# Corporate Solutions Service Plan – 2021/22

*Corporate Solutions will deliver forward looking services fit for a modern 21st Century organisation and put the citizen at the centre of service redesign*

# Introduction

The Corporate Solutions service plan sets out how we will achieve our vision, what actions we will undertake and how we will measure our success. This service plan is a key component of Midlothian's strategic framework which brings together the medium and long term activity that will ensure our communities continue to be supported through and out of the current pandemic, building a sustainable future that is equitable and provides opportunities for all.

The last year has brought unprecedented challenges with the COVID-19 pandemic. Service plan priorities were reassessed as staff across Corporate Solutions refocused their activity to critical service delivery, whilst maintaining essential frontline services. They did this whilst maintaining robust governance, effective financial management, and security and resilience for our digital networks and infrastructure. Key activity included:

- Facilitating the rapid deployment of remote working, through the physical distribution of mobile devices, laptops etc., increasing the capacity of the ICT network, introducing electronic workflows at scale and providing enhanced ICT security
- Administering a range of emergency and crisis payments such as the food and key essentials funds for vulnerable communities
- Supporting the Kindness@Midothian engagement and communications programme to promote community cohesion and wellbeing for Midlothian's citizens
- Reassessing the financial impact of the pandemic on the local authority as it was constantly evolving, maintaining oversight of the financial position and ensuring that financial compliance was met throughout this period
- Implementing temporary governance arrangements that ensured oversight, compliance and scrutiny as we moved to emergency decision making and critical service delivery
- Ensuring that the Council's staff were supported to shift to a new way of working, keeping those that were shielding safe and providing a comprehensive people centred approach to staff wellbeing.

This plan describes how Corporate Solutions 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. We are harnessing the energy, flexibility and creativity demonstrated by our workforce, through the creation of a wellbeing economy which will 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.

# Midlothian's profile

## 92,460
### people live in Midlothian

We are one of the smallest Local Authority in mainland Scotland but the **Fastest Growing.**

**18%** of people are over 65
**20%** are under 16

**Inequalities:** Midlothian is made up of **115** (SIMD) **data zones**, **10** of which fall within the **most deprived areas**, giving Midlothian a **8.7%** local share of data zones within the 20% most deprived areas in Scotland.

**Working population** (aged 16-64) of **57,100** with **1,700** unemployed

**5,900** people furloughed as of March 2021, 2,900 males and 3,000 females

### Health Conditions

The leading cause of death rates for both males and females is **Heart diseases and dementia.**
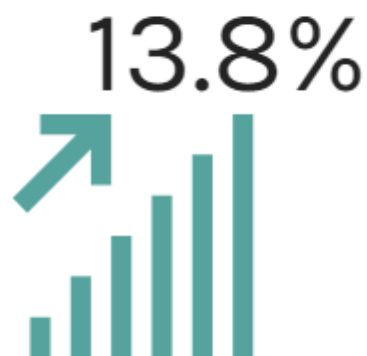
### Life expectancy at birth is:

Females
81.7 years

Males
77.7 years

## Midlothian's growing and ageing population

Data source: Midlothian Council Area Profile (nrsscotland.gov.uk),SIMD - gov.scot, nomis.web.co.uk

### 13.8%

## Population rise

The population of Midlothian is projected to increase from 91,340 to 103,945 by 2028. An increase of 13.8%, which compared to a projected increase of 1.8% for Scotland as a whole. Midlothian is projected to have the highest percentage change in population size out of the 32 council areas.

### 16%

## Increase in households

The number of households in Midlothian is projected to increase from 39,122 to 45,374 by 2028. This is a 16% increase, which compares to a projected increase of 4.9% for Scotland as a whole. Midlothian is projected to have the highest percentage change in household numbers out of the 32 council areas.

### +40.9%
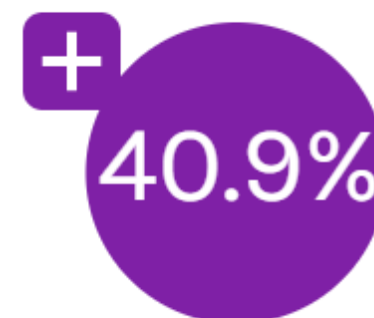
## Increase in over 75s

The 75 and over age group is projected to see the largest percentage increase (+40.9%). As people live for longer many more people will be living with frailty and/or dementia and/or multiple health conditions. This will pose challenges for all our health and social care services whilst also changing the face of some of the local communities.

**Single Midlothian Plan 2019-22**

Midlothian's Community Planning Partnership set out a vision for the long term future of Midlothian based on two key principles – 'people' and 'place'. The CPPs priorities are to reduce inequalities in four key areas – learning outcomes, health outcomes, economic circumstances and the impact of climate change. There are three geographical areas that additional focused activity to tackle poverty takes place – Mayfield, Gorebridge and Woodburn, recognising the increased inequalities that these communities experience.

**Medium Term Financial Strategy**

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 set out budget projections for the remaining budgets which will be determined during the term of the Current Council prior to the Local Government elections in May 2022. A corporate solution was secured for the current year's budget which meant that no new service reductions were required at what was already a challenging time for communities. A similar corporate solution is proposed for the 2022/23 budget which will also allow the leadership Team to develop a sustainable MTFS for the term of the next Council elected in May 2022.

To inform the MTFS, a public consultation visionary exercise was carried out in April 2019 and highlighted the following key priorities for what Midlothian should be like in 2040:

- ***A sense of belonging***: Pride in communities, working in partnership, transparency in decision making and accessibility in service provision
- ***A balanced infrastructure***: Manageable housing numbers, vibrant towns, protected green spaces, a clean, carbon neutral environment and improved community transport
- ***Learning and working together:*** High quality education and training, jobs close to where people live, a main provider of local food production, maximising technological solutions
- ***Intergenerational opportunities:*** Reimagined older people services, being able to grow old in the one community, with support and good access to health and social care.

