



# Finance and Integrated Service Support

## Service Plan 2017-2018

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## Introduction

This document is a Service plan, which provides a clear picture of the Service's planned activities for the period 2017-18. The Service plan contains:

- **Service Overview:** This should provide the reader with a basic understanding of the Service and its purpose.
- **Future Development of the Service:** This section identifies the key challenges facing the Service and also captures the areas for future development and improvement.
- **Service Priorities:** The information captured here is critical in terms of providing clarity of the priorities and outcomes being targeted by the Service and also identifying the focus of activities for the 2017/18 deliverables. Appropriate consideration of risks should also be captured as part of the Service Planning activities.
- **Management Arrangements:** This section gives a high level view of the management arrangements in place for the Service such as structure and resources but also includes information on scrutiny activity and performance management.

The purpose of a Service Plan is to:

1. Clearly show the key tasks and challenges of the Service. This provides direction and an overview of the Service's Plans to those within and out with the Service.
2. Provide a basis for measuring and reporting on the progress of the Service in achieving its priorities.
3. Provide an overarching Plan which supports the link between individual staff performance and development plans, work plans, team plans and the Single Midlothian Plan Council and partner priorities. This should enable all staff to understand how their work contributes to the Service's objectives and upward to the corporate aims of the Council, and its success in achieving those aims.

## 1) Overview of the Service

The Head of Finance and Integrated Service Support (ISS) undertakes the statutory role of Section 95 officer with responsibility for the Council's financial management and stewardship and is also responsible for delivering an Integrated Service Support function across to all Directorates which aims to ensure that:

- Customers are at the core of Service support provision;
- Service support is fully integrated and delivered to a consistently high service standard;
- Service support activities are delivered in a way which provides effective and efficient support to frontline services;
- There are appropriate career paths and development opportunities for staff;
- Delivering Excellence is embedded in activity across the Service.

Work continues to deliver the benefits of integration and significantly reduce costs through redesigning existing structures, systems and services. This programme of work is being delivered through the Integrated Service Support strand of the Council Transformation Programme.

Finance and Integrated Service Support currently consists of the following eight teams which have the responsibilities noted below:

	fte
• Business Services	159
• Business Transformation and Communications	14
• Digital Services	37
• Employment and Reward	25
• Financial Services	21
• Legal Services	15
• Organisational Development and HR	11
• Procurement and Stores	14
Total	296

### Business Services

Business Services encompasses Business Applications, the provision of Operational Support, Democratic and Document Services and Executive Officer Support. These teams, based within various locations, provide a wide range of essential support to the Council and all Services.

The support provided includes, though is not limited to the following:

- Executive Officer Support brings together the support to the Chief Executive, Directors and Heads of Service. The team provide comprehensive administrative and secretarial support working closely with the Senior Leadership Group supporting them in the efficient and effective implementation of the Council's key priorities.
- Operational Support carry out transactional and financial processing such as invoice payment processing, client financial assessments and charging, job costing and sundry debt processing, utilising a number of Council business critical systems on a daily basis. They are also responsible for customer applications, payments for Services and the administration of any associated processes.

- Business Applications team pulls together the lead administrators and supporting staff for all Council business critical systems. As well as providing helpdesk support to users, the team are involved in systems developments, upgrades and implementations, working closely with colleagues in Digital Services and our software suppliers. The team work with Service Managers and staff across the Council to help support efficient Service provision to customers and are responsible for all management information and reporting requirements for each system/application including Integra financials, iTrent System; Revenues Control; MOSAIC, Total and Seemis together with a range of other essential systems.
- Democratic and Document Services carries out a range of diverse and critical functions across the organisation. This includes ensuring the proper governance of the decision making process of the Council, supporting the delivery of the statutory Services of the Council, delivering an efficient and compliant records, archives and Document Management Service and providing effective business support to Services across the organisation. This area is also responsible for the contract management of the Managed Print Service.

## **Business Transformation and Communications**

The team has responsibility for the coordination and programme management of the Transformation Programme. It develops and supports delivery of all aspects of the programme securing improvements to the way we work, the Services we deliver and the quality of life experienced by local people. The team also co-ordinates communication activity for the Council, both planned and responsive alongside the development and delivery of major communication and engagement activities.

## **Digital Services**

This Service is responsible for the provision of all Digital Services, strategy, operational and support functions across the organisation. It is the focal point for all aspects of Information Technology across the Council and ensures that ICT infrastructure and facilities are fit for purpose and that they effectively and efficiently underpin delivery of Council Services in alignment with the Single Midlothian Plan and the National ICT Strategy for Scotland.

