Corporate Solutions
Quarter Three Performance Report 2021/22

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 (CSP) 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

- Completion of 2022/23 draft base budget and supporting the work of BTSG to consider options to secure a balanced budget.
- Presentation to Council in November of a full suite of financial monitoring reports for last quarter which included an assessment of the financial impact of COVID and an update on Council reserves.
- Detailed analysis carried out of the impact of the Local Government Finance settlement following the Scottish Budget announced in December.
- 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.
- Invoice payment performance for Corporate Solutions has remained on target this quarter, 95% of invoices paid within 30 days, continued improvement is expected over the remainder of the financial year.
- Introduction of the Child Disability payments scheme. The scheme provides support for extra costs that a disabled child might have and is made up of care and mobility components as well as mental, behavioural, emotional difficulties.
- Low income pandemic payments were issued prior to the 31st of October deadline.

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

- Welcomed cohort three 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. Young people from the Kickstart programme are already successfully transitioning into permanent roles. We have 24 placements in total. Cohort 1 have now successfully completed their six month placement with all going on to secure a positive destination within the Council.
- Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff, including 35 attended on the mental health for manager's course and 57 attended our mental health webinar this quarter.
- Positive progress made on the creation of a one-Council approach to organisational wellbeing including the Making it Happen network due to launch mid-February.
- Allocated one of the limited places on Age Scotland's age inclusive matrix programme for 2022 which will see us work with senior consultants from Age Scotland to review current practice, listen to workers of all ages and maintain energy and focus to address and deliver changes to enhance employee experience.
- We secured the Healthy Working Lives award for the 9th year running.

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 meets customer needs , 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) project approved and funding in place to support delivery. 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. Significant progress made in supporting Education ambition for 1 to 1 devices. Improvements in Wi-Fi provision across schools to support wider deployment of chromebooks and underlying technologies now complete. In addition, implemented 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 this quarter.
- Cyber Security resilience: Log4 Vulnerability mitigation actions taken in December 2021. All Core Business Applications and Technologies had to be checked and verified with Suppliers. Number of improvements planned to strengthen the Council Cyber defences (procured and now in the process of implementing new solutions). Including updated anti-virus solution, a backup health check and staff phishing exercises.

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. 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

- Work continues on implementing the Customer Services Platform (CSP) for Midlothian Council and redesigning key services that will improve the end to end customer journey. The modules in progress (such as missed bins, registrar's certificates, FOIs) are being designed, configured, built and tested with services. New technology components for online payments and for real time reporting are being progressed. A Customer Services Platform demonstration of the Registrars process shown at one of the Director's Drop-In sessions last quarter. Work to progress the Customer Services Strategy continues in conjunction with the new Digital Midlothian Strategy, NESTA and neighbourhood services provisions.
- In October Roslin Library was able to re-open for the first time since March 2020 and the service offered by the Mobile Library was extended beyond Reserve and Collect to allow the public back on-board. The libraries in Lasswade and Newbattle are still being used by Education but were able to extend their opening hours to include Tuesday and Thursday evenings along with Saturday mornings. All libraries have taken part in the Reading Agency's Wild World Heroes Winter Mini Reading Challenge where children were encouraged to read at least 3 books to help combat the dip in reading skills that can often take place over school holidays. Midlothian Libraries were successful in their application for COVID Relief Funding from the Scottish Government and will be working on a targeted Bibliotherapy programme.

Procurement Strategy

The procurement function, led by our new Chief Procurement Officer who joined in September 2021, 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 continues to utilise 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:

- The team continues to utilise 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.
- Care provider sustainability payments for Health and Social Care providers continued this quarter.
- Ongoing work undertaken for the development of the SME/Procurement strategy.
- Various contracts awarded this quarter including design and construction for social rent units and supply of new vehicles.

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

The settlement for Local Government for 2022/23 announced in December represented a cash reduction in core grant of Circa £100m at a time where costs continue to rise. On 27Th January a further £120 million one off funding was announced for Local Government. However Councils continue to face a £251m real terms cut which will increase again in 2023/24 by a further £120m if the one-off funding for 2022/23 is not baselined within the Local Government settlement. The settlement announced in December gave Councils full flexibility to set the Council Tax rate that is appropriate for their local authority area.