In addition to the visioning exercise the following key themes were explored as part of the consultation programme:

- ***One Council - Working with You, For You*** is underpinned by a commitment to deliver a one council strategy which reduces silo working within services, increases cross party working at a political level and uses holistic approaches which place individuals and communities at the heart of our work.
- ***Preventative and Sustainable*** responds to Communities telling us strongly that they want to live in a clean, carbon neutral environment with protected green spaces and improved environmentally friendly community transport options.

- *Efficient and Modern* recognises that Midlothian Council needs to adapt to change by doing things differently to get improved results and increasing financial sustainability by addressing inefficiencies.
- *Innovative and Ambitious* recognises our ambition for Midlothian and to make sure it is a great place to grow, now and in the future.

## Key drivers for change

In June 2019 the Council approved the key drivers for change and agreed to adopt a Service Dominant Logic. This places citizens and communities at the heart of our daily work. A key step change is moving from silo-based working to holistic working, focused on continuous improvement and ensuring that we are data-driven and improve performance based on information gathered.

The nine key drivers for change provide a strong foundation to design and shape services. Building on these, learning from the pandemic, in September 2020 Cabinet approved the recommendations from the Nesta 'Listen and Learn' report which was informed from staff insight. The Nesta recommendations articulate Midlothian's Future Vison, centered around:

- Valuing communities
- Remote/flexible working
- Digital first
- Leading new ways of working
- Education

## Regional Growth

Midlothian is Scotland's fastest growing mainland local authority with an expected population growth of almost 14% by 2028. In July 2017, Midlothian signed Heads of Terms with its neighbouring local authorities, evidencing their commitment to the Edinburgh and South East Scotland City Region Deal, a programme to accelerate growth, create new economic opportunities and tackle inequalities. The ambitious programme, worth over £1.3bn, will work with government, learning providers, public and private partnerships, to deliver transformational change across the following five themes:

- Research, development and innovation
- Integrated regional employability and skills
- Transport
- Culture
- Housing

Complementary to the deal is Midlothian's extensive and ambitious Capital Strategy and approved Capital Programme, with expenditure across a range of projects estimated to reach £0.8 billion over the next 5 years.  This includes a number of capital investment and regeneration projects that are enhanced by this regional partnership, and a number of innovative expansion projects that respond to Midlothian's local growth agenda. It also reflects the Council continued commitment to providing affordable housing through its ambitious new build programme where the completion of phase 1 provided 864 additional houses over a period of 7 years

with a total budget of £108.7m. Phase 2 targeted providing a further 490 additional homes with a budget of £77.1m and Phase 3, 4 and 5 plans a further 870 additional homes.

Corporate Solutions is responsible for a number of key work streams in the strategic framework and also makes a meaningful and measurable contribution towards the others, described in the performance section of the plan. Current transformational work and initiatives are aligned with the above themes and the service will continue to deliver change, whilst maintaining financial stability, good governance, an empowered and supported workforce and driving forward the digital strategy needed to foster growth.

**STRATEGIC OUTCOMES — SMP**

| Reducing the gap in economic circumstances | Reducing the gap in learning outcomes |
|---|---|
| *A great place to live, work, visit and invest* | *Creating a world class learning environment* |
| **Reducing the gap in health outcomes** | **Reducing the impact of climate change** |
| *People will live longer, healthier lives* | *Achieving net zero carbon emissions by 2030* |

**OUTCOME DELIVERY FRAMEWORK**

**Best Value**

- Vision and Leadership
- Governance and Accountability
- Effective Use of Resources
- Partnerships and Collaborative Working
- Working with Communities
- Sustainability
- Fairness and Equality

**Nesta - Midlothian: Listen and Learn**

**Key Streams and Strategies / Key Drivers for Change**

| Stream | Board | Holistic | Hub and Spoke | Modern | Sustainable | Preventative | Asset Based | One Size Fits One | Continually Improve |
|---|---|---|---|---|---|---|---|---|---|
| **Valuing Communities:** *(being well, together; meaningful local engagement; valuing what's on our door step; rooted in the local community)* | Economic Renewal Board (Chair: D Oliver) | ✓ | | | | | ✓ | | |
| | Capital Strategy Board (Chair: K Anderson) | | | | | | | | |
| | Hub and Spoke Placed Based Solutions Board (Chair: D Oliver) | | | | | | | | |
| | Business Transformation Board (Chair: G Vickers) | | | | | | | | |
| | Business Transformation Steering Group (Chair: D Milligan) | | | | | | | | |
| **Remote/Flexible Working** *(local and flexible place-based working; working smarter; sustainable futures; a tailored approach)* | Remote Working Board (Chair: G Fairley) | | ✓ | ✓ | ✓ | | | ✓ | |
| | Business Transformation Board (Chair: G Vickers) | | | | | | | | |
| | Business Transformation Steering Group (Chair: D Milligan) | | | | | | | | |
| **Digital First:** *(access to WiFi; technical capability; making things easier; digital by default)* | Digital First Board (Chair: G Vickers) | | | ✓ | | | | | |
| | Business Transformation Board (Chair: G Vickers) | | | | | | | | |
| | Business Transformation Steering Group (Chair: D Milligan) | | | | | | | | |
| **Leading New Ways of Working** *(clear, consistent and regular communication; shaped by staff experience, new opportunities)* | Carbon Neutral by 2030 Board (Chair: TBA) | ✓ | ✓ | | | | | | ✓ |
| | HSCP Transformation Board (Chair: M Barrow) | | | | | | | | |
| | Business Transformation Board (Chair: G Vickers) | | | | | | | | |
| | Business Transformation Steering Group (Chair: D Milligan) | | | | | | | | |
| **Education** *(Equitable and consistent access to tools and technology; digital learning for all; develop an evidence informed approach; transforming education in Midlothian)* | Children, Young People and Partnership Board (Chair: F Robertson) | ✓ | | ✓ | | | | | ✓ |
| | Business Transformation Board (Chair: G Vickers) | | | | | | | | |
| | Business Transformation Steering Group (Chair: D Milligan) | | | | | | | | |

**Midlothian's Route Map through and out of the crisis** – Underpinning principle – Keeping 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.

