

Progress Against Strategic Outcomes

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

“Midlothian – a great place to grow”.

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

The top three priorities for 2019-22 are:

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

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

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

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

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

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

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

Best Value

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

City Deal

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

Route Map through and out of the crisis

Midlothian and its communities are facing an unprecedented challenge in how we respond to a global pandemic with far reaching consequences for thousands of people locally. Across Midlothian Council, staff have adapted to working completely differently, delivering more services remotely and trying to maintain business as usual whilst supporting people through the crisis. At the same time, many of our staff were forced to shield and isolate, unable to work, or having to undertake reduced duties. Whilst this experience has been extremely challenging, it has also acted as a catalyst for change. There are things we paused or stopped doing and we've also started doing lots of new things. These are outlined in the Midlothian Route Map through and out of the crisis which was approved by Council in June 2020.

The introduction of Midlothian's Route Map through and out of the crisis seeks to both support recovery and to retain the best elements of the transformation which took place in response to Covid-19. The strategy for recovery, as we continue to respond and emerge from this crisis, is based on the creation of a Wellbeing Economy, designed to achieve wellbeing, inclusion and fairness for our communities and to protect and enhance our environment. The overarching principle is that in delivering services, whether commissioned internally or externally, that we keep our communities, our employees and our environment safe minimising exposure to Covid-19, or any other harmful agent, at the same time as meeting our commitment to being carbon neutral by 2030.

The Route Map builds on our 9 drivers for change which were approved by Council in June 2019 and are shown in table 1 and also identifies priority interventions to support recovery

Holistic Working	Hub and Spoke	Modern	Sustainable	Transformational	Preventative	Asset Based	Continuous Improvement	One Size Fits One
<ul style="list-style-type: none"> One Council - joined up - Services All through support, minimising transition points 	<ul style="list-style-type: none"> Local by default supported by 4 Locality Place Teams Minimal services delivered centrally 	<ul style="list-style-type: none"> Digital by Default Place based front facing services Home working for those services able to be delivered at home Digital, rather than physical, attendance at meetings 	<ul style="list-style-type: none"> Climate Change commitment to be Carbon neutral by 2030 Minimising travel by committing to working as locally as possible 	<ul style="list-style-type: none"> This strand supports the delivery of the other 8 drivers for change 	<ul style="list-style-type: none"> Continued investment in early intervention and prevention as a priority 	<ul style="list-style-type: none"> Local by default Only retaining physical buildings where required Maximising opportunities for social housing solutions Eliminate homelessness 	<ul style="list-style-type: none"> Committed to achieving "better than our previous best" 	<ul style="list-style-type: none"> Our Citizens come first and are known as individuals and experience services appropriate to best meet their needs

Priority interventions to support recovery:

- Economic Renewal
- Accelerated Capital Programme for Housing and the School Estate
- Education Recovery Plan
- Hub and Spoke Place Service Delivery
- Health and Social Care Transformation
- Digital by default, Remote working and Carbon Neutral by 2030 approaches to the workplace and active travel

Midlothian: Listen and Learn Report

Working in partnership with Nesta, an innovation foundation, we interviewed staff from across the council who shared their experiences during the pandemic and the Midlothian: Listen and Learn Report was created. The report sets out a really ambitious future and is split into the following main themes which all contribute to our commitment to being Carbon Neutral by 2030:

- Valuing community (building on #kindnessmidlothian)
- Remote/flexible working
- Digital first
- Leading new ways of working.
- Education

The Service Plans for 2020-21 were updated in September 2020 to reflect our recovery from Covid. The Plans now reflect Midlothian Council's Route map and the Nesta recommendations. Service performance measures were reviewed and revised as part of this exercise.

Progress of Single Midlothian Plan Themes in 2020/2021

Adult, Health and Care - Achievements

Responding to growing demand for adult social care and health services

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

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

Aligned to Midlothian Council's covid recovery route map the Midlothian Health and Social Care Partnership has put in place a 'Remobilisation Plan'. The plan sets out an ambitious four-phase approach and sets out our recovery priorities.

