

Corporate Solutions

Service Plan

2020-2021

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Introduction

This Service plan sets out the vision and purpose of the Corporate Solutions Service and provides a clear picture of planned activities for the period year to March 2021.

The Service plan sets out the:

- **Service Ethos:** Corporate Solutions ethos is to embrace the delivery of a high performance culture focused on creativity, innovation, performance, quality and outcomes. Ensuring that services are of the highest quality and meet Elected Member and public aspirations, whilst achieving Best Value and making the best use of resources.
- **Service Overview:** This is aimed at providing the reader with an understanding of the Service. This section also gives a high level view of the management arrangements in place for the Service such as structure and resources.
- **Challenges Ahead:** This section identifies the key challenges facing Corporate Solutions and also captures the areas for future development and improvement.
- **Service Priorities:** The information captured provides clarity of the priorities and outcomes being targeted by the Service and also identifying the focus of activities for the 2020/21 deliverables. Appropriate consideration of risks is also captured as part of the Service Planning activities.

The purpose of this Service Plan is to:

- Clearly show the vision and purpose of the service and how these relate to the Midlothian Community Planning Partnerships priorities and how the Service is adopting the Council's nine key drivers for change. This provides direction for team members 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 links up to the Single Midlothian Plan, together with Council and partner priorities. It forms a basis on which individual service work plans, individual staff performance and development plans are developed. This golden thread aims to ensure that all staff are able 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.

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 value 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.

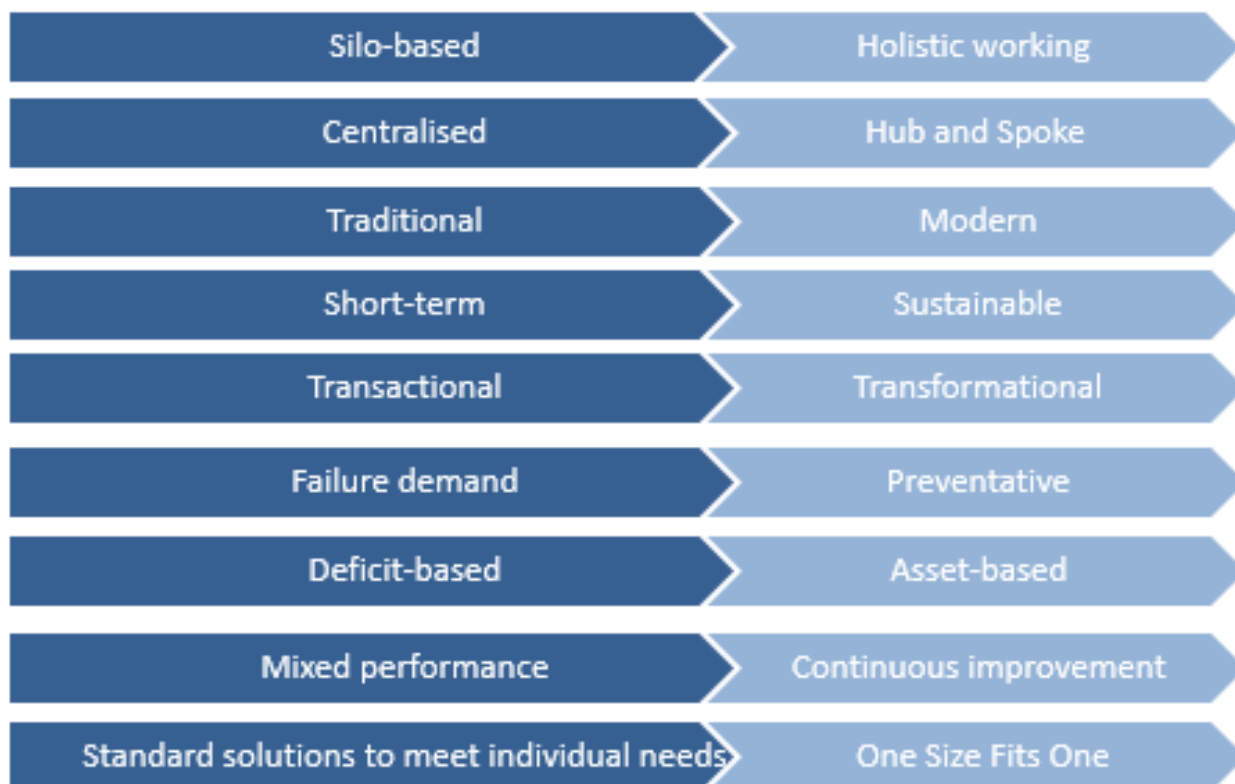
Corporate Solutions aims to secure effective financial management arrangements for the Council, maintaining and strengthen financial sustainability.

Developing the whole organisation and, in turn our community, through the development of our people. Committed to creating a supportive, people-centred environment and developing a highly-valued employee benefits package supported by our Council vision 'Midlothian: A Great Place to Grow'. Ensuring we have the right people to deliver a wide range of services for our communities, maximising attendance, promoting healthy working lives, high performance and effective and visible leadership.

Corporate Solutions will lead on delivering the Council's desire to be a high performing, citizen-focused and modern local authority. Providing a strategic lead in, developing and managing innovative Corporate Solutions and corporate transformation that benefits a modern 21st Century organisation. Promoting a culture of collaboration, co-operation, partnership, innovation and empowerment to support the re-imagining of future service delivery.

