



Midlothian

Place Service Plan

2020-2021

Introduction

The purpose of this Service plan is to set out what our services within Place will seek to achieve for Midlothian and our communities for the period 2020/21.

The Service plan contains:

- **Single Midlothian Plan:** This should provide the reader with a basic understanding of the Councils overall vision and priorities.
- **Service Structure and Resource:** This section gives a high level view of the management arrangements in place for the Service such as structure and also provides a clear understanding of the service purpose.
- **Challenges and Risks:** This section identifies the key challenges facing the Place service at a high level, service specific challenges and risks are monitored and reported on quarterly and detailed in the performance reports.
- **Service priorities:** This section captures the key priorities areas and focus over the next year for the service as a whole as well as detailed service specific priorities.

The purpose of a Service Plan is to:

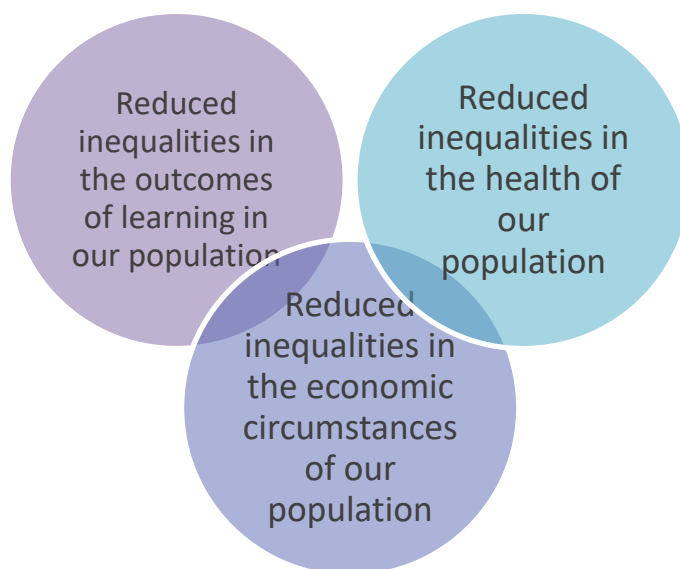
Clearly show the key tasks and challenges of the Service. This provides direction and an overview of the Service's Plans to those within and out with the Service.

Provide a basis for measuring and reporting on the progress of the Service in achieving its priorities.

Provide an overarching Plan which supports the link between individual staff performance and development plans, work plans, team plans and the Single Midlothian Plan Council and partner priorities. This should enable all staff to understand how their work contributes to the Service's objectives and upward to the corporate aims of the Council, and its success in achieving those aims.

Single Midlothian Plan 2019-2022

Midlothian Community Planning Partnership (CPP) set out a vision for the long term future of Midlothian based on two key principles 'people' and 'place'. The CPP Board agreed that all partners will focus on the following three priorities in the Single Midlothian plan from 2019 until 2022.



In response to the three priorities, the five themes of community planning are as follows and aim to achieve outcomes over a 3 year period.

Adult Health and Social Care

- People are able to look after and improve their own health and wellbeing and live in good health for longer.
- People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- People who use health and social care services have positive experiences of those services, and have their dignity respected.
- Health and social care services contribute to reducing health inequalities.
- People who work in health and social care services are engaged with their work and improve information, support, care and treatment they provide.
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Resources are used effectively and efficiently.
- People who provide unpaid care are supported to look after their health and wellbeing.
- People using health and social care services are safe from harm.

Community Safety and Justice

Community justice

- Help to improve family life and parenting skills
- Support people to attend school and /or gain qualifications
- Support people with mental health issues

Community safety

- Reduce violent crime
- Reduce substance (alcohol and drug) misuse
- Reduce domestic abuse and protect women and girls
- Reduce serious and organised crime to make communities safer
- Reduce dishonesty crimes (including housebreaking, vehicle crime and shoplifting)

Getting it right for every Midlothian child

- Increase support to children and young people affected by domestic violence, parental alcohol or drug misuse
- Increase the range of alternative services on offer to children and young people requiring support for their mental health
- Reduce the proportion of children and young people living in households affected by poverty
- Reduce the time taken to find permanent placements for looked after children and young people
- Increase the proportion of children and young people who feel safe in their homes, communities, schools and online

Improving opportunities for people in Midlothian

- Reduce the number of children and young people living in households affected by poverty
- Support people out of poverty and welfare dependency
- Reduce health inequalities

Sustainable growth in Midlothian

Housing

- Engage with house builders on insulation, energy efficiency and biodiversity mitigations
- Deliver further affordable housing
- Implement the rapid rehousing transition plan
- Increase provision of accommodation for homeless households

Economic development

- Integrate Midlothian with the regional economy and promote the region internationally
- Improve the skills landscape
- Increase economic participation
- Build on the success of our key sectors
- Improve the vibrancy of our town centres and make them more environmentally friendly
- Accelerate growth through infrastructure upgrades

Environment

- Implement the local biodiversity action plan
- Increase active travel
- Implement Penicuik THI/CARS and take up of grant
- Implement climate change strategy with partners

This Service Plan provides a link to the local priority outcomes contained within the Single Midlothian Plan (SMP) and sets out service priorities and initiatives that work towards those outcomes. We set standards which reflect the needs, expectations and rights of our service users and the general public. We outline these standards in the Service Plan, which are set at a challenging level and are reviewed annually.



Overview

The financial challenge facing the Council continues to grow, particularly when we are also faced with a growing and ageing population and the increasing demand for services that this will bring.

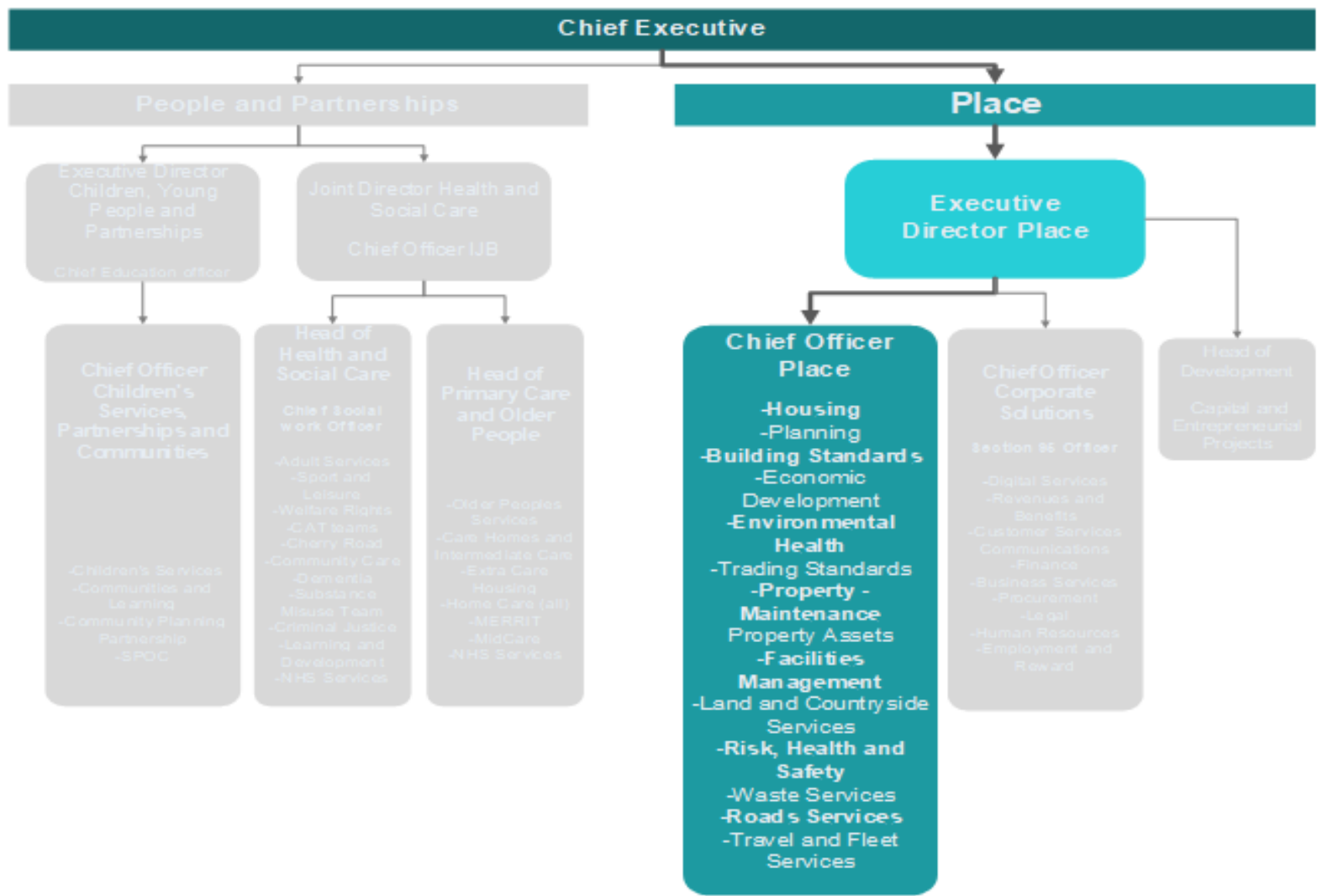
So far, we have reshaped council services and made changes to the way we work. These changes are evidenced in the delivery of new affordable homes, new schools, improved positive destinations for school leavers and the arrival of the Borders railway as well as new initiatives such as Energy from Waste Plant, Destination Hillend and reducing our offices and other property assets.

As part of a senior leadership restructure, the council has reduced its directorates from three to two: **People and Partnerships** and **Place**. Over the next year the priority for the service will be to embed the Place principles into how we work.

The challenges and constraints that we face in delivering better and more equitable outcomes are significant. The service delivery approach will encompass the whole system for this to be effective as it needs to make the most of connections between different policy areas across government and the public / private / voluntary sector.

As part of work to address the issue of significant population growth and demographic changes within Midlothian, it is Council's view that the key drivers of change in delivery of sustainable and transformational services and regeneration of our communities must be treated holistically. The positive relationships established by Midlothian Council with our partners, private house builders, voluntary sector and the Midlothian Health and Social Care Partnership are essential in developing a shared will to deliver on these outcomes.

Service Structure and Resource



Place consists of the following services, the range of responsibilities carried out by these services including key partnership working are detailed in the following pages.

Housing Services

Social Rented Housing is provided and maintained through the Housing Revenue Account funding, with the needs of the service met from the rent collected. The demand for social housing has resulted in the Council's Social Housing Programme of new build properties continuing to increase the housing stock. Houses are allocated to meet assessed need detailed in the Housing Allocation Policy to ensure that the most appropriate use is made of available properties. Managing our tenancies and contributing to the effective management of multi-tenure estates.

