

## 20/21 – Place and Corporate Solutions COVID insights

We've received **2,889**

Covid **Business Grant** applications paying out

**£24.4m**

since March 2020 to help local business



**5,140**

**Midlothian food and key essentials fund**

applications processed



**£866,130**

Awarded through **food and key essentials fund**



**£20,000** of Zero waste funding was used to implement **social distancing measures** at our recycling centres and the re-opening of Penicuik depot.

**447,000** meals and packed lunches provided in the last year for nurseries, schools and hubs



**1,000** additional **cleaning** hours per week deployed across buildings, schools and hubs to reduce the spread of the virus for our keyworkers



**1,203**

Covid-19 checks carried out by **environmental officers** during May and June 2020



**4,500** chromebooks deployed to education to **support remote learning**

We have awarded **3349** crisis grants

**518** community care grants

**69** self-isolation support grants since March 2020



**727** additional **laptops** deployed across the council to facilitate the shift to remote working

**2,067** users with **direct access** for remote working

**430** additional **smartphone** devices deployed to staff council wide

## Corporate Solutions Annual Performance Report 2020/21

The last year has brought unprecedented challenges with the COVID pandemic. Staff across Corporate Solutions have refocused their activity, providing a range of additional supports, as well as continuing to deliver key essential frontline services. They have done so whilst maintaining robust governance, effective financial management and security and resilience for our digital networks and infrastructure.

The teams are supporting the recovery and the retention of the best elements of transformation that took place in response to the pandemic and securing permanent changes to the way the Council delivers its services in order to build back better. This approach is based on the creation of a wellbeing economy and it is designed to achieve wellbeing and fairness for our people and the rest of nature. The redesign of services and the changes to build back better are predicated on the overarching principle that in delivering services, whether commissioned internally or externally, we will keep our communities, our employees and our environment safe, minimising exposure to Covid-19, or any other viruses, at the same time as meeting our commitment to being carbon neutral by 2030.

### ***Corporate Solutions will “deliver forward looking services fit for a modern 21st Century organisation and put the citizen at the centre of Service Redesign”.***

Corporate Solutions is in a period of transition with plans to shift to a structure with five service areas of Finance, Human Resources, Digital & Customer Services, Legal & Governance and Business Services. Building on our nine drivers for change, Corporate Solutions has a particular focus on the key elements of the route map that encompass the delivery and acceleration of the Capital Programme, delivering digital by default and remote working.

These elements of the Midlothian ‘Route map for recovery through and out of the pandemic’ are also captured in the recommendations from the NESTA ‘Listen and Learn Report’ and having embraced both strategies, the Corporate Solutions teams have a key role in progressing the following strands of work:

- **Valuing Communities** - Being well together, using social media to engage with communities; meaningful local engagement, strengthen and build upon emerging ties with communities and work in partnership to deliver local, place based services.
- **Remote/Flexible Working** - Local and flexible place based working; working smarter; sustainable futures; and a tailored approach.
- **Digital First** - Access to wifi; technical capability; making things easier; digital by default.

The key activity which underpins this work and which the service is focused on includes:

- a) Securing continued financial sustainability and maintaining strong financial management across the Council through the delivery of the Council's Medium Term Financial Strategy (MTFS) incorporating Capital Strategy and Capital Investment plans, Reserves Strategy and Treasury Management Strategy;
- b) Nurturing a highly motivated and effective workforce through the delivery of the Workforce Strategy and the development of Service Workforce Plans;
- c) Digital first and embracing data insight and analytics by developing and implementing a refreshed Digital Strategy and Digital Learning Strategy;
- d) A refresh of the Customer Services Strategy and implementation of the online payments and services (OPAS) platform;
- e) A refreshed Procurement Strategy and Contract Delivery Plan.

Remote working has brought a range of new challenges but it has by necessity accelerated the adoption of a range of business tools and systems developments that are supporting our staff to effectively continue to deliver services. These developments also provide an effective and efficient means to progress and monitor work and teams performance. The adoption of electronic workflows, for example, has removed reliance on paper and wet signatures

and provides an electronic record of what has been carried out by whom and when. Managers and colleagues are using all of the new technology available to them to maintain contact with colleagues, work collaboratively to deliver outcomes and to support continued personal development and learning for staff.

## Successes this year

The majority of tasks undertaken by Corporate Solutions have remained similar to pre-COVID times, with staff across the services undertaking a range of additional work to directly support the Council's response to the pandemic. This includes facilitating the rapid deployment of remote working, grant payments and undertaking a range of additional activity such as providing a range of guidance to employees, the rapid assessment of the financial impact of the pandemic on Council services and importantly providing a central point of contact for citizens as part of the Kindness@Midlothian campaign.

At the onset of the pandemic it was recognised that the swift shift to remote working, coupled with an increasing range of expenditure pressures in services would require changes which not only needed to be implemented swiftly but which also required to comply with the Council financial regulations framework and give assurance that the internal control framework was being maintained. Accordingly an overview of the Financial Governance arrangements that would be of most relevance during the pandemic was provided to Corporate Incident Management Team (CIMT) in April 2020 and subsequently presented to the Group Leaders meeting. These arrangements were designed to:

- Support the maintenance of strong and effective financial control
- Provide effective financial oversight
- Allow for both efficiency and completeness in determining the financial impact on the Council
- Support the development of effective mitigation to maintain financial sustainability
- Support reporting and or lobbying for additional funding from Scottish Government
- Aid the recovery phase.

In line with the route map as the second lockdown eased, we were able to offer click and collect in libraries, and on Monday 26 April 2021 we reopened all of our libraries with the exception of those restricted by school limitations, and Gorebridge (which is subject to ongoing discussion with members about the proposed refurbishment programme). We have also set out a range of quick and easy ways to pay Council Tax and House Rents across the Midlothian, shifting from reliance on a central collection office and highlighting that it is now easier than ever to pay locally, saving our customers the time and trouble of making unwanted journeys or waiting in a queue.

Despite the unprecedented challenges that have been faced this year, Midlothian has continued to deliver a range of pre-pandemic commitments, as well as develop a comprehensive programme for recovery and renewal to be realised over the coming years.

### 1: Medium Term Financial Strategy (MTFS)

The core objective of the MTFS is to secure the Council's financial sustainability during an ongoing period of financial constraint coupled with acute service demand pressures and increasing customer expectations.

The MTFS is not only about balancing the budgets, it provides a means to ensure as far as possible that the limited resources available to the Council are targeted on delivery of improved outcomes, particularly against the key priorities of:

- Reducing the gap in learning outcomes
- Reducing the gap in health outcomes
- Reducing the gap in economic circumstances

The MTFS is central to ensuring that the resources available to the Council is directed towards the priorities set out in the Single Midlothian Plan.