Delivering innovative business performance in Corporate Solutions strategies and plans, to deliver the cultural and organisational change, supported by the key drivers for change necessary to ensure Midlothian Council becomes a sector leading modern local authority.

Allowing all staff to develop their potential, with the provision of clear progression pathways along with a positive ethos, which embraces new thinking and the generation of bold and creative ideas, to enable Midlothian to fulfil its potential as a Great Place to Grow. In delivering and transforming service provision all staff adopt the Council's nine key drivers.

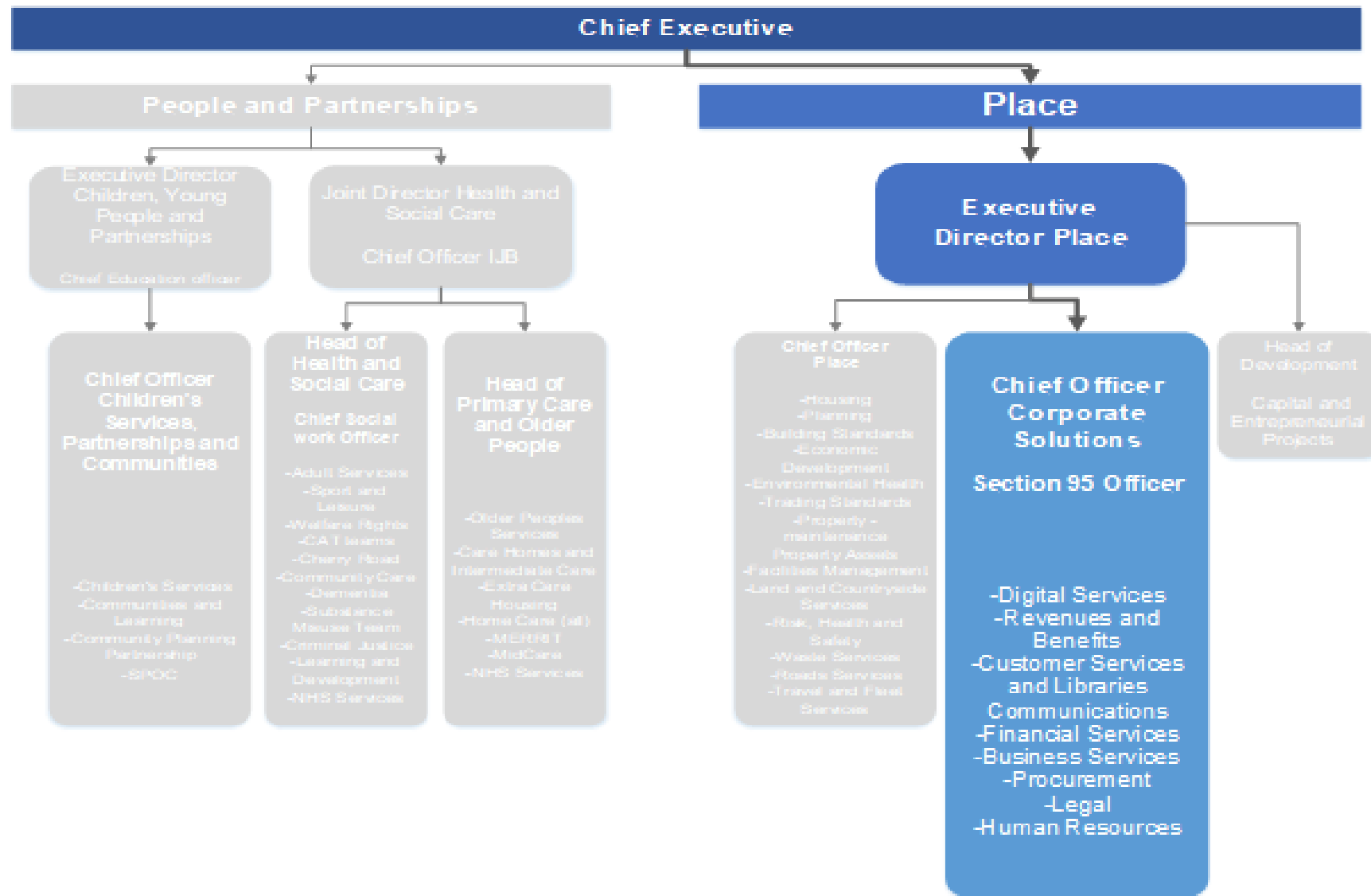


The Chief Officer Corporate Solutions also undertakes the statutory role of Section 95 officer with responsibility for the Council's financial management and stewardship and is responsible for delivering a range of services to the Council and its Directorates: People and Partnerships; and Place.

A key requirement from this document and the further development and scrutiny that will follow, is the need to clearly articulate the Change Programme in the context of the Council's future strategic direction and resource priorities. This will provide a robust and cohesive approach to leadership, which drives transformational and sustainable change, to better respond to both current and future challenges and ensures delivery of Midlothian's 'One Council' vision.

Service Structure

The Senior Leadership Team structure within Corporate Solutions.



Customer Services and Libraries

The Customer Service Strategy defines the key drivers that will enable Midlothian Council to deliver 'customer service excellence' to our communities. It outlines the commitment to provide choice to the customer in the way services are accessed and provided. This includes innovation, partnership working and optimising the use of technology within resource constraints. The Strategy will help us to change the way we deliver services utilising the latest technologies and linking to national frameworks.