Integration

Midlothian Health and Social Care Partnership (HSCP) is progressing work to implement the ambitions of the Strategic Plan while managing the impact of the COVID-19 pandemic. The Remobilisation Plan priorities in Q2 included reinstating care home visiting, continued support to people who were shielding, launch of a GP publicity campaign to encourage self-management, and increased digital options for people to access support and implementation of a detailed recovery action plan locally.

The scale of the pandemic resulted in Midlothian Council and the Midlothian Community Planning Partnership devoting much of their time and collective resources to responding to the welfare needs of the population. Midlothian Health and Social Care Partnership established a dedicated COVID Team that reported daily to its Senior Management Team. This team kept staff within the HSCP informed of developments and sources of advice and assistance on such matters as personal protection equipment.

A Working Group, involving representatives from Volunteer Midlothian, Communities and Life Long Learning Service, and the Midlothian HSCP, was established and it created a suite of guidance on volunteering for front-line community responders, and for distance volunteering (e.g. telephone befriending). Midlothian HSCP subsequently made a commitment to volunteering and agreed to recruit a Volunteer Service Manager.

The Shielding Team continued to support people until the end of August. This team was established to provide support and services to people who were shielding (approximately 3,000) as a consequence of underlying health conditions. This support included referring 'shielders' to the hubs and community groups for support with shopping, food and prescriptions.

Inequalities

Health and Social Care services remain committed to contributing to reduce health inequalities. Local people, the third sector, public sector and private sector created a plan to prevent type 2 diabetes. Some programmes to support people most vulnerable to health and other inequalities continued during Q2, others were delayed as a result of the pandemic. Support to people in homeless accommodation was delivered in a different way but did continue, as did support to people engaged with mental health, substance misuse, and social work and justice services. Some programmes, such as the one involving pregnant women who smoke, and the Type 2 Diabetes prevention work was delayed in Q2 until early September.

Learning Disabilities

Implementation of a framework for providing positive behavioural support within Midlothian has been completed and continues to receive support from all stakeholders. Implementation has been impacted by COVID19 but the steering group has now reconvened and the training subgroup will reconvene early November.

The project to review and redesign day services to reduce costs including transport was suspended due to COVID19. This is now being progressed as part of the Remobilisation Plan with a focus on re-establishing and building up centre based services within the restriction of current guidance and supplemented by home based, community based, and on line using new models of support.

Work continues to progress plans in relation to housing, both short term by making best use of the property available and longer term by ensuring needs as considered as part of the Phase 3 Housing Programme. Despite COVID there has been significant progress at the Bonnyrigg High Street site and Primrose Lodge in Loanhead.

Older People

Older Peoples services have seen an increase in referrals across most services as an impact of COVID19. There has been an increase of around 15% to referrals to the Social Work duty team, an increase in the number of

unpaid carers looking after an older person seeking support through VOCAL, and increase in demand for Care and Home services, and an increase in the number of crisis/emergency situations due to some older people's services still remaining closed. Day care and respite services remain closed, however plans are in place to attempt to re-establish these to provide some respite/short break to individuals and their unpaid carers.

The care home support team have commenced the flu vaccination programme with the residents in the care homes and once the residents are complete they will vaccinate all staff. This has been welcomed by the care homes and supported by the GP practices. The care homes have been highly effective and resilient in keeping Covid out of the homes in the second quarter. They are highly committed to work with all partners to maintain high standards of infection control and compliance while providing a homely and stimulating environment for all residents.

Plans for the development of extra care housing complexes across three sites in Midlothian is ongoing with Spring 2022 proposed for completion. A review of Intermediate care and rehab services is underway to review and explore improved pathways for individuals ensuring they receive the right care in the right place at the right time. The third sector continue to support individuals and their families in the community and have been creative in identifying other means of support through weekly telephone calls, meals delivery service, newsletters and technology enable care to keep people, connected as an alternative to face to face support that has been suspended due to Covid. This is continually reviewed through the older people's planning group which has been meeting on a 4 weekly basis and attendance has been particularly high.

