

# Place Service Plan – 2021/22

***Place is where people, location and resources combine to create a sense of identity and purpose.***

***The Place service plan will deliver more joined-up, collaborative, and participative approaches to services, land and buildings, across all sectors within a place, enabling better outcomes for everyone and increased opportunities for people and communities to shape their own lives.***

***“Midlothian – a great place to grow”***

Midlothian 

# Introduction

The Place service plan sets out how we will achieve our vision, what actions we will undertake and how we will measure our success. This service plan is a key component of Midlothian's strategic framework which brings together the medium and long term activity that will ensure our communities are supported through and out of the current pandemic, building a sustainable future that is equitable and provides opportunities for all.

The last year has brought unprecedented challenges with the COVID-19 pandemic. Service plan priorities were reassessed as staff across Place refocused their activity to critical service delivery, whilst maintaining essential frontline services and providing a range of additional supports to some of our most vulnerable communities. Key activity included:

- Meeting the increased demands placed on Environmental Health as they provided a comprehensive response to test and protect, identification of locations associated with positive cases and adopted revised working practices and engagements to reflect continual regulatory changes
- Health and Safety managing the challenging risk and contingency landscape in our workplaces to keep staff and citizens safe
- Delivery of additional cleaning services for touch point cleaning throughout the day and the sanitising/fogging of classrooms within schools where positive COVID-19 cases are reported
- The launch of the Economic Renewal Strategy, to assist the local economy recover from the pandemic; complementing Economic Development's roll out of the [Locate in Midlothian](#) website and social media channels, the creation of a jobs board and information on partner provision of employability support and grants available to support local businesses and the administering of the Newly Self Employed Hardship Fund and COVID-19 Business support packages
- Additional support of Land & Countryside, Roads, Building Maintenance and Sports & Leisure staff to assist with winter maintenance programme and waste collections, ensuring essential services continue to be delivered for Midlothian's citizens
- Land & Countryside Services working with the public to ensure social distancing was maintained on our busiest walkways and open spaces
- Building Maintenance team responding to design and build a temporary mortuary facility, vaccination centre and COVID-19 conforming election polling places, whilst delivering essential housing repairs
- Environmental Health and Contingency Planning delivering the community testing facilities in order for Scottish Government to fully understand the impact on, and transmission within, our local communities
- Roads team implemented temporary infrastructure amendments to facilitate safer active travel during lockdown

Midlothian's communities have needed urgent and critical support through the pandemic, and the Council has faced demands and pressures never previously experienced. Innovative ways of working have been introduced and services adapted to respond to the needs of our citizens, in particular those experiencing the greatest levels of poverty and inequality, at pace. The rapid response to this pandemic has resulted in a complete transformation of how the Council works.

This plan describes how Place services will continue to build on this learning moving forwards, harnessing the energy, flexibility and creativity demonstrated by our workforce, to embed a culture of continuous improvement and innovation across Place.

# Midlothian's profile

 92,460

people live in Midlothian

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



18% of people are over 65

20% are under 16

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

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

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

**5,900** people furloughed as of March 2021, 2,900 males and 3,000 females

**Life expectancy at birth is:**



## Health Conditions

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



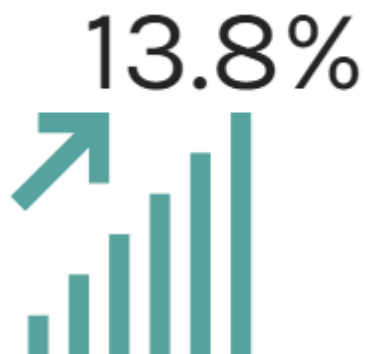
Females  
81.7 years



Males  
77.7 years

## Midlothian's growing and ageing population

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



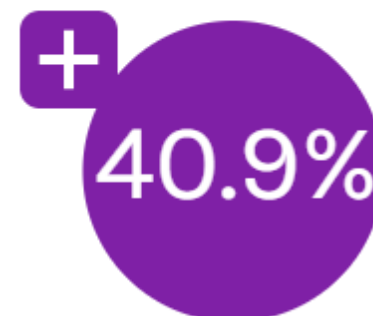
### Population rise

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



### Increase in households

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



### Increase in over 75s

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

# Strategic framework

## Single Midlothian Plan 2019-22

Midlothian's Community Planning Partnership set out a vision for the long term future of Midlothian based on two key principles – 'people' and 'place'. The CPPs priorities are to reduce inequalities in four key areas – learning outcomes, health outcomes, economic circumstances and the impact of climate change. There are three geographical areas that additional focused activity to tackle poverty takes place – Mayfield, Gorebridge and Woodburn, recognising the increased inequalities that these communities experience.

## Medium Term Financial 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.

To inform the MTFS, a public consultation visionary exercise was carried out in April 2019 and 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:

- **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.
- **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.
- **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.

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

## **Key drivers for change**

In June 2019 the Council approved the key drivers for change and agreed to adopt a Service Dominant Logic. This places citizens and communities at the heart of our daily work. A key step change is moving from silo-based working to holistic working, focused on continuous improvement and ensuring that we are data-driven and improve performance based on information gathered.

The nine key drivers for change provide a strong foundation to design and shape services. Building on these, learning from the pandemic, in September 2020 Cabinet approved the recommendations from the Nesta 'Listen and Learn' report which was informed from staff insight. The Nesta recommendations articulate Midlothian's Future Vision, centered around:

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

## **Regional Growth**

Midlothian is Scotland's fastest growing mainland local authority with an expected population growth of almost 14% by 2028. In July 2017, Midlothian signed Heads of Terms with its neighbouring local authorities, evidencing their commitment to the Edinburgh and South East Scotland City Region Deal, a programme to accelerate growth, create new economic opportunities and tackle inequalities. The ambitious programme, worth over 1.3bn, will work with government, learning providers, public and private partnerships, to deliver transformational change across the following five themes:

- Research, development and innovation
- Integrated regional employability and skills
- Transport
- Culture
- Housing

Complementary to the deal is Midlothian's extensive and ambitious Capital Programme, circa £0.8 billion. This includes a number of capital investment and regeneration projects that are enhanced by this regional partnership, and a number of innovative expansion projects that respond to Midlothian's local growth agenda,

The Place service makes a meaningful and measurable contribution towards the strategic framework, described in the performance section of the plan. Current transformational work and initiatives are aligned with the above themes and the service will continue to deliver change, contribute to environmental responsibilities, support economic growth, explore entrepreneurial opportunities and shared services.