As one of the fastest growing areas in Scotland, the Council cannot support more customers using the current resources, systems and processes. This means that the adoption of digital and automated processes will be key to continuing to provide a seamless customer journey, satisfying enquiries at the first point of contact and meeting increased demand.

Customer self-service and new automated processes can help deliver some key services without customers dealing directly with a member of staff and could truly transform the way the Council deliver services. We already have a well-managed public facing website with SOCITM awarding our site four stars. Midlothian is one of only four Councils in Scotland to achieve this accolade. Our Web Team, 50 Content Editors and Council employees, generally 'get it' and already we have been able to transform how our customers interact with the Council. During 2020/21, increasing the pace of digital transformation, particularly in front-facing customer services, will be a service and corporate priority, for Midlothian Council – one that can deliver the required efficiencies without negatively affecting customer experience.

We continue to provide innovative models of service delivery in our libraries which have been recognised as best practice nationally, including:

- Increasing the availability of self-service technologies across libraries which has extended opening hours for our customers and communities with no revenue budget impact.
- Carried out a range of projects and activities to extend services to our wide range of different user groups, often securing competitive external funding, including:
 - Continued funding for our Bibliotherapy services and extended funding has given us the opportunity to expand this service into two of our secondary schools in order to support young people in improving their mental health.
 - Introduced a new eNewspaper and emagazine service which has increased availability of titles to customers
 - Introduced a new online learning service for customers to develop and improve digital skills
 - Continued to deliver Code Clubs, Lego Clubs, reading groups and crafting groups in all of our libraries in response to community demand.
 - Launched 'Every Child a Library Member' with our Registrar services to ensure that every baby born in Midlothian is registered with the library service

- Continued to deliver our outreach book delivery service for our customers who are house bound in partnership with local community volunteers and work in partnership with our care homes and supported accommodation services to deliver library collections to customers.
- Worked in partnership with colleagues in Health and Social Care, the ALLIANCE and Education to develop a new model of service delivery for young people accessing library services

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.

Financial Services

The Financial Service team has a central key role in managing the financial affairs of the Council ensuring robust and effective financial management and strong financial stewardship. It's focus is on ensuring effective financial management of all service areas and on the development and implementation of appropriate strategies to maintain and strengthen the Council's financial sustainability. It provides Financial and Management Accountancy Services across the Council, covering gross expenditure in excess of £300 million. 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.

Digital Services

This Service is responsible for the provision of all digital services, strategy, operational and support 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;
- 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.

The implementation of the Council's Digital Strategy plays a key role in creating a more effective and efficient range of services council wide by encouraging collaboration, reducing duplication, making appropriate use of digital technologies and sharing services where possible. Key drivers of the strategy come from the economic climate that we find ourselves in, the needs of our customers, and our aspirations for the future of Midlothian.

Business Services

Business Services encompasses Business Applications, the provision of Operational Support, Democratic and Document Services, Executive Officer Support, Employment & Reward and a centralised Stores function. 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 is responsible for support 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 HR & Payroll System; Revenues Control; MOSAIC (Social Care), Total (Roads and Property) and Seemis (The National Education Management information System) 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 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 across all Council facilities.

- **Executive Officer Support** brings together the support to the Chief Executive, Executive Directors and Chief Officers/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.
- **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. It manages the design, delivery, and operation of recruitment, 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.

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.
- Assisting the council to comply with information management requirements under Data Protection legislation.

Procurement

The team provides a centralised advisory and support 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. Key Service areas include:

- Spend Analysis
- Strategic Procurement
- Strategic Supplier Relationship Management
- Purchase to Pay

Revenues Services

Responsible for the billing, collection and recovery of key revenue streams for the Council, as well as the assessment and payment of Housing Benefit claims. The functions administered by the team include the following:

- Collection of Council Tax and water service charges
- Collection of Council House Rents
- Collection of Housing Benefit Overpayments
- Collection on Non-Domestic Rates
- Assessment and payment of Housing Benefit claims
- Assessment and payment of Council Tax Reduction claims
- Assessment and payment of Scottish Welfare Fund claims

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.



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 longer financial sustainability in light of the well-publicised financial challenges the public sector faces remains, with the delivery of transformational change, at pace in how services are designed and provided becoming the most significant factor in seeking to be able to provide appropriate and effective services for a growing population in a way which is sustainable with the resources the Council expects to have available.

The Council's Corporate Risk Register is reviewed quarterly and reported to the Audit Committee. The Corporate Risk Management Group monitor the corporate service risk register and enable any new and emerging risks to be recorded. Mitigating actions are put in place to ensure these are managed and controlled.

Main Corporate risks at this time include:

- Financial Sustainability
- The Change Programme
- Balancing budgets in future years given the real terms reduction in core funding from government
- The additional pressures associated with having the fastest growing population in Scotland

Service specific risks are assessed quarterly and migrating actions reviewed and updated as required. Project risks are captured on project risk registers. High service and project risks are presented to the Performance Review and Scrutiny Committee via the quarterly performance reports.

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 has shifted to a Medium Term Financial Strategy. This complements the existing forward plans for Housing Revenue Account (HRA), Capital and Reserves. Delivery of savings measures, is key and is monitored closely through the

Directorate Budget Boards, Corporate Management team and Business Transformation Steering Group. This recognises that it is critically important for the Council that the measures in the MTFS are developed and implemented at pace.