### Achievements

- a) Against the backdrop of COVID-19, successful completion of the audited accounts for 2019/20 with an unqualified opinion and some very positive auditor comment

- b) Completion of the full suite of 2019/20 Financial Monitoring reports for Council in August and September 2020 and February 2021 as part of the robust scrutiny of financial performance, and which included an updated assessment of the financial impact of COVID-19 on the Council
- c) Securing a green rating for financial management as detailed in EY's 2019/20 annual report
- d) Continuing to be recognised as performing well compared to our peers in respect of Treasury Management
- e) Finalisation of the strategic review of the Loans Fund which provides the Council with the option of a corporate solution to the remaining years of the MTFS
- f) The development of a corporate solution to secure financial balance for 2021/22 and pursuing the same for 2022/23
- g) Maintaining Council Tax collection rates and reducing the increase in rent arrears by supporting customers with advice and support from Council Tax Reduction and Discretionary Housing Payments
- h) Maintained processing times for Housing Benefit for new claims and changes of circumstances with increased demand for crisis grants from Scottish Welfare fund, including Self-Isolation Support Grants.

## **2: Workforce Strategy**

The purpose of the Workforce Strategy is in essence quite simple, but nevertheless of critical importance, and will ensure that the Council continues to have a workforce that is able to deliver positive outcomes for the people of Midlothian. 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 is important as it outlines the organisation's approach to articulating how workforce issues will be managed to ensure the Council has the people and skills to manage change and deliver service. The strategy will ensure we have the right people at the right time and who have the right skills, knowledge and attitude to provide services confidently and competently.

## **Achievements**

- a) Remote Working Policy endorsed by CMT
- b) Progressed to formal consultation with the trade unions on implementation of the Remote Working Policy;
- c) Achievement of Bronze Accreditation for Equally Safe at Work
- d) Completion of work with Nesta on the transformation of Neighbourhood Services
- e) Successful recruitment of 2 x Head of Development posts
- f) Endorsement by CMT of a new Management Development Programme to ensure we continue to develop our current and future managers
- g) Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff during the pandemic
- h) Endorsement by CMT of a draft Employee Wellbeing Strategy – this will now move to consultation stage
- i) Significant progress made with the Kickstart programme to ensure we continue to support those at risk of long term unemployment in our communities
- j) Significant number of detailed communications issued to both staff and managers in terms of updates, directives, and most importantly supports available during the COVID emergency and continuation of robust and collegiate relations with our trade union colleagues
- k) Provision of high quality content for the Leadership Forum to ensure we continue to support and develop our leadership cohort
- l) Engagement with See Me at Work for 2021/22 to assist Midlothian to continue to support our workforce with their mental health and to address stigma.

## **3: Digital Strategy and Digital Learning Strategy**

The current Digital Strategy has provided ICT infrastructure and facilities that have supported the rapid transition to new ways of working. This demonstrates how 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 current 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 key national and local priorities.

Embracing the Digital First strand of the Nesta report presents an ideal opportunity to refresh the Council's Digital Strategy. This refreshed digital strategy will support the Council's stated objectives in both the route map and Nesta recommendations and will also promote the opportunities to embrace the power of data insight and data analytics to support service redesign and the implementation of preventative interventions. As such the Council is entering an exciting phase where it can not only continue to embrace use of digital technologies in the workplace and schools but also harness the power of the data it collects to drive innovative and forward looking service redesign for the benefit of all citizens.

#### **Achievements**

- a) Significant achievement in the response and deployment of a range of digital solutions and technologies to support the pandemic response and ongoing support
- b) Implemented a number of transformational projects Council wide (Office 365 – cloud solution and Ms Teams)
- c) Delivered a range of digital devices and solutions that allowed users to work remotely with access to Council applications and services
- d) Continuous improvements and changes to Customer and Contact Centre operation to improve Council response and services and to swiftly shift to a remote Contact Centre operating model. This includes Phase 3 – Implemented and redesigned the Scottish Welfare Fund – now live, and Phase 4 - Deployment of payment capabilities for Council services via remote working solution
- e) Education strategy – secured funding from Council to support Education ambition for 1 to 1 devices across Midlothian
- f) Digital enabled projects - a number of new business applications have been implemented and these continue to improve the overall digital end user customer experience
- g) CyberSecurity resilience - number of improvements made to the Council Cyber defences have achieved Cyber essential plus, implemented enhancements to backups and wider security management in response to heightened cyber threats along with regular review and maintenance of ongoing threats and risks. Implement Scottish Government CyberSecurity action plan. Compliance: Preparation and planning for PSN accreditation – certification is currently in progress

#### **4: Customer Services Strategy**

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.

#### **Achievements**

- a) Working closely with colleagues in the Revenues Team, amongst others, service re-design of the Scottish Welfare Fund resulted in an online form being launched to provide greater options for applicants and help those facing in-work poverty
- b) Implement the Customer Services Platform (CSP) for Midlothian Council and redesign of key services on this platform. CSP Technology has been built in test environment and service redesign of key services has commenced on this environment

- c) The extended Contact Centre staff continue to provide support for core Contact Centre calls in addition to kindness and shielding calls
- d) Libraries have launched new services such as an online Lego Club and online Code Club during the summer and worked closely with colleagues in Education to promote eBooks, eAudiobooks and eComics to families provided with Council Chromebooks. The Summer Reading Challenge was run online and Midlothian recorded the 6th greatest number of children who interacted with the challenge and the 7th greatest number of children who completed the challenge. A range of online events were held during Book Week Scotland including the book launch of a member of library staff's debut novel. Three library branches have re-opened offering Reserve and Collect, a returns service, PC access along with NEC enquiries amongst other things; Library Services also worked with the Red Cross and the Midlothian Community Fire Team of the Scottish Fire and Rescue Service to deliver books and resources to people who were shielding and self-isolating and to children and families who were home-learning
- e) Registrars have maintained service and have provided assistance to Edinburgh and East Lothian colleagues for birth registrations.

### **Procurement Strategy**

The procurement function has a central role in supporting the Council to achieve its strategic priorities within a constrained financial envelope. Procurement allows the Council to use its spending power to drive our key strategic priorities and to secure the best possible value and outcomes for Midlothian. Effective procurement can maximise the value of every pound spent in terms of jobs, skills and supply chain opportunities in the local community. We will aim to address economic, social and environmental considerations at all stages of the procurement cycle within the rules of open, fair and transparent competition.

The Procurement team in conjunction with Economic Development are working to develop an SME Strategy to support and assist local businesses to win contracts fairly and transparently on a competitive market. We will further develop our collaborative and commercial relationships with key partners as part of our strategic category management approach, to deliver the best possible outcomes for the citizens of Midlothian.

