# Finance and Integrated Service Support

# Service Plan

# 2018 - 2019

Gary Fairley
Head of Finance and Integrated Service Support
Midlothian House
Buccleuch Street
DALKEITH
EH22 1DN

# Contents

# 1. Introduction

This document is a Service plan, which provides a clear picture of the Service's planned activities for the period 2018-19. The Service plan contains:

- **Overview of the Service**: This should provide the reader with a basic understanding of the Service and its purpose.

- **Activity Review 2017/18:** Information on key activities and successes across the Service over the previous financial year.

- **Challenges Ahead 2018/19**: 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 2018/19 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.

- **Management Arrangements**: This section gives a high level view of the management arrangements in place for the Service such as structure and resources but also includes information on scrutiny activity and performance management.

The purpose of a Service Plan is to:

a) 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.

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

c) 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.

## 2. Overview of the Service

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 an Integrated Service Support function across to all Directorates which aims to ensure that:

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

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

Finance and Integrated Service Support consists of the following teams:



| Service Area | FTE |
|---|---|
| • Business Services | 148 |
| • Communications and Marketing | 6 |
| • Digital Services | 37 |
| • Employment and Reward | 23 |
| • Financial Services | 20 |
| • Legal Services | 15 |
| • Organisational Development and HR | 10 |
| • Procurement and Stores | 12 |
| • Management | 1 |
| **Total** | **272** |

Further detail on the range of responsibilities carried out by these teams is provided on the following page.

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

**Financial Services**

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

The team deals with a wide range of functions from supporting managers with budgeting, preparation of financial reports and publishing financial documents to managing the Council's insurance policies, administering the employee car-leasing scheme and managing the Council's treasury and investment strategy including a loan portfolio of £246 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.

**Organisational Development and Human Resources**

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

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

**Procurement and Stores**

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

Key Service areas include:

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

**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.

## 3. Activity Review and Key Successes in 2017/18

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 activities which support this are:

- The ongoing development and delivery of the Council's Financial Strategy and a comprehensive Change Programme;
- The Workforce Strategy approved by Council on 19 December 2017, the associated Investing in our Workforce Programme and the Council wide Workforce Plan; and
- Delivering Excellence.

These are supported by:

- The Digital Strategy and Digital Learning Strategy;
- The Procurement Strategy and Contract Delivery Plan;
- The continuation of the Integrated Service Support Review, reducing the overall cost of providing the finance and Integrated Support Services.

During 2017/18 the service achieved the following key successes:

### Financial Strategy

a) Successful completion of 2016/17 accounts and audit;
b) Completion of quality Financial Monitoring reports for Council as part of continuing robust scrutiny of financial performance;
c) 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.

### Workforce Strategy

a) The first corporate Workforce Strategy was approved by Council December 2017. The strategy is supported by eight Head of Service workforce plans all of which give a clear sense of direction and priorities for the coming five years;
b) The achievement of the renewal of the Healthy Working Lives Gold Award (HWL) in December 2017;
c) New Occupational Health PAM contract with improvements in the service and better partnership working;
d) Connect, the new E newsletter, designed to reach all employees as part of an important all employee communication strategy has been delivered with the support of HR/OD February 2018;
e) IR35 workflow ready to go live in February 2018 to audit off payroll workers.

**Digital Strategy**

a) 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);
b) The new General Data Protection Regulation (GDPR) becomes law from 25 May 2018. Data Protection Officer will liaise directly with ICO. Privacy Policy updated and Privacy Impact Assessment to be implemented from April 2018. Information Asset Register (IAR) being set up. Data Sharing Agreements progressing. Staff training and toolkits to be rolled out;
c) Asset Management and Investment in Digital infrastructure/services e.g. Wi-Fi Programme; new Business Applications such as: Leisure Management, Online School payments and the deployment of Microsoft Office 2016 (Corporate environment);
d) Property Programmes - Commissioning and/or decommissioning of a number of sites to support the wider Property and School programme (Newbattle Community campus, Hopefield Resource Centre and Recovery Hub);
e) CyberSecurity resilience maintained and currently reviewing the latest Scottish Government CyberSecurity action plan requiring implementation in June 2018. Employee phishing awareness exercise ongoing to maintain vigilance and staff compliance.