Carers

Since implementation of the Carers Act in April 2018, there have been considerable changes in funding, service demand, legislative requirements and duties on Local Authorities and Health Boards. Existing carer support contracts have been in place for a number of years, and it was assessed that in light of the significant changes in the unpaid legislative landscape combined with the contract of the main services provider coming to an end (March 2020), that a period of review and consultation leading to recommissioning of services was necessary to best serve carers moving forward. Agreement to this process was sought from and agreed by the Contracts and Commissioning Group; enabling a one year extension to existing contracts (due to end March 2020) to facilitate this process. Actions to follow through on this work began in Q4 2019/20, with a schedule of review, consultation and procurement through 2020/21; new contracts planned for April 2021. Due to the impact of the pandemic in early 2020, the timescale for completion of the work required to be adjusted, with timescales revised for new contracts to begin in July 2021. The consultation phase has recently ended and we are in the process of reviewing the data and drawing up the service specification of the new contracts. Tender will be opened at the beginning of January 2021 (Q4), with new services starting in July 2021.

Mental Health

The Mental Health Strategic Planning group developed the Mental Health Action Plan reflecting the priorities set out in the Midlothian HSCP Strategic Plan. Primary Care Mental Health Nurses are in 11 practices and from the end of November all 12 practices will have a Primary Care Mental Health Nurse. Evaluation of the impact of primary care nurses is being developed.

Midlothian Access Point has now re-started and people can access the service directly via email and then will be allocated an assessment.

In September consultation on the recommissioning of community mental health and wellbeing supports currently delivered by Health in Mind started; this involved key stakeholders staff and third sector colleagues working across the HSCP, as well as consultation with people who use services through a paper questionnaire, online survey monkey, focus groups and individual interviews. The consultation for people who use services was facilitated by CAPS Independent Advocacy. A working group is developing the service specifications for commissioned mental health and wellbeing services and supports. The Invitation to Tender will be issued in January 2021.

Adults with Long Term Conditions, Disability and Impairment

It has not been possible to progress the creation of Audiology clinics in the Midlothian Community Hospital due to the pandemic. This has however brought an opportunity to look at potential new technologies which could facilitate more local provision.

Awareness training sessions for HSCP staff, provided by Deaf Action and RNIB have also not been possible due to the pandemic and training over Zoom or Teams cannot provide practical, hands on training.

In response to the current closure to the public of the Audiology Department due to Covid, we have recruited volunteers to uplift peoples' faulty hearing aids from their homes. They will deliver the aids to MCH for an Audiology technician to repair, and then return the repaired aids back to the individuals. This service is due to start on 27th October.

Community Safety – Achievements

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

Quarter 2 has continued to bring challenges with the COVID pandemic and much resource has been required in many areas in response such as Environmental Health as the test and protect system begins to identify locations associated with positive cases as well as the changes to the regulatory position and associated guidance. Similarly our Health and Safety team have been supporting the challenges of workplace risk and contingencies. Additional cleaning services have been implemented to carry out touch point cleaning throughout the day and sanitising/fogging of classrooms within schools where positive Covid cases are reported. In support of businesses,

Justice Service

The 2019/20 financial year saw a new approach taken to the delivery of unpaid work in Midlothian. The team work alongside community groups and organisations to undertake a variety of projects that have sought to promote clients' engagement in their communities whilst making reparation (payback) to those communities who experience the highest levels of crime and anti-social behaviour.

This has been a significant change in the practice of the team and developing and maintaining the close working relationships with community groups has allowed the Justice team to support these organisations and communities as they started to deal with the impact of COVID19 in March 2020. The team supported the establishment of food banks providing hot food to the most vulnerable in the community and also assisted by delivering hot food and food parcels and in supplying the food banks by transporting donated food from supermarkets.

There is now an established pathway created for people who do Peer Support Training and are interested in volunteering. Next steps include looking into providing SVQ's to support people into employment. Further, the Peer Support Development Worker is working in partnership with HMP Edinburgh to develop peer support in the prison for Midlothian men and women. The plan is to build a supportive relationship during their sentence, identify barriers prior to release (e.g. benefits, housing, bank account, photo identification, prescriptions), and aid a smooth transition back into the community. This service will also be available to those on remand who currently cannot access support services.