The team also develop the Midlothian Strategic Housing Investment Plan (SHIP), which informs the Scottish Government's Affordable Housing Investment Programme (AHIP), to support the delivery of affordable housing development. However, other funding streams which seek to support Local Housing Strategy priorities for affordable housing or compliment the AHIP resources are also detailed.

The Local Housing Strategy is submitted to the Scottish Government on a five-year basis and sets out the Council's housing plans for developing, improving and managing the housing stock over that period. It includes a Needs & Demand analysis to ensure the mainstream provision and also particular needs of vulnerable groups including homeless, young people leaving care, older people and people with disabilities or support needs are met, as well as those of existing tenants and families.

The teams focus remains on the Rapid Rehousing Transition Plan which is about taking a housing-led approach for rehousing people that have experienced homelessness, making sure they reach a settle housing option as quickly as possible rather than staying in temporary accommodation or too long.

The Team is responsible for developing a Tenant Participation Strategy to ensure effective participation and scrutiny which gives tenants and other customers the opportunity to influence decisions about the housing services they receive.

We are collaborating with 5 other Local Authorities as part of the Edinburgh & SE Scotland City Deal to examine and develop approaches and projects to scale up the procurement of construction materials on a regional basis. The Regional Housing Board is developing several housing-related opportunities arising from the collaboration of the 6 Local Authorities. Prime amongst these opportunities is the procurement of new affordable housing at scale, including the establishment of a regional off-site construction demonstrator supported by a significant pipeline commitment from the Regional SHIP.

The collaborative approach also includes making the case for SE Scotland to attract a greater share of national housing investment funding to support the fastest growing region in terms of population growth in Scotland. Combined support for the 7 Strategic Housing Sites is developing, including a focus on infrastructure solutions and the preparation of

outline business cases in conjunction with Scottish Government." City Region Deal partners have developed an ambitious regional housing programme, which aims to increase the supply of homes across all tenures to deliver vibrant and sustainable communities across the region. Taking a place-based approach across, infrastructure, land, finance, innovation and skills it seeks to accelerate the delivery of affordable housing, seven strategic sites and incorporate innovation in construction. Taking a collaborative approach the regional housing partners are seeking to deliver this programme jointly with Government, key agencies, RSLs, industry and across public, private and third sector partners.

Land and Countryside Services

Land and Countryside Service, consists of a multi-disciplinary team who undertake a complex and wide range of duties relating the management of Midlothian's Parks, Countryside, Cemeteries and Open Spaces. Key service areas:-

- Horticultural management and maintenance
- Countryside management, maintenance and events
- Burial Grounds management and maintenance
- Access, core path rights of way, woodland management and co-ordination
- Children's playgrounds management and maintenance and development
- Capital projects landscape design and implementation
- Gala days and special events management and organisation
- Arboriculture Services
- Developing the commercial arm of the service
- Environmental Volunteering

The service actively works with local communities to deliver improved services for the people of Midlothian and in turn, improving the local environment including Path Networks, community planting event. The Countryside Ranger Services actively works with Midlothian Outdoor Walking Festival Partnership and the Scottish Natural Heritage. The main objectives of the Midlothian Ranger Service are:

Recreation (access) – to encourage participation in Midlothian's Countryside and to work in partnership with communities

Education – To help everyone learn about Midlothian's countryside and heritage

Conservation (Biodiversity) – to conserve and enhance Midlothian Natural environment and cultural heritage.

The service also work with developers of new private housing estates and with internal services in new developments in town centres and works closely with other local authorities with the City of Edinburgh Council on Pentland Hills Regional Park Service Agreement and East Lothian Council in the sharing of specialist plant and machinery.

Waste Management Services professional and technical teams cover a wide range of functions and are flexible and focused in the delivery of the service.

The Waste Strategy to 2023 sets out the direction for the service to achieve the Scottish Government's target of 70% recycling and composting of household waste by 2025 and to enable compliance with the Household Recycling Charter for Scotland.

Key drivers for the Waste team are:

- National Waste Plan
- Charter for Household Recycling and Code of Practice
- End Markets
- Deposit and Return Scheme (DRS)

The Council's Community Waste Officer and Trade Waste Officer provide advice and guidance to households and businesses, delivering talks and presentations to local schools and community groups and encouraging participation in the Council's recycling services and increased awareness of the environmental impacts of waste and resource efficiency.

Other key operational services areas:-

- Household Waste Collection and Collection Systems
- Street Cleansing
- Household Recycling Centres
- Commercial Waste Collections
- Household Bulky Uplift Service
- Abandoned Vehicles
- Confidential waste Collections

Travel and Fleet Services

Travel and Fleet Services provides professional guidance and support in relation to transport legislation and driver licensing, revenue support for community transport services, and ensures that transport meets the requirements of the end user. Key service areas:-

- Fleet Management
- Welfare Fleet
- Vehicle and Plant Maintenance
- Special Transport
- Public Transport Infrastructure
- Horizontal Budget Responsibility for Education and Social Work Transport
- Supported Bus Services
- Concessions
- Driver Training
- Pool cars
- Electric Vehicle Charging Infrastructure

The service partnership work with a number of agencies, organisations and local authorities including, South East Scotland Transport Partnership (SESTRAN), Association of Transport Coordinating Officers (ATCO) Scotland, Networking partnerships through Association for Public Service Excellence (APSE), Freight Transport Association, Transport Scotland, Energy Savings Trust, Driver and Vehicle Standards Agency (DVSA), Lothian Community Transport Services and HcL and Travel line Scotland.

Road Services and Transportation Projects

Road Services professional and technical team comprises civil, road safety, structure and lighting professionals. In addition, staff provide input into major transportation projects in Midlothian and the surrounding area often in conjunction with other partners such as Transport Scotland and neighbouring Councils. The operational labour force comprises a multi skilled workforce able to undertake a comprehensive range of design maintenance, construction and servicing activities. Key service areas:-

- Roads Network Management
- Roads Operations
- Street Lighting, Traffic Signals and CCTV
- Bridges and Structures
- Road Safety, Planning and Policy
- School Crossing Guides
- Shawfair Infrastructure

The service partnership work with a number of agencies, organisations and local authorities including, South East of Scotland Transport Partnership (SEStran), Society of Chief Officers of Transportation in Scotland (SCOTS), SUSTainable TRANSport (SUSTRANS), Scottish Environment Protection Agency (SEPA), Historic Scotland, Network Rail, Networking partnerships through Association for Public Service Excellence (APSE), Networking through the Edinburgh, Lothian's, Borders and Fife (ELBF) group of councils, the Improvement Service Roads Collaboration Programme and significant working in partnership to ensure that following the completion of the Borders Railway Project, Shawfair Development and the Zero Waste site works can all progress together without any single project impacting adversely on the others.

Risk, Safety and Civil Contingencies

Risk Management

The service facilitates and coordinates the Council's approach to risk management, ensuring Services have identified and assessed risks to delivery of Council and Service objectives. The Risk Management function importantly provides regular monitoring statements to the Council Management Team and Audit Committee to support them in decision making and reviewing internal controls accordingly. Key service areas:

- Policy Development/Review
- Production of Risk Management Guide
- Risk Management Training
- Risk Management Reporting

Contingency Planning

The Service facilitates and coordinates the Council's approach to Contingency Planning, ensuring the Council identifies and assesses potential Civil Contingency exposures and develops plans to mitigate or respond to incidents, as appropriate. The team also have a role in ensuring the Council test plans through appropriate training and exercising and that statutory duties in relation to Civil Contingencies are met. Key service areas:-

- Ensuring co-operation/information sharing with responder organisations
- Risk Assessment
- Development of Emergency Plans
- Business Continuity Management
- Warning & Informing the public in the Event of an Emergency
- Provide advice and assistance to local business on Business Continuity

Health and Safety

It is the policy of Midlothian Council to take all reasonably practicable steps to ensure the health, safety and welfare at work of all its employees. The Council also acknowledges its responsibilities in respect of persons other than its own employees. A high standard of health and safety performance is one of the Council's primary objectives and is recognised as an integral part of service delivery. Key service areas:-

- Policy/guidance provision
- Training (both internal and external on a commercial basis)
- Safe Working Procedures
- Occupational Health Arrangements
- Risk Control
- Performance monitoring
- Accident Investigation and Reporting

Midlothian, East Lothian and West Lothian council are working in partnership on the use of a shared Health and Safety management information system, this is creating further opportunities to identify efficient ways of working across all three councils in terms of a shared effort on Health and Safety matters. In more recent years the partnership has paved the way for further extension of joint training development/delivery.

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Building Standards

The purpose of the Building Standards system is to protect the public interest. The system sets out the essential standards that are required to be met when building work, or conversion of a building takes place in order to meet building regulations.

The Building Standards system checks that proposed building work or conversion of a building, meets standards; inspections are limited, to that necessary to ensure legislation is not contradicted. Of note, the control of work on site is not down to the system, but is a matter for contracts and arrangements in place between a builder and client.

Verifiers, appointed by Scottish Ministers are responsible for the independent checking of applications for building warrants to construct or demolish buildings, to provide services, fittings or equipment in buildings, for conversions.

The primary aim of Building Standards is to provide co-ordinated and integrated regulatory advice for developers, architects, surveyors, engineers and the general public on progressing buildings and development projects.

Building Standards service, communicates it's the vision and strategy, and sets out performance against strategic goals and targets through the verification performance report which is a strategic planning and management tool that provides information about the local authority. Building Standards verifiers in Scotland are required to utilise the performance report to manage, monitor, review and develop strategies for their business, and should focus on the performance framework's core perspectives and cross cutting themes.

In addition, the service has *Investors in People* and *Customer Service Excellence* status.

Planning

The Planning service comprises the statutory town and country planning functions of the Council, primarily; the preparation of strategic and local development plans, planning and environmental policy and guidance, designing and implementing heritage and environmental schemes, the determination of planning applications and the handling of planning appeals, securing developer contributions towards Council infrastructure and the enforcement of planning control. It also comprises officers who provide a Council-wide service of supplying demographic/land use information, and geographic information system (GIS) mapping and graphics.

In addition to the services planning function it is also currently leading on the Council's response to the declared Climate Change Emergency and is preparing a Climate Change Strategy and Action Plan.

Aims of the Planning Service are set out in the Midlothian Local Development Plan (MLDP) and a detailed policy framework to guide land use in the area which forms the basis against which Planning Officers consider development proposals.

Midlothian Council is one of six partner councils which form the Strategic Development Planning Authority for South East Scotland (known as SESplan). They prepare the Strategic Development Plan (SDP), which provides the spatial strategy for development across the Edinburgh city region.

The MLDP is prepared to manage future change in Midlothian in line with the SDP's goals. It does this via:

Setting out a clear vision for the future of Midlothian's communities and countryside;

- Promoting sustainable growth and travel;
- Ensuring the availability of infrastructure to support such growth;
- Protecting environmental and cultural assets against impacts from development;
- Providing a framework to guide decisions on development proposals; and
- Giving confidence to investors and communities with respect to the location of future development and investment.