Continued Service Transformation

The delivery of transformational change, at pace, in how services are designed and provided is required if the Council is to be able to provide appropriate and effective services for a growing population in a way which is sustainable with the resources the Council expects to have available. The new Corporate Solutions Service will continue to be reshaped, business processes reviewed and adapted to embrace technology solutions including the continued adoption of automation. Following Council's endorsement of pursuing joint working opportunities with Scottish Borders Council, work is underway with colleagues in Scottish Borders Council with the objective of bringing forward proposals to both Councils.

Legislative Requirements

The introduction and implementation of the following legislation will have an impact on services.

National Strategy for Public Libraries

The National Strategy for Public Libraries was launched in 2015 and refreshed in 2019. Midlothian Libraries are partners in the delivery of the six national strategic aims:

- Reading, literacy and learning
- Digital inclusion
- Economic wellbeing
- Social wellbeing
- Culture and creativity
- Excellent public services

Local service plan priorities relating to libraries in Midlothian align with the national strategic aims whilst focusing on local need.

Procurement

The Scottish Government is responsible for the development of national procurement policy and supporting guidance in Scotland. There are now several key pieces of procurement legislation which have changed the regulatory framework for public procurement across Scotland.

- The Procurement Reform (Scotland) Act 2014
- The Public Contracts (Scotland) Regulations 2015
- The Procurement (Scotland) Regulations 2016
- EU Procurement Directive 2014/24/EU – Public Contracts
- EU Procurement Directive 2014/23/EU – The award of Concession Contracts
- EU Procurement Directive 2014/55/EU – Electronic Invoicing in Public Procurement (delivery due 2019 for local government)

Statutory guidance accompanies the Scottish Government legislation and Scottish Procurement Policy Note (SPPN) are published on an ad-hoc basis to provide advice on current policy issues. These SPPN's are adopted in line with requirements and local policy.

Universal Credit

Universal Credit's stated aim is to make the welfare system simpler by replacing six benefits and tax credits with a single monthly payment. It is administered by the Department for Work and Pensions (DWP). It replaces:

- Housing Benefit
- Income Support
- Income-Based Job Seekers Allowance
- Income-related Employment & Support Allowance
- Child Tax Credits
- Working Tax Credits

Midlothian Council was initially involved as a partner agency to Dalkeith and Penicuik Job Centre Plus, (JCP) during the rollout of the Universal Credit 'Live Service' (UCLS) from 27 April 2015, before progressing to full digital rollout of the Universal Credit "Full Service" (UCFS) from 22 March 2017.

In Midlothian UCFS is being rolled out by Dalkeith and Penicuik Job Centre through a 'natural migration' phase which requires claimants of the above legacy benefits to transfer to UC as and when they encounter a significant, (trigger) change in circumstance. Claimants in Scotland can choose to receive their UC payments twice a month and for their landlord to receive the housing element directly.

It is noted that 'Managed Migration' of those on legacy benefits will now progress at a slower pace than was first agreed. 'Move to UC' is the process DWP will use to support claimants currently receiving one or more of legacy benefits or Tax Credits to make a new UC claim. The pilot is currently running in Harrogate Jobcentre and started on 24 July 2019.

Legislation allows for up to 10,000 claimants to be switched to UC through the pilot, which is set to run up to the end of 2020.

DWP have stated that they have deliberately kept pilot numbers low so that they can thoroughly evaluate claimant's experiences and that numbers will scale up at a later date. DWP have announced that they have delayed the full roll-out of UC again for a further nine months to September 2024, stating that the number of people moving was lower than forecast.

Scottish Social Security Agency

SSSA was established by the Scottish Government to administer the devolved benefits responsibilities. It operates from a head office in Dundee, with a second major base in Glasgow. Local Delivery staff are based in the Gorebridge Beacon are looking to have outreach in each local authority ward in Midlothian.

New benefits already in payment are Carer's Allowance Supplement, Best Start Grant, Funeral Expense Assistance and Young Carers Grant. The next benefits to be rolled out in 2020 will be the Job Start Payment, Disability Benefits for Children and Young People, Scottish Child Payment for 0-6 year olds.

UK Decision to leave the EU

All Council services have been kept abreast of the risks associated with the UK leaving the EU. While the UK has now formally left the EU and is operating through an agreed transition period, a fixed end to this transition period has been set in law for December 2020. Council Services will continue to monitor progress made by the UK Government through the year to reach agreement on future arrangements. In the event agreement cannot be reached on all or parts of current arrangements, Services can continue to make use of UK Government guidance on how to prepare for a no deal. Services have been tasked with assessing the potential impact and identifying appropriate risk responses.

A Council Cross Service Brexit Working Group will meet as required through 2020 and will review the associated risk register.

The impacts associated with the UK's decision to leave the UK have yet to be realised and will only become clear once the final terms of the UK's departure are finalised. There are some direct potential impacts such as an end to EU funding of Council co-ordinated projects and indirect impacts on industries undertaken within the geographical area which have relied on EU funding, such as agriculture. There are wider potential implications arising from uncertainty regarding the resident status of EU nationals, and the availability of workers from outside the UK accessing the job market here in the future. These factors have the potential to impact on the availability of the right people with the right skills being available to help grow the economy here in Midlothian. This could affect the Council in the delivery of future building projects within Midlothian which could curtail further economic growth. In relation to our workforce employees from an EU/EEA countries must be registered on the EU Settlement scheme by 30th June 2021 however migrant workers may choose to go back to the EU leaving potential risk areas in services such as maintenance, cleaning, Social care and construction.