*Figure 1: Strategic framework*

***Corporate Solutions will deliver forward looking services fit for a modern 21st Century organisation and put the citizen at the centre of service redesign.***

The challenges for Midlothian are articulated above 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. Population growth over the next 10 to 15 years will see Midlothian remain the fastest growing Council in Scotland. A 0-15 population increase is projected at 20% and 75+ population increase is projected at 100% between 2014 and 2039.

The Scottish Index of Multiple Deprivation (SIMD) combines seven different aspects of deprivation: income; employment; health; education, skills and training; geographic access to services; crime; and housing. By identifying small areas where there are concentrations of multiple deprivation, strategies and resources can be targeted at the places with greatest need to address inequalities in our communities. Midlothian is made up of 115 SIMD data zones, 10 of which fall within the most deprived areas, giving Midlothian an 8.7% local share of data zones within the 20% most deprived in Scotland where people have fewer opportunities and resources in health and education as well as low income and unemployment.

This pace of growth demands additional capacity within the school estate to provide the best possible learning environment. The general population growth forecast places additional pressure on our infrastructure, including the increased demand on the digital network capability and the pressure to scale up service delivery whilst still achieving financial balance in the face of a continued real terms reduction in government funding for core services.

Corporate Solutions will lead on delivering the Council's ambition to be a high performing, citizen-focused and modern local authority. The service provides strategic leadership, developing and managing innovative corporate solutions and transformation that benefits a modern 21st Century organisation.  The plan sets out how we will promote a culture of collaboration, co-operation, partnership, innovation and empowerment to support the re-imagining of future service delivery.

The population growth brings with it specific funding challenges and a key element of securing continued financial sustainability will be to secure a fair funding deal for the Council and its community planning partners. We will continue to work to secure a funding settlement from government which recognises and supports rapid and repetitive growth - growth which is central to the wellbeing of the Scottish Economy as a whole.

The approved £0.8bn Capital Programmes sets out the immediate infrastructure required to meet those demographic pressures and the financial contributions Midlothian will make to the Edinburgh and South East Scotland City Region Deal. The longer term capital strategy provides a 10 year assessment on the investment required to maintain our existing asset base, whether schools, the road network, our vehicle fleet and to provide the additional infrastructure to support a growing population.

Corporate Solutions is committed to developing the whole organisation and, in turn our community, through the development of our people. We promote a supportive, people-centred environment with a highly-valued employee benefits package supported by our Council vision 'Midlothian: A Great Place to Grow'. This ensures 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.  Allowing all staff to develop their potential, providing clear progression pathways along with a positive ethos, embracing new thinking and the generation of bold and creative ideas, enables 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.

Due to the events of the last year, it is recognised that priorities from the 2020/21 service plan have not all been realised. In addition, we are still responding to the ongoing pandemic emergency and recovery which adds significant pressure to the Council's resources.

To inform the actions for this plan, a review of the 2020/21 action plan was undertaken. Actions were assessed against the following criteria:

- progress to date
- alignment to the strategic outcomes
- contribution to the recovery through and out of the pandemic

The revised action plan takes account of all these factors to identify the key activity that Place will focus on for the next 12 months, and demonstrates how this activity contributes to the wider ambitions of the Council. Progress will be demonstrated through service measurements and follow Midlothian's agreed performance monitoring approach.

**Workforce planning**

In order to achieve our ambition, we recognise that our biggest asset is our workforce. Investing in, and developing our workforce to increase capacity and expertise is a key priority of Midlothian's future vision. Over the last year our staff have faced huge adversity, and have responded positively to the challenge, embracing change and developing innovative ways of working. The service plan will be complemented by a comprehensive service work force plan that harnesses the energy, flexibility and creativity demonstrated by our workforce, and fosters continuous improvement.

# Performance

## Corporate Solutions - Outcomes

**Workforce**
- Our People deliver high performing services
- We build an entrepreneurial council for future
- We demonstrate strong and consistent leadership
- We Promote Equality, diversity and fairness

**Digital**
- We pledge to optimise the ways in which the Council does digital, data and technology to work effectively, collaborate, make decisons, adapt and innovate
- We pledge to create better relationships between the Council and its commmunties by providing modern digital services that communities wants to use
- We pledge to maximise opportunities for digital, data and technology to enhance quality of life, the economy, sustainability and individuall opportunity in Midlothian

**Our Customers**
- Our customers have choice in the way Council services are accessed and provided
- Channel-shift has increased by the adoption of new digital tools and automated practices
- Delivery of customer service excellence to our communities

**Financial**
- The Councils budget gap is reduced and financial sustainability secured
- The Council has robust and effective financial management arrangements

**Procurement**
- Best Value is evidenced Council wide in the procurement of goods and services
- Effective contract and supplier management across the whole of the procurement journey.