The team has utilised framework agreements with Scotland Excel and Procurement for Housing (amongst others) which not only provides an easier route to market but also delivers value for money. The Procurement team is currently working with Scotland Excel to review the service to ensure it remains fit for purpose. We have also explored with neighbouring Councils albeit with limited success opportunities to collaborate on the joint delivery of procurement services and so will continue to engage with Scotland Excel to help support service development.

### **Achievements**

- a) High value/complex contracts awarded, including:
  - Carer Support Services
  - Community Mental Health Support Services
  - Sale of ground with a requirement to enter into a contract for the Design and Construction of 70 No. units for social rent Bonnyrigg
- b) High value/complex contracts live:
  - Care at Home Recommissioning tender responses due back 26<sup>th</sup> April
  - School Counselling Services tender response due back 3<sup>rd</sup> May
- c) Roll out of Cenefits system to assist the Council in obtaining community benefits from contracts
- d) Hosted meet the buyer events held remotely
- e) Roll out of contract variations for all National Care Home Providers contracts
- f) Roll out of contract variations for all H&SC providers regarding the living wage uplift
- g) Care Provider Sustainability Payments for H&SC providers made during the COVID-19 pandemic and still continuing
- h) Development of the SME/Local Procurement Strategy 2021
- i) Worked to protect the supply chain and ensured Council was able to access necessary items during the COVID 19 pandemic.

### **5: Other Service Improvements**

- a) In response to COVID-19 pandemic BACS payments issued for Free School Meals, Self Employed Grants, Bed & Breakfasts and Transition Fund for Nurseries

- b) Successful implementation for the electronic submission and payment of Gas Safety Inspection invoices and associated Gas Safety Certificates
- c) Total Repairs upgrade completed including the replace of TotalMobile services completed in conjunction with Digital Services
- d) Upgrade to Kirona DRS (BMS appointments software) completed
- e) Ongoing support to Economic Development and Education for the payment of Discretionary Fund, Taxi Support Fund and Temporary Restrictions Fund
- f) Support to Food Fund: Design and set up of Opentext (CS16) Capture centre and workflow to manage applications, support in processing of applications, purchase, receipt and validation of food vouchers, management and issue of cash for Fuel payments, reconciliation of expenditure and provision of management information
- g) In conjunction with Revenues successful roll out of Glasscubes (DWP system) within Business Services to support online validation of evidence for Blue Badge applications
- h) Launch of National Entitlement Card (NEC) online for application of Bus Passes for Midlothian residents.

## Challenges

The challenges for Midlothian continue with the impact of COVID-19 and our recovery out of the pandemic, the growing and ageing population and the increasing demand for services that this brings. Midlothian is projected to have the highest percentage change in population size of all council areas in Scotland. From 2018 to 2028, the population of Midlothian is projected to increase from 91,340 to 103,945. This is an increase of 13.8%, which is in contrast to a projected increase of 1.8% for Scotland as a whole.

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 and will see a steady increase in the value of Council Tax received over time.

The approved Capital Strategy sets out the 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. As highlighted in the last update of the Capital Plans the inclusion of pipeline projects brings total planned investments over the next 5 years to circa £0.8 billion.

## Financial Sustainability

Given the divergence from budget as a result of the pandemic, the expectation of continuing challenging grant settlements representing a real terms reduction in core funding and the impact of a rapidly growing population and greater demand for services, the Council will need to maintain a focus on securing a sustainable and deliverable Medium Term Financial Strategy. A corporate solution was secured for 2021/22 with a similar aim for 2022/23. In turn, this allows the Leadership Team to focus on a sustainable MTFS covering the term of the next Council and to present this to incoming members in 2022.

## Performance

The report below outlines the Corporate Solutions performance for 2020/21. Delivery against these indicators has been against the backdrop of the COVID-19 pandemic as described above. It is acknowledged, however, that whilst there have been major successes in Corporate Solutions, there are some indicators where progress is not yet fully realised. The two areas that will continue to receive focus to improve are:

- *% of invoices paid within 30 days of invoice receipt (cumulative)* – year on year progress continues to be positive but it is acknowledged that the 95% target was not met after Q1. It is expected that by continuing to roll out Purchase 2 Pay this will improve
- *All recovery overpayments - as a % of all HB overpayment debt* - Recovery has been impact by the pandemic which when coupled with the continued roll out of Universal Credit reduces the opportunity for Midlothian to recover Housing Benefit overpayments, which is a position that will be common amongst all Local Authorities. For 2021/22 the merits and targets associated with this indicator have been reassessed.





# Corporate Solutions

## Successes and Challenges

**Corporate Performance Indicators (latest)**

● 5 
 ✓ 6 
 ? 1 
 📄 7

**Service Plan Actions (latest)**

● 0 
 ✓ 14 
 ? 0

**Service Plan PIs (latest)**

● 2 
 ✓ 2 
 ? 0 
 📄 5

**Service Risks (latest)**

▲ 17

**Corporate PIs Off Target**

PIs ● 5

% of invoices paid within 30 days of invoice receipt (cumulative)

% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)

Average time in working days to respond to complaints at stage 2

Percentage of complaints at stage 1 complete within 5 working days

Percentage of complaints at stage 2 complete within 20 working days

**Service Plan Actions Off Target**

Actions ● 0

**There are no Actions Off Target**

**Service Plan PIs Off Target**

PIs ● 2

Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)

All recovery overpayments - as a % of all HB overpayment debt

**High Risks**

Risks ▲ 0

**There are no High Risks**

- Key PIs
- Off Target
  - ✓ On Target
  - 📄 Data Only
  - ? Data Not Yet Available

- Key Actions
- ✗ Off Target
  - ✓ On Target/Complete
  - ? Data Not Yet Available

- Key PIs
- Off Target
  - ✓ On Target
  - 📄 Data Only
  - ? Data Not Yet Available



- Key Risks
- ▲ High Risk/Medium Risk
  - ? Data Not Yet Available

# Corporate Solutions PI summary


## 01. Manage budget effectively

Priorities	Indicator	Q1 2020/ 21	Q2 2020/ 21	Q3 2020/ 21	2020/21				Annual Target 2020/21	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	N/A	£20.031m	£20.593m	N/A		20/21: Data not available Please note that as Q1 was not reported as a consequence of the COVID-19 pandemic reporting arrangements that were in place at that time. 2019/20 not available as Corporate Solutions forms a new structure in terms of reporting.		£20.491m		


## 02. Manage stress and absence

Priorities	Indicator	Q1 2020/ 21	Q2 2020/ 21	Q3 2020/ 21	2020/21				Annual Target 2020/21	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	1.24	1.94	4.20	5.84		20/21: This year Corporate Solutions had 1,774 FTE days lost, with 78% of days lost due to long term sickness, 14% Self certified and 9% short term absence. Due to structure changes comparator with 2019/20 is not relevant			Number of days lost	1,774.62
										Number of FTE in service	304.1


