

Finance and Integrated Service Support

Service Plan

2019-2020

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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 2019-20. The Service plan contains:

- **Service Overview:** This should provide the reader with a basic understanding of the Service and its purpose. This section also gives a high level view of the management arrangements in place for the Service such as structure and resources.
- **Activity Review 2018/19:** Information on key activities and successes across the Service over the previous financial year.
- **Challenges Ahead 2019/20:** 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 2019/20 deliverables. Appropriate consideration of risks should also be captured as part of the Service Planning activities.
- **Future Development of the Service:** This section identifies the key challenges facing the Service and also captures the areas for future development and improvement.

The purpose of a Service Plan is to:

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

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

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

Service Overview

The Head of Finance and Integrated Service Support undertakes the statutory role of Section 95 officer with responsibility for the Council's financial management and stewardship and is also responsible for delivering a services to the Council and the three Directorates. By integrating the provision of these service's the Council has aimed to ensure that within the overall level of resources available 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 the Council and customer facing 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 to secure significant reductions in service 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.

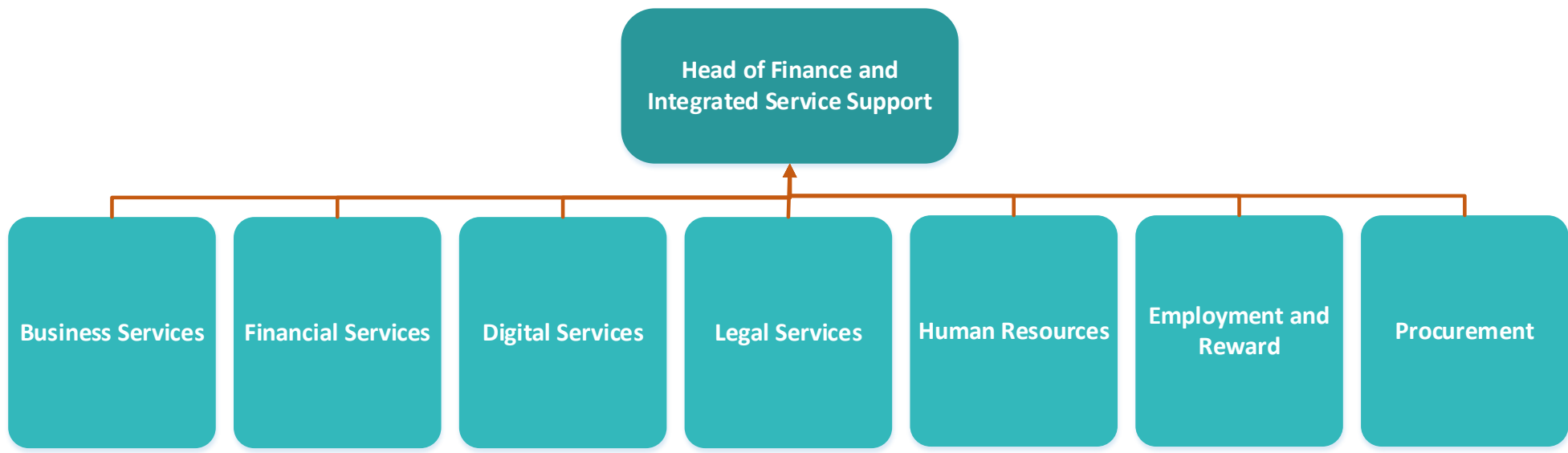
At the start of 2018 the ISS review had delivered savings of £2.3 million and over the two year period 2018-2020 the service budget will reduce by a further £2.160 million (20%). This reinforces the extent of change required to ensure that the resources available are prioritised to secure the required outcomes.

Finance and Integrated Service Support consists of the following teams:



Service Structure and Resource

The current senior leadership team structure within Finance and Integrated Service Support.



Staffing levels: Full Time Equivalent (FTE)

Business Services	142 FTE	Financial Services	20 FTE
Communications and Marketing	8 FTE	Legal Services	12 FTE
Digital Services	34 FTE	Human Resources	11 FTE
Employment and Reward	16 FTE	Procurement and Stores	12 FTE

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:

- **Business Applications** team pulls together the lead systems 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. The Performance and Improvement team also sit within the Business Applications team supporting transformational change, the reporting of performance information and the preparation and monitoring of service planning within the Resources Directorate.
- **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.
- **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.
- **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.

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. It manages the design, delivery, and operation of recruitment, including job evaluation (local government workers). The team operate 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 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 and managing the Council's treasury and investment strategy including a loan portfolio of £230 million and investments of £74 million.

Legal Services

The team provides professional legal services to the Council and all Services and ensures support is provided to the Returning Officer(s) for all Elections. It also 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.

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 implementation of the workforce strategy and overseeing the effectiveness of service workforce plans. The team ensure the appropriateness and effective implementation of a range of People Policies 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

Communications and Marketing

The team co-ordinates and delivers communication activity for the Council, both planned and responsive alongside the development and delivery of major communication and engagement activities. The team report directly to the Director of Resources.