Substance Misuse

Key services based in Number 11 in Dalkeith continued to provide services including outreach treatment, injecting equipment provision [IEP], naloxone, information/advice and door step deliveries of Opiate Substitute therapy [OST] and other medication to those shielding or self-isolating through both the initial lockdown period and the subsequent months. Despite Covid restrictions impacting service delivery the Midlothian Substance Misuse service instigated an outreach model to those individuals who were most at risk both current patients in service and also offering support and treatment to those individuals identified through who were not currently in service. This is over and above the patients normally seen through other aspects of service delivery.

In the early phases of lockdown, there appeared to be a potential risk that as normal drugs of choice became more scarce or expensive that people may turn to other available substances whether they are safe or not. As a consequence MELDAP issued information regarding a "Stick don't Twist" leaflet, advising people who use drugs to keep to known patterns of drug use.

In July/August, there were concerns about the availability in some communities of what would appear to be illicit Diazepam tablets and also Etizolam and Alprazolam [Xanax] whose quality is variable but would appear to be much stronger. These tablets are likely to be used in conjunction with other drugs [poly drug use] increasing the level of risk. Alerts and Intelligence were [and are] shared between Police Scotland, MELDAP and Drug Treatment and Support services to ensure that officers/workers had information to support harm minimisation information and support to people who use drugs. MELDAP created a specific multi-agency group which includes people with lived experience to examine a range of issues around the use of diazepam and illicit benzodiazepines.

Road Services - The Capital roads programme for carriageway and footway renewal/improvement schemes commenced at the end of June 2020, following easing of Covid-19 lockdown restrictions. At the end of Q2, 25% of 24 individual carriageway schemes were completed equating to 1.64 km of carriageway resurfacing.

Improvement works to ensure access for all abilities to our Towns parks and play areas continue to progress with work completed for Scots Corner early learning and childcare centre in Penicuik. Ongoing works for various other sites are ongoing including a consultation phase with primary schools throughout the area. In partnership with volunteers the landscaping team remains focused on developing and maintaining walking and cycling routes, taking opportunities to publicise and promote co-production with communities.

Getting it Right for Every Midlothian Child - Achievements

Improving outcomes for children, young people and their families

Foster Carers and Adopters - e currently have 44 foster carers who currently look after 54 children and young people and therefore are at capacity and working hard to support vulnerable children and families, some have converted into adult carers to support Continuing Care placements. Though a number of foster carers also retired during 2019/20 though we have been fortunate to replace many of our fostering population. Though Covid-19 has had an impact on our ability to recruit in the way we normally would the team are using available technology and have already ran a number of Preparation Groups. Our foster carer input has been excellent during the pandemic and despite a number of anxieties, they continue to accommodate children as well as help and support family contact.

Adoption and Permanence Planning - Despite the impact of Covid19 Midlothian Council continue to run a permanence service. The Care Inspectorate did an unannounced visit in February 2020 and the service received a very positive report where the evaluative Grades awarded were all 'Good'. The Care Inspectorate commented on the quality of our own internal mechanism for recruiting adopters (and foster Carers) and asked that this be continued.

Residential Care Homes - Our care homes continue to provide residential care for up to 9 young people with one emergency bed. Our residential care staff have proved to be excellent during the pandemic and have gone above and beyond to support our most vulnerable looked after population. This includes working longer shifts, covering locum cover to reduce the footfall in our care homes and in some instances leaving their own family environment to provide a consistent high level of care to our young people.

Kinship Care - Midlothian's Kinship Carers continue to be a key resource for children and young people who can no longer remain with their parents and we currently have 69 children placed in kinship care. Children's services remain committed to supporting kinship carers both financially and emotionally to ensure that all placements are offered the right support when needed. This was borne out in the recent increase in allowances which was also awarded to Kinship Carers. The PACE statistics for 2018/19 illustrate that the majority of children (70%) who are unable to live with their birth parents, were provided with a secure and stable setting through a kinship arrangement. This is in line with our policy direction to secure children within an extended family arrangement wherever possible.

Hawthorn Family Learning Centre - was a key part of providing support to vulnerable families during lockdown and summer 2020. Over 18 weeks Hawthorn supported 121 children from 63 vulnerable families. Hawthorn gained approval from the Care inspectorate to temporarily change their registration to provide support from birth to 16 to ensure families could be supported together. As a consequence of the ongoing need for family group and sibling support Hawthorn has now had a permanent variation to provide day care for children from birth to the end of primary school.