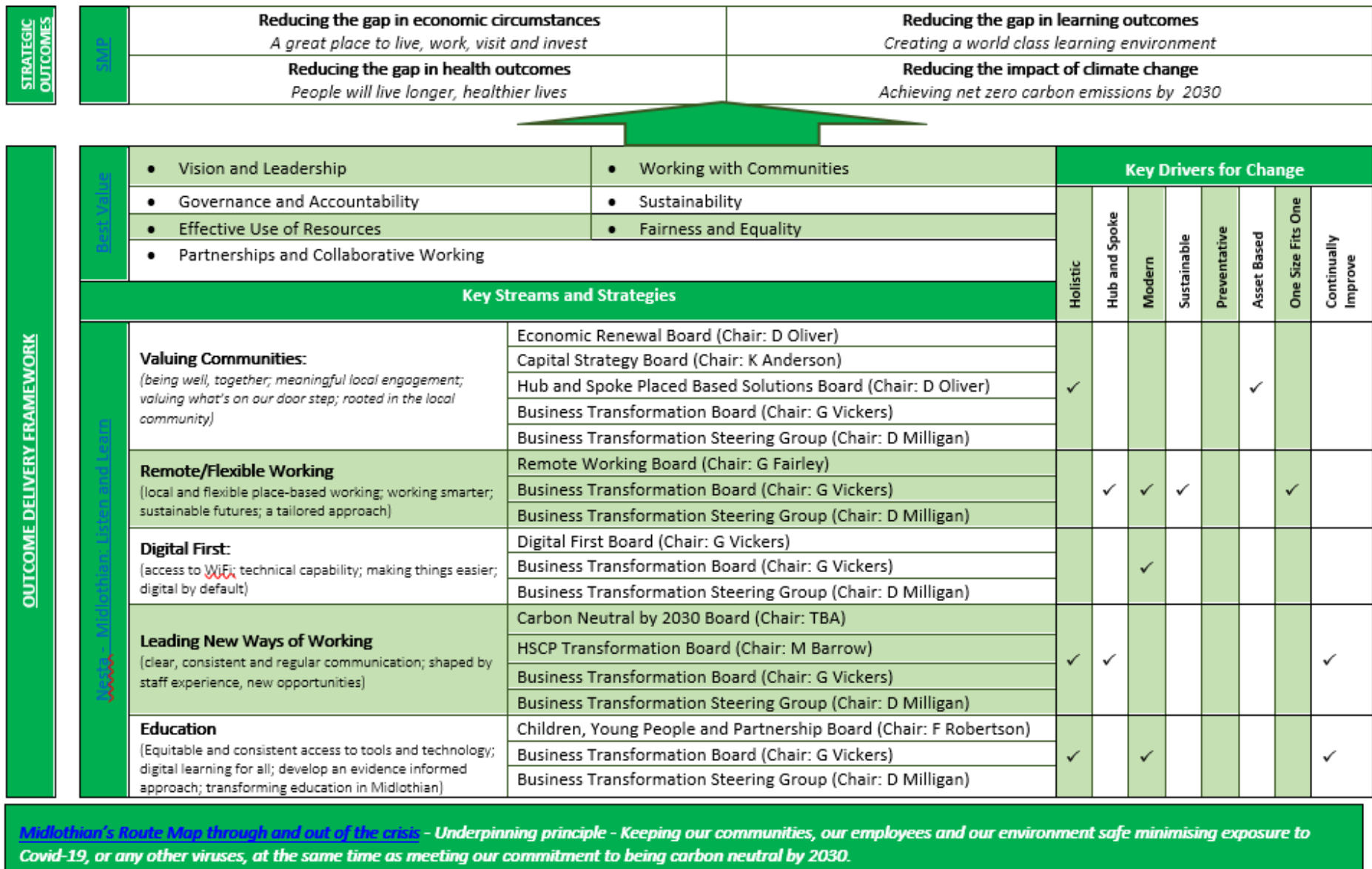


Figure 1: Strategic framework

# Place

***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.***

The challenges for Midlothian continue to grow with the impact of COVID-19 and our recovery out of the pandemic, the growing and ageing population and the increasing demand for services that this brings. Population growth over the next 10 to 15 years will see Midlothian remain 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 Scottish Index of Multiple Deprivation (SIMD) combines seven different aspects of deprivation: income; employment; health; education, skills and training; geographic access to services; crime; and housing. By identifying small areas where there are concentrations of multiple deprivation, strategies and resources can be targeted at the places with greatest need to address inequalities in our communities. Midlothian is made up of 115 SIMD data zones, 10 of which fall within the most deprived areas, giving Midlothian an 8.7% local share of data zones within the 20% most deprived in Scotland where people have fewer opportunities and resources in health and education as well as low income and unemployment.

This pace of growth demands additional capacity within the school estate to cope with the projected increase in pupil numbers. The general population growth forecast places additional pressure on our infrastructure, including the growth of the road network as new development roads are adopted, and increases the demand on essential services such as waste collection.

As part of work to address the issue of significant population growth and demographic changes within Midlothian, the key drivers of change in delivery of sustainable and transformational services and regeneration of our communities must be viewed holistically.

