Corporate Solutions Performance Report Quarter Two 21/22

Corporate Solutions are continuing to support 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, 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 first 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.

As a strategic partner, NESTA, the UK's innovation agency for social good are, through their people powered results team, supporting us to pioneer new approaches to achieving change and innovation. These approaches are smarter, faster, more collaborative and more inclusive of citizens and people working at the front line. This work recognises that people who are closest to services are the experts in both their own experience and the community they live in, but often don't have enough influence over transformation efforts.

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.

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
- Reducing Midlothian carbon emission to net zero by 2030

Achievements

- Unqualified audit opinion on the Council's 2020/21 Financial Statements alongside a green rating on Financial Management for the Council and very positive External Audit feedback on the quality of the accounts and associated working papers.
- Presentation to Council in August of a full suite of financial monitoring reports for last quarter.
- Undertook the first full self-assessment following the introduction of the CIPFA FM Code. Findings from the self-assessment presented to CMT October 2021 – demonstrating full compliance in 11 out of 17 FM standards, with 6 standards identified as requiring mild to moderate improvement actions – These principally relate to the next iteration of the MTFS for the term of next Council - An action plan is in place.
- Continued and in depth financial input to key projects embedded in the Medium Term Financial Strategy including Destination Hillend, Early Years Expansion, and demographic pressures in service areas and the Learning Estate Strategy.
- Payments made to providers for the Scottish Government's new Milk and Healthy Snack Scheme. Discretionary funding and operator grants payments made in conjunction with Economic Development.

Workforce Strategy

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 and reshaping the workforce now and in the future in response to changes as a consequence of national and/or local issues. It is underpinned by the Council's values and vision.

The Workforce Strategy is an important tool to outline the organisation's approach to articulating how workforce issues will be managed and ensures the Council has the people and skills to manage change and deliver services effectively and efficiently.

Achievements

- Completion of work with Nesta on the transformation of Neighbourhood Services, with Neighbourhood Services Strategic Framework finalised
- Welcomed cohort two of the Kickstart programme. The Kickstart Scheme is a new programme aimed at young people across our communities who are currently unemployed facing long term unemployment.
- Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff. Renewed partnership working with Nesta on organisational wellbeing. Welcomed a new Employee Assistance Programme provider this quarter.
- Resilient Leadership Programme for 2020/21 completed and new leadership forum commenced for 21/22 – Quantum Leadership
- Work continues on shaping the people agenda through continuing to implement the Workforce Strategy and the development of service workforce plans. Workforce planning guidance and supporting process documentation has been drafted this quarter with a view to finalising for CMT in Q3.

Digital Strategy and Digital Learning Strategy

Supported by the appointment of SOCITIM as a strategic partner and led by the Digital First Board work progressed to deliver an ambitious new digital strategy, aimed at improving the way services are delivered to Midlothian citizens. Entitled 'Empowering people, enabling growth', the 3-year strategy sets out how local outcomes will be improved by delivering digital services to digitally connected communities.

While responding to the pandemic has also transformed the way the council works, and we are already using technology to allow our services to be more flexible and responsive it was recognised that the Council needs to do much more to harness the opportunities that a digital approach can bring. This includes supporting our communities and local businesses to thrive in a digital world and making sure that our children are prepared for the workplaces of the future.

Among the aims set out in the new strategy are plans to:

- Refresh the council's approach to customer service, focussing on 'digital first', while making sure alternatives remain in place for those who need them
- Have a council website that is a as good as any bank or supermarket website, enabling customers to request and pay for services online and to log in to see their interactions
- Implement an update service, so that customers contacting the council online can receive follow up text messages or emails
- Look at opportunities to automate and better integrate processes so that staff can focus on the things that matter most to customers
- Enable people to stay independent and healthy for longer by using data and technology
- Introduce bookable online and face-to-face appointments so that customers don't have to waste time queuing or travelling and to help the council reduce costs
- Review and improve online engagement with customers, including online consultations, communications and social media

- Promote Midlothian as a digital destination, creating an environment that attracts leading digital businesses to the area and supporting the innovation of start-ups
- Cultivate digital skills in our communities, ensuring that young people have access to the technology and support that they need to improve educational outcomes and to prepare them with the skills they need for the future
- Reduce digital exclusion and empower learners of all ages, enabling online access and supporting them to develop digital skills
- Support Midlothian to achieve high speed connectivity, smart infrastructure and resilient cyber defences

The new strategy was approved by Council in June and work is now underway to implement the changes.