While some of Hawthorn's normal activities and groups remain on hold due to COVID restrictions nursery placements have resumed and a number of families who were supported during lockdown have remained at Hawthorn. Hawthorn has also started providing 3-5 placements as part of Early Years expansion. Given the new experiences prompted by COIVD Hawthorn has sought further feedback from service users, staff and partners and is in the final plan for redesign and review will be shared in Q3 with a view to a formal review recommencing.

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

Raising Attainment – This is a key improvement area identified as part of the findings from the recent joint children's services inspection. In order to progress this area of work a further sub group has recently been established which will report to the GIRFEMC board. This group will also ensure that all the work undertaken across the community planning partnership is set out in a plan with identified actions to take forward. The strategic planning group shall have the responsibility of ensuring the plan is taken forward and to bring a progress report to the GIRFEC Board on a 6 monthly basis

Education

The Education Plan sets out 5 key priorities aligned to the key strategic priorities set out in the Single Midlothian Plan to reduce inequalities in learning outcomes, health outcomes and economic circumstance:

- Priority 1 Attainment and Achievement
- Priority 2 Included, Involved and Engaged: Wellbeing & Equity
- Priority 3 Self-improving system
- Priority 4 Life-Long Learning and Career Ready Employability
- Priority 5 Finance & Resources

CfE attainment data was not gathered or reported on at a local or national level due to the impact of the pandemic and the closure of schools. The education service has gathered in estimated data and although this cannot be used for accountability and reporting purposes the data will be used to track progress towards future achievement. Schools will be supported and challenged to develop robust tracking and monitoring systems and a minimum data set will support this work. The creation of curriculum frameworks will ensure a consistent focus on progression across the BGE. Due to the pandemic early years teams pedagogues have been placed in settings to develop work across the early level and the continuum of experiences from ELC to P1.

The established ASN Strategic group will analyse data from early level to senior phase to identify where intervention is required to close the gap prior to the senior phase. The GIRFEMC Board has established a multi-agency group to provide robust performance management and quality improvement with key targets including; reducing exclusions; increasing attendance and ensuring joined up support for pupils with additional support requirements, improving referral processes for additional support services and ensuring joint forward planning.

A 3 year plan has been developed and will be taken forward by the Nurturing Authority Strategic Group. The Early Years GIRFEMC subgroup have successfully bid for funding to pilot an innovative tier 1 intervention across the Mayfield area through the NHS Board to continue support to families with nutrition and healthy lifestyles. Almost all eligible 2, 3, 4 year old children will have 1140 hours in place by the end of October. Ongoing support has been provided to schools by the Educational Psychology Service to implement the education health and wellbeing recovery programme and the Midlothian Schools Counselling Service, delivered by MYPAS is now being rolled out across our schools.

During the emergency response period an Education Strategic Group was established to co-ordinate critical childcare and support for our more vulnerable children. The Education Strategic Group is now well placed to take forward our ambition to develop an empowered system with decision-making and improvement being driven by those working closest to our children and young people. The Scottish Government Insight Professional Adviser is assisting the local authority in the delivery of data literacy professional development sessions to improve self-evaluation.

Good progress has been made with the implementation of the Learning Estate Strategy, including the submission of our bid to the Scottish Government for Phase 2 Learning Estate Programme funding. The Glencorse PS statutory consultation is ongoing and public consultation process draws to a close 13 November at which point the education service will prepare a report for council.

An ambitious plan to transform the digital learning tools available to young people in Midlothian schools has been articulated in report format and delivered as a presentation to the Education Cross Party Group and to stakeholders within Education. Next stages to progress this area include ensuring full consultation with Digital Services colleagues and identifying a funding route to support the delivery of this outcome.