## **The Place Principle**

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



In implementing the place principle we:

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

# Priorities

Due to the events of the last year, it is recognised that priorities from the 2020/21 service plan have not all been realised. In addition, we are still responding to the ongoing pandemic emergency which add significant pressure to the Council's resources.

To inform the actions for this plan, a review of the 2020/21 action plan was undertaken. Actions were assessed against the following criteria:

- progress to date
- alignment to the strategic outcomes
- contribution to the recovery through and out of the pandemic

The revised action plan takes account of all these factors to identify the key activity that Place will focus on for the next 12 months, and demonstrates how this activity contributes to the wider ambitions of the Council. Progress will be demonstrated through key performance indicators and follow Midlothian's agreed performance monitoring approach.

## **Workforce planning**

In order to achieve our ambition, we recognise that our biggest asset is our workforce. Investing in, and developing our workforce to increase capacity and expertise is a key priority of Midlothian's future vision. Over the last year our staff have faced huge adversity, and have responded positively to the challenge, embracing change and developing innovative ways of working. The service plan will be complemented by a comprehensive work force plan that harnesses the energy, flexibility and creativity demonstrated by our workforce, and fosters continuous improvement.

# Performance

## Building Services

Building Services covers Building Standards and Building Maintenance. 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. Building Standards provides co-ordinated and integrated regulatory advice for developers, architects, surveyors, engineers and the general public on progressing buildings and development projects. 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. In addition, the service has *Investors in People* and *Customer Service Excellence* status. This year, despite the challenges incurred by the COVID-19 pandemic, Building Standards managed to secure the compliance plus ratings from previous years and gain a further 3 compliance pluses.

Building Maintenance 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 include:

- 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 (ESSH).

<b>Service priorities</b>	<ul style="list-style-type: none"> <li>• Continue to deliver the Building Standards continuous improvement plan which forms part of the nationally adopted performance framework and is submitted to the Scottish Government.</li> <li>• Continue to deliver the additional programmes of work identified by the house condition surveys to maintain the Scottish Housing Quality Standard for the Councils housing stock.</li> <li>• Deliver the Energy Efficiency Standard for Social Housing (ESSH) programme.</li> <li>• Continue to improve the delivery of Building Maintenance services through the review of mobile working, process improvements, income and productivity.</li> <li>• Implementation of the Local Authority Carbon Management Plan and General Services Capital programme</li> </ul>			
<b>Strategic framework</b>	<b>Single Midlothian Plan priorities</b> <ul style="list-style-type: none"> <li>• Reducing the impact of climate change</li> <li>• Reducing inequalities in the health of our population</li> </ul>	<b>Single Midlothian Plan thematic outcomes:</b> <ul style="list-style-type: none"> <li>• New people are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community</li> <li>• Engage with house builders on insulation, energy efficiency and biodiversity mitigations</li> </ul>	<b>Drivers for change:</b> <ul style="list-style-type: none"> <li>• Holistic</li> <li>• Modern</li> <li>• Sustainable</li> <li>• Preventative</li> <li>• Asset Based</li> <li>• One Size Fits One</li> <li>• Continually Improve</li> </ul>	<b>Plans</b> <ul style="list-style-type: none"> <li>• Carbon Management Plan</li> <li>• Climate Change Strategy</li> <li>• Housing Programme</li> </ul>

### Current service measures

REF	INDICATOR	LEAD	TREND (where available)	ANNUAL/QUARTERLY
BS.PLACE.P.5.2b	Percentage of the Councils housing stock meeting the 'Modern facilities & services' Scottish Housing Quality Standard criteria	Building Maintenance	Previous data from 2011 consistently high, 98-100%	BALANCED SCORECARD - QUARTERLY
HSN3	Corporate Indicator - Percentage of the Councils housing stock meeting the Scottish Housing Quality Standard criteria (LGBF)	Building Maintenance		LGBF - QUARTERLY
PLACE.P.5.2a	Percentage of the Council's housing stock meeting the 'Free from serious disrepair' Scottish Housing Quality Standard criteria	Building Maintenance	Previous data from 2011 consistently high, 98-100%	QUARTERLY

PLACE.P.5.2c	Percentage of the Council's housing stock meeting the 'Healthy, safe & secure' Scottish Housing Quality Standard criteria	Building Maintenance	Previous data from 2011 consistently high, 98-100%	QUARTERLY
HSN4b	Average time taken to complete non-emergency repairs (LGBF)	Building Maintenance		LGBF - QUARTERLY
HSN5	Corporate Indicator - Percentage of council dwellings that are energy efficient (LGBF)	Building Maintenance		ANNUAL
New	Percentage of first priority housing repairs completed within target of 24 hrs.	Building Maintenance		QUARTERLY
New	Percentage of second priority housing repairs completed within target of 7 days	Building Maintenance		QUARTERLY
BS.PLACE.P.6.1b	Number of major adaptations completed	Building Maintenance	Since 2014 – with 100 as the figure every quarter until 20/21 where we reported 0	QUARTERLY
PLACE.P.1 0.2a	Percentage of Building warrant assessments processed within 10 days (rather than nationally adopted target of 20 days), fast tracking applications which provide economic benefit to the Midlothian area or People living with disabilities circumstances.	Building Standards	Since 2016 – for last 3 years figures are more or less 100%	QUARTERLY
PLACE.P.1 7.8a	Measure satisfaction relating to key areas in Building standards including those on delivery, timeliness, information, access and the quality of customer service	Building Standards	Since 2016/17 – improvements year on year – always above 90%	QUARTERLY

## **Property and Facilities Management**

Property Assets provide a wide range of professional property and valuation advice, energy management, asset rationalisation, data management and development of G.I.S. systems. They work with partner organisations and third sector groups to develop and bring forward master plan proposals in key locations. The service is responsible for the management and monitoring of energy usage and costs across all aspects of the Council's non domestic property portfolio and developing renewable energy as a sustainable means of reducing costs and addressing energy security.