It is against that backdrop that the cross party Business Transformation Setting Group is currently considering options to balance the 2022/23 budget and as part of that the Council Tax policy for the year ahead. Recommendations from Business Transformation Steering Group will in turn be presented to Council on 15 February 2022 to enable Council to fulfil its statutory duty, as set out in Section 93 of the Local Government Finance Act 1992 (as amended), namely to set its Council Tax and a Balanced Budget for 2022/23.

The challenging grant settlement presents challenges not just for the year ahead but over the medium term, with projections of recurring expenditure to provide services exceeding the recurring funding available. Decision for 2022/23 will have to be taken in the context of the medium term outlook. Indications are that 23/24 and beyond will require significant service reductions, focusing on statutory requirements as well as continued service transformation.

Proposals for a National Care Service

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.

Continued increase in numbers of Self Isolation Support Grant applications is taking priority alongside increased Scottish Welfare Fund applications, leading to increased claim and change of circumstances processing times as resource is focussed on these areas.

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% in Q2 and 11% this quarter.

The contact centre continue to experience a high volume of calls with increased the self-isolation grant and other support services including an increase in offline social work contact. In addition, over the last few quarters as services resume back to pre-Covid levels call volumes have increased. Contact Centre staff have been reconfigured this quarter and deployed to mirror peaks in call demand during the day to increase the percentage of calls answered within 60 seconds and reduce call abandoned times. Figures show slight increase in calls answered compared to other quarters this year.

Invoice payment performance has remained on target this quarter for Corporate Solutions with 95% of invoices paid within 30 days.

Sickness absence days have increased compared to Q3 of last year. Of the FTE days lost, 60% was due to long term sickness, 23% self-certified, 17% short term absence. 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 to 7th of July 2021 Covid sickness absence was being recorded via the usual sickness procedures with the exception of special leave granted for up to 14 days for isolation. As of July, Covid absence is being recorded as special leave for up to 12 weeks and recorded as sickness absence thereafter. There is no identifiable trend causing the increase, either in short term or long term absences. 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

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 2 complete within 20 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	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22			Annual Target 2021/22	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend		
01. Manage budget effectively	Performance against revenue budget	£21.065m	£20.593m	£21.477m	£22.401m	£24.141m	✅	**Q3 21/22:** On Target Underspend of £336,000.	⬇	£24.477m		

	02. Manage stress and absence									

Priorities	Indicator	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22			Annual Target 2021/22	Feeder Data	Value
		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	4.20	2.48	3.86	5.30	📈	**Q3 21/22:** Data only Sickness absence days have increased compared to Q3 of last year. Of the FTE days lost, 60% was due to long term sickness, 23% self certified,17% short term absence. 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 to 7th of July 2021 Covid sickness absence was being recorded via the usual sickness procedures with the exception of special leave granted for up to 14 days for isolation. As of July, Covid absence is being recorded as special leave for up to 12 weeks and recorded as sickness absence thereafter. There is no identifiable trend causing the increase, either in short term or long term absences. Consideration of an appropriate annual target	⬇		Number of days lost	1,808.8
											Number of FTE in service	341.07

| | | | | | 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. | | | |

03. Process invoices efficiently

Priorities	Indicator	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	93%	95%	95%	95%	✅	**Q3 21/22:** On Target	⬇	95%	Number of invoices received	3,462
											Number of invoices paid within 30 days (cumulative)	3,277

04. Improve PI performance

Priorities	Indicator	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Improve PI performance	% of Service PIs that are on target/ have reached their target.	77.78%	N/A	83.33%	83.33%	82.86%	🛑	**Q3 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 reflecting the increased volume of Self isolation grant and Scottish Welfare fund applications which are by their nature more lengthy calls and are given priority over other revenues workloads.	⬇	90%	Number on tgt/complete or Data Only	29
											Number of PI's in total	35

05. Control Risk

Priorities	Indicator	2020/21 Value	Q3 2020/21 Value	Q1 2021/22 Value	Q2 2021/22 Value	Q3 2021/22 Value	Status	Note	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%	100%	✓	**Q3 21/22:** No new high risks identified.	▬	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	Q3 2020/21 Value	Q1 2021/22 Value	Q2 2021/22 Value	Q3 2021/22 Value	Status	Note	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%	N/A	100%	100%	100%	✓	**Q3 21/22:** On Target	▬	90%	Number of internal/external audit actions on target or complete	24
											Number of internal/external audit actions	24