Policy and Scrutiny

Purpose of the team is to lead and co-ordinate at a corporate level the development of corporate policy, quality assessment/improvement and scrutiny of Council performance, delivering excellence, management of change and business transformation, corporate benchmarking, external audit inspections, equalities and complaints. The team reports directly to the Chief Executive.

Financial Resources: Budget

These tables provide summary details of the service revenue budget for 19/20, including subjective analysis.

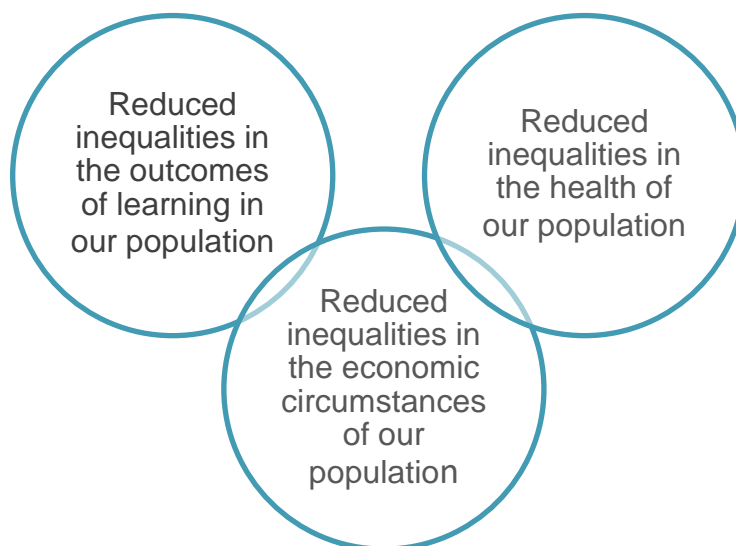
Service Function	2019/20 Budget (£)
Business Services	5,621,872
Communications	261,801
Digital Services	2,413,959
Employment & Reward	671,157
Financial Services	873,562
HR Organisational Development	533,103
Legal Services	580,914
Procurement & Stores	553,813
Service Management	(1,463,811)
Other Miscellaneous Services	175,217
NET EXPENDITURE	10,221,587

Subjective Analysis	2019/20 Budget (£)
Employee Costs	8,178,848
Premises Costs	89,291
Transport Costs	(189,084)
Supplies and Services Costs	2,620,339
Third Party Payments	184,273
GROSS EXPENDITURE	10,883,667
INCOME	662,080
NET EXPENDITURE	10,221,587

Single Midlothian Plan 2019-2022

Midlothian Community Planning Partnership (CPP) Board agreed that all partners will focus on the following three priorities in the Single Midlothian plan from 2019 until 2022.

In support of the council's priorities. Finance and Integrated Service Support will continue to adopt the four key principles that underpin the CCP and our approach to service delivery – preventative intervention, co-production and capacity building and localising/modernising access to services.



In response to the three priorities, the five themes of community planning are as follows:

Adult Health and Social Care

A new 3 year IJB strategic document is being drafted in a parallel process, no 3 year outcomes are as yet available, but topic areas that have been focused on in the public engagement are:

- Prevention
- Short Term/Urgent Support
- Long Term Support
- Choice and Control
- Information about services/support

Community Safety and Justice

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

Getting it right for every Midlothian child

(2019/20 – will be revised with new children and young people's service plan 2020/23)

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

Improving opportunities for people in Midlothian

- Poverty levels in Midlothian are reduced
- Midlothian residents are successful learners and young people go on to positive destinations when they leave learning
- Health inequalities are reduced and the health of people in Midlothian is improved
- The public is informed and engaged in service development and delivery

Sustainable growth in Midlothian

- The local economy is more productive and inclusive
- The benefits of the Borders Railway have been maximised
- Midlothian Science Zone has developed benefitting the local economy and community
- Sustainable town centre regeneration is visible
- More social housing has been provided taking account of local demand
- Homelessness has reduced, and people can access advice and support
- Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity

Activity Review and Key Successes in 2018/19

Finance and Integrated Service Support continues to have a strategic focus on securing the financial sustainability of the council, strengthening financial management together with nurturing a highly motivated and effective workforce, all of which are central to the achievement of the Council's priority outcomes and delivery of services to a growing county.

The key activities which support this are:

- a) The ongoing development and delivery of the Council's Financial Strategy, Capital Strategy and the development and implementation of a comprehensive Change Programme;
- b) The Workforce Strategy, the associated Investing in our Workforce Programme and the Corporate Workforce Plan;
- c) Delivering Excellence;
- d) The ongoing work of the Integrated Service Support review, reducing the overall cost of providing the Finance and Integrated Support Services.

These are supported by:

The Digital Strategy and Digital Learning Strategy
The Procurement Strategy and Contract Delivery Plan

There is also a requirement to address the recommendations set out in the External Auditor's Annual report which was presented to Council on 2 October 2018. The recommendations, in so far as they impact on Finance and Integrated Service Support, are in place and an action plan is being prepared to monitor them.