A key priority for the service is delivering the 'Effective Working in Midlothian' (EWiM) strategy. This refers directly to the rationalisation of the Council's office and depot estate. It includes the introduction of space standards throughout the estate complemented with the workforce's flexible and mobile working. The pandemic accelerated the adoption of remote working and enhanced digital capability across the Midlothian estate. EWiM is now pivotal to the Council's service redesign and recovery programmes.

Facilities Services provide professional and technical management across a number of sites. This includes the management of the catering teams, building cleaning and janitorial services. They also manage the functions and vending service, oversee external facilities contracts, public toilets and café services. The service works in partnership with a range of key partners and stakeholders such as Midlothian Food and Health Alliance Working Group, United Kingdom Cleaning Professionals Academic Service, Education Scotland and Food Standards Scotland. This year, services were provided differently due to COVID-19 with early years and schools restrictions, the requirement for packed lunches, and the implementation of touch point cleaning, classroom fogging and coordination of lateral flow testing across the school establishment. This was delivered alongside the legislative changes to nutritional standards and the Early Years expansion programme.

<b>Service Priorities</b>	<ul style="list-style-type: none"> <li>• Develop carbon reduction targets for Council properties and work with energy partners to develop energy efficiency projects, including renewable energy, in support of sustainable low carbon energy targets and district heating schemes.</li> <li>• Support the delivery of the Economic Renewal Strategy through the letting and sale of PIA properties.</li> <li>• Lead the acquisition and disposal of identified sites in support of Capital and Local Plans, Learning Estate and Housing programmes and the climate change agenda.</li> <li>• Continue the delivery of the Effective Working in Midlothian strategy.</li> <li>• 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.</li> <li>• Increase revenue throughout the commercial sector of catering services.</li> <li>• Continue to provide a catering and facilities service that reacts to, and meets the requirements of, the Early Years expansion programme</li> <li>• Continue to improve the facilities and cleaning services and introduce new cleaning practices and methodologies.</li> </ul>			
<b>Strategic framework</b>	<b>Single Midlothian Plan priorities</b> <ul style="list-style-type: none"> <li>• Reducing the gap in economic circumstances</li> <li>• Reducing inequalities in the health of our population</li> <li>• Reducing the inequalities in the outcomes of learning in our population</li> </ul>	<b>Single Midlothian Plan thematic outcomes:</b> <ul style="list-style-type: none"> <li>• Reduce health inequalities</li> <li>• Deliver further affordable housing</li> <li>• Increase economic participation</li> <li>• Implement climate change strategy</li> <li>• Develop and implement a programme of continuous improvement and efficiency to develop additional capacity</li> </ul>	<b>Drivers for change:</b> <ul style="list-style-type: none"> <li>• Holistic</li> <li>• Hub and Spoke</li> <li>• Modern</li> <li>• Sustainable</li> <li>• Preventative</li> <li>• Asset Based</li> <li>• One Size Fits One</li> <li>• Continually Improve</li> </ul>	<b>Plans</b> <ul style="list-style-type: none"> <li>• Effective Working in Midlothian (EWiM)</li> <li>• Capital Plan</li> <li>• Learning Estate Strategy</li> <li>• Housing Programme</li> </ul>

### Current service measurements

REF	INDICATOR	LEAD	TREND (where available)	ANNUAL/QUARTERLY
C-AST1	Corporate Indicator - Proportion of operational buildings that are suitable for their current use (LGBF)	Estates		LGBF - ANNUAL
C-AST2	Corporate Indicator - Proportion of internal floor area of operational buildings in satisfactory condition (LGBF)	Estates		LGBF - ANNUAL

PLACE 1.1a	Number of school meals provided in Primary Schools (quarterly)	Facilities	Since 20/21 (similar indicators reported over last 3-4 years)	QUARTERLY
PLACE 1.1b	Number of school meals provided in Secondary Schools (quarterly)	Facilities	Since 20/21 (similar indicators reported over last 3-4 years)	QUARTERLY
PLACE 1.1c	Number of Free school meals provided (Primary 1-3) (quarterly)	Facilities	Since 20/21 (similar indicators reported over last 3-4 years)	QUARTERLY
PLACE 17.1a	Total hours used for cleaning in primary schools (quarterly)	Facilities	20/21 – however similar indicator reported previous years	QUARTERLY
PLACE 17.1b	Total hours used for cleaning in secondary schools (quarterly)	Facilities	20/21 – however similar indicator reported previous years	QUARTERLY
PLACE 17.1c	Total hours used for Janitorial services in schools (quarterly)	Facilities	20/21 – however similar indicator reported previous years	QUARTERLY



## **Housing**

Midlothian's Housing Service are responsible for a number of key strategies that lead the development of housing stock and tackle homelessness. 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 and 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 next cycle of the strategy is due for approval in June 2021.

The Midlothian Strategic Housing Investment Plan (SHIP) informs the Scottish Government's Affordable Housing Investment Programme (AHIP) to support the delivery of affordable housing development. The Rapid Rehousing Transition Plan takes 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. In December 2020 the Council achieved its ambition to end the use of Bed and Breakfast accommodation. This was principally achieved by expanding the shared accommodation project detailed in the Rapid Rehousing Transition Plan and the utilisation of shared accommodation services.

The team is also 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.

Midlothian is collaborating with 5 other Local Authorities as part of the Edinburgh and South East 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 such as 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.