Economic Development

Economic Development are responsible for increasing capacity of the local area to improve economic outcomes and uplift the area's quality of life. The Council's Strategy for Growth 2020-25 outlines the strategic context of this in place based support to improve to offer to the customer, with a refreshed focus with clear objectives which are the key drivers for the team:

- to integrate Midlothian with the regional economy and promote the region internationally
- to improve the skills landscape
- to build on the successes of our key sectors
- to improve the vibrancy of our town centres and make them more environmentally friendly and;
- to accelerate growth through infrastructure upgrades.

Through its strategy and associated actions, the service is focused on innovation, partnerships, inclusivity and ambition in its approach to capitalising on the Edinburgh and South East Scotland City Region Deal, which will deliver £1.3 billion pounds of inclusive economic growth across the city region through housing, innovation, transport, skills and culture. For Midlothian, key investments are in Data Driven Innovation, £120m of investment to Sheriffhall roundabout, and through the Integrated Regional Employability & Skills Programme to reduce skills shortages and gaps and deliver opportunities for people across the area. The strategy will also capitalise on the Borders Railway Blueprint, and maintain a focus on key employment sectors such as tourism and life/bio/animal sciences.

The strategy also supports the Council's Climate Change Action Plan by committing to creation of low carbon/energy efficient space in new Council led developments, by measuring and reducing CO2 emissions per capita and by developing a Carbon Charter and encouraging businesses to sign it and implement it.

This function also includes Business Gateway (Midlothian) which provides direct support to new and growing small and medium sized businesses. The EU funded LEADER programme also sits within the service, and focuses on developing the rural economy.

Facilities Services

Facilities Services provide professional and technical management to the operational support function within the cluster system. Key service areas:

- Catering Services including the provision of school meals and early years.
- Building Cleaning Services
- Janitorial Services
- Functions and Vending Services
- Skanska facilities management contract
- External Cleaning Contract Services
- Public Toilets
- Café Services

The service continue to work in partnership with Midlothian Food and Health Alliance Working Group, The United Kingdom Cleaning Professionals Academic Service, Education Scotland and Food Standards Scotland, Joint purchasing through Scotland Excel and Scottish Borders Consortium, Networking partnerships through APSE and Association of Service Solutions in Scotland (ASSIST).

Public Private Partnership contracts (PPP)

Midlothian Council has three Public Private Partnership contracts:

PPP1: Dalkeith Schools Community Campus (2003-2033) between the Council and Dalkeith SPV Ltd. BAM to provide the Facility Management service.

PPP2: Eight Primary Schools (2007-2037) between the Council and Midlothian Schools Ltd. Skanska provide the FM service.

Newbattle Community Campus (2018–2048) between the Council and Newbattle New Design, Build Finance and Maintain Contract. (DBFM). Galliford Try Facilities Management (GTFM) provide the hard FM service and Midlothian Council provides the soft FM service.

PPP Services manage the Council's Public Private Partnership contracts and are responsible for:

Midlothian's PPP contracts comprising the Dalkeith Schools Community Campus and eight primary schools,

- Ensuring the availability and suitability of the portfolio for all stakeholders
- Developing property briefs and managing the school estate plan,
- Client liaison services
- Health & Safety risk assessments

Building Services

Building Services provides a wide range of property management, maintenance and a diverse range of professional and technical services to support the delivery of major projects. Key service areas:

- Planned and Reactive Maintenance
- Void house management
- Scottish Housing Quality Standard
- Mechanical and Engineering services
- Provision of Project Management Services, Quantity Surveying Services, Clerk of Works Services and Design Services
- Energy Efficient Standard for Social Housing (EESH).

Effective Working in Midlothian (EWiM)

The Effective Working in Midlothian strategy directly refers to the rationalisation of the Council's office and depot estate. It includes the introduction of space standards throughout the estate complemented with staff's flexible and mobile working. Key areas include:

- Establish current estates operating costs, location, staff occupancy and its suitability in terms of service delivery
- Implement quick wins in EWiM Phases including refit of existing assets to provide improved work base
- Rationalisation of council depots
- Feasibility study/Business Plan for the regeneration of Town Centres.

School Estate Management

School estate management provides the delivery of construction projects to support the expanding school estate. In conjunction with education the school learning estate strategy has been prepared and is kept updated to reflect the growing populations reach across Midlothian. Key areas include:

- Develop and monitor the learning estate strategy
- Design and build adaptations and extensions to the school estate
- Utilise developer contributions to fulfil the need for more classrooms
- Design and build new schools
- Maintain links to external organisations such as Scottish Futures Trust ensuring Midlothian is obtaining maximum benefit from Government funding and initiatives.

Major projects is set up to provide specific Project Manager/Project Co-ordinator services for Newbyres, Shawfair, Newtongrange and Mayfield.

Property Assets

Property Assets provide a wide range of professional property and Valuation advice; Energy Management and Project implementation advice as well as asset rationalisation data management and development of G.I.S. system capability Key service areas:

Collating storage of property data and GIS mapping.

Compiling and monitoring the Property Asset register engaging in and advising on property issues relating to Community Asset Transfer.

Disposal and acquisition of properties, at all times seeking to, maximise land values and achieving best value.

Undertaking annual asset valuations for final year end accounting, purposes.

Undertaking insurance reinstatement valuation on an annual basis and providing advice and annual updates.

Provide development, asset management and estate management advice in respect of operational and non-operational estate in support of service delivery.

Work with partner organisations, third sector groups to develop and bring forward master plan proposals in key locations.

Manage and monitor energy usage and costs across all aspects of the Council's non domestic property portfolio.

Develop renewable energy opportunities bringing forward energy and heat network strategies and promote the introduction of renewable energy as a sustainable means of reducing costs and addressing energy security.

Monitoring and maintaining security of Council vacant, at risk, properties.

Environmental Health

Environmental Health Services provide a wide range of legal duties to do with looking after the health and wellbeing of people living and working in Midlothian. Delivers public health protection through regulation and enforcement; more specifically the public health team covers housing standards as well as general public health, environmental crime, air quality, contaminated land and licensing, dog and pest control. The food and safety team delivers food safety, occupational health and safety, infectious diseases control, and licensing matters.

We work in many areas which directly affect public health including:

- Quality of the homes where people live
- Private water supplies
- Safety of places where people work
- Hygiene of places where people eat and where food is produced
- Reducing the causes and effects of air pollution
- Control of infectious diseases
- Problems of noise pollution
- Care over the redevelopment of contaminated land
- Registration of landlords
- Pest and dog control

Trading Standards

Trading Standards are responsible for enforcing fair trading legislation, and where necessary reporting cases for prosecution to the Procurator Fiscal, regarding unfair/rogue trading practices, safety of consumer goods including fireworks, counterfeit goods, internet and social media selling, under age sales of tobacco and e-cigarettes, animal health and welfare, weights and measures, second hand dealers and petroleum licensing. The team also provides advice to local businesses and residents who have complaints about businesses; often extended to intervention. We also maintain the region's local standards of weights and measures to provide a calibration service to local authorities and businesses.

After self-evaluation and a review of the service, the service has shared management arrangements with Scottish Borders Council which provides mutual benefits to both Councils in the form of shared expertise, consistency of approach and reduced costs.



Corporate Risk Register

The Council's Corporate Risk Register is reviewed quarterly and reported to the Audit Committee. The Corporate Risk Management Group monitor the corporate service risk register and enable any new and emerging risks to be recorded. Mitigating actions are put in place to ensure these are managed and controlled.

Main Corporate risks at this time include:

- Financial stability (Sustainability)
- The Change Programme
- Balancing budgets in future years / impact of budget cuts / financial strength of Council
- Fastest growing Council

The on-going risk associated with financial stability and balancing the budget in future years remains, with the change programme becoming the most significant factor in seeking to identify and deliver on the reduction in expenditure and increased income generation needed to get the Council to a balanced budget position in future years.

Service specific risks are assessed quarterly and migrating actions reviewed and updated as required. High service risks are presented to the Performance Review and Scrutiny Committee via the quarterly performance reports.

Project risks are captured on project risk registers for each service and developed during the initial design stage and expanded on during the design development and construction process. Actions to mitigate risks are monitored at an operational level at source.

Growing Council

Population growth over the next 10 to 15 years will see Midlothian become the fastest growing Council in Scotland. A 0-15 population increase is projected at 20% and 75+ population increase is projected at 100% between 2014 and 2039. The impact of this means increased capacity within the school estate to cope with the projected increase in pupil numbers. General population increase placing additional demand on infrastructure and therefore increased pressure on services e.g. waste collection and growth of road network as new development roads are adopted.

Financial sustainability

As the fastest growing local authority in Scotland, Midlothian Council will invest over £210 million to deliver local services in 2020/21 and £215 million by 2022/23. However, with a rapidly growing population and greater demand for services, the Council has recognised the need for a strategic step change in the form of the development and agreement of a Medium Term Financial Strategy (MTFS) which sets out the budget projections for the next three financial years together with the proposed resource allocation measures that will

enable the Council to align its budget against key priorities and to deliver a balanced revenue budget each year.

In delivering services, it is important to recognise that people are our most important asset. Our people have the potential to have a positive impact every day and can deliver life-changing impacts for our communities. Therefore to maximise that positive impact it is imperative that we work as *One Council* by removing any institutional barriers and eliminate any silo working to enable the organisation to implement simple solutions which make a big difference. This means placing our citizens and communities at the centre of our daily work; growing our own talent and empowering our staff, thereby enabling Midlothian to fulfil its potential as a Great Place to Grow.

Climate Change

The Climate Change (Scotland) Act 2009 sets out the legislative basis for climate change action in Scotland, in particular, setting Government targets for reducing greenhouse gas emissions.

The Act sets a target to reduce greenhouse gas emissions by 42% by 2020 and by 80% by 2050 to support the transition to a sustainable low carbon economy and defines annual emissions targets from 2010 to 2050. The Climate Change (Scotland) Bill 2018 currently going through Parliament proposes changes to the Act which raises the Government's ambitions in respect of future emissions targets to 70% by 2030 and 90% by 2040 and introduces a new target for Scotland to reach net-zero emissions by 2045.

The Council's commitment to climate change has resulted in a number of actions, initiatives and ongoing programmes which together are helping to reduce our emissions and carbon footprint and are reflected in our annual report to Government. They include:

- using building energy efficiency measures;
- implementing a low energy street/traffic light replacement programme;
- developing an anaerobic digestion programme (food waste recycling);
- developing a recycling and energy recovery programme;
- establishing an electric vehicle fleet and charging infrastructure;
- publishing a Council Travel Plan and Active Travel Strategy;
- introducing a mileage allowance for work trips by bike; and
- awareness raising events/initiatives - walk/cycle to work weeks, "Earth Hour"/"Watts Going Down" campaigns, tax free bike purchase scheme and recycling promotions.