The service continues to secure significant efficiencies and cost savings. By the end of financial year 2018/19 projections indicate that savings totalling £3 million will have been secured in the service budget (equivalent to 30%) of the 2019/20 service budget). A further £1.3m of savings are targeted by 31 March 2020 giving an overall saving of £4.3m (42% of the 2019/20 budget).

During 2018/19 the service achieved the following key successes:

Financial Strategy

- Successful completion of 2017/18 accounts and audit;
- Completion of quality Financial Monitoring reports for Council as part of continuing robust scrutiny of financial performance and subsequent submission of a recovery plan to address the projected in year overspend;
- Financial Strategy reports for 2019/20 to 2022/23 presented to Council meetings and other political or senior officer forums which outlines future year's budget projections, the impact of the Change Programmes and the

financial implications of investment decisions and priorities.

Workforce Strategy

- Launch of five key people policies; Gender Based Violence, Transgender Equality Policy, Smoke Free Environment, Social Media Policy and Alcohol & Drugs Misuse Policy. All of which are progressive and highlight Midlothian as a socially responsible employer and Presentation of three new people policies to November 2018 CJWG: Sexual Harassment Policy, Immigration Procedure and revised Gifts and Hospitality Policy. Sexual Harassment Policy specifically will continue to ensure Midlothian is a fair and progressive employer with a zero tolerance to workplace harassment;
- Automation of Teachers pay calculations are now implemented that should see the standardisation of teachers pay calculations across Scotland;
- Continued progress made to consider ways to ensure the welfare of staff including, awareness raising of the workforce Chaplaincy Service, development of managers guidance on supporting breastfeeding mothers at work, creation of wellness room, implementation of 'accessible' toilets and baby changing facilities, CMT endorsement to progress with the Wellness@Midlothian agenda, Health and Wellbeing events and development of further LearnPro modules to assist with employee development;
- Implementation of induction programme to roll out during Jan/Feb 2019 for those staff who started with Midlothian in last six months allowing clear messages to be delivered setting expected standards of behaviour, conduct and performance
- Revised Maximising Attendance policy, policy for Organisational Change and Resolution Policy now in place following consultation with trade unions;
- Midlothian has been chosen to participate in the Equally Safe at Work pilot run by Close the Gap. The Council will work towards achieving accreditation demonstrating the Council's strong commitment to preventing violence against women and advancing gender equality
- The annual employee survey was launched in November, participation rates increased by 8% this year to 2016. 1824 surveys were completed representing 50% of our permanent and fixed term headcount. The 2018 survey included an additional section on employee wellbeing which will inform our wellbeing agenda.

Digital Strategy and Digital Learning Strategy

- Digital enabled projects: - Online School Payments now implemented across all key sites. Introduction of new garden waste service including configuration and set up of payments, Upgrade to Civica Icon (payments) now hosted solution, procurement of new cashless catering system. Business Information and Analytics – introduction to new platform as a service in partnership with NSS, deployment of Tableau Dashboards (Investing in our Workforce, Complaints, Education and Health & Social care);
- Digital Strategy Group continues to prioritise and align Council programmes / projects to the wider Digital Strategy, Digital Learning Strategy and National Transformation Programme (Local Government Digital Office);
- The new General Data Protection Regulation (GDPR) became law from 25 May 2018. A comprehensive project plan was developed and implemented including, Staff elearning training and toolkits rolled out across the organisation, updated Privacy policy, suite of Privacy Notices published on the Council website and creation of an Information Asset Register (IAR);
- Continued Asset Management and Investment in Digital Foundations

infrastructure and associated services – e.g. Wi-Fi Programme where a number of High Schools and Primary schools have now been transitioned over to new WiFi service. School Server estate and storage has been replaced and upgraded. Replacement of digital assets continues across the Corporate and School estate. New Business Applications such as: Leisure Management, Online School payments and the deployment of Microsoft Office 2016.

- Property Programmes - Commissioning and/or decommissioning of a number of sites to support the wider Property and School programme and the opening of the Newbattle centre of excellence.
- CyberSecurity resilience maintained and currently reviewing the latest Scottish Government CyberSecurity action plan which was implemented in June 2018. Employee phishing awareness exercise ongoing to maintain vigilance and staff compliance; Preparation and Planning of for PSN accreditation.

Procurement Strategy

- Procurement Strategy 2018-2023 and Annual Procurement report approved at August Council;
- All contracts delivered on schedule against the 2018-2020 Contract Delivery Plan;
- Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards;
- Achieved a 66% score in the December 2018 Procurement Capability & Improvement Programme (PCIP) assessment, this placed Midlothian in the second highest banding bracket F2 (Banding F1 – F12).

