

## Progress in delivery of strategic outcomes

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

The key programmes which support this are:

- . The People Strategy and the associated Investing in our Workforce programme;
- . Delivering Excellence;
- . The Council's Financial Strategy.

These are supported by:

- . The Procurement Strategy;
- . The Digital Strategy;
- . The ongoing Integrated Service Support review;
- . The Council's Transformational Programme.

The transformation and repositioning of services is critical to the Council maintaining a sustainable financial and service delivery strategy during a period of continued pressure on public sector finances.

Outstanding organisational results were achieved in the following areas:

- a) People Management Policies – modernised and transformed through the 'low pay agenda' ready to implement in quarter 4;
- b) Organisational Change, including the up skilling and redeployment of employees in change programmes;
- c) Healthy Working Lives (HWL) Gold Award, assessment in November 2016;
- 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 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.

### 1) Financial Strategy

- a) Successful completion of 2015/16 Audited Financial Statements with an unqualified Audit Certificate;
- b) Early engagement with Ernst & Young, the new external auditors on audit approach and plan for 2016/17 Final Accounts;
- c) Delivery of pension auto enrolment milestone with no additional resources;
- d) Completion of and presentation of quality Financial Monitoring reports for Council and Audit Committee as part of the continuing robust scrutiny of financial performance;
- e) 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; Further development of the financial relationship between the Health and Social Care Integrated Joint Board and the Council.

### 2) 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) Organisational Change, including the up skilling and redeployment of employees in Change Programmes;
- d) Healthy Working Lives (HWL) Gold Award, assessment achieved;
- e) 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;
- f) Business Applications configuration and setup to support introduction of Investing in our Workforce.

### **3) Digital Strategy**

- a) Digital Strategy Group has been refocused to reflect the revised Digital Strategy and National Transformation Programme;
- b) New Digital Strategy and Digital Learning Strategy approved January 2017;
- c) The Scottish wide Area Network (SWAN) Project is now in implementation phase with all sites to be migrated by summer 2017;
- d) Core Server Infrastructure - (Citrix Site) used by the majority of users and business applications has been upgraded and Applications are now being moved over to this new environment;
- e) School Laptop Replacement – Project completed early 2017. 520 new laptops delivered with Direct Access deployed allowing more flexible and mobile working for school staff;
- f) 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;
- g) Security Awareness - successful and ongoing 'Private I' Information Security campaign – Council wide;
- h) Cyber security resilience maintained;
- i) Revised Information Management action plan to take account and manage the risk associated with new European legislation (GDPR) General Data Protection Regulation in relation to data protection;
- j) A number of new Business Applications have been procured: Leisure Management and Online School payments and are now at the early stages of implementation subject to project governance and funding being agreed;
- k) Commissioning and/or decommissioning of a number of sites to support the Property Programme (Dundas Buildings, Dalkeith Social work, Eskdaill Court and Buccleuch House).

### **4) Procurement Strategy**

- a) Secured Living Wage accreditation April 2016;
- b) Procured employee benefits through Edenred October 2016;
- c) Achieved 61% in the Procurement and Commercial Improvement Programme assessment, score is in band F3 (F1 - F12);
- d) Procurement Strategy updated to ensure compliance with Procurement Scotland Reform Act;
- e) Contract Delivery Programme;
- f) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards.

### **5) Service Improvements / Delivering Excellence**

- a) Recognition by the Keeper of Public Records in relation to best practice and achievements in Midlothian;
- b) The Midlothian Council Equality Employee Monitoring Report 2015/16;
- c) The content migration of the new Council website – success in Phase One
- d) Developing a joint Curators Schemes with Edinburgh City Council and East Lothian;
- e) Major review of Childrens' Services (bringing two localities together and taking an end to end approach from referral to provision of services);
- f) Cessation of paper remittances for Creditor payments;
- g) Introduction of Street Naming Policy;
- h) 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;
- i) Introduction of Webcasting for Council and Cabinet meetings;
- j) Introduction of e-payslips for monthly payroll;
- k) Implementation of online contractual changes process within Employment and Reward;
- l) Development of MOSAIC workflows and forms to support changes within Adult and Children's Services;
- m) External Engagement for Shaping our Future and launched across Midlothian communities with summary report provided to Council in December 2016;
- n) 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.