<b>Service Priorities</b>	<ul style="list-style-type: none"> <li>• Continue to develop the Rapid Rehousing Transition Plan to increase the number of homeless households that obtain permanent accommodation, and half the average time taken for the Council to complete its homeless duty from 105 weeks to 52 weeks</li> <li>• Develop the Local Housing Strategy 2021/26, the Strategic Housing Investment Plan 2021/22, a Homeless Prevention Strategy and Action Plan and a Tenant Participation Strategy 2020/21</li> <li>• 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.</li> <li>• Implement Midlothian Council's Allocation Policy</li> <li>• Implement the approach to housing those with complex needs through a 'Housing First' model</li> <li>• Promote the reuse of suitable vacant or vacated council buildings to provide a more supportive and productive environment to homeless households and achieve cost efficiencies</li> <li>• Continue to drive forward transformation through the adoption of digital platforms, review of void management to minimise re-let timescales and further development of our tenancy support to improve the sustainability of tenancies</li> <li>• Introduce a new strategy to reduce drug deaths within Midlothian homelessness accommodation</li> <li>• Invest in our workforce through the ongoing development of cross team working to upskill and capacity build and the continued rollout of the Housing Options toolkit and trauma training</li> </ul>			
<b>Strategic framework</b>	<p><b>Single Midlothian Plan priorities</b></p> <ul style="list-style-type: none"> <li>• Reducing the gap in economic circumstances</li> <li>• Reducing inequalities in the health of our population</li> </ul>	<p><b>Single Midlothian Plan thematic outcomes:</b></p> <ul style="list-style-type: none"> <li>• Reduce health inequalities</li> <li>• Increase provision of accommodation for homeless households</li> <li>• Deliver further affordable housing</li> <li>• Develop and implement a programme of continuous improvement and efficiency to develop additional capacity</li> </ul>	<p><b>Drivers for change:</b></p> <ul style="list-style-type: none"> <li>• Holistic</li> <li>• Hub and Spoke</li> <li>• Modern</li> <li>• Sustainable</li> <li>• Preventative</li> <li>• Asset Based</li> <li>• One Size Fits One</li> <li>• Continually Improve</li> </ul>	<p><b>Plans</b></p> <ul style="list-style-type: none"> <li>• Local Housing Strategy 2021/26</li> <li>• Rapid Rehousing Transition Plan</li> <li>• Strategic Housing Investment Plan</li> <li>• Homeless Prevention Strategy</li> </ul>

## Current service measurements

REF	INDICATOR	LEAD	TREND (where available)	ANNUAL/QUARTERLY
BS.PLACE.P.4.2a	Re-let time permanent properties (calendar days)	Housing	Since 2007 – no improvements in stats since 2011 – with average 50 days for 10 years. Never hit 35 day target.	BALANCED SCORECARD - QUARTERLY
NEW SMP - ref tbc	Number of new homes completed, including specialist housing	Housing		QUARTERLY
PLACE.P.4.2b	Re-let time temporary accommodation properties	Housing		QUARTERLY
New	Length of time homeless applicants wait until receiving a permanent housing outcome	Housing	Reported to Scottish Government with National comparison	BALANCED SCORECARD - QUARTERLY
New	Length of time homeless applicants spend in temporary accommodation	Housing	Reported to Scottish Government with National comparison	QUARTERLY

## **Neighbourhood Services**

Neighbourhood Services is Place's new 'Hub and Spoke' service. This service adopts a locality model of delivery, bringing together a number of key Place teams – Roads (operational, assets and policy), Travel & Fleet, Waste, and Land & Countryside to improve the quality of urban and rural spaces for Midlothian's citizens.

Road Services 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.

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. They are responsible for the Council's full fleet, vehicle and plant maintenance, special transport, supported bus services and pool cars as well as the infrastructure for public transport, and electric vehicle charging.

Waste Management covers 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. 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 include the collection of household, commercial and confidential waste collections, street cleansing, household recycling centres, household bulky uplifts and abandoned vehicles.

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. This includes the management and maintenance of horticultural, woodland, play areas, capital project landscaping and arboriculture, as well as events management, commercialisation and environmental volunteering.

## Service Priorities

- Deliver accelerated Roads Capital Programme within Midlothian's Residential Streets
- Continue to progress the capital programme for carriageway and footway renewal and improvement schemes.
- Implement new requirements as contained in the new Transport (Scotland) Act 2019
- Improve and expand active travel and public transport for Midlothian residents
- Further reduce the Council's energy consumption by increasing the use of LED street lighting
- Transform service delivery through the adoption of digital and mobile platforms
- Contribute to the development of the National Transport Strategy
- Continue with preparations for the publication of the second Flood Risk Management Plan to be published in June 2022
- Manage the parking enforcement contract and parking restrictions/charges to maximise access and safety and produce efficiencies
- Support the delivery of the Climate Change strategy and explore options for additional funding for Electric Vehicles and Electric Vehicle Charging Infrastructure
- Promote the use of environmentally friendly, low- emission vehicles.
- Continue to progress actions to reach the Scottish government targets to recycle 70% of all waste by 2025
- Ensure 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.
- Reduce customer complaints for waste services
- Seek new income streams for Vogrie Country Park and develop the Park as a tourist destination to support local businesses.
- Continue to design and implement re-design of outdoor facilities through landscape design as part of Early Years Settings expansion programme.
- Develop a comprehensive asset database management plan and for all Neighbourhood Services assets
- Maintain meadowland areas 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
- Deliver the Open Space strategy
- 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.
- Continue to invest in the workforce across all Neighbourhood Services teams to develop sustainable career pathways and generic working models to grow talent and foster leadership opportunities

