion
Continuing our focus on improving attendance and reducing exclusion, the following quarter 3 achievements are notable: A significant drop of 31% exclusions in the primary sector and a drop of 2% in the secondary sector when compared with quarter 2. However, attendance has not made the same level of improvement and remains an area of focus in both the secondary and primary. As a result, Education and Children's services will work together on an attendance campaign as this is an urgent area of improvement.

3. Leadership and Management: Leadership of change and 1.1 Self-evaluation for self-improvement (NIF: School Leadership and Teacher Professionalism)
(a)I-Collaborate
In August, we implemented year 2 of the leadership programme in order to build a Collaborative Leadership Culture at all Levels. This will be achieved by continuing to grow our ASGs into Learning Communities and building the professional networks. In addition, we have also implemented the Personal leadership reflection tool for all senior leaders resulting in an individual leadership action plan.

(b)Self Evaluation for self improvement

Developing independence in self evaluation for self improvement will continue to be a priority in 2017/18 and we will continue to undertake the following

- School Reviews – theme or other and all primary schools have now completed their attainment reviews with the secondary Insight reviews scheduled for October - December.
- Inspections- Learning communities
- HMIe inspections
- Toolkit evaluation
- Challenging conversations and support
- Shared practice forums – self evaluation – cluster or trio

In addition to these improvement priorities, the following strategies were also reported to Council/Cabinet:

Presentation of the 30 Year Learning Estate Strategy to Council in September 2017 and ongoing reports regarding national proposals for changes to educational governance.

Early Years' Service: Expansion planning for 1140 hours by 2020 is moving at a pace. We have an Expansion Working Group with four main workstreams. These groups meet regularly and have clear, focused work plans. We were required to submit a plan and financial model setting out how we will deliver the expansion from 600 to 1140 hours free early learning and childcare for all 3 and 4 year olds and eligible 2 year olds to the Scottish Government at the end of September 2017. The plan was confirmed by elected members at November Council. All local authorities were subsequently asked to review and then resubmit their plans at the beginning of February 2018 (now revised to the beginning of March).

The plan sets out how we would prefer to deliver the increased hours, however the full delivery of the expanded hours from 2021/21 and the phasing of expansion through the transition years between 2017/18 and 2021/22 are dependent on the capital and revenue funding provided by the Scottish Government. To date this has only been provided on a limited, single year basis and this has had a significant impact on what it has been possible to plan for and deliver. The multi-year funding is now not expected to be announced until the end of May 2018. After this funding is announced the expansion plan will require a further rewrite.

While awaiting the funding details we have been continuing with our pilots and trial of 1140 hours and the feedback from staff and parents has been overwhelmingly positive. We have also carried out a survey of parents' needs and preferences for the expanded hours and are in the process of analysing nearly 500 responses and matching, as far as possible given the physical and financial constraints, the expansion plan with the views expressed in the survey.

As a result of our regular self evaluation and discussion on the role of our Early Years Learning Community teams, we are reviewing the teams and will be moving to a different model of delivery of support. A change in staffing has resulted in a reduction in the numbers of teachers which gives us an opportunity to refocus their roles. This will mean that settings will no longer be allocated a teacher on a timetabled basis, however, a teacher may be allocated to a particular setting as needs arise. This will be based on a thorough authority wide evaluation of needs at any given time.

The Early Years Support Teams were set up to provide support to families and to assess children. This provision now includes ASD support and currently one hundred and fifty pupils benefit from this ASN support.

A Good Time to Be 2 currently has twenty-nine settings & nine childminders children placed. All settings have received their annual QI visit and 2 settings are receiving individual support in an 8 week block.

Our Midlothian Design Guide for Early Learning and Childcare shared with the Care Inspectorate, planning and architects and will now be used to inform practice going forward.

Lifelong Learning and Employability Service: Lifelong Learning and Employability Service from October to Dec 2017 have had key events which support the development of skills for learning life and work. LLE in partnership with Employment Learning Midlothian (ELM) hosted the second employability conference agreeing the priorities for employment and learning work in Midlothian. There was an increase in the number of businesses, learners and job seekers who participated, over 100 attendees. Partnerships have strengthened through the attraction of new representatives from businesses and universities for example in the work of the New Midlothian Technology Partnership Group. LLE has also worked in partnership with Crisis Homeless Charity to extend the construction learning offer to adults. This work will lead to improve localised learning pathways for adult returners and job seekers. Positive Destinations work through door knocking, LLE pathways and group leading to increased qualifications has continued to result in positive outcomes for young people.

Emerging Challenges and Risks

The primary challenge for Education is the Scottish Governments **Education Governance Review** which will have significant implications for Education in Midlothian and Scotland including:-

- More power and direct funding to Schools
- Changes to Education act
- Regional improvement collaboratives
- Education services within local authorities will only provide "Educational support services"

Implementation of the PEF (Pupil Equity Fund), funds have been directed to Schools directly and we need to ensure that they are being used to close the equity gap.

Ensuring good financial management and real-time information to ensure spending is accurately forecast and monitored within the year.

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

Rate of demographic growth particularly in the early years and primary school rolls.

Following the outcome of the recent Judicial Review, managing the legislative status of Named Person which was due to come into force on 31 August 2016.

Recruitment of primary teachers remains a risk. Although we have secured an additional pool of permanent supply, a number of those staff are in a much more positive place with staffing than in the past, this will continue to be flagged as a risk as we move into next year.

Ongoing work to prepare for the implementation of 1140 hours by 2020. However Midlothian is making very good progress and our work on the new Woodburn Hub was recently recognised as good practice in the recently published Scottish Govt report "A blueprint for 2020. The expansion of ELLC in Scotland" and this will help inform the ongoing implementation of 1140hrs by 2020. The fire at the nearly complete Gorebridge Community Hub has delayed the planned expansion of Family learning in the area.

Delivering Excellence and the management of resources within a very challenging fiscal climate.
LLE is working with an increased number of adults and young people, we require to examine the capacity of the service due to current and future reductions to ensure expectations can be met.

Education PI summary 2017/18

					Outcomes and Customer Feedback							

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
01. Provide an efficient complaints service	Number of complaints received (cumulative)	58	N/A	6	16	36		**Q3 17/18**: Data Only	⬆			
	Average time in working days to respond to complaints at stage 1	0.82	N/A	17.8	8.46	1.61	✓	**Q3 17/18**: On Target	⬆	5	Number of complaints complete at Stage 1	31
											Number of working days for Stage 1 complaints to be Completed	50
											Number of complaints at stage 1 responded to within 5 working days	19
	Average time in working days to respond to complaints at stage 2	5	N/A	0	77.5	20	✓	**Q3 17/18**: On Target	⬆	20	Number of complaints complete at Stage 2	5
											Number of working days for Stage 2 complaints to be Completed	100
	Percentage of complaints at stage 1 complete within 5 working days	42.42%	N/A	33%	61.54%	61.29%	⬛	**Q3 17/18**: Off Target As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.	⬇	95%	Number of complaints complete at Stage 1	31
											Number of complaints at stage 1 responded to within 5 working days	19
	Percentage of complaints at stage 2 complete within 20 working days	42.11%	N/A	0%	0%	40%	⬛	**Q3 17/18**: Off Target As development work of the corporate complaints policy continues, approaches to raise awareness of the pre-determined time limits is underway.	⬆	95%	Number of complaints complete at Stage 2	5
											Number of complaints at stage 2 responded to within 20 working days	2

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Making the Best Use of our Resources

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£82.589m	£83.825m	£86.855m	£87.533m	£87.478m	🔴	**Q3 17/18**: Off Target Actions are in place to address overspend.	⬆	£87.412m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.84	3.95	1.9	2.22	4	✅	**Q3 17/18**: On Target	⬇	5.5	Number of days lost (cumulative)	7,129.29
											Average number of FTE in service (year to date)	1,782.16

Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	100%	80%	100%	100%	100%	✅	**Q3 17/18**: On Target	▬	90%	Number of divisional & corporate priority actions	5
											Number of divisional & corporate priority actions on tgt/completed	5
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	94%	97%	96%	96%	✅	**Q3 17/18**: On Target	▬	92%	Number received (cumulative)	11,061
											Number paid within 30 days (cumulative)	10,660
06. Improve PI performance	% of PIs that are on target/ have reached their target.	61.54%	76.92%	100%	66.67%	100%	✅	**Q3 17/18**: On Target	⬆	90%	Number on tgt/complete	13
											Total number of PI's	13
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target	▬	100%	Number of high risks reviewed in the last quarter	1
											Number of high risks	1

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target.	77.78%	100%	77.78%	42.86%	43.75%	🔴	**Q3 17/18**: Off Target Discussions continue with Resources and Procurement to take forward actions outlined in "Review of Controls Operating Over Pre-School Provision Partnership Providers".	⬆	90%	Number of internal/external audit actions on target or complete	7
											Number of internal/external audit actions in progress	16

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Education Action report 2017/18

Midlothian

						Service Priorities

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
E.S.01.01	01. Inequalities in learning outcomes have reduced	To build excellence by raising attainment overall	31-Mar-2018	▶	75%	**Q3 17/18**: On Target 2016 /17 results show an average 6% increase in CfE (Curriculum for Excellence) since 2015/16. Attainment visits with all Schools are currently underway and this involves robust tracking and monitoring to improve outcomes.
E.S.01.02		To close the gap between the least and the most disadvantaged.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Information from Secondary analysis and CfE (Curriculum for Excellence) show the gap between the least and the most disadvantaged from 15/16 to 16/17 has reduced. SIMD information is available for school data analysis and is informing the ongoing attainment visits across Primary and Secondary schools. The .Authorities School planning guidance is based on our three year strategic plan that prioritises the national Improvement framework priorities including closing the gap between the least and most disadvantaged and therefore there is alignment between national and local targets to close this gap. Schools report on these outcomes through their Standard and Quality reports and the Scottish Government collects this information to inform their annual National Improvement Framework (NIF) report.
E.S.02.01	02. Engaged and supported workforce	Learning Provision: (a). Developing the Curriculum as a hook - the power of learning pathways. (b). Moderation, tracking and assessment of progress through the Broad General Education (BGE).	31-Mar-2018	▶	75%	**Q3 17/18**: On Target A comprehensive Leadership Programme continues to be delivered this session, focusing on 'Uplifting Leadership, Andy Hargreaves, as well as a key focus on the NIF drivers Teacher Professionalism and School Leadership and HGIOS4 Quality indicators 2.3 (Learning Teaching and Assessment) and 3.2 Raising Attainment and Achievement. This has supported and developed capacity in Head Teachers, Depute Head Teachers and Principal Teachers in Nursery, Primary and Secondary Schools. All schools have participated in moderation activities in literacy and numeracy, and teaching staff in all primary schools are being trained in the use of Holistic Assessment. Schools' tracking systems been discussed and developed through an increased number of QI Reviews, and set tracking periods are supporting Head Teachers to have regular, challenging discussions with practitioners about raising attainment and making robust judgements about achievement of a level. A three year professional

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						learning programme through Osiris Education is planned across 2017-2020.
E.S.03.01	03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient	To increase the availability of Early Learning and Child Care (ELCC) for 2 year olds to meet the requirements of the Children and Young People (Scotland) Act from August 2015.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target A review of the Good time to be 2 (GTTBT) numbers is underway with service providers and the Nursery Administration Management Service (NAMS) part of SEEMIS. Full information will be available in Q4. We have an ongoing Communications plan in place and have had a successful advertising campaign to attract families with eligible two year olds within some of our most deprived areas in Midlothian.
E.S.04.01	04. Children and young people are supported to be Healthy, happy and reach their potential	Raise the educational attainment and achievement of children and young people, including improving the numbers going on to positive destinations after leaving school	31-Mar-2018	▶	75%	**Q3 17/18**: On Target The 2017 Annual Participation Measure showed that of the 3,887 16-19 year olds in Midlothian 93.6% were in education, employment or training and personal development. This is 4.9% more young adults than last year who have positively secured their future either through sustaining employment, enrolled in further or higher education, training or secured another positive destination such as volunteering.

Education PI Report 2017/18

Midlothian

							Q3 2017/18					
			Service Priorities									

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
E.S.01.01a	01. Inequalities in learning outcomes have reduced	Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in P1	13%	13%	N/A	2%	2%	✅	▬	**Q3 17/18**: On Target On average there has been a 2% increase in expected CFE level achievement since 2015. Reading +0% (76%), Writing -4% (70%), Numeracy +27% (76%), Listening and talking +0%(84%)	2%	2015 figures P1 Reading - 76%, Writing - 74%, Listening and Talking - n/a, Numeracy - 49%
E.S.01.01b		Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in P4	2%	2%	N/A	5%	5%	✅	▬	**Q3 17/18**: On Target On average there has been a 5% increase in expected P4 CFE level achievement since 2015. Reading +4% (76%), Writing +2% (66%), Numeracy +16% (73%), Listening and talking +0% (78%)	2%	2015 Figures P4 Reading - 72%, Writing - 64%, Listening and Talking - n/a, Numeracy - 57%
E.S.01.01c		Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in P7	-6%	-6%	N/A	9%	9%	✅	▬	**Q3 17/18**: On Target On average there has been a 9% increase in expected P7 CFE level achievement since 2015. Reading +8% (73%), Writing +5% (59%), Numeracy +7% (63%), Listening and talking +0% (74%)	2%	2015 figures P7 Reading - 65%, Writing - 54%, Listening and Talking - n/a, Numeracy56%

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18				Annual Target 2017/18	Benchmark
							Value	Status	Short Trend	Note		
E.S.01.01d		Increase the number of children achieving the expected CfE level in Reading, Writing, Listening, Talking and Numeracy in S3	15%	15%	N/A	7%	7%	✓	▬	**Q3 17/18**: On Target On average there has been a 7% increase across all areas from the 2015 figure. Reading 82% +7%, Writing 78% +4%, Listening and Talking 83% +0%, Numeracy 89% +5%	2%	2015 figures S3 Reading - 75%, Writing - 74%, Listening and Talking - n/a, Numeracy - 84%
E.S.01.02a	01. Inequalities in learning outcomes have reduced	Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P1	N/A	N/A	N/A	N/A	7.16%	✓	▬	**Q3 17/18**: On Target Data from SIMD Decile 1+2 in 2016-17 CfE results showed Reading 68.66% (63.91%), Writing 68.66% (59.40%), Listening and Talking 81.34% (68.42%), Numeracy 73.88% (72.18%), 15-16 data in brackets. Equating to an overall increase of 7.16%.	5%	
E.S.01.02b		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P4	N/A	N/A	N/A	N/A	9.74%	✓	▬	**Q3 17/18**: On Target Data from SIMD Decile 1+2 in 2016-17 CfE results showed Reading 62.16% (51.16%), Writing 51.35% (44.19%), Listening and Talking 66.67% (57.36%), Numeracy 65.77% (54.26%) 15-16 data in brackets. Equating to an overall increase of 9.74%.	5%	
E.S.01.02c		Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in P7	N/A	N/A	N/A	N/A	8.27%	✓	▬	**Q3 17/18**: On Target Information on P7 CfE levels for 2016/17 School year shows an overall increase of 8.27% on achieving the expected level from 2015/16. Reading 59.41% (+7.37%), Writing 42.57% (+3.80%), Listening and Talking 72.28% (+19.22%), Numeracy 45.54% (+2.69%).	5%	

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
E.S.01.02d	01. Inequalities in learning outcomes have reduced	Increase the number of children from SIMD 1+2 achieving the expected level of Reading, Writing, Listening, Talking and Numeracy in S3	N/A	N/A	N/A	N/A	17.6%	✅	▬	**Q3 17/18**: On Target Information on S3 CfE levels for 2016/17 School year shows an overall increase of 17.60% on achieving the expected level from 2015/16. Reading 69.51% (+17.34%), Writing 68.29% (+19.38%), Listening and Talking 74.39% (+24.39%), Numeracy 78.05% (+19.35%).	5%	
E.S.02.01a	02. Engaged and supported workforce	To continue to support schools with moderation, tracking and assessment of progress through the Broad General Education (BGE)	100%	75%	25%	50%	75%	✅	⬆	**Q3 17/18**: On Target All schools have participated in moderation activities in literacy and numeracy, and teaching staff in all primary schools are being trained in the use of Holistic Assessment. Schools' tracking systems been discussed and developed through an increased number of QI Reviews, and set tracking periods are supporting Head Teachers to have regular, challenging discussions with practitioners about raising attainment and making robust judgements about achievement of a level. A three year professional learning programme through Osiris Education is planned across 2017-2020.	100%	