## Customer Services



### Our commitment to....

- Aligning service delivery to the customer journey
- Deploying technologies to improve access and support the Digital Participation Charter
- Reducing operational costs and customer contact costs
- Knowing who our customers are and shaping the services that they need
- Working in partnership to find innovative solutions to increasing customer demand
- Delivering efficient and well managed services
- Ensuring we have the right skills and knowledge where it needs to be
- Creating multiple delivery channels
- Understanding customer expectations for each contact channel
- Providing value for money services and protecting the public fund
- Instilling our customers with confidence and delivering responsive services
- Continuous improvement through customer feedback

**Putting our customers at the heart of it**

*Extract, Customer Services Strategy 2015-2021*

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. Through a refresh of the strategy the Valuing Communities strand of the NESTA Listen and Learn Report will be fully embraced and this will help us to articulate our approach to how we will change the way we deliver services utilising the latest technologies and linking to national frameworks.

As the fastest growing local authority in Scotland, the Council cannot support more customers using the current resources, systems and processes. The adoption of the digital first approach 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 will transform the way the Council delivers 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 '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. We have increased the availability of self-service technologies across libraries which has extended opening hours for our customers and communities with no revenue budget impact. In addition we have 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:

- Removing old and outdated use of library fines
- Positioning our library facilities to support the local delivery of Council services and be a key asset in developing the "20 minute neighbourhood" model
- Continuing to secure funding for our Bibliotherapy services which has enabled us to expand this service into two of our secondary schools to support young people in improving their mental health
- Introducing a new online learning service for customers to develop and improve digital skills
- Continuing to deliver Code Clubs, Lego Clubs, reading groups and crafting groups in all of our libraries in response to community demand
- Launching 'Every Child a Library Member' with our Registrar services to ensure that every baby born in Midlothian is registered with the library service
- Continuing to deliver our outreach book delivery service for house bound customers in partnership with local community volunteers, and working with care homes and supported accommodation services to deliver library collections to customers
- Working 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.

| | |
|---|---|
| **Outcomes** | • Our customers have choice in the way Council services are accessed and provided<br>• Channel-shift has increased by the adoption of new digital tools and automated practices<br>• Delivery of customer service excellence to our communities |
| **Service priorities** | • Refresh the Customer Services Strategy to deliver citizen centred public services, co-producing solutions and service transformation with them not to them<br>• Implementation of the online payments and services (OPAS) platform<br>• Continue to ensure that library services, both face to face and online, are accessible to all, in particular our most vulnerable communities |

| | | | | |
|---|---|---|---|---|
| **Strategic framework** | **Single Midlothian Plan priorities**<br><br>• Reducing the gap in economic circumstances<br>• Reducing inequalities in the health of our population<br>• Reducing the inequalities in the outcomes of learning in our population | **Single Midlothian Plan thematic outcomes:**<br>• People have better access to the services they require, including welfare, health and wellbeing, housing and employability<br>• There is greater equality in learning<br>• The public is informed and engaged in service development and delivery | **Drivers for change:**<br>• Holistic<br>• Modern<br>• Sustainable<br>• Hub and Spoke<br>• Preventative<br>• Asset Based<br>• One Size Fits One<br>• Continually Improve | **Plans**<br><br>• Customer Services Strategy<br>• Digital Services strategy |

## Current Service Measures

| REF | INDICATOR | LEAD | COMMENTS | ANNUAL/QUARTERLY |
|---|---|---|---|---|
| CORPS.P.1.3a | Number of virtual library visits | Libraries | | QUARTERLY |
| C&L5a | % of adults satisfied with library service | Libraries | | LGBF - ANNUAL |
| C&L2 | Corporate Indicator - NET Cost per library visit | Libraries | | LGBF - ANNUAL |
| New | Number of service implementations as part of the customer services platform project (phase 1) | Customer services/Digital Services | Target 35 modules in first phase | QUARTERLY |
| CR.CC.1 | Number of contact centre calls received | Contact Centre | Already being reported monthly | QUARTERLY |

| CR.CC.2 | % of Contact centre calls answered within 60 seconds | Contact Centre | Already being reported monthly | QUARTERLY |
|---|---|---|---|---|
| CR.CC.4 | % of calls abandoned in Contact centre | Contact Centre | Already being reported monthly | QUARTERLY |
| CR.EM.01 | Number of web forms received to Contact centre | Contact Centre | Already being reported monthly | QUARTERLY |
| CR.EM.06 | Number of social media contact received to Contact centre | Contact Centre | Already being reported monthly | QUARTERLY |

# Human Resources

Encouraging the highest standards of integrity, probity and professional conduct in our approach to our work at the service we provide, the HR team operates as a strategic, integrated, business-oriented and solution-focused service. Leading on the delivery of the council's workforce strategy the team has a strong focus on the development and effective management and wellbeing of our workforce. Facilitating an inclusive organisational culture where continuous improvement is at the heart of everything we do, the HR team 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 Service Workforce Plans will be re-aligned to support delivery of the Medium Term Financial Strategy and longer term service demands, our transformational 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.

The team ensures 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 to ensure that equity, fairness and transparency shape and inform our policies, practices and processes. The team has a central role in supporting the delivery of transformational 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.

The purpose of the Workforce Strategy is to 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, nurturing 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. 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 excellent services confidently and competently.