**Procurement Strategy**

a) Procurement Strategy updated to ensure compliance with Procurement Scotland Reform Act;
b) New 2-Year Contract Delivery Plan approved by Cabinet on 10 October 2017;
c) All contracts delivered on schedule against the 2018-2020 Contract Delivery Plan;
d) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards;
e) Responding to the requirements of IR35 for off payroll working to protect the Council from additional liabilities.

**Service Improvements / Delivering Excellence**

a) Roll out of MiTeam maximising attendance reporting to service managers;
b) Revised Standing Orders approved at Council meeting in December 2017;
c) External engagement across Midlothian communities; Shaping our Future campaign closed on December 2017 with a summary report including details of the public consultation provided to the Full Council in February 2018 with details of the Council budget for 2018/19, savings proposals for 2018/19 to 2021/22 and Council Tax levels for 2018/19 to be agreed;
d) Successful pilot of Invoice Approval workflow in Housing Services November / December 2017;
e) Launch of eForms for New Supplier Request, Payment Requests and Purchasing Card amendments;
f) Paperless Integra Sales Ledger Direct Debit process introduced;
g) Curator ad litem scheme set up with Edinburgh Sheriff court to reduce costs of third party reports in child social work cases;
h) Implementation of Homecare system including mobile working;
i) Improvement in savings projection target for Integrated Service Support in 2017/18 with shortfall reduced.

## 4.    Challenges Ahead 2018/19

The main challenges ahead for 2018/19 are:

**Financial Strategy**

a) Continue work on developing future years budget projections and in particular finalising 2018/19 budget including the impact of the Change Programme and providing update projections for future years;
b) Prepare quarterly financial monitoring projections for 2018/19 and continue to work with managers to maintain effective control over expenditure;
c) Development of a comprehensive Capital Strategy and General Service Capital Plan reflecting the significant investment pressures as a consequence of the growing population;
d) Continued financial support for the Council Transformation and Change Programme. 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) Strengthen financial stewardship in a climate of reducing budgets and increasing service provision.

**Workforce Strategy**

a) Development of the Workforce Strategy action plan. Keeping a focus on priorities over the next five year will be challenging;
b) Implementing a new approach to employee engagement from January 2018;
c) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
d) Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource.

**Digital Strategy**

a) 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;
b) The threat of cyber/security attacks, e.g. ransomware/hackers continues to be an ongoing challenge to mitigate risk and service disruption;
c) Ensuring sustainable investment in digital assets at a time of financial constraint including the Asset Management Programme:- Microsoft Exchange/Office 365 / Windows 10 upgrade is currently in the preparation and planning stage;
d) 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);
e) Implementation of an Enterprise Mobility Management (EMM) system that is a device-and platform-agnostic, 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;
f) Commissioning the Digital infrastructure and assets in the Newbattle Digital Centre of Excellence.

**Procurement Strategy**

a) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
b) Completing 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.

**Service Improvements / Delivering Excellence**

a) Continuing to reshape the service to deliver savings through Delivering Excellence and to deliver the Business Services Improvement Plan;
b) Roll out of Invoice Approval workflow as part of Purchase to Pay;
c) The programming of application upgrades with resource constraints;
d) Impact of introduction of GDPR on both Business Applications and Records Management;
e) The ability to enhance current Business Applications contract arrangements versus other ongoing priorities;
f) Introduction of pre-paid cards to replace cash payments, initially within Children's Services, with wider roll out to follow;
g) The wider use of Learn Pro as the corporate solution to support workforce development;
h) Introduction of the new Scottish Tax regime;
i) Integration of payrolls;
j) Continue to roll out the Delivering Excellence framework across Finance and Integrated Support Service areas;
k) Merging key support functions across all three Directorates to support the delivery of a 'One Council' approach, to deliver effective and efficient support services.