In order to meet the revised climate change targets proposed by the Climate Change (Scotland) Bill and be fit for future, the council has recently updated their Climate change strategy and identified five themes with a series of actions and commitments to mitigate and adapt the impacts of climate change.

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

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

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

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

The Council face significant challenges, financial, demographic and socio-economic. More of the same won't do. We must adopt a more common-sense approach that focuses on what is important: people and communities. To maximise the impact of our combined resources we must work better together.

Implementation of the Place Principle requires a more integrated, collaborative and participative approach to decisions about services, land and buildings.

The principle is a way of bringing ideas about services, investments, resources and assets together under one roof.

It is an approach the service will adopt to change based upon a shared understanding of what that place is for and what it wants to become with partners and communities collaboratively agreeing the joint actions required to make that happen and doing them.

It provides communities and partners with a way to exercise local or regional accountability over decisions taken about the way resources, services and assets are directed and delivered.

We have endorsed the Place Principle because we are committed to strengthening the co-ordination and integration of all place based activity. This means we will:

- consider the benefits of planning, investment and implementation activity at the regional level of place - where that focus could drive faster rates of sustainable and inclusive economic growth.
- ensure that place based work at the local level being led by Midlothian Council and its agencies/partnerships is taken forward in a way that is integrated and complementary of all the work being taken forward in associated policy areas and plans.

- exemplify the behaviours reflecting the core of the principle, working and planning together with our partners and local communities to improve the lives of people, support inclusive growth and create more successful places

In addition the vision for the Place is supported by the following key strategies

- **The Medium Term Financial Strategy (MTFS)**
- **The Council's Capital Strategy (Including Housing Revenue account)**
- **The Climate Change Strategy**

The Council has recognised the need for a strategic step change in the form of the development and agreement of a Medium Term Financial Strategy (MTFS), which sets out budget projections for the next three financial years together with the proposed resource allocation measure that will allow the Council to balance revenue budget for each financial year.

A public consultation visionary exercise carried out in April 2019, supporting development of the MTFS highlighted the following key priorities for what Midlothian should be like in 2040.

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

In addition to the visioning exercise the following key themes were explored as part of the consultation programme:

- **Theme 1: One Council - Working with You, For You** - is underpinned by a commitment to deliver a one council strategy which reduces silo working within services, increases cross party working at a political level and uses holistic approaches which place individuals and communities at the heart of our work.
- **Theme 2: Preventative and Sustainable** - responds to Communities telling us strongly that they want to live in a clean, carbon neutral environment with protected green spaces and improved environmentally friendly community transport options.
- **Theme 3: Efficient and Modern** - recognises that Midlothian Council needs to adapt to change by doing things differently to get improved results and increasing financial sustainability by addressing inefficiencies.

- **Theme 4: Innovative and Ambitious** - recognises our ambition for Midlothian and to make sure it is a great place to grow, now and in the future.

Current transformational work and initiatives in response to the Change programme are aligned with the above themes throughout the services within Place and the service will continue to deliver change, contribute to environmental responsibilities, support economic growth, explore entrepreneurial opportunities and shared services.

The Place service will make a meaningful and measureable contribution towards the Single Midlothian Plan 2019-22, the service actions and key indicators are aligned to the Single Midlothian Plan priorities for 20/21 and are set out in the table below. Key service activities as set out in the following pages.

Housing and Homelessness

Midlothian Council's Rapid Rehousing Transition Plan details the vision for the delivery of Housing and Homelessness services by 2024, which is to have:

“An increased number of homeless households [who] will obtain permanent accommodation, no homeless household will be accommodated in bed and breakfast accommodation, and the average time taken for the Council to complete its homeless duty will have halved from 105 weeks to 52 weeks.”

To do this, we will Implement, review and continue to develop the Rapid Rehousing Transition Plan to deliver against the following actions and report to the Scottish Government in June 2020 regarding year 1 achievements.

Develop the Local Housing Strategy 2020/25, the Strategic Housing Investment Plan 2021/22, a Homeless Prevention Strategy and Action Plan and a Tenant Participation Strategy 2020/21.

Review emergency B&B contract arrangements by August 2020.

Increase the supply of new build affordable housing (including open market purchases) in Midlothian with the new build programme set out in the Strategic Housing Investment Plan 2019/20 – 2023/24.

Implement Midlothian Council's Allocation Policy during 2020.

Implement the approach to housing those with complex needs through a 'Housing First' model and go live in 2020.

Reduce the use of emergency B&B provision supported by the reuse of suitable vacant or vacated council buildings as an alternative option that provides a more supportive and productive environment to homeless households and is also cost effective to the local authority.

Develop and introduce shared accommodation for temporary accommodation.

Transform our approach to void management in order to minimise re-let timescales for permanent and temporary accommodation.

Drive forward transformation of core housing services on to a digital platform, including investigating the business case for Choice Based Lettings and other opportunities arising from move to new CRM and Capita products.

Participate and influence the steering group recommendations in respect of transitioning from the existing Capita Housing operating system.

Review and revise core housing and homelessness procedures to accord with legal duty and good practice.

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

Develop and transform our tenancy support and supported accommodation to improve sustainability of tenancies.

Continue cross team working across housing and homelessness to improve knowledge and experience bringing together as one team.

Transform our approach to working with other departments to achieve a first time response and resolution. Investigate the feasibility of forming an Environmental Team based within the Housing Service.

Roll out the Housing Options Training Toolkit 6 modules for all staff and trauma training level 2 for all staff.

Land and Countryside

The team will continue to target key locations within Midlothian for landscape improvements by the design of new parks and other open space sports facilities and play areas, subject to available funding, with an emphasis on inclusive play equipment. Prepare an Open Space Strategy with the Planning Service to prioritise and determine investment decisions during 2020 for approval by Q1 21/22.

Continue to develop the workforce (including hard and soft landscaping squad) and multi skilling staff to develop career routes and create flexible working across services and in addition generate income through the development of the Hard and Soft Landscape squads, building relationships with private sector house builders to ensure profitability of service provided.

Support the Vogrie Estate feasibility study work and the economic development of the Park. Seek new income streams for Vogrie Country Park and develop the Park as a tourist destination to support local businesses. Events and opportunities include the 'Woodland Dance Project', 'Fire and Light walk' and the introduction of new activities such as Foot Golf, Segways, Disc Golf, Corporate days out.

Continue to design and implement re-design of outdoor facilities through landscape design as part of Early Years Settings expansion programme.

Develop funding bid if approved for Borders Rail Connections paths project.

Maintain green flag status at two of our sites each year and continue to develop parks and open spaces with partnership organisations. In addition, the team will aim to seek a Green flag for the Dalkeith to Penicuik Walkway this year.

Develop an urban tree audit, and safety survey.

Development of Access and Ranger plans for next 5 years.

Maintain meadowland areas within Midlothian to create greater diversity and continue to develop areas of bio-diversity and foster community support.

Deliver an allotments and food growing strategy to comply with the Community Empowerment (Scotland) Act 2015 and review implications for Core Paths plan in line with the Land Reform (Scotland) Act 2016 which replaces elements of the 2003 Act.

Waste Services

Waste Services continues to focus on the Scottish government targets to recycle 70% of all waste by 2025. As a result, work to finalise the Waste strategy will inform the future direction of the service. Once approved, the Strategy will ensure that Waste Services has sufficient plans in place to meet legislative and policy requirements to achieve landfill reduction targets.

The new waste strategy will focus on demonstrate the application of waste hierarchy to reduce, reuse, and recycle. Ensuring waste disposal contracts priorities maximum recycling, that waste services consider the climate impact of the service, seeking opportunities to limit the climate impact of the services approach to service delivery.

The service will also seek to undertake greater customer engagement with Service user as part of delivering customer service excellence.

As part of the waste strategy 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 4,000 properties (546,320 collections annually) being provided for during that period.

Reduce customer complaints for waste services, In-cab technology for the waste fleet will be explored which may give options to provide additional customer focused benefits and improved working practices. Future reviews will continue to explore additional digital options.

Review further charging options for Trade Waste and Bulky uplifts.

Examine options with Edinburgh Council for additional facilities at Millerhill.

Travel and Fleet

Travel and Fleet services will continue to align work with the Climate Change strategy and focus on seeking additional funding for Electric Vehicles and Electric Vehicle Charging Infrastructure, expanding pool car use and continuous review of industry developments regarding environmentally friendly, low- emission vehicles.

Ensure resources and information available for staff to ensure compliance with staff travel policy and review and monitor all transport provided by, or operated on behalf of, the Council on an ongoing basis to ultimately reduce travel costs.

Minimise downtime, through targeted maintenance and replacement with specific emphasis placed on the production of quality management information and implementation of a new fleet management system towards the end the year.

Continue delivery of CPC training to external operators and Council drivers and developing courses for the external market in conjunction with Health and Safety.

Road Services

As Midlothian continues to grow in population, pressure on the road maintenance budget will prove a significant challenge to maintain the road network at current condition levels. Progress will continue with the capital programme for carriageway and footway renewal and improvement schemes. For 20/21 around 45 road improvement schemes will be programmed. Currently 35% of the road network in Midlothian should be considered for maintenance treatment (241Km). The schemes programmed will represent approximately 6km and 5km of carriageway and footway resurfacing respectively.

The Service will implement new requirements as contained in the new Transport (Scotland) Act 2019, with respect to the Council's responsibility for coordinating all road works on our road network. In addition, and as required by the Scottish Road Works Commissioner, the Service will undertake all coordination activities through a new asset management Register administered by the Commissioner's Office. Additionally, and as required by the Improvement Service, the Service will implement the One Scotland Gazetteer statutory conventions for our road network, involving a major review and update of our existing street data.

The team will work with the Scottish government and regional partners to improve and expand active travel and public transport for Midlothian residents.

In relation to road Safety, It seems that serious casualty numbers have increased a little since 2018 although full data for 2019 is not yet available. However, this is less than previous years (2014-2017). Reported slight casualties continue to reduce.

In 2018 the KSI totals fell (from 2017) but remained well above target. The figures for separate road user classes and vehicle types varied widely from year to year. Looking at the 5-year average for car users it fell a little (after several years of increases) and for motorcyclists it continued to increase. The trend for pedestrians was downward but for other users, including pedal cyclists, goods vehicle and bus users, trends were steady or had small increases.

Accidents are caused by many different factors but most involve road user error, with drivers, riders, and pedestrians all at fault to varying proportions. More care and better compliance with the traffic laws are needed to reduce these accidents. The road environment can also contribute and changes to roads can help reduce the chances of some accidents, but the locations are many and varied so it is difficult to make much impact on the accident total through engineering. Road Safety and accidents will be closely monitored this year to determine what additional road safety measures may be required.

Continued progression of Roads Asset Management plan with Society of Chief Officers of Transportation in Scotland (SCOTS).

Further reduce the Council's energy consumption by increasing the use of LED street lighting.

Investigate as appropriate new materials being trialled from both a cost and environmental perspective.