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
E.S.02.01b	02. Engaged and supported workforce	Visible learning should continue to underpin the development of assessment capable learners; and to support teachers to Know the impact through the impact cycle training	100%	75%	25%	50%	75%	✅	⬆	**Q3 17/18**: On Target A three year professional learning programme through Osiris Education is planned across 2017-2020. This professional learning package will involve the development of a collaborative working approach in schools with a clear focus on practitioner enquiry that impacts on classroom teaching, improving learner outcomes through teachers understanding of their impact and developing of assessment capable learners. The programme also involves the use of a common approach to self- evaluation in relation to key aspects of school improvement through access to *a* number of system tools provided by Osiris Education.	100%	
E.S.02.01c		I-Collaborate: to implement year 2 of the School Leadership Programme to support the delivery of the new Education (Scotland) Act; NIF; GIRFEC; Named Person; and HGIOS 4	100%	75%	25%	50%	75%	✅	⬆	**Q3 17/18**: On Target A comprehensive Leadership Programme continues to be delivered this session, focusing on 'Uplifting Leadership, Andy Hargreaves, as well as a key focus on the NIF drivers Teacher Professionalism and School Leadership and HGIOS4 Quality Indicators 2.3 (Learning Teaching and Assessment) and 3.2 Raising Attainment and Achievement. This has supported and developed capacity in Head Teachers, Depute Head Teachers and Principal Teachers in Nursery, Primary and Secondary Schools. A taster session was also	100%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Short Trend	Q3 2017/18 Note	Annual Target 2017/18	Benchmark
										delivered to the Leadership Forum. Early Leadership continues to be developed through a practitioner enquiry approach.		
E.S.02.01d	02. Engaged and supported workforce	Creating a collaborative leadership culture at all levels by continuing to grow our ASGs into Learning Communities in order to continue to build the self-improving system updating resources in line with HGIOS 4 and the new NIF	100%	75%	25%	50%	75%	✅	⬆	**Q3 17/18**: On Target In session 2016-17 cluster schools were provided with a HGIOS 4 toolkit to help them to self-evaluate for self-improvement. Schools have used this to grade themselves across Quality Indicators within the Standards and Quality process reported on in June 2017. During this session Schools Group Managers will carry out a system wide quality assurance programme across QI looking at raising attainment and achievement and learning, teaching and assessment. All of this information will be collated and used to drive targeted support to schools to improve the quality of provision both individually and as part of ASG learning communities, and to inform collaborative working through improvement partnerships. School Improvement planning guidance and three year priorities were issued to schools via a professional practice paper in March 2017 and this will influence schools and ASG working in session 2017-18. New Standard and Quality and School improvement plan documentation have also been piloted this session and will be	100%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Short Trend	Q3 2017/18 Note	Annual Target 2017/18	Benchmark
										reviewed and further developed in July, 2017. All intelligence gathered on school performance in relation to HGIOS 4 will feed into our reporting on outcomes of the NIF priorities of the Scottish Government as well as informing advice and guidance to Head Teachers as they carry out on-going Pupil Equity Fund planning, including as part of the ASG learning communities		
E.S.03.01a	03. Children in their early years and their families are being supported to be healthy, to learn and to be resilient	Number of eligible 2 year olds in receipt of Early Learning and Child Care	171	180	152	142	N/A	▬	▬	**Q3 17/18**: Data not available A review of the Good time to be 2 (GTTBT) numbers is underway with service providers and the Nursery Administration Management Service (NAMS) part of SEEMIS. Full information will be available in Q4.	200	
E.S.04.01a	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the % of leavers (S4/S5/S6) who achieve Literacy and Numeracy at level 4+ (Insight National benchmarking measure)	87.8%	N/A	N/A	N/A	N/A	▬	▬	**Q3 17/18**: Data not available Information for this indicator will be available with the next release of National benchmark information in Q4.	88.1%	3 Yearly average 77.10% Midlothian; 77.6% Virtual comparator; 78.6% National average (Insight national benchmarking data)

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Short Trend	Note	Annual Target 2017/18	Benchmark
E.S.04.01b		Increase the % of leavers (S4/S5/S6) who achieve Literacy and Numeracy at level 5+ (Insight National benchmarking measure)	63.31%	N/A	N/A	N/A	N/A	▭	▭	**Q3 17/18**: Data not available Information for this indicator will be available with the next release of National benchmark information in Q4.	64.3%	3 Yearly average: 48.6% Midlothian; 51.1% Virtual comparator; 53.5% National average (Insight national benchmarking data)
E.S.04.01c	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the average total tariff score for lowest 20% of learners by the end of S4 to bring in line with the virtual comparator	17	N/A	N/A	42	N/A	▭	▭	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	32	3 Yearly average: 30 Midlothian; 35 Virtual; 23 National (Insight national benchmarking data)
E.S.04.01d		Increase the average total tariff score for middle 60% of learners by the end of S4 to bring in line with the virtual comparator	139	N/A	N/A	168	N/A	▭	▭	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	180	3 Yearly average: 155 Midlothian; 176 Virtual; 160 National (Insight national benchmarking data)
E.S.04.01e		Increase the average total tariff score for highest 20% of learners by the end of S4 to bring in line with the virtual comparator	304	N/A	N/A	318	N/A	▭	▭	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	341	3 Yearly average: 310 Midlothian; 334 Virtual; 315 National (Insight

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
												national benchmarking data)
E.S.04.01f		Increase the average total tariff score for lowest 20% of learners by the end of S5 to bring in line with the virtual comparator	110	N/A	N/A	131	N/A	▬	▬	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	101	3 Yearly average: 118 Midlothian; 96 Virtual; 110 National (Insight national benchmarking data)
E.S.04.01g	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the average total tariff score for middle 60% of learners by the end of S5 to bring in line with the virtual comparator	312	N/A	N/A	306	N/A	▬	▬	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	316	3 Yearly average: 287 Midlothian; 290 Virtual; 296 National (Insight national benchmarking data)
E.S.04.01h		Increase the average total tariff score for highest 20% of learners by the end of S5 to bring in line with the virtual comparator	730	N/A	N/A	707	N/A	▬	▬	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	731	3 Yearly average: 673 Midlothian; 697 Virtual; 709 National (Insight national benchmarking data)

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
E.S.04.01I		Increase the average total tariff score for lowest 20% of learners by the end of S6 to bring in line with the virtual comparator	385	N/A	N/A	410	N/A	▬	▬	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	390	3 Yearly average: 386 Midlothian; 384 Virtual; 354 National (Insight national benchmarki ng data)
E.S.04.01j	04. Children and young people are supported to be Healthy, happy and reach their potential	Increase the average total tariff score for middle 60% of learners by the end of S6 to bring in line with the virtual comparator	812	N/A	N/A	888	N/A	▬	▬	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	887	3 Yearly average: 849 Midlothian; 875 Virtual; 848 National (Insight national benchmarki ng data)
E.S.04.01k		Increase the average total tariff score for highest 20% of learners by the end of S6 to bring in line with the virtual comparator	1,313	N/A	N/A	1,390	N/A	▬	▬	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	1,388	3 Yearly average: 1339 Midlothian; 1373 Virtual; 1350 National (Insight national benchmarki ng data)

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Short Trend	Note	Annual Target 2017/18	Benchmark
E.S.04.01l		Increase the % of leavers (S4,5,6) in a positive destination in order to continue to exceed both the virtual and the national average	95.06%	N/A	95.1%	95.1%	95.1%	✅	▭	**Q3 17/18**:On Target 95.1 % of school leavers secured an initial positive destination with 93% sustaining that initial destination.	95%	3 Yearly average: 92.28% Midlothian 91.86% Virtual 92.42% National average (Insight national benchmarking data)
E.S.04.01m	04. Children and young people are supported to be Healthy, happy and reach their potential	Percentage of Midlothian LAC & LAAC school leavers progressing to positive destinations	76.92%	N/A	N/A	N/A	N/A	▭	▭	**Q3 17/18**:Data not available Data and analysis from the 16-17 School year will be available in Q4.	96%	Scot Gov stats for 12/13 (different criteria) 27 looked after leavers, 74% initial, 63% follow-up
E.S.04.01n		Breadth and depth for all candidates by the end of S4 - percentage with 5+ at Level 5	44.3%	N/A	N/A	41.95%	N/A	▭	▭	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	44.78%	2011-30.0 2012-32.0 2013-32.4 2014-40.3 2015-38.3 3yr avg-37.0
E.S.04.01o		Breadth and depth for all candidates by the end of S5 - percentage with 3+ at Level 6	31.26%	N/A	N/A	35.6%	N/A	▭	▭	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	41.2%	2010-21.1 2011-24.3 2012-23.8 2013-26.6 2014-26.1 2015-34.15 3yr avg-28.9

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
E.S.04.01p		Breadth and depth for all candidates by the end of S6 - percentage with 3+ at Level 6	43.9%	N/A	N/A	40.9%	N/A	▭	▭	**Q3 17/18**: Data not available Information was shared in Q2 for the 16/17 School year.	50.8%	2010-31.8 2011-31.3 2012-32.5 2013-35.9 2014-36.3 2015-40.21 3yr avg-37.5%
E.S.04.01q	04. Children and young people are supported to be Healthy, happy and reach their potential	% of SIMD deciles in which Leavers (S4,5 6) pupils' average tariff score is at or above the virtual comparator.	90%	N/A	N/A	N/A	N/A	▭	▭	**Q3 17/18**: Data not available Information will be available in Q4	100%	80% 2009/10 20% 2010/11 40% 2011/12 20% 2012/13 50% 2013/14 (Insight national benchmarki ng data)

Published Local Government Benchmarking Framework - Education

Midlothian

Children's Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CHN1	Corporate Indicator - Primary Education - Cost per pupil (LGBF)	£4,679.35	£4,792.69	£4,766.01	£4,736.35	£4,703.45	£4,630.16	£4,871.13	16/17 Rank 15 (Second Quartile). 15/16 Rank 14 (Second Quartile). 14/15 Rank 19 (Third Quartile).
CHN2	Corporate Indicator - Secondary Education - Cost per pupil (LGBF)	£6,163.71	£6,191.86	£6,257.07	£6,321.92	£6,368.61	£6,264.84	£6,691.80	16/17 Rank 14 (Second Quartile). 15/16 Rank 4 (TOP Quartile). 14/15 Rank 9 (Second Quartile).
CHN3	Corporate Indicator - Pre- Primary Education - Cost per pupil (LGBF)	£3,362.91	£2,958.02	£3,071.25	£3,001.77	£2,893.18	£3,557.24	£4,381.30	16/17 Rank 18 (Third Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 9 (Second Quartile).
CHN4	% achieving 5 or more awards at SCQF Level 5 (LGBF)		48%	50%	50%	54%	58%	54%	16/17 Rank 29 (Bottom Quartile). 15/16 Rank 19 (Third Quartile). 14/15 Rank 22 (Third Quartile)
CHN5	% achieving 5 or more awards at SCQF level 6 (LGBF)		20%	21%	26%	24%	29%	26%	16/17 Rank 29 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 30 (Bottom Quartile)
CHN6	% SIMD Quintile 1 achieving 5 or more awards at SCQF level 5 (LGBF)		26%	35%	34%	39%	37%	43%	16/17 Rank 10 (Second Quartile). 15/16 Rank 17 (Third Quartile). 14/15 Rank 11 (Second Quartile)
CHN7	% SIMD Quintile 1 achieving 5 or more awards at SCQF level 6 (LGBF)		5%	9%	14%	10%	12%	9%	16/17 Rank 27 (Bottom Quartile). 15/16 Rank 21 (Third Quartile), 14/15 Rank 21 (Third Quartile)
CHN10	Corporate Indicator - Percentage of Adults satisfied with local schools (LGBF)	85.8%		82%	81.93%	79.33%	78%	78.33%	16/17 Rank 19 (Third Quartile). 15/16 Rank 23 (Third Quartile). 14/15 Rank 23 (Third Quartile).
CHN11	Proportion of Pupils Entering Positive Destinations (LGBF)	85.2%	85.8%	89.2%	94.2%	93.4%	95.1%	Data to follow	15/16 Rank 4 (TOP Quartile) 14/15 Rank 15 (Second Quartile)
CHN12a	Overall Average Total Tariff (LGBF)		715.87	752.09	753.86	787.49	888.82	798.13	16/17 Rank 29 (Bottom Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 27 (Bottom Quartile)

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CHN12b	Average Total Tariff SIMD Quintile 1 (LGBF)		422	544	501	493	581	576	16/17 Rank 20 (Third Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 23 (Third Quartile)
CHN12c	Average Total Tariff SIMD Quintile 2 (LGBF)		541	541	538	572	697	717	16/17 Rank 19 (Third Quartile). 15/16 Rank 23 (Third Quartile). 14/15 Rank 28 (Bottom Quartile)
CHN12d	Average Total Tariff SIMD Quintile 3 (LGBF)		727	669	783	842	849	787	16/17 Rank 28 (Bottom Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 19 (Third Quartile)
CHN12e	Average Total Tariff SIMD Quintile 4 (LGBF)		848	922	895	854	1,041	918	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 29 (Bottom Quartile)
CHN12f	Average Total Tariff SIMD Quintile 5 (LGBF)		1,038	1,067	1,029	1,098	1,227	1,034	16/17 Rank 28 (Bottom Quartile). 15/16 Rank 8 (Top Quartile). 14/15 Rank 23 (Third Quartile)
CHN17	Percentage of children meeting developmental milestones				81.18%	85.76%	85.82%	Data to follow	15/16 Rank 2 (Top Quartile). 14/15 Rank 2 (Top Quartile).
CHN18	Percentage of funded early years provision which is graded good/better		97.3%	92.1%	90.9%	90%	90%	90.7%	16/17 Rank 21 (Third Quartile). 15/16 Rank 24 (Third Quartile). 14/15 Rank 25 (Bottom Quartile).
CHN19a	School attendance rates (per 100 pupils)	93		93.2		93		92.6	16/17 Rank 26 (Bottom Quartile). 14/15 Rank 27 (Bottom Quartile).
CHN19b	School attendance rates (per 100 'looked after children')			86.55		88.35			14/15 Rank 29 (Bottom Quartile).
CHN20a	School exclusion rates (per 1,000 pupils)	52.06		37		40.2		Data to follow	14/15 Rank 27 (Bottom Quartile).
CHN20b	School exclusion rates (per 1,000 'looked after children')		0	212.12		188.24			14/15 Rank 28 (Bottom Quartile).
CHN21	Participation rate for 16-19 year olds (per 100)						88.7	93.6	16/17 Rank 7 (Top Quartile). 15/16 Rank 27 (Bottom Quartile).

Commercial Operations
Performance Report Quarter Three 2017/18

Midlothian

Progress in delivery of strategic outcomes

There is an ongoing review of the Commercial Operations staffing structure which has resulted in some staff being offered the opportunity to leave through the enhanced (Voluntary Severance/Early Retirement (VSER) package. This is an ongoing process which, in part is dependent on decisions to be taken at future Council meetings.

The vision is geared towards services co-locating on one site at Hopefield where the emphasis is on cross skilling at all levels.

It is recognised that the Council will require to work with others to achieve its stated aims and in this regard, 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) are being examined closely.

'Delivering Excellence' continues to be the model being applied to determine optimum service delivery. The recent external audit of Travel & Fleet service areas will assist in shaping this service going forward.

Waste Services: The short term contract terminates for residual waste disposal no later than mid 2019 when the joint Midlothian/Edinburgh residual waste facility at Millerhill comes fully on stream. The new facility is currently on programme to take commissioning waste by late 2018 and discussions are now taking place to agree the phased delivery of this waste.

As a consequence of limited space available at Penicuik recycling facility a change was introduced which stopped the collection of mixed wood/rubble. Although rubble will require to be taken to Stobhill, separate wood collection continues at Penicuik which allows for full recycling of both waste streams resulting in a saving of £2,000 per month in disposal costs.

The tender for Trade food waste collection has recently been awarded to Keenans. This will ensure that all food waste from trade waste customers is recycled.

Landscape & Countryside: In further support of the Councils Play Strategy, works have recently been completed at two sites; St Matthews Primary School and Cornbank Primary School.

Five Countryside sites have been awarded Environmental Green Flags across Midlothian. Resurfacing work was completed on the bridge at Westerhaugh on the Penicuik to Dalkeith walk way.

It has been previously identified that the service is seeking opportunities to maximise income which allows a contribution to be made to the Council's budget deficit. This has now been extended beyond Midlothian with work secured from Hart Builders in the Scottish Borders area. Mayfield Park improvements and Play area development funded work will see an additional outdoor gym installed in the next three months.

Continuing efforts to maximise income at the golf course at Vogrie has resulted in almost £17,000 of additional income thereby improving the financial viability of the course. Development of additional and diverse income streams for Vogrie Country Park continues with ongoing discussions around Vogrie House as a wedding venue and further discussions taking place to develop a Fire and light event next Autumn with "get Events Limited"

The annual walking festival had 9,510 hours of volunteer time generated by the Ranger Service to maintain areas which are the responsibility of the Council.

Travel Services: In terms of 'Delivering Excellence' a specialist consultant from the Freight Transport Authority was engaged to carry out a 'root and branch' review of the internal vehicle management and service provided within the Council.

The report which was received in draft put forward the following key issues;

- The motor vehicle and plant workshops should, for the time being at least, remain an in-house function.
- Develop and consider staffing structure, training and career progression.
- Invest in diagnostic equipment for the workshops and an appropriate and fit for purpose fleet management system.
- Full advantage should be taken of the MoT facility and this should be developed to provide an income stream for the Council including undertaking hackney carriage and private hire testing.
- A system of Key Performance Indicators should be developed.
- The findings of the review will be developed in the coming months.
- NHS funding was secured in October for the community hospital public transport leaflet.

Health, Safety and Contingency Planning: A training calendar has been developed which outlines the training offerings available to both internal and external customers during 2018. This offering is key to the team's income generation activity target.

The Health and Safety team have deleted two part time vacancies with a recurring annual saving of over £30,000 following a restructuring exercise.

A multi-agency training exercise was delivered in November 2017 to test the Straiton Plan. The exercise highlighted areas for all organisations to refine.