<b>Strategic framework</b>	<p><b>Single Midlothian Plan priorities</b></p> <ul style="list-style-type: none"> <li>Reducing inequalities in the health of our population</li> <li>Reducing the impact of climate change</li> </ul>	<p><b>Single Midlothian Plan thematic outcomes:</b></p> <ul style="list-style-type: none"> <li>Reduce health inequalities</li> <li>Develop and implement a programme of continuous improvement and efficiency to develop additional capacity</li> <li>Increase active travel</li> <li>Implement the local biodiversity plan</li> <li>Accelerate growth through infrastructure upgrades</li> <li>Implement climate change strategy</li> <li>Improve health and wellbeing for people living and working in Midlothian and safeguard our communities</li> </ul>	<p><b>Drivers for change:</b></p> <ul style="list-style-type: none"> <li>Holistic</li> <li>Hub and Spoke</li> <li>Modern</li> <li>Sustainable</li> <li>Preventative</li> <li>Asset Based</li> <li>One Size Fits One</li> <li>Continually Improve</li> </ul>	<p><b>Plans</b></p> <ul style="list-style-type: none"> <li>Climate Change Strategy</li> <li>Flood Risk Management Plan</li> <li>Waste Strategy</li> <li>Open Space Strategy</li> <li>Fleet Management Plan</li> <li>Asset Management Plan</li> </ul>
----------------------------	--	--	---	--

### Current service measurements

REF	INDICATOR	LEAD	TREND (where available)	ANNUAL/QUARTERLY
BS.PLACE.P.15.1c	Percentage of all street light repairs completed within 7 days (cumulative)	Roads		BALANCED SCORECARD - QUARTERLY
ENV4a	Corporate Indicator - Cost of maintenance per kilometre of roads (LGBF)	Roads		LGBF - ANNUAL
ENV4b	Percentage of A class roads that should be considered for maintenance treatment (LGBF)	Roads		LGBF - ANNUAL
ENV4c	Percentage of B class roads that should be considered for maintenance treatment (LGBF)	Roads		LGBF - ANNUAL
ENV4d	Percentage of C class roads that should be considered for maintenance treatment (LGBF)	Roads		LGBF - ANNUAL

ENV4e	Percentage of unclassified roads that should be considered for maintenance treatment (LGBF)	Roads		LGBF - ANNUAL
PLACE.P.1 4.2e	% of total road network resurfaced (cumulative)	Roads		BALANCED SCORECARD - QUARTERLY
PLACE.P.1 2.1a	Percentage of car journeys to school (annual measure)	Roads		QUARTERLY
PLACE.P.1 4.2f	% of the footpath network resurfaced (cumulative)	Roads	Since 2007/08 – no trend in figures across the years - varied year to year	QUARTERLY
PLACE.P.1 5.1a	Total savings in street lighting carbon emissions (cumulative)	Roads	Since 2016/17 – figures fallen since 18/19	QUARTERLY
PLACE.P.1 5.1b	Number of lighting columns replaced (cumulative)	Roads	Since 2014/15 varied numbers over years	QUARTERLY
BS.PLACE. P.15.3a	Percentage of Council fleet which is 'Green' (cumulative)	Fleet		BALANCED SCORECARD - QUARTERLY
PLACE.P.1 5.5a	Achieve 5% reduction in transport costs (cumulative)	Fleet	Since 2016/17 – improvements first year only	QUARTERLY
PLACE.P.1 5.4a	Reduce expenditure on Travel costs (staff)	Fleet	Since 2016/17 – improvement year on year	QUARTERLY
BS.PLACE. P.15.6a	Percentage of waste going to landfill per calendar year (quarterly)	Waste		BALANCED SCORECARD - QUARTERLY
ENV1b	Corporate Indicator - Net cost of waste collection per premise (annual) (LGBF)	Waste		LGBF - ANNUAL
ENV2a	Corporate Indicator - Net cost of waste disposal per premise (annual) (LGBF)	Waste		LGBF - ANNUAL
ENV3a	Corporate Indicator - Net cost of street cleaning per 1,000 population (LGBF)	Waste		LGBF - ANNUAL
ENV6	Percentage of total household waste that is recycled (LGBF)	Waste		LGBF - QUARTERLY
ENV7a	Corporate Indicator - Percentage of Adults satisfied with refuse collection (LGBF)	Waste		LGBF - ANNUAL
ENV3c	Street Cleanliness Score (LGBF)	Waste		LGBF - ANNUAL
ENV7b	Corporate Indicator - Percentage of adults satisfied with street cleaning (LGBF)	Waste		LGBF - ANNUAL

PLACE.P.1 6.14a	Proportion of fly tipping incidents removed within 5 working days (quarterly)	Waste	Since 2017/18 – reported 100% every quarter/year since	QUARTERLY
BS.PLACE. 01	Number of environmental awards e.g. Green flags	Land & Countryside	Since 16/17 – no improvements since 16/17 figures	BALANCED SCORECARD - QUARTERLY
C&L4	Corporate Indicator - Net cost of parks and open spaces per 1000 population (LGBF)	Land & Countryside		LGBF - ANNUAL
C&L5b	Corporate Indicator - Percentage of adults satisfied with parks and open spaces (LGBF)	Land & Countryside		LGBF - ANNUAL
PLACE.P.1 3.1a	Number of volunteer hours in countryside sites	Land & Countryside	Since 16/17 – reduction in numbers since then	QUARTERLY
PLACE.P.1 3.1b	Number of individuals involved in Community Schemes	Land & Countryside	Over the last 3 years exceeded targets	BALANCED SCORECARD - QUARTERLY
PLACE.P.1 3.2a	Number of parks for which quality plans have been implemented (cumulative)	Land & Countryside	Since 16/17 – reporting “6” every quarter since	QUARTERLY



## Planning and Economy

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 in August 2020 the Council approved the 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.

Economic Development is responsible for increasing capacity of the local area to improve economic outcomes and uplift the area's quality of life. In June 2020, the Council approved a new Economic Renewal Strategy (an addendum to the Council's Strategy for Growth 2020-25) in June 2020, in response to the pandemic. Setting out its ambitious approach to managing the transition from lockdown and planning for the longer term challenges the local economy will face, the strategy aims to mitigate the adverse economic impact on the local economy from COVID-19.

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.