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.

**Risk Management**
The Council's Corporate Risk Register is reviewed quarterly and reported to the Audit Committee. The Corporate Risk Management group continue to ensure that service risk registers are updated and that any new and emerging risks are recorded.

**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
- Fastest growing Council
- Review of Pay and Grading

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

## 5. Future Development of Services / Areas for Improvement

This service plan supports the delivery of the Single Midlothian Plan (2016-19). Midlothian's three key priority areas are to reduce inequalities in economic circumstances, health and education learning outcomes. This plan therefore outlines how the Service will work towards the achievement of its priorities for future years.

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.

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

- The delivery of the Council's Financial Strategy and Capital Strategy to help ensure the financial sustainability of the Council;
- An overall reduction in the cost for Finance and Integrated Service Support;
- Continued integration of Service provision;
- Delivery of effective and efficient business process across the Council;
- Engaging with and empowering employees;
- Developing skills and providing new opportunities and/or career paths for employees.

## Longer Term Development / Improvement Areas

- Identification and progression of shared service opportunities;
- Development of more generic flexible working based on job profiles;
- Consider the automation of tasks and the use of digital solutions to reduce both the staffing establishment and the non-employee costs.

## 6. 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;
- Project Management and Applications support for implementation of Leisure Management system;
- Delivery of enhanced functionality within iTrent and Integra to support improved business processes council wide;
- Delivery of a business intelligence model that supports data visualisation.

**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.

# 7. Management Arrangements

## a) Structure
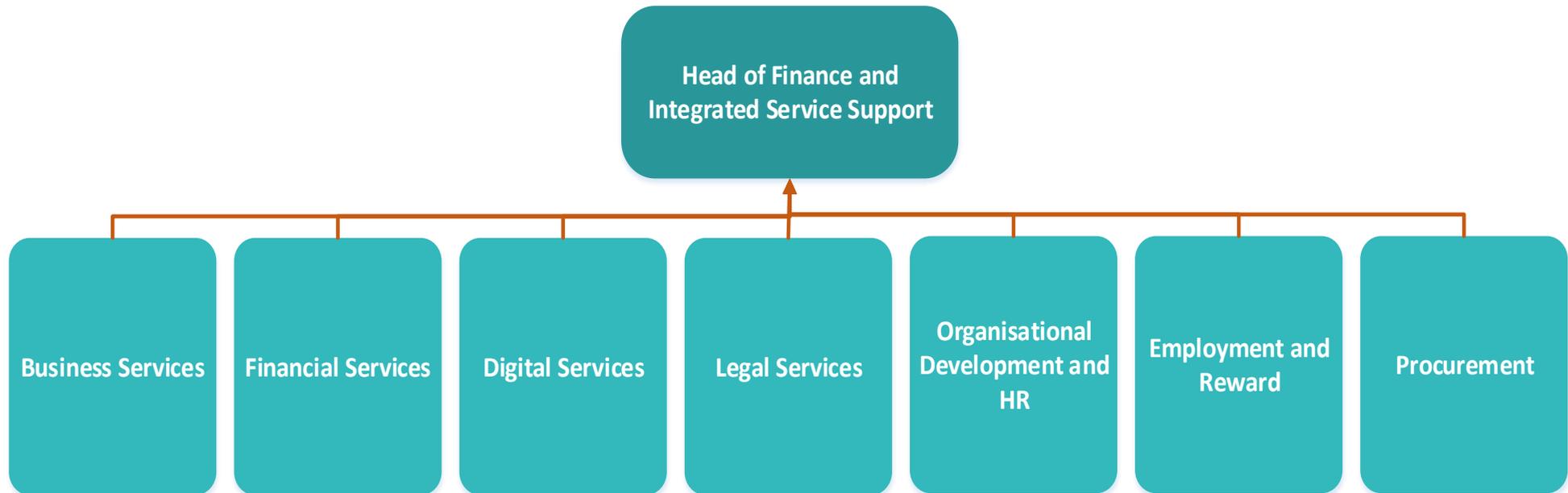
**b) Resources**

The following table identifies the current resource within each service;