Short to medium term funding deficiencies are likely to impact on the services ability to maintain the road network to an adequate standard, continued focus on exploring alternative and more efficient working practices, particularly with neighbouring authorities.

Review the winter maintenance operations and provide a service within the available budget Investigation of mobile working so that all lighting and road defects can be sent directly to the operatives.

Investigate the feasibility of including Road Construction Consents within e-planning.

Work with the Improvement Service on the Roads Collaboration Programme whilst exploring alternate delivery models.

The Edinburgh Lothians Borders and Fife (ELBF) group of councils continue to meet to consider areas of road services that could be shared across council boundaries. However on a national picture, Transport Scotland are continuing to review the way road services should be Scotland-wide. With this in mind they have asked that a national review be undertaken within the scope of the National Transport Strategy (NTS). The NTS will not be published for another 2-3 years. This has led to the current arrangements with the ELBF Shadow Joint Committee's role being unsure. It is likely that the recommendation from the NTS is a national "regionalisation" of road services and therefore some councils within the ELBF are unsure whether to continue with the current arrangements. This position may well prove detrimental to Midlothian in terms of sharing of resources in the near future.

In accordance with the Flood Risk Management (Scotland) Act 2009, the Service, in partnership with Forth Estuary Local Authorities, published its first Flood Risk Management Plan in June 2016. The Service and our partner authorities are now progressing with preparations for the second Flood Risk Management Plan to be published in June 2022, using updated National Flood Risk Assessment data and enhanced flood modelling. Meanwhile, the Service will continue to work with our partner authorities, and SEPA and Scottish Water, to draw on their expertise in assisting and considering what flood mitigation measures should be undertaken within the County.

Management of the parking enforcement contract and parking restrictions/charges will continue this year to maximise access and safety as well as minimise cost to the council.

Carry out a bottom up service review of Road Services.

Risk, Safety and Civil Contingency's

The work of the Health & Safety element of the team has focussed in recent years on building the tools and systems to enable managers to manage health and safety as effectively and efficiently as possible as well as focus on seeking new Commercial opportunities within the Council and external to the Council. The team will focus on the following for 20/21:

Undertake a detailed exercise across the Council to determine the level of compliance with current Management Arrangements.

Support services to address any shortfall in compliance.

Report findings of performance reviews to the Council Management. Team and Divisional Consultative Groups.

Produce a revised Business Continuity Approach for Midlothian Council.

Continue to develop the health and safety culture maturity within the organisation. A potential barrier to this has been a lack of evidence to confirm where service practice falls short of required standards. The Health and Safety Audits carried out with each Service Managers area has gone some way to create this in initial evidence base.

Ensuring the Council has effective arrangements in place to promote and manage Health and Safety effectively - Full review of Health and Safety policy and management framework undertaken and resources prioritised to address gaps. Action plan developed with team progressing delivery in partnership with East Lothian Council.

Increasing appropriate involvement and expertise in emergency planning and business continuity management.

Implementing a robust business continuity management system.

Building Standards

The Building Standards service communicates its vision and strategy, and sets out performance against strategic goals and targets through the verification performance report which is a strategic planning and management tool that provides information about the local authority. The key priorities this year is therefore to continue to deliver the continuous improvement plan which forms part of this nationally adopted performance framework and is submitted to the Scottish Government.

Planning

Similar to Building Standards, the Planning Team will continue to work on achieving the aims sets out in the Planning Performance Framework (PPF) which is submitted annually to the Scottish Government. The framework provides strategic direction, a plan of service improvements, notable developments and progress, gives background information on how the Planning Team operates and provides statistical information relating to performance. Key priorities for the year include:

Present a Climate Change Strategy and Action Plan to Council for consideration and adoption;

Determine 80% of planning applications within target (2 months for a local application and 4 months for a major application);

Implementation of year 3 of a 5 year Penicuik Heritage project which delivers public realm improvements and investment in heritage assets in the town centre;

Draft and adopt supplementary guidance on the 'Quality of Place' which will be used as a tool to enhance place-making within Midlothian; and

Draft and adopt supplementary guidance on 'Developer Contributions' which will be used as a tool to secure financial contributions towards infrastructure to meet the demands arising from new development.

Implementing the statutory requirements of the new Planning Act 2019 which places additional burdens onto the Planning Service; and

Concluding a service review which is necessary to introduce a more sustainable management structure to the service and direct more resources to determining major planning applications.

Economic Development

Deliver on the objectives identified in the Strategy for Growth 2020-25

Maintain and grow the client reach of Business Gateway services in Midlothian and develop an investment promotion platform [Locate in Midlothian](#) to enhance area visibility.

Complete allocation and drawdown of final LEADER funding to eligible projects and lobby for continuum funding for Midlothian's rural areas

Complete drawdown of Town Centre Capital Funds to applicants and continue to position the government for future funding opportunities and retain a focus on town centres as identified by the Strategy for Growth 2020-25, to commence the TH and CARS scheme at Penicuik, and implement the provisions of the master plan at Newtongrange.

Continue to work with partners to tackle the strategic local transport issues at Easter Bush to enable further unconstrained planned development

Facilities Management

Maintain compliance and review Health and Nutrition of school meals in accordance with new Scottish Government legislation and continue the assessment of food commodities/products for school meal menus in relation to proposed changes in nutritional regulation.

Maintain the high uptake of school meals, especially in High Schools, due to the increase in competition from the High Street retailers.

Increase revenue throughout the commercial sector of catering services: cafes, functions and staff services.

Continue to provide a catering and facilities service that reacts to, and meets the requirements of, the Early Years expansion programme and the Setting the Table guidance which is currently under review.

Continued assessment of new cleaning practices and methodologies.

Review the Cleaning Service across the non-PPP School Estate.

Review the involvement of Facilities Service staff in planned and reactive maintenance delivery.

Review of the Public toilets provisions.

Review service delivery in relation to reduction of disposable packaging.

Building Services

Building Services will continue throughout 20/21 to work on the key service priorities which are set out below:

- Updating and monitoring of database for house condition survey and investment profiles to allow measurement against Scottish Housing Quality Standard milestones.
- Ongoing delivery of the additional programmes of work identified by the house condition surveys to maintain the Scottish Housing Quality Standard for the Councils housing stock.
- To deliver programmes identified under the Energy Efficiency Standard for Social Housing (EESH).
- Ongoing review of mobile working and associated process/procedural changes.
- Asbestos management review.
- Continue to monitor and develop house gas servicing scheduling and procedures
- Implementation of Local Authority Carbon Management Plan and service related projects.
- Implementation of General Services Capital plan programme.
- Energy Management reviews in association within Property Assets.
- Ongoing review of service costs, income and productivity.
- Review of procedures for new local authority procurement regulations.

Housing and School Estate Construction, Major Projects and EWiM

- Provide more social housing to take into account population growth through the completion of Phase 2 and progression of phase 3 of the new build housing programme.
- Continue with a programme of work to improvement and upgrade the primary and high school estate in line with the learning estate strategy.
- Complete office rationalisation within EWiM Phase 2.
- Consolidate depots as part of EWiM Phase 3.
- Progression of Destination Hillend
- Develop plans for services in town centres and Life cycle costing and value engineering for major projects.
- Management of the provision of developer S75 agreements in conjunction with the Section75 Officer and HubCo.

Property Assets

The service will focus on the following key areas this year:

Establishing proposals for future Carbon Reduction targets in respect of Council properties, and seek corporate approval for these.

Working with Energy Partners to developing and bring forward proposals and project plans for the development of energy efficiency projects, including renewable energy, in support of sustainable low carbon energy targets and district heating schemes.

Provision of Energy Monitoring information in relation to Carbon Reduction Commitment and establish benchmark position in relation to Energy usage (kWh/sqm) for major sites (initially).

Completion of all tasks highlighted in recent Commercial Rents Audit within agreed timescales

Working to support Midlothian Economic Development through the letting and sale of PIA properties.

Providing Estates Management/Development input to the design and delivery phase of Destination Hillend; specifically securing outline planning consent and reviewing the Approved Business Case strategy as the project design details develop in order to update Members on capital and revenue implications.

Preparing and re tendering for a 5 year rolling programme of Condition Surveys in support of Asset Management and SPI reporting.

Preparation and completion of Asset Valuation and Insurance to required standards.

Disposal of identified sites in support of Capital Plan within plan timescales.

Acquisition of Shawfair School and Energy Centre site in support of the Shaw fair Local Plan, Education requirements and Climate Change agenda and continued Acquisition of strategic sites to assist in development of the school estate and Housing as required and directed by client group.

Environmental Health

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

Deliver the Scottish Governments Clean Air for Scotland (CAFS) objectives including the review and assessment of air quality in Midlothian to take into account of exposure in proximity to schools located near busy roads.

Deliver statutory duty to identify and secure remediation of contaminated and review contaminated land strategy.

Continue to manage the CO2 gas ingress to properties in Gorebridge.

Seek to enable disabled persons to continue to live an independent life through the provision of disabled adaptation grants for private sector properties.

Protect and develop safe communities through risk assessment and improvement of sub-standard private water supplies.

Protect and contribute to the enhancement of the environment regarding dog control activities and in addition develop and implement a commercial dog walkers registration scheme for Midlothian.

Regulate Health and Safety across Midlothian through the investigation of workplace accidents.

Trading Standards

The key priorities for Trading Standards this year is to restart a programme of test purchase for under-age goods in collaboration with Scottish Borders Council.

Continue to identify and respond, with Police if necessary, to incidents of rogue trading.

Conduct a programme of inspections to businesses identified as of high and medium-risk including at least 20% of tobacco retailers.

Assist Midlothian residents who have complaints against businesses whether local or not.

Input intelligence logs onto the Memex database.

Focus on becoming a more paperless office and increase the use of the Uniform system.

Place Service actions and measures 2020-21

Midlothian

The Place service will make a meaningful and measureable contribution towards the Single Midlothian Plan 2019-22, the service actions and key indicators are aligned to the Single Midlothian Plan priorities and key service activities as set out in the table below.

*Indicator targets will be revised at the end of quarter four allowing previous data trends and 19/20 values to be taken into account.