Funding was secured in the 20/21 budget to deliver the Equipped for Learning project. This will provide every school age pupil in the county with a learning device such as an iPad or Google Chromebook as part of Midlothian Council's £10.5 million investment in digital learning. Midlothian is the first local authority in Scotland to launch a digital learning project on this scale.

The ambitious plan recognises the importance of digital tools to support learning. This investment will ensure Midlothian's young people have the digital skills they need to secure a positive destination such as a job or a Further or Higher Education place, which in turn will help support the local economy. Making sure all pupils have a device will also help young people with additional support needs by giving them access to technology that can help with their different learning needs. Primary schools will have the flexibility to select the right device to support their school community until Primary 7 where all pupils from P7 upward will receive a Google Chromebook. Early years settings will also benefit from the digital strategy as they will have access to shared iPad devices.

Additionally, Newbattle Community High School will continue to be the Digital Centre for Excellence in Midlothian, piloting innovation and creativity in new technologies. This investment will also make sure Midlothian's teaching staff have access to world-class technology, with wider support for other Education staff, Children's Services and Communities & Lifelong Learning.

Achievements

- Continued progression of the new Digital Services Strategy ensuring the Council has the capacity and skills to take forward the associated investment and delivery of plans.
- Equipped for Learning Programme (ELF) work streams already progressing at pace. Significant progress made:

  - ➢ EFL Mail Migration – 2,800 new Google mail accounts created and 8TB data migrated from Microsoft Exchange into Google mail now complete
  - ➢ Increase to SWAN network bandwidth across all schools to support wider deployment of Chromebooks and underlying technologies now complete
  - ➢ Evaluated and sourced new EFL web filtering solution to support 1 to 1 device deployment.

- Digital enabled projects: a number of business applications have been upgraded and these continue to improve customer and staff experience, including upgrade to the Itrent system.
- CyberSecurity resilience: A number of improvements made to the Council cyber defences, including updated anti-virus solution, a back-up health check and staff phishing exercises.

- Implemented further enhancements to Council infrastructure and wider security management in response to heightened cyber threats along with regular review and maintenance of ongoing threats and risks. In addition, Achieved Public Services Network (PSN) Compliance in July and a report on Cyber Security awareness was presented to CMT in July on risks and actions taken.

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

- Customer Services Platform (CSP) for Midlothian Council and redesign of key services work continues to redesign services that will improved the end to end customer journey. Modules in progress being designed, configured, built and tested with services such as missed bins, registrar's certificates, FOIs. New technology components for online payments and for real time reporting being progressed. A Customer Services Platform demonstration was given to elected members on some key development elements.
- Over the past number of months, libraries have been continuing to get back to providing pre-COVID services. In August, Loanhead Library reopened and in September both Lasswade and Newbattle Libraries re-opened on a Saturday morning providing a much-missed weekend service to these communities.
- For the Summer Reading Challenge, libraries worked with the Countryside Rangers to provide various events which attracted nearly 80 participants.
- Face to face 'Braw Blether' Bibliotherapy sessions have resumed in Gorebridge, Loanhead and Penicuik Libraries while a Wednesday group continues online for those unable to attend in person. Two 'Picture This' sessions where art is used rather than literature were held and more are planned for Q3.
- Work to progress the Customer Services Strategy is ongoing in conjunction with the new Digital Midlothian Strategy, NESTA and neighbourhood services provisions.

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 have developed a 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:

- High value/complex contracts were awarded this quarter including Carer Support Services, and Care at Home recommissioning tender and School Counselling Services tender. Other contracts awarded include:

  - New covered canopy for Bonnyrigg Primary awarded
  - Passive House Designer Woodburn PS awarded
  - Project management services for Woodburn PS awarded
  - Landscape Architect Kings Park PS awarded
  - Architectural Services Kings Park PS awarded
  - Replacement Boiler at Bonnyrigg and Stobhill Depots awarded
  - Framework for Provision of Painterworks awarded
  - Weather Forecasting Bureau and Associated Services Awarded

- Other key activities this quarter included the roll out of the benefits system to assist the Council in obtaining community benefits from contracts, roll out of contract variations for all National Care Home Providers contract and roll out of contract variations for all Health & Social Care providers regarding the Living Wage uplift.