## Emerging Challenges

### 1) Financial Strategy

- a) Ensuring effective financial stewardship by continuing to work closely with budget holders to maintain effective control over expenditure;
- b) Complete the Council's statutory Final Accounts by the deadline of 30th June 2017;
- c) Continue work on developing future years budget projections and financial strategy to address projected budget gaps, the impact of the Change Programmes and the financial implications of investment decisions;
- d) Continued financial support for the 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;
- e) Implement a new Capital Accounting system in advance of the financial year end;
- f) Refreshment and enhancement of Capital and Revenue Budget and Reserves Strategies, reflecting the significant investment pressures as a consequence of the growing population.

### 2) People Strategy and Investing in our Workforce

- a) Seamlessly moving from one Occupational Health provider to another;
- b) Delivering the benefits of Investing in our Workforce, embedding the new People Policies and securing increase in flexibility and productivity;
- c) Transformation of recruitment, work pattern, special leave and absence processes;
- d) Support our leadership community so that they are able to perform to a high standard and deliver on the five year Change Programme;
- e) The Transfer of Undertakings (Protection of Employment) (TUPE) of care providers.

### 3) Digital Strategy

- a) Ensuring sustainable investment in digital assets at a time of financial constraint;
- b) Public Services Network (PSN) - maintaining the integrity and compliance of PSN ensuring that the Digital Estate and associated technologies inclusive of Business Applications are all up to date and pass rigorous penetration testing;
- c) Regulatory changes proposed will impact on Council activities if not planned for – for example New Data Protection laws (GDPR) and other compliance requirements such as Payment Card Industry Data Security Standard (PCI-DSS);
- d) Cyber security the threat of cyber attacks e.g. ransom ware \ hackers continues to be an ongoing challenge to mitigate risk and service disruption;
- e) 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.

### 4) 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;
- f) Compliance with IR35 off payroll working.

### 5) Service Improvements / Delivering Excellence

- a) Reshape the Service to deliver Integrated Service Support savings totalling £1.2 million;
- b) Continue to support Services through Delivering Excellence;
- c) Continue to drive through the current Business Transformation Programme;
- d) The delivery of the Business Services Improvement Plan;
- e) Total Document Management: the provision of access to the Document Management System (CS10) for schools;
- f) The impact of amendments to the requirements for Welfare Fund Payments on the ability to provide cash payments for Corporate Appointee clients;
- g) Review of Business Support arrangements resulting from the relocation and review within Children's Services;
- h) The programming of application upgrades within resource constraints.

# Finance and Integrated Service Support Performance Indicator Summary 16/17









## Outcomes and Customer Feedback

Priority	Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	17	3	6	N/A	17		16/17: Data Only				
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 1	13.55	7.5	6.4	N/A	1.38		16/17: On Target		5	Number of complaints complete at Stage 1	13
											Number of working days for Stage 1 complaints to be Completed	18
01. Provide an efficient complaints service	Average time in working days to respond to complaints at stage 2	13.5	3	3	N/A	1.5		16/17: On Target		20	Number of complaints complete at Stage 2	2
											Number of working days for Stage 2 complaints to be Completed	3
01. Provide an efficient complaints service	Percentage of complaints at stage 1 complete within 5 working days	72.73%	50%	40%	N/A	69.23%		16/17: Off Target A Council wide review to raise awareness and understanding for staff and therefore improve performance is planned for 2017/18		95%	Number of complaints complete at Stage 1	13
											Number of complaints at stage 1 responded to within 5 working days	9
01. Provide an efficient complaints service	Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	N/A	50%				95%	Number of complaints complete at Stage 2	2
											Number of complaints at stage 2 responded to within 20 working days	1



## Making the Best Use of our Resources

Priority	Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17				Annual Target 2016/17	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£ 12.305 m	£ 12.524 m	£ 12.642 m	£ 12.847 m	£ 12.365 m		16/17: Off Target		£ 12.263 m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	4.53	1.13	3.43	5.87	7.02		16/17: Off Target Work ongoing within service area to address issues of sickness absence		8.26	Number of days lost (cumulative)	1,901.88
											Average number of FTE in service (year to date)	270.78