Main duties comprise:

- Ensure that the Council is well positioned to take advantage of emerging national initiatives and collaboration opportunities;
- Developing and implement the Council's Digital Strategy taking into account national initiatives whilst delivering local priorities;
- Exploiting technology in order to reduce costs and improve services;
- To ensure that appropriate governance, security and information management policies and standards are in place.

## **Employment and Reward**

The team develop and implement effective and integrated Employment and Reward Services and provides a Payroll Service for all of the Council's employees. The team leads on the development of Reward Strategy for the Council including the development of a "fit for purpose" pay and grading structure and associated policies, manage the design, delivery, and operation of recruitment, job evaluation (local government workers), employee administration and payroll processes, ensuring compliance with relevant regulatory, statutory and legislative provisions and are responsible for the interpretation and implement legislation and regulation in relation to PAYE and other statutory requirements. Technical advice and guidance is available on contractual terms and conditions, Tax, National Insurance and pension issues as well as the

required administration to ensure maintenance of employment contracts and payroll records across all Service areas.

The team work closely with the Organisational Development and Human Resources team recognising the shared objectives and key relationships between both teams and between them ensure the appropriateness and effective implementation of a range of People Policies and procedures for the Council.

## **Financial Services**

Financial Service provides centralised Financial and Management Accountancy Services across the Council, covering gross expenditure in excess of £300 million. The team has a central key role in managing the financial affairs of the Council ensuring robust and effective financial management and strong financial stewardship. The team leads on the development and delivery of the Council's medium term financial plans to ensure delivery of change and financial sustainability.

The team deals with a wide range of functions from supporting managers with budgeting, preparation of financial reports and publishing financial documents to managing the Council's insurance policies, administering the employee car-leasing scheme and managing the Council's treasury and investment strategy including a loan portfolio of £254 million and investments of £83 million.

## **Legal Services**

The team provides professional legal Services to the Council and all Services and also ensures support is provided to the Returning Officer(s) for all Elections. It ensures appropriate governance arrangements are in place and that these are effective.

The Legal Services Manager acts as the Council's Monitoring Officer.

Key Service areas include:

- Providing procedural advice to the Council, Committees and other Council meetings, the Licensing Board, Review Boards and Appeals Committees;
- Providing professional legal advice to elected members and officers;
- Representing or supporting the Council at public inquiries, tribunals etc;
- Co-ordination of Elections;
- Providing a Licensing Service (civic government, liquor and other miscellaneous licences);
- Acting as instructing Solicitor and/or representing the Council at court hearings and concluding sales, purchases, leases, formal agreements, contracts and orders.

## **Organisational Development and Human Resources**

The team has a focus on the development and effective management of our workforce. Facilitating an organisational culture which promotes strong and effective leadership where employees have a focus on performance, overseeing the development and effectiveness of a workforce and people strategy. The team ensure the appropriateness and effective implementation of a range of People Policies and procedures as part of the Investing in our Workforce Project for the Council and the provision of professional HR advice to senior managers on all HR and employee relations matters.

The team has a central role in supporting the delivery of organisational change and ensuring that this is done in a positive way and that there are effective channels to communicate change and wider organisational values to all employees.

## **Procurement and Stores**

The team provides a centralised Service across the whole Council and works collaboratively with external procurement partners. This team develops and updates the procurement strategy, policies and procedures which meet Council objectives, procurement best practice and legislation. The team provides support, advice and guidance to managers and stakeholder on all aspects of the full procurement journey including defining the supply need, market analysis, tendering and contract and supplier management. The team also provides a centralised stores function for all Services.

Key Service areas include:

- Contract Compliance
- Spend Analysis
- Strategic Procurement
- Strategic Supplier Relationship Management
- Purchase to Pay
- Stores

### **a) Key Successes / Developments in 2016/17**

During 2016/17 the Service achieved the following key successes:-

#### **Financial Strategy**

- a) Completion of quality Financial Monitoring reports for Council as part of continuing robust scrutiny of financial performance;
- b) Financial Strategy reports for 2017/18 to 2021/22 presented to Council meetings and other political or senior officer forums which outlines future years budget projections, the impact of the Change Programmes and the financial implications of investment decisions / priorities;
- c) Early engagement with Ernst and Young on audit approach and plan for 2016/17 Final Accounts;
- d) Successful completion of 2015/16 accounts and audit.