Corporate Solutions Complaints Indicator Summary

Commitment to valuing Complaints								

Indicator	2020/21 Value	Q3 2020/21 Value	Q1 2021/22 Value	Q2 2021/22 Value	Q3 2021/22 Value	Q3 2021/22 Status	Q3 2021/22 Note	Q3 2021/22 Short Trend	Annual Target 2021/22
Number of complaints received (quarterly)	70	10	42	108	44	✅	**Q3 21/22:** Data only 75% of complaints received this quarter for Corporate Solutions were for Revenues and Benefits. The prioritisation of the Scottish Welfare Fund and Self Isolation Grants has impacted processing times as resource is focussed on these areas, resulting in an increase of complaints.	⬇	
Number of complaints closed in the year	59	9	35	108	44	✅	**Q3 21/22:** Data only	⬇	
Number of complaints upheld (quarterly)	13	0	4	2	5	✅	**Q3 21/22:** Data only	⬆	
Number of complaints partially upheld (quarterly)	36	0	4	2	6	✅	**Q3 21/22:** Data only	⬆	
Number of complaints not upheld (quarterly)	7	9	9	10	10	✅	**Q3 21/22:** Data only	▬	
Number of complaints Resolved (quarterly)	N/A	N/A	16	94	22	✅	**Q3 21/22:** Data only	⬇	
Average time in working days to respond to complaints at stage 1	4.76	2.56	4.2	4.01	2.3	✅	**Q3 21/22:** On Target	⬆	5
Average time in working days to respond to complaints at stage 2	17	0	0	2	11.75	✅	**Q3 21/22:** On Target	⬇	20
Average time in working days for a full response for escalated complaints	0	0	0	0	0	✅	**Q3 21/22:** On Target There were no Escalated complaints.	▬	20
Percentage of complaints at stage 1 complete within 5 working days	89.66%	88.89%	91.43%	92.52%	100%	✅	**Q3 21/22:** On Target	⬆	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%	75%	🛑	**Q3 21/22:** Off Target 3 out of 4 Stage 2 complaints were complete within 20 days. Customer requested a further investigation to be carried out taking over 20 days to complete.	⬇	95%
Percentage of complaints escalated and complete within 20 working days	0%	100%	100%	100%	100%	✅	**Q3 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	0	✅	**Q3 21/22:** Data only	▬	
Number of Compliments	22	N/A	4	4	2	✅	**Q3 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	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	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	17			**Q3 21/22:** Data only 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. 17 services remain 'in flight' being designed, configured, built and tested with 3 (FOI, Complaints and Registrars) making good progress (taking into consideration external barriers such as awaiting Civica Online Payment functionality).	

PI Code	PI	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORPS.P.1.3a	Number of virtual library visits	272,259	65,451	78,760	58,316	42,825	📈	⬇	**Q3 21/22:** Data only The reduction follows the expected seasonal reduction in virtual visits over the festive period. With the exception of Lasswade and Newbattle Libraries, all libraries are open to their pre-COVID hours so in-person provision has increased and therefore virtual visits have decreased as an expected result. Total number of in-person library visits this quarter was 42,928.	
CR.CC.1	Overall Contact Centre Calls	159,591	N/A	44,027	42,317	37,579	📈	⬇	**Q3 21/22:** Data only Whilst call numbers have dropped by approx 5k this quarter. Call volumes remain consistently high. There has been an increase in calls for Self Isolation Grants and other support services. There has also been an increase in offline Social Work contact which has an impact on calls as staff are managing and responding to these contacts.	
CR.CC.2	% of contact centre calls answered within 60 seconds	N/A	79%	62%	64%	66%	🔴	⬆	**Q3 21/22:** Off Target The staffing reconfiguring has had some positive impact (an increase from Q2) as we are able to resource better over peak times of contact.	90%

PI Code	PI	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
									However there are still some challenges. The increase in offline Social Work contact requires staff time to be allocated to these resulting in fewer staff being available for telephone contact.	
CR.CC.4	% of contact centre calls abandoned	N/A	5%	8%	8%	7%	🔴	⬆	**Q3 21/22:** Off Target The number of calls abandoned has reduced slightly in Q3 although still off target. Increased call volumes has led to higher volumes of abandoned calls. We are monitoring and updating public messages/communication channels to reflect current situation/service impacts and this messaging may result in some calls being abandoned as the information is provided or people are directed to another method of contact/information provision.	5%
CR.EM.01	Number of web forms received via Contact Centre	13,880	N/A	1,778	2,291	1,844	📈	⬇	**Q3 21/22:** Data only There remains steady and consistent contact via web forms. The decrease reflects the usual reduction over the festive closure period.	
CR.EM.06	Number of social media contact received via Contact Centre	2,382	N/A	469	472	362	📈	⬇	**Q3 21/22:** Data only	

PI Code	PI	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
									Social media contact remains steady. The decrease reflects the usual reduction over the festive closure period.	