Roads Services: The service is delivering the 2017/18 footway and road improvement programme with the stated aim of retaining the network in a steady state condition. However, this remains a significant challenge.

The Roads Services team were finalists in the Association for Public Service Excellence (APSE) awards for the best council performer in the Roads, Highways and Winter Maintenance category.

Continued progress has been made in regards to the planning for the extension of walking and cycling routes linked to the new Borders rail line. A report is now with the Borders Rail blue print group for funding to take this forward.

The final application which has been submitted to Scottish Government in relation to the introduction of Decriminalised Parking Enforcement in Midlothian has seen further work with the anticipated enforcement contractor in anticipation of a start in April 2018.

Emerging Challenges

Waste Services: A fundamental review of all collection routes is being carried out which considers collection frequencies, allowing for the increased house building programme and the additional time for disposal at the new residual waste plant at Millerhill. There has been no additional resources provided for collections over the last five years with almost an additional 3,000 properties (400,000 collections annually) being provided for during that period.

The government's commitment to eradicate all avoidable plastic waste in the UK by 2042 could result in additional costs for the disposal of plastics in the future. In addition, there is a strong likelihood that China may reduce its need for plastics in the near future resulting in further increased costs for disposal.

Landscape & Countryside: In order to have the steps leading to Ironmills Park re-opened there is a requirement for additional drainage at the top of the slope and costings are being obtained for permanent and temporary step structures.

There was a delay in completing the management restructure within the service which resulted in a delay in progressing certain income opportunities initially and the ability to respond to residents enquiries promptly. The team are now fully staffed and working to address these issues.

Travel Services: Further discussions and solutions are being progressed to address the need to reduce grey fleet travel required as part of the 2017/18 budget requirements.
In addition the team are having continued discussions with third sector travel operators to identify options to make better use of existing resources to limit any potential reductions in grant funding.

As a consequence of the initial budget proposals there has been significant activity around the potential removal of grant to the 51/52 bus service with users highlighting the impact this budget proposal would have.

Health, Safety and Contingency Planning: As a consequence of the significant resource which has gone into meeting the requirements of an improvement notice issued on the Council for breaches in relation to the Management of Hand Arm Vibration risk, the Council risk in not meeting the obligations of the Improvement Notice have been reduced.

The financial target in relation to the training offering is challenging, however the option to have two additional team members trained to train has been progressed. In addition a training brochure has now been developed which will be used to promote the various courses available.

Road Services: Early indications from the recent survey of the road network suggest that overall the road network is showing a slight deterioration in its condition. That is, the percentage of roads that require to be considered for maintenance treatment. Future reductions on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels.

The age of the professional staff has previously been highlighted as a significant concern for future service delivery. The service is currently considering a restructure which will allow for the introduction of trainees to address this issue with the intention of keeping this within the existing staffing budget.

The Flood Risk Management Plans were published in June 2016. The service will work with other councils, Scottish Environment Protection Agency (SEPA) and Scottish Water to draw on their expertise in assisting and considering what mitigation measures should be undertaken.

Commercial Operations PI summary 17/18

Outcomes and Customer Feedback

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
01. Provide an efficient complaints service	Number of complaints received (cumulative)	4,581	3,498	917	1,910	2,868		**Q3 17/18**: Data only	⬆			
	Average time in working days to respond to complaints at stage 1	0.21	2.47	1.07	0.7	0.34	✅	**Q3 17/18**: On Target	⬆	5	Number of complaints complete at Stage 1	2,866
											Number of working days for Stage 1 complaints to be Completed	971
	Average time in working days to respond to complaints at stage 2	9.5	10.5	12	12	11.5	✅	**Q3 17/18**: On Target	⬆	20	Number of complaints complete at Stage 2	2
											Number of working days for Stage 2 complaints to be Completed	23
	Percentage of complaints at stage 1 complete within 5 working days	95.54%	93.13%	94.43%	94.87%	92.11%	🛑	**Q3 17/18**: Off Target Discussions held with managers, Head of Service and Performance officer surrounding the use of the complaints handling system to update completed complaints in a more timely manner. This will be reiterated by the Customer Service Improvement Officer at DMT.	⬇	95%	Number of complaints complete at Stage 1	2,866
											Number of complaints at stage 1 responded to within 5 working days	2,640
	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target	▬	95%	Number of complaints complete at Stage 2	2
											Number of complaints at stage 2 responded to within 20 working days	2

Making the Best Use of our Resources

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£15.850m	£16.366m	£15.700m	£15.718m	£15.601m	✅	**Q3 17/18**: On Target	⬆	£15.608m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	11.89	9.15	3.31	5.27	6.83	✅	**Q3 17/18**: On Target	⬆	11.89	Number of days lost (cumulative)	2,687.45
											Average number of FTE in service (year to date)	393.35

Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
04. Complete all service priorities	% of service actions on target / completed, of the total number	100%	95.24%	95.65%	100%	100%	✅	**Q3 17/18**: On Target	▬	90%	Number of service & corporate priority actions	23
											Number of service & corporate priority actions on tgt/completed	23
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	78%	80%	90%	86%	89%	🛑	**Q3 17/18**: Off Target Significant improvement from Q2 to Q3 in Fleet Maintenance (69.8% to 91.0%). Further work has been carried out with managers of these services and detailed analysis carried out for some suppliers.	⬆	90%	Number received (cumulative)	4,022
											Number paid within 30 days (cumulative)	3,572
06. Improve PI performance	% of PIs that are on target/ have reached their target.	61.11%	73.33%	92.31%	61.54%	69.23%	🛑	**Q3 17/18**: Off Target 9 out of 13 PIs off target. Please see full PI report for individual progress note.	⬆	90%	Number on tgt/complete	9
											Total number of PI's	13
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target No high risks identified	▬	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target.	0%	0%	100%	100%	76.67%	🛑	**Q3 17/18**: Off Target All outstanding actions were due in December 2017. Work ongoing to bring these actions to completion.	⬇	90%	Number of internal/external audit actions on target or complete	23
											Number of internal/external audit actions in progress	30

Commercial Operations Action report 17/18

Midlothian

Service Priorities						

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CO.S.01.01	01. Fewer People are victims of crime, abuse or harm	Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31-Mar-2018	▶	75%	**Q3 17/18**: On Target A prioritised list has been produced for road safety projects including those identified by injury accidents.
CO.S.01.02		Undertake a program of works to improve lighting levels in communities	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Additional resources identified to ensure completion.
CO.S.01.03		Work collaboratively to update school travel plans	31-Mar-2018	▶	75%	**Q3 17/18**: On Target 6 primary schools due to be updated in Q4.100% up to date.
CO.S.02.01	02. Accessibility by sustainable travel and transport is improved	Continue development of asset management plan (including data collection and system update) through SCOTS	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Working through SCOTS project requirements.
CO.S.02.02		Compliance with Disabled parking legislation	31-Mar-2018	▶	75%	**Q3 17/18**: On Target 29 applications of 29 received were processed within 6 months.
CO.S.02.05		Undertake a programme of work to improve road standards and footways	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Weather will dictate Q4 progress.
CO.S.02.07		Improve opportunities within Midlothian, continue to work with Regional/National Partnerships in delivering key transport projects including the progress of the A701	31-Mar-2018	✅	100%	**Q3 17/18**: Complete No transport projects progressing with the Regional Transport Partnership. Finance not available for the A701 project.
CO.S.02.08		Support Sustainable Transport following the opening of Borders Rail line to promote sustainable travel	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Detailed report now with the Borders Rail Blueprint Working Group for consideration.
CO.S.03.01	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Explore opportunities for shared fleet services with East Lothian Council and NHS Lothian	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Meeting held with East and Midlothian Council to discuss opportunities.
CO.S.03.02		Explore shared opportunities, services and knowledge with the partners in the ELBF group	31-Mar-2018	▶	75%	**Q3 17/18**: On Target New Shadow Joint Committee to meet in Q4 and agree workstreams. Winter group set MOU regarding sharing resources and communications procedures.
CO.S.03.03	03. Develop and	Progress workforce re-alignment through the	31-Mar-	▶	50%	**Q3 17/18**: On Target

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
	implement a program of continuous improvement and efficiency to develop additional capacity	delivering excellence program with the aim of addressing the budget gap, matching service to available funding	2018			5 trainees taken on this quarter involving training in Waste and Road Services with appropriate qualifications. Recently qualified roads apprentices undertaking additional training in other service areas as outline above. Currently reviewing staffing structure and offering VSER to a range of staff.
CO.S.03.04		Develop additional workstreams to achieve income for the council	31-Mar-2018	▶	75%	**Q3 17/18**:On Target The hard and soft landscape squads have secured external income to the value of approx 422k this year. This has been facilitated in part by the structural changes undertaken in Land and Countryside with the creation of the 'Contracts and operations officer' post.
CO.S.03.05		Complete the portfolio of Health and safety management arrangements.	31-Mar-2018	▶	95%	**Q3 17/18**: On Target Existing Management arrangements have been reviewed and will be reported back to CMT along with a proposed future review schedule. Gas Safety and Electrical Safety Management Arrangements to be consulted on ahead of approval. Asbestos Management Arrangement being revised.
CO.S.03.06		Implementation of Health & Safety Management Information System (EHSMI) across all services in the council.	31-Mar-2018	✓	100%	**Q3 17/18**: Complete All Services now trained, over 500 staff trained, and set up to use the new Health & Safety Management Information system transforming the way Health and Safety is managed.
CO.S.03.07		Review all Council transport uses to reduce cost base	31-Mar-2018	▶	75%	**Q3 17/18**: On Target This is an ongoing exercise – engagement has taken place with LCTS and HcL to seek further information and work on internal transport provision is almost complete.
CO.S.03.08		Fully implement quality plans for Midlothian Parks	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Plans up to date with Vogrie rewritten along with a new plan for the Penicuik Dalkeith Walkway.
CO.S.03.10		Report to council on the introduction of de-criminalised parking within Midlothian	31-Mar-2018	✓	100%	**Q3 17/18**: Complete Decriminalised Parking Enforcement (DPE) Final Application still with Transport Scotland.
CO.S.03.11		Following a review of collection services submit a report to Council for consideration	31-Mar-2018	✓	100%	**Q3 17/18**: Complete Option presented to council for their budget considerations in Q3/Q4.
CO.S.03.12		Arrange for shared opportunities in road markings	31-Mar-2018	✓	100%	**Q3 17/18**: Complete Shared contract with East Lothian Council in progress.
CO.S.04.02	04. Environmental limits are better respected, especially in relation to waste, climate change and biodiversity	Ensure Council fleet orders for plant and vehicles is placed in line with Council Policy and Divisional timetables	31-Mar-2018	▶	75%	**Q3 17/18**: On Target All vehicle deliveries complete.
CO.S.04.03	04. Environmental limits are better respected,	Complete construction of residual waste facility at Millerhill as part of Zero Waste Park	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Construction started October 2016. Expected completion date mid

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
	especially in relation to waste, climate change and biodiversity					2019.
CO.S.04.04		Increase Public awareness of recycling, continue to work within schools and the wider community, attend events and promote achievements and publicise changes in service delivery	31-Mar-2018		75%	**Q3 17/18**: On Target Green Santa collected 0.46 tonnes of toys from 4 local Primary Schools which were passed on to local Charity shops. Continued bin stickering of blue bins identified as presenting high levels of contamination. Waste Aware team attended Christmas events at local supermarkets through out December. Delivered new kerbside collection calendars to show homes of new build housing estates. Visited Viridor MRF in Bargeddie regarding partnership working to reduce levels of contamination in blue bins.
CO.S.04.05		Monitor the number of incidents of fly tipping on council land	31-Mar-2018		75%	**Q3 17/18**: On Target 179 fly tipping incidents on council land, 4 on private land totalling 183 fly tipping incidents reported. (Cumulative 432 on council land, 10 on private land).

Commercial Operations PI Report 17/18

Midlothian

			Service Priorities									

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
CO.S.01.02a		Number of lighting columns replaced	386	300	60	222	383	🔴	⬆	**Q3 17/18**: Off Target Cold weather in December has resulted in little work progressing. Final number of columns is weather dependant.	800	
CO.S.01.02c	01. Fewer People are victims of crime, abuse or harm	% of the footpath network resurfaced	1.7%	1%	0.32%	0.32%	0.4%	✅	⬆	**Q3 17/18**: On Target Additional resources identified to bring programme on to schedule.	0.5%	Internal programme of works - benchmark against target
CO.S.01.03a		Percentage of School Travel plans updated	100%	100%	25%	50%	75%	✅	⬆	**Q3 17/18**: On Target 6 primary schools due to be updated in Q4. 100% up to date.	100%	
CO.S.02.02a	02. Accessibility by sustainable travel and transport is improved	Process all applications for a new disabled parking bays within 6 months of receipt of application	56%	76%	57%	98%	100%	✅	⬆	**Q3 17/18**: On Target 29 of 29 Applications processed within 6 months.	100%	
CO.S.03.04a	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Income achieved by sourcing third party opportunities through joint roads/ Land and Countryside department working on Soft Landscape	£100,000	£75,000	£55,000	£105,000	£184,000	✅	⬆	**Q3 17/18**:On Target Forecast 277k of income for the year.	£180,000	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Short Trend	Q3 2017/18 Note	Annual Target 2017/18	Benchmark
CO.S.03.04b	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Income achieved by sourcing third party opportunities through joint roads/ Land and Countryside department working on Hard Landscape	£57,000	£67,000	£57,000	£140,000	£140,000	🛑	▬	**Q3 17/18**: Off Target Recruitment issues affecting income. Posts have been frequently advertised however salaries are higher in other organisations. Annual Target of 230k is now anticipated to be 145k for the year. Concentration is now on soft landscape income as we can recruit staff for this work.	£230,000	
CO.S.03.04c		Income target achieved by providing services to partner organisations and through the provision of income generating training from internal and external sources.	£39,000	£24,521	£9,475	£18,118	£42,818	✅	⬆	**Q3 17/18**: On Target	£54,000	
CO.S.03.05a		Complete introduction of 8 management arrangements across the council of Health & Safety Management Information System (EHSMI)	5	N/A	5	5	8	✅	⬆	**Q3 17/18**: On Target Gas and electrical safety being consulted on all remainder have been approved.	8	
CO.S.03.06a		Proportion of successful Health & Safety Audits undertaken	100%	75%	0%	0%	0%	🛑	▬	**Q3 17/18**: Off Target Audit programme due to commence fully from April 2018 onwards. Forward programme drafted and to be approved by CMT.	100%	
CO.S.03.07a		Achieve 5% reduction in travel/transport costs	£3,789,372	N/A	£662,675	£1,330,000	£2,242,000	✅	⬇	**Q3 17/18**: On Target Total spend on transport related functions including vehicle hires, school and SW transport, concessions and supported services.	£3,600,000	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Short Trend	Q3 2017/18 Note	Annual Target 2017/18	Benchmark
CO.S.03.08a	03. Develop and implement a program of continuous improvement and efficiency to develop additional capacity	Number of parks for which quality plans have been implemented	6	6	6	5	5	✓	▬	**Q3 17/18**: On Target Five completed and one in draft format which will be complete by January 2018.	6	
CO.S.04.04a	04. Environmental limits are better respected, especially in relation to waste, climate change and biodiversity	Total tonnes of BMW sent to landfill	9,563	3,222	2,775	2,945	N/A	▬	▬	**Q3 17/18**: No data available Awaiting information from our contractors, returns into waste data flow will be available at Q4 17/18. Q1 17/18: 2,775 Tonnes sent to landfill, Q2 2,945 Tonnes sent to landfill. Cumulative, 5,720 Tonnes.	9,000	
CO.S.04.05a		Proportion of fly tipping incidents removed within 15 working days	N/A	N/A	100%	100%	100%	✓	▬	**Q3 17/18**: On Target 179 fly tipping incidents on council land. All items removed within 15 working days.	100%	
ENV3c	05. Local Government Benchmarking Framework	Street Cleanliness Score (LGBF)	98.7%	97.5%	N/A	93.8%	N/A	▬	▬	**Q3 17/18**: No inspections carried out during Q3.	97.59%	16/17 Rank 2 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV6		Percentage of total household waste that is recycled (LGBF)	53.5%	46.2%	56.0%	52.8%	N/A	▬	▬	**Q3 17/18**: No data available Awaiting information from our contractors, returns into waste data flow will be available at Q4 17/18. Q2 17/18, 52.8% household waste recycled. Annual recycling rate (Jan-Dec 2016) is 53.8%.	54.0%	16/17 Rank 9 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 13 (Second Quartile).

Published Local Government Benchmarking Framework - Commercial Operations

Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
C&L4	Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)	£16,120.29	£18,344.06	£10,446.34	£5,490.96	£6,380.77	£5,516.51	£7,019.52	16/17 Rank 4 (Top Quartile). 15/16 Rank 2 (Top Quartile). 14/15 Rank 3 (Top Quartile).
C&L5b	Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	78.3%		81%	83.43%	84%	79%	78.33%	16/17 Rank 31 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 22 (Third Quartile).

Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
ENV1b	Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)			£76.47	£60.56	£29.85	£70.30	£73.55	16/17 Rank 24 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 1 (TOP Quartile).
ENV2a	Corporate Indicator - Net cost of waste disposal per premise (annual) (LGBF)			£72.52	£56.61	£74.39	£84.33	£83.92	16/17 Rank 10 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV3a	Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	£9,428.15	£9,772.98	£9,829.06	£10,165.29	£11,622.78	£11,614.60	£12,425.23	16/17 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 9 (Second Quartile).
ENV3c	Street Cleanliness Score (LGBF)	94%	93.6%	94.9%	94.9%	96.14%	98.7%	98.7%	16/17 Rank 2 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4a	Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	£14,735.63	£10,470.15	£7,492.06	£12,590.03	£8,239.48	£5,683.96	£6,779.19	16/17 Rank 7 (TOP Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 12 (Second Quartile).

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
ENV4b	Percentage of A class roads that should be considered for maintenance treatment (LGBF)	21.1%	22.7%	24.1%	22.1%	21.6%	20.4%	20.9%	16/17 Rank 7 (TOP Quartile). 15/16 Rank 7 (TOP Quartile). 14/15 Rank 9 (Second Quartile).
ENV4c	Percentage of B class roads that should be considered for maintenance treatment (LGBF)	25.2%	27%	30.4%	28.2%	24.4%	28%	29.2%	16/17 Rank 15 (Second Quartile). 15/16 Rank 13 (Second Quartile). 14/15 Rank 8 (TOP Quartile).
ENV4d	Percentage of C class roads that should be considered for maintenance treatment (LGBF)	32.1%	30.4%	28.7%	29.8%	32%	30.5%	28.9%	16/17 Rank 13 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 11 (Second Quartile).
ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment (LGBF)	38%	32.8%	36.1%	34.5%	34.4%	35.3%	35.3%	16/17 Rank 14 (Second Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 10 (Second Quartile).
ENV6	Percentage of total household waste that is recycled (LGBF)	44.1%	45.9%	45.1%	42.3%	46.9%	47.9%	53.5%	16/17 Rank 9 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 13 (Second Quartile).
ENV7a	Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	79%		83%	79.33%	79.67%	83%	86.67%	16/17 Rank 10 (Second Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 26 (Bottom Quartile).
ENV7b	Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)	69.7%		78%	72.9%	73.33%	72.33%	73%	16/17 Rank 18 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 22 (Third Quartile).

Finance and Integrated Support Service Performance Report Quarter Three 2017/18

Midlothian 🍃

Progress in delivery of strategic outcomes

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

The key activities which support this are:
- The ongoing development and delivery of the Council's Financial Strategy and a comprehensive Change Programme;
- The Workforce Strategy approved by Council on 19 December 2017, the associated Investing in our Workforce Programme and the Council wide Workforce Plan; and
- Delivering Excellence.

These are supported by:
- The Digital Strategy and Digital Learning Strategy;
- The Procurement Strategy and Contract Delivery Plan;
- The continuation of the Integrated Service Support review, reducing the overall cost of providing the Finance and Integrated Support Services.

1: Financial Strategy - Achievements
a) Completion of Quarter 2 Financial Monitoring reports for Council as part of continuing robust scrutiny of Financial Performance;
b) Financial Strategy update presented to Council on 19th December 2017 and completion of base budget and grant settlement analysis and Change Programme in preparation for February Council.

2: Workforce Strategy - Achievements
a) The first Midlothian Council Workforce Strategy was approved at the December 2017 Council meeting. The strategy is supported by eight Head of Service workforce plans all of which give a clear sense of direction and priorities for the coming five years;
b) The Lifelong Learning Committee is now well established and delivering development and training support to employees. An application for £10,000 through the apprenticeship levy funding was successful. Additionally there are two elected member representatives who will join the committee to support the agenda;
c) Connect, the new E newsletter, designed to reach all employees as part of an important all employee communication strategy has been delivered with the support of HR/OD;
d) The achievement of the renewal of the Healthy Working Lives Gold Award (HWL) in December 2017;
e) First phase of targeted approach to Voluntary Severance/Early Retirement (VSER) exercise delivered;
f) Continued support of Early Years Expansion Recruitment Strategy;
g) IR35 workflow ready to go live in February 2018 to audit off payroll workers.

3: Digital Strategy and Digital Learning Strategy - Achievements
a) Digital Strategy Group continues to prioritise and align Council programmes/projects to the wider Digital Strategy, Digital Learning Strategy and National Transformation Programme (Local Government Digital Office);
b) Asset Management and Investment in Digital infrastructure/services including:
.Wifi Programme - design complete and core infrastructure has been installed and configured. Project now moves into the implementation and deployment phase across the school estate along with associated cabling of sites.
.A number of new Business Applications have been procured: Leisure Management and Online School payments and are now in the implementation stages.
.Deployment of Microsoft Office 2016 (Corporate environment).
c) Property Programmes - Commissioning and/or decommissioning of a number of sites to support the wider Property and School programme (Newbattle Community campus, Hopefield Resource Centre and Recovery Hub);
d) General Data Protection Regulation (GDPR) – Directorate teams and regular meetings have been established. GDPR project definition and plan now signed off. Revised Privacy Policy has been approved by the Information Management Group and now needs to be ratified by the Corporate management team (CMT). A GDPR training plan has now been created and training activities are now ongoing;
e) CyberSecurity resilience maintained and currently reviewing the latest Scottish Government CyberSecurity action plan requiring implementation in June 2018. Employee phishing awareness exercise ongoing to maintain vigilance and staff compliance.

4: Procurement - Achievements
a) New 2-Year Contract Delivery Plan approved by Cabinet on 10 October 2017;
b) All contracts delivered on schedule against the 2018-2020 Contract Delivery Plan;
c) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards;
d) Responding to the requirements of IR35 for off payroll working to protect the Council from additional liabilities.

5: Service Improvements / Delivering Excellence
a) Successful pilot of Invoice Approval workflow in Housing Services;
b) Launch of eForms for New Supplier Request, Payment Requests and Purchasing Card amendments;
c) Roll out of MiTeam maximising attendance reporting to service managers;
d) Revised Standing Orders approved at Council meeting in December 2017;
e) Historical Archive arrangements with East Lothian approved by CMT;
f) Curator ad litem scheme set up with Edinburgh Sheriff court to reduce costs of third party reports in child social work cases;
g) Small number of residual Equal pay cases brought back in-house from Brodies.

Emerging Challenges

1: Financial Strategy
a) Continue work on developing future years budget projections and in particular finalising 2018/19 budget including the impact of the Change Programme for Council to consider on 13 February 2018;
b) Prepare Quarter 3 financial monitoring projections for 2017/18 and continue to work with managers to maintain effective control over expenditure;
c) Development of a comprehensive Capital Strategy and General Service Capital Plan;
d) Continued financial support for the Council Transformation and Change Programme. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits tracking and realisation process;
e) Strengthen financial stewardship in a climate of reducing budgets and increasing service provision.

2: Workforce Strategy
a) The Workforce Strategy action plan will be developed in the coming months and progress reported to the 'Investing in our Workforce' Project Board. Keeping a focus on priorities of a five year strategy will be challenging;
b) The Lifelong Learning Committee will have to focus the priorities for employee learning and use the grant funding to maximum effect, as well as engage with the two elected member representatives to benefit from their knowledge and skills;
c) A new approach to employee engagement was agreed at CMT in May 2017 and will be implemented from January 2018;
d) Final phase of E-Slips to be rolled out in January 2018, aimed at those with no workplace computer access;
e) HR/OD team going forward will use the e newsletter as a business tool to focus on all employee communications on important issues such as GDPR/Organisational Change policy /HWL/employee engagement;
f) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
g) Impact on service delivery with pressure on available resource within Employment and Reward resulting from staff absences, teachers' pay award, earlier January payment date, progressing further VSER offers (January) and anticipate bulk following February Council;
h) Further work associated with the Transfer of Undertakings (Protection of Employment) (TUPE) of care providers.

3: Digital Strategy and Digital Learning Strategy
a) Public Services Network (PSN) - maintaining the integrity and compliance of PSN ensuring that the Digital Estate and associated technologies inclusive of Business Applications are all up to date and pass rigorous penetration testing;
b) The threat of cyber/security attacks, e.g. ransomware/hackers continues to be an ongoing challenge to mitigate risk and service disruption;
c) Ensuring sustainable investment in digital assets at a time of financial constraint including the Asset Management Programme:- Microsoft Exchange/Office 365 /Windows 10 upgrade is currently in the preparation and planning stage.

4: Procurement
a) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
b) Completing the Purchase to Pay project by completing tasks in project plan on time;
c) To deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners;
d) Deliver actions from Procurement Strategy 2015-18 by creating a Procurement Strategy Board and deliver actions on time;
e) Prepare and submit an annual procurement report for 2017-18 to the Scottish Minister.

5: Service Improvements / Delivering Excellence

a) Continuing to reshape the service to deliver savings through Delivering Excellence and to deliver the Business Services Improvement Plan;

b) Roll Out of Invoice Approval functionality as part of Purchase to Pay;

c) Review of Statutory Meeting Support and associated business processes to meet requirements of Permanence And Care Excellence (PACE) programme;

d) The programming of application upgrades with resource constraints;

e) Upgrade to Civica Icon to ensure compliance with Payment Card Industry standards;

f) Impact of introduction of GDPR on both Business Applications and Records Management;

g) Business Applications compliance and compatibility with Office 365.

Finance and Integrated Service Support PI summary 17/18

<table>
<tr><th colspan="14">Outcomes and Customer Feedback</th></tr>
<tr>
<th rowspan="2">Priority</th>
<th rowspan="2">Indicator</th>
<th>2016/17</th>
<th>Q3 2016/17</th>
<th>Q1 2017/18</th>
<th>Q2 2017/18</th>
<th colspan="4">Q3 2017/18</th>
<th rowspan="2">Annual Target 2017/18</th>
<th rowspan="2">Feeder Data</th>
<th rowspan="2">Value</th>
</tr>
<tr>
<th>Value</th>
<th>Value</th>
<th>Value</th>
<th>Value</th>
<th>Value</th>
<th>Status</th>
<th>Note</th>
<th>Short Trend</th>
</tr>
<tr>
<td rowspan="6">01. Provide an efficient complaints service</td>
<td>Number of complaints received (cumulative)</td>
<td>17</td>
<td>9</td>
<td>8</td>
<td>11</td>
<td>19</td>
<td>(chart icon)</td>
<td>**Q3 17/18**: Data only</td>
<td>↑</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td rowspan="2">Average time in working days to respond to complaints at stage 1</td>
<td rowspan="2">1.38</td>
<td rowspan="2">5.67</td>
<td rowspan="2">5.75</td>
<td rowspan="2">4.45</td>
<td rowspan="2">1.74</td>
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<td rowspan="2">**Q3 17/18**: On Target</td>
<td rowspan="2">↑</td>
<td rowspan="2">5</td>
<td>Number of complaints complete at Stage 1</td>
<td>19</td>
</tr>
<tr>
<td>Number of working days for Stage 1 complaints to be Completed</td>
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</tr>
<tr>
<td rowspan="2">Average time in working days to respond to complaints at stage 2</td>
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<td rowspan="2">N/A</td>
<td rowspan="2">0</td>
<td rowspan="2">0</td>
<td rowspan="2">✔ (green)</td>
<td rowspan="2">**Q3 17/18**: On Target
No stage 2 complaints this quarter.</td>
<td rowspan="2">▬</td>
<td rowspan="2">20</td>
<td>Number of complaints complete at Stage 2</td>
<td>0</td>
</tr>
<tr>
<td>Number of working days for Stage 2 complaints to be Completed</td>
<td>0</td>
</tr>
<tr>
<td>Percentage of complaints at stage 1 complete within 5 working days</td>
<td>69.23%</td>
<td>50%</td>
<td>75%</td>
<td>72.73%</td>
<td>57.89%</td>
<td>⬟ (red)</td>
<td>**Q3 17/18**: Off Target Discussions held with the Feedback Officer, Customer Service Improvement Officer and Performance Officer surrounding the use of the complaints handling system have taken place. This will be reiterated by the Customer Service Improvement Officer at DMT and SLT.</td>
<td>↓</td>
<td>100%</td>
<td>Number of complaints complete at Stage 1

Number of complaints at stage 1 responded to within 5 working days</td>
<td>19

11</td>
</tr>
</table>

<table>
<tr>
<td rowspan="2">Percentage of complaints at stage 2 complete within 20 working days</td>
<td rowspan="2">50%</td>
<td rowspan="2">50%</td>
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<td rowspan="2">100%</td>
<td rowspan="2">0%</td>
<td rowspan="2">✔ (green)</td>
<td rowspan="2">**Q3 17/18**: On Target
No stage 2 complaints this quarter.</td>
<td rowspan="2">↓</td>
<td rowspan="2">100%</td>
<td>Number of complaints complete at Stage 2</td>
<td>0</td>
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<tr>
<td>Number of complaints at stage 2 responded to within 20 working days</td>
<td>0</td>
</tr>
</table>

Making the Best Use of our Resources

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£12.365m	£12.847m	£12.563m	£11.764m	£12.235m	🛑	**Q3 17/18**: Off Target Actions are in place to address overspend.	⬇	£12.157m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.02	5.87	1.38	2.92	4.81	✅	**Q3 17/18**: On Target	⬇	7.02	Number of days lost (cumulative)	1,273.56
											Average number of FTE in service (year to date)	265.04

Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	86%	90%	96%	92%	92%	✅	**Q3 17/18**: On Target	▬	90%	Number of divisional & corporate priority actions	26
											Number of divisional & corporate priority actions on tgt/completed	24
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	93%	97%	95%	95%	✅	**Q3 17/18**: On Target	⬇	95%	Number received (cumulative)	3,439
											Number paid within 30 days (cumulative)	3,275
06. Improve PI performance	% of PIs that are on target/ have reached their target.	62.5%	75%	60%	80%	80%	🛑	**Q3 17/18**: Off Target One of five measures minimally failing. See full report.	▬	90%	Number on tgt/complete	4
											Total number of PI's	5
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target	▬	100%	Number of high risks reviewed in the last quarter	5
											Number of high risks	5

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target.	7.69%	13.79%	74.42%	70.27%	67.12%	🛑	**Q3 17/18**: Off Target 9 historic audit actions off target. Other outstanding actions were due in December 2017. Work ongoing to bring these actions to completion.	⬇	90%	Number of internal/external audit actions on target or complete	49
											Number of internal/external audit actions in progress	73

5

Finance and Integrated Service Support Action report 17/18

Midlothian

<table>
<tr><td colspan="7" align="center">Service Priority</td></tr>
<tr><th>Code</th><th>Priority</th><th>Action</th><th>Due Date</th><th>Icon</th><th>Progress</th><th>Comment & Planned Improvement Action</th></tr>
<tr>
<td>FISS.S.01.01</td>
<td>01. People, including those with disabilities/ long term conditions or are frail are able wherever possible to live independently and in their own homes</td>
<td>Embed the financial and resource arrangements required to support the Midlothian IJB. Evaluating the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB</td>
<td>31-Mar-2018</td>
<td></td>
<td>75%</td>
<td>Q3 17/18: On Target
Financial monitoring reports regularly presented to the IJB with ongoing discussion on their content and how they link across to the Council's financial position.</td>
</tr>
<tr>
<td>FISS.S.02.01</td>
<td rowspan="3">02. New jobs and businesses are located in Midlothian</td>
<td>Embed community benefit clauses in all regulated procurements, targeting training opportunities, apprenticeships and work experience opportunities</td>
<td>31-Mar-2018</td>
<td></td>
<td>100%</td>
<td>Q3 17/18: Complete
Community benefit clauses included in all appropriate regulated procurement, system developed to record all community benefits delivered and realised.</td>
</tr>
<tr>
<td>FISS.S.02.02</td>
<td>Continue to work with Local service providers to help them secure public sector contracts.</td>
<td>31-Mar-2018</td>
<td></td>
<td>100%</td>
<td>Q3 17/18: Complete
Working with local businesses on a daily basis, supplier and market engagement events held locally for all appropriate regulated procurements. Drop in surgeries available to all local suppliers. Continuing to work with the Supplier Development programme and the Federation of Small Businesses to enhance local businesses capabilities to bid for and win public contracts.</td>
</tr>
<tr>
<td>FISS.S.02.03</td>
<td>Deliver in-house support to Economic Development through planning agreements and property transactions</td>
<td>31-Mar-2018</td>
<td></td>
<td>75%</td>
<td>Q3 17/18: On Target
The in-house team is in place and has been able to deliver completed planning agreements with developers.</td>
</tr>
<tr>
<td>FISS.S.03.01</td>
<td>03. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning</td>
<td>Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any external recruitment to those leaving learning.</td>
<td>31-Mar-2018</td>
<td></td>
<td>100%</td>
<td>Q3 17/18: Complete
Corporate Workforce Strategy and eight HOS plans completed and presented to December 2017 Council.</td>
</tr>
<tr>
<td>FISS.S.04.04</td>
<td>04. Ensure equality of opportunity as an employer</td>
<td>Deliver and embed the objectives of Investing in our Workforce and the actions targeted for 2017/18 to ensure that our workforce is positive, motivated, high achieving, well led and well managed</td>
<td>31-Mar-2018</td>
<td></td>
<td>75%</td>
<td>Q3 17/18: On Target
Work continues to focus on interventions and supporting services to deliver improvements in productivity and flexibility, including the option for staff to buy additional leave.</td>
</tr>
</table>