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

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

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

Improving Opportunities Midlothian - Achievements

Creating opportunities for all and reducing inequalities

Blended CLL and Employability Learning Offer for Adults and Young People

CLL staff have undertaken consultation with learners and stakeholders on their preferred learning models. Small socially distanced face to face groups were preferred by all as their first choice of learning. The team have developed and refined their Covid 19 learning offer to reflect the needs of both young people and adults offering 1;1 outreach, small group work and online learning including foundation apprenticeships, Nat 5 Maths, literacy and numeracy, wellbeing and targeted employability programmes. CLL have both created and are delivering a learning offer for 100 young people across the 6 secondary schools who had planned to leave school in June to seek work. The PAVE and PAVE 2 programmes for 56 young people have been revised with a new more direct referral route in place to support young people in S4/5, one to one support for vulnerable young people aged 16-19 has been expanded by additional resource transfer from Children and Families. Contracts have been awarded by the DYW to CLL for adult employability work delivering short courses in customer service and construction, The parental employability support programme funded by Scottish Government has been launched with staff recruited to the 2 posts and initial client referrals. The CLL service has taken over operation of Penicuik Town hall and is developing a user led management committee, similarly a user groups led management committee is being established for the Dalkeith Woodburn Community hub buildings (Aim High /MARC/Grassy Riggs).

Sport and Leisure - Sport & Leisure Services resumed operations at all sites on a phased basis from 31st August 2020 in line with Scottish Government guidelines. COVID19 restrictions are in place to protect the public and staff members, these include staggered activity start and finish times, all sessions are required to be booked and paid in advance online or by phone, limited capacities in each activity and the generic physical distancing, hand sanitising and use of face covering practices that are the norm in most public spaces. Community sport and activity clubs and other external lets have resumed where the current guidance, facility availability and reasonable Covid modifications has allowed. Newtongrange Leisure Centre has been utilised to accommodate Midlothian residents with pre-existing health conditions who access the Midlothian Active Choices (MAC) and Ageing Well programmes to provide safe, specific support to that vulnerable client group. Tier 2 weight adult weight management (Get Moving with Counterweight) and paediatric weight management (Get Going) courses are scheduled to resume at the end of October should Covid restrictions allow. Sport & Leisure Services has supported Midlothian HSCP colleagues in delivering Flu Vaccination clinics and Let's Prevent, the Type 2 diabetes prevention programme by accommodating and integrating those services within Sport & Leisure facilities and programmes. Sport & Leisure Services via its Ageing Well and MAC programmes is directly involved in the Falls Prevention strategy and pathways for those experiencing or at risk of falls.

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

Sustainable Growth - Achievements

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

During Quarter 2, the Council approved the Climate Change Strategy at its meeting in August 2020. The Strategy incorporates an Action Plan with a number of initiatives and ongoing programmes which together are helping to reduce our emissions and carbon footprint.

Locality Place Service Delivery

As a consequence of the recent pandemic emergency a Locality approach to service delivery is being developed in conjunction with community planning partners for localised support, and the incorporation of enhanced ICT capabilities will bring opportunities for improved cross service working and efficiencies in the use of resources, localisation of services essential for future service delivery resilience. The rapid and reactive changes forced upon the Council as a result of the COVID pandemic has resulted in greater use of technology and a review of service requirements which in the medium to longer term will see a more rapid move towards improved performance and enhanced outcomes than was envisaged prior to the pandemic. The opportunity to review and redesign services that the pandemic has provided will result in a more strategic review of operational sites within local communities in order to better meet both service delivery requirements and efficiencies and local community and resilience planning needs over and above pre – pandemic.

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

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

Waste - Waste Services successfully applied for £20,000 of funding from Zero Waste Scotland to implement social distancing measures at the two Recycling Centres which will allow Penicuik Recycling Centre to re-open in quarter 3. This quarters community waste activities have focussed on supporting the reuse cabin at Stobhill recycling centre and continued support from community clear ups and litter picks.

Homelessness and Housing Services - There has been continued progress made towards ending the use of emergency bed and breakfast accommodation for homeless households. This is principally being achieved by expanding the shared accommodation project detailed in the Rapid Rehousing Transition Plan and utilisation of shared accommodation services. This has resulted in an increased number of properties that would normally be let as permanent tenancies being transferred to the temporary accommodation letting stock. This has partly been offset by flipping over temporary occupancy agreements into permanent Scottish Secure Tenancy Agreements at the request of households, reducing the time households spend in temporary accommodation, in accordance with the revised Housing Allocation Policy.