Other Service Improvements / Delivering Excellence

- External engagement across Midlothian communities; our spending choices campaign closed in January 2019 with a summary report including details of the public consultation provided to the Full Council in February 2019 with details of the Council budget for 2019/20, savings proposals for 2019/20 to 2022/23 and Council Tax levels for 2019/20.
- Rollout of Hybrid Mail within Revenues, Housing, Travel Team, Criminal Justice and Contact Centre and Housing Benefit Daily Notifications now produced via Hybrid Mail.
- Purchase to Pay, Invoice Approval live for Sport & Leisure, Libraries, Travel Team, Land Services and Housing and for all Lyreco invoices Council wide. Purchase Ordering live for Housing and Children's Services;
- SEEMiS Groupcall Messenger live for email/SMS for St Matthews, St Luke's, Scared Heart, Stobhill and Gorebridge Primary Schools;
- SSSC registration and New Teachers Calculations live in ITrent
- Lunar and Monthly payrolls to merge for the start of 2019 financial year;
- Delivery of training and support for Councillor Case Management system
- Lothian Pension Fund Upload – transfer to iConnect complete;
- Testing and upgrades completed for ITrent, Open Revenues, Kirona DRS and Civica Automation and Implementation of corporate licence for Civica Automation;

Challenges Ahead 2019/20

Growing Council

Population growth in Midlothian over the next 10-15 years will see Midlothian become the fastest growing Council in Scotland. 0-15 population increase, projected at 20% and 75+ population increase projected to increase by 100% between 2014 and 2039.

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

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

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

Continued Service Transformation

Continue the transformation of service delivery to allow services to be provided within the reduced budget available. Over the period 2018-2020 this will require changes to deliver savings of £2.160 million and as such represents a considerable reduction in both financial and human resources.

Financial Sustainability

Given the continuing challenging grant settlements, representing a real terms reduction in core funding together with the impact of a rapidly growing population and greater demand for services, the Council needs to shift from an annual budget cycle and urgently put in place a Medium Term Financial Strategy. Whilst the Council has for some time had medium term financial projections which set out the budget gaps for future years it has not delivered a change programme which sets out how these will be addressed. The aim is therefore to set out before the summer of 2019 updated projections together with a comprehensive set of measures to secure balanced and deliverable budgets which support the delivery of the single Midlothian plan and cover the four years 2020/21 to 2023/24. This will complement the existing forward plans for HRA, Capital and reserves.

UK Decision to leave the EU

All Council services have been made aware of the potential of the UK Government being unable to reach an agreement with the European Union and leaving the EU on 29 March 2019 without a deal. Services have been directed towards UK Government guidance on how to prepare for a no deal and have been tasked with assessing the potential impact and identifying appropriate risk responses.

A Council Cross Service - Brexit Working Group has been set up in preparation for a potential No Deal exit from the European Union.

Financial Strategy

The need to strengthen financial sustainability and financial management by:

- Supporting the development, approval by summer 2019 and subsequent implementation of a Medium Term Financial Strategy for General Fund Services.
- Reviewing the existing medium term financial plans/strategies for HRA, Capital and Reserves.
- Preparation of the quarterly financial monitoring projections for 2019/20 and continue to work with budget holders to maintain effective control over expenditure.
- Continued financial support for the Change Programmes and delivery of savings measures. Help shape and lead all strands of the programme, continue to revise savings profiles. Oversight of investment to support transformational change and the assessment of bids against the criteria used for the Capital Receipts Scheme
- Continue to strengthen financial stewardship in a climate of reducing budgets and increasing service pressure.
- Review and update financial directives and associated documentation.

Workforce Strategy

Alongside the Financial Strategy 2019/20 to 2022/3 we will continue to implement the Workforce Strategy 2017-2022. This includes a focus on the identified themes over the next five years. The Service Workforce Plans will detail the projected workforce actions over the same period.

- Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource.
- Securing the improvement in flexibility and productivity throughout the workforce.
- Continued development of the Workforce Strategy action plan.
- Ensuring service workforce plans are updated to reflect the current and projected financial situation ensuring services transform and deliver on the Change Programme – refreshed data now received and will be disseminated imminently.
- Engagement plans following employee survey results January 2019.
- Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme.
- Encouraging less reliance on agency and fixed term workforce.
- Brexit – the EU Settlement Scheme may impact on existing workforce. Much of the detail is still unknown. Information still unknown for those EEA nationals leading to workforce uncertainty.

Digital Strategy

- Increased threat of cyber/security attacks, e.g. denial of service, ransomware /hackers continues to be an ongoing challenge to mitigate risk and minimise service disruption.
- Maintaining the integrity and compliance of Public Services Network (PSN) ensuring that the Digital Estate and associated technologies inclusive of Business Applications are all up to date and pass rigorous penetration testing which is currently taking place.
- Ensuring sustainable investment in digital assets at a time of financial constraints and reduction in resources including the Asset Management Programme: - Microsoft Exchange/Office 365 / Windows 10 upgrade is currently in the preparation and planning stage. Additional Communications and plan to be shared with Directors, Head of Service and Service managers.
- Regulatory changes proposed will impact on Council activities if not planned for – for example compliance requirements such as Payment Card Industry Data Security Standard (PCI-DSS).

- Pursuing the transformation of and innovation in service delivery by pursuing digital opportunities, including Automation, Artificial intelligence etc.
- Brexit – the uncertainty of Brexit within the technology sector has the potential to impact on product/hardware and software delivery. Along with increase in cost for products and services that are built, delivered in and out with Europe could impact the supply chain.