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

| Outcomes | <ul><li>Our People deliver high performing services</li><li>We build an entrepreneurial council for future</li><li>We demonstrate strong and consistent leadership</li><li>We Promote equality, diversity and fairness</li></ul> | | | |
|---|---|---|---|---|
| Service Priorities | <ul><li>Nurture a highly engaged, motivated and effective workforce</li><li>Shape the people agenda through continuing to implement the Workforce Strategy 2017-22 and the development of service workforce plans</li><li>Deliver the Wellness@Midlothian agenda to support our employees to look after their overall wellbeing in accordance with the Employee Wellbeing Strategy</li><li>Value and celebrate difference while upholding the highest standards of quality of opportunity for all</li><li>Address recommendations set out in the NESTA report in order to maintain and develop positive changes to future working practices</li></ul> | | | |
| Strategic framework | **Single Midlothian Plan priorities**<ul><li>Reducing the gap in economic circumstances</li><li>Reducing inequalities in the health of our population</li><li>Reducing the inequalities in the outcomes of learning in our population</li></ul> | **Single Midlothian Plan thematic outcomes:**<ul><li>People have better access to the services they require, including welfare, health and wellbeing, housing and employability</li><li>Poverty (including child poverty - shared with GIRFEMC) levels in Midlothian are reduced</li><li>There is greater equality in learning</li></ul> | **Drivers for change:**<ul><li>Holistic</li><li>Modern</li><li>Sustainable</li><li>Preventative</li><li>One Size Fits One</li><li>Continually Improve</li></ul> | **Plans**<ul><li>Workforce Strategy 2017-22</li><li>Wellbeing Strategy</li><li>Remote Working Policy</li><li>Equalities Strategy</li><li>Engagement Strategy</li></ul> |

**Current Service Measures**

| REF | INDICATOR | LEAD | COMMENTS | ANNUAL/QUARTERLY |
|---|---|---|---|---|
| CORP3bi | Total number of women employees in top 5% | HR | | CORPORATE INDICATOR - QUARTERLY |
| CORP3c | The gender pay gap % | HR | | CORPORATE INDICATOR - QUARTERLY |
| CORP6 | Corporate Indicator - Sickness Absence Days per Employee (All employees) | HR | | CORPORATE INDICATOR - QUARTERLY |
| CORP6a | Sickness absence days per teacher | HR | | LGBF – QUARTERLY |
| CORP6b | Sickness absence days per employee (non-local government workers) | HR | | LGBF – QUARTERLY |
| BS.MC.MPI.42 | Percentage of employees who are performing as 'Outstanding' in their individual performance framework | HR | | BALANCED SCORECARD – ANNUAL |
| BS.MC.MPI.43 | Percentage of employees who are performing as 'High' in their individual performance framework | HR | | BALANCED SCORECARD – ANNUAL |
| BS.MC.MPI.44 | Percentage of employees who are performing as 'Good Overall' in their individual performance framework | HR | | BALANCED SCORECARD – ANNUAL |
| BS.MC.MPI.45 | Percentage of employees who are performing as 'Below Standard' in their individual performance framework with appropriate improvement plans in place | HR | | BALANCED SCORECARD – ANNUAL |
| BS.FIS.01 | Percentage of staff turnover (including teachers) | HR | | BALANCED SCORECARD - QUARTERLY |
| BS.FIS.08 | Employee Survey - I enjoy the work I do | HR | | BALANCED SCORECARD – ANNUAL |
| BS.FIS.09 | Employee Survey - I am proud to work for Midlothian Council | HR | | BALANCED SCORECARD – ANNUAL |
| BS.FIS.10 | Employee Survey - I can see how my objectives link to the councils objectives and priorities | HR | | BALANCED SCORECARD – ANNUAL |
| BS.FIS.22 | Progress against Council's mainstream report (Equality and Diversity) | Equalities officer | | BALANCED SCORECARD – ANNUAL |
| New | Gain council approval of New wellbeing strategy | | Indicator outcome – "yes/no" | |

## Financial Services

Leading on delivery of the Council's Medium Term Financial Strategy, Financial Services has a central key role in managing the financial affairs of the Council ensuring robust and effective financial management and strong financial stewardship. The service focuses 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.

| | |
|---|---|
| **Outcomes** | • The Councils budget gap is reduced and financial sustainability secured<br>• The Council has robust and effective financial management arrangements |
| **Service Priorities** | • Delivery of the Council's Medium Term Financial Strategy<br>• Continuing to manage the Council's financial portfolio<br>• Strengthen the Council's financial sustainability<br>• Implement the business partnering model to provide financial and management accountancy services across the Council |

| | Single Midlothian Plan priorities | Single Midlothian Plan thematic (3 year) outcomes: | Drivers for change: | Plans |
|---|---|---|---|---|
| **Strategic framework** | • Reducing the gap in economic circumstances<br>• Reducing inequalities in the health of our population<br>• Reducing the inequalities in the outcomes of learning in our population | • Partners plan and deliver services in a more strategic and collaborative way<br>• The local economy is more productive and inclusive<br>• Sustainable town centre regeneration is visible<br>• More social housing has been provided taking account of local demand, including specialist housing<br>• Health inequalities are reduced and the health of people in Midlothian is improved | • Holistic<br>• Modern<br>• Sustainable<br>• Preventative<br>• Asset Based<br>• Continually Improve | • Medium Term Financial Strategy<br>• Treasury and Investment Strategy<br>• Reserves Strategy<br>• Capital investment Strategy<br>• Capital Plan<br>• HRA capital Strategy |

## Current Service Measures

| REF | INDICATOR | LEAD | COMMENTS | ANNUAL/QUARTERLY |
|---|---|---|---|---|
| CORPS.P.3.2 | Completion of the unaudited Statutory Accounts for 2020//21 to ensure that we maintain strong financial management and stewardship and address the actions set out in previous external audit reports | Finance | Indicator Outcome:  Yes/No | QUARTERLY |
| CORPS.P.3.3 | Deliver quarterly financial reports and commentary to Council | Finance | Indicator Outcome:  Yes/No | QUARTERLY |
| FINSUS1 | Total useable reserves as a % of council annual budgeted revenues (LGBF) | Finance | | LGBF – ANNUAL |
| FINSUS2 | Uncommitted General Fund Balance as a % of council annual budgeted net revenue (LGBF) | Finance | | LGBF – ANNUAL |

| FINSUS3 | Ratio of Financing Costs to Net Stream General Fund (LGBF) | Finance | | LGBF – ANNUAL |
|---------|-----------------------------------------------------------|---------|-------------------------|------------------------|
| FINSUS4 | Ratio of Financing Costs to Net Stream Housing Revenues Account (LGBF) | Finance | | LGBF – ANNUAL |
| FINSUS5 | Actual outturn as a percentage of budgeted expenditure (LGBF) | Finance | | LGBF – ANNUAL |
| New | Capital expenditure (£) | Finance | Indicators to be defined | QUARTERLY |
| New | Borrowing (£) | Finance | Indicators to be defined | ANNUAL or HALF YEARLY |