New build site opportunities are currently being considered at Shawfair (2 sites) and Roslin providing an additional 100 affordable rented properties. These sites are not currently included in the Council's affordable housing programme and will be included in the revised Strategic Housing Investment Plan to be submitted to the Scottish Government in December 2020.

Economic Development - Administered the Newly Self Employed Hardship Fund and Covid Business support packages delivered between April and August 2020, with new packages coming forward for quarter 3 with £161,000 of funding being awarded in total.

Additional Areas of Interest

Internal Council actions/activities supporting the delivery of agreed outcomes

Growing Council

Midlothian is projected to have the highest percentage change in population size of all council areas in Scotland. Between 2018 to 2028, the population of Midlothian is projected to increase from 91,340 to 103,945. This is an increase of 13.8%, which is on contrast to a projected increase of 1.8% for Scotland as a whole.

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

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

The approved, Capital Strategy sets out infrastructure required to meet those demographic pressures and includes the financial contributions Midlothian will make to the Edinburgh and South East Scotland City Region Deal.

The extent of the population growth brings with it specific funding challenges and a key element of securing continued financial sustainability will be to secure a fair funding deal for the Council and its community planning partners. Securing a funding settlement from government which recognises and supports growth, growth which is central to the Scottish Economy as a whole.

Medium Term Financial Strategy

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

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

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

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

Achievements

- a) Against the backdrop of COVID 19 successful completion of the draft audited accounts for 2019/20 with an unqualified opinion and some very positive auditor comment;
- b) Completion of the full suite of 2019/20 Financial Monitoring reports for Council in August 2020 as part of the robust scrutiny of financial performance, and which included an updated assessment of the financial impact of Covid on the Council;
- c) Securing a green rating for financial management as detailed in EY's 2019/20 annual report
- d) Finalisation of the strategic review of the Loans Fund which provides the Council with the option of a corporate solution to the remaining years of the MTFs;
- e) The development of a corporate solution to secure financial balance for 2021/22 and 2022/23 which was presented to BTB on 7 October 2020 and which will be considered by BTSG on 26 October 2020.
- f) Maintaining financial governance and internal control despite the overnight shift to remote working. Removing reliance on wet signatures and imbedding controls within workflows as detailed in a report to CMT on 14 October 2020.
- g) Maintaining Council Tax collection rates and administration of SWF and a range of covid grant schemes

Challenges and Risks

COVID-19 Pandemic

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

Capacity and Quality of Care at Home Services

Increasing demand on Care at Home services continues to be a major challenge to deliver the care and support needed. Since adopting a locality based model this has increased capacity and improved the efficiency of the service by 6%. However, the demand for care at home continues to exceed supply and an extensive recruitment programme and recommissioning exercise is underway.

Delays in hospital continue to challenge the partnership ensuring people are discharged timeously. One of the main challenges in facilitating timely discharges is the increasing demand on the Care at Home services and supporting people at home in the community who require increased care and support. Discharge to assess continues to facilitate earlier discharges and works closely with Care at Home services and the Flow Hub to support individuals to return home safely.

Financial Sustainability

Given the divergence from budget as a result of the pandemic the expectation of continuing challenging grant settlements representing a real terms reduction in core funding together with the impact of a rapidly growing population and greater demand for services, the Council will need to maintain a focus on securing a sustainable and deliverable Medium Term Financial Strategy.. Delivery of service redesign and savings is key and this needs to continue to be monitored closely through the Business Transformation Board and Steering Group and through the dedicated CMT Financial Monitoring arrangements. Values attached to proposals in the MTFs were reviewed further to ensure they sat correctly within a detailed delivery plan which was reflected in the final 20/21 budget recognising that it is important for the Council that the measures in the MTFs are fully developed (where necessary) at pace and also proceed to implementation at pace.