Procurement Strategy

- To deliver and demonstrate savings through procurement by continuing to review and monitor performance.
- Completing the Purchase to Pay project.
- To deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners.
- Deliver actions from Procurement Strategy.
- Full compliance with IR35 off payroll working.
- Prepare and submit an annual procurement report for 2018-19 to the Scottish Minister.

Other Service Improvements / Delivering Excellence

- Across all Services there will be a focus on ensuring that the Council is prepared for and can demonstrate its effectiveness for the Best Value Audit.
- Delivery of Change Programme and in particular the Integrated Service Support Savings target across 2018-20 of £2.160 million.
- Continuing to reshape the service to deliver savings through Delivering Excellence and to deliver the Business Services Improvement Plan.
- Introduction of pre-paid cards to replace cash payments, initially within Children's Services, with wider roll out to follow.
- Merging key support functions across all three Directorates to support the delivery of a 'One Council' approach, to deliver effective and efficient support services

- Business Applications compliance and compatibility with Office 365.
- Further delays on upgrading Mosaic – no upgrade to Mosaic since Sept 2016. Several ongoing issues that will be resolved by upgrading.
- Integration of payrolls - move 4 weekly staff to monthly from April 2019.
- The programming of application upgrades within resource constraints.
- Impact of introduction of GDPR on both Business Applications and Records Management.
- Purchase to Pay (Invoice Approval), - improving 100% first time data capture difficult due to variety and quality of invoice layouts/images.

Corporate Strategic Risk Profile

The Strategic Risk Profile seeks to provide a strategic look at the current issues, future risk and opportunities facing the Council.

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

Main Corporate risks at this time include:

- Financial stability
- The Change Programme
- Balancing budgets in future years / impact of budget cuts
- Fastest growing Council

Mitigating actions have been put in place to ensure these risks are managed and controlled.

Future Development of Services

This service plan supports the delivery of the Single Midlothian Plan (2019-22). Midlothian's three key priority areas are to reduce inequalities in the outcomes of learning in our population, in the health of our population and in the economic circumstances of our population. This plan therefore outlines how the Service will work towards the achievement of its priorities for future years.

The main focus for Finance and Integrated Service Support will be ensuring budget stability into 2019/20 as predicated in the delivery of the Council's change programme.

Given the challenging grant settlement, the Council needs to urgently put in place before the summer 2019 recess a Medium Term Financial Strategy which sets out how the identified budget shortfall will be addressed, covering the four years 2020/21 to 2023/24.

Work is continuing within the following areas, which have previously been highlighted for the future development of services and in conjunction with this ongoing work.

- Development of a Medium Term Financial Strategy to cover the next 3-4 years;
- An overall reduction in the cost for Finance and Integrated Service Support
- Increased management oversight on the accountability, responsibility and monitoring of the delivery of Change Programme measures.
- Delivery of effective and efficient business processes across the Council, exploring opportunities to new technology and innovation to both improve service delivery and reduce cost;
- Engaging with and empowering employees;
- Development of more generic flexible working based on job profiles;
- Developing skills and providing new opportunities and/or career paths for employees.

Longer Term Development / Improvement Areas

- Identification and progression of shared service opportunities;
- Identification and progression of technology solutions to provide a higher level of automation, utilise artificial intelligence and pursue opportunities to allow the Councils datasets to support predictive analysis.
- Increased management oversight on the accountability, responsibility and monitoring of the delivery of Change Programme measures.

Changes in Service Delivery

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 process;
- Digital network and asset replacement programmes;
- Delivery of a Council wide Document Management system;
- Delivery of enhanced functionality within iTrent and Integra to support improved business processes Council wide;
- Continued delivery of a business intelligence model that supports data visualisation;
- Implement automation and artificial intelligence solutions to support service delivery.

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 Workforce Strategy;
- Delivery of effective Workforce Action Plan;
- Securing implementation of the principles of the Investing in our Workforce project and new People Policies.

Partnership working

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.

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 2019/20 and also captures both internal and external plans, including audits and inspections.

Scrutiny / Self-Assessment Activity 2019/20	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Local Scrutiny Plan 2019												
External Auditor Reports												
Procurement & Commercial Improvement Programme PCIP (Bi annual)												
PSN Compliance												
Public Sector Cyber Resilience Action plan												
Healthy Working Lives												

Assessments/Accreditation

- PSN Accreditation
- Healthy Working Lives Gold Award
- Living Wage Employer
- Disability Confident Employer
- Equally Safe at Work
- PCIP

Consultations and 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.

Equalities

This Service plan has been subject to an Integrated Impact Assessment (IIA).

Sustainability

Adopting a longer term Single Midlothian Plan which is supported by individual Service plans for 2019/20 helps to ensure that the Service supports the Council's Sustainable Development Scheme and action plan.

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

The Finance and Integrated Service Support Service's quarterly performance report includes the following information, in addition to the Service outcomes, priorities and actions captured in Appendix A.

Midlothian Council's 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 2019/20 document will be developed and implemented during the 2019/20 performance management cycle.

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

Each of the perspectives shown above will be supported by a number of measures and indicators which ensures that the Balanced Scorecard informs ongoing performance reporting and public performance reporting throughout the 2019/20 cycle and also help identify areas for further improvement throughout the year.