## 03. Complete all service priorities

Priorities	Indicator	Q1 2020/ 21	Q2 2020/ 21	Q3 2020/ 21	2020/21				Annual Target 2020/21	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priority actions on target / completed, of the total number		100%	100%		20/21: On Target Please note that as Q1 & Q3 were not reported as a consequence of the COVID-19 pandemic reporting arrangements that were in place at that time.		90%		Number of divisional & corporate priority actions	14
											Number of divisional & corporate priority actions on tgt/completed


#### 04. Process invoices efficiently

Priorities	Indicator	Q1 2020/ 21	Q2 2020/ 21	Q3 2020/ 21	2020/21				Annual Target 2020/21	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95%	94%	93%	93%		<p><b>20/21:</b> Off Target Overall, Council performance is 92.3%. Corporate Solutions is 93.4% and demonstrates year on year improvement in the total invoices paid within 30 days. Given the services focus on the pandemic this year, invoices paid within 30 days still remains high and the year the year on year improvement is positive. Corporate Solutions performance in 20/21 is 93.4%. F&amp;ISS in 19/20 was 91.7%. Continued rollout of purchase to pay will bring further improvement.</p>		95%	Number received (cumulative)	5,129
										Number paid within 30 days (cumulative)	4,788


#### 05. Improve PI performance

Priorities	Indicator	Q1 2020/ 21	Q2 2020/ 21	Q3 2020/ 21	2020/21				Annual Target 2020/ 21	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)	N/A	77.78 %	N/A	77.78 %		<p><b>20/21:</b> Off Target There are 7 out of 9 PIs on target. Off target indicators are the invoice payment PI and HB overpayments as detailed below</p>		90%	Number on tgt/complete or Data Only	7
										Number of PI's in total	9

#### 06. Control Risk

Priorities	Indicator	Q1 2020/ 21	Q2 2020/ 21	Q3 2020/ 21	2020/21				Annual Target 2020/ 21	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
06. Control Risk	% of high risks that have been reviewed in the last quarter	N/A	N/A	N/A	100%		<p><b>20/21:</b> No high risks identified, all other risks have been reviewed.</p>		100%	Number of high risks reviewed in the last quarter	0
										Number of high risks	0

## 07. Implement Improvement Plans

Priorities	Indicator	Q1 2020/ 21	Q2 2020/ 21	Q3 2020/ 21	2020/21			Annual Target 2020/ 21	Feeder Data	Value
		Value	Value	Value	Value	Status	Note			
07. Implement Improvement Plans	% of internal/external audit actions progressing on target or complete this quarter.		74.36 %		97.5%		<b>20/21:</b> Over the financial year much of the available resource has been diverted to responding to COVID 19. As such a number of audit actions which had been progressing well and were nearing completion were delayed. Work to progress actions has been reviewed and completion dates revised to allow actions to be progressed.	90%	Number of internal/external audit actions on target or complete	39
									Number of internal/external audit actions	40

# Corporate Solutions Complaints Indicator Summary

## Commitment to valuing Complaints

Indicator	2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	Q4 2020/21	2020/21				Annual Target 2020/21
	Value	Value	Value	Value	Value	Value	Status	Note	Short Trend	
Number of complaints partially upheld (quarterly)		2	2	0	2	6		20/21: Data only		
Number of complaints not upheld (quarterly)		3	7	9	13	36		20/21: Data Only		
Number of complaints received (quarterly)		13	21	10	29	63		20/21: Data Only		
Number of complaints closed in the year		11	16	9	19	56		20/21: Data Only		
Number of complaints upheld (quarterly)		5	7	0	3	13		20/21: Data Only		
Average time in working days to respond to complaints at stage 1		5	6.6	2.56	2.9	4.1		20/21: On Target		5
Average time in working days to respond to complaints at stage 2		0	17	0	0	29		20/21: Off Target		20
Average time in working days for a full response for escalated complaints			0	0	0	0		20/21: There were no Escalated Complaints.		20
Percentage of complaints at stage 1 complete within 5 working days		81.82 %	86.67 %	88.89 %	100%	92.6%		20/21: Off Target 50 out of 56 Stage 1 Complaints were complete within 5 working days.		95%
Percentage of complaints at stage 2 complete within 20 working days		0%	100%	100%	100%	50%		20/21: Off Target 1 out of 2 Stage 2 Complaints were complete within the 20 working days.		95%
Percentage of complaints escalated and complete within 20 working days		0%	100%	100%	100%	100%		20/21: There were no Escalated Complaints.		95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)		0	0	0	0	0		20/21: Data Only		

# Corporate Solutions Action Report




**01. Through the Customer Service Strategy deliver 'customer service excellence' to our communities. Provide choice to the customer in the way services are accessed/provided by adopting digital and automated processes to provide a seamless customer journey**




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CORPS.P.1.1	Refresh and develop the Customer Services Strategy	30-Jun-2021		75%	<b>20/21:</b> On Target Work is continuing to progress although the focus on responding to the pandemic has hindered further progress. Expectation is that it will be completed in Q1 2021/22.
CORPS.P.1.2	Achieve the milestones in the Online Payments and Services Platform Implementation plan (OPAS)	31-Mar-2021		100%	<b>20/21:</b> Complete Project has started and revised key milestones are being worked towards. Initial processes have been identified and work with those services is ongoing.
CORPS.P.1.4	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-Mar-2021		100%	<b>20/21:</b> Complete Awarded £620,537 to 31 March 2021. £231,700 community care grants and £388,837 crisis grants within budget allocation year to date.

**02. Through the Digital Strategy deliver innovative business performance in Corporate Solutions strategies and plans**



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CORPS.P.2.1	Refresh the Digital Strategy	31-Mar-2021		100%	<b>20/21:</b> Complete Socitm Advisory presented the refreshed Digital strategy to Digital First Board and final comments were requested from the board before formal sign off The refreshed digital strategy will support the adoption of a digital first approach to service redesign and provision which will set out how the council can embrace emerging opportunities in the field of data insight and data analytics. It represents an exciting opportunity to use technology to support the development of preventative interventions and to redesign services around the customer.



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CORPS.P.2.2	Achievement of the milestones in the Digital Strategy	31-Mar-2021		100%	<b>20/21:</b> Complete The Implementation of the new Digital strategy along with a prioritised action plan will be monitored and reported via the Digital First Board. The prioritised action plan is still to be finalised but needs to be linked to available resources and capacity of the teams.

### 03. Maintain and strengthen Financial Sustainability



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CORPS.P.3.1	Support continued development and delivery of the Medium Term Financial Strategy, which will enable sustainable financial planning.	31-Mar-2021		100%	<b>20/21:</b> Complete An updated Medium Term Financial Strategy was approved by Council on the 23rd February 2021 including approval of corporate measures to balance the 21/22 budget.
CORPS.P.3.2	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	31-Mar-2021		100%	<b>20/21:</b> Complete Unaudited accounts complete within statutory timescales and draft audited accounts completed during Q2.
CORPS.P.3.3	Deliver quarterly financial reports and commentary to Council	31-Mar-2021		100%	<b>20/21:</b> Complete Financial performance against budget for 20/21 was reported to Council in February with final 20/21 figures to be presented in June.

