Corporate Solutions Performance Report
Quarter One - 2022/23

Midlothian

Progress in delivery of strategic outcomes

Corporate Solutions continues to support the recovery and the retention of the best elements of transformation that took place in response to the pandemic and secure 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".
Balancing the 2022/23 budget was reliant of £10 million of one off funding and with inflation pressures and the potential for unfunded pay awards could increase to £13 million. Accordingly the recurring expenditure of £251 million for 2022/23 exceeds recurring funding by that £13 million.
Financial sustainability has continued to dominate the agenda. In respect of inflation as well as rising energy costs and the real prospect of unfunded pay awards the quarter 1 financial reports to Council on 23 August 2022 highlight that the construction industry in Scotland and the UK is currently experiencing unprecedented adverse market conditions, which is leading to significant rises in tender prices for a wide range of materials. There is evidence that inflation of between 10% and 15% beyond BCIS predictions is affecting projects and whilst measures such as value engineering are partially mitigating cost increase there is a risk that the capital budgets will need to be increased with a resultant impact on the funding strategy. The situation continues to be monitored and as a consequence it may be necessary to both revisit existing capital plans and also review the 2022/23 service budgets and implement savings measures in the year.

The Scottish Government's Resource Spending review published on 31 May 2022 presented very challenging financial planning parameters for Local Government. It indicated cash flat grant settlements through to 2025/26 with a £100m increase for 2026/27. Commentators on the RSR have recognised the impact on Local Government, with both SPICe and Fraser of Allander institute stating that the proposals essentially represent a 7% real terms decrease in funding between 22/23 and 26/27. This is in contrast to the 4.7% real terms increase that the Scottish Government will see overall (2% if social security transfers are excluded), and the real terms increases that Health, Social Justice and Housing will see. The real term decrease planned for Local Government comes on top of significant real term reductions since 2013/14, which has driven ongoing reform, rationalisation, innovation and transformation work across Local Government.

In their Annual Audit Report for the financial year ended 31 March 2021 EY, the Council's appointed External Auditor, rated Financial Sustainability of the Council as amber.

EY stated *"The Medium Term Financial Strategy (MTFS) meant that the Council had a clear financial plan in advance of the impact of Covid-19. We anticipate that updates to the MTFS for the 2022/23 budget to be presented to the Council will continue to rely on one-off measures. A revised MTFS is being developed to support the new administration in May 2022.*
Our assessment of amber reflects the ongoing challenge facing local authorities and the level of risk and uncertainty outside the Council's control which could impact its ability to deliver savings, all of which has been exacerbated by the ongoing impact of Covid-19. However, there remains a need for continued member and officer focus on maintaining financial sustainability and fulfilling the statutory responsibility of members to determine balanced budgets over the medium term".

The challenging grant settlements indicated by the RSR 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.

Projections are that 2023/24 and beyond will require significant service reductions, focusing on statutory requirements as well as continued service transformation.

Corporate Solutions has gone through a period of transition to shift to a structure with six service areas of Finance, Human Resources, Digital, Customer Services, Legal & Governance and Corporate Resources. 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 brought a range of new challenges but by necessity accelerated the adoption of a range of business tools and systems developments that supported 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 removed reliance on paper and wet signatures and provided an electronic record of what has been carried out by whom and when. Managers and colleagues continue to use 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. Building on this the Hybrid Working Strategic Board is directing work to embed Hybrid working in support of securing a reduced office estate and associated cost base.

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 the 2021/22 Final Accounts for the Council in advance of the statutory deadline. Presentation to Council in June of a full suite of financial monitoring reports for last quarter completing the financial governance cycle for financial year 2021/22. 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,

Midlothian Energy and the Learning Estate Strategy. Securing borrowing to finance to approved capital projects in advance of recent interest rates. Payments for Free School Meals and Child Bridging Payments completed for Easter and summer holidays. The Scottish Child Bridging payments bring together the Covid Hardship payment and the Family Pandemic payment for those families on low income.