#### **People Strategy and Investing in our Workforce**

- a) Secured a collective agreement for Investing in our Workforce and implemented new Pay and Grading and Terms and Conditions on 01.10.2016;
- b) New People Policies – Modernised, transformed and implemented on 01.03.2017;
- c) Healthy Working Lives (HWL) Gold Award, assessment achieved;
- d) Leadership development collaborating with Health and Social Care and Education to foster relationship building and ‘good to great’ leadership in support of a ‘One Council’ approach;
- e) Occupational Health (OH) – the procurement of a new provider in September 2016 who proactively supports our organisational vision ‘A Great Place to Grow’;
- f) Business Applications configuration and setup to support introduction of Investing in our Workforce.

#### **Digital Strategy**

- a) New Digital Strategy and Digital Learning Strategy approved;
- b) SWAN Project is now in implementation phase with all sites to be migrated by summer 2017;

- c) School Laptop Replacement – Project completed early 2017. 520 new laptops delivered with DirectAccess deployed allowing more flexible and mobile working for school staff.
- d) Audio Visual Equipment – An external audit has now taken place of all Council sites and a number of recommendations are in the process of being actioned to improve end of life or failing AV assets across the estate;
- e) Security Awareness - successful and ongoing 'Private I' Information Security campaign – Council wide;
- f) Cyber security resilience maintained;
- g) Revised Information Management action plan to take account and manage the risk associated with new European legislation in relation to data protection; this will still be required regardless of Brexit position.
- h) Introduction of new ITIL based IT Service Management system with self service element to be available early 2017;
- i) Decommission (Library Headquarters and Loanhead Leisure Centre) and commission (Bilston PS and Gore Glen PS) of a number of sites to support the Property programme;
- j) Software Management – ability to deploy software remotely to Council devices;
- k) Energy management – powering devices on/off - centrally – contributes to savings;
- l) New backup solution for file and folders across schools.

## **Procurement Strategy**

- a) Procurement Strategy updated to ensure compliance with Procurement Scotland Reform Act;
- b) Completion on time of the 2016/17 contract delivery programme;
- c) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards.

## **Service Improvements / Delivering Excellence**

- a) Recognition by the Keeper of Public Records in relation to best practice and achievements in Midlothian;
- b) Cessation of paper remittances for Creditor payments;
- c) Introduction of Street Naming Policy;
- d) Consolidation of support and implementation of Etarmis time and attendance system
- e) Continued roll out of Total Document Management:
  - Introduction of Intranet Portals Health and Safety and Contingency Planning and Organisational Development and HR
  - Introduction revised process and workflow for mobile phones
  - Executive Officer Support file plan and Records Management
- f) Introduction of Webcasting for Council and Cabinet meetings;
- g) Introduction of e-payslips for monthly payroll;
- h) Enhancements to Midlothian Active Choices database to reflect improved business process within Healthy Living Services;
- i) Development of MOSAIC workflows and forms to support changes within Adult and Children's Services;
- j) External Engagement for Shaping our Future and launched across Midlothian communities with summary report provided to Council in December 2016;
- k) Internal Tell Ken campaign for employee engagement launched in October 2016. Ideas/comments being acknowledged and summary email issued to staff in February 2017 with main suggestions put forward.

## **b) Consultations/ Engagement**

The plan links to the Single Midlothian Plan, the priorities of which arose from a major public consultation exercise. The plan is based on the result of input of many different colleagues who represented the various functions incorporated within the Integrated Service Support model. Further discussion will take place with staff to ensure alignment of both team and individual plans with the Service plan priorities and outcomes.

## **c) Equalities**

This Service plan has been subject to an Equalities Impact Assessment (EQIA)

## **d) Sustainability**

Adopting a longer term Single Midlothian Plan which is supported by individual Service plans for 2016/17 helps to ensure that the Service supports the Council's Sustainable Development Scheme and action plan.

## **2) Future Development of Services**

### **a) Key Challenges**

#### **Financial Stewardship and Sustainability**

- a)** Continue work on developing future years budget projections and in particular completing the 2017/18 base budget including the impact of the Change Programmes and the financial implications of investment decisions / priorities for 2017/18 to 2021/22;
- b)** Continued financial support for the Council Transformation and Change Programmes. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits tracking and realisation process;
- c)** Strengthen financial stewardship in a climate of reducing budgets and increasing Service provision;
- d)** Implement a new Capital Accounting system in advance of the financial year end.

#### **People Strategy and Investing in our Workforce**

- a)** Supporting Midlothian Council through unprecedented changes in the next five years;
- b)** Continue to provide a first class OD/HR Services supporting employee performance and engagement during times of rapid change;
- c)** Support our leadership community so that they are able to perform to a high standard and deliver on the five year change programme;
- d)** Embed the new People Policies and secure increase in flexibility and productivity;
- e)** The functionality of iTrent to deliver employees contractual requirements, current ongoing development re-banding for teachers, teachers leave / absence and new start calculations. Development required in response to abatement of leave as a result of revised People Policies.