Service Objectives

The following tables contain:

- Appendix A: Key service priorities, actions and indicators for 2019/20
- Appendix B: Local Government Benchmarking Framework indicators
- Appendix C: Integrated Impact Assessment Form

Finance and Integrated Service Support Service Plan 2019/20

Appendix A

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

2019/20									
Action	Due Date	Performance Indicator	Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
Single Midlothian Plan Priority: Adult Health and Social Care: Prevention									
Ensure Council determine its resource allocation to support the Midlothian Integrated Joint Board (IJB) and that IJB considers it to be fair and adequate. Continue to evaluate the financial assurance issues and risks and supporting the IJB's Chief Financial Officer to develop and present financial monitoring reports to the IJB	31/03/2020	n/a	n/a	n/a	n/a	Finance	David Gladwin	Carried forward	No
Single Midlothian Plan Priority: The local economy is more productive and inclusive									
Deliver in-house support to Economic Development through planning agreements and property transactions.	31/03/2020	n/a	n/a	n/a	n/a	Legal Services	Alan Turpie	Carried forward	No
Continue to work with local service providers to help them secure public sector contracts.	31/03/2020	n/a	n/a	n/a	n/a	Procurement	Procurement Manager	Carried forward	No
Deliver actions from new Procurement Strategy (2018-2023)	31/03/2020	n/a	n/a	n/a	n/a	Procurement	Procurement Manager	Strategy	Yes

2019/20

Action	Due Date	Performance Indicator	Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
Support delivery of the E&SER City Deal and, Borders Rail Blueprint. Maintain oversight of the investment requirements and advise relevant project boards	31/3/2020	n/a	n/a	n/a	n/a	Finance	Gary Fairley	Strategy	Yes
Single Midlothian Plan: Midlothian residents are successful learners and young people go on to positive destinations when they leave learning									
Support Workforce planning principles by reviewing and refreshing recruitment policy to allow service specific recruitment initiatives.	31/12/2019	n/a	n/a	n/a	n/a	Employment and Reward	Janice Kali	Strategy	Yes
Focus on a root and branch review of the Council's Performance Management Framework to support the organisation to ensure it is used to drive improved services for our communities.	31/03/2020	n/a	n/a	n/a	n/a	Human Resources	Dawn Farquhar	Strategy	Yes
Single Midlothian Plan Priority: Inequalities in learning outcomes have reduced									
Implementation of Digital Services Asset Management and Investment plans - Corporate / Schools.	31/03/2020	n/a	n/a	n/a	n/a	Digital Services	Phil Timoney	Carried forward	No
Implementation of the Digital Strategy.	31/03/2020	n/a	n/a	n/a	n/a	Digital Services	Phil Timoney	Carried forward	No
Service Priority: Ensure equality of opportunity as an employer									
Continue to deliver, embed and monitor delivery of the workforce strategy action	31/03/2020	n/a	n/a	n/a	n/a	Human Resources	Dawn Farquhar	Strategy	Yes

2019/20

Action	Due Date	Performance Indicator	Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
plan/service workforce plans, ensuring we have a workforce that is fit, positive, motivated, high achieving, well led and well managed in order to deliver change and enhanced outcomes for our communities focussing on priority areas.									
Service Priority: Ensure sustainable strategy for the delivery of Council Services									
Support the delivery of the Finance and Integrated Service Support budget savings by: Documenting, costing and monitoring service actions; Managing the VSER process; Completing an Employment & Reward Service Review	31/03/2020	n/a	n/a	n/a	n/a		Janice Kali	Improvement	Yes
Complete the actions required to facilitate the changes to the Business Travel and Subsistence Policy.	31/10/2019	n/a	n/a	n/a	n/a	Employment and reward	Janice Kali	Policy	Yes
Awareness, preparation, and implementation of Scottish Government Public Sector Cyber Resilience Action plan.	31/03/2020	n/a	n/a	n/a	n/a	Digital Services	Phil Timoney	Carried forward	No
Compliance – Microsoft end of support on Windows 7(Jan 2020), W2K8 Server (Jan 2020) and SQL 2008 (Sept 2019)	31/03/2020	n/a	n/a	n/a	n/a	Digital Services	Phil Timoney	Policy	Yes
Implementation and upgrade of Core Digital Foundation	31/03/2020	n/a	n/a	n/a	n/a	Digital Services	Phil Timoney	Policy	Yes