. Scottish Cost of Living Awards successfully credited to Council Tax Accounts, where customer was in an exempt qualifying group they were issued a cheque.

. Resources continue to be prioritised to processing Scottish Welfare Fund and Self Isolation Grants as soon as these are received. Inevitably this has meant that processing times for change in circumstances for benefit applications etc are currently experience some delay as noted later in the report. In the quarter £208,730 was awarded from the Scottish Welfare Fund. 1,841 applications were received for Crisis grants of which 1,055 met the criteria and resulted in payments of £115,168. Community Care grant applications totalled circa 332 of which 128 payments were made totalling £93,562. In addition there were 609 applications for Self Isolation Support grants of which 162 qualified with payments totalling £69,125.

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
. This quarter we launched the Corporate Workforce Plan and roll out of workforce planning templates across all services. Succession planning will now take place to further understand the organisation and its current environment, analyse the current and potential workforce, determine future workforce needs and identify gaps against future needs.
. Transition from remote to hybrid working completed.
. Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff.
. We will continue to track our gender pay gaps and employee turnover rates. Turnover varies through the year. Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing. Aside from 2020/21 where staff turnover was 5.9% the turnover rate has been consistent the last 3 years between 9-10.5%. Turnover rate over the last 3 quarters has been static between 2.3 and 2.4%.
. Employment and Reward successfully implemented the Teachers Pay Award and associated backdated payment this quarter.

Digital Strategy and Digital Learning Strategy
Supported by the appointment of SOCITIM Advisory (Society for innovation, technology and modernisation) as a strategic partner and led by the Digital First Board work progressed to deliver an ambitious new digital strategy, *Digital Midlothian 2021-2023, "Empowering People, Enabling Growth"* aimed at improving the way services are delivered to Midlothian citizens the 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
Funding was secured in the 20/21 budget to deliver the Equipped for Learning project, providing 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.

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.
. **Hybrid Working/Office refresh -** Workspaces in Midlothian House and Fairfield House have been upgraded with new monitors and docking stations to support hybrid working.
. **Target Operating Model:** A new structure was agreed to strengthen the core staffing of Digital Services by Council and CMT. A service review has commenced to implement the new staffing structure. **Education strategy** – Preparation planning for phase 2 of the 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. Upgrades were carried out this quarter to the Itrent system.
. **Cyber Security resilience:** The cyber risk is high. A new Cyber Analyst has been recruited and joined the Council in July. New software has been deployed to alert staff responding to phishing emails along with new vulnerability scanning software. The team have also depreciated legacy software such as Internet Explorer. Council were provided with a comprehensive update report on the risk and mitigation in June 2022.
. **Cyber Security Compliance**: PSN penetration testing was conducted in April and following mitigation a report has been sent to the Cabinet Office for independent review.

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, customer feedback, Subject access requests) are being designed, configured, built and tested

with services. The FOI/EIR module, launched earlier this year, has received positive feedback and the Registrars module is in the final testing stage and expected to launch early August 2022. Engagement continues with Service Areas and a number of modules are anticipated to launch in the coming months. In our Library Services, Lasswade and Newbattle Libraries re-opened to their pre-COVID opening hours, restoring these vital services back to their communities. Across Libraries, outreach services continued to resume such as the drop-in CAB service at Gorebridge Library. Wednesday 11th May saw Scotland's first National Reading Moment where people were asked to 'Keep the Heid and Read!' This campaign asked people to pledge to read for 6 minutes on the 11th as it's been scientifically proven that reading for that amount of time each day boost your mental health by 68%. Midlothian came 7th out of Scotland for the number of people who pledged their time. Thanks to Scottish Government COVID Relief Funding, we launched a new Bibliotherapy service for people living with long term health conditions. The 'Writing for Wellbeing' course has had very positive feedback.