### 04. 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

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CORPS.P.4.1	Deliver the Wellness@Midlothian agenda to support our employees to look after their mental and physical health through and out the COVID 19 crisis	31-Mar-2021		100%	<b>20/21:</b> Complete A new wellbeing strategy was endorsed by CMT in March 2021. This will now be subject to trade union and employee consultation.  Healthy Working Lives Gold award was maintained for the 7th year running.  Work is underway in partnership with See Me at Work to ensure we continue to support the mental health of our workforce.
CORPS.P.4.2	Deliver actions set out in the Workforce Strategy	31-Mar-2021		100%	<b>20/21:</b> Complete Work is ongoing to deliver against the actions set out in the strategy. Work is nearing an end with Nesta on the co-production of Neighbourhood Services.





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CORPS.P.4.3	Delivery of LGW & Teachers Payrolls ensuring compliance with relevant, statutory and legislative provisions.	31-Mar-2021		100%	<b>20/21:</b> Complete Successful delivery of payrolls for 2020/21.
CORPS.P.4.4	Address recommendations set out in the NESTA report in order to maintain and develop positive changes to working practices as a result of COVID 19	31-Mar-2021		100%	<b>20/21:</b> Complete The actions to be achieved in 2020/21 have been completed including the approval by CMT of a Remote Working policy. Trade Union consultation is now underway in relation to the implementation of the Policy. The Remote Working strategic Board has also commenced with clearly defined terms of reference as the next phase of work.

#### 05. Ensure the Council can access the right goods and services, at the right time and right price





Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CORPS.P.5.1	Refresh the Procurement Strategy and fundamentally review and reshape the Procurement Service	31-Mar-2021		100%	<b>20/21:</b> Complete A new Procurement Assistant has been recruited and a recruitment exercise is underway for a Procurement Manager Members of the team have met with Scotland Excel to review the structure of the Procurement Service and, as a result, Scotland Excel has produced a Midlothian Council Procurement Review Report. Once in post the new Procurement Manager will be tasked with implementing the Review Report and considering the Category Review
CORPS.P.5.2	Deliver actions from the Procurement Strategy (2018-2023)	31-Mar-2021		100%	<b>20/21:</b> Complete




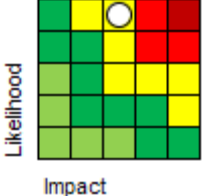

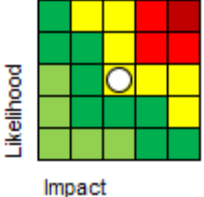
**01. Through the Customer Service Strategy deliver 'customer service excellence' to our communities. Provide choice to the customer in the way services are accessed/provided by adopting digital and automated processes to provide a seamless customer journey**


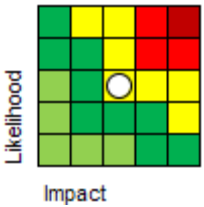

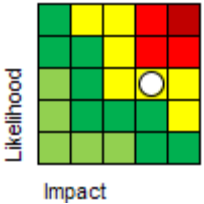
PI Code	PI	2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	2020/21				Annual Target 2020/21	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORPS.P.1.3a	Number of virtual library visits	436,001	67,721	73,623	65,451	272,259			<p><b>20/21:</b> Data Only The criterion by which this figure is calculated has been changed, with the focus now on interactions rather than views which is the reason for the reduction in the figures compared to the 2019/20 total.</p> <p>Yearly figure shows an increase as use of eResources such as eBooks, eAudiobooks and eNewspapers have increased over compared to 2019/20 figures demonstrating significant growth following the closure of physical libraries due to the COVID 19 pandemic.</p>		
CORPS.P.1.4a	Total amount granted from Scottish Welfare Fund for crisis grants and community care grants	1,177,939	107,857	218,502	402,901	620,537			<p><b>20/21:</b> Data only Awarded £620,537 to 31 March 2021. £231,700 community care grants and £388,837 crisis grants within budget allocation year to date.</p>		


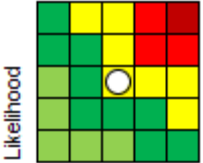

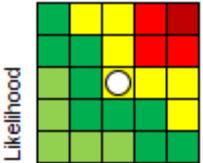
### 03. Maintain and strengthen Financial Sustainability

PI Code	PI	2019/20	Q1 2020/21	Q2 2020/21	Q3 2020/21	2020/21				Annual Target 2020/21	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORPS.P.3.4a	In-year recovery of overpayments - % of all HB overpayments identified during the financial year	108%	113%	114%	107%	99%			<b>20/21:</b> On Target £459,968 recovered to 31 March 2021.	80%	
CORPS.P.3.4b	All recovery overpayments - as a % of all HB overpayment debt	17%	3%	6%	10%	12%			<b>20/21:</b> Off Target 11.89% as at 31 March 2021. Recovery has been impact by the pandemic which when coupled with the continued roll out of Universal credit reduces the opportunity to recover HB overpayments. A position that will be common amongst Councils. For 2021/22 the merits and targets associated with this indicator have been reassessed.	30%	