#### **Digital Strategy**

- a)** Public Services Network (PSN) - ensuring that the digital estate and associated technologies inclusive of business applications are all up to date in preparation of PSN accreditation and associated penetration testing;
- b)** Regulatory changes proposed will impact on Council activities if not planned for – for example new Data Protection laws (GDPR) and other compliance requirements PCI-DSS;
- c)** Cyber-security the threat of cyber attacks e.g. ransom ware / hackers continues to be an ongoing challenge to mitigate risk and Service disruption;
- d)** As part of the Asset Management Programme now need to plan and deliver the Windows 10 Upgrade to all appropriate Council devices (PC's and laptops) as well as upgrading to the latest version of Office 365;
- e)** The Wifi School project – report has now been received from RM Education. Technical Service Delivery team now working on preparing an implementation plan;
- f)** Implementation of an Enterprise Mobility Management (EMM) system that is a device-and platform-agnostic solution that centralizes the management, configuration and security of all corporate-owned devices. EMM goes beyond traditional device management to include the management and configuration of enterprise apps and content.

## **Procurement Strategy**

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

## **Service Improvements**

- a) The delivery of the Business Services Improvement Plan;
- b) Total Document Management: The provision of access to the document management system (CS10) for schools;
- c) Review of Business Support arrangements resulting from the relocation and review within Children's Services;
- d) The programming of application upgrades within resource constraints;
- e) Reshape the Service to deliver Integrated Service Support savings totalling £1.2 million.

## **b) Changes in Service Delivery**

### **Partnerships**

Key success criteria for the Service will be its ability to maintain sustainable relationships across Services and directorates in order to deliver a 'One Council' Integrated Service Support function.

### **Technology**

Key project responsibilities within the Service include:

- Delivery of a Digital strategy which enables Service transformation and secures Service efficiencies;
- Delivery of a Council wide Purchase to Pay system;
- Digital network and asset replacement programmes;
- Delivery of a Council wide Document Management system;
- Delivery of a Council wide Sales to Cash system;
- Project Management and Applications support for implementation of Leisure Management system;
- Delivery of enhanced functionality within iTrent and Integra to support improved business processes.

### **Culture Change**

The Service is central to the delivery of culture change across the Council recognising that a shift in culture and behaviours is central to the delivery of flexible customer focussed Services and in securing improvements in productivity. Key areas of responsibility within the Service which impact significantly on culture are:

- Delivery of the objectives of the People Strategy;
- Delivery of effective Workforce Planning;

- Securing implementation of the principles of the Investing in our Workforce project and new People Policies.

**Financial**

Delivery of reduction in cost of Service provision.

**c) Areas for Improvement/Development**

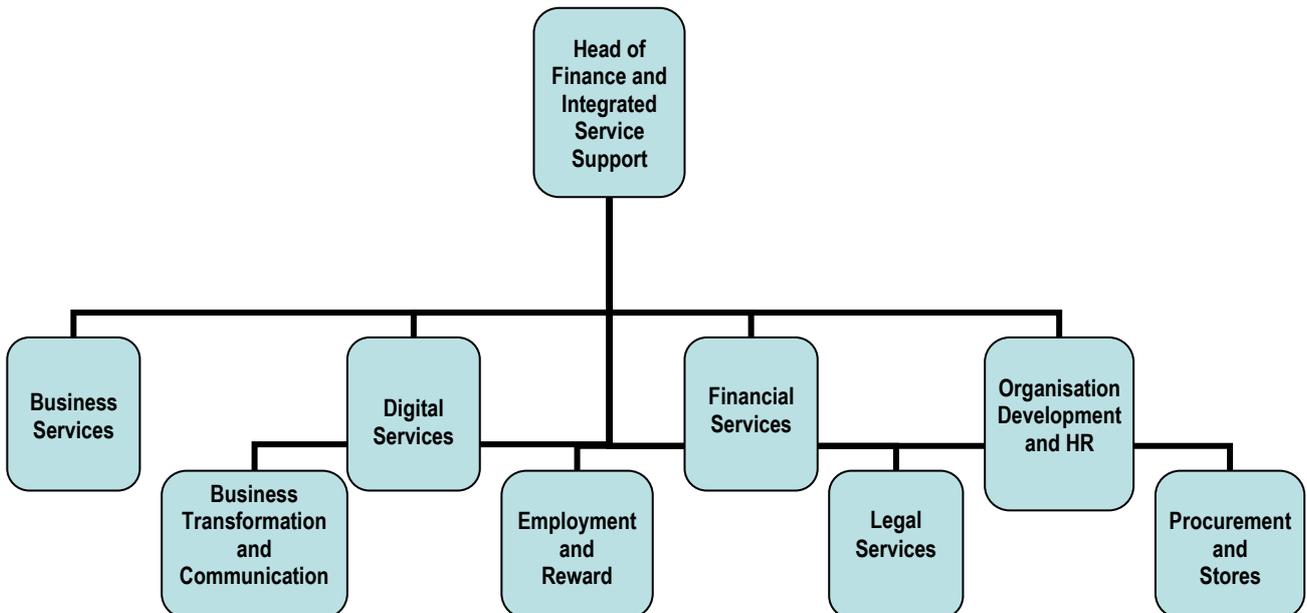
The key areas for improvement which apply across all eight arms of the Service are at the centre of the work of the Integrated Service Support project and are:-