Procurement Strategy
The procurement function, led by our new Chief Procurement Officer, has a central role in supporting the Council to achieve its strategic priorities within a constrained financial envelope. Procurement allows the Council to repurpose 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 Small and Medium Enterprise (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
. Work continues on the development of the SME/Procurement strategy. The team have reviewed and streamlined the non-competitive action process, the request for procurement process and developed a non-regulated procurement process and new contract database. The team are working to implement a review of the procurement arrangement across the Council including continuing to explore options for joint working and neighbouring councils, population and maintenance of the new contract database.

. 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.

. A range of high value/complex contracts continue to be awarded. Other key activities include insurance tender renewal, replacement of window/door suppliers, procurement presentation to elected members, Spikes Cavell data upload complete and health and social care contracts reviewed.

. CMT agreement was secured to progress to consultation on a new structure, designed to increase the capacity and capability in this area.

Challenges and Risks
In addition to the Financial Sustainability challenge referenced earlier challenges for Midlothian continue with our recovery out of the pandemic, the cost of living crisis, 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.

The Capital Investment Strategy sits centrally within the Council's future planning activities and in doing so has to reflect the demands of Council services to ensure positive outcomes are achieved in the right place, at the right time for the maximum benefit to Midlothian. The extensive capital programme, totalling £0.8bn, delivers new schools, a record investment in council housing, improved community infrastructure, investment in the local transport network and in innovative developments such as the new low carbon heat network in Shawfair.

To ensure Midlothian is 'building back better', this investment is also creating new jobs, apprenticeship opportunities, opportunities for businesses and communities and families hard-hit by the impact of COVID-19. These new opportunities help lead the way out of the pandemic and towards a better future for Midlothian.

Proposals for a National Care Service
The Scottish Government's National Care Services (Scotland) Bill, if it becomes legislation, would have fundamental implications for the community and for Local Government itself. The wide reaching changes in the bill 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 for the foreseeable future and this will inevitably have knock on implications for other priority work at a time of continued resource constraint.

Service Performance
There continues to be a high volume of calls via our Contact Centre. There remains an increase in offline Social Work contact which has an impact on calls as staff are managing and responding to these contacts. The contact centre and revenues teams continue to facilitate the Scottish Welfare Fund. There remains a significant number of applications for Scottish Welfare Fund. This quarter the criteria for Self Isolation Grants changed but the impact won't be seen until Q2.

Services are focused on the continued recovery from the impact on the pandemic. Particular in Corporate Resources where as a consequence of prioritising Scottish Welfare Fund and Self Isolation Grant applications meaning that claim and change of circumstances processing times continue to be higher. The teams are now focussed on addressing the backlog with additional resources and capabilities secured to assist. The aim is to bring the service back to a business as usual footing by the late summer/early autumn.

Sickness absence days remain similar to that of last year council wide. For Corporate Solutions, of the FTE days lost due to sickness, 71% was due to long term sickness, 16% self-certified, 13% short term absence. While there is no identifiable trend either in short term or long term absences work continues with each service area to review attendance levels and support those staff who are absent to be able to return to work.

Corporate Solutions

Midlothian
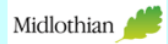
Successes and Challenges

Corporate Performance Indicators (latest)
🔴 4 ✅ 7 ❓ 0 📈 9

Service Plan PIs (latest)
🔴 5 ✅ 4 ❓ 0 📈 19

Corporate PIs Off Target

PIs 🔴 3

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

Percentage of complaints at stage 1 complete within 5 working days

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

Service Plan PIs Off Target

PIs 🔴 5

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 ⚠️ 33 ✅ 85

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

Manage budget effectively

Priorities	Indicator	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£20.890 m	£21.477 m	£22.661 m	🛑	**Q1 22/23:** Broadly on target with a minor overspend of £17,000.	⬇	£22.644 m		