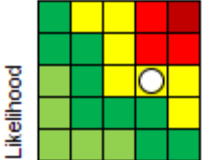
# Corporate Solutions Risks

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CS.I.RB.01 Welfare Reform	<p>Universal Credit (UC) <b>Live Service</b> was introduced by DWP in Midlothian for newly unemployed single claimants, with or without housing costs, in Dalkeith and Penicuik Jobcentres from 27 April 2015.</p> <p>Universal Credit <b>Full Service</b> was subsequently implemented by DWP in Midlothian on 22 March 2017 for all new benefit claimants, except pension benefits, and the migration of those remaining claimants on current benefit types once the digital rollout is complete for all of UK.</p>						15
CS.RR.01 DS - School Security risks	<p><b>Risk Cause:</b> unauthorised access or loss of information in schools</p> <p><b>Risk Event:</b> Main risks are (1) data integrity failure in MIS applications (2) internet filter failure (3) network security within the schools' network (4) network security from outwith the schools network (5) viruses or similar attack (6) inadequate application security and (7)</p>	<p><b>Data integrity MIS applications</b></p> <p>01 - data integrity policy 02 - data audit procedures</p> <p><b>Internet Filter Failure</b></p> <p>01 - external solution on best solution 02 - daily filter testing, 24x7 monitoring 03 - default setting on failure to no traffic 04 - support contract in place</p> <p><b>Network Security within</b></p>					9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<p>lack of segregated security levels for system administrators.</p> <p><b>Risk Effect:</b> Unintended changes to data, including malicious intent, hardware failure, viruses or similar attacks.</p>	<p>01 - security audit 02 - staff training 03 - advice from consultants</p> <p><b>Network security outwith</b> 01 - security audit 02 - staff training 03 - advice from consultants</p> <p><b>Viruses</b> 01 - counter measures in place 02 - support contract in place with supplier 03 - system monitoring 04 - security audit</p> <p><b>Application Security</b> 01 - security procedures implemented at school level 02 - investigate whether application can be monitored remotely then apply any appropriate</p> <p><b>Security procedures</b> 03 - risk to be assessed further during SEEMIS implementation</p> <p><b>Segregated Security Levels</b> 01 -</p>					
CS.RR.01-14 GENERIC – Information Management and GDPR compliance	<p><b>Risk Cause:</b> Ineffective GDPR procedures or failure to follow GDPR procedures</p> <p><b>Risk Event:</b> Loss of data, Data breaches</p> <p><b>Risk Effect:</b> Reports to ICO resulting in potential fine</p>	<p>01 - GDPR given corporate focus and priority 02 - Divisional Information Management Group 03 - GDPR Policy 04 - Information Security Strategy 05 - GDPR mandatory training and awareness</p>					9
CS.RR.01-22 Revenues – Council Tax & Benefits IT system to meet changing	<p>Further work is required to available systems.</p> <p><b>Risk Cause:</b> Non integrated systems functionality between DWP or</p>	<p><u>The main internal controls are:-</u> 01 - New system implemented following PRINCE2 principles, ensuring stable supplier, system, reference sites etc.</p>					12


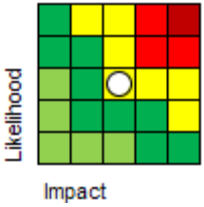

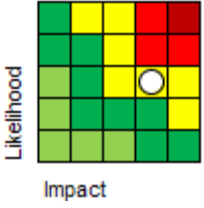
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
requirements in Welfare Reform and Local Taxation	<p>Scottish Government or Midlothian Council</p> <p><b>Risk Event:</b> Data transfer delays or mismatch to requirements.</p> <p><b>Risk Effect:</b> Loss of data or loss of income.</p>	<p>02 - Documented procedures for all system control activities and staff now familiar with management of the new system.</p> <p>03 - Full suite of reconciliations with other applications and third parties</p> <p>04 - Well embedded process for testing and implementation of new releases.</p> <p>05 - Procedures in place to process ATLAS changes on daily basis.</p> <p>06 - Sheriff Officer Interface with Walker Love implemented.</p>					
CS.RR.01-23 Secretariat Risks	<p><b>Risk Cause:</b> Secretariat functions not carried out accurately and timeously</p> <p><b>Risk Event:</b> The Secretariat function is required to adhere strictly to legislation and timetables and is also responsible for collecting fees associated with civic government licensing. There are therefore risks in ensuring this is administered accurately and timeously.</p> <p><b>Risk Effect:</b> Legislation not met</p>	<p><u>The main internal controls to mitigate the identified risks are:-</u></p> <p>01 - well trained and well established staff, low turnover of Clerks in recent past</p> <p>02 - clear and well established procedures for staff to follow</p> <p>03 - assistance can be provided from business admin section to provide support cover</p> <p>04 - well established Elections procedures in accordance with statute</p>					9
CS.RR.01-29 Communications and Marketing – Divisions not acting corporately in	<p>The main risk that divisions do not act corporately in handling communication matters and follow procedures that set out a corporate approach</p>	<p><u>The main internal controls to mitigate the identified risks are:-</u></p> <p>01 - named Communications &amp; Marketing contact(s) for each Division</p>					9


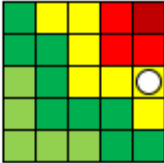
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
communications matters		02 - revised Communications Standards launched 03 - informal monitoring and highlighting issues to Divisions 04 - launch of Communications & Marketing Strategy					
CS.RR.01-31 Communications and Marketing – Maintaining good relations with media	<p><b>Risk Cause:</b> Poor relationship with all strands of the media</p> <p><b>Risk Effect:</b> If communications do not have a good relationship with all strands of the media it is possible that we risk reputational damage and financial damage as a consequence.</p>	<p><u>The main internal controls to mitigate the identified risks are:-</u></p> <p>01 - continue to maintain good liaison with third party/media contacts, understanding each other's requirements</p> <p>02 - endeavour to adhere to deadlines requested, where reasonable/possible, with co-operation from Divisions where necessary</p>	⚠				9
CS.RR.03 DS – Professional practice risks	<p>The main risks are (1) failing to carry out day to day tasks and (2) failing to meet data extraction and exchange timetables as a result of potential staffing, technical and other factors.</p> <p><b>Risk Cause:</b> The demand for Digital Professional services outstrips available resources.</p> <p><b>Risk Event:</b> Direct impact on operational Business as usual activities and project delivery timelines along with the correct blend of professional services available to deliver the projects</p>	<p><b>Day to day tasks</b></p> <p>01 - Provide breakdown of daily duties</p> <p>02 - Monitor feedback - Schools</p> <p>03 - Monitoring procedures in place</p> <p>04 - Staff training</p> <p><b>Data extraction and exchange</b></p> <p>01 - Programme agreed with SEED</p> <p>02 - Staffing in place to meet timetable</p> <p>03 - Alternative staffing in place</p>	⚠				9


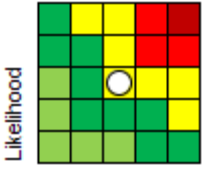

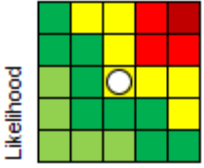
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<p><b>Risk Effect:</b> Failing to carry out day to day tasks and failing to meet data extraction and exchange timetables.</p>						
CS.RR.06 DS – Recovery of Service after Major Incident	<p><b>Risk Cause:</b> outbreak of fire in comms room, 3rd party failure from supplier. power failure in major/minor sites, infrastructure failure (WAN), incompatibility between corporate and schools ICT systems</p> <p><b>Risk Event:</b> The main risks are (1) data back up and recovery (2) application failure affecting school and central operations (3) outbreak of fire in comms room (4) cabling difficulties in schools (5) loss of major hub sites (6) failure to support online services (7) smartcard application failure affecting school operations (8) infrastructure failure (INTERCONNECT) (9) loss of minor hub sites (10) power failure in major/minor sites (11) infrastructure failure (WAN) (12) email failure (13) infrastructure failure (LAN) (14) major component failure (15) other major service failure (16) failed environmental controls (17) incompatibility between corporate and schools ICT systems and (18) hostile environment in comms room.</p>	<p><b>Data back up/recovery</b> 01 - procedure 02 - information shared with staff back up security 03 - Generic IT Business Continuity Plan</p> <p><b>Application failure</b> 01 - local support in place 02 - external support contract in place 03 - liaison with other education authorities</p> <p><b>Fire in Comms Room</b> 01 - fire safety policy//guidance from H&amp;S 02 - fire risk assessment 03 - fire detection equipment 04 - environmental monitoring equipment in place</p> <p><b>Cabling difficulties in schools</b> 01 - TSO route planning with contractor 02 - Asbestos register alert on all appropriate orders 03 - partner working with Commercial</p> <p><b>Loss of Major Hub Sites</b> 01 - Greenhall, Dalkeith Campus BC plans 02 - WAN disaster recovery plan 03 - Resilience reviews</p> <p><b>Online Services</b> 01 - Quality of on-line services monitored by EO</p> <p><b>Smartcard</b></p>				 <p>Likelihood</p> <p>Impact</p>	12