- The delivery of customer focused and cost effective across the Service support;
- An overall reduction in the cost for Finance and Integrated Service Support;
- Continued integration of Service provision;
- Delivery of effective and efficient business process across the Council;
- Engaging with and empowering employees;
- Developing skills and providing new opportunities and/or career paths for employees.

**3) Management Arrangements**

The following shows the current structure within the Service.

**a) Structures**



b) Resources

## Midlothian Council

### Finance and Integrated Service Support

	Budget	
	2016/17	2017/18
	£	£
<b>SERVICE FUNCTION</b>		
Integrated Service Support	5,002,581	5,134,861
Business Transformation & Communications	712,659	566,411
Digital Services	2,570,475	2,481,679
Employment & Reward	825,259	744,404
Financial Services	962,486	980,510
HR Organisational Development	654,331	596,377
Legal Services	671,573	687,877
Procurement & Stores	567,302	495,054
Service Management	107,324	(141,386)
Other Miscellaneous Services	190,391	190,391
<b>NET EXPENDITURE</b>	<b>12,264,381</b>	<b>11,736,178</b>
<b>SUBJECTIVE ANALYSIS</b>		
Employee Costs	9,469,857	9,132,959
Premises Costs	21,271	21,271
Transport Costs	107,714	108,066
Supplies and Services Costs	2,972,512	2,870,857
Third Party Payments	202,821	202,821
Transfer Payments	0	0
<b>GROSS EXPENDITURE</b>	<b>12,774,175</b>	<b>12,335,974</b>
<b>INCOME</b>	<b>509,795</b>	<b>599,796</b>
<b>NET EXPENDITURE</b>	<b>12,264,380</b>	<b>11,736,178</b>

**c) Annual Scrutiny, Quality Assurance and Self Assessment.**

Scheduled audit and inspection work will take place through the annual audit process. The following tables provide proposed scrutiny activity scheduled for 2017/18 and also capture both internal and external plans, including audits and inspections.

1. External scrutiny or audits
2. Self assessment or quality assurance activity

<b>Scrutiny / Self Assessment Activity 2017/18</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>
Local Scrutiny Plan 2017	X											
External Auditor Reports						X			X			
Procurement & Commercial Improvement Programme PCIP						X						
PSN Compliance		X										

<b>Scrutiny / Self Assessment Activity 2017/18</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>
No specific areas for Midlothian identified but may involved in proposed scrutiny at a national level												

#### d) Service Assessments / Accreditation:

- PSN Accreditation

#### e) Performance Management

Service performance is reported quarterly via the quarterly performance reports and also encompassed external auditors in the annual report.

Quarterly performance reports can be found online at:

[https://www.midlothian.gov.uk/site/scripts/google\\_results.php?q=performance+repots](https://www.midlothian.gov.uk/site/scripts/google_results.php?q=performance+repots)

The Finance and Integrated Service Support Service's quarterly performance report includes the following information, in addition to the Service outcomes, priorities, indicators and actions captured in table on page 16.

#### Midlothian Councils Balanced Scorecard:

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

The following shows the Balanced Scorecard perspectives that are applicable across the Councils Services, though perspectives may be more applicable in some areas than in others and as a result a Balance Scorecard 2017/18 document will be developed and implemented during the 2017/18 performance management cycle.