| SERVICE FUNCTION | 2018/19 (£) |
|---|---|
| Business Services | 5,212,570 |
| Communications | 245,404 |
| Digital Services | 2,410,542 |
| Employment & Reward | 663,967 |
| Financial Services | 939,535 |
| HR Organisational Development | 604,236 |
| Legal Services | 662,075 |
| Procurement & Stores | 524,355 |
| Service Management | 30,855 |
| ISS Review | (436,394) |
| Other Miscellaneous Services | 156,203 |
| **NET EXPENDITURE** | **11,013,348** |

| SUBJECTIVE ANALYSIS | 2018/19 (£) |
|---|---|
| Employee Costs | 8,749,474 |
| Premises Costs | 70,529 |
| Transport Costs | 20,523 |
| Supplies and Services Costs | 2,631,549 |
| Third Party Payments | 191,478 |
| **GROSS EXPENDITURE** | **11,663,553** |
| INCOME | (650,205) |
| **NET EXPENDITURE** | **11,013,348** |

## c) Annual Scrutiny, Quality Assurance and Self-Assessment

*Scheduled audit and inspection work will take place through the annual audit process. The following tables provide proposed scrutiny activity scheduled for 2018/19 and also capture both internal and external plans, including audits and inspections.*

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

| Scrutiny / Self-Assessment Activity 2018/19 | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Local Scrutiny Plan 2018 | X | | | | | | | | | | | |
| External Auditor Reports | | | | | | X | | | X | | | |
| Procurement & Commercial Improvement Programme PCIP | | | | | | X | | | | | | |
| PSN Compliance | | X | | | | | | | | | | |
| GDPR | | | X | | | | | | | | | |
| Public Sector Cyber Resilience Action plan | | | | X | | | | | | | | |
| Healthy Working Lives | | | | | | | | | X | | | |

| Scrutiny / Self-Assessment Activity 2018/19 | Mar | Apr | May | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| No specific areas for Midlothian identified but may be involved in proposed scrutiny at a national level | | | | | | | | | | | | |
| | | | | | | | | | | | | |

**d) Assessments/Accreditation**

- PSN Accreditation
- Healthy Working Lives Gold Award – December 2017
- Living Wage Employer
- Disability Confident Employer

**e) 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.

**f) Equalities**

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

**g) Sustainability**

Adopting a longer term Single Midlothian Plan which is supported by individual Service plans for 2018/19 helps to ensure that the Service supports the Council's Sustainable Development Scheme and action plan.

**h) Performance Management / Balanced Scorecard / LGBF indicators**

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, indicators and actions captured in Appendix B on page 23.

**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 2017/18 document will be developed and implemented during the 2017/18 performance management cycle.

| Customer/Stakeholder | Financial Health |
|---|---|
| • Improving outcomes for children, young people and their families<br>• Ensuring Midlothian is a safe place to live, work and grow up in<br>• Creating opportunities for all and reducing inequalities<br>• Growing the local economy and supporting businesses<br>• Responding to growing demand for Housing and Adult Social Care Services | • Maintaining financial sustainability and maximising funding sources<br>• Making optimal use of available resources<br>• Reducing costs and eliminating waste |
| **Service Improvement** | **Learning and Growth** |
| • Improve Community engagement<br>• Strengthen partnerships<br>• Improve and align processes, Services and infrastructure<br>• Manage and reduce risk | • Develop employee knowledge, skills and abilities<br>• Improve engagement and collaboration<br>• 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 2017/18 cycle and also help identify areas for further improvement throughout the year.