2020-21

Action	Due Date	Performance Indicator	*Target	Previous Trend Data	Team	New indicator for 2020/21
Single Midlothian Plan Priority: Reduce Health inequalities						
Provide high quality nutritional school meals	31/03/21	% uptake of Primary school meals – aim to maintain at 11/12 level	70%	16/17: 80.3% 17/18: 72.6% 18/19: 70.4%	Catering Services	No
	31/03/21	% uptake on High School meals	45%	16/17: 46.9% 17/18: 44.4% 18/19: 42.2%	Catering Services	No
	31/03/21	% uptake of Free school meals (Primary 1-3)	85%	17/18: 85% 18/19: 85%	Catering Services	No
Progress play area and park improvements works to ensure access for all abilities to Midlothian's Town Parks and Play Areas	31/03/21	No indicator for this action	n/a	n/a	Land & Countryside services	No

Single Midlothian Plan Priority: Support people to attend school and/or gain qualifications

Continue to development workforce skills in Place and provide positive destinations by increasing the number of apprenticeships and trainees	31/03/21	Number of apprenticeships, trainees and positive destination placements across the Place service	Data only	New	Place service	Yes
Meet the educational needs of increased numbers of pupils in Midlothian by facilitating the Implementation of the Learning Estate Strategy including adaptations and extensions to meet changing school and nursery rolls	31/03/21	n/a - Performance measured against construction contract programme	100%	n/a	Property and Facilities Management	No
Secure education sites and requirements	31/03/21	n/a - Performance measured against councils development/ reporting programme	100%	n/a	Property and Facilities Management	No
Undertake programme of work to improve/upgrade Primary School Estate	31/03/21	No performance indicator for this action	100%	n/a	Building Services	No
Undertake programme of work to deliver improvement/upgrade High School Estate	31/03/21	No performance indicator for this action	100%	n/a	Building Services	No

Single Midlothian Plan Priority: Deliver further affordable housing

Complete Phase 2 and Progress Phase 3 of capital plan new build programme	31/03/21	n/a - Measured by Housing indicator below	n/a	n/a	Building Services	No
Designate housing for particular needs with existing and new build stock	31/03/21	Number of social housing completions	100	16/17: 66 17/18: 88 18/19: 116	Housing Services	No
	31/03/21	Percentage of housing units provided for particular needs within existing and new build stock.	10%	16/17: 1 17/18: 14 18/19: 2	Housing Services	No

Single Midlothian Plan Priority: Increase provision of accommodation for homeless households

Prevent homelessness through delivery of an education programme	31/03/21	Number of school homeless prevention presentations undertaken.	80	16/17: 100 17/18: 30 18/19: 30	Housing Services	No
	31/03/21	Reduce our use of emergency Bed and Breakfast accommodation.	Data Only	New	Housing Services	Yes
Minimise re-let timescales for mainstream housing	31/03/21	Re-let time Permanent Properties (calendar days)	45 days	16/17: 48 17/18: 50 18/19: 49	Housing Services	No
Minimise re-let timescales for temporary accommodation	31/03/21	Re-let temporary accommodation properties (calendar days)	35 days	16/17: 31 17/18: 47 18/19: 40	Housing Services	No

Deliver the landlord registration scheme	31/03/21	Percentage if applications incomplete or not complying with the prescribed information requirements at time of application brought to compliance (10% checks required by Scottish Government)	10%	New	Environmental Health	Yes
	31/03/21	Percentage of 'failed to renew applications'	Tbc	New	Environmental Health	Yes
Single Midlothian Plan Priority: Housing: Engage with house builders on insulation, energy efficiency and biodiversity mitigations						
Complete survey and report into EESH compliance of Midlothian social housing. Strategy to be formulated to meet target by 2020.	31/03/21	No performance indicator for this action	n/a	n/a	Building Services	No
Undertake programme of work to upgrade Council Houses to maintain the Scottish Housing Quality Standard.	31/03/21	Percentage of the Councils housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	100%	16/17: 100% 17/18:100% 18//19: 100%	Building Services	No
	31/03/21	Percentage of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	100%	16/17: 100% 17/18: 100% 18/19: 100%	Building Services	No
	31/03/21	Percentage of the Councils housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	100%	16/17: 100% 17/18: 100% 18/19: 100%	Building Services	No
Single Midlothian Plan Priority: New People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.						
Undertake adaptations to houses for those with specific needs	31/03/21	Percentage of adaptations requested and completed	100%	15/16: 100% 16/17: 100% 18/19: 100%	Building Services	No
Seek to enable disabled persons to continue to live an independent life in their own homes through the provision of disabled adaptation grants form private sector properties.	31/03/21	Percentage of referrals for disabled persons adaptations grant applications completed within 28 days.	Tbc	New	Environmental Health	Yes
Single Midlothian Plan Priority: Improve the vibrancy of our town centres and make them more environmentally friendly						
Management and development of the councils extensive land interests at Shawfair including town centre amenities	31/03/21	n/a - Performance measured against councils development/reporting programme	n/a	n/a	Property and Facilities Management	No
Single Midlothian Plan Priority: Economic development: Integrate Midlothian with the regional economy and promote the region internationally						
Deliver on the objectives set out in the Strategy for growth 2020-25	31/03/21	No indicator for this action	n/a	n/a	Economic Development	Yes

Single Midlothian Plan Priority: Economic Development: Improve the skills landscape

Implement the Tyne Esk LEADER Programme 2014/20 in East Lothian and Midlothian eligible areas	31/03/21	Amount of leader funding allocated	Data only	17/18: £1,330,339 18/19: £852,364	Economic Development	No
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Single Midlothian Plan Priority: Economic Development: Increase economic participation

Continue to promote and implement the business support provisions	31/03/21	Number of new Business Start Ups assisted (cumulative)	Data only	16/17: 168 17/18: 158 18/19: 376	Economic Development	No
	31/03/21	Number of account managed businesses accepted by Scottish Enterprise (cumulative)	Data only	16/17: 1 17/18: 2 18/19: 5	Economic Development	No
	31/03/21	Number of inward investment / indigenous investment enquiries received for sites/premises in Midlothian area.	Data only	16/17: 49 17/18: 34 18/19: 139	Economic Development	No
Support and meet the demands of the overarching challenge of driving forward sustainable economic development in Midlothian and undertake annual focus group meetings with local architect's and one to one meetings with major developers currently constructing within Midlothian.	31/03/21	Local target for building warrant assessment at 10 days rather than nationally adopted target of 20 days (applications with Economic Development or People living with disabilities circumstances)	80%	16/17: 95% 17/18: 100% 18/19: 86%	Building Standards	No

Single Midlothian Plan priority: Environment: Implement Penicuik THI/CARS and take up of grant

Investment and actions in town centre, including implementation of the 5 year Penicuik Heritage Project following the submission of stage 2 Heritage Lottery Fund (HLF) and Historic Environment Scotland (HES) funding bid in March 2018.	31/03/21	No indicator for this action	n/a	n/a	Planning	Yes
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Single Midlothian Plan priority: Environment: Increase active travel

Reduce car journeys to school and increase active travel by walking and cycling	31/03/21	Percentage of car journeys to school (annual measure)	tbc	New	Road Services	Yes
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Single Midlothian Plan Priority: Environment: Implement the local biodiversity plan

In partnership with volunteers develop and maintain walking/cycling routes, publicising and promoting opportunities for co-production with communities	31/03/21	Number of volunteer hours in countryside sites	9,000	16/17: 12,415 17/18: 10,932 18/19: 10,728	Land & Countryside services	No
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	31/03/21	Number of individuals involved in Community schemes (BS)	1,800	16/17: 1,580 17/18: 1,771 18/19: 2,431	Land & Countryside services	No
Fully implement quality plans for Midlothian Parks	31/03/21	Number of parks which quality plans have been implemented	6	16/17: 6 17/18: 6 18/19: 6	Land & Countryside services	No
	31/03/21	Number of environmental awards. E.g. Green flags	5	16/17: 5 17/18: 5 18/19: 2	Land & Countryside services	No

Single Midlothian Plan Priority: Accelerate growth through infrastructure upgrades

Continue development of asset management plan (including data collection and system update) through SCOTS	31/03/21	No performance indicator for this action	n/a	n/a	Road Services	No
No action for these indicators	31/03/21	% of A class roads that should be considered for maintenance	Data only	16/17: 20.9% 17/18: 25% 18/19: 27.4%	Road Services	No
	31/03/21	% of B class roads that should be considered for maintenance	Data only	16/17: 29.2% 17/18: 30.46% 18/19: 32.7%	Road Services	No
	31/03/21	% of C class roads that should be considered for maintenance	Data only	16/17: 28.9% 17/18: 33.15% 18/19: 38.4%	Road Services	No
	31/03/21	% of unclassified that should be considered for maintenance	Data only	16/17: 35.3% 17/18: 35.23% 18/19: 37.6%	Road Services	No
	31/03/21	% of total road network resurfaced	1.4%	16/17 1.1% 17/18: 1.3% 18/19: 1.67%	Road Services	No
	31/03/21	% of footpath network resurfaced	1.1%	16/17: 1.7% 17/18: 1.1% 18/19: 0.7%	Road Services	No

Single Midlothian Plan Priority: Environment: Implement climate change strategy

Undertake a programme of works to improve lighting levels in communities as well as contribute to Carbon Emission Reduction Programme through increased efficiency in use of and type of street lighting	31/03/21	Total street lighting carbon emissions (cumulative)	Data only	n/a	Road Services	Yes
	31/03/21	Number of lighting columns replaced	700	16/17: 386 17/18: 511 19/20: 911	Road Services	No
	31/03/21	Percentage of all streetlight repairs completed within 7 days	91%	16/17: 98.5% 17/18: 90.6%	Road Services	No

				18/19: 100%		
Identify and instigate projects, Monitor and support actions to achieve an annual target Carbon reduction in accordance with the requirements of the Climate Change Act.	31/03/21	Reduction in energy consumption on Non Domestic operational property stock per annum	3%	16/17: 47,402 17/18: 50,754 18/19: 47,524	Property Assets	No
No action for this indicator	31/03/21	Percentage of Council fleet which is 'Green'	6%	16/17: 4.68% 17/18: 5.41% 18/19: 5.34%	Travel & Fleet	No
Work towards reducing staff Travel costs council wide	31/03/21	Reduce expenditure on Travel costs (staff)	£375,000	16/17: £538,695 17/18: £535,750 18/19: £520,003	Travel & Fleet	No
Review all Council transport uses to reduce costs base	31/03/21	Achieve 5% reduction in transport costs (cumulative)	£2,123,000	16/17: £3,789,372 17/18: £2,242,000 18/19: £5,683,000	Travel & Fleet	No
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 to reduce waste going to landfill	31/03/21	Percentage of waste going to landfill per calendar year	35%	16/17: 33% 17/18: 40.9% 18/19: 24.6%	Waste Services	No
Approve the Waste Management Strategy to influence the future direction of Waste Services	31/03/21	No performance indicator for this action	n/a	n/a	Waste Services	Yes
Deliver assigned outcomes of the new Climate change action plan 2019-2024	31/03/21	No performance indicator for this action	n/a	n/a	Planning	Yes
Service Priority: Improve health and wellbeing for people living and working in Midlothian and safeguard our communities						
Identify and respond to work relating to incidences of rogue trading (e.g. complaints about driveways, roofing etc.), intervening, disrupting, investigating and working with the police to combat.	31/03/21	No performance indicator for this action	n/a	n/a	Trading Standards	No
Gather information to maintain a good level of intelligence logging on the Memex sharing database.	31/03/21	Number of intelligence logs made	360	16/17: 477 17/18: 365 18/19: 274	Trading Standards	No