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	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.26	5.15	2.88	4.81	7.26			**Q3 21/22:** Data only Sickness absence days have increased compared to Q3 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	

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PI Code	PI	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
									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%	1.2%	1.6%	3.2%	2.3%		⬆	**Q3 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. Turnover varies through the year with an expected increase over the summer months. This reflects teachers and other school based staff retiring or moving to new roles at the start of the new academic year. Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing.	
CORP.P.2	Gain approval of New wellbeing strategy	N/A	N/A	N/A	Yes	Yes	✅	▬	**Q3 21/22:** Complete 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%	2.47%	2.48%	2.64%	2.37%		⬆	**Q3 21/22:** Data only The gender pay gap indicator is a measurement of average female pay versus average male pay within	

PI Code	PI	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
									the organisation and the figures show that the Council has more male staff at higher rates of pay by 2.37%.	
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (LGBF)	3.47 days	2.51 days	1.25 days	1.86 days	3.42 days			**Q3 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	6.20 days	3.49 days	5.99 days	8.80 days			**Q3 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	109			**Q3 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	Q3 2021/22				Annual Target 2021/22
		Value	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	Yes	✅	▬	**Q3 21/22:** Complete 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	N/A	📈		**Q3 21/22:** Not available Financial report will be available for February Council.	
CORP.P.6	CSCP Borrowing requirement	N/A	£23.096 million	£21.674 million	N/A	📈		**Q3 21/22:** Not available Financial report will be available for February Council.	
CORPS.P.4	Deliver quarterly financial reports and commentary to Council	N/A	No	Yes	Yes	✅	▬	**Q3 21/22:** On Target Presentation to Council in November of a full suite of financial monitoring reports for quarter 2 of 2021/22. In addition, continued and in depth financial input to key projects and pressures embedded in the Medium Term Financial Strategy.	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	Q3 2021/22			
		Value	Value	Value	Status	Short Trend	Note
CORP.P.8a	Number of Service desk Incidents received	2,974	3,787	3,478		⬆	**Q3 21/22:** Data only Number of new Service Desk Incidents/calls received.
CORP.P.8b	Number of Service desk Incidents resolved	2,779	3,368	3,280		⬇	**Q3 21/22:** Data only 94% of service desk incidents fully resolved this quarter.
CORP.P.9a	Number of Service desk Service requests received	1,498	2,040	1,983		⬆	**Q3 21/22:** Data only Number of service desk requests for new items of work received this quarter.
CORP.P.9b	Number of Service desk Service requests resolved	1,285	1,672	1,757		⬆	**Q3 21/22:** Data only 89% of service desk requests were fully resolved this 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	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	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%	55.56%	📊	⬇	**Q3 21/22:** Data only 83,497 total transactions consisting of 46.11% by direct debits, 19.40% payment card, 15.34% DWP direct payment, 8.74% online payments, 4.31% automated telephone payments and 6.10% other (such as standing order, cheque, salary, internal transfer (e.g social work tenancy).	
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	92.3%	93.3%	93.9%	93.1%	92.9%	🛑	⬇	**Q3 21/22:** Off Target 92.9% of invoices were paid on time for Q3 2021/22. Work continues to resolve barriers in services to help ensure all invoices are paid within the 30 days.	95.0%
CORPS.P.1.4a	Total amount granted from Scottish Welfare Fund for crisis grants and community care grants	620,537	402,901	197,205	396,832	581,677	📊	⬆	**Q3 21/22:** Data only Awarded £581,677 to 31 December 2021. £258,996 community care grants and £322,681 crisis grants slightly over budget allocation year to date. The increase reflects the greater uptake of grants	