**Statutory Performance Indicators – SOLACE Benchmarking Indicators**

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

| Reference | Description |
|---|---|
| Corporate Services CORP 1 | Support Services as a % of Total Gross expenditure |
| Corporate Services CORP 3b | The Percentage of council employees in top 5% of earners that are women |
| Corporate Service CORP3c | The gender pay gap between average hourly rate of pay for male and female - all council employees |
| Corporate Services CORP 6 | Sickness Absence Days per Employee |
| Corporate Services CORP 8 | % of invoices sampled and paid within 30 days |

## 8. Service Objectives

The following tables contain:

- Appendix A: The overall set of Single Midlothian Plan outcomes and priorities for 2016/19
- Appendix B: Key service priorities, actions and indicators for 2018/19
- Appendix C: Integrated Impact Assessment Form

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

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

- Reduced inequalities in the health of our population
- Reduced inequalities in the outcomes of learning in our population
- Reduced inequalities in the economic circumstances of our population

Each thematic group has identified their draft 2018/19 priorities which link to the 3 agreed outcomes stated above.

**ADULT HEALTH AND CARE**
- Address the workforce shortages in home care
- Support people who are at risk of being isolated to access social opportunities
- Support older people and those with disabilities to become more physically active
- Develop supports to people with long term conditions such as diabetes or stroke
- Take steps prevent ill-health as a result of alcohol, smoking, diet, or mental distress
- Support people at risk of inequalities to maximise their income

**COMMUNITY SAFETY**
- Alcohol misuse
- Gender based harm (including domestic abuse and adverse childhood experiences)
- Crimes of dishonesty (including shoplifting)
- Violent Crime (young people exposed to violence
- Antisocial behaviour (with greater focus on young people)

**GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD**
- Improve attainment, particularly in literacy and numeracy
- Improve employability skills and sustained, positive school leaver destinations for all young people
- Improve children and young people's health and wellbeing
- Increase the numbers of care experienced young people accessing education, employment and training
- Close the attainment gap between the most and least disadvantaged children

**IMPROVING OPPORTUNITIES FOR PEOPLE IN MIDLOTHIAN**
- Support people out of poverty
- Develop a coordinated approach to reduce levels of child poverty
- Improve the destinations of young people (after leaving school, training, college or university)
- Reduce health inequalities
- Increase qualifications gained by adults of working age
- Improve access to welfare advice through increased local and targeted provision
- Increase access to digital services

**SUSTAINABLE GROWTH AND HOUSING**
- Support regeneration of town centres
- Work with key start-ups or groups of new businesses that are able to grow without causing displacement and that will increase economic activity in Midlothian
- Increase use of Renewable Energy
- Deliver further affordable housing
- Increase sustainable travel (includes Borders Railway and Active Travel – walking, cycling and green networks)

## Appendix B:  Finance and Integrated Service Support Service Plan 2018-19

| Action | Due Date | Performance Indicator | Target | Baseline | Previous Trend Data | Team | Managed By | Source | New indicator for 2018/19 yes/no |
|---|---|---|---|---|---|---|---|---|---|
| **2018/19** | | | | | | | | | |
| **Single Midlothian Plan Priority: Support people who are at risk of being isolated to access social opportunities.** | | | | | | | | | |
| Embed the financial and resource arrangements required to support the Midlothian Integrated Joint Board (IJB) in particular evaluating the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB | 31/03/2019 | n/a | n/a | n/a | n/a | Finance | David Gladwin | Carried forward | No |
| **Single Midlothian Plan Priority: Work with key start-ups or groups of new businesses that are able to grow without causing displacement and that will increase economic activity in Midlothian.** | | | | | | | | | |
| Deliver in-house support to Economic Development through planning agreements and property transactions. | 31/03/2019 | 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. | 31/03/2019 | n/a | n/a | n/a | n/a | Procurement | Iain Johnston | Carried forward | No |
| Develop and implement new procurement strategy. | 31/03/2019 | n/a | n/a | n/a | n/a | Procurement | Iain Johnston | Strategy | Yes |
| **Single Midlothian Plan Priority: Improve employability skills and sustained, positive school leaver destinations for all young people.** | | | | | | | | | |
| Support Investing in our Workforce principles by reviewing and refreshing recruitment policy to allow service specific recruitment initiatives. | 31/03/2019 | n/a | n/a | n/a | n/a | Employment and Reward | Janice Kali | Strategy | Yes |