<b>Customer/Stakeholder</b>	<b>Financial Health</b>
<ul style="list-style-type: none"><li>• Improving outcomes for children, young people and their families</li><li>• Ensuring Midlothian is a safe place to live, work and grow up in</li><li>• Creating opportunities for all and reducing inequalities</li><li>• Growing the local economy and supporting businesses</li><li>• Responding to growing demand for Housing and Adult Social Care Services</li></ul>	<ul style="list-style-type: none"><li>• Maintaining financial sustainability and maximising funding sources</li><li>• Making optimal use of available resources</li><li>• Reducing costs and eliminating waste</li></ul>
<b>Service Improvement</b>	<b>Learning and Growth</b>
<ul style="list-style-type: none"><li>• Improve Community engagement</li><li>• Strengthen partnerships</li><li>• Improve and align processes, Services and infrastructure</li><li>• Manage and reduce risk</li></ul>	<ul style="list-style-type: none"><li>• Develop employee knowledge, skills and abilities</li><li>• Improve engagement and collaboration</li><li>• Develop a high performing workforce</li></ul>

Each of the perspectives shown above will be supported by a number of measures and indicators which ensures that the Balanced Scorecard informs ongoing performance reporting and public performance reporting throughout the 2017/18 cycle and also help identify areas for further improvement throughout the year.

**Statutory Performance Indicators – SOLACE Benchmarking Indicators**

The following details those indicators applicable to the Service performance reporting process

<b>Reference</b>	<b>Description</b>
Corporate Services CORP1	<b>Support Services as a % of Total Gross expenditure</b>
Corporate Services CORP2	Cost of Democratic Core per 1,000 population
Corporate Services CORP 6	<b>Sickness Absence Days per Employee</b>
Corporate Services CORP 3b	<b>The Percentage of council employees in top 5% of earners that are women</b>
Corporate Services CORP8	<b>% of invoices sampled and paid within 30 days</b>

**4) Service Priorities**

The following appendices contain:

**Appendix A:** The overall set of Single Midlothian Plan outcomes and priorities for 2016/19

**Appendix B:** Key Service priorities, actions and indicators for 2017/18

**Appendix C:** Equalities Impact Assessment

## **APPENDIX A: Single Midlothian Plan 3 year priorities 2016/19**

**Midlothian Community Planning Partnership Board agreed that all partners will focus for the 3 years on how they can contribute to:-**

- 1 Reducing inequalities in the health of our population
- 2 Reducing inequalities in the outcomes of learning in our population
- 3 Reducing inequalities in the economic circumstances of our population

**Each Thematic group has identified their 3 year priorities which link to the 3 agreed priorities stated above.**

### **ADULT HEALTH AND CARE (AHC)**

- 1 People are able to look after and improve their own health and wellbeing and live in good health for longer
- 2 People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes
- 3 Health and Social Care have contributed to reducing health inequalities
- 4 Unpaid carers are supported to look after their own health and wellbeing

### **COMMUNITY SAFETY (CS)**

- 1 Fewer people are victims of crime, abuse or harm
- 2 People feel safe in their neighbourhoods and homes
- 3 Our communities take a positive role in shaping their future

### **GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD (GIRFEMC)**

- 1 Children in their early years and their families are being supported to be healthy, to learn and to be resilient
- 2 All Midlothian children and young people are being offered access to timely and appropriate support through named person service
- 3 All care experienced children and young people are being provided with quality services
- 4 Children and young people are supported to be healthy, happy and reach their potential
- 5 Inequalities in learning outcomes have reduced

### **IMPROVING OPPORTUNITIES MIDLOTHIAN (IOM)**

- 1 Poverty Levels in Midlothian overall are below the Scottish average
- 2 Midlothian residents are successful learners and young people go on to positive destinations when they leave learning
- 3 There is a reduction in inequality in health outcomes
- 4 Citizens are engaged with service development and delivery

**SUSTAINABLE GROWTH (SG)**

- 1 New jobs and businesses are located in Midlothian
- 2 Midlothian's economic growth rate consistently outperforms the Scottish average
- 3 Midlothian is an attractive place to live, work and invest in
- 4 The gap between average earnings of the working age population living and working in Midlothian and the Scottish average has decreased
- 5 Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity
- 8 More social housing has been provided taking account of local demand
- 9 Homelessness has reduced, and people threatened with homelessness can access advice and support services