- **Legal:** Section 75 agreements settled with developers to enable housing developments to proceed. Large scale property transfers as well as individual purchases to increase the Council's housing portfolio in particular: purchase of further 5 housing units at Main Street Roslin, purchase of 16 units at Shawfair Danderhall and purchase of 27 units at Wester Cowden, Dalkeith.

Challenges

The challenges for Midlothian continue with 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 with a 40.9% increase in older people over 75. In addition, Midlothian has 10 zones which falls into the most deprived areas giving a local share of 8.7% living in the most deprived areas in Scotland.

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. Encompassing five main themes the City Region Deal will bring significant investment across the regions with total investment of circa £1.3 billion across:

- Research, Development and Innovation: £751 million
- Integrated Regional Employability and Skills: £25 million
- Transport: £156 million
- Culture: £45 million
- Housing: £313 million

Through the Data Driven Innovation strand the Deal will leverage existing world-class research institutes and commercialisation facilities in order that Easter Bush becomes a global location of Agritech excellence. The Easter Bush project includes significant investment in transport infrastructure along the A701/2 transport corridor. In addition, by improving on-site infrastructure at Easter Bush and transport infrastructure, The University of Edinburgh expects commercial partners will be able to co-locate at scale to commercialise Agritech breakthroughs.

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.

Proposals for a National Care Service

The recently launched consultation setting out the Scottish Government's proposals for and scope of a National Care Service will have fundamental implications for the community and for Local Government itself. The wide reaching proposals and aim to deliver a National Care Service by the end of the parliamentary term will impact on all aspects of the work of the Corporate Solutions team, including financial implications, both revenue and capital, our asset base, our workforce, governance and legal

arrangements and our digital infrastructure and platforms.   It will require an immediate focus by a range of officers during the consultation phase and beyond.

Service Performance

The COVID pandemic continued to have a direct impact on service performance during the quarter and this is reflected in some of the service performance indicators set out later in this report.

The prioritisation of processing Self-Isolation Grants and Scottish Welfare Fund applications has continued to affect the average processing time for new benefit claims and change of circumstances this quarter with average processing times for new benefit claims reaching 38 days compared to 25 days in Q1. Changes to eligibility of support grants effective from October 2021 which now exclude claimants fully vaccinated and waiting for a test result or self-isolating after being identified as a close contact, is expected to result in reduction of applications in quarter 3. Once the number of grants applications begin to reduce then the average times for benefit claims will in turn improve.

The level of housing benefit overpayments has reduced as a consequence of the roll out of Universal Credit and the pandemic, which in turn reduces the level of overpayments that can be recovered, although recovery of overpayments has increased from 3% in Q1 to 7% this quarter.

Throughout the pandemic the contact centre has experienced a high volume of calls and has taken on a range of additional activity, including supporting the Kindness campaign, the self-isolation grant and increased Scottish Welfare Fund calls. Over the last few quarters as services resume back to pre-Covid levels, call volumes have increased.   The Contact Centre are actively reconfiguring staffing deployment to mirror peaks in call demand during the day to increase the percentage of calls answered within 60 seconds and reduce call abandoned times.

Invoice payment performance has remained on target this quarter for Corporate Solutions -95% of invoices paid within 30 days. Council wide this reduced to 93%. Continued improvement is expected over the remainder of the financial year.

Sickness absence days have increased compared to Q2 of last year. Up to end of January 2021, Covid related sickness absence or otherwise has been recorded as special leave and not included in the calculation of average days lost. From 1st of February 2021 Covid sickness absence is now being recorded via the usual sickness procedures with the exception of special leave granted for up to 14 days for isolation which could be attributable to the increase in days lost. Consideration of an appropriate annual target following the change to the new service structure early in 2020 was subsequently deferred as a consequence of the pandemic and the impact on our workforce. Targets will be considered over the remainder of 2021/22 for inclusion in the 2022/23 plan.