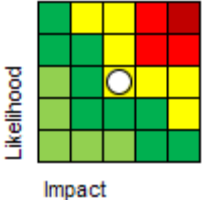

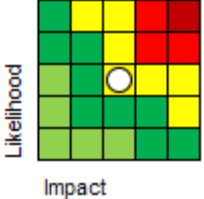

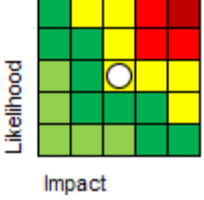
Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<p><b>Risk Effect:</b> application failure affecting school and central operations</p>	<p>01 - System monitored by Education and Commercial Services  02 - Support contract in place  <b>InterConnect</b>  01 - National SSDN contract in place  02 - 24x7 monitoring  03 - resilience  <b>Minor Hub sites</b>  01 - WAN disaster recovery  02 - resilience  <b>Power failure - major/minor sites</b>  01 - power supply recovery plan  02 - UPS on critical services  <b>WAN</b>  01 - contracts with suppliers  02 - 24 x 7 monitoring  03 - resilience  <b>E-mail</b>  01 - daily system testing, 24x7 monitoring  02 - external support contract  03 - external consultancy on best solution  <b>LAN</b>  01 - 10x5 monitoring  02 - swap out procedure  03 - resilience  <b>Major Components</b>  01 - support contracts  02 - staff training  03 - resilience  <b>Other Major Service Failure</b>  01 - daily system test, 24x7 monitoring  02 - external support contract  03 - external consultancy on best solution</p>					



Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		<b>Environmental Controls</b> 01 - Financial directive 02 - IT intranet guidance 03 - knowledge of procedures, staff and training <b>Corporate and Education ICT</b> 01 - regular contact 02 - standards compliance 03 - Head of It/EO monitoring <b>Hostile environment in Comms Room</b> 01 - environ monitoring equipment 02 - Duty Officer					
CS.RR.08 DS – Information Security and closing any immediate gaps; isolated incident that becomes high profile.	<b>Risk Cause:</b> unprotected sensitive information  <b>Risk Event:</b> This is the risk of not protecting sensitive information due to inter agency working, data sharing, remote and mobile accesses. The risk is reducing as various initiatives are underway, or have been completed, but the impact of any non compliance is likely to be high.  <b>Risk Effect:</b> Non Compliance	<u>Internal controls include:-</u> 01 - Access Controls 02 - Policies and procedures 03 - Software management 04 - Compliance with industry standards (ISO) 05 - Security and risk management reporting (inc separate risk register) 06 - Information management group & IMG Action Plan 07 - Risk Management group 08 - New Projects approved \ initiated via Digital Strategy Group \ CMT					9
CS.RR.09 DS – Compliance – Regulatory, Contractual and Legal	This is the risk of censure and includes DPA, FOI, RIPSA, Computer Misuse, Health and Safety,GSX, NHS, Police q  <b>Risk Cause:</b> the Council has a requirement to ensure compliance with various	<u>The main internal controls are:-</u> 01 - Identify areas of poor practice 02 - Educate users with their Information Security responsibilities 03 - Undertake risk assessment of compliance					12

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<p>legislative and regulatory controls</p> <p><b>Risk Event:</b> The failure of any of these Compliance, regulatory and Policy controls would have significant implications for the organisation</p> <p><b>Risk Effect:</b> The reputational damage to the Council , the confidence of the Citizen's of Midlothian and the potential impact on other business partners which could lead to have further Financial implications for the organisation.</p>	<p>responsibilities for GSX, ViSOR, PLDN and SCRO</p> <p>04 - Policies and Guidelines exist to maintain compliance</p> <p>05 - New Projects approved \ initiated via Digital Strategy Group \ CMT</p>					
CS.RR.10 DS - Computer Business Continuity Management	<p>Computers play a major role in continuity of business and any major disruption would be crucial and jeopardise the Council's approach to the Civil Contingencies Act</p> <p><b>Risk Cause:</b> Major failure or vulnerability found in any of the Councils Digital Infrastructure could create significant disruption and impact the Business</p> <p><b>Risk Event:</b> The main risks are (1) data back up and recovery (2) application failure affecting school and central operations (3) outbreak of fire in comms room (4) cabling difficulties in schools (5) loss of major hub sites (6) failure to support online services (7) smartcard</p>	<p><u>The main internal controls are:-</u></p> <p>01 - List of critical business systems contained with a generic IT BC Plan</p> <p>02 - Routine of reporting IT BC into CMT and BCG</p> <p>03 - Ongoing programme of resilience</p> <p>04 - Corporate BC plan</p> <p>05 - Back ups of data and systems on an incremental and full basis.</p> <p>06 - Specific risk assessment adopted by the Audit Committee</p>				 <p>Likelihood</p> <p>Impact</p>	15