## Digital Services

Digital Services are supporting the work of the newly formed Digital First Board, which is driving the Council's vision to create better services that provide improved outcomes by forming a Digital Council that delivers digital services to digitally connected places and communities. The aim of the board is to make the best use of opportunities presented by digital, data and technology to work effectively, create better relationships between the Council and its communities, and transform Midlothian into a leading destination for opportunity and quality of life.

The Digital Services team 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 and communication technology (ICT) across the Council and ensures that ICT infrastructure and facilities are fit for purpose and 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 focus of the Digital First Board and refresh of the Council's Digital Strategy and the associated digital learning strategy will have a key role in creating a more effective an 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.

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 pandemic response has changed a large part of Midlothian's digital foundation and how Council staff and citizens now use Council services as a result. There is still work to be done to ensure the changes that were made at speed to underlying business applications, technologies and processed are reviewed and consolidated to ensure wider stability and resilience can be maintained.

The reliance and the scale of change to the new normal has to recognise the importance that digital solutions plays in the overall transformational and business activities. Corporate Solutions Service will continue to be reshaped, the key strategies which underpin the work of the service refreshed, business processes reviewed and adapted to embrace technology solutions.

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|---|---|
| **Outcomes** | • We pledge to optimise the ways in which the Council does digital, data and technology to work effectively, collaborate, make decisions, adapt and innovate<br>• We pledge to create better relationships between the Council and its communities by providing modern digital services that communities wants to use<br>• We pledge to maximize opportunities for digital, data and technology to enhance quality of life, the economy, sustainability and individual opportunity in Midlothian |
| **Service Priorities** | • Continue to drive the Council's vision to improve outcomes using digital and data through the Digital First Board<br>• Implement the new Digital Strategy that has been developed with SOCITM<br>• Ensure that the Council is well positioned to take advantage of emerging national initiatives and collaboration opportunities;<br>• Exploiting technology in order to reduce costs and improve services;<br>• Ensure that appropriate governance, security and information management policies and standards are in place. |

| **Strategic framework** | **Single Midlothian Plan priorities**<br>• Reducing the gap in economic circumstances<br>• Reducing the inequalities in the outcomes of learning in our population<br>• Reducing the impact of climate change | **Single Midlothian Plan thematic (3 year) outcomes:**<br>• Health inequalities are reduced and the health of people in Midlothian is improved<br>• More children and young people receive timely and effective support when they need it<br>• There is greater equality in learning<br>• The public is informed and engaged in service development and delivery | **Drivers for change:**<br>• Holistic<br>• Hub and Spoke<br>• Modern<br>• Sustainable<br>• Preventative<br>• Asset Based<br>• One Size Fits One<br>• Continually Improve | **Plans**<br>• Digital Strategy<br>• Digital Learning Strategy<br>• Remote Working Policy |

**Current Service Measures**

| REF | INDICATOR | LEAD | COMMENTS | ANNUAL/QUARTERLY |
|---|---|---|---|---|
| New – CORP.P.8a | Number of Service desk Incidents receive | Digital services | | QUARTERLY |
| New - CORP.P.8b | Number of Service desk Incidents resolved | Digital services | | QUARTERLY |
| New - CORP.P.9a | Number of Service desk Service requests received | Digital services | | QUARTERLY |
| New - CORP.P.9b | Number of Service desk Service requests resolved | Digital services | | QUARTERLY |
| New - CORP.P.10 | Customer User Satisfaction Survey | Digital Service | | ANNUAL |

# 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 as set out in our communications and marketing strategy 2022/23.

The teams vision is to work together innovatively to create customer-focused, cost effective communications that support council priorities and deliver successful, measurable results, achieving this vision through the adoption of the UK Government Communications Service (GCS) Modern Communications Operating Model.

- Align our communications to council priorities
- Plan our campaigns following GCS best practice standards
- Focus on audience understanding
- Evaluate our strategic communications to demonstrate value and make sure we are achieving measurable objectives
- Integrate all communications

The team's core functions are:

**Strategic:** leading on communications plans with SMART objectives for services, giving trusted communications advice, based on insight and research, to senior management and agreeing an overall communications plan and vision.

**Horizon scanning**: Identifying long term risks and opportunities, making sure the communications team has regular meetings with individual services and other external bodies to collaborate effectively, pool resources, track progress of campaigns, etc.

**Insight:** Evaluating all campaigns to establish what works and what doesn't in order to influence and improve future campaigns, using online research to shape campaigns, making good practice models and toolkits available to other communications professionals both internally and externally.

**Evaluation:** Setting SMART objectives for communications plans using the OASIS planning model; ensuring that communications' lessons are learned and shared; demonstrating the value of our activity in an engaging way and making sure we are adopting best practice by regular peer reviews, ongoing training etc.