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.01		Maintain momentum of the ISS Project to transform Service support, improve customer service, effectiveness and efficiency of service provision	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Actions to deliver 2017/18 savings target presented to ISS board and progressed alongside development of future years savings options.
FISS.S.05.04	05. Ensure sustainable strategy for the delivery of council services	Achieve the actions set out in the Total Document Management project plan	31-Mar-2018	▶	25%	**Q3 17/18**: On Target **P2P workstream:** Housing pilot phase completed with positive feedback received. Next Steps to roll out as per the original implementation of P2P commencing with Leisure Services. **HR Disciplinary Casework:** Feedback meeting highlighted issues relating to lack of resource, users processing documents outwith the workflow and users lack of confidence in using the system. This resulted in a "hands-on " training workshop for all HR staff. All new cases will be managed by the workflow. **Education(mgfl) Access:** Digital Services and Opentext have resolved issues. Further testing ongoing. Next steps to draft implementation plan for roll out. Workflows: ID Badge workflow to be launched February. Project Team progressing Off Payroll Working and Fuel Keys and Trackers. Mail- In Distribution paused due to prioritisation of LLE implementation. **Lifelong Learning and Employability (LLE)**: File Plan and associated records management finalised. Document migration commenced. **Construction:** Live pilot ongoing
FISS.S.05.07		Maintain PSN compliance	31-Mar-2018	▶	60%	**Q3 17/18**: On Target Work continues to ensure all new systems and technologies support PSN compliance. Pen Testers are scheduled to commence Pen testing in early January 2018 and the outcomes of this work and action plan will be prepared.
FISS.S.05.09		Completion of the unaudited Statutory Accounts for 2016/17 to ensure that we maintain strong financial management and stewardship	31-Mar-2018	✔	100%	**Q3 17/18**: Complete
FISS.S.05.10		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2016/17	31-Mar-2018	✔	100%	**Q3 17/18**: Complete Audit finalised with report for audit committee.
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Financial monitoring timetable is in place with performance against budget being reported to Council in August, November, February 2018 with the final position in May or June 2018.
FISS.S.05.12		Update the financial strategy for 2017/18 to 2021/22 to support Council setting the 2017/18 Council tax and a balanced budget	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Update provided to Council on 19 December 2017 with updated change programme presented to BTSG on 15 January 2018 and final budget proposals to Council on 13 February 2018.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.15		Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2018	❌	75%	**Q3 17/18**: Off Target Invoice Approval pilot completed with Housing and reviewed, next phase will be Sport and Leisure and Libraries. Purchase Ordering implementation for Communities & Economy part complete. E-Forms live for new supplier, one off payments and purchasing card amendments.
FISS.S.05.17		Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	31-Mar-2018	❌	50%	**Q3 17/18**: Off Target Upgrade to v5.14 of Mosaic now scheduled for January as supporting components also require to be upgraded and new test server built.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2018	▶	25%	**Q3 17/18**: On Target Workstreams progressing in line with Improvement Plan. Update provided to ISS Board and SLG in December.
FISS.S.05.19		Review the Employment and Reward Management structure to improve flexibility and resilience.	31-Mar-2018	✅	100%	**Q3 17/18**: Complete Management Structure revised. Variation currently being piloted.
FISS.S.05.20		Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	31-Mar-2018	▶	95%	**Q3 17/18**: On Target Priorities being finalised for 2018/19 Service plan also required to support other initiatives eg. Removal of car leasing.
FISS.S.05.21	05. Ensure sustainable strategy for the delivery of council services	Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2018	▶	60%	**Q3 17/18**: On Target AssetManagement and Investment plan – a number of significant improvements have been made to the Council asset base (deployment of Ms Office 2016) ensuring technologies and assets being deployed are fit for purpose.
FISS.S.05.22		Implementation of the Digital Strategy	31-Mar-2018	▶	55%	**Q3 17/18**: On Target Digital Strategy in line with Local Government Digital office work streams. Agreed Programmes/projects of work approved by Digital Strategy group – ongoing implementation. Digital Services continues to participate in LG Digital office work streams and provides updates through the Digital strategy group.
FISS.S.05.23		Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR)	31-Mar-2018	▶	55%	**Q3 17/18**: On Target The GDPR programme continues to engage the Directory teams and provides regular updates and highlight reports including associated risks to GDPR Project Board. GDPR team have also just signed off the latest Council Privacy Policy that was approved by CMT (29/11/2017)
FISS.S.05.24		Deliver all payrolls on schedule	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Early payrolls in December
FISS.S.05.25		Produce more efficient Licensing system through the use of IDOX project management system	31-Mar-2018	▶	75%	**Q3 17/18**: On Target There has been a review of the use of the IDOX system and work practices have been amended to ensure all applications are properly recorded and managed through the system. Next stage will be to use the system to go paperless.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.26		Support the Returning Officer with May elections	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Election held on 4th of May 2017 and post election tasks completed. Attention will now focus on forthcoming Penicuik by-election in March 2018.
FISS.S.05.27	05. Ensure sustainable strategy for the delivery of council services	Implement and support new People Policies as part of the Investing in our Workforce Project.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target New People Policies now implemented with the exception of the Organisational Change Policy which will be implemented in February 2018.
FISS.S.05.28		Achieve contract delivery targets set out in the Contract Delivery Plan 2017/18	31-Mar-2018	✔	100%	**Q3 17/18**: Complete All contracts have been delivered for Q3.

Finance and Integrated Service Support PI Report 17/18

Midlothian

							Q3 2017/18				Annual Target 2017/18	Benchmark
PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18						
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
FISS.S.04.04a	04. Ensure equality of opportunity as an employer	% of actions in the second People Strategy plan that are completed or on target	100%	80%	80%	100%	100%	✅	▬	**Q3 17/18**: Complete Second People Strategy Plan complete. Workforce Strategy and Investing in our workforce will now supersede this.	100%	
FISS.S.05.28a	05. Ensure sustainable strategy for the delivery of council services	Percentage of actions in the Contract Delivery Plan that are completed or on target	100%	100%	100%	100%	100%	✅	▬	**Q3 17/18**: Complete All contracts have been delivered for Q3.	100%	
CORP6		Corporate Indicator - Sickness Absence Days per Employee (All employees)	8.34	6.3	2.29	3.48	5.25	✅	⬇	**Q3 17/18**: On Target	8	
CORP3b	07. Local Government Benchmarking Framework	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	47.0%	47.0%	47.2%	48.1%	49.7%	✅	⬆	**Q3 17/18**: On Target	47.0%	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP3c		Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	2.96%	2.96%	4.52%	3.81%	3.7%	📊	⬆	**Q3 17/18**: Data only		16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Second Quartile)

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PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Short Trend	Note	Annual Target 2017/18	Benchmark
CORP6aiii		Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.90 days	3.54 days	1.75 days	1.79 days	3.18 days			**Q3 17/18**: Data only		16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6biii	07. Local Government Benchmarking Framework	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF)	9.64 days	7.36 days	2.48 days	4.13 days	6.03 days			**Q3 17/18**: Data only		16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8		Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	87.4%	88.4%	94.8%	93.1%	93.7%			**Q3 17/18**: Off Target Significant improvement from Q2 to Q3 in Fleet Maintenance (69.8% to 91.0%) and Property Maintenance (65.9% to 88.3%). Central Stores performance from Q2 to Q3 down from 80.9% to 80.7%. Further work has been carried out with managers of these services and detailed analysis carried out for some suppliers.	95.0%	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

Published Local Government Benchmarking Framework - Finance and Integrated Service Support

Midlothian

Corporate Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	4.53%	4.49%	3.93%	4.79%	6.03%	6.03%	3.39%	16/17 Rank 4 (TOP Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 21 (Third Quartile)
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	45.3%	47.7%	44.6%	47.0%	16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees						4.58%	2.96%	16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Second Quartile)
CORP6aiii	Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF)	4.88 days	4.79 days	5.21 days	5.25 days	5.50 days	4.16 days	4.90 days	16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6biii	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF)	9.63 days	9.97 days	10.47 days	10.04 days	10.11 days	9.90 days	9.64 days	16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	89.7%	87.4%	16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

Property and Facilities Management
Performance Report Quarter Three 2017/18

Midlothian

Progress in delivery of strategic outcomes

The vision for Property and Facilities Management continues to be one of the delivery of major projects, transforming service delivery and exploring alternative delivery models.

The key programmes which support this vision are:
- Delivering Excellence
- The Council's Financial Strategy
- The Council's Capital Plan Strategy (Including Housing Revenue account)

These are supported by individual visions covering:
- Sport and Leisure (including Hillend) and Active Lives
- Optimising the use of Property Assets including industrial estates and energy supply options
- Building and Facility Management Services including the development of Integrated Facilities
- Management services covering a range of functions
- Delivering and Promoting healthy nutrition and the expansion of non-core catering services
- Implementation of a wide range of projects

Building Services: A number of successful handovers have taken place including Paradykes Campus on time and under budget, Teviot Court and the handover of 22 units at Edgefield Road phase 1 and 2 of the house build programme.

The new Newbattle High School construction commenced in January 2016 and continues on programme and on budget for opening in May 2018.

A total funding of £5,635,000 has now been secured to deliver energy efficiency projects since 2011.

New funding of £468,000 from the External Window Insulation Scheme (EWI) has been allocated to Midlothian Council.

Funding of £970,000 has been secured from Scotland Energy Efficiency programme (SEEP) to improve Penicuik town hall, making the building more efficient and extending the EWI scheme to Penicuik home owners.

Facilities Services: Resources were provided and sanitisation arranged to deal with the outbreak of the Noro virus in several schools. Successful arrangements were put in place to provide standby cover over the festive period and a quick response by the Facilities Management staff to the old Paradykes School and Dalkeith Public Toilets after a fire.

Continued successful working partnerships with Melville Housing and Ryze and participation in MIDAID in conjunction with local churches.

The online catering payment system (ParentPay) went live across 3 schools in November after a successful pilot.

Catering participated in the Health & Well-being Education Scotland Inspection at Roslin Primary school.

A large range of functions were provided by catering for various events for internal & external clients including NHS, Police Scotland and 12 external functions at the mining museum.

Modular Unit contractor is developing designs for nursery and primary classes across 5 schools.

Cuiken Primary School extension design approved and design team progressing. Planning submitted in November and building warrant submitted in January.

Sacred Heart Primary School extension design approved and design team progressing with building warrant submission, planning submitted in January.

Property Assets: Marketing and disposal of the Cousland site at £20,000 above budget is now with solicitors and subject to two planning applications.

Conclusion of negotiations with regards to disposal of Paradykes School to Barratts.

Agreement with Edinburgh City Council to progress Energy from Joint Waste project at Millerhill.

Sport and Leisure: The new Leisure Management System (Legend) will go live this year. The introduction of a new front-of-house system for the council's leisure facilities will offer online services to make bookings and payments. The new system will be implemented over two phases, the first in February and the second in April 2018.

Newbattle Community Campus is on target to be delivered to Sport and Leisure in March 2018. Due to the combined setting, the shared services approach will allow local people to have access to community areas within the complex.

The 2017 Active Schools Swimming Gala supported by Midlothian Swimming Club was a huge success amongst the seven primary schools that entered.

Midlothian Primary Football Festival was attended by 140 pupils across ten Midlothian Primary schools.

Active Schools Secondary Netball Competition took place at Penicuik High school with over 100 pupils across five Schools.

Ageing Well Coordinator and 11 volunteers travelled to Trinidad and Tobago to work for Habitat for Humanity by helping to build a house and introduce the country to walking football and the concept of the Ageing Well Project.

Active schools successfully secured £3,400 of funding from the National lottery to provide new sports equipment for Lawfield Primary School.

Emerging Challenges

Building Services: Continued challenges to reduce operating costs whilst maintaining frontline services. This will be addressed by reviewing all operational/procurement procedures.

Delivery of Major works programmes with small internal team against a rising market of costs and labour shortage. 4 Primary schools, 1 Secondary School, Complex Care Home, Phase 2 Housing sites, Woodburn Hub, EWIM 2 inclusive of Buccleuch house, Pentland and Midfield house refurbishments. 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. Building services will work with Estates to identify sites for future housing.

Challenges with the employment of additional trades staff due to a buoyant outside market and inflated salaries for agency operatives. A continued dialogue with agencies will bring through apprentices to alleviate the issues going forward.

Facilities Services: Ensure Facilities staff and resource in place for the opening of the new Newbattle Centre and come up with options for merging Sport & Leisure and Facilities Management staff in Hub Buildings.

Addressing the ongoing financial challenge via the reconfiguration of services across the estate by putting processes in place.

Providing a catering and facilities service that is adaptable to and meets the requirements of the Early Years expansion programme.

Addressing the challenge of the decline in High School meal uptake by looking at alternative delivery models.

Control vandalism and dangerous behaviour at Dalkeith Schools Community Campus as raised by BAM FM. Measures to be agreed with Education.

Meeting the needs of the changing profile at Saltersgate School.
Agreeing signed off brief for modular buildings.

Property Assets: Complex negotiating for the acquisition of Network Rail land at Shawfair to secure the site at Shawfair.

Challenge in securing funds and proving business case for Heat Networks at Bonnyrigg and Shawfair.

Securing planning permission for Stobhill and approval for Stobhill/Lady Victoria Master Plan.

Progressing Newtongrange Master plan to deliver a viable scheme and meet community aspirations.

Conclusion of the lease on Paradykes After School club.

Sport and Leisure: Conclusion of the business case for the Destination Hillend project and evaluation of the financial model prior to reporting to Council.

Completion of the Tyne Esk Leader funding application by April 2018.

Development and publishing of the Sport and Physical Activity Strategy for Midlothian Council involving all participants and external agencies. Draft strategy now in circulation for comment and planned to be introduced in August 2018.

Meeting has taken place to gather information to develop an After Schools Team within Sport and Leisure to increase child care within the county and generate income for the council. This will become part of the Active Schools Team.

Plans continue with workforce reduction and reduction in operating hours at various leisure centres. Danderhall, Gorebridge, Penicuik have been completed in this quarter and work is underway with the Active Schools.

Work has started to look at options in line with Delivering Excellence plans to address the future Financial Challenge.

Overall Budget Challenges:
Continued challenges faced for all services in delivering savings to address the projected budget shortfalls.

Property & Facilities Management PI summary 17/18

Outcomes and Customer Feedback

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
01. Provide an efficient complaints service	Number of complaints received (cumulative)	982	765	173	357	563	📈	**Q3 17/18**: Data only	⬆			
	Average time in working days to respond to complaints at stage 1	0.49	3.56	2.32	1.36	0.47	✅	**Q3 17/18**: On Target	⬆	5	Number of complaints complete at Stage 1	562
											Number of working days for Stage 1 complaints to be Completed	265
	Average time in working days to respond to complaints at stage 2		13.67	15	15	15	✅	**Q3 17/18**: On Target	▬	20	Number of complaints complete at Stage 2	1
											Number of working days for Stage 2 complaints to be Completed	15
	Percentage of complaints at stage 1 complete within 5 working days	93.56%		91.28%	92.98%	86.3%	🛑	**Q3 17/18**: Off Target Discussions held with managers, Head of Service and Performance Officer surrounding the use of the complaints handling system to update completed complaints in a more timely manner. This will be reiterated by the Customer Service Improvement Officer at DMT.	⬇	95%	Number of complaints complete at Stage 1	562
											Number of complaints at stage 1 responded to within 5 working days	485
	Percentage of complaints at stage 2 complete within 20 working days	33.33%	66.67%	100%	100%	100%	✅	**Q3 17/18**: On Target	▬	95%	Number of complaints complete at Stage 2	1
											Number of complaints at stage 2 responded to within 20 working days	1

Making the Best Use of our Resources

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£14.049m	£14.314m	£13.440m	£13.863m	£13.799m	🛑	**Q3 17/18**: Off Target Actions are in place to address overspend.	⬆	£13.627m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	10.92	7.48	2.48	3.98	5.39	✅	**Q3 17/18**: On Target	⬆	8.50	Number of days lost (cumulative)	3,171.14
											Average number of FTE in service (year to date)	588

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Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	93.1%	96.55%	100%	100%	96.3%	✅	**Q3 17/18**: On Target	⬇	90%	Number of service & corporate priority actions	27
											Number of service & corporate priority actions on tgt/completed	26
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	79%	81%	85%	81%	83%	🛑	**Q3 17/18**: Off Target Significant improvement from Q2 to Q3 in Property Maintenance (65.9% to 88.3%). Further work has been carried out with managers of these services and detailed analysis carried out for some suppliers.	⬆	85%	Number received (cumulative)	12,604
											Number paid within 30 days (cumulative)	10,481
06. Improve PI performance	% of PIs that are on target/ have reached their target.	78.38%	77.78%	67.74%	67.74%	70%	🛑	**Q3 17/18**: Off Target Work ongoing to bring PIs back on target.	⬆	90%	Number on tgt/complete	21
											Total number of PI's	30
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target No high risks identified.	⬇	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Q3 2017/18 Short Trend	Annual Target 2017/18	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target.	33.33%	25%	90.91%	54.55%	71.43%	🛑	**Q3 17/18**: Off Target 4 historic actions outstanding. Work ongoing to bring these actions to completion.	⬆	90%	Number of internal/external audit actions on target or complete	5
											Number of internal/external audit actions in progress	7