Emerging Challenges

It is perhaps less about emerging challenges and more the greater prominence and impact of existing challenges.

- The need as identified by Audit Scotland to maintain financial sustainability and adopt longer term financial planning to support this.
- The criticality of service redesign and delivering truly transformation cross cutting change. This emphasises the importance of the redesigns of the customer journey, placing the citizen at the core and adopting new and emerging technologies to drive change and sustainable service provision.
- Reshaping procurement to embrace the opportunities that strong and effective contract and supplier management can bring across the whole procurement journey.



This Service Plan supports the delivery of the Single Midlothian Plan (2019-2022). 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 Corporate Solutions for the year ahead will be to

- Continue to secure effective **Financial Management** arrangements for the Council, maintaining and strengthen **Financial Sustainability**.
- Developing the whole organisation and, in turn our community, through the development of our people. Through our **Workforce Strategy** promoting a culture of collaboration, co-operation, partnership, innovation and empowerment to support the re-imagining of future service delivery.
- Through the vehicle of the **Customer Strategy** lead on delivering the Council's desire to be a high performing, citizen-focused and modern local authority. Providing a strategic lead in, developing and managing innovative Corporate Solutions and corporate transformation that benefits a modern 21st Century organisation.
- Delivering innovative business performance in Corporate Solutions strategies and plans, to deliver the cultural and organisational change, supported by a refreshed **Digital Strategy** the key drivers for change necessary to ensure Midlothian Council becomes a sector leading modern local authority.
- Through a refresh of the **Procurement Strategy** and fundamental review and reshaping of the Procurement Service ensuring that the Council can access the right goods and services, at the right time and right price. Further development the governance arrangements in place to ensure Best Value is evidenced Council wide in the procurement of goods and services and put in place effective contract and supplier management across the whole of the procurement journey.

Financial Management and Financial Sustainability

The Council has recognised the need for a strategic step change in the form of the development and agreement of a Medium Term Financial Strategy (MTFS), which sets out budget projections for the next three financial years together with the resource allocation changes that will allow the Council to balance revenue budget for each financial year.

Strengthening financial sustainability and financial management will include:

- Continued work on developing cost projections and savings measures to balance the Medium Term Financial Strategy for 2021/22 to 2022/23 and to develop longer term financial planning further.
- Preparation of quarterly financial monitoring reports and continue to work with Leaders, Managers and budget holders to maintain effective control over expenditure and with Chief Officers to develop plans which address and mitigate service pressures
- Continued financial support for a wide range of change activity. Help shape and lead all strands of activity , including oversight of investment to support transformational change and the assessment of bids for capital investment ;
- Leading on the delivery of the Capital Strategy and the affordability of investment plans principally to reflect the ongoing review of the Learning Estate Strategy;
- Continuing to improve the financial management and oversight of Capital Investment plans, supporting the Capital Plan and Asset Management Board to ensure effective governance of the investment programme and individual projects, and so addressing the historic trend for project slippage which can impact directly on delivery of the Councils stated outcomes.;
- Continue to strengthen financial sustainability in a climate of reducing budgets and increasing service pressure.

Workforce Strategy

The purpose of the Workforce Strategy is to ensure that Midlothian Council continues to have a workforce that is able to deliver positive outcomes for the people of Midlothian. The Strategy has clearly articulated objectives, specifically, to ensure it has the right people in the right place at the right time and who have the right skills, knowledge and attitude to provide excellent services confidently and competently. It sets out an approach to supporting, developing and reshaping the workforce now and in the future in response to changes whether as a consequence of national or local issues. It is underpinned by the Council's values and vision.

The Workforce Strategy has thirteen themes as detailed below:

1. Employee Terms and Conditions
2. Employee Performance
3. Recruitment and Retention of Employees
4. Reshaping the Workforce
5. Health & Social Care Integration
6. Expansion of Learning and Childcare
7. Building Leadership Capacity

8. Digital Leadership
9. Delivering Excellence and Talent Management
10. Employee Relations
11. Midlothian as an Equal Opportunities Employer
12. Managing an Ageing Workforce
13. Volunteering

Alongside the Medium Term Financial Strategy 2020/21 to 2022/23, 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 be re-aligned to the support delivery of the MTFS and longer term service demands, our change programme and to reflect the financial context the Council operates in. The service level workforce plans must continue to be at the heart of service planning in order to fulfil our commitments to our communities. This will be delivered by:

- 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;
- Supporting services to strengthen internal talent pipelines through upskilling, talent management, succession planning and reviewing career structures.
- Creation of a leadership development programme which will continue to support our leadership community so that they are able to perform to a high standard and deliver improved service outcomes and service transformation;
- Continued development of the Workforce Strategy action plan;
- Ensuring the adoption of the revised Business Travel and Subsistence Policy across services, which brings a shift from the use of personal vehicles to pool electric cars;
- Maintain attendance levels (2017/18 average days lost 7.5 which ranked the Council second best in Scotland) supporting service areas with high or increasing absence levels to deliver interventions to support their service workforce strategies.

In light of the implementation of the Senior Leadership Review, revisions to the Finance and Integrated Service Support workforce plan are no longer appropriate. A new service workforce plan and associated actions will be required for Corporate Solutions which also reflects the Medium Term Financial Strategy (MTFS);

Customer Service Strategy

Midlothian needs to radically change and develop the way that customer services are delivered to ensure a future proof service. For 2020/21 we are looking to further develop customer services to deliver efficiencies and resilience.