PI Code	PI	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
									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%	107%	129%	131%	110%	✅	⬇	**Q3 21/22:** On Target £420,106 recovered to 31 December 2021	80%
CORPS.P.3.4b	All recovery overpayments - as a % of all HB overpayment debt	12%	10%	3%	7%	11%	🛑	⬆	**Q3 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 7% in Q2 to 11% this quarter.	20%
CSE.LPI.03	Average processing time for new claims (internally calculated)	20 days	18 days	24 days	38 days	43 days	🛑	⬇	**Q3 21/22:** Off Target Year to date 34 days. Continued increase in Scottish Welfare Fund and Self Isolation Support Grant applications leading to increase in claim processing times as resource focussed on these areas instead to issue these emergency funds. Changes to eligibility of support grants effective from October 2021 led to reduction in numbers in October and November but further changes resulting from Omicron	25 days

PI Code	PI	2020/21	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22				Annual Target 2021/22
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
									variant led to sharp increase in numbers in December.	
CSE.LPI.04	Average processing time for change of circumstances (internally calculated)	5 days	7 days	9 days	14 days	16 days	🛑	⬇️	**Q3 21/22:** Off Target Year to date 13 days. Continued increase in Scottish Welfare Fund and Self Isolation Support Grant applications leading to increase in claim processing times as resource focussed on these areas instead to issue these emergency funds. Changes to eligibility of support grants effective from October 2021 led to reduction in numbers in October and November but further changes resulting from Omicron variant led to sharp increase in numbers in December.	8 days
RHM.r.01.3	% of Direct Debit payers for Council Tax	76.88%	77.19%	78.2%	77.54%	77.28%	✅	⬇️	**Q3 21/22:** On Target	77%
RHM.r.04.5	Number of Council Tax transactions received via Internet	23818	6275	7556	6453	6776	📈	⬆️	**Q3 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	Q3 2020/21	Q1 2021/22	Q2 2021/22	Q3 2021/22			
		Value	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	2			**Q3 21/22:** Data only Two private hire applications.
CORP.P.16	Number of premise licences received	N/A	N/A	0	1	1			**Q3 21/22:** Data only One premises licence processed.
CORP.P.17	Number of Freedom of Information requests received (Council wide)	994	N/A	254	268	247			**Q3 21/22:** Data only
CORP.P.18	Number Subject Access Requests received (council wide)	95		21	18	24			**Q3 21/22:** Data only

Corporate Solutions Risks

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%	4.09%	19/20 Rank 19 (Third Quartile) 18/19 Rank 15 (Second Quartile). 17/18 Rank 18 (Third Quartile) 16/17 Rank 26 (Bottom 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).
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)						4.58%	2.96%	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).
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£17.58	£16.79	£17.16	£16.61	£12.41	£12.67	£10.90	£10.30	£7.89	£6.50	19/20 Rank 11 (Second Quartile) 18/19 Rank 19 (Third Quartile). 17/18 Rank 25 (Bottom Quartile). 16/17 Rank 19 (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 13 (Second Quartile) 18/19 Rank 5 (TOP Quartile). 17/18 Rank 4 (TOP Quartile). 16/17 Rank 3 (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). 17/18 Rank 2 (Top Quartile). 16/17 Rank 7 (Top 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).
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).

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	
												17/18 Rank 18 (Third Quartile). 16/17 Rank 25 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	Value	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£3.70	£3.70	£3.05	£3.13	£2.86	£1.93	£1.14	£1.40	£0.85	£1.21	19/20 Rank 5 (Top Quartile) 18/19 Rank 3 (Top Quartile). 17/18 Rank 6 (Top Quartile). 16/17 Rank 3 (Top 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).

Economic Development and Planning

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

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)			£5,152.68	£5,149.11	£9,543.02	£7,368.28	£6,391.97	£5,475.94	£5,261.73	£4,983.89	19/20 Rank 11 (Second Quartile) 18/19 Rank 13 (Second Quartile). 17/18 Rank 13 (Second Quartile). 16/17 Rank 16 (Second Quartile).
ENV5b	Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)			£10,677.50	£15,656.07	£10,029.63	£11,251.20	£11,543.89	£12,595.90	£9,255.86	£8,883.33	19/20 Rank 4 (Top Quartile) 18/19 Rank 3 (Top Quartile). 17/18 Rank 7 (Top Quartile). 16/17 Rank 5 (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).
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).