Property & Facilities Management Action Report 17/18

Midlothian

	Service Priorities					

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.01.01		Continue to provide high quality nutritional school meals	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Meal provision continues to meet to the nutrition targets set by Scottish Government.
PFM.S.01.02		Promote and deliver Active Schools programmes to school children	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Newsletters sent out to all clusters. Community Club Flyers to pupils attending Active Schools Clubs. Press releases/tweets to share success of National Lottery Awards for All funding at Lawfield Primary (Oct). Active Girls Day tweets and posters/promotion. Commonwealth Passport – promotional material given out at Hub meetings and to school pupils (Dec).
PFM.S.01.03	01. Children and young people are supported to be healthy, happy and reach their potential	Undertake programme of work to improve/upgrade Primary School Estate - Bilston, Gorebridge, Roslin, Paradykes Primary School	31-Mar-2018	▶	75%	**Q3 17/18**: On Target **Paradykes** Phase 1 Main works are complete however there was an extensive snagging list at handover. Full retention has been held until these works complete. Significant progress has been made but there are still a number of items outstanding. This has been raised with Morrison's Directors who are monitoring the works to completion. **Roslin** The Phase 1 works (School Building) completed on time to a very high quality of finish. Phase 2 works are now complete. Feedback from the school has been very positive.
PFM.S.01.04		Undertake programme of work to deliver improvement/upgrade High School Estate - Newbattle High School	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Teaching block is 1 week behind due to issues with the mechanical and electrical contractor. Morrison's construction are managing this situation however we will continue to monitor. The sports block is progressing well. The pool structure has been tiled and the fit out on the sports block is progressing well. Completion of the building element remains scheduled for March 2018

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.02.01	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Maintain the percentage of trainees completing courses through training and employability sources	31-Mar-2018	▶	75%	**Q3 17/18**: On Target
PFM.S.03.01	03. New jobs and businesses are located in Midlothian	Ensure all contracts include where possible for the engagement of local businesses	31-Mar-2018	▶	75%	**Q3 17/18**:On Target All contracts contain a clause to encourage the use of local labour.
PFM.S.04.01	04. Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity	Review and implementation of recommendation from the Carbon Reduction Commitment (CRC) plan	31-Mar-2018	✖	60%	**Q3 17/18:** Off Target One Boiler replacement has been completed, 3 others are still being tendered but may be included in NDEEF bid. Two lighting projects completed and another three imminent for completion.
PFM.S.04.02		Identification and instigation of projects as recommended as part of the Carbon Management Plan	31-Mar-2018	▶	60%	**Q3 17/18:** On Target Non Domestic Energy Efficiency Framework (NDEEF). Invitations to tender issued, bidder's day held. Bidders now preparing proposals. LCITP viability review for Bonnyrigg DHS drafted and under review.
PFM.S.05.01	05. More social housing has been provided taking account of local demand	Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31-Mar-2018	▶	75%	**Q3 17/18**:On Target **Completions:** 69 units of targeted 69 now completed and handed over. **Construction:** No sites in construction on site at this time. **Currently under pre-construction activities are:** 75 units at Site 32/34 Newbyres Crescent, Gorebridge – lead bid status award (and commencement of pre-construction activities) October 2017 *(dependant on ground gas issues being clarified)*. 10 units at Site 23 Woodburn Terrace, Dalkeith – lead bid status award (and commencement of pre-construction activities) December 2017 70 units at Site 53 Morris Road, Newtongrange – lead bid status award (and commencement of pre-construction activities) December 2017 **Further procurement activity:** **Sites out to tender December 2017:** 8 units at Site 39, Crichton Drive, Pathhead 23 units at Site 47, Kirkhill Road, Penicuik 49 units at Site 109, Conifer Road, Mayfield 30 units at Site 110, Clerk Street, Loanhead 6 units at Site 115, Castlelaw Terrace, Bilston Phase 2 sites procured (sites 23 & 53). Further Phase 3 sites also identified but potentially subject to revision.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.05.02	05. More social housing has been provided taking account of local demand	Continue to undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard (2015).	31-Mar-2018		75%	**Q3 17/18**: On Target Heating, bathroom, windows and doors surveys and roughcasting contract ongoing. Surveys for reactive repairs questionnaire have been updated. Repairs survey has been progressed through the use of the Councils Customer Satisfaction Measurement tool with reports being prepared and monitored via the Team Plan Reports
PFM.S.05.03		Complete survey and report into EESSH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31-Mar-2018		75%	**Q3 17/18**: On Target Currently 83% of Midlothian Council Housing stock meet EESSH. Work streams in place to bring the remainder up to standard. 640 Exemptions.
PFM.S.06.01	06. People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes	Undertake adaptations to houses for those with specific needs	31-Mar-2018		75%	**Q3 17/18**: On Target To the end of Q3, 31 minor adaptations have been completed and 6 Major adaptations of ramps and wet floor bathrooms have been completed.
PFM.S.07.01	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and deliver MAC (Midlothian Active Choices) programmes	31-Mar-2018		75%	**Q3 17/18**: On Target Continued involvement with Weight Management and Diabetes Prevention Group, linking in to the new Healthier Future consultation document. Developing links with the Newbattle Community Learning Partnership and CHIT (Community Health Integration Team), to promote Mac to parents of pupils within Midlothian who are suffering from depression and weight management issues. Continued delivery of information sessions to Women's aid and Spring Group. Developing links with the Criminal Justice Team, Horizon cafe and Lothian Veterans Centre.
PFM.S.07.02		Promote and deliver Ageing Well programmes to 50+ age groups	31-Mar-2018		75%	**Q3 17/18**: On Target Talks to the Pink Ladies group and Crossing patrol staff on importance of Physical Activity. Luminate festival 50 people attended the fitness seminar. Two intergenerational new age kurling events with Dalkeith Campus. Dementia Awareness training for Age well volunteers Launch of Walking Football Scotland Twelve volunteers went to Trinidad to help build a house for a charity and introduce the country to walking football and the benefits of an Ageing Well programme.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.07.03	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Promote and maintain uptake and use of leisure facilities	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Extract from Tonezone Marketing Plan that is part of the Sport and Leisure Business Plan 2017/2018. October - Joining fee £10 and try a class voucher: voucher to selected non-platinum members. November - Join in November & get December for £10 & JF is £5. Tonezone Welcome product awareness. December - 12 days of Christmas for £12 and a 1 month voucher to a number of active Platinum users. **Corporate Parenting cards** showing a steady increase and we are now doing health checks with accommodated children and there was a trip to the Snowsports Centre facilitated. **Free swimming** for all school children during the school holiday period. **Newbattle Community Campus Project** work under way to complete the centre Programme for dry and wet activities. .
PFM.S.07.04		Delivery of high quality Healthy Living Service	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Update on Memberships: 4,560 members, 1,060 Platinum, 509 Gold, 1,581 Silver, 384 Bronze, 716 Active Golden members and 218 Teenzone Members and corporate members.
PFM.S.08.01	08. People feel safe in their neighbourhoods and homes	Design appropriate future developments in accordance with Secure by Design Principles	31-Mar-2018	▶	75%	**Q3 17/18**: On Target All Housing contract documents contain a clause to demand secure by design certification.
PFM.S.09.01		Delivery of high quality Property Maintenance Services	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Monitored through satisfaction surveys and Feedback forms.
PFM.S.09.02		Delivery of high quality Facilities Management Services	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Facilities Service continues to deliver high quality services. Staff training and development remains a priority to fulfil all building cleaning and janitorial functions. There will be challenges in the near future due proposed changes to the service.
PFM.S.09.03	09. Deliver efficient Services	Implement/set programme of office closures within Council estate	31-Mar-2018	▶	75%	**Q3 17/18**:On Target **EWiM Phase 3; Depot rationalisation** On target for completion December 2019. Ongoing engagement with planning, environmental health and roads department has resulted in consultants producing supporting documentation for change in class use. Public consultations are ongoing.
PFM.S.09.04		Ensure existing facilities in PPP schools are maintained appropriately and the standards of the contracts are delivered	31-Mar-2018	▶	75%	**Q3 17/18**: On Target

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
PFM.S.09.05	09. Deliver efficient Services	Prepare and implement a rolling review of rents of the Council's non-operational land and buildings	31-Mar-2018	✓	100%	**Q3 17/18**: On Target A total of 34 rent reviews completed to date (11 this quarter) subject to signed returns by tenants we are on course to have all properties reviewed by Q4 end.
PFM.S.10.01	10. Inequalities in learning outcomes have reduced	Meet the educational needs of increased numbers of pupils in Midlothian. School Estate Planning - Implementing short term investment requirements	31-Mar-2018	▶	75%	**Q3 17/18**: On Target
PFM.S.10.02		Develop proposals to Scottish Futures Trust to enable meeting new 1040hrs target for nursery places	31-Mar-2018	▶	75%	**Q3 17/18**: On Target
PFM.S.11.01	11. Midlothian is an attractive place to live, work and invest in	Management and development of the Council's extensive land interests at Shawfair	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Report to Council has been delayed due to late information from SLLP on the Site Investigation report, however this is expected during Q4.
PFM.S.11.02		Shawfair Town Centre Amenities - produce report to council, including financial implications, for final approval.	31-Mar-2018	▶	75%	**Q3 17/18**: On Target Report to Council has been delayed due to late information from SLLP on the Site Investigation report, however this is expected during Q4.
PFM.S.11.03		Confirm primary school sites to be safeguarded with education	31-Mar-2018	▶	75%	**Q3 17/18**: On Target

Property and Facilities Management PI Report 17/18

Midlothian

							Service Priorities					

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.01.01a		% uptake of Primary School meals - aim to maintain at 11/12 level (LPI)	80.3%	78.8%	78.6%	76.9%	77.7%	✅	⬆	**Q3 17/18**: On Target The numbers remain strong for meal uptake, particularly within the P1-3 free meals.	70%	60.89% - Average per family group (APSE 15/16)
PFM.S.01.01b	01. Children and young people are supported to be healthy, happy and reach their potential	% uptake of High School meals	46.9%	49.5%	39.1%	36.2%	47.7%	🛑	⬆	**Q3 17/18**: Off Target Competition from the high street retailers remains the main reason that numbers within high schools remain low. However this period has shown significant increase in % use.	50%	42.88% - Average per family group (APSE 15/16)
PFM.S.01.02a		Number of distinct activities - Active Schools programmes to school children	40	32	30	30	32	✅	⬆	**Q3 17/18**: On Target Active Schools delivered 32 different activities to P1-S6 pupils.	40	
PFM.S.02.01a		Number of trainees within service completing courses	28	28	20	25	16	✅	⬇	**Q3 17/18**: On Target See breakdown by service below.	14	
PFM.S.02.01b	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within Property Maintenance completing courses	11	11	8	8	8	✅	➖	**Q3 17/18**: On Target 5 apprentices moving to year 4, 2 team leaders and 1 Painter now attending college to obtain an HNC.	8	
PFM.S.02.01c		Number of trainees within Facilities Services completing courses	5	6	4	6	6	✅	➖	**Q3 17/18**: On Target 3 trainee Cooks appointed, starting appropriate SVQ Level 2 course at Edinburgh College on 5th October 17. 1 school placement trainee continuing to work at the Mining Museum. 2 trainees on a year's placement with the Janitorial service.	3	

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.02.01d	02. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Number of trainees within Sport and Leisure completing courses	12	11	8	11	2	✅	⬇️	**Q3 17/18**: On Target During quarter three 2 people have been employed on a casual and or fixed term basis as Lifeguards at the Loanhead centre. They had previously gained their National Pool Lifeguard Qualification (NPLQ) within Midlothian Leisure Centres to become Lifeguards.	3	
PFM.S.05.01a	05. More social housing has been provided taking account of local demand	Number of new build council houses	60	41	0	61	69	✅	⬆️	**Q3 17/18**: On Target 69 units of targeted 69 now completed and handed over. Currently under construction are: 8 units at Stobhill Site (51b) to be handed over in October 2017. Further procurement activity: 75 units at Site 32/34 Newbyres Crescent, Gorebridge – tenders received - lead bid status award (and commencement of pre-construction activities) October 2017 *(dependant on ground gas issues being clarified)*. 10 units at Site 23 Woodburn Terrace, Dalkeith – tenders to be returned October 2017 - lead bid status award (and commencement of pre-construction activities) November 2017. 70 units at Site 53 Morris Road, Newtongrange – tenders to be returned October 2017 - lead bid status award (and commencement of pre-construction activities) November 2017. Final sites to complete the phase 2 project agreed with housing. Phase 3 sites also identified but potentially subject to revision.	69	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Short Trend	Q3 2017/18 Note	Annual Target 2017/18	Benchmark
PFM.S.05.02a		The % of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	100%	100%	100%	100%	✅	▬	**Q3 17/18**: On Target 100% of Midlothian Council houses are free from serious disrepair. (15 exemptions which reflect rate of 99.78%)	100%	
PFM.S.05.02b		The % of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	100%	100%	100%	100%	✅	▬	**Q3 17/18**: On Target 100% of Midlothian Council houses have modern facilities. (479 exemptions which reflect rate of 93.24%).	100%	
PFM.S.05.02c	05. More social housing has been provided taking account of local demand	The % of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	100%	100%	100%	100%	✅	▬	**Q3 17/18**: On Target 100% of Midlothian Council houses are healthy safe and secure. (479 exemptions which reflect rate of 93.24%).	100%	
PFM.S.05.02d		Number of Council properties roughcast	140	114	0	0	0	🛑	▬	**Q3 17/18**:Off Target No properties started at this time due to under performing subcontractor.	220	
PFM.S.05.03a		Number of upgrades to central heating systems	227	138	95	190	295	📊	⬆	**Q3 17/18**: Data Only 105 upgrades completed in Q3 17/18.		n/a internal programme of works - benchmark against target
PFM.S.06.01a	06. People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes	Proportion of adaptations requested and completed	100%	100%	100%	100%	100%	✅	▬	**Q3 17/18**: On Target To the end of Q3, 31 minor adaptations have been completed and 6 Major adaptations of ramps and wet floor bathrooms have been completed.	100%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Short Trend	Note	Annual Target 2017/18	Benchmark
PFM.S.07.01a		Number of activities offered by MAC (Midlothian Active Choices)	17	13	19	21	22	✅	⬆	**Q3 17/18**: On Target Number of activities offered by Mac per week: 22 8 Weekly gym group including one Stroke specific. 14 group/class activities including – Aqua, Low level circuits, Spinning, Walking Football, Swimming, Badminton and Dancing. **Total of 352 activities for the quarter.**	16	
PFM.S.07.01b	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Number of attendees during quarter to MAC (Midlothian Active Choices) activities	5,253	1,411	2,007	2,371	2,446	📊	⬆	**Q3 17/18**: Data Only Number of attendees during the quarter: Classes - 2204 One to one, including 12 week reviews – 242 **Total of 2446 attendees**		
PFM.S.07.03a		Number of attendances per 1,000 population to all pools	2,620	2,000	430	930	1,610	🛑	⬆	**Q3 17/18**: Off Target Wet side usage figures for quarter three show 47,911. This is an increase over the last two quarters. Penicuik Closed from 24th December to 3rd of January for Spa replacement Cumulative wet usage 128,204.	3,040	
PFM.S.07.03b		Number of attendances per 1,000 population for indoor sports and leisure facilities	7,230	5,260	1,480	2,910	4,840	🛑	⬆	**Q3 17/18**: Off Target Dry usage figures show 148,264. This is a drop on last year's Q3 figure by 1,139.	8,290	
PFM.S.07.04b	07. People are able to look after and improve their own health and wellbeing and live in good health for longer	Performance Indicator scores in (selected) registered Leisure Centres	92.59%	94.36%	92.16%	91.18%	88.44%	🛑	⬇	**Q3 17/18**:Off Target Viewpoint stats show that 88.44% were satisfied with leisure facilities at Loanhead Leisure Centre.	90%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Short Trend	Note	Annual Target 2017/18	Benchmark
PFM.S.08.01a	08. People feel safe in their neighbourhoods and homes	Proportion of developments meeting Secure by Design Certification Standards	100%	100%	100%	100%	100%	✅	▬	**Q3 17/18**: On Target All housing contracts have a 'secure by design' specification.	100%	
PFM.S.09.01a		Average turn-around of properties (inclusive of homeless properties) Target 20 working days	72.94%	74%	62%	51.65%	80%	🔴	⬆	**Q3 17/18**: Off Target Total number of voids in Q3 was 153. Day to day voids average of 17 days. At Q3 end there have been 65 more voids than at this period last year. Homeless voids have an 11 day turnover average. There have been a large number of voids that have been handed back to housing in a very poor condition. photos are kept on file.	83%	
PFM.S.09.02a	09. Deliver efficient Services	Cost per square metre cleaned	£8.90	£8.90	£8.90	£8.90	£8.90	✅	▬	**Q3 17/18**: On Target Our cost per square meter cleaned of £8.90 remains lower than the national average of £10.03 from the information provided by the Association for Public Service Excellence (APSE). New APSE figures due out in February.	£10.03	£12.29 - Average per family group 2014/15 (APSE)
PFM.S.09.02b		Total square metres cleaned per hour	1.25	1.25	1.25	1.25	1.25	✅	▬	**Q3 17/18**: On Target Our aim is to be higher than the APSE national average of 1.09 sqm cleaned per FTE, currently at 1.25 sqm as published by the Association for Public Service Excellence (APSE) now due in February.	1.2	1.09 - Average per family group 2014/15(APSE)
PFM.S.09.02c	09. Deliver efficient Services	Monthly number of meals prepared/monthly labour hours across production and dining centres.	8.9	10.04	8.4	10.3	10.2	✅	⬇	**Q3 17/18**: On Target Productivity average in the Primary is 10.8 meals p/h and HS is 7.8 meals p/h. Newbattle is the only HS operating over target at 11.5 meal p/h.	10	8.46- Average per family group 2013/14 (APSE)