Through the Customer Service Strategy we will deliver 'customer service excellence' to our communities. Provide choice to the customer in the way services are accessed and provided. This includes innovation, partnership working and optimising the use of technology within resource constraints. Changing the way we deliver services utilising the latest technologies and linking to national frameworks.

Adopting digital and automated processes to provide a seamless customer journey, satisfying enquiries at the first point of contact and meeting increased demand.

Increase the pace of channel-shift adopting new digital tools and automated practices including the introduction of a new Customer Service Platform which will increase the availability of council online transactions and payments and deliver a single view of customer interaction across the Council. This will develop new contact channels and automated tools which will improve the customer journey and customer service response.

The Customer Services Strategy takes into account the principles set out in the Customer Service excellence standard, putting the customer at the heart of what we do to drive continuous improvement across our services. This will set a sound foundation to work towards 'Customer Service Excellence' accreditation across Corporate Solutions.

Digital Strategy

Recognising that an effective Digital Strategy is central to transforming the Customer Journey and transforming Service delivery across the authority an early priority for 2020/21 is to review the Digital Strategy and alongside this to ensure that the Council has the capacity, skills, capability and resilience to deliver its objectives and to support wider transformational change.

The current Digital Strategy ensures that the ICT infrastructure and facilities are fit for purpose and that they effectively and efficiently underpin delivery of Council Services and align with the Single Midlothian Plan and the National ICT Strategy for Scotland.

Midlothian's Digital Learning Strategy is central to the Council's aim of delivering a world-class education system. It is closely aligned with Scottish Government's policy and advice on digital learning and it also articulates with key national and local priorities.

Midlothian's current strategy covers 4 key aspects associated with learning in the digital age: Curriculum; learning and teaching; Leadership and professional learning; Digital participation and Infrastructure.

- 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;
- Securing, maintaining Digital skills and experience across the Digital Service teams in order to be able to respond, deliver and protect the organisation;

- Service Restructure: this will have a direct impact on a number of underlying digital services and plans are being put in place within the associated work plans to address this. (Business Applications, HR & Finance, file and folders – new structure & permissions, phone system & website);
- 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, Chief Officers and Service managers;
- Pursuing the transformation of and innovation in service delivery by pursuing digital opportunities, including automation, artificial intelligence and introduction of new ways of working supported by modern technology solutions etc.
- Securing a replacement for the end of life Customer Relationship Management (CRM) system which is central in transforming the customer journey.

Procurement Strategy

Our definition of Procurement is the process of acquiring the goods, services and works an organisation needs. It spans the whole cycle, comprising three phases:

1. Identifying needs and deciding what is to be bought and when (procurement planning/commodity strategy development).
2. The process of awarding a contract, including defining the terms on which the goods, services or works are to be provided and selecting the contracting partner that offers the best value.
3. Managing the contract to ensure effective performance.

A priority is to refresh the Procurement Strategy and progress a fundamental review and reshaping of the Procurement Service. These are needed to ensuring that the Council has effective governance arrangements in place to ensure best Value is evidenced Council wide in the procurement of goods and services and also put in place effective contract and supplier management across the whole of the procurement journey.

The current Procurement Strategy sets out for the supplier market and other key stakeholders the strategic aims of the Council to be taken forward through our procurement activity over the next five years.

It outlines the central role of the procurement function in supporting the Council to achieve its strategic priorities within a constrained financial envelope.

1. Maintaining service provision in response to a significant staff turnover in the team;
2. To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
3. Completing the Purchase to Pay project;

4. As the next stage of the Council's procurement journey, and similar to most other Councils, the aim is to deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners;
5. Progressing a review of the procurement arrangements across the Council including exploring options for joint working with neighbouring Councils.

In addition to the Strategy lead activity Corporate Solutions there are service specific priorities

Revenues: Due to the reduction in the estimated number of Housing Benefit (HB) cases moving to Universal Credit and the extension of full roll-out to September 2024, there will be a continued requirement to process Housing Benefit until then. HB will continue for all pensioner's claimants and working age claimants in temporary and supported accommodation.

Scottish Government have decided to implement a revised Council Tax Reduction scheme in April 2021, to apply from the 2021/22 Council Tax year onwards. This gives local authorities and software suppliers more time to make sure the revised scheme comes into practice as smoothly as possible.

An online application form for the Scottish Welfare Fund has been implemented to provide increased options for customers and their advisors to access the fund. Further opportunities to release efficiencies and improve performance are being developed by introducing further online and automated processes.

Others: Our employees are key to the successful delivery of the existing transformation activity and our Medium Term Financial Strategy, and as such, the development to shape and lead transformation projects has never been more critical. All staff will be expected to work in new and different ways, will have the tools for the job and will know what is expected of them. A programme of cultural change and different ways of working across the Council will be essential as the Council moves forward on this next phase of transformation. We will help our customers and communities to become and remain independent by understanding needs and by providing appropriate responses.

Reshaping structures, resources and ways of working, to reflect a lean and effective model that remains responsive to the challenges and priorities ahead.

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 2020/21 and also captures both internal and external plans, including audits and inspections.