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	<p>application failure affecting school operations (8)            infrastructure failure (INTERCONNECT) (9) loss of minor hub sites (10)            power failure in major/minor sites (11) infrastructure failure (WAN) (12) email failure (13) infrastructure failure (LAN) (14) major component failure (15) other major service failure (16) failed environmental controls (17) incompatibility between corporate and schools ICT systems and (18) hostile environment in comms room.</p> <p><b>Risk Effect:</b> as above</p>						
FISS.RR.03-01 Resources – FINANCIAL to support each element of the BT-CS workstream and associated savings	This is the risk surrounding financial resources required for each individual project within the workstream	<p>The main internal controls are:</p> <p>1 - BT funding - procedure to follow to bid for additional financial resource to support business transformation            2 - PDD &amp; scoping documentation for each project should identify resource required to facilitate the change</p>					9
FISS.RR.03-02 Staffing resource – CONTACT CENTRE to support the BT-CS workstream	This is the risk surrounding necessary contact centre development staffing resource for each element of the workstream.	<p>The main internal controls are:</p> <p>1 - Customer Services Development Officer post funded for a three year period through Business Transformation            2 - agreement to support internal 6 month secondment (and backfill) to roll out Customer Care training</p>					9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
		3 - agreement to supplement staffing for short period to get through phase 2 of telephony project - admin support to assist with data cleansing and phonetics work.					
FISS.RR.03-03 Staffing resource – IT to support the BT-Customer Services workstream	This is the risk surrounding necessary IT resource to fully support the BT-Customer Services workstream	The main internal controls are: 1 - approval granted for funding through BT for additional staffing resource to support Infrastructure, Development and Business Services in their respective roles to progress the main corporate Business Transformation projects e.g. mobile & flexible working and electronic document management system implementation.					9
FISS.RR.03-04 One Stop Shop development – physical location and provision	This is the risk associated with the relocation of the Contact Centre, including development of a centralised One Stop Shop, allowing co-location of all frontline services in a fully customer focused environment.	Internal controls: 1 - Property strand of the Asset Management workstream is addressing this risk.					9
FISS.RR.03-05 Clearly defined objectives, workplan and governance	This is the risk of not having clearly defined objectives set out and agreed. This leaves the potential for duplication or wasted effort on non-priority initiatives and lack of governance/commitment to achieving outcomes.						9

# Published Local Government Benchmarking Framework - Corporate Solutions



## Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	5.02%	4.82%	4.1%	4.76%	6%	6.01%	6.32%	4.45%	4.27%	3.88%	19/20 Rank 13 (Second Quartile) 18/19 Rank 15 (Second Quartile). 17/18 Rank 18 (Third Quartile). 16/17 Rank 26 (Bottom Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 21 (Third Quartile)
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	44.6%	41.6%	45.6%	45.3%	47.7%	44.6%	47.0%	49.0%	49.2%	51.0%	19/20 Rank 26 (Bottom Quartile) 18/19 Rank 26 (Bottom Quartile). 17/18 Rank 25 (Bottom Quartile). 16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)						4.59%	2.97%	2.32%	3.94%	3.06%	19/20 Rank 16 (Second Quartile) 18/19 Rank 18 (Third Quartile). 17/18 Rank 14 (Second Quartile). 16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile)
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£16.58	£15.84	£16.18	£15.74	£11.74	£11.96	£10.26	£9.70	£7.40	£6.10	19/20 Rank 11 (Second Quartile) 18/19 Rank 19 (Third Quartile). 17/18 Rank 25 (Bottom Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 17 (Third Quartile).
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (LGBF)	4.88 days	4.79 days	5.21 days	5.25 days	5.50 days	4.16 days	4.90 days	4.59 days	5.15 days	5.77 days	19/20 Rank 12 (Second Quartile) 18/19 Rank 5 (TOP Quartile). 17/18 Rank 4 (TOP Quartile). 16/17 Rank 3 (Top Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile).

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	
CORP6b	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (LGBF)	9.63 days	9.97 days	10.47 days	10.04 days	10.11 days	9.90 days	9.64 days	8.59 days	9.86 days	11.19 days	19/20 Rank 11 (Second Quartile) 18/19 Rank 4 (TOP Quartile). 17/18 Rank 2 (TOP Quartile). 16/17 Rank 7 (Top Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile).
CORP7	Corporate Indicator - Percentage of income due from council tax received by the end of the year % (LGBF)	93.0%	93.6%	93.9%	93.5%	93.8%	94.4%	94.5%	95.1%	95.1%	95.1%	19/20 Rank 25 (Bottom Quartile) 18/19 Rank 26 (Bottom Quartile). 17/18 Rank 26 (Bottom Quartile). 16/17 Rank 29 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 31 (Bottom Quartile).
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	81.2%	83.1%	93.3%	93.4%	93.0%	89.7%	87.4%	93.1%	91.1%	89.6%	19/20 Rank 23 (Third Quartile) 18/19 Rank 22 (Third Quartile). 17/18 Rank 18 (Third Quartile). 16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile).

## Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£3.49	£3.49	£2.88	£2.97	£2.71	£1.82	£1.07	£1.31	£0.79	£1.13	19/20 Rank 5 (TOP Quartile) 18/19 Rank 3 (TOP Quartile). 17/18 Rank 6 (TOP Quartile). 16/17 Rank 3 (TOP Quartile). 15/16 Rank 5 (TOP Quartile). 14/15 Rank 11 (Second Quartile).
C&L5a	Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	82.8%		78%	80.6%	77%	68.33 %	66.67 %	66%	69.07 %	62.4%	19/20 Rank 29 (Bottom Quartile) 18/19 Rank 28 (Bottom Quartile). 17/18 Rank 30 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile). 15/16 Rank 31 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).

## Economic Development and Planning

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	
ECON4	Percentage of procurement spent on local enterprises (LGBF)	18.86 %	24.87 %	18.39 %	22.4%	19.97 %	17.96 %	12.85 %	18.07 %	15.44 %	14.68 %	19/20 Rank 30 (Bottom Quartile). 18/19 Rank 30 (Bottom Quartile). 17/18 Rank 26 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile). 15/16 Rank 27 (Bottom Quartile). 14/15 Rank 23 (Third Quartile).

## Environmental Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	
ENV5a	Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)			£4,859.74	£4,879.60	£9,023.29	£6,953.47	£6,018.09	£5,153.69	£4,934.86	£4,672.29	19/20 Rank 11 (Second Quartile). 18/19 Rank 13 (Second Quartile). 17/18 Rank 13 (Second Quartile). 16/17 Rank 16 (Second Quartile). 15/16 Rank 17 (Third Quartile). 14/15 Rank 28 (Bottom Quartile).
ENV5b	Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)			£10,070.46	£14,836.61	£9,483.40	£10,617.80	£10,868.67	£11,854.64	£8,680.86	£8,327.93	19/20 Rank 4 (TOP Quartile). 18/19 Rank 3 (TOP Quartile). 17/18 Rank 7 (TOP Quartile). 16/17 Rank 5 (TOP Quartile). 15/16 Rank 3 (TOP Quartile). 14/15 Rank 3 (TOP Quartile).

## Housing Services

Code	Title	2010/ 11	2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17	2017/ 18	2018/ 19	2019/ 20	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (LGBF)				4.3%	6.57%	6.85%	6.39%	6.92%	7.16%	7.91%	19/20 Rank 13 (Second Quartile) 18/19 Rank 11 (Second Quartile). 17/18 Rank 12 (Second Quartile). 16/17 Rank 13 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 17 (Third Quartile).
HSN2	Percentage of rent due in the year that was lost due to voids (LGBF)	1.4%	1.3%	1.6%	1.6%	0.6%	0.8%	0.5%	0.7%	0.6%	0.8%	19/20 Rank 12 (Second Quartile) 18/19 Rank 4 (TOP Quartile). 17/18 Rank 6 (TOP Quartile). 16/17 Rank 4 (TOP Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).