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|---|---|
| **Outcomes** | - We build an entrepreneurial council for future<br>- We demonstrate strong and consistent leadership<br>- We Promote equality, diversity and fairness<br>- Our customers have choice in the way Council services are accessed and provided<br>- Channel-shift has increased by the adoption of new digital tools and automated practices |
| **Service Priorities** | - Promoting and articulating the council's vision, strategy and plans such as "Great Place to Grow" and longer term wellbeing ambition, the "route map through and out of the coronavirus crisis", Midlothian climate change strategy and carbon charter to both an internal and external audience.<br>- Supporting how public services operate by encouraging residents and stakeholders to take part in consultations such as Midlothian Local Development Plan, participatory budgeting, town centre regeneration projects, and catchment area consultations.<br>- Supporting service redesign and the delivery of change, for example, supporting the shift to the new customer-service platform which will allow residents to do much more online via our website.<br>- Promotion of behavioural change, for example by encouraging residents of Midlothian to recycle more or travel more actively or improve their health and wellbeing by signing up for Ageing Well classes etc. thus helping the council achieve its carbon neutral targets by 2030 or improve their health and wellbeing. |

| | | | | |
|---|---|---|---|---|
| **Strategic framework** | **Single Midlothian Plan priorities**<br>- Reducing the gap in economic circumstances<br>- Reducing the inequalities in the outcomes of learning in our population<br>- Reducing the impact of climate change | **Single Midlothian Plan thematic outcomes:**<br>- Health inequalities are reduced and the health of people in Midlothian is improved<br>- People are able to look after and improve their own health and wellbeing and live in good health for longer<br>- Poverty (including child poverty - shared with GIRFEMC) levels in Midlothian are reduced | **Drivers for change:**<br>- Holistic<br>- Hub and Spoke<br>- Modern<br>- Sustainable<br>- Preventative<br>- Asset Based<br>- One Size Fits One<br>- Continually Improve | **Plans**<br>- Communications and Marketing Strategy 20/23<br>- Communication plan 2021/22 |

**Current Service Measures**

| REF | INDICATOR | LEAD | COMMENTS | ANNUAL/QUARTERLY | |
|-----|-----------|------|----------|------------------|--|
| NEW | Visits to Midlothian website | Communications | | QUARTERLY | |
| NEW | Number of fostering enquires as part of the Foster Midlothian campaign 21/22 | Communications | Target of 90 enquires for 21/22 | ANNUAL | |

## 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 across the Council.

- **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.

- **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 Team supporting them in the efficient and effective implementation of the Council's key priorities.

- **Employment and Reward** develop and implement effective and integrated Employment and Reward Services and provide 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.

- **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

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|---|---|
| **Outcomes** | <ul><li>Our customers have choice in the way Council services are accessed and provided</li><li>Channel-shift has increased by the adoption of new digital tools and automated practices</li><li>We pledge to optimise the ways in which the Council does digital, data and technology to work effectively, collaborate, make decisions, adapt and innovate</li><li>We pledge to create better relationships between the Council and its communities by providing modern digital services that communities wants to use</li><li>We pledge to maximize opportunities for digital, data and technology to enhance quality of life, the economy, sustainability and individual opportunity in Midlothian</li></ul> |
| **Service Priorities** | <ul><li>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</li><li>Delivery of LGW & Teachers Payrolls ensuring compliance with relevant, statutory and legislative provisions.</li><li>Upgrade/migration to hosted service for Capita ONE Housing</li><li>Supporting the Customer Services Platform project</li><li>Continued support for payments of Free School Meals and Business Grants</li><li>Implementation of InterAgency Information Exchange with NHS Lothian for Mosaic</li></ul> |

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|---|---|
| **Outcomes** | • Our customers have choice in the way Council services are accessed and provided<br>• Channel-shift has increased by the adoption of new digital tools and automated practices<br>• We pledge to optimise the ways in which the Council does digital, data and technology to work effectively, collaborate, make decisions, adapt and innovate<br>• We pledge to create better relationships between the Council and its communities by providing modern digital services that communities wants to use<br>• We pledge to maximize opportunities for digital, data and technology to enhance quality of life, the economy, sustainability and individual opportunity in Midlothian |

| | | | | |
|---|---|---|---|---|
| **Strategic framework** | **Single Midlothian Plan priorities**<br>• Reducing the gap in economic circumstances | **Single Midlothian Plan thematic (3 year) outcomes:**<br>• Poverty (including child poverty - shared with GIRFEMC) levels in Midlothian are reduced<br>• Health inequalities are reduced and the health of people in Midlothian is improved<br>• The local economy is more productive and inclusive | **Drivers for change:**<br>• Holistic<br>• Modern<br>• Sustainable<br>• One Size Fits One<br>• Continually Improve | **Plans**<br>• Medium Term Financial Strategy<br>• Digital Strategy |

## Current Service Measures

| REF | INDICATOR | LEAD | COMMENTS | ANNUAL/QUARTERLY |
|---|---|---|---|---|
| CORPS.P.1.4a | Total amount granted from Scottish Welfare Fund for crisis grants and community care grants | Revenues | Since 2019/20 | QUARTERLY |
| CORPS.P.3.4a | In-year recovery of overpayments - % of all HB overpayments identified during the financial year | Revenues | Since 2019/20 – reporting well over target both years | QUARTERLY |
| CORPS.P.3.4b | All recovery overpayments - as a % of all HB overpayment debt | Revenues | Since 2019/20 – off target every quarter | QUARTERLY |
| CSE.LPI.03 | Average processing time for new claims | Revenues | Currently reported monthly by service | QUARTERLY |
| CSE.LPI.04 | Average processing time for change of circumstances | Revenues | Currently reported monthly by service | QUARTERLY |

| | | | | |
|---|---|---|---|---|
| HSN1b | Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year | Revenues | | LGBF - ANNUAL |
| HSN2 | Percentage of rent due in the year that was lost due to voids | Revenues | | LGBF - ANNUAL |
| New | % of Rent transactions received by direct debit/ online | Revenues | Ken to review what's measurable | |
| CORP4 | The cost per dwelling of collecting council tax | Revenues | | LGBF - ANNUAL |
| CORP7 | Corporate Indicator - Percentage of income due from council tax received by the end of the year % (LGBF) | Revenues | | LGBF - ANNUAL |
| RHM.R.01.3 | Percentage of Direct Debit payers for Council tax | Revenues | Currently reported monthly by service | QUARTERLY |
| RHM.R.04.5 | Number of Council tax transactions received online | Revenues | Currently reported monthly by service | QUARTERLY |
| CORP8 | Percentage of invoices sampled and paid within 30 days (Council wide) | Business Services | | LGBF – QUARTERLY |
| CORP1 | Support services as a % of total gross expenditure | Business Services | | LGBF - ANNUAL |