Conduct routine risk assessed primary inspections to traders.	31/03/21	Number of primary inspections conducted.	125	16/17: 189 17/18: 153 18/19: 193	Trading Standards	No
Maintain a high resolution rate of consumer complaints.	31/03/21	Percentage of consumer complaints completed within 14 days.	85%	16/17: 86.6% 17/18: 88% 18/19: 90.1%	Trading Standards	No
Conduct a programme of inspections and test purchasing to businesses to enhance tobacco enforcement	31/03/21	Percentage of tobacco retailers visited annually.	20%	16/17: 49.59% 17/18: 19.7% 17/18: 36%	Trading Standards	No
Identify accident cluster sites and implement engineering measures to reduce risk of future accidents	31/03/21	Reduce the number of people killed or seriously injured on Midlothian's roads (Annual measure)	24	16/17: 35 17/18: 44 18/19: 30	Road Services	No
	31/03/21	Reduce the number of children under 16 killed or seriously injured on Midlothian's roads (Annual measure)	3	16/17: 4 17/18: 4 18/19: 1	Road Services	No
Deliver the health and safety audit programme as agreed by CMT	31/03/21	No performance indicator for this action	n/a	n/a	Health and Safety	No
Support the delivery of the Councils Health and wellbeing strategy	31/03/21	No performance indicator for this action	n/a	n/a	Health and Safety	No
Regulate Food Safety across Midlothian	31/03/21	Percentage of those inspections required that are completed in the risk categories High, Medium and Low	82%	16/17: 80% 17/18: 81% 18/19: 82%	Environmental Health	No
	31/03/21	Percentage of all Food and Safety service requests responded to	tbc	New	Environmental Health	Yes
	31/03/21	Percentage of Food & Safety service requests responded to within the 5 working day timescale	tbc	New	Environmental Health	Yes
Deliver Scottish Governments Clean Air Scotland (CAPS) objectives	31/03/21	No performance indicator for this action	n/a	n/a	Environmental Health	Yes
Review Contaminated Land Strategy	31/03/21	Percentage of historic landfill sites monitored identified via risk assessment as requiring intervention	tbc	New	Environmental Health	Yes
Protect and develop safe communities through risk assessment and improvement of sub-standard private water supplies	31/03/21	Percentage of statutory water samples taken from regulated Private water supplies (Cat A) during reporting year	tbc	New	Environmental Health	Yes
	31/03/21	Percentage of Risk Assessments completed in accordance with the agreed plan (100% to be completed by January 2022)	tbc	New	Environmental Health	Yes

	31/03/21	Percentage of private water supplies improved following intervention	tbc	New	Environmental Health	Yes
Protect and contribute to enhancement of the environment regarding dog control activities	31/03/21	Number of out of dog control investigations conducted	tbc	New	Environmental Health	Yes
	31/03/21	Percentage of dog control investigations requiring statutory enforcement action (DCN)	tbc	New	Environmental Health	Yes
Monitor the number of fly tipping incidence on council land and remove within 5 working days	31/03/21	Proportion of fly tipping incidences removed within 5 working days	100%	17/18: 100% 18/19: 100%	Waste Services	No
Service Priority: Develop and implement a programme of continuous improvement and efficiency to develop additional capacity						
Delivery of high quality Facilities Management Services	31/03/21	Cost per square metre cleaned	10.03	16/17: £8.90 17/18: £8.90 18/19: £8.90	Facility Services	No
	31/03/21	Total square metres cleaned per hour	1.2	26/17: 1.25 17/18: 1.25 18/19: 1.18	Facility Services	No
	31/03/21	Monthly number of meals prepared/monthly labour hours across production and dining centres.	10	16/17: 8.9 17/18: 9.8 18/19: 8.2	Catering Services	No
Maintain a rolling review of rents of the Council's non-operational land and buildings	31/03/21	Number of property reviews implemented	25	16/17: 65 17/18: 100 18/19: 28	Property Assets	No
Implement/set programme of office closures within Council Services	31/03/21	No performance indicator for this action	n/a	n/a	Property Assets	No
No action for this indicator	31/03/21	Income identified for the Council by sourcing third party opportunities through land & countryside working on hard and soft landscaping	£500,000	16/17: 285k 17/18: 410k 18/19: 350k	Land & Countryside services	No
Develop additional work streams in Health and Safety to achieve income for the Council	31/03/21	Income achieved by providing additional training courses to external organisations	£75,000	16/17: 39k 17/18: 50.7k 18/19: 24.2k	Health and Safety	No
Explore shared opportunities, services and knowledge with the partners	31/03/21	No performance indicator for this action	n/a	n/a	Road Services	No
Review operation of Fleet and management plant in order to ensure smooth transition to new super depot	31/03/21	No performance indicator for this action	n/a	n/a	Travel & Fleet	No
Continue to deliver a high quality customer focused Building Standards service.	31/03/21	Measure satisfaction relating to key areas including those on delivery, timeliness, information, access and the quality of customer service.	90%	16/17: 90.9% 17/18: 92.5% 18/19: 97.7%	Building Standards	No
Determine 80% of planning applications within target (2 months for a local application and 4 months for a major application).	31/03/21	The time to determine planning applications over the stated period is the key measure in defining customer service as set by the Scottish Government	80%	16/17: 81% 17/18: 86% 18/19: 82%	Planning	No

Place Local Government Benchmarking Indicators

All 32 Scottish councils have worked with the Improvement Services (IS) over past years to develop a common approach to benchmarking, reporting standard information on services that councils provide to local communities across Scotland. Below is a list of standard indicators in the LGBF for the Place Service:

C&L4	Cost of parks & open spaces per 1,000 population
<i>C&L4 Numerator</i>	<i>Community Parks and Open Spaces - net expenditure (£000)</i>
<i>C&L4 Denominator</i>	<i>MYE Population</i>
C&L5b	% of adults satisfied with parks and open spaces
ENV1a	Net cost of waste collection per premise
<i>ENV1a Numerator</i>	<i>Waste collection - Net expenditure (£000s)</i>
<i>ENV1a Denominator</i>	<i>NO-REFUSE-COL</i>
ENV2a	Net cost of waste disposal per premise
<i>ENV2a Numerator</i>	<i>Waste disposal - Net expenditure (£000s)</i>
<i>ENV2a Denominator</i>	<i>NO-REFUSE-COL</i>
ENV3a	Net cost of street cleaning per 1,000 population
<i>ENV3a Numerator</i>	<i>Street cleaning -net expenditure (£000s)</i>
<i>ENV3a Denominator</i>	<i>MYE Population</i>
ENV3c	Street Cleanliness Score
ENV4a	Cost of maintenance per kilometre of roads
<i>ENV4a Numerator</i>	<i>Road and winter maintenance - gross expenditure</i>
<i>ENV4a Denominator</i>	<i>KM of Road</i>
ENV4b	% of A Class roads that should be considered for maintenance treatment
ENV4c	% of B Class roads that should be considered for maintenance treatment
ENV4d	% of C Class roads that should be considered for maintenance treatment
ENV4e	% of U Class roads that should be considered for maintenance treatment
ENV6	% of total household waste arising that is recycled
ENV7a	% of adults satisfied with refuse collection
ENV7b	% of adults satisfied with street cleaning

ECON3	Average time per business and industry planning application (weeks)
HSN3	% of council dwellings meeting Scottish Housing Standards
<i>HSN3 Numerator</i>	<i>Percentage properties meeting SHQS year end</i>
<i>HSN3 Denominator</i>	<i>Properties within scope of SHQS year end</i>
HSN4b	Average number of days taken to complete non-emergency repairs
<i>HSN4b Numerator</i>	<i>Average working days to complete non-emergency repairs</i>
<i>HSN4b Denominator</i>	<i>Non-emergency repairs completed</i>
HSN5	% of council dwellings that are energy efficient
<i>HSN5 Numerator</i>	<i>Properties meeting NHER/ SAP Ratings Year End</i>
<i>HSN5 Denominator</i>	<i>Properties within scope of SHQS year end</i>
ECON1	% of unemployed people assisted into work from council operated / funded employability programmes
ECON2	Cost Per Planning Application
<i>ECON2 Numerator</i>	<i>Planning - Gross Expenditure</i>
<i>ECON2 Denominator</i>	<i>Number of Planning Applications</i>
ECON6	Cost of Economic Development & Tourism per 1,000 Population
<i>ECON6 Numerator</i>	<i>Economic Development & Tourism - Gross expenditure £000</i>
<i>ECON6 Denominator</i>	<i>MYE Population</i>
ECON5	No of business gateway start-ups per 10,000 population
<i>ECON5 Numerator</i>	<i>Number of Business Gateway Start-Ups</i>
<i>ECON5 Denominator</i>	<i>MYE Population</i>
ECON7	Proportion of people earning less than the living wage
ECON8	Proportion of properties receiving superfast broadband
ECON9	Town Vacancy Rates
ECON10	Immediately available employment land as a % of total land allocated for employment purposes in the local development plan
CORP-ASSET1	% of operational buildings that are suitable for their current use
<i>Corp-Asset 1 Numerator</i>	<i>No of Operational Buildings which are suitable for use</i>
<i>Corp-Asset 1 Denominator</i>	<i>No of Operational Buildings</i>
CORP-ASSET2	% of internal floor area of operational buildings in satisfactory condition
<i>Corp-Asset 2 Numerator</i>	<i>GIA which is satisfactory</i>
<i>Corp-Asset 2 Denominator</i>	<i>General Internal Floor Area</i>

Quality Assurance and Self-Assessment

To ensure that corporate quality initiatives can be integrated with and complimentary to service activity, tabled below are details of scrutiny, audits and self-assessment activity for 2021 with indicative dates.

Scrutiny / Self-Assessment Activity 20/21	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
SAFLO Internal assessments on Facility operations												
Benchmarking of Services via APSE performance networks												
CIPFA - Scottish Property Benchmarking Group												
The United Kingdom Cleaning Professionals Academic Service												
Scottish Housing Regulator - ARC												
Audit Scotland												

Performance Management

Service performance is reported quarterly via the quarterly performance reports. Performance information is also included in the Midlothian News (e.g. annual performance supplement in the autumn).

Quarterly performance reports can be found online at: [Quarterly performance reports](#)

Midlothian Councils Balanced Scorecard

The Balanced Scorecard approach provides the Council with a strategic performance management tool which allows each Service area to consider and contribute to core Council outcomes and priorities in terms of planning and performance management.

The following shows the Balanced Scorecard perspectives that are applicable across the Council's Services, though perspectives may be more applicable in some areas than in others and as a result a Balance Scorecard 2020/21 document will be developed and implemented during the 2020/21 performance management cycle.