### Corporate Health

Priority	Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17			Annual Target 2016/17	Feeder Data	Value	
		Value	Value	Value	Value	Value	Status	Note				Short Trend
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	81%	75%	90%	90%	86%		<b>16/17: Off Target</b> Work continues within the service areas to address the off target actions.		90%	Number of divisional & corporate priority actions	29
											Number of divisional & corporate priority actions on tgt/completed	25
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	90%	95%	94%	93%	93%		<b>16/17: On Target</b>		90%	Number received (cumulative)	5,456
											Number paid within 30 days (cumulative)	5,066
06. Improve PI performance	% of PIs that are on target/ have reached their target.	100%	50%	100%	75%	62.5%		<b>16/17: Off Target</b> Reference individual Indicators in report for detail.		90%	Number on tgt/ tgt achieved	5
											Number of PI's	8
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	0%	100%	100%	100%		<b>16/17: On Target</b>		100%	Number of high risks reviewed in the last quarter	4
											Number of high risks	4

### Improving for the Future







Priority	Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17			Annual Target 2016/17	Feeder Data	Value	
		Value	Value	Value	Value	Value	Status	Note				Short Trend
08. Implement improvement plans	% of internal/external audit actions progressing on target.	75.86%	19.05%	43.33%	13.79%	7.69%		<b>16/17: Off Target</b> Appropriate action being taken to progress outstanding/overdue actions		90%	Number of on target actions	1
											Number of outstanding actions	13










# Finance and Integrated Service Support Action report 16/17












## Service Priority Actions

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.01.01	01. People, including those with disabilities/ long term conditions or are frail are able wherever possible to live independently and in their own homes	Embed the financial and resource arrangements required to support the Midlothian IJB. Evaluating the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB	31-Mar-2017	✓	100%	<b>16/17: Complete</b> Detailed discussions have taken place with the Integrated Joint Board (IJB) section 95 Officer and with NHS Lothian colleagues to develop year end plans and timetables for 2016/17.
FISS.S.02.01	02. New jobs and businesses are located in Midlothian	Embed community benefit clauses in all regulated procurements, targeting training opportunities, apprenticeships and work experience opportunities	31-Mar-2017	✓	100%	<b>16/17: Complete</b> Community benefit clauses included in all appropriate regulated procurement, system developed to record all community benefits delivered and realised.
FISS.S.02.02		Continue to work with Local service providers to help them secure public sector contracts.	31-Mar-2017	✓	100%	<b>16/17: Complete</b> Action complete in Q1 Work continues with local businesses on a daily basis, meet the buyer event attended in June 2016, supplier engagement events being held prior to all appropriate regulated procurements; drop in surgeries available to all local suppliers.
FISS.S.02.03		Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2017	✓	100%	<b>16/17: Complete</b> The in-house team is in place and has been able to deliver completed planning agreements with developers.
FISS.S.03.01	03. Midlothian residents are successful learners and young people go on to positive destinations when they leave learning	Work with Services to develop service specific workforce plans which increase apprenticeship opportunities and prioritise any external recruitment to those leaving learning.	31-Mar-2017	✓	100%	<b>16/17: Complete</b>