## Legal & Procurement Services

The Legal team provide 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 licenses)

- 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.

The introduction and implementation of the a range of new legislation will have an impact on services and the Legal Services team will ensure that Corporate Management Team and Business Transformation Board are sighted on all new legislation so that services can adapt to ensure the Council meets its obligations arising from new legislation and that any divergence form the existing budget or the financial impacts set out in the financial memorandum to bills is fully assessed.

The Procurement 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 areas include:

- Spend Analysis
- Strategic Procurement

- Strategic Supplier Relationship Management
- Purchase to Pay

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.

The Procurement Strategy defines procurement as the process of acquiring the goods, services and works an organisation needs. It spans the whole cycle, compromising 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.

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.

1. It outlines the central role of the procurement function in supporting the Council to achieve its strategic priorities To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
2. Completing the Purchase to Pay project;
3. 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;
4. Progressing a review of the procurement arrangements across the Council including exploring options for joint working with neighbouring Councils.

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| **Outcomes** | • Best Value is evidenced Council wide in the procurement of goods and services<br>• Effective contract and supplier management across the whole of the procurement journey |
| **Service Priorities** | • Refresh the Procurement Strategy and fundamentally review and reshape the Procurement Service<br>• Implement the learning from the Scotland Excel review<br>• In partnership with Economic development and stakeholders, ensure business community benefits in the supply chain to maximise opportunities for local people<br>• Continue to protect the Council's legal and governance interests<br>• Set out strategic direction to further develop our data protection governance capability and embed this throughout the council.<br>• Support development in Midlothian through planning agreements (legal commercial team).<br>• Support vulnerable children and adults through permanence orders and guardianship orders.<br>• Support council as an employer through litigation cases for Employment tribunals.<br>• Support Housing Revenue Account through heritable court actions.<br>• Assist Economic development through robust licensing procedures.<br>• Assist council in reaching its housing target through individual buy backs and large scale housing transfers. |

| **Strategic framework** | **Single Midlothian Plan priorities**<br>• Reducing the gap in economic circumstances<br>• Reducing the impact of climate change | **Single Midlothian Plan thematic (3 year) outcomes:**<br>• The local economy is more productive and inclusive<br>• Sustainable town centre regeneration is visible<br>• Fewer people are victims of crime, abuse or harm | **Drivers for change:**<br>• Holistic<br>• Modern<br>• Sustainable<br>• One Size Fits One<br>• Continually Improve | **Plans**<br>• Procurement Strategy |
|---|---|---|---|---|

## Current Service Measures

| REF | INDICATOR | LEAD | COMMENTS | ANNUAL/QUARTERLY |
|---|---|---|---|---|
| ECON4 | % of procurement spend spent on local enterprises | Procurement | | LGBF - ANNUAL |
| New | % of revenues spend placed with contracted suppliers | Finance | | QUARTERLY |

| New | Number of new taxi applications received | Legal | | QUARTERLY |
|-----|------------------------------------------|-------|--|-----------|
| New | Number of premise licences received | Legal | | QUARTERLY |
| New | Number of Freedom of Information requests received (Council wide) | Legal | | QUARTERLY |
| New | Number Subject Access Requests received (council wide) | Legal | | QUARTERLY |

# Continuous improvement

*Self-assessment framework/approach*

*Best practice examples*

The Midlothian Excellence Framework (MEF) is the corporate self-evaluation tool available to support service improvement with a comprehensive review of activities and results.  MEF is mapped to a number of established organisational improvement tools, including Customer Service Excellence and can be adapted for use by services across the following themes:

- Leadership
- Staff
- Service Planning
- Processes and Services
- Partnerships and Resources
- Results



In addition to the Midlothian Excellence Framework, the Council has adopted the Customer Service Excellence (CSE) standard as a corporate tool to support continuous improvement.  CSE recognises customer groups and evaluating customer needs and expectations is at the heart of the Standard. The standard contains 5 criteria to be considered as follows:

- Customer Insight
- Culture of the Organisation
- Information and Access
- Delivery
- Timeliness & Quality of Service



During 2021/22 a calendar of self-evaluation/continuous improvement activities will be implemented across services within Corporate Solutions which support the Council's ongoing focus to deliver Best Value.

# Further information

## Equalities

The service plans set out our commitment to promoting equality and diversity. An Integrated Impact Assessment (IIA) has been carried out, enabling Midlothian Council to meet its legal duties to consider equality, human rights, sustainability and the environment. The assessment ensures that the planned services and policies promote equality of opportunity, eliminate discrimination and harassment; and promote good relations between those with protected characteristics and those with none. They also allow broader inequalities to be addressed, ensuring that the needs of all people are met.

For further information or to view a copy of the IIA please contact: equalities@midlothian.gov.uk

This document can be made available in different formats and in different languages. If you would like a copy in another language or format, please email equalities@midlothian.gov.uk or phone 0131 271 3658

## Key contacts

Further information about this plan is available from the contacts below:

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