Customer/Stakeholder	Financial Health
<ul style="list-style-type: none">Improving outcomes for children, young people and their familiesEnsuring Midlothian is a safe place to live, work and grow up inCreating opportunities for all and reducing inequalitiesGrowing the local economy and supporting businessesResponding to growing demand for Housing and Adult Social Care Services	<ul style="list-style-type: none">Maintaining financial sustainability and maximising funding sourcesMaking optimal use of available resourcesReducing costs and eliminating waste
Service Improvement	Learning and Growth
<ul style="list-style-type: none">Improve Community engagementStrengthen partnershipsImprove and align processes, Services and infrastructureManage and reduce risk	<ul style="list-style-type: none">Develop employee knowledge, skills and abilitiesImprove engagement and collaborationDevelop a high performing workforce

Each of the perspectives shown above will be supported by a number of measures and indicators which ensures that the Balanced Scorecard informs ongoing performance reporting and public performance reporting throughout the 2020/21 cycle and also help identify areas for further improvement throughout the year.

Consultations and Engagement

The Service management team have been consulted on the service priorities contained in this plan. Briefings will be provided to all staff to ensure they have an input to the process. The service plan links to the Single Midlothian Plan priorities for 2019/22 which arose from a major public consultation exercise.

A public consultation visionary exercise carried out in April 2019, supporting development of the MTFS highlighted key priorities for what Midlothian should be like in 2040.

In addition to the visioning exercise the following key themes were explored as part of the consultation programme and key deliverables identified across the Council and within the Place service which will be incorporated into plans for the services as well as inform the Single Midlothian Plan going forward.

Equalities

Priorities set out in the Single Midlothian Plan is subject to its own equalities impact assessment. This Service plan has been subject to an Integrated Impact Assessment (IIA) as set out in the following appendix A.



Integrated Impact Assessment Form



Promoting Equality, Human Rights and Sustainability

Title of Policy/ Proposal	Place Service Plan 2020/21
Completion Date	02/03/2020
Completed by	Kevin Anderson
Lead officer	Kevin Anderson

Type of Initiative:

Policy/Strategy ☐

Programme/Plan ☒

Project ☐

Service ☒

Function ☐

Other Statement of Intent.....

New or Proposed ☐

Changing/Updated ☒

Review or existing ☐

1. Briefly describe the policy/proposal you are assessing.

Set out a clear understanding of the purpose of the policy being developed or reviewed (e.g. objectives, aims) including the context within which it will operate.

This document is a service plan, which provides a clear picture of the Services planned activities for the period 2020/21. The service plan contains:

Single Midlothian Plan: overview of the Councils vision and priorities.

Service structure and resource: information about how the service is managed.

Key challenges facing the service currently and going forward into 20/21.

Service priorities including actions and measurements.

2. What will change as a result of this policy?

Midlothian is one of the fastest growing areas in Scotland. In addition the Council is facing a period of significant budget reductions. This service plan endeavours to consider these pressures and ensure that the services are best placed to meet the stated priorities and outcomes of the Single Midlothian Plan.

3. Do I need to undertake a Combined Impact Assessment?

High Relevance	Yes/no
The policy/ proposal has consequences for or affects people	Yes
The policy/proposal has potential to make a significant impact on equality	No
The policy/ proposal has the potential to make a significant impact on the economy and the delivery of economic outcomes	No
The policy/proposal is likely to have a significant environmental impact	No
Low Relevance	
The policy/proposal has little relevance to equality	No
The policy/proposal has negligible impact on the economy	Yes
The policy/proposal has no/ minimal impact on the environment	Yes
If you have identified low relevance please give a brief description of your reasoning here and send it to your Head of Service to record.	

If you have answered yes to high relevance above, please proceed to complete the Integrated Impact Assessment.

4. What information/data/ consultation have you used to inform the policy to date?

Evidence	Comments: what does the evidence tell you?
Data on populations in need	The purpose of this service plan is to highlight key challenges affecting the service and to provide an overview of future developments. Further, it allows employees to understand how their work contributes to the Service's objectives and upwards to the Single Midlothian Plan, and its success in achieving those aims.
Data on service uptake/access	
Data on quality/outcomes	
Research/literature evidence	
Service user experience information	It is therefore very people orientated and accordingly could impact on all protected characteristics, those being: age, disability; gender re-assignment; marriage & civil partnership; pregnancy & maternity; race; religion and belief; sex; and sexual orientation, as well as those on low incomes.
Consultation and involvement findings	
Good practice guidelines	
Other (please specify)	
Is any further information required? How will you gather this?	<p>Periodic service reviews will take place throughout the year and it is anticipated that those reviews may highlight issues which could impact adversely on the protected groupings. Reviews being progressed will ensure that any groups that are adversely affected by service changes are assessed and mitigating actions put in place.</p> <p>With regard to changes in service delivery and procurement; it must be ensured that our suppliers and contractors either have their own Equality and Diversity policies or a written commitment that they subscribe to that of Midlothian Council.</p> <p>Finally, it is important that all services understand the profile of their employees and customers. Existing information will be greatly enhanced using the outcome of the HR workforce plan. Services such as this should be planning a consultation exercise to understand the needs of their customers over the next 12 months. This will provide updated and sound needs-based data and information for future service planning and delivery.</p>

1. How does the policy meet the different needs of and impact on groups in the community?

	Comments – positive/ negative impact
<p>Equality Groups</p> <ul style="list-style-type: none"> • Older people, people in the middle years, • Young people and children • Women, men and transgender people (includes issues relating to pregnancy and maternity) • Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems) • Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers) • Refugees and asylum seekers • People with different religions or beliefs (includes people with no religion or belief) • Lesbian, gay, bisexual and heterosexual people • People who are unmarried, married or in a civil partnership. 	<p>Currently there is no evidence that any group or community is discriminated against by the policies or services delivered by Place.</p> <p>This service plan is intended to benefit the workforce and the service customers. Crucial is the need to ensure that the services provided meet the needs of all our customers and employees in a fair, equal and sustainable way.</p> <p>This may include, for example, ensuring the workforce is more representative of equality groups to more fully reflect the diversity of the community it serves. In whatever way the plan impacts on the workforce, it will be important for the Council to continue to develop and implement good practice in relation to equality and diversity issues and its role as an employer. This impacts on recruitment and employment practice, service redesign and the development of new and extended roles. Key to this is a focus on the employee governance framework and staff surveys. This will ensure best practice remains up to date.</p> <p>Working in partnership with other organisations and groups as well as developing consultation and engagement practices with customers will help to ensure that customers' needs are better understood, and services planned and provided are needs-based.</p>

	This service forms part of Midlothian Council which is committed to promote equality of opportunity, foster good relations, and eradicate unlawful discrimination. This priority value is being driven forward at all times and underpins all that this service plans, does and provides.
Those vulnerable to falling into poverty <ul style="list-style-type: none"> • Unemployed • People on benefits • Single Parents and vulnerable families • Pensioners • Looked after children • Those leaving care settings (including children and young people and those with illness) • Homeless people • Carers (including young carers) • Those involved in the criminal justice system • Those living in the most deprived communities (bottom 20% SIMD areas) • People misusing services • People with low literacy/numeracy • Others e.g. veterans, students 	<p>Currently there is no evidence that any group or community is discriminated against by the policies or services delivered by Place</p> <p>This service forms part of Midlothian Council which is committed to promote equality of opportunity, foster good relations, and eradicate unlawful discrimination. This priority value is being driven forward at all times and underpins all that this service plans, does and provides.</p>
Geographical communities <ul style="list-style-type: none"> • Rural/ semi-rural communities • Urban Communities • Coastal communities 	As above. This ethos applies irrespective of geographical community.

2. Are there any other factors which will affect the way this policy impacts on the community or staff groups? No.

3. Is any part of this policy/ service to be carried out wholly or partly by contractors?

If yes, how have you included equality and human rights considerations into the contract?

Yes. Contractors will be involved in carrying out specific projects following any necessary procurement exercise which will include equality and human rights issues as required.

4. Have you considered how you will communicate information about this policy or policy change to those affected e.g. to those with hearing loss, speech impairment or English as a second language?

Quarterly reporting on services is available through the Council's web site.

Information published by Midlothian Council can be provided on request in many of the community languages and also in large print, Braille, audio tape or BSL. For more information please contact the Equality, Diversity and Human Rights Officer on 0131 271 3658 or email equalities@midlothian.gov.uk

9. Please consider how your policy will impact on each of the following?

Objectives	Comments
Equality and Human rights	
Promotes / advances equality of opportunity e.g. improves access to and quality of services, status	Every opportunity will be taken to ensure equal access to services.
Promotes good relations within and between people with protected characteristics and tackles harassment	The service plan aims to treat all equally in line with the council ethos of tackling harassment, victimisation and unlawful discrimination.
Promotes participation, inclusion, dignity and self-control over decisions	The service plan aims to promote participation, inclusion, dignity and self-control over decisions.
Builds family support networks, resilience and community capacity	N/a
Reduces crime and fear of crime	N/a
Promotes healthier lifestyles including <ul style="list-style-type: none"> diet and nutrition, sexual health, substance misuse Exercise and physical activity. Life skills 	<p>The service is continuing to promote and deliver healthy nutritious school meals.</p> <p>Promote and encourage positive destinations</p> <p>Promote and encourage greener spaces and leisure spaces as well as active travel to encourage physical activity.</p>
Environmental	
Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)	<p>Actions have been identified and will continue to be monitored/delivered in response to the requirements of the Climate Change Act and associated Council Climate Change Policy and action plan.</p> <p>Environmental Service priorities along with actions and indicators are set out in the above plan including</p>
Plan for future climate change	
Pollution: air/ water/ soil/ noise	

Protect coastal and inland waters	measure to continue to reduce waste to landfill and increase recycling rates, reduce carbon emissions through our Fleet, properties, street lighting and travel arrangements, sustain green flags for open spaces as well as improve our green and open spaces to encourage physical activity.
Enhance biodiversity	
Encourage resource efficiency (energy, water, materials and minerals)	
Public Safety: Minimise waste generation/ infection control/ accidental injury /fire risk	
Reduce need to travel / promote sustainable forms or transport	
Improves the physical environment e.g. housing quality, public and green space	
Economic	
Maximises income and /or reduces income inequality	Continue to expand and increase opportunities for income generation, assist business starts up and encourage economic growth via our growth economic strategy.
Helps young people into positive destinations	
Supports local business	
Helps people to access jobs (both paid and unpaid)	Services support and promote positive destinations and apprenticeships.
Improving literacy and numeracy	Economic Service priorities along with actions and indicators are set out in the above plan.
Improves working conditions, including equal pay	
Improves local employment opportunities	

9. Is the policy a qualifying Policy, Programme or Strategy as defined by The Environmental Impact Assessment (Scotland) Act 2005?

No.

10.Action Plan

Identified negative impact	Mitigating circumstances	Mitigating actions	Timeline	Responsible person
None noted				

10.Sign off by Director of Place



Name Kevin Anderson

Date 02/03/2020