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.04.02	04. Ensure equality of opportunity as an employer	Ensure statutory responsibility as an employer to our Equality and Diversity	31-Mar-2017		100%	<b>16/17:</b> Complete Development of the Progress Equality Outcomes and Mainstreaming Report 2015–2017 and New Equality Outcomes & Mainstreaming Report 2017–2021 are underway and are on target to be completed by the due date 30 April 2017. Launch of the new Integrated Impact Assessment (IIA) process and associated training ongoing Council-wide. Revised corporate Equality Working Group and East and Midlothian Community Planning Equality Forum review ongoing. LGBT History Month initiative took place on 20 February 2017.
FISS.S.04.03		Complete the Review of Local Government Workers Pay and Grading and if approved implement the changes	31-Dec-2016		100%	<b>16/17:</b> Complete Practical completion achieved. New pay arrangements in place and new People Management Policies approved. Outstanding action to complete post implementation Equality assessment completed 31/3/2017. Focus then turns wholly to the Investing in Our Workforce project and its objectives to secure the return on the investment through greater flexibility and productivity.
FISS.S.05.01	05. Ensure sustainable strategy for the delivery of council services	Maintain momentum of the ISS Project to transform Service support, improve customer service, effectiveness and efficiency of service provision	31-Mar-2017		100%	<b>16/17:</b> Complete
FISS.S.05.02		Ensuring robust governance and monitoring and challenge of current Transformation Programme - ISS, Children Services, Customer Service, Education and Services to Communities	31-Mar-2017		100%	<b>16/17:</b> Complete
FISS.S.05.03		Delivering Excellence - ensuring progress and tangible outcomes by monitoring progress of Services progressing through Delivering Excellence framework	31-Mar-2017		100%	<b>16/17:</b> Complete
FISS.S.05.04	05. Ensure sustainable strategy for the delivery of council services	Achieve the actions set out in the Total Document Management project plan	31-Mar-2017		100%	<b>16/17:</b> Complete <b>General - Education Access to CS10</b> Initial testing indicates that the upgrade to application completed in February 2017 may have resolved issues. Further testing to be undertaken to confirm. <b>Purchase to Pay Workstream</b> Integra 2 issues have been resolved. Testing within the new environment nearing completion. Live pilot now planned for May/June 2017 <b>Executive Officer Support Workstream - Committee Reports:</b> Corporate Management Team (CMT) presentation date to be confirmed. <b>Casework:</b> Live pilot commenced. <b>People Policies portal:</b> Working together with HR&OD and Digital Services the HR portal re-designed and launched to support the introduction of the new People Policies on 1 March 2017.

Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
						Initial discussions to explore requirements for new workstreams within Healthy Living and Building Services have taken place.
FISS.S.05.05	05. Ensure sustainable strategy for the delivery of council services	Continue to Implement Committee Management system and functionality	31-Mar-2017		100%	<b>16/17:</b> Complete Phase 2: CMT demo has had to be rearranged. Planned April 2017
FISS.S.05.06		Strengthen our Maximising Attendance polices with an emphasis on early intervention to reduce overall sickness absence. Adopt revised policies and deliver on the actions planned for 2016/17	31-Mar-2017		100%	<b>16/17:</b> Complete
FISS.S.05.07		Maintain PSN compliance	31-Mar-2017		100%	<b>16/17:</b> Complete Digital Services have now achieved PSN Compliance (March 2017) for coming year 2017-18 but need to continue to monitor all Council applications to ensure PSN compliance is maintained.
FISS.S.05.08		Achieve the targets set out in our procurement Contract Delivery Plan 2016/17 to deliver cashable savings	31-Mar-2017		100%	<b>16/17:</b> Complete Action complete in Q1 Contracts being delivered on schedule as per the contract delivery plan
FISS.S.05.09		Completion of the unaudited Statutory Accounts for 2015/16 to ensure that we maintain strong financial management and stewardship	30-Jun-2016		100%	<b>16/17:</b> Complete Action complete in Q1.
FISS.S.05.10		Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2015/16	30-Sep-2016		100%	<b>16/17:</b> Complete Audited Accounts completed with an unqualified opinion.
FISS.S.05.11		Deliver quarterly financial reports and commentary to Council	31-Mar-2017		100%	<b>16/17:</b> Complete Final Financial Monitoring reports for 2016/17 will be presented to Council in June.
FISS.S.05.12		Deliver and monitor financial strategy for 2016/17 to 2020/21 to support Council setting the 2017/18 Council tax and a balanced budget	31-Mar-2017		100%	<b>16/17:</b> Complete Finalised at February Council in line with agreed timetable
FISS.S.05.13		05. Ensure sustainable strategy for the delivery of council services	Develop in-house Court Team to support Children and Families through permanence process in the Sheriff Court	31-Mar-2017		90%