| 2018/19 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Action | Due Date | Performance Indicator | Target | Baseline | Previous Trend Data | Team | Managed By | Source | New indicator for 2018/19 yes/no |
| Work with Services to ensure the delivery of service specific workforce plans which increase apprenticeship opportunities and prioritise any eternal recruitment. | 31/03/2019 | N/A | N/A | N/A | N/A | Organisational Development and HR | Marina Naylor | Strategy | Yes |
| **Single Midlothian Plan Priority:  Increase access to Digital Services.** | | | | | | | | | |
| Implementation of Digital Services Asset Management and Investment plans - Corporate / Schools. | 31/03/2019 | n/a | n/a | n/a | n/a | Digital Services | Phil Timoney | Carried forward | No |
| Implementation of the Digital Strategy. | 31/03/2019 | n/a | n/a | n/a | n/a | Digital Services | Phil Timoney | Carried forward | No |
| **Service Priority: Ensure equality of opportunity as an employer.** | | | | | | | | | |
| Deliver and embed the workforce strategy action plan to ensure that our workforce is positive, motivated, high achieving, well led and well managed. | 31/03/2019 | n/a | n/a | n/a | n/a | Organisational Development and HR | Marina Naylor | Strategy | Yes |
| **Service Priority: Ensure sustainable strategy for the delivery of Council Services.** | | | | | | | | | |
| Develop and achieve actions set out in the Employment and Reward Transformation plan to deliver target savings. | 31/03/2019 | n/a | n/a | n/a | n/a | Employment and Reward | Janice Kali | Improvement | Yes |
| Deliver all payrolls on schedule. | 31/03/2019 | n/a | n/a | n/a | n/a | Employment and reward | Janice Kali | Carried Forward | No |
| Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR). | 31/03/2019 | n/a | n/a | n/a | n/a | Digital Services | Phil Timoney | Carried forward | No |
| Awareness, preparation, and implementation of Scottish | 31/03/2019 | n/a | n/a | n/a | n/a | Digital Services | Phil Timoney | Legislation | Yes |

| 2018/19 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Action** | **Due Date** | **Performance Indicator** | **Target** | **Baseline** | **Previous Trend Data** | **Team** | **Managed By** | **Source** | **New indicator for 2018/19 yes/no** |
| Government Public Sector Cyber Resilience Action plan. | | | | | | | | | |
| Achieve the actions set out in the Purchase to Pay project plan, including schools and the roll out of Invoice Approval. | 31/03/2019 | 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. | 31/03/2019 | n/a | n/a | n/a | n/a | Business Services | Jacqui Dougall | Carried forward | No |
| Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults). | 30/06/2018 | n/a | n/a | n/a | n/a | Business Services | Jacqui Dougall | Carried forward | No |
| Develop and achieve actions set out in the Business Services Improvement plan. | 31/03/2019 | n/a | n/a | n/a | n/a | Business Services | Jacqui Dougall | Carried forward | No |
| Manage claims received by Legal Services in respect the Limitation (Childhood Abuse) (Scotland) Act 2017 through the agreed process in order to minimise the Council's exposure to damages. | 31/03/2019 | n/a | n/a | n/a | n/a | Legal Services | Alan Turpie | Legislation | Yes |
| Achieve contract delivery targets set out in the Contract Delivery Plan. | 31/03/2019 | n/a | n/a | n/a | n/a | Procurement | Iain Johnston | Carried forward | No |
| Focus on embedding People Policies and supporting managers to work within new policy framework. | 31/03/2019 | n/a | n/a | n/a | n/a | Organisational Development and HR | Marina Naylor | Strategy | Yes |
| Update the Financial Strategy for 2018/19 to 2021/22 to support Council setting the | 31/03/2019 | n/a | n/a | n/a | n/a | Finance | David Gladwin | Carried forward | No |