Scrutiny / Self-Assessment Activity 2020/21	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
Local Scrutiny Plan 2020												
EY External Auditor Reports												
Procurement & Commercial Improvement Programme PCIP (Bi annual) (2021)												
PSN Compliance												
Public Sector Cyber Resilience Action plan												
Healthy Working Lives												
Scottish Housing Regulator - ARC												
Internal Audit (ongoing)												

Assessments/Accreditation

- PSN Accreditation
- Healthy Working Lives Gold Award
- Living Wage Employer
- Disability Confident Employer
- Equally Safe at Work
- Scotland Excel Procurement Capability IP
- Veteran Guaranteed Interview Scheme Carer Positive
- Carer Positive (in progress)
- See Me at Work (in progress)

Consultations and Engagement

The plan links to the Single Midlothian Plan, the priorities of which arose from a major public consultation exercise and is set out in Appendix A. 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 which is set out in Appendix B.

Sustainability

Adopting a longer term Single Midlothian Plan which is supported by individual Service plans for 2020/21 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: [Quarterly Performance Reports](#)

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 2020/21 document will be developed and implemented during the 2020/21 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 2020/21 cycle and also help identify areas for further improvement throughout the year.



Corporate Solutions will make a meaningful and measureable contribution towards the key priorities of the Single Midlothian Plan 2019-22, the service actions are aligned to key service priorities as set out in the table below.

2020-21

Action	Due Date	Performance Indicator	*Target	Previous Trend Data	Team	New indicator for 2020/21
Priority: Through the Customer Service Strategy deliver 'customer service excellence' to our communities. Provide choice to the customer in the way services are accessed and provided by adopting digital and automated processes to provide a seamless customer journey.						
Refresh and develop the Customer Services Strategy	31/03/21	n/a - no indicator for this action	n/a	n/a	Customer Services	Yes
Access to library services, events and information.	31/03/21	Number of physical library visits	Data only	n/a	Customer Services	No
Access to online library services, eResources and social media.	31/03/21	Number of virtual library visits	Data only	n/a	Customer Services	No
Support financially vulnerable households in mitigating Welfare Reform impact, award Scottish Welfare Fund monies in line with criteria set for crisis grants and community care grants to meet the needs of vulnerable claimants.	31/03/21	Total amount granted from Scottish Welfare Fund for crisis grants and community care grants	Data only	n/a	Revenues and Benefits	No

Action	Due Date	Performance Indicator	*Target	Previous Trend Data	Team	New indicator for 2020/21
Priority: Through the Digital Strategy deliver innovative business performance in Corporate Solutions strategies and plans						
Refresh the Digital Strategy by June 2020	31/03/21	n/a - no indicator for this action	n/a	n/	Digital Services	Yes
Implementation of the Digital Strategy.	31/03/21	n/a - no indicator for this action	n/a	n/a	Digital Services and Business Applications	No
Priority: Maintain and strengthen Financial Sustainability						
Support continued development and delivery of the Medium Term Financial Strategy, which will enable sustainable financial planning.	31/03/21	n/a - no indicator for this action	n/a	n/a	Financial Services	No
Completion of the unaudited Statutory Accounts for 2019/20 to ensure that we maintain strong financial management and stewardship and address the actions set out in previous external audit reports and Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2019/20	31/03/21	n/a - no indicator for this action	n/a	n/a	Financial Services	Yes
Deliver quarterly financial reports and commentary to Council.	31/03/21	n/a - no indicator for this action	n/a	n/a	Financial Services	No
No action for these indicators	31/03/21	In-year recovery of overpayments -% of all HB overpayments identified during the financial year	80%	n/a	Revenues and Benefits	No
	31/03/21	All recovery overpayments - as a % of all HB overpayment debt	30%	n/a	Revenues and Benefits	No

Action	Due Date	Performance Indicator	*Target	Previous Trend Data	Team	New indicator for 2020/21
Priority: Through the workforce Strategy and associated plans, promote a culture of collaboration, co-operation, partnership, innovation and empowerment to support the re-imagining of future service delivery.						
Deliver the Wellness@Midlothian agenda to support our employees to look after their mental and physical health and so increase productivity and effectiveness whilst at work and preventing further sickness absence. This work will include a focus on gender equality ensuring Midlothian continues to address the inter-related barriers women face in entering and progressing in employment.	31/03/21	n/a - no indicator for this action	n/a	n/a	Human Resources	No
Deliver actions set out in the Workforce Strategy	31/03/21	n/a - no indicator for this action	n/a	n/a	Human Resources	Yes
Delivery of LGW & Teachers Payrolls ensuring compliance with relevant, statutory and legislative provisions.	31/03/21	n/a - no indicator for this action	n/a	n/a	Business Services	No
Priority: Ensure the Council can access the right goods and services, at the right time and right price.						
Refresh the Procurement Strategy and fundamentally review and reshape the Procurement Service	31/03/21	n/a - no indicator for this action	n/a	n/a	Procurement	Yes
Deliver actions from the Procurement Strategy (2018-2023)	31/03/21	n/a - no indicator for this action	n/a	n/a	Procurement	No

Local Government Benchmarking Framework (LGBF)

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.