Corporate Solutions

Midlothian

Successes and Challenges

Corporate Performance Indicators (latest)
🔴 2 ✅ 9 📘 0 📊 9

Service Plan PIs (latest)
🔴 6 ✅ 5 📘 0 📊 24

Corporate PIs Off Target
PIs   🔴 2

% of Service PIs that are on target/ have reached their target.

Percentage of complaints at stage 1 complete within 5 working days

Service Plan PIs Off Target
PIs   🔴 6

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

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

% of contact centre calls answered within 60 seconds

% of contact centre calls abandoned

Average processing time for new claims (internally calculated)

Average processing time for change of circumstances (internally calculated)

Service High Risks (latest)
🔺 0

All Risks - Corporate Solutions
Risks   🔺 41 ✅ 86

Key PIs
🔴 Off Target
✅ On Target
📊 Data Only
📘 Data Not Yet Available

Key PIs
🔴 Off Target
✅ On Target
📊 Data Only
📘 Data Not Yet Available

Key Risks
🔺 High Risk/Medium Risk
✅ Low Risk

Corporate Solutions PI summary

01. Manage budget effectively										

Priorities	Indicator	2020/21	Q2 2020/21	Q1 2021/22	Q2 2021/22				Annual Target 2021/22	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£21.065m	£20.031m	£21.477m	£22.401m	✅	**Q2 21/22:** On Target Underspend of £216,000.	⬇			

02. Manage stress and absence										

Priorities	Indicator	2020/21	Q2 2020/21	Q1 2021/22	Q2 2021/22				Annual Target 2021/22	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)	5.84	1.94	2.48	3.86	📈	**Q2 21/22:** Data only Sickness absence days have increased compared to Q2 of last year. Up to end of January 2021, Covid related sickness absence or otherwise has been recorded as special leave and not included in the calculation of average days lost. From 1st of February 2021 Covid sickness absence is now being recorded via the usual sickness procedures with the exception of special leave granted for up to 14 days for isolation which could be attributable to the increase in days lost. Consideration of an appropriate annual target following the change to the new service structure early in 2020 was subsequently deferred as a consequence of the pandemic and the impact on our workforce. Targets will be considered over the remainder of 2021/22 for inclusion in the 2022/23 plan.	⬇		Number of days lost	1,169.21
										Number of FTE in service	303.16

03. Process invoices efficiently

Priorities	Indicator	2020/21 Value	Q2 2020/21 Value	Q1 2021/22 Value	Q2 2021/22 Value	Q2 2021/22 Status	Q2 2021/22 Note	Q2 2021/22 Short Trend	Annual Target 2021/22	Feeder Data	Value
03. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	94%	95%	95%	✅	**Q2 21/22:** On Target	⬇	95%	Number of invoices received	2,333
										Number of invoices paid within 30 days (cumulative)	2,219

04. Improve PI performance

Priorities	Indicator	2020/21 Value	Q2 2020/21 Value	Q1 2021/22 Value	Q2 2021/22 Value	Q2 2021/22 Status	Q2 2021/22 Note	Q2 2021/22 Short Trend	Annual Target 2021/22	Feeder Data	Value
04. Improve PI performance	% of Service PIs that are on target/ have reached their target.	77.78%	77.78%	83.33%	83.33%	🛑	**Q2 21/22:** Off Target There are 6 Performance indicators off target. Indicators that are off target relate to contact centre call volumes, revenues processing times and overpayments more details on off target indicators are set out in the service summary above.	▬	90%	Number on tgt/complete or Data Only	30
										Number of PI's in total	36

05. Control Risk

Priorities	Indicator	2020/21 Value	Q2 2020/21 Value	Q1 2021/22 Value	Q2 2021/22 Value	Q2 2021/22 Status	Q2 2021/22 Note	Q2 2021/22 Short Trend	Annual Target 2021/22	Feeder Data	Value
05. Control Risk	% of high risks that have been reviewed in the last quarter	100%	N/A	100%	100%	✅	**Q2 21/22:** No high risks identified, all other risks have been reviewed.	▬	100%	Number of high risks reviewed in the last quarter	0
										Number of high risks	0