Code	Priority	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.S.05.14	05. Ensure sustainable strategy for the delivery of council services	Implement revised Standing Orders to support internal Council governance arrangements	31-Mar-2017		100%	<b>16/17: Complete</b> Action Complete in Q2 Revised Standing Orders have been approved by Council during September 2016.
FISS.S.05.15		Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools live	31-Mar-2017		75%	<b>16/17: Off Target</b> Testing commenced for Invoice Approval Module, pilot expected in Q1 17/18. Purchase Ordering implementation completed for Land Services & Occupational Therapy. 230 Purchasing Cards now live. Assessing options for virtual purchasing cards for Schools Catering.
FISS.S.05.16		Introduction of SEEMIS: Wellbeing Application including training and ongoing support for GIRFEC	31-Dec-2016		100%	<b>16/17: Complete</b> Action complete in Q2. No further training delivered as legislation not implemented due to Supreme Court appeal decision. No council staff to be granted access to Wellbeing Application.
FISS.S.05.17		Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	30-Jun-2016		67%	<b>16/17: Off Target</b> Install and configuration of test servers now complete, first test file provided to NHS Lothian at end of March. Issues highlighted surrounding restricted and non disclosed records. Further testing required.
FISS.S.05.18		Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2017		100%	<b>16/17: Complete</b> Update on improvement plan provided to ISS Board. Workstreams progressing. PID's drafted for project related workstreams including Sales to Cash and iTrent
FISS.S.05.19		Review the Employment and Reward Management structure to improve flexibility and resilience.	30-Jun-2016		30%	<b>16/17: Off Target</b> Investing in our Workforce (IoW) project took priority. New structure to be linked with reduction in the number of payrolls-revised timescale to be confirmed.
FISS.S.05.20		Refresh the Employment and Reward Service Transformation Plan to deliver quantifiable savings.	30-Jun-2016		100%	<b>16/17: Complete</b> Report prepared for 2016/17 savings, transformation plan refreshed. Some transformation linked to iTrent developments No strategic risks identified as resources will reduce with workload.
FISS.S.05.21		Implementation of Digital Services Asset Management and Investment plans Corporate/Schools	31-Mar-2017		100%	<b>16/17: Complete</b> Digital Services currently have a number of projects in progress that are linked to the wider asset management plan:- School Laptop replacement, Audio Visual and projection equipment – now covered by support & maintenance agreement,
FISS.S.05.22		Implementation of the Digital Strategy	31-Mar-2017		100%	<b>16/17: Complete</b> Midlothian Council – Digital Services continues to work with Local Government Digital Transformation Partnership along with 27 other Councils. Further discussions are ongoing with National Health Service(NSS), NHS Lothian and other partner organizations





# Finance and Integrated Service Support Performance Indicator Report 16/17













## Service Priority Performance Indicators












PI Code	Priority	PI	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17			Annual Target 2016/17	Benchmark	
			Value	Value	Value	Value	Value	Status	Short Trend			Note
FISS.S.04.01a	04. Ensure equality of opportunity as an employer	% of actions in the second People Strategy plan that are completed or on target		30%	70%	80%	100%			<b>16/17: On Target</b>	100%	
BS.FISS.S.04.02a	04. Ensure equality of opportunity as an employer	Progress against Council's mainstream report (Equality and Diversity)	New or 16/17	25%	50%	85%	100%			<b>16/17: On Target</b> Development of the Progress Equality Outcomes and Mainstreaming Report 2015–2017 and New Equality Outcomes & Mainstreaming Report 2017–2021 are underway and are on target to be completed by the due date 30 April 2017. Launch of the new Integrated Impact Assessment (IIA) process and associated training ongoing Council-wide. Revised corporate Equality Working Group and East and Midlothian Community Planning Equality Forum review ongoing. LGBT History Month initiative took place on 20 February 2017.	100%	









PI Code	Priority	PI	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17			Annual Target 2016/17	Benchmark		
			Value	Value	Value	Value	Value	Status	Short Trend			Note	
FISS.S.05.02a	05. Ensure sustainable strategy for the delivery of council services	6 weekly Board meetings and progress against plan	New for 16/17	25%	50%	75%	100%			16/17: On Target	100%		
FISS.S.05.08a	05. Ensure sustainable strategy for the delivery of council services	Percentage of actions in the Contract Delivery Plan that are completed or on target	100%	100%	100%	100%	100%			16/17: On Target All contracts for 2016/17 are complete	100%		
CORP3b	07. Local Government Benchmarking Framework	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	45.5%	46.7%	47.0%	47.0%			16/17: On Target	44.5%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).	
CORP3c		Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	4.58%	N/A	5.71%	2.96%	2.96%			16/17: Data Only		New for 15/16 Rank 16 (Second Quartile)	
CORP6		Corporate Indicators which are reported Quarterly	Corporate Indicator - Sickness Absence Days per Employee (All employees)	8.29	2.17	3.76	6.3	8.34			16/17: Off Target This is a priority area that services are addressing to reduce absence statistics. Managers are being trained to provide a consistent and supportive approach across the council.	8	
CORP6aiii		Corporate Indicator - Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	4.16	1.34	1.77	3.54	4.94					15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).	