Manage stress and absence

Priorities	Indicator	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.85	2.48	2.58	📈	**Q1 22/23:** Data only The average number of working days lost due to sickness absence has remained fairly static compared to this time last year. Of the FTE days lost, 71% was due to long term sickness, 16% self-certified, 13% short term absence. While there is no identifiable trends either in short term or long term absences work continues with each service area to review attendance levels and support those staff who are absent to be able to return to work.	⬆		Number of days lost	843.57
									Number of FTE in service	326.66

Process invoices efficiently

Priorities	Indicator	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
03. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95.0%	95.5%	94.3%	🛑	**Q1 22/23:** Off Target Slightly off target of 95% this quarter. The 0.7% off target represents 9 invoices in the quarter.	⬇	95.0%	Number of invoices received	1,254
									Number of invoices paid within 30 days (cumulative)	1,182

Improve PI performance

Priorities	Indicator	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
04. Improve PI performance	% of Service PIs that are on target/ have reached their target.	86.05%	83.33%	82.14%	🛑	**Q1 22/23:** Off Target There are 5 indicators off target relating 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 time critical to process and pay.	⬇		Number on tgt/complete or Data Only	23
									Number of PI's in total	28

Control Risk

Priorities	Indicator	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
05. Control Risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 22/23:** No high risks identified	▬		Number of high risks reviewed in the last quarter	0
									Number of high risks	0

Implement Improvement Plans

Priorities	Indicator	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
06. Implement Improvement Plans	% of internal/external audit actions progressing on target or complete this quarter.	93.33%	100%	100%	✅	**Q1 22/23:** On Target	⬆	90%	Number of internal/external audit actions on target or complete	14
									Number of internal/external audit actions	14

Corporate Solutions Complaints Indicator Summary

Commitment to valuing Complaints - Outcomes and Customer Feedback

Indicator	2021/22	Q1 2021/22	Q1 2022/23			Short Trend	Annual Target 2022/23
	Value	Value	Value	Status	Note		
Number of complaints received (quarterly)	248	42	59		**Q1 22/23:** Data only	⬆	
Number of complaints closed in the year	247	35	54		**Q1 22/23:** Data only	⬆	
Number of complaints upheld (quarterly)	26	4	19		**Q1 22/23:** Data only	⬆	
Number of complaints partially upheld (quarterly)	18	4	4		**Q1 22/23:** Data only	⬇	
Number of complaints not upheld (quarterly)	39	9	5		**Q1 22/23:** Data only	⬇	
Number of complaints Resolved (quarterly)	162	16	20		**Q1 22/23:** Data only	⬇	
Average time in working days to respond to complaints at stage 1	3.68	4.2	3.51	✅	**Q1 22/23:** On Target	⬇	5
Average time in working days to respond to complaints at stage 2	8.33	0	6.71	✅	**Q1 22/23:** On Target	⬇	20
Average time in working days for a full response for escalated complaints	0	0	0	✅	**Q1 22/23:** No escalated complaints	▬	20
Percentage of complaints at stage 1 complete within 5 working days	93.19%	91.43%	82.98%	🛑	**Q1 22/23:** Off Target Complaints taking over 5 days to complete are mainly related to Revenues and Benefits with some complaints requiring more investigation.	⬇	95%
Percentage of complaints at stage 2 complete within 20 working days	91.67%	100%	100%	✅	**Q1 22/23:** On Target	▬	95%
Percentage of complaints escalated and complete within 20 working days	100%	100%	100%	✅	**Q1 22/23:** On Target	▬	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	0	0	0		**Q1 22/23:** No escalated complaints	▬	
Number of Compliments	12	4	2		**Q1 22/23:** Data only	▬	