2019/20

Action	Due Date	Performance Indicator	Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
infrastructure – Firewalls, Ms Exchange, Ms Office 365 and Schools Wifi									
Implementation and upgrade of Critical Business Applications	31/03/2020	n/a	n/a	n/a	n/a	Digital Services	Phil Timoney	Policy	Yes
Achieve the actions set out in the Purchase to Pay project plan, including schools and the roll out of Invoice Approval.	31/03/2020	n/a	n/a	n/a	n/a	Business Services	Jacqui Dougall	Carried forward	No
Achieve the actions set out in the Total Document Management Implementation Plan.	31/03/2020	n/a	n/a	n/a	n/a	Business Services	Jacqui Dougall	Carried forward	No
Achieve the objectives for each of the three transactional areas, listed below, set out in the Finance & ISS Transactions Project Plan <ul style="list-style-type: none"> Sales to Cash Payroll Operations Financial Transactions 	31/03/2020	n/a	n/a	n/a	n/a	Business Services	Jacqui Dougall	Improvement	Yes
Support the delivery of the Finance and Integrated Service Support budget savings by implementing the Business Services delivery plan	31/03/2020	n/a	n/a	n/a	n/a	Business Services	Jacqui Dougall	Strategy	Yes
Manage claims received by Legal Services in respect the Limitation (Childhood Abuse)	31/03/2020	n/a	n/a	n/a	n/a	Legal Services	Alan Turpie	Legislation	Yes

2019/20

Action	Due Date	Performance Indicator	Target	Baseline	Previous Trend Data	Team	Managed By	Source	New indicator for 2019/20
(Scotland) Act 2017 through the agreed process in order to minimise the Council's exposure to damages.									
Achieve contract delivery targets set out in the Contract Delivery Plan.	31/03/2020	n/a	n/a	n/a	n/a	Procurement	Procurement Manager	Carried forward	No
Focus on continuing to enhance the comprehensive suite of People Policies and supporting managers to work within the policy framework to drive change in the workforce.	31/03/2020	n/a	n/a	n/a	n/a	Human Resources	Dawn Farquhar	Strategy	Yes
Support the delivery of a medium term financial strategy for general fund services by summer 2019 which will support Council setting the 2020/21 Council Tax and a balanced budget.	31/03/2020	n/a	n/a	n/a	n/a	Finance	David Gladwin	Carried forward	No
Completion of the unaudited Statutory Accounts for 2018/19 to ensure that we maintain strong financial management and stewardship and address the actions set out in previous external audit reports	30/06/2019	n/a	n/a	n/a	n/a	Finance	David Gladwin	Carried forward	No
Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2018/19.	30/09/2019	n/a	n/a	n/a	n/a	Finance	David Gladwin	Carried forward	No
Deliver quarterly financial reports and commentary to Council.	31/03/2020	n/a	n/a	n/a	n/a	Finance	David Gladwin	Carried forward	No

Local Government Benchmarking Framework (LGBF)

Appendix B

All 32 Scottish councils have worked with the Improvement Services (IS) over past years to develop a common approach to benchmarking, reporting standard information on services that councils provide to local communities across Scotland.

Below is a list of standard indicators in the LGBF for Finance and Integrated Service Support:

CORP 1	Support services as a % of total gross expenditure
<i>CORP 1 Numerator</i>	<i>Support Services - Gross Expenditure</i>
<i>CORP 1 Denominator</i>	<i>Total General Fund - Gross Expenditure</i>
CORP 3b	% of the highest paid 5% employees who are women
<i>CORP 3b Numerator</i>	<i>Total Number of Employees in top 5%</i>
<i>CORP 3b Denominator</i>	<i>Total Number of Women Employees in Top 5 %</i>
CORP 3c	The gender pay gap (%)
<i>CORP 3b Numerator</i>	<i>Average Hourly rate of Pay (Male)</i>
<i>CORP 3b Denominator</i>	<i>Average Hourly rate of Pay (Female)</i>
CORP 6a	Sickness absence days per teacher
<i>CORP 6a Numerator</i>	<i>Total Number of FTE Staff (teachers)</i>
<i>CORP 6a Denominator</i>	<i>Days lost through sickness absence (teachers)</i>
CORP 6b	Sickness absence days per employee (non-teacher)
<i>CORP 6b Numerator</i>	<i>Total Number of FTE Staff (teachers)</i>
<i>CORP 6b Denominator</i>	<i>Days lost through sickness absence (teachers)</i>
CORP 8	% of invoices sampled that were paid within 30 days
<i>CORP 8 Numerator</i>	<i>Number of invoices sampled and paid within 30 days</i>
<i>CORP 8 Denominator</i>	<i>Percentage of invoices sampled and paid within 30 days</i>
ECON4	% of procurement spend spent on local enterprises

Appendix C: Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability



Title of Policy / Proposal	Finance and Integrated Service Support Plan 2019-20
Completion Date	04/03/2019
Completed by	Gary Fairley
Lead officer	Gary Fairley

Type of Initiative:

- | | | | |
|-----------------|-------------------------------------|--------------------|-------------------------------------|
| Policy/Strategy | <input type="checkbox"/> | | |
| Programme/Plan | <input checked="" type="checkbox"/> | New or Proposed | <input type="checkbox"/> |
| Project | <input type="checkbox"/> | Changing/Updated | <input checked="" type="checkbox"/> |
| Service | <input checked="" type="checkbox"/> | Review or existing | <input type="checkbox"/> |
| Function | <input type="checkbox"/> | | |
| Other | Statement of Intent..... | | |

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

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

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.

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

Midlothian is one of the fastest growing areas in Scotland. In addition the Council is facing a period of significant budget reductions over the next four years. This service plan endeavours to consider these pressures and ensure that the services are best placed to meet the stated aims and objectives.