## APPENDIX B: Finance & Integrated Service Support Service Plan 2017-18

Actions	Due Date	Performance Indicator	Target	Baseline	Previous trend data	Team
<b>AHC - People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes</b>						
Embed the financial and resource arrangements required to support the Midlothian Integrated Joint Board (IJB) in particular evaluating the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB	31/03/18	N/A	N/A	N/A	N/A	Finance
<b>SG - New jobs and businesses are located in Midlothian</b>						
Deliver in-house support to Economic Development through planning agreements and property transactions.	31/03/18	N/A				Legal Services
Embed community benefit clauses in all regulated procurements, targeting training opportunities, apprenticeships and work experience opportunities.	31/03/18	N/A	N/A	N/A	N/A	Procurement
Continue to work with local service providers to help them secure public sector contracts.	31/03/18	N/A	N/A	N/A	N/A	Procurement
<b>IOM - Midlothian residents are successful learners and young people go on to positive destinations when they leave learning</b>						
Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any external recruitment.	31/03/18	N/A	N/A	N/A	N/A	OD & HR
<b>Service Priority Only: Ensure equality of Opportunity as an employer</b>						
Deliver and embed Second People Strategy, the objectives of Investing in our Workforce and the actions targeted for 2017/18 to ensure that our workforce is positive, motivated, high achieving, well led and well managed.	31/03/18	% of actions in the second People Strategy plan that are completed or on target	100%	N/A	None	OD & HR
<b>Service Priority Only: Ensure sustainable strategy for the delivery of Council Services</b>						
Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live.	31/03/18	N/A	N/A	N/A	N/A	Business Services

Actions	Due Date	Performance Indicator	Target	Baseline	Previous trend data	Team
Achieve the actions set out in the Total Document Management Implementation Plan.	31/03/18	N/A	N/A	N/A	N/A	Business Services
Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults).	30/09/17	N/A	N/A	N/A	N/A	Business Services
Develop and achieve actions set out in the Business Services Improvement plan.	31/03/18	N/A	N/A	N/A	N/A	Business Services
Implementation of Digital Services Asset Management and Investment plans Corporate/Schools.	31/03/18	N/A	N/A	N/A	N/A	Digital Services
Implementation of the Digital Strategy.	31/03/18	N/A	N/A	N/A	N/A	Digital Services
Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR)	25/05/18	N/A	N/A	N/A	N/A	Digital Services
Maintain PSN compliance.	30/04/18	N/A	N/A	N/A	N/A	Digital Services
Review the Employment and Reward Management structure to improve flexibility and resilience.	31/05/17	N/A	N/A	N/A	N/A	Employment & Reward
Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	31/03/18	N/A	N/A	N/A	N/A	Employment & Reward
Deliver all payrolls on schedule	31/03/18	N/A	N/A	N/A	N/A	Employment & Reward
Completion of the unaudited Statutory Accounts for 2016/17 to ensure that we maintain strong financial management and stewardship	30/06/17	N/A	N/A	N/A	N/A	Finance
Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2016/17.	30/09/17	N/A	N/A	N/A	N/A	Finance
Deliver quarterly financial reports and commentary to Council.	31/03/18	N/A	N/A	N/A	N/A	Finance
Update the Financial Strategy for 2017/18 to 2021/22 to support Council setting the 2017/18 Council Tax and a balanced budget.	11/03/18	N/A	N/A	N/A	N/A	Finance

Actions	Due Date	Performance Indicator	Target	Baseline	Previous trend data	Team
Maintain momentum of the Integrated Service Support Project to transform service support, improve customer service, effectiveness and efficiency of service provision.	31/03/18	N/A	N/A	N/A	N/A	Finance and ISS
Produce more efficient Licensing system through the use of IDOX project management system.	31/03/18	N/A	N/A	N/A	N/A	Legal Services
Support the Returning Officer with May elections	30/05/17	N/A	N/A	N/A	N/A	Legal Services
Implement and support new People Policies as part of the Investing in our Workforce Project.	31/03/18	N/A	N/A	N/A	N/A	OD & HR
Achieve contract delivery targets set out in the Contract Delivery Plan 2017/18.	31/03/18	% of actions in the Contract Delivery Plan that are completed or on target	100%	N/A	N/A	Procurement

## APPENDIX C: Equality Impact Assessment Form



Information published by Midlothian Council can be provided on request in many of the community languages e.g. Cantonese, Punjabi, Urdu and also in large print, Braille, or audio tape. For more information please contact Midlothian Council on 0131 270 7500.

Lead contact:

Gary Fairley

### Section A: Introduction

#### 1. Title of policy, procedure or function being assessed

Finance and Integrated Service Support Service Plan 2017-18

#### 2. Divisions/organisations/groups involved in doing this Equality Impact Assessment

Finance and Integrated Service Support, Resources Directorate

#### 3. Date started:

8 March 2017

#### Date completed:

13 March 2017

### Section B: Information

#### 4. Please describe the Policy, Procedure or Function you are impact assessing

The Finance and Integrated Service Support Service Plan aims to bring a cohesion and vision to what we are seeking to achieve as a service. This offers direction to the team, a clarity about what we are doing and an overview of our work and direction to those within and out with the service. The plan links to the Single Midlothian Plan priorities and outcomes and the Council priorities as well as to team and individual plans.