06. Implement Improvement Plans

Priorities	Indicator	2020/21 Value	Q2 2020/21 Value	Q1 2021/22 Value	Q2 2021/22 Value	Q2 2021/22 Status	Q2 2021/22 Note	Q2 2021/22 Short Trend	Annual Target 2021/22	Feeder Data	Value
06. Implement Improvement Plans	% of internal/external audit actions progressing on target or complete this quarter.	97.5%	74.36%	100%	100%	✅	**Q2 21/22:** On Target All audit actions in progress and some complete during this quarter.	▬	90%	Number of internal/external audit actions on target or complete	28
										Number of internal/external audit actions	28

Corporate Solutions Complaints Indicator Summary

Commitment to valuing Complaints

Indicator	2020/21 Value	Q2 2020/21 Value	Q1 2021/22 Value	Q2 2021/22 Value	Q2 2021/22 Status	Q2 2021/22 Note	Short Trend	Annual Target 2021/22
Number of complaints received (quarterly)	70	21	42	108	📈	**Q2 21/22:** Data Only	⬆	
Number of complaints closed in the year	59	16	35	108	📈	**Q2 21/22:** Data Only	⬆	
Number of complaints upheld (quarterly)	13	7	4	2	📈	**Q2 21/22:** Data Only	⬇	
Number of complaints partially upheld (quarterly)	36	2	4	2	📈	**Q2 21/22:** Data Only	⬇	
Number of complaints not upheld (quarterly)	7	7	9	10	📈	**Q2 21/22:** Data Only	⬆	
Number of complaints Resolved (quarterly)			16	94	📈	**Q2 21/22:** Data Only	⬆	
Average time in working days to respond to complaints at stage 1	4.76	6.6	4.2	4	✅	**Q2 21/22:** On Target	⬆	5
Average time in working days to respond to complaints at stage 2	17	17	0	2	✅	**Q2 21/22:** On Target	⬇	20
Average time in working days for a full response for escalated complaints	0	0	0	0	✅	**Q2 21/22:** On Target There were no Escalated complaints.	▬	20
Percentage of complaints at stage 1 complete within 5 working days	89.66%	86.67%	91.43%	92.5%	🛑	**Q2 21/22:** Off Target 99 out of 107 Stage 1 complaints were closed within 5 working days.	⬆	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%	✅	**Q2 21/22:** On Target	▬	95%
Percentage of complaints escalated and complete within 20 working days	0%	100%	100%	100%	✅	**Q2 21/22:** On Target 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	📈	**Q2 21/22:** Data Only	▬	
Number of Compliments	22	N/A	4	4	📈	**Q2 21/22:** Data Only	▬	

Corporate Solutions Performance

Midlothian

Customer Services Priorities

- Refresh the Customer Services Strategy
- Implementation of the online payments and services (OPAS) platform
- Continue to ensure that library services, both face to face and online, are accessible to all, in particular our most vulnerable communities

Customer Services Measures

PI Code	PI	2020/21	Q2 2020/21	Q1 2021/22	Q2 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Status	Short Trend	Note	
CORP.P.1	Number of service implementations in progress as part of the customer services platform project (phase 1)	N/A	N/A	0	17	✅	⬆️	**Q2 21/22:** On Target Customer Services Platform (CSP) for Midlothian Council and redesign of key services work continues to redesign services that will improved the end to end customer journey. Services 'in flight' being designed, configured and built and tested and are at varying stages of development. Working with Services Owners and taking a flexible approach dependent on availability of key services staff and available technology. Good progress is being made on service builds.	35
CORPS.P.1.3a	Number of virtual library visits	272,259	73,623	78,760	58,316	📈	⬇️	**Q2 21/22:** Data only The reduction follows the expected seasonal	

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								reduction in virtual visits while the summer holidays take place and when schools resume. Now that libraries have reopened, in-person provision has increased and therefore virtual visits are expected to decrease as a result.	
CR.CC.1	Overall Contact Centre Calls	159,591	N/A	15,067	14,105			**Q2 21/22:** Data only The majority of services have resumed to pre-COVID levels plus we are still supporting the Self Isolation grants etc. Contact Centre services are currently being reviewed as part of the new Customer Services Project which should address call volumes.	
CR.CC.2	% of contact centre calls answered within 60 seconds	N/A	75%	62%	64%	🛑	⬆	**Q2 21/22:** Off Target Although there is marginal improvement from Q1, there continues to be a high volume of calls coming into the Contact Centre. Call waiting times for Revenues has increased due to higher volumes of self-isolation and scottish welfare contact. In addition, these call type are lengthy in nature. Changes to eligibility of support grants effective from October 2021 which now exclude claimants fully vaccinated and waiting for a test result or self-isolating after being identified as a close contact, is expected to result in reduction in quarter 3. The Contact Centre are actively reconfiguring staffing deployment to mirror peaks in call demand during the day to increase	90%