PI Code	Priority	PI	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17			Annual Target 2016/17	Benchmark	
			Value	Value	Value	Value	Value	Status	Short Trend			Note
CORP6biii	07. Local Government Benchmarking Framework	Corporate Indicator - Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	9.9	2.47	4.55	7.36	9.64			<b>16/17: Off Target</b> This is a priority area that services are addressing to reduce absence statistics. Managers are being trained to provide a consistent and supportive approach across the council.		15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8	Corporate indicators which are reported quarterly	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	90.0%	88.8%	90.8%	88.4%	87.4%			<b>16/17: Off Target</b> The % value of invoices paid within 30 days is 97% as per the SPI and 99.6% for all payments. A new set of measures will take effect from 1st April 2017 which will exclude internally generated payments such as petty cash, grant payments etc.	95.0%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

## Balanced Scorecard Indicators

PI Code	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17								
		Value	Value	Value	Value	Value	Target	Status	Note					
BS.MC.MPI.42	Percentage of employees who are performing as 'Outstanding' in their individual performance framework	New Annual Measures				5.87%	Data only		Data only					
BS.MC.MPI.43	Percentage of employees who are performing as 'High' in their individual performance framework					26.72%								
BS.MC.MPI.44	Percentage of employees who are performing as 'Good Overall' in their individual performance framework					43.12%								
BS.MC.MPI.45	Percentage of employees who are performing as 'Below Standard' in their individual performance framework with appropriate improvement plans in place					0.44%								
BS.FIS.01	Percentage of staff turnover (including teachers)					10.48%	Data only			We track our employee turnover rates on a quarterly basis by expressing it as a percentage of employees overall when taking account of all leavers.  We need to be aware of our employee turnover rates and understand how these affect our performance and ability to achieve our strategic outcomes. Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing.				
BS.FIS.02	Number of Work Experience Placements					N/A	N/A			<b>16/17:</b> Data not available Methodology development for collating data will enable reporting for 17/18.				
BS.FIS.03	Number of Apprenticeships					N/A	N/A			<b>16/17:</b> Data not available Methodology development for collating data will enable reporting for 17/18.				
BS.FIS.04	Number of Trainee Positions					N/A	N/A			<b>16/17:</b> Data not available Methodology development for collating data will enable reporting for 17/18.				
BS.FIS.06	Number of staff in SWITCH					New for 16/17	N/A	15		22	42	Data only		<b>16/17:</b> Data Only
BS.FIS.08	Employee Survey - I enjoy the work I do						Annual Measure			94.4%	Data only		<b>16/17:</b> Data Only Survey undertaken in May 2016	

PI Code	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17			
		Value	Value	Value	Value	Value	Target	Status	Note
BS.FIS.09	Employee Survey - I am proud to work for Midlothian Council	New for 16/17	Annual Measures			79.3%	Data only		<b>16/17:</b> Data Only Survey undertaken in May 2016
BS.FIS.10	Employee Survey - I can see how my objectives link to the councils objectives and priorities			85.3%	Data only		<b>16/17:</b> Data Only Survey undertaken in May 2016		
BS.FIS.11	Transformation Programme - % of Transformation Strands on target (5 strands)			N/A	N/A		<b>16/17:</b> Data not available. Data available May 2017		
BS.FIS.12	Delivering Excellence - % of Service Area Savings on Target (8 service areas)			N/A	N/A		<b>16/17:</b> Data not available. A council wide delivering excellence programme has identified savings for 2017/18 and therefore will be available in the 2017/18 reporting cycle.		
BS.FIS.16	Performance against capital budget			N/A	N/A		<b>16/17:</b> Data not available. Figures available mid to late May. These will be reported to Council in June.		
BS.FIS.17	Business Transformational Funding Applied			N/A	N/A		<b>16/17:</b> Data not available. Figures available mid to late May. These will be reported to Council in June.		
BS.FIS.18	Business Transformational Funding Remaining			N/A	N/A		<b>16/17:</b> Data not available. Figures available mid to late May. These will be reported to Council in June.		
BS.FIS.19	Value of Transformational Savings Delivered			N/A	N/A		<b>16/17:</b> Data not available. Figures available mid to late May. These will be reported to Council in June.		
BS.MC.MPI.05	Performance against revenue budget	£191.344m	£202.266m	£203.331m	£203.757m	N/A	N/A		<b>16/17:</b> Data not available. Performance against budget will be reported to the Council in June
BS.MC.MPI.17	% of internal/external audit actions progressing on target.	72.13%	33.93%	67.65%	19.77%	26.67%	85%		<b>16/17:</b> Off Target There are 60 Audit actions in progress of which 16 are On Target. The outstanding actions are being address by the relevant managers within each Service.
BS.MC.MPI.20	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	100%		<b>16/17:</b> On Target. The Risk Manager has reviewed the High Risks and is supporting Service Risk Management Representatives to update High risks for their service.
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	5.08%	Annual Measure						Local government Benchmarking Data will be published in January 2018