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
PFM.S.09.02d		Achieve greater than the Scottish average in the annual school meals census (Primary Schools)	76.1%	76.1%	72.9%	72.9%	72.9%	✅	▬	**Q3 17/18**: On Target School meal census published June 17 shows Midlothian uptake is **72.9%**, a decrease of 3.2% on 16/17. National average is now **65%**. **Census published annually in June.**	70%	Scottish Government Annual Survey of School Meals 2015 64.8%
PFM.S.09.02e		Achieve greater than the Scottish average in the annual school meal census (High Schools)	59.8%	59.8%	62.2%	62.2%	62.2%	✅	▬	**Q3 17/18**: On Target School meal census published in June 17 showed Midlothian High school uptake at **62.2%,** an increase of 2.4% on 16/17. However it is still above the national average of **44.3% Census published annually in June**.	60%	Scottish Government Annual Survey of School Meals 2015 44.2%
PFM.S.09.04a	09. Deliver efficient Services	Percentage of PPP maintenance issues that are addressed within timescale (failure results in penalty to PPP contractor)	95%	95%	95%	95%	95%	✅	▬	**Q3 17/18**: On Target	90%	
PFM.S.09.05a		Proportion of commercial properties rent reviews complete	65%	61%	25%	38%	56%	✅	⬆	**Q3 17/18**: On Target A total of 34 rent reviews completed to date (11 this quarter) subject to signed returns by tenants we are on course to have all properties reviewed by Q4 end.	100%	

PI Code	Priority	PI	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Status	Short Trend	Note	Annual Target 2017/18	Benchmark
HSN5		Corporate Indicator - Percentage of council houses that are energy efficient (LGBF)	98.8%	100.0%	100.0%	100.0%	100.0%	✓	▬	**Q3 17/18**: On Target 100% of council houses are energy efficient.	100.0%	16/17 Rank 11 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).
C&L1b	12. Local Government Benchmarking Framework	Corporate Indicator - Total Number of attendances at all sport and leisure facilities	848,940	596,232	181,237	325,693	527,713	🛑	⬆	**Q3 17/18**: Off Target Cumulative number of attendances was 527,713 down 68,519 on last year. Loanhead Leisure Centre closure for refurbishment, Penicuik pool closed 11th to 24th December and Spa out of operation. Danderhall also closed 24th December to 3rd January during this quarter .	916,000	
C&L1c		Corporate Indicator - Total number of attendance at all pools	226,060	164,049	36,951	80,293	128,204	🛑	⬆	**Q3 17/18**: Off Target Wet side usage figures for quarter three show 47,911. Cumulative figures show 128,204. Penicuik Spa and pool closed during this period for spa replacement. Newbattle pool closed for one day.	257,000	
C&L1d		Corporate Indicator - Total number of attendance for other indoor sports and leisure facilities, excluding pools in a combined complex	622,880	432,183	144,286	245,400	392,443	🛑	⬆	**Q3 17/18**: Off Target Dry usage figures for quarter show 148,264. Cumulative figures show 392,443. Quarter usage is up on last two quarters this year	659,000	
C&L1e		Corporate Indicator - Total number of attendances at Outdoor Sport and Leisure Facilities	20,633		5,845	2,406	4,652	📊	⬆	**Q3 17/18**: Data Only Total number of attendances for quarter three was 4,652 Cumulative total is 12,903.		

PI Code	Priority	PI	2016/17	Q3 2016/17	Q1 2017/18	Q2 2017/18	Q3 2017/18				Annual Target 2017/18	Benchmark
			Value	Value	Value	Value	Value	Status	Short Trend	Note		
C&L5d	12. Local Government Benchmarking	Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	74%	94.36%	92.16%	91.18%	88.44%			**Q3 17/18**: Data Only Percentage of adults satisfied with leisure facilities using Viewpoint system show 88.44%.		16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

Published Local Government Benchmarking Framework - Property and Facilities Management

![Midlothian logo]

Corporate Asset

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
C-AST1	Corporate Indicator - Proportion of operational buildings that are suitable for their current use (LGBF)	85.78%	88.3%	88.27%	88.89%	88.69%	80.65%	82.05%	16/17 Rank 20 (Third Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 9 (Second Quartile).
C-AST2	Corporate Indicator - Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)	76.42%	71.3%	72.15%	81.5%	75.94%	75.86%	75.87%	16/17 Rank 28 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 26 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
C&L1	Corporate Indicator - NET Cost per attendance at Sports facilities (LGBF)	£3.68	£2.53	£3.36	£2.78	£2.99	£3.37	£3.55	16/17 Rank 23 (Third Quartile). 15/16 Rank 24 (Third Quartile). 14/15 Rank 19 (Third Quartile).
C&L5d	Corporate Indicator - Percentage of adults satisfied with leisure facilities (LGBF)	79.7%	84.7%	77%	77.93%	75.33%	73.67%	74%	16/17 Rank 19 (Third Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 21 (Third Quartile).

Housing Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
HSN3	Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	62.5%	80.2%	86.4%	94.4%	93.1%	93.1%	96.0%	16/17 Rank 11 (Second Quartile). 15/16 Rank 14 (Second Quartile). 14/15 Rank 10 (Second Quartile).
HSN4b	Average time taken to complete non-emergency repairs (LGBF)				7	7.37	9.01	13.04	16/17 Rank 23 (Third Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 7 (TOP Quartile)

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
HSN5	Corporate Indicator - Percentage of council houses that are energy efficient (LGBF)	83.9%	92.2%	93.5%	99.0%	100.0%	99.8%	98.8%	16/17 Rank 11 (Second Quartile). 15/16 Rank 6 (TOP Quartile). 14/15 Rank 1 (TOP Quartile).

Midlothian

Midlothian Council
Quarter Three Performance Report – 2017-18

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

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

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

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

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

> "Midlothian – a great place to grow".

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

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

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

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

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

Progress of Single Midlothian Plan Themes
Quarter Three – 2017-18

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 redesign as required by the Integration agenda. The 2016-19 Strategy and 2017-18 Delivery Plan outlines a major programme of service changes designed to promote prevention and recovery. The enablers to achieve include improved partnership working, public engagement and working with communities. The three major programmes of redesign are Learning Disability Day Services, Care at Home, and Care Packages.

Integration: First version of a Property Strategy has been developed for consideration by the Integrated Joint Board (IJB). The financial challenges faced by the IJB have been considered at a development session and a further iteration of the Finance Strategy is being developed. The workforce framework is now being applied to particular service areas such as the Social Work Assessment Team. In relation to joint working the delivery of the Recovery Hub will enable mental health services, substance misuse services and criminal justice services to work in a more integrated way and will strengthen the partnerships core priorities which is to develop a more effective Recovery Integrated System of Care.

Older People: The Joint Dementia team now has a dedicated Team Leader and an additional Post Diagnostic Support worker assisting the team in meeting the needs of those people and their families living with dementia. The Hospital at Home service has increased capacity with additional nurses aiming to keep people out of hospital where appropriate. The voluntary organisations that deliver alternatives to care at home continue to respond to increasing numbers of referrals in supporting people at home safely and improving their socialisation. Highbank Care Home continues to be very busy with supporting intermediate care and avoiding unnecessary hospital admissions. It has reduced its number of respite beds by one and increased their intermediate care facility by one in response to demand. Closer partnership work is underway between MERRIT and Acute Medical Unit as well as reviewing the pathways from acute to the Community Hospital to ensure we have the appropriate referral pathways in place.

Learning Disabilities: A Day Services Policy and Strategy is now progressing to an implementation phase with plans being progressed to increase the range of day services being provided within Midlothian. Teviot Court, the development of 12 houses for people with complex care needs in Penicuik, is complete and being occupied in a phased approach. Ongoing review of care packages is being progressed to ensure individuals are receiving the right level of support to meet their needs.

Physical Disabilities/Sensory Loss: The Joint Physical Disability Planning Group finalising the design, content and governance of the proposed newsletter. Social media continues to be used as an additional means of communicating with the disabled community in Midlothian. Work is underway to review the Physical Disability page of the Council website. The Adult Audiology Clinic at the Community Hospital has lacked uptake or further development due to staffing issues in Audiology. The proposed changes to library service provision mean uncertainty in progressing new hearing aid maintenance and repair clinics in these locations. Further talks have taken place with the Scottish Fire Service to progress simple referral pathways between our organisations. The British Sign Language National Plan was launched on 24th October, and guidance is currently being awaited to inform the creation of a Midlothian Council Plan.

Self Directed Support: Work continues to embed Self Directed Support into a 'business as usual' activity. Ongoing service development is focussing on ensuring back office processed support Self Directed Support. A scheme has been set up to assist individuals utilise direct payments by providing an online listing of prospective personal assistants.

Substance Misuse: Funding for the development of a Recovery Hub which will bring together mental health, substance misuse and criminal justice services, including third sector partners, has been approved by Council. The hub reflects the wishes of people with lived experience to have better co-ordinated, easily accessible services that reduce the need to repeat their stories. Peer support through peer workers, volunteers and mentors will be an integral part of the Recovery Hub. In preparation for the delivery of the Recovery Hub, MELDAP have hosted a workshop for managers to consider further service developments prior to implementation of the hub. A consultation event is planned for February 2018, to discuss how service user/carers and community groups may use the hub building in the evenings and at weekends to further the aims of recovery.

Mental Health: Attendance at the weekly Mental Health Access Points in Penicuik and Bonnyrigg continues to grow. Staff at the Access Points guide people to the support they need to increase their mental wellbeing; reducing low mood and feelings of stress. Over 71 Community Services and resources have been signposted/referred into and over 60% of those who have attended have gone on to be offered an assessment for psychological therapies. The Wellbeing Service in 8 GP practices is assisting many people to access self-help resources and quicker access to psychological therapies. Evaluation of the service is demonstrating good evidence about the positive impact of the service. The Triage project introduced with Police to ensure that people in crisis get quick access to the right type of support is resulting in substantial savings in Police time.

Carers: The Midlothian Carers Strategy and Action Plan 2017/19 has been completed and presented to Council and the Integrated Joint Board for approval. Work towards the implementation of the new Carers (Scotland) Act 2016 in April 2018 progressing well, and the Carers Strategic Planning Group will change to become the Carers Act Implementation Planning Group. This group will oversee the Strategic Action Plan, but also undertake work and be a reporting mechanism for other subgroup working on implementation.

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

Criminal Justice: A Peer Support Development Worker supporting Criminal Justice, Substance Misuse and Mental Health has been appointed following agreed funding. Training is taking place in January 2018 as part of the introduction of Safe and Together which provides a framework for partnering with domestic violence survivors and interviewing with domestic violence perpetrators in order to enhance the safety and wellbeing of children. The Criminal Justice team now has the capacity to provide interventions to non-Court mandated domestic abuse perpetrators and should start to receive referrals when Safe and Together is embedded in practice.

Community Safety: The Strategic Assessment 2017 - 18 was completed with Community Safety Partners using evidenced based analysis, environmental scanning and risk assessment. This analysis informed the priorities across crime prevention, antisocial behaviour, drug and alcohol misuse, domestic abuse, road safety, fire safety and home safety; ensuring everyone has the right to live, work and visit in safe and secure communities, with a reduced incidence of crime. The high priorities of substance misuse (Focus on alcohol), gender based harm (including domestic abuse and adverse childhood experiences), crimes of dishonesty (including shoplifting), violent crime (focus on young people exposed to violence) and antisocial behaviour (youth focus) have been agreed for 2018-19.

The Midlothian Council funded police Community Action Team was reinstated in December to deter, disrupt and divert criminality and antisocial behaviour. The Midlothian Police and Fire & Rescue Board will monitor the team's performance outcomes.

Midlothian Local Policing Plan 2017-2020: Council agreed the Local Police Plan that sets out priorities for policing in Midlothian. The Single Midlothian Plan commits partners to plan a preventative approach to service provision and this new police plan is outcome focussed rather than target driven.

Roads Services: The Council is delivering the 2017/18 footway and road improvement programme with the stated aim of retaining the network in a steady state condition. However, this remains a significant challenge.

The Roads Services team were finalists in the Association for Public Service Excellence (APSE) awards for the best council performer in the Roads, Highways and Winter Maintenance category.

Continued progress has been made in regards to the planning for the extension of walking and cycling routes linked to the new Borders rail line. A report is now with the Borders Rail blue print group for funding to take this forward.

The final application which has been submitted to Scottish Government in relation to the introduction of Decriminalised Parking Enforcement in Midlothian has seen further work with the anticipated enforcement contractor in anticipation of a start in April 2018.

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

Family Placement Team: We are now 2 months into the PACE programme. 11 children under the age of 12 have been accommodated away from home since 1 November 2017 and as such, the care-planning and decision-making will be monitored by the PACE Champions Group.

An announced inspection took place in November 2017 in respect of Children's Service fostering and Adoption Services using a six point grading scale where Grade 6-Excellent and Grade 1-Unsatisfactory. The Adoption report retains grade 4's for the two areas they inspected which relate to quality of care and support and management and leadership. The Fostering report drops one grade from a 4 to a 3 in respect of the care that we offer foster carers, not children. We retained a grade 4 for leadership and management within this area of the inspection. Both inspection reports highlighted concerns around staffing and the high turn-over of staff and the volume of work. This reflects the changes made as a result of the service review some staff choosing to go into different areas of work.

Whilst there is clearly areas to improve upon from this Inspection, there are equally areas where we continue to make progress and would like to offer reassurance that we continue to work hard at improving all aspects of children's services work.

Child Protection: At the end of Q3 Midlothian had 30 (1.8%) children on the child protection register which is below the National 3.0% average. The Lead Officer for Child Protection is in the process of undertaking evaluation in respect of integrated chronologies and SMART plans for children on the child protection register. The results of these evaluations will be considered and used to inform future training in both areas of practice.

Looked After at home and away from home (LAC/LAAC): Our looked after at home children and young people numbers have decreased by 2 over Q3 to 72. This relates to 3.8 rate per 1.000 children in Midlothian which brings us in line with the Scottish average of 3.8. From discussions with staff and the Children's Reporter it would appear that this significant increase supports our earlier intervention and preventative strategy in that we are identifying families earlier where there are concerns and where we require change and trying to achieve this by putting more resources and support into family based care rather than removing children.

Children and Young People Looked after away from home are divided into categories. In Q3 Midlothian currently had 180 children who are looked after and accommodated out with parental care. This is broken down to foster care – 64 (quarterly increase of 4), external foster care 28 (quarterly increase of 2), kinship care – 60 (quarterly decrease of 2), Midlothian residential – 8 (quarterly decrease of 3), external residential 17 (quarterly decrease of 1) and secure accommodation 3 (quarterly increase of 2). All of these changes are below the National Averages. This is a positive trend and supports our ethos and aim of having all children and young people cared for and educated within Midlothian.

Broad General Education: In December 2017, the Scottish Government published the 2016/17 Curriculum for Excellence levels. This shows the following improvements on the previous year: There were improvements in 14 out of 16 of the key measures. However attainment is still below the national average. In order to bring CfE attainment in line with the national average, we have implemented rigorous attainment meetings in the primary sector mirroring the good work which has been implemented in the secondary sector with a robust evidence-base. With the introduction of a new tracking module in SEEMIS, and pilot work surrounding new assessment and reporting guidance from Education Scotland we have implemented 3 tracking and monitoring periods to ensure that we identify early any learners not expected to achieve the level appropriate to their stage to ensure that we maximise the opportunity for all learners to meet and exceed their expected levels.

Developing the Curriculum as a hook - the power of learning pathways: This session we are taking a closer look at learning pathways, including transitions, in order to deliver a curriculum that acts as a hook to improve engagement and participation resulting in improved outcomes for all learners. In the senior phase we will examine learning pathways, including transitions, in order implement the recommendations in Developing Young Workforce and the Delivery Plan for Education in order to deliver a coherent curriculum that acts as a hook to improve engagement and participation resulting in improved attendance, attainment, wider achievements and sustained positive destinations.

Moderation, tracking and assessment of progress through the Broad General Education (BGE): Rigorous tracking and monitoring has been implemented for session 2017-18.

Ensuring wellbeing, equity and inclusion: Continuing our focus on improving attendance and reducing exclusion, the following quarter 3 achievements are notable: A drop of 31% exclusions in the primary sector and a drop of 2% in the secondary sector when compared with quarter 2. In order to improve attendance, Education and Children's services will work together on an attendance campaign as this is an urgent area of improvement.

Care Experienced Young People – Educational Attainment: Children Services and Education continue to work together to devise a more robust model to ensure care experienced young people remain in education and are afforded the best educational opportunities.