PI Code	PI	2020/21	Q2 2020/21	Q1 2021/22	Q2 2021/22				Annual Target 2021/22

		the percentage of calls answered within 60 seconds.	
CR.CC.4	% of contact centre calls abandoned	N/A	6%	8%	8%	🛑	▬	**Q2 21/22:** Off Target Increased call volumes and staff absence has led to longer wait times and higher volumes of abandoned calls. The service are actively reconfiguring staffing deployment to mirror peaks in call demand during the day and so bring back within target.	5%
CR.EM.01	Number of web forms received via Contact Centre	13,880	N/A	1,778	2,291	📈	⬆	**Q2 21/22:** Data only The increase represent the resumption of services and demand for these.	
CR.EM.06	Number of social media contact received via Contact Centre	2,382	N/A	469	472	📈	⬆	**Q2 21/22:** Data only Social media contact remains steady.	

Human Resources Priorities

- Nurture a highly engaged, motivated and effective workforce
- Shape the people agenda through continuing to implement the Workforce Strategy 2017-22 and the development of service workforce plans
- Deliver the Wellness@Midlothian agenda to support our employees to look after their overall wellbeing in accordance with the Employee Wellbeing Strategy
- Value and celebrate difference while upholding the highest standards of quality of opportunity for all Address recommendations set out in the NESTA report in order to maintain and develop positive changes to future working practices

Human Resources Measures

PI Code	PI	2020/21	Q2 2020/21	Q1 2021/22	Q2 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Status	Short Trend	Note	
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.26	2.87	2.88	4.81	📈	⬇	**Q2 21/22:** Data only Sickness absence days have increased compared to Q2 of last year. Up to end of January 2021, Covid related sickness absence or	

								otherwise has been recorded as special leave and not included in the calculation of average days lost. From 1st of February 2021 Covid sickness absence is now being recorded via the usual sickness procedures with the exception of special leave granted for up to 14 days for isolation which could be attributable to the increase in days lost.	
BS.FIS.01		Percentage of staff turnover (including teachers)	5.9%	2.3%	1.6%	3.2%			**Q2 21/22:** Data only We track our employee turnover rates on a half yearly basis by expressing it as a percentage of employees overall when taking account of all leavers. We need to be aware of our employee turnover rates and understand how these affect our performance and ability to achieve our strategic outcomes. Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing.	
BS.FIS.22		Progress against Council's mainstream report (Equality and Diversity)	100%	50%	N/A	50%	✅		**Q2 21/22:** Progress reflects year 1 of a 2 year timeframe.	100%
CORP.P.2		Gain approval of New wellbeing strategy	N/A	N/A	N/A	Yes	✅		**Q2 21/22:** On Target Corporate Management Team approval gained and now out to consultation with Trade Unions and staff.	Yes
CORP3c		Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)	2.7%	2.46%	2.48%	2.64%			**Q2 21/22:** Data only The gender pay gap indicator is a measurement of average female pay	

PI Code	PI	2020/21	Q1 2021/22	Q2 2021/22				
				Value	Status	Short Trend	Note	
		versus average male pay within the organisation and the figures show that the Council has more male staff at higher rates of pay by 2.64%.						
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (LGBF)	3.47 days	1.21 days	1.25 days	1.86 days			**Q2 21/22:** Data only Sickness absence levels continue to be a challenge as we navigate through the COVID pandemic and as the effects of longer term Covid infections are realised.
CORP6b	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (LGBF)	8.76 days	3.55 days	3.49 days	5.99 days			**Q2 21/22:** Data only Sickness absence levels continue to be a challenge as we navigate through the COVID pandemic and as the effects of longer term Covid infections are realised.
CORP3bi	Total number of women employees in top 5%	98	97	99	101			**Q2 21/22:** Data only