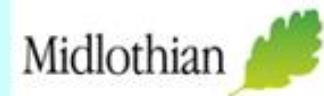
UK Decision to leave the EU

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

Digital Strategy and Digital Learning Strategy

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

Midlothian Council - How we are Performing




Successes and Challenges

Corporate Performance Indicators (latest)


PIs 7 3 0 7

Midlothian Council Complaints Indicator Summary



01. Manage budget effectively

Indicator	Q2 2019/20	2019/20	Q2 2020/21				Annual Target 2020/21
	Value	Value	Value	Status	Note	Short Trend	
Performance against revenue budget	£3.004m	£206.362 m	£227.776 m		Q2 20/21: Off Target, this will be addressed through financial monitoring.		£226.764 m


02. Manage stress and absence

Indicator	Q2 2019/20	2019/20	Q2 2020/21				Annual Target 2020/21
	Value	Value	Value	Status	Note	Short Trend	
Corporate Indicator - Sickness Absence Days per Employee (All employees)	4.49	9.7	2.87		Q2 20/21: Data only The overall Q2 figure for this year appears considerably lower than previous quarters, this is because COVID related sickness absence or otherwise is not included in the calculation of 'average days lost due to sickness absence' and therefore is not reflected in this figure. However, COVID-19 has had significantly affected absence levels across the council. Pro active work has taken place and continues to work with manager's to facilitate a return to work for those who cannot work from home ensuring a robust risk assessment is in place and where relevant an OH assessment.		


03. Process invoices efficiently

Indicator	Q2 2019/20	2019/20	Q2 2020/21				Annual Target 2020/21
	Value	Value	Value	Status	Note	Short Trend	
Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	88.8%	89.6%	94.8%		Q2 20/21: Off Target (0.1%) Improvement in the first and second quarter of 2020/21 with 95% of invoices paid within 30 days during Q1 and 94.9% during Q2.		95.0%






















04. Control risk

Indicator	Q2 2019/20	2019/20	Q2 2020/21				Annual Target 2020/21
	Value	Value	Value	Status	Note	Short Trend	
% of high risks that have been reviewed in the last quarter			100%		Q2 20/21: On Target All High Risks have been reviewed.		

05. Implement improvement plans

Indicator	Q2 2019/20	2019/20	Q2 2020/21				Annual Target 2020/21
	Value	Value	Value	Status	Note	Short Trend	
% of internal/external audit actions progressing on target.			75.76%		Q2 20/21: Off Target 50 out of 66 Audit Actions are On Target.		85%

06. Commitment to valuing complaints

Indicator	Q2 2019/20	2019/20	Q2 2020/21				Annual Target 2020/21
	Value	Value	Value	Status	Note	Short Trend	
Total number of complaints received (quarterly)			1,951		Q2 20/21: Data Only		
Number of complaints upheld (quarterly)			1,783		Q2 20/21: Data Only		
Number of complaints partially upheld (quarterly)			19		Q2 20/21: Data Only		
Number of complaints not upheld (quarterly)			38		Q2 20/21: Data Only		
Percentage of complaints at stage 1 complete within 5 working days			90.5%		Q2 20/21: Off Target Of the 1842 stage 1 complaints complete in Q2, 174 were not complete within 5 days. The majority of the late complaints referred to Waste Services and the Performance Officer for this area will continue to work with the service to ensure complaints are dealt with appropriately and to follow-up discussions regarding service standards which had been postponed due to COVID.		95%
Percentage of complaints at stage 2 complete within 20 working days			83.33%		Q2 20/21: Off Target Stage 2 complaints are often complex and require investigation. Of the 6 stage 2 complaints complete in Q2, 1 was not complete within 20 days.		95%
Percentage of complaints escalated and complete within 20 working days			50%		Q2 20/21: Off Target Escalated complaints are complex and require further investigation. Of the 8 escalated complaints, 4 were not complete within 20 days.		95%
Number of complaints closed in the year			1,856		Q2 20/21: Data Only		
Average time in working days for a full response at stage 1			2.3		Q2 20/21: On Target		5
Average time in working days for a full response at stage 2			17.83		Q2 20/21: On Target		20
Average time in working days for a full response for escalated complaints			22.6		Q2 20/21: Off Target Escalated complaints are complex and require further investigation. Of the 8 escalated complaints, 4 were not complete within 20 days.		20
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	3	1			Q2 20/21: Data Only		