<b>Service Priorities</b>	<ul style="list-style-type: none"> <li>• Continue to work on achieving the aims sets out in the Planning Performance Framework (PPF)</li> <li>• Continue to embed the Climate Change Strategy and deliver against the action plan</li> <li>• Determine 80% of planning applications within target (2 months for a local application and 4 months for a major application)</li> <li>• 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</li> <li>• Draft and adopt supplementary guidance on the 'Quality of Place' which will be used as a tool to enhance place-making within Midlothian</li> <li>• 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.</li> <li>• Implementing the statutory requirements of the new Planning Act 2019 which places additional burdens onto the Planning Service</li> <li>• Deliver on the objectives identified in the Strategy for Growth 2020-25</li> <li>• Maintain and grow the client reach of Business Gateway services in Midlothian and continue to develop Locate in Midlothian</li> <li>• Complete allocation and drawdown of final LEADER funding to eligible projects and lobby for continuum funding for Midlothian's rural areas</li> <li>• 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.</li> <li>• Continue to work with partners to tackle the strategic local transport issues at Easter Bush to enable further unconstrained planned development</li> </ul>			
<b>Strategic framework</b>	<p><b>Single Midlothian Plan priorities</b></p> <ul style="list-style-type: none"> <li>• Reducing the gap in economic circumstances</li> <li>• Reducing the impact of climate change</li> </ul>	<p><b>Single Midlothian Plan thematic outcomes:</b></p> <ul style="list-style-type: none"> <li>• Develop and implement a programme of continuous improvement and efficiency to develop additional capacity</li> <li>• Integrate Midlothian with the regional economy and promote the region internationally</li> <li>• Increase economic participation</li> <li>• Implement climate change strategy</li> </ul>	<p><b>Drivers for change:</b></p> <ul style="list-style-type: none"> <li>• Holistic</li> <li>• Modern</li> <li>• Sustainable</li> <li>• Asset Based</li> <li>• One Size Fits One</li> <li>• Continually Improve</li> </ul>	<p><b>Plans</b></p> <ul style="list-style-type: none"> <li>• Climate Change Strategy</li> <li>• Midlothian Local Development Plan</li> <li>• Strategic Development Plan</li> <li>• Strategy for Growth 2020-25</li> <li>• Economic Renewal Strategy</li> </ul>

## Current service measurements

REF	INDICATOR	LEAD	TREND (where available)	ANNUAL/QUARTERLY
ECON2	Cost of Planning and Building Standards Services per planning application (LGBF)	Planning/Building Standards		LGBF - ANNUAL
ECON3	Average time for Commercial planning application (LGBF)	Planning		LGBF - ANNUAL
ECON5a	Number of New Business Start Ups (LGBF)	Economic Development		LGBF - ANNUAL
ECON6	Cost of Economic Development & Tourism per 1,000 population (LGBF)	Economic Development		LGBF - ANNUAL
ECON8	Proportion of properties receiving superfast broadband (LGBF)	Economic Development		LGBF - ANNUAL
ECON9	Town Centre vacancy rates (LGBF)	Economic Development		LGBF - ANNUAL
ECON10	Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan (LGBF)	Planning		LGBF - ANNUAL
CLIM1	CO2 emissions area wide per capita (LGBF)	Planning		LGBF - ANNUAL
CLIM2	CO2 emissions are wide: emissions within scope of LA per capita (LGBF)	Planning		LGBF - ANNUAL
New SMP (code tbc)	Number of new businesses locating in Midlothian	Economic Development		HALF YEARLY
New SMP (code tbc)	"Locate in" Midlothian Traffic	Economic Development		HALF YEARLY
PLACE.P.1 7.9a	Determine 80% of planning applications within target (2 months for a local application and 4 months for a major application).	Planning	Since 2016/17 – meets target every year always above 80%	QUARTERLY

## **Protective Services**

Protective Services brings together Place's regulatory functions of Environmental Health, Trading Standards, Corporate Health and Safety, Contingency Planning and Risk.

Environmental Health provide a wide range of legal duties to do with looking after the health and wellbeing of people living and working in Midlothian. They also deliver 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. In the last year, the demand on Environmental Health has increased dramatically, as one of the lead services in the Council's response to the pandemic. As well as the regular functions, Environmental Health has supported the implementation of the Coronavirus Scotland Act, the emergency legislation enacted in 2020 to enforce restrictions, as well as ensuring business and individual compliance with the Act. The team have also supported the establishment of the symptomatic and asymptomatic testing centres, vaccination centres and mobile testing units across Midlothian, working hard to keep our communities safe during the pandemic.

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.

Health and Safety takes 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. Contingency Planning facilitates and coordinates the Council's approach to business continuity and emergency 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. The Risk 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. 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.

During this last year, the Corporate Teams of Health and Safety, Contingency Planning and Risk have experienced increased pressure, coordinating the Council's emergency response. The pandemic is a 'once in a hundred years' episode, which has tested the robust processes that Midlothian have in place. The teams have liaised with all Council services, providing expert advice and guidance to ensure that our workforce, service users and communities have been kept safe during this time.