Financial Services Priorities

- Delivery of the Council's Medium Term Financial Strategy
- Continuing to manage the Council's financial portfolio
- Strengthen the Council's financial sustainability
- Implement the business partnering model to provide financial and management accountancy services across the Council

Financial services Measures

PI Code	PI	2020/21	Q1 2021/22	Q2 2021/22				Annual Target 2021/22
		Value	Value	Value	Status	Short Trend	Note	
CORP.P.3	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	N/A	No	Yes			**Q2 21/22:** On Target Positive External Audit feedback on the quality of the accounts and associated working papers.	Yes

CORP.P.5	CSCP Capital expenditure	N/A	£47.049 million	£39.921 million			Q2 21/22: Data only	
CORP.P.6	CSCP Borrowing requirement	N/A	£23.096 million	£21.674 million			Q2 21/22: Data only	
CORPS.P.4	Deliver quarterly financial reports and commentary to Council	N/A	No	Yes			Q2 21/22: On Target Presentation to Council in August of a full suite of financial monitoring reports for quarter 1 of 2021/22. In addition, continued and in depth financial input to key projects embedded in the Medium Term Financial Strategy including the Destination Hillend project approved by Council.	Yes

Digital Services Priorities

- Continue to drive the Council's vision to improve outcomes using digital and data through the Digital First Board
- Implement the new Digital Strategy that has been developed with SOCITM
- 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; Ensure that appropriate governance, security and information management policies and standards are in place.

Digital Services Measures

| PI Code | PI | Q1 2021/22 | Q2 2021/22 | | | |
		Value	Value	Status	Short Trend	Note
CORP.P.8a	Number of Service desk Incidents received	2,974	3,787			Q2 21/22: Data only Number of new Service Desk Incidents/calls received in the last quarter, increases reflect digital devices and annual spike as teachers and pupils return after the summer recess.

CORP.P.8b	Number of Service desk Incidents resolved	2,779	3,368		⬆	**Q2 21/22:** Data only Number of Service Desk Incidents/calls resolved in the last quarter
CORP.P.9a	Number of Service desk Service requests received	1,498	2,040		⬇	**Q2 21/22:** Data only Number of new Service Desk Service requests received in the last quarter
CORP.P.9b	Number of Service desk Service requests resolved	1,285	1,672		⬆	**Q2 21/22:** Data only Number of Service Desk Service request resolved in the last quarter

Communications and Marketing Priorities

- Promotion and Articulating the councils vision, strategy and plans such as, Great Place to Grow vision and longer term Wellbeing ambition, our route map through and out of the coronavirus crisis, Midlothian climate change strategy and carbon charter to both an internal and external audience.
- 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.
- 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.
- 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.

Business Services and Revenues and Benefits Priorities

- 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
- Delivery of LGW & Teachers Payrolls ensuring compliance with relevant, statutory and legislative provisions.
- Upgrade/migration to hosted service for Capita ONE Housing
- Supporting the Customer Services Platform project
- Continued support for payments of Free School Meals and Business Grants
- Implementation of InterAgency Information Exchange with NHS Lothian for Mosaic

Business Services and Revenues and Benefits Measures

PI Code	PI	2020/21	Q2 2020/21	Q1 2021/22	Q2 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Status	Short Trend	Note	
CORP.P.13	% of Rent transactions received by direct debit/ online	N/A	N/A	54.92%	56.08%		⬆	**Q2 21/22:** Data only	