Customer Services

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

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Current Target
		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)	17	17	17			**Q1 22/23:** Data only The Customer Services Platform (CSP) and redesign of key services work continues to redesign services that will improve the end to end customer journey. The FOI module has successfully launched and Registrars is planned for implementation in August.		
CORPS.P.1.3 a	Number of virtual library visits	225,804	78,760	44,243			**Q1 22/23:** Data only May saw the full re-opening of Lasswade and Newbattle Libraries and as physical services and activities have resumed, this has seen a reduction in our virtual contact. In Q1 last year, we had only just re-opened 4 locations which had been closed throughout lockdown hence why that figure is significantly higher than for Q1 of this year. Although virtual footfall has reduced for Q1 of 22/23, physical visits have increased by 153% compared to Q1 21/22.		
CR.CC.1	Overall Contact Centre Calls	296,764	44,027	40,575			**Q1 22/23:** Data only Call volumes remain high. This quarter the criteria for the Self Isolation Support Grants have changed but we're yet to see the impact of that on calls. There remains an increase in offline Social Work contact which has an impact on calls as staff are managing and responding to these contacts.		

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Current Target
		Value	Value	Value	Status	Short Trend	Note		
CR.CC.2	% of contact centre calls answered within 60 seconds	62%	62%	62%	🛑	⬆️	**Q1 22/23**: Off Target The percentage for Quarter 1 has improved since last quarter reflecting an ever so slight improvement in staffing levels along with the deployment of available staff to match peak periods. The focus has been on call quality and ensuring customers receive a full response to their enquiry. That includes taking applications for Self Isolation Grants and SWF applications, both of which require longer calls. As a consequence at peak times call waiting times necessarily increase.	90%	90%
CR.CC.4	% of contact centre calls abandoned	8%	8%	6%	🛑	⬆️	**Q1 22/23**: Off Target Q1 has seen a marked improvement on abandonment rates as staffing has improved slightly plus effective workforce planning.		5%
CR.EM.01	Number of web forms received via Contact Centre	10,219	1,778	3,345	📊	⬇️	**Q1 22/23**: Data only The number of web forms recorded for Q1 has increased greatly from the same time last year. We have adjusted the way webforms are recorded to provide a much more accurate figure. There remains a very high volume of contact regarding Waste Services.		
CR.EM.06	Number of social media contact received via Contact Centre	1,592	469	331	📊	⬇️	**Q1 22/23**: Data only Contact via Social Media remains steady with a range of enquires being made.		

Human Resources

. 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

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Current Target
		Value	Value	Value	Status	Short Trend	Note	
BS.FIS.01	Percentage of staff turnover (including teachers)	9.5%	1.6%	2.4%			**Q1 22/23:** 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. Figures have remained consistently between 2.3% and 2.4% since last year.	
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	9.33	2.88	2.71		⬆	**Q1 22/23:** Data only Sickness absence days have remained static compared to that of last year. There is no identifiable trends in either in short term or long term absences and work continues with each service area to review attendance levels and support those absent to return to work.	
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)	2.52%	2.48%	2.57%		⬇	**Q1 22/23:** Data only The gender pay gap measures the average female pay versus average male pay within the organisation. The figures show that the Council has more male staff at higher rates of pay by 2.57% which shows a longer term improvement from earlier years.	

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Current Target
		Value	Value	Value	Status	Short Trend	Note	
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (LGBF)	4.61 days	1.25 days	1.35 days			**Q1 22/23:** Data only Sickness absence days have remained static compared to that of last year. There is no identifiable trends in either in short term or long term absences and work continues with each service area to review attendance levels and support those absent to return to work.	
CORP6b	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (LGBF)	11.22 days	3.49 days	3.25 days			**Q1 22/23: D**ata only Sickness absence days have remained static compared to that of last year. There is no identifiable trends in either in short term or long term absences and work continues with each service area to review attendance levels and support those absent to return to work.	
CORP3bi	Total number of women employees in top 5%	115	99	109			**Q1 22/23:** Data only	

Financial services

. 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

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Current Target
		Value	Value	Value	Status	Short Trend	Note	
CORP.P.3	Completion of the unaudited Statutory Accounts for 2021/22 to ensure that we maintain strong financial management and stewardship and address the actions set out in previous external audit reports	Yes	No	Yes	✅	▬	**Q1 22/23:** In progress Draft Accounts completed in advance of statutory deadline, presented to Audit Committee in June and submitted to External Audit for review.	Yes
CORPS.P.4	Deliver quarterly financial reports and commentary to Council	Yes	No	Yes	✅	▬	**Q1 22/23:** Complete Full suite of 2021/22 financial monitoring reports presented to Council in June.	Yes

Digital Services

. 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.