| 2018/19 | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Action** | **Due Date** | **Performance Indicator** | **Target** | **Baseline** | **Previous Trend Data** | **Team** | **Managed By** | **Source** | **New indicator for 2018/19 yes/no** |
| 2018/19 Council Tax and a balanced budget. | | | | | | | | | |
| Completion of the unaudited Statutory Accounts for 2017/18 to ensure that we maintain strong financial management and stewardship. | 30/06/2018 | 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 2017/18. | 30/09/2018 | n/a | n/a | n/a | n/a | Finance | David Gladwin | Carried forward | No |
| Deliver quarterly financial reports and commentary to Council. | 31/03/2019 | n/a | n/a | n/a | n/a | Finance | David Gladwin | Carried forward | No |

**Appendix C: Integrated Impact Assessment Form**

**Promoting Equality, Human Rights and Sustainability**

| Title of Policy / Proposal | Finance and Integrated Service Support Plan 2018-19 |
|---|---|
| Completion Date | 13/03/2018 |
| Completed by | Gary Fairley |
| Lead officer | Gary Fairley |

**Type of Initiative:**

Policy/Strategy ☐

Programme/Plan ▬   New or Proposed ☐

Project ☐   Changing/Updated ▬

Service ▬   Review or existing ☐

Function ☐

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? |
|---|---|
| Data on populations in need<br>Data on service uptake/access<br>Data on quality/outcomes<br>Research/literature evidence<br>Service user experience information | The purpose of this service plan is to highlight key challenges affecting the service and to provide detail of changes in service delivery.<br><br>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.<br><br>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.<br><br>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.<br><br>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. |
| Consultation and involvement findings | 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. |

| Evidence | Comments: what does the evidence tell you? |
|---|---|
| Good practice guidelines | |
| Other (please specify) | |
| Is any further information required? How will you gather this? | 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.<br><br>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. |

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

| | Comments – positive / negative impact |
|---|---|
| **Equality Groups**<br><br>• Older people, people in the middle years,<br><br>• Young people and children<br><br>• Women, men and transgender people (includes issues relating to pregnancy and maternity)<br><br>• Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems)<br><br>• Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers) | The service seeks to deliver on a fair and equitable basis to all staff, key partners and stakeholders.<br><br>No negative impact noted<br><br>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. |

| | Comments – positive / negative impact |
|---|---|
| • Refugees and asylum seekers<br><br>• People with different religions or beliefs (includes people with no religion or belief)<br><br>• Lesbian, gay, bisexual and heterosexual people<br><br>• People who are unmarried, married or in a civil partnership. | See above |
| **Those vulnerable to falling into poverty**<br><br>• Unemployed<br><br>• People on benefits<br><br>• Single Parents and vulnerable families<br><br>• Pensioners<br><br>• Looked after children<br><br>• Those leaving care settings (including children and young people and those with illness)<br><br>• Homeless people<br><br>• Carers (including young carers)<br><br>• Those involved in the criminal justice system<br><br>• Those living in the most deprived communities (bottom 20% SIMD areas)<br><br>• People misusing services | 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. |

| | Comments – positive / negative impact |
|---|---|
| • People with low literacy/numeracy<br><br>• Others e.g. veterans, students | See above. |
| **Geographical communities**<br><br>• Rural/ semi-rural communities<br><br>• Urban Communities<br><br>• Coastal communities | This ethos applies irrespectively 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:-<br><br>• Diet and nutrition<br><br>• Sexual health<br><br>• Substance misuse<br><br>• Exercise and physical activity<br><br>• 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 or 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 | | 35 | | |
| | | | | |
| | | | | |

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

Name: **Gary Fairley**

Date: 13/03/2018

| Identified negative impact | Mitigating circumstances | Mitigating actions | Timeline | Responsible person |
|---|---|---|---|---|