PI Code	Performance Indicator	2015/16	Q1 2016/17	Q2 2016/17	Q3 2016/17	2016/17		Status	Note	
		Value	Value	Value	Value	Value	Target			
CORP2	Corporate Indicator - Corporate and democratic core costs per 1,000 population (LGBF)	£34,363.20	Annual Measure							Local government Benchmarking Data will be published in January 2018
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	45.5%	46.7%	47.0%	47.0%	44.5%		<b>16/17:</b> On Target	
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	4.58%	N/A	5.71%	2.96%	2.96%			<b>16/17:</b> Data Only	
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	8.29	2.17	3.76	6.3	8.34	8		<b>16/17:</b> Off Target This is a priority area that services are addressing to reduce absence statistics. Managers are being trained to provide a consistent and supportive approach across the council.	
CORP6aiii	Corporate Indicator - Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	4.16	1.34	1.77	3.54	4.94			<b>16/17:</b> Data Only	
CORP6biii	Corporate Indicator - Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)	9.9	2.47	4.55	7.36	9.64			<b>16/17:</b> Data Only	
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	90.0%	88.8%	90.8%	88.4%	87.4%	95.0%		<b>16/17:</b> Off Target The % value of invoices paid within 30 days is 97% as per the SPI and 99.6% for all payments. A new set of measures will take effect from 1st April 2017 which will exclude internally generated payments such as petty cash, grant payments etc.	
BS.FISS.S.04.02a	Progress against Council's mainstream report (Equality and Diversity)	N/A	25%	50%	85%	100%	100%		<b>16/17:</b> On Target Development of the Progress Equality Outcomes and Mainstreaming Report 2015–2017 and New Equality Outcomes & Mainstreaming Report 2017–2021 are underway and are on target to be completed by the due date 30 April 2017. Launch of the new Integrated Impact Assessment (IIA) process and associated training ongoing Council-wide. Revised corporate Equality Working Group and East and Midlothian Community Planning Equality Forum review ongoing. LGBT History Month initiative took place on 20 February 2017.	

# Published Local Government Benchmarking Framework

## Finance and Integrated Service Support



### LGBF Category - Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	External Comparison
		Value	Value	Value	Value	Value	Value	
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	4.24%	4.15%	3.56%	4.39%	5.26%	5.08%	15/16 Rank 18 (Third Quartile) 14/15 Rank 20 (Third Quartile)
CORP2	Corporate Indicator - Corporate and democratic core costs per 1,000 population (LGBF)	£42,210.99	£34,939.91	£48,041.31	£44,663.52	£42,036.89	£34,363.20	15/16 Rank 21 (Third Quartile). 14/15 Rank 25 (Bottom Quartile).
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	48.8%	47.7%	44.6%	15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Third Quartile).
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees	New measure for 2015/16					4.58%	New for 15/16 Rank 16 (Second Quartile)
CORP6aiii	Corporate Indicator - Sickness Absence Days per Teacher (CUMULATIVE) (LGBF)	New measures for 2013/14			5.25	5.5	4.16	15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).
CORP6biii	Corporate Indicator - Sickness Absence Days per Employee (non-teacher) (CUMULATIVE) (LGBF)				10.04	10.11	9.9	15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	90.0%	15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).