<b>Service Priorities</b>	<ul style="list-style-type: none"> <li>• Continue to support the Council's response to the pandemic and recovery programme</li> <li>• Continue to deliver the Council's regulatory functions with respect to food hygiene and standards regulations.</li> <li>• 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.</li> <li>• Continue to deliver the statutory duty to identify and secure remediation of contaminated and review contaminated land strategy.</li> <li>• Continue to manage the CO2 gas ingress to properties in Gorebridge.</li> <li>• Seek to enable disabled persons to continue to live an independent life through the provision of disabled adaptation grants for private sector properties.</li> <li>• Protect and develop safe communities through risk assessment and improvement of sub-standard private water supplies.</li> <li>• Protect and contribute to the enhancement of the environment regarding dog control activities and develop a commercial dog walkers registration scheme for Midlothian.</li> <li>• Regulate Health and Safety across Midlothian through the investigation of workplace accidents</li> <li>• Restart a programme of test purchase for under-age goods</li> <li>• Continue to identify and respond to incidents of rogue trading.</li> <li>• Conduct a programme of inspections to businesses identified as of high and medium-risk including at least 20% of tobacco retailers.</li> <li>• Continue to support managers to manage health and safety as effectively and efficiently as possible</li> <li>• Further develop new commercial opportunities within the Council and external to the Council.</li> <li>• Ensure that the current management arrangements achieve the correct level of Health and Safety compliance and support services to address any shortfalls</li> <li>• Continue to develop the health and safety culture maturity within the organisation and promote the use of the Health and Safety Audits</li> <li>• Increase appropriate involvement and expertise in emergency planning and business continuity management Council wide</li> <li>• Implement a robust business continuity management system and business continuity approach</li> </ul>
---------------------------	---

<b>Strategic framework</b>	<b>Single Midlothian Plan priorities</b> <ul style="list-style-type: none"> <li>Reducing inequalities in the health of our population</li> </ul>	<b>Single Midlothian Plan thematic outcomes:</b> <ul style="list-style-type: none"> <li>Develop and implement a programme of continuous improvement and efficiency to develop additional capacity</li> <li>Improve health and wellbeing for people living and working in Midlothian and safeguard our communities Implement climate change strategy</li> </ul>	<b>Drivers for change:</b> <ul style="list-style-type: none"> <li>Holistic</li> <li>Modern</li> <li>Sustainable</li> <li>Asset Based</li> <li>One Size Fits One</li> <li>Continually Improve</li> </ul>	<b>Plans</b> <ul style="list-style-type: none"> <li>Corporate Health and Safety Plan</li> <li>Risk Management Framework</li> <li>Business Continuity Plans</li> </ul>
----------------------------	--	--	---	---

### Current service measurements

REF	INDICATOR	LEAD	TREND (where available)	ANNUAL/QUARTERLY
PLACE.P.16.4a	Percentage of consumer complaints completed within 14 days.	Trading Standards	Since 2016/17 – meeting target every year	QUARTERLY
PLACE.P.16.13a	Number of out of control dog investigations conducted	Environmental Health		QUARTERLY
PLACE.P.16.13b	Percentage of dog control investigations requiring statutory enforcement action (DCN)	Environmental Health		QUARTERLY
PLACE.P.16.15a	Percentage of all Public Health Service requests responded to	Environmental Health		BALANCED SCORECARD - QUARTERLY
PLACE.P.16.15b	Percentage of all Public health service requests responded to within the required timescale	Environmental Health		QUARTERLY
PLACE.P.16.2a	Number of intelligence logs made	Trading Standards	Since 2015/16 – outcome varied across years	QUARTERLY
PLACE.P.16.3a	Number of primary inspections conducted.	Trading Standards	Since 16/17 – met target every year – improvements vary year by year	QUARTERLY
PLACE.P.16.5a	Percentage of tobacco retailers visited annually.	Trading Standards	Since 2015/16 - % increase varies year by year	QUARTERLY
ENV5b	Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)	Environmental Health		LGBF - ANNUAL

ENV5a	Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)	Trading Standards		LGBF - ANNUAL
New	Number of reportable workplace incidents (RIDDOR)	Health and Safety		QUARTERLY
New	Number of COVID tests undertaken at asymptomatic testing sites	Environmental Health	To be confirmed	QUARTERLY

# Continuous improvement

## *Self-assessment framework/approach*

## *Best practice examples*

The Midlothian Excellence Framework (MEF) is the corporate self-evaluation tool available to support service improvement with a comprehensive review of activities and results. MEF is mapped to a number of established organisational improvement tools, including Customer Service Excellence and can be adapted for use by services across the following themes:

- Leadership
- Staff
- Service Planning
- Processes and Services
- Partnerships and Resources
- Results



In addition to the Midlothian Excellence Framework, the Council has adopted the Customer Service Excellence (CSE) standard as a corporate tool to support continuous improvement. CSE recognises customer groups and evaluating customer needs and expectations is at the heart of the Standard. The standard contains 5 criteria to be considered as follows:

- Customer Insight
- Culture of the Organisation
- Information and Access
- Delivery
- Timeliness & Quality of Service



During 2021/22 a calendar of self-evaluation/continuous improvement activities will be implemented across services within Place/Corporate Solutions which support the Council's ongoing focus to deliver Best Value.



# Further information

## Equalities

The service plans set out our commitment to promoting equality and diversity. An Integrated Impact Assessment (IIA) has been carried out, enabling Midlothian Council to meet its legal duties to consider equality, human rights, sustainability and the environment. The assessment ensures that the planned services and policies promote equality of opportunity, eliminate discrimination and harassment; and promote good relations between those with protected characteristics and those with none. They also allow broader inequalities to be addressed, ensuring that the needs of all people are met.

For further information or to view a copy of the IIA please contact:

[equalities@midlothian.gov.uk](mailto:equalities@midlothian.gov.uk)

This document can be made available in different formats and in different languages.

If you would like a copy in another language or format, please email

[equalities@midlothian.gov.uk](mailto:equalities@midlothian.gov.uk) or phone 0131 271 3658

## Key contacts

Further information about this plan is available from the contacts below:

Kevin Anderson, Executive Director Place – [Kevin.Anderson@midlothian.gov.uk](mailto:Kevin.Anderson@midlothian.gov.uk)

Derek Oliver, Chief Officer Place – [Derek.Oliver@midlothian.gov.uk](mailto:Derek.Oliver@midlothian.gov.uk)

Saty Kaur, Executive Business Manager – [Saty.Kaur@midlothian.gov.uk](mailto:Saty.Kaur@midlothian.gov.uk)