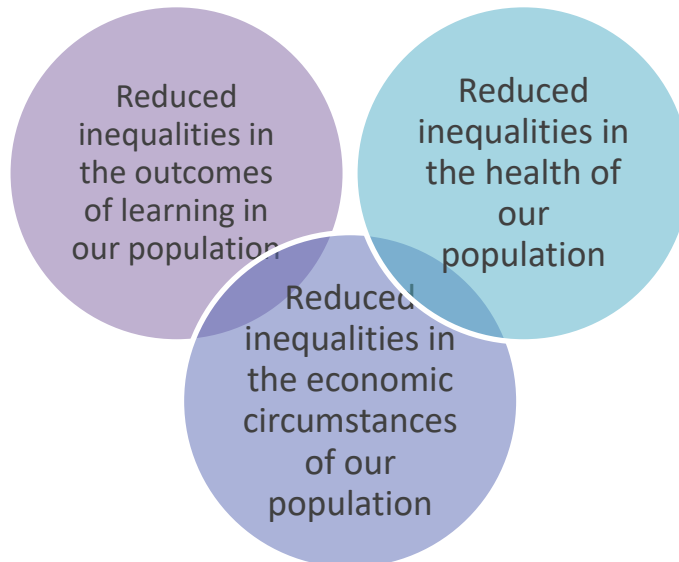
Below is a list of standard indicators in the LGBF for Corporate Solutions:

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 4	The cost per dwelling of collecting council tax
<i>CORP 4 Numerator</i>	<i>Cost of collecting council tax</i>
<i>CORP 4 Denominator</i>	<i>Number of Dwellings</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 7	% of income due from council tax received by the end of the year
<i>CORP 7 Numerator</i>	<i>Income Due from council tax (excluding reliefs and rebates)</i>
<i>CORP 7 Denominator</i>	<i>Income Received from Council Tax</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
C&L2	Cost per library visit
<i>C&L2 Numerator</i>	<i>Libraries - net expenditure (£000s)</i>
<i>C&L2 Denominator</i>	<i>No of Library Visits</i>
C&L5a	% of adults satisfied with libraries
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year
<i>HSN1b Numerator</i>	<i>Gross rent arrears year end</i>
<i>HSN1b Denominator</i>	<i>Rent due in year</i>
HSN2	% of rent due in the year that was lost due to voids
<i>HSN2 Numerator</i>	<i>Percentage of rent due lost through properties being empty</i>
<i>HSN2 Denominator</i>	<i>Rent due in year</i>

Single Midlothian Plan 2019-2022

Midlothian Community Planning Partnership (CPP) set out a vision for the long term future of Midlothian based on two key principles 'people' and 'place'. The CPP Board agreed that all partners will focus on the following three priorities in the Single Midlothian plan from 2019 until 2022.



In response to the three priorities, the five themes of community planning are as follows and aim to achieve outcomes over a 3 year period.

Adult Health and Social Care

- People are able to look after and improve their own health and wellbeing and live in good health for longer.
- People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
- People who use health and social care services have positive experiences of those services, and have their dignity respected.
- Health and social care services contribute to reducing health inequalities.
- People who work in health and social care services are engaged with their work and improve information, support, care and treatment they provide.
- Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
- Resources are used effectively and efficiently.
- People who provide unpaid care are supported to look after their health and wellbeing.
- People using health and social care services are safe from harm.

Community Safety and Justice

Community justice

- Help to improve family life and parenting skills
- Support people to attend school and /or gain qualifications
- Support people with mental health issues

Community safety

- Reduce violent crime
- Reduce substance (alcohol and drug) misuse
- Reduce domestic abuse and protect women and girls
- Reduce serious and organised crime to make communities safer
- Reduce dishonesty crimes (including housebreaking, vehicle crime and shoplifting)

Getting it right for every Midlothian child

- Increase support to children and young people affected by domestic violence, parental alcohol or drug misuse
- Increase the range of alternative services on offer to children and young people requiring support for their mental health
- Reduce the proportion of children and young people living in households affected by poverty
- Reduce the time taken to find permanent placements for looked after children and young people
- Increase the proportion of children and young people who feel safe in their homes, communities, schools and online

Improving opportunities for people in Midlothian

- Reduce the number of children and young people living in households affected by poverty
- Support people out of poverty and welfare dependency
- Reduce health inequalities

Sustainable growth in Midlothian

Housing

- Engage with house builders on insulation, energy efficiency and biodiversity mitigations
- Deliver further affordable housing
- Implement the rapid rehousing transition plan
- Increase provision of accommodation for homeless households

Economic development

- Integrate Midlothian with the regional economy and promote the region internationally
- Improve the skills landscape
- Increase economic participation
- Build on the success of our key sectors
- Improve the vibrancy of our town centres and make them more environmentally friendly
- Accelerate growth through infrastructure upgrades

Environment

- Implement the local biodiversity action plan
- Increase active travel
- Implement Penicuik THI/CARS and take up of grant
- Implement climate change strategy with partners



Appendix B

Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability



Title of Policy / Proposal	Corporate Solutions Plan 2020/21
Completion Date	02/03/2020
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.

Corporate Solutions Service Plan aims to bring a vision, cohesion and prioritisation to what we seek 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, the Council priorities, the Council's nine key drivers as well as to team and individual plans.

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

Midlothian has the fastest growing population in Scotland. In addition the Council is facing a period of significant real terms funding reductions. 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	Yes
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>Employee Data</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>
<p>Good practice guidelines</p>	

Evidence	Comments: what does the evidence tell you?
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 Executive 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> <p>See above</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. 	
<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 Plan, does and provides.</p> <p>See above.</p>

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

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, Workforce 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, Workforce, 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, Workforce, 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.
Environmental	

Objectives	Comments
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				

12. Sign off by Chief Officer / NHS Project Lead



Name: **Gary Fairley**

Date: 02/03/2020