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

Serving Communities
- Strong performance of the welfare rights team in assisting welfare claimants to achieve their entitlements, particularly in the challenging context of the introduction of Universal Credit in Midlothian from 01/04/17: current data shows a benefit of about £21 benefit actioned for every £1 spent on providing the service.
- Ongoing partnership work with Edinburgh University and the Child Poverty Action Group to research areas of activity to reduce child poverty in social including reduction the cost of the school day, and increasing take up of free school meals.
- Establishment of a community management assessment group to consider submitted notes of interest (11 to date) to acquire Council served buildings, under the term of the Community Requirement Act 2015.
- The Incident Management Team report on the carbon dioxide gas ingress to protection at Newbyres Crescent, Gorebridge was published in December 2017.
- A food business in Midlothian was prosecuted and convicted of a breach of food safety legislation, with fines of £4,800.

Landscape & Countryside: In further support of the Councils Play Strategy, works have recently been completed at two sites; St Matthews Primary School in Rosewell and Cornbank Primary School in Penicuik.

Five countryside sites have been awarded Environmental Green Flags across Midlothian.

Continuing efforts to maximise income at the golf course at Vogrie has resulted in almost £17,000 of additional income thereby improving the financial viability of the course. Development of additional and diverse income streams for Vogrie Country Park continues with ongoing discussions around Vogrie House as a wedding venue and further discussions taking place to develop a 'Fire and Light' event next Autumn with "get Events Limited"

The annual walking festival had 9,510 hours of volunteer time generated by the Ranger Service to maintain areas which are the responsibility of the Council.

Sport & Leisure: Newbattle Community Campus is on target to be delivered to Sport and Leisure in March 2018. Due to the combined setting, the shared services approach will allow local people to have access to community areas within the complex.

Ageing Well Coordinator and 11 volunteers travelled to Trinidad and Tobago to work for Habitat for Humanity by helping to build a house and introduce the country to walking football and the concept of the Ageing Well Project

Active Schools: The 2017 Swimming Gala supported by Midlothian Swimming Club was a huge success amongst the seven primary schools that entered. The Secondary Netball Competition took place at Penicuik High school with over 100 pupils across five Schools. Midlothian Primary Football Festival was attended by 140 pupils across ten Midlothian Primary schools. £3,400 of funding was secured from the National lottery to provide new sports equipment for Lawfield Primary School.

Lifelong Learning and Employability Service: The Lifelong Learning and Employability Service from October to Dec 2017 have had key events which support the development of skills for learning life and work. LLE in partnership with Employment Learning Midlothian (ELM) hosted the second employability conference agreeing the priorities for employment and learning work in Midlothian. There was an increase in the number of businesses, learners and job seekers who participated, over 100 attendees. Partnerships have strengthened through the attraction of new representatives from businesses and universities for example in the work of the New Midlothian Technology Partnership Group. LLE has also worked in partnership with Crisis Homeless Charity to extend the construction learning offer to adults. This work will lead to improve localised learning pathways for adult returners and job seekers. Positive Destinations work through door knocking, LLE pathways and group leading to increased qualifications has continued to result in positive outcomes for young people.

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

Planning
- Receipt of Scottish Government Reporters report into objections to the Midlothian Local Development Plan, and formal Council notification to Scottish Ministers of the Council's intention to adopt the Plan.
- Council adopted the Midlothian Local Development Plan 2017, which is the Council's corporate 10 year partial strategy, in November 2017.
- The Planning Service was awarded two national awards at the 'Scottish Awards for Quality in Planning'. The awards were for the Conservation and Regeneration work undertaking in Dalkeith and were with regard the quality of place and working in partnership.

Economic Development

- City Deal: following the signing of the Deal's heads of terms on 20/07/17, progress in Q3 has focussed on preparing the full details of the Deal, working on compilation of project business cases, and the establishment of the governance arrangements.
- Strong performance by the Business Gateway team in supporting start up and growing businesses in Midlothian with demanding year end targets expected to be met.
- Master plans for Stobhill/Lady Victoria, and Newtongrange Town Centre are nearing completion for reporting to Council; funded by Borders Rail 'blue print' budget.
- Major scheme of multi-agency funded improvements at Gorebridge, including public realm work and station building refurbishment due for implementation in 2018: including Borders Rail 'blue print' funding.
- Continued activity to support the rural economy through the EU funded leader programme.
- Newbattle Digital Centre of Excellence awarded consultancy support though the Scottish Towns Partnership 'Digital Towns' project.
- Good progress towards establishment of a Business Improvement District at Dalkeith Town Centre, and an Improvement Partnership for the Midlothian Science Zone at Easter Bush

Housing

Midlothian's Strategic Housing Investment Plan 2018/19 – 2022/23 was approved at Council on 7 November 2017 and details the priorities for the investment in new affordable housing in Midlothian and sets out the Council's approach to promoting affordable housing investment and meeting housing supply targets through our resources bid towards the continued social housing new build programme.

Specific needs provision is included to ensure the design guide addresses recent developments in care provision and the rising number of dementia sufferers and those with bariatric conditions living at home.

With our history of delivery in development we expect a favourable outcome in the RPA – Resource Planning Assumption for grant funding to buy land and build housing.

The Private Housing (Tenancies) (Scotland) Act 2016 came into force in Scotland from the beginning of December providing new tenancy agreements for the Private Rented Sector. Changes have been made to make tenancy agreements more flexible, easier to understand for landlords and their tenants, as well as increased clarity and security for both parties. The changes apply to all new private sector tenancies beginning on or after 1 December 2017 to include; new pre-tenancy information and documentation; restrictions on ending a lease; no end date or duration; rent increase only once a year; new appeal and arbitration procedures and a set of mandatory and options lease terms. This development provides a more secure housing option in private renting.

Rent pressure zones from 1 December 2017, local councils can apply to Scottish Ministers to have an area designated as a 'rent pressure zone' (RPZ) if they can prove that rents in the area are rising too much; the rent rises are causing problems for the tenants; the local council is coming under pressure to provide housing or subsidise the cost of housing as a result.

Waste Services: The short term contract terminates for residual waste disposal no later than mid 2019 when the joint Midlothian/Edinburgh residual waste facility at Millerhill comes fully on stream. The new facility is currently on programme to take commissioning waste by late 2018 and discussions are now taking place to agree the phased delivery of this waste.

As a consequence of limited space available at Penicuik recycling facility a change was introduced which stopped the collection of mixed wood/rubble. Although rubble will require to be taken to Stobhill, separate wood collection continues at Penicuik which allows for full recycling of both waste streams resulting in a saving of £2,000 per month in disposal costs.

The tender for Trade food waste collection has recently been awarded to Keenans. This will ensure that all food waste from trade waste customers is recycled.

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

Delivering Excellence - A programme for change: Delivering Excellence is about looking at how we do things, with a focus on improving outcomes for our residents and our communities within the context of the financial and other challenges ahead. To do this, we need to think about: What our priorities are; What we can change or do differently; Which services can be improved and Which services we can stop

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

Financial Strategy: The completed Quarter 2 Financial Monitoring reports were presented to Council as part of continuing robust scrutiny of Financial Performance. The Financial Strategy update was presented to Council on 19th December 2017 and completion of base budget, grant settlement analysis and Change Programme will be presented to February Council.

Emerging Challenges

FINANCIAL

Financial Strategy: Work will continue on developing future year's budget projections and in particular finalising 2018/19 budget including the impact of the Change Programme for the Council. Quarter 3 financial monitoring projections will be prepared for 2017/18 and effective control over the expenditure will be maintained.

The Council Transformation and Change Programme will continue to be monitored and savings profiles will continue to be revised. Financial stewardship will be strengthened in a climate of reducing budgets and increasing service provision.

ADULT HEALTH AND CARE

Funding Pressures: There is a continuing requirement to seek major efficiencies despite the growing demand, particularly in relation to older people and those with complex needs. The service was overspent primarily as a result of some very high care packages and work is being undertaken to find more cost effective ways of providing care. The move towards an integrated budget through the establishment of the Integration Joint Board provides an opportunity to make better use of collective resources.

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. However, a number of service reviews and development work is underway to attempt to manage the challenges and respond in time to hospital discharges.

Staff resource diverted to support a large scale investigation which commenced late last year.

COMMUNITY SAFETY

Road Services: Early indications from the recent survey of the road network suggest that overall the road network is showing a slight deterioration in its condition. That is, the percentage of roads that require to be considered for maintenance treatment. Future reductions on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels.

GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD

Scottish Child Abuse Inquiry: As a Local Authority we have had three Section 21 requests from the Scottish Child Abuse Inquiry Team, all of them have been completed.

The primary challenge for Education is the Scottish Governments Education Governance Review which will have significant implications for Education in Midlothian and Scotland including:- More power and direct funding to Schools; Changes to Education act; Regional improvement collaboratives; Education services within local authorities will only provide 'Educational support services'

Recruitment of primary teachers remains a risk. Although we have secured an additional pool of permanent supply, a number of those staff are in a much more positive place with staffing than in the past, this will continue to be flagged as a risk as we move into next year.

Implementation of 1140 hours by 2020: Ongoing work to prepare for the implementation of 1140 hours by 2020. However Midlothian is making very good progress and our work on the new Woodburn Hub was recently recognised as good practice in the recently published Scottish Government report "A blueprint for 2020. The expansion of Early Learning and Childcare in Scotland" and this will help inform the ongoing implementation of 1140hrs by 2020. The fire at the nearly complete Gorebridge Community Hub has delayed the planned expansion of Family learning in the area.

IMPROVING OPPORTUNITIES FOR MIDLOTHIAN

Serving Communities
- Further action to implement the provisions of the Community Empowerment Act 2015, including the operation of community asset transfer.
- Contribution to community development work in Mayfield and Dalkeith (Woodburn).
- Maintain a focus on the monitoring and the taking of necessary action in relation to the ongoing matter of CO2 gas ingress to certain properties in Gorebridge.
- Managing the consequences of changes in the benefit system consequent upon the introduction of Welfare Reform.
- Retain a focus on the development of town centres, securing stage 2 Heritage Lottery Fund monies and Historic Environment Scotland funding for Penicuik; as well as support for a Business Improvement District at Dalkeith, implementation of public realm and related works at Gorebridge, and master planning at Newtongrange.
- Building the capacity of local communities and the third sector to engage fully in community planning and neighbourhood planning.
- Deliver on public health and safety, and food safety, as well as tackling underage sales of tobacco.
- Dealing with an increased prevalence of pests of public health significance.
- Deliver effective programme of participatory budgeting.
- Dealing with an increase in 'out of control' dogs.

Landscape & Countryside: In order to have the steps leading to Ironmills Park re-opened there is a requirement for additional drainage at the top of the slope and costings are being obtained for permanent and temporary step structures.

Sport and Leisure: Conclusion of the business case for the Destination Hillend project and evaluation of the financial model prior to reporting to Council.

Development and publishing of the Sport and Physical Activity Strategy for Midlothian Council involving all participants and external agencies. Draft strategy now in circulation for comment and planned to be introduced in August 2018.

Meeting has taken place to gather information to develop an After Schools Team within Sport and Leisure to increase child care within the county and generate income for the council. This will become part of the Active Schools Team.

Plans continue with workforce reduction and reduction in operating hours at various leisure centres. Danderhall, Gorebridge, Penicuik have been completed in this quarter and work is underway with the Active Schools.

SUSTAINABLE GROWTH and HOUSING

Planning
- Addressing the consequential impact of substantial and rapid increases in housing and population, on elements of physical, service and social infrastructure.
- Complete final statutory stages of preparation of the Midlothian Local Development Plan.
- Meeting increasing demands on the development and regulatory services arising from the upturn in housing development activity and associated population growth.
- Work with the other five constituent Councils of the Edinburgh and South East Scotland City Deal Region (now confirmed in July 2017) to commence detailed preparation of project business cases.
- Preparation of a corporate Climate Change Action Plan.
- Complete the review of the Midlothian Biodiversity Action Plan.

Economic Development
- Managing the uncertainties of 'Brexit' for the business community in Midlothian in terms of business confidence, inward investment, and EU funding.
- Maximise the impact of Business Gateway activity to support new and growing businesses.
- Maintain a focus on the economic viability and vitality of town centres.
- Continue to support and promote further science-based development at Easter Bush (Midlothian Science Zone), with a focus on addressing existing and potential infrastructure constraints.
- Continue to promote opportunities for economic growth arising from the opening of the Borders Rail line.

Homelessness: The funding shortfall in Welfare Reform particularly for young peoples' housing options is causing a significant pressure on the homelessness budget in general. An additional pressure this quarter has been managing an agent terminating a long standing contractual relationship for their privately rented properties and as a result the council has been relocating 30 households to alternative accommodation causing unplanned expenditure.

Budget is in place for 36 bed and breakfast spaces, there are currently on average 69 spaces being utilised. Pentland House and the Polton Centre opened earlier this year to reuse the council buildings to provide an alternative to Bed and Breakfast accommodation for homeless households. The reuse of other council buildings as a more supportive accommodation option and also more cost effective for the local authority is planned.

A Scottish Government short term action group has been established to end rough sleeping and transform the use of temporary accommodation in Scotland. An "Ending Homelessness Together" fund has been announced to fund homeless prevention initiatives and Midlothian Council shall bid for resources once details of the scheme are available.

Revenues: An Internal Audit of the Arrears Recovery procedure recommended the reporting of overpaid housing benefit debt and this will be included in the new financial year performance, the current year values are listed meantime. In the strategy for collecting this debt.

Total value of HB overpayments identified during the quarter Q1. £358,841 Q2. £518,794 Q3. £233,680
Total value of HB overpayments recovered during the quarter Q1. £228,769 Q2. £487,332 Q3. £298,568
Total value of HB overpayments written off during the quarter Q1. £19,821 Q2. £30,564 Q3. £26,350

In the strategy for collecting this debt, normally overpayment of Housing Benefit will be recovered direct from the tenant. However, if the tenant has an ongoing Housing Benefit award, any overpayment will be recovered by means of a standard weekly deduction from the current Housing Benefit award. The tenant is then required to pay this amount to their rent account. Failure to pay this amount will result in arrears accruing and their case likely proceeding through recovery.

Waste Services: A fundamental review of all collection routes is being carried out which considers collection frequencies, allowing for the increased house building programme and the additional time for disposal at the new residual waste plant at Millerhill. There has been no additional resources provided for collections over the last five years with almost an additional 3,000 properties (400,000 collections annually) being provided for during that period.

The government's commitment to eradicate all avoidable plastic waste in the UK by 2042 could result in additional costs for the disposal of plastics in the future. In addition, there is a strong likelihood that China may reduce its need for plastics in the near future resulting in further increased costs for disposal.

Performance Indicator Summary

Outcomes and Customer Feedback

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
01. Provide an efficient complaints service	Corporate Indicator - Total number of complaints received (cumulative)	5,936	4,531	1,180	2,425	3,676	📈	**Q3 17/18**: Data Only	⬇			
	Corporate Indicator - Percentage of complaints at stage 1 complete within 5 working days	97.66%		92.72%	93.57%	89.95%	🛑	**Q3 17/18**: Off Target: Work progresses in relation to ensuring that the pre-determined time limits in which we are statutorily obligated to meet are known to officers who manage complaints. Supporting detailed reports are provided to HoS, and attendance at DMT's by the Customer Service Improvement Officer is underway. This will initiate a level of quality assurance in the management of the complaints process.	⬇	95%	Number of complaints complete at Stage 1	3,633
											Number of complaints at stage 1 responded to within 5 working days	3,268
	Corporate Indicator - Percentage of complaints at stage 2 complete within 20 working days	63.95%		100%	86.67%	76.74%	🛑		⬇	95%	Number of complaints complete at Stage 2	43
											Number of complaints at stage 2 responded to within 20 working days	33

Making the Best Use of our Resources

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
02. Manage budget effectively	Performance against revenue budget	£198.446m	£203.757m	£204.937m	£204.835m	£204.085m	🛑	**Q3 17/18**: Off Target Actions are in place to address overspend.	⬆	Q3 Target £202.802m		
03. Manage stress and absence	Corporate Indicator - Sickness Absence Days per Employee (All employees)	8.34	6.3	2.29	3.48	5.25	✅	**Q3 17/18**: On Target	⬇	8	Number of days lost (cumulative)	20,824.97
											Total number of employees (FTE) All employees including teachers	3,966.35

Corporate Health

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
05. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**Q3 17/18**: On Target 8 High Risks were reviewed this quarter	▬	100%	Number of high risks reviewed in the last quarter	8
											Number of high risks	8
04. Process invoices efficiently	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	87.4%	88.4%	94.8%	93.1%	93.7%	⬛	**Q3 17/18**: Off Target Significant improvement from Q2 to Q3 in Fleet Maintenance (69.8% to 91.0%) and Property Maintenance (65.9% to 88.3%). Central Stores performance from Q2 to Q3 down from 80.9% to 80.7%. Further work has been carried out with managers of these services and detailed analysis carried out for some suppliers.	⬆	95.0%	Number received (cumulative)	72,707
											Number paid within 30 days (cumulative)	68,114

Improving for the Future

Priority	Indicator	2016/17 Value	Q3 2016/17 Value	Q1 2017/18 Value	Q2 2017/18 Value	Q3 2017/18 Value	Q3 2017/18 Status	Q3 2017/18 Note	Short Trend	Annual Target 2017/18	Feeder Data	Value
06. Implement improvement plans	% of internal/external audit actions progressing on target.	26.67%	19.77%	70%	60.64%	67.47%	⬛	**Q3 17/18**: Off Target The outstanding actions are being addressed by the relevant managers within each Service.	⬆	85%	Number of internal/external audit actions on target or complete	112
											Number of internal/external audit actions in progress	166