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

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

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

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

Evidence	Comments: what does the evidence tell you?
<p>Data on populations in need</p> <p>Data on service uptake/access</p> <p>Data on quality/outcomes</p> <p>Research/literature evidence</p> <p>Service user experience information</p>	<p>The purpose of this service plan is to highlight key challenges affecting the service and to provide detail of changes in service delivery.</p> <p>It is therefore very people orientated and accordingly could impact on all protected characteristics, those being: age, disability; gender re-assignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; and sexual orientation, as well as those on low incomes.</p> <p>For each of the services included in this service plan there are periodic reviews being progressed, and it is anticipated that those reviews would highlight issues which could impact adversely on the nine protected groupings as well as those from low income households.</p> <p>It is accepted that we have limited information relating to all groupings within our communities and workforce and that it is crucial for all services to understand the profile of their employees and customers.</p> <p>It is recommended that services covered by this plan build on existing information and continue to ascertain how they can better understand the needs of all their customers over the next 12 months. This will provide updated and sound needs-based data and information for future service planning and delivery.</p>
<p>Consultation and involvement findings</p>	<p>The service 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.</p>

Evidence	Comments: what does the evidence tell you?
Good practice guidelines	
Other (please specify)	
Is any further information required? How will you gather this?	<p>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.</p> <p>Our plans will be monitored through scrutiny by the Director, Chief Executive, Elected Members and through the use of the Pentana Performance Management system. We will ensure that the outcomes of our work are made available publicly.</p>

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

	Comments – positive / negative impact
Equality Groups <ul style="list-style-type: none"> • Older people, people in the middle years, • Young people and children • Women, men and transgender people (includes issues relating to pregnancy and maternity) • Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems) • Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers) 	<p>The service seeks to deliver on a fair and equitable basis to all staff, key partners and stakeholders.</p> <p>No negative impact noted</p> <p>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.</p>

	Comments – positive / negative impact
<ul style="list-style-type: none"> • Refugees and asylum seekers • People with different religions or beliefs (includes people with no religion or belief) • Lesbian, gay, bisexual and heterosexual people • People who are unmarried, married or in a civil partnership. 	See above
<p>Those vulnerable to falling into poverty</p> <ul style="list-style-type: none"> • Unemployed • People on benefits • Single Parents and vulnerable families • Pensioners • Looked after children • Those leaving care settings (including children and young people and those with illness) • Homeless people • Carers (including young carers) • Those involved in the criminal justice system • Those living in the most deprived communities (bottom 20% SIMD areas) • People misusing services 	<p>This service forms part of Midlothian Council which is committed to promote equality of opportunity, foster good relations, and eradicate unlawful discrimination. This priority value is being driven forward at all times and underpins all that this service plans, does and provides.</p>

	Comments – positive / negative impact
<ul style="list-style-type: none"> • People with low literacy/numeracy • Others e.g. veterans, students 	See above.
Geographical communities <ul style="list-style-type: none"> • Rural/ semi-rural communities • Urban Communities • Coastal communities 	This ethos applies irrespective of geographical community.

6. Are there any other factors which will affect the way this policy impacts on the community or staff groups?

No

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

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

Follow standard procurement terms and conditions which will ensure compliance.

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

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

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

Objectives	Comments
Equality and Human rights	
Promotes / advances equality of opportunity e.g. improves access to and quality of services, status	The key strategies, Financial, Digital etc., will help ensure sustainability of Council which in turn will help these issues.
Promotes good relations within and between people with protected characteristics and tackles harassment	The key strategies, Financial, Digital etc., will help ensure sustainability of Council which in turn will help these issues.
Promotes participation, inclusion, dignity and self-control over decisions	The key strategies, Financial, Digital etc., will help ensure sustainability of Council which in turn will help these issues.
Builds family support networks, resilience and community capacity	It is unlikely to impact.
Reduces crime and fear of crime	It is unlikely to impact.
Promotes healthier lifestyles including:- <ul style="list-style-type: none"> • Diet and nutrition • Sexual health • Substance misuse • Exercise and physical activity • Lifeskills 	It is unlikely to impact.

Objectives	Comments
Environmental	
Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)	It is unlikely to impact.
Plan for future climate change	
Pollution: air/ water/ soil/ noise	
Protect coastal and inland waters	
Enhance biodiversity	
Encourage resource efficiency (energy, water, materials and minerals)	
Public Safety: Minimise waste generation/ infection control/ accidental injury /fire risk	
Reduce need to travel / promote sustainable forms of transport	
Improves the physical environment e.g. housing quality, public and green space	
Economic	
Maximises income and /or reduces income inequality	Continue to expand and increase opportunities for income generation. Offer opportunities within each of the services for young people.
Helps young people into positive destinations	
Supports local business	
Helps people to access jobs (both paid and unpaid)	
Improving literacy and numeracy	
Improves working conditions, including equal pay	
Improves local employment opportunities	

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

No

11. Action Plan

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

12. Sign off by Head of Service / NHS Project Lead



Name: **Gary Fairley**

Date: 04/03/2019