							27,176 direct debit and 4,938 Midlothian transactions received via our website. Slight increase overall from 54.92% in Q1.	
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	92.3%	94.8%	93.9%	93.1%	🛑	⬇	**Q2 21/22:** Off Target 93% of invoices were paid on time for Q2 2021/22, stats remain similar to that of previous quarters.	95.0%
CORPS.P.1.4a	Total amount granted from Scottish Welfare Fund for crisis grants and community care grants	620,537	218,502	197,205	396,832	📈	⬆	**Q2 21/22:** Data only Awarded £396,832 to 30 September 2021. £171,601 community care grants and £225,231 crisis grants slightly over budget allocation year to date. The increase reflects the greater uptake of grants at this stage in the pandemic. The 2020/21 values were suppressed by periods of lockdown.	
CORPS.P.3.4a	In-year recovery of overpayments - % of all HB overpayments identified during the financial year	99%	114%	129%	131%	✅	⬆	**Q2 21/22:** On Target £258,988 recovered to 30 September 2021	80%
CORPS.P.3.4b	All recovery overpayments - as a % of all HB overpayment debt	12%	6%	3%	7%	🛑	⬆	**Q2 21/22:** Off Target The level of housing benefit overpayments has reduced as a consequence of the roll out of Universal Credit and the pandemic, which in turn reduces the level of overpayments that can be recovered, although recovery of overpayments has increased from 3% in Q1 to 7% this quarter.	20%
CSE.LPI.03	Average processing time for new claims (internally calculated)	20 days	20 days	25 days	38 days	🛑	⬇	**Q2 21/22:** Off Target Year to date 31 days. Continued increase in numbers of Self Isolation Support Grant applications (1052 in quarter) which are taking priority alongside increased Scottish Welfare	25 days

							🛑	⬇	Fund applications, leading to increase in claim processing times as resource focussed on these areas. Changes to eligibility of support grants effective from October 2021 which now exclude claimants fully vaccinated and waiting for a test result or self-isolating after being identified as a close contact, is expected to result in reduction of applications in quarter 3. Once the number of grants applications begin to reduce then the average times for benefit claims will in turn improve.	
CSE.LPI.04		Average processing time for change of circumstances (internally calculated)	5 days	7 days	9 days	14 days	🛑	⬇	**Q2 21/22:** Off Target Year to date 11 days. Continued increase in numbers of Self Isolation Support Grant applications (1052 in quarter) which are taking priority alongside increased Scottish Welfare Fund applications, leading to increase in claim processing times as resource focussed on these areas. Changes to eligibility of support grants effective from October 2021 which now exclude claimants fully vaccinated and waiting for a test result or self-isolating after being identified as a close contact, is expected to result in reduction of applications in quarter 3. Once the number of grants applications begin to reduce then the average times for benefit claims will in turn improve	8 days
RHM.r.01.3		% of Direct Debit payers for Council Tax	76.88%	77.44%	78.2%	77.54%	✅	⬇	**Q2 21/22:** On Target	77%

| RHM.r.04.5 | Number of Council Tax transactions received via Internet | 23818 | 6542 | 7556 | 6453 | | | **Q2 21/22:** Data only | |

Legal and Procurement Services Priorities

- Refresh the Procurement Strategy and fundamentally review and reshape the Procurement Service
- Implement the learning from the Scotland Excel review
- In partnership with Economic development and stakeholders, ensure business community benefits in the supply chain to maximise opportunities for local people
- Continue to protect the Council's legal and governance interests
- Set out strategic direction to further develop our data protection governance capability and embed this throughout the council.
- Support development in Midlothian through planning agreements (legal commercial team).
- Support vulnerable children and adults through permanence orders and guardianship orders.
- Support council as an employer through litigation cases for Employment tribunals.
- Support Housing Revenue Account through heritable court actions.
- Assist Economic development through robust licensing procedures.
- Assist council in reaching its housing target through individual buy backs and large scale housing transfers.

Legal and Procurement Measures

PI Code	PI	2020/21	Q2 2020/21	Q1 2021/22	Q2 2021/22			
		Value	Value	Value	Value	Status	Short Trend	Note
CORP.P.15	Number of new taxi and private hire car applications received	N/A	N/A	39	5			**Q2 21/22:** Data only Two Black cab and three private hire applications
CORP.P.16	Number of premise licences received	N/A	N/A	0	1			**Q2 21/22:** Data only One provisional premises licence processed.
CORP.P.17	Number of Freedom of Information requests received (Council wide)	994	N/A	254	268			**Q2 21/22** Data only
CORP.P.18	Number Subject Access Requests received (council wide)	95	N/A	21	18			**Q2 21/22:** Data only

Published Local Government Benchmarking Framework - Corporate Solutions

Midlothian

Corporate Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	External Comparison
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).
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).

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	External Comparison
												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 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	External Comparison
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 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	External Comparison
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 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	External Comparison
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 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	External Comparison
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).

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	
												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).