#### 5. What information and consultation data do you have to inform your assessment? What does it tell you?

As noted above, the plan links to the Single Midlothian Plan, the priorities of which arose from a major public consultation exercise. The plan is based on the result of input of many different colleagues.

## 6. Do you need more information or more consultation/engagement data?

- Do you need anything more:
  - i. to do this Equality Impact Assessment (EQIA)
  - ii. to monitor or assess, in future, the impact of the policy/procedure or function you are EQIAing on people with different equalities characteristics
- Lack of data is not a sufficient reason to conclude there is no impact. It is insufficient to state that a policy will affect everyone equally without having considered the different barriers some people may encounter.

No further consultation is required at this stage. We work in an open and transparent manner and are committed to consulting on a continuous basis with key partners and stakeholders.

## Section C: Assessment

Midlothian Council equality impact assesses on **all** of the characteristics in the shaded area below, so you should consider all of these in your assessment. If you want you can consider other groups as well.

**Race** (this includes ethnic or national origins, colour and nationality)

**Disability** (e.g. physical disabilities, sensory impairments, learning disabilities, mental health conditions or long-term illnesses)

**Sex**(male/female)

**Age** (all ages)

**Sexual Orientation** (gay man, gay woman/lesbian, bisexual, heterosexual/straight)

**Religion or belief** (including having no religion or belief)

**Pregnancy and maternity** (having just had a baby or being pregnant)

**Gender reassignment** or transgender status (a person who is proposing to undergo is undergoing or has undergone a process to change their sex)

**Marriage and Civil Partnership**

**People experiencing poverty or at risk of poverty:** (poverty may be simply defined as not having enough money to meet one's basic daily needs or to have the things that most people in the UK take for granted).

**As you answer questions 7i. to 7iv. over the page:**

- a) **Think about the policy, practice or function you are assessing and**
- people with the above characteristics
  - people associated with them (e.g. a parent or carer)
  - people mistakenly assumed to have the above characteristics

Remember to consider impacts on staff as well as communities and customers.

**b) Consider whether the above people are likely to have different needs, or be affected in different ways by what you are doing/proposing. e.g.**

- People may need, or benefit from, information provided in a particular format, like large print or easyread.
- A queuing system which relies on people standing for long periods will make it very difficult for some people to use the service.
- Charging more for a service is likely to affect people from several of the groups in the shaded area above, as on average they have a lower income.
- Targeting an area of high poverty could leave people experiencing poverty outside the area even worse off in comparison

**c) Consider the General Equality Duty requirements to pay due regard to the need to:**

- eliminate discrimination, victimization, harassment or other local conduct that is prohibited under the Equality Act 2010 in relation to the characteristics listed in shaded area at the top of this page (except poverty)
- advance equality of opportunity between and foster good relations between people who share a characteristic in the shaded area and those who do not (except marriage and civil partnership and poverty)

**7i. Note any positive impacts on the above equalities groups**

The service seeks to deliver on a fair and equitable basis to all staff, key partners and stakeholders.

**7ii. Note any negative impacts on equalities groups**

None noted.

**7iii. How significant would this negative impact be, and what kind of numbers would be affected?**

N/A

**7iv. Note any opportunities for making a positive impact on equalities groups.**

The work identified in this plan will make a significant difference to the 'one council' approach being adopted in relation to those services which support front line services in delivery of their outcomes for many groups and individuals from a range of diverse backgrounds.

## **Section D: Actions and Outcomes**

Questions 8 and 9 below ask about actions which have been taken, or will be taken **as a result** of this Equality Impact Assessment (EQIA). Any pre-existing actions should be included in earlier sections.

### **8. Note any actions you will be taking as a result of this EQIA:**

Think about what you can do to:

- minimise or remove any negative impacts, and
- maximise the opportunities for positive impacts

There will be a strong emphasis in our work on working with services to provide an effective and efficient service support across the Council.

### **9. Please note any actions you have already taken as a result of this EQIA here.**

N/A

### **10. How will you track/monitor that the actions you mentioned in 8. have been achieved?**

e.g. by adding them to a work plan, service plan etc.

Our plans will be monitored through scrutiny by the Director, Chief Executive, Elected Members and through the use of the Covalent performance management system. We will ensure that the outcomes of our work are made available publicly.

### **11. If you have decided not to take any action please note why this is, and any justification, here.**

A significant negative impact, even if it affects only a small number of people, should be addressed.

N/A

### **12. Is a more detailed assessment recommended?**

No