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Current Target
		Value	Value	Value	Status	Short Trend	Note	
CORP.P.8a	Number of Service desk Incidents received	13,777	2,974	3,141	📈	⬆	**Q1 22/23:** Data only 3,141 service desk incidents received this quarter, slight increase of 5.5% since same period in 21/22.	
CORP.P.8b	Number of Service desk Incidents resolved	12,752	2,779	2,982	📈	⬇	**Q1 22/23:** Data only 95% of service desk incidents fully resolved this quarter.	
CORP.P.9a	Number of Service desk Service requests received	7,636	1,498	1,969	📈	⬆	**Q1 22/23:** Data only 1,969 service request received this quarter which is an increase of 27% compared to Q1 in 21/22.	
CORP.P.9b	Number of Service desk Service requests resolved	6,631	1,285	1,719	📈	⬇	**Q1 22/23:** Data only 87% of service requests fully revolved this quarter.	

Business Services, Revenues and Benefits

.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

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Current Target
		Value	Value	Value	Status	Short Trend	Note		
CORPS.P.1.4a	Total amount granted from Scottish Welfare Fund for crisis grants and community care grants	808,000	197,205	208,730	📈	⬇	**Q1 22/23:** Data only Figure does not include £69,125 for Self Isolation Support Grants awarded in this period.		
CORPS.P.3.4a	In-year recovery of overpayments - % of all HB overpayments identified during the financial year	108%	129%	146%	✅	⬆	**Q1 22/23:** On Target Figure reflects that most overpayments are historical as more working age claims transfer to Universal Credit.	80%	80%
CORPS.P.3.4b	All recovery overpayments - as a % of all HB overpayment debt	14%	3%	5%	🛑	⬇	**Q1 22/23:** Off Target 5% as of 30 June 2022.	20%	20%
CSE.LPI.03	Average processing time for new claims (internally calculated)	41 days	24 days	69 days	🛑	⬇	**Q1 22/23:** Off Target This refers to processing time for new HB and CT Benefit claims and principally relates to changes of circumstances. It does not encompass SWF or SIG applications that are turned around immediate. As a consequence of this prioritisation it has inevitable meant an increase in days to process other claims. This number will fall in Q2 and we are targeting a return to business as usual status in Quarter 3 which would see claims processed within the 25 day target.	25 days	25 days

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Annual Target 2022/23	Current Target
		Value	Value	Value	Status	Short Trend	Note		
CSE.LPI.04	Average processing time for change of circumstances (internally calculated)	12.5 days	9 days	10 days	🛑	⬆	**Q1 22/23:** Off Target This reflects some non-council rent increases and also the maintaining of updating daily records from DWP as well as tackling the SIGS.	8 days	8 days
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1%	93.9%	94.3%	✅	⬆	**Q1 22/23:** On Target Post pandemic, work has re-commenced on implementing Invoice Approval for services where manual processes and job costing activities take place, starting with Fushiebridge depot.	93.5%	93.5%
RHM.r.04.5	Number of Council Tax transactions received via Internet	25718	7556	8343	📈	⬆	**Q1 22/23:** Data only Steady increase in internet transactions compared to Q1 of last year.		

Legal and Procurement

. 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.

PI Code	PI	2021/22	Q1 2021/22	Q1 2022/23				Current Target
		Value	Value	Value	Status	Short Trend	Note	
CORP.P.17	Number of Freedom of Information requests received (Council wide)	1,035	254	364		⬇	**Q1 22/23:** Data only Increase in FOI requests this quarter compared to previous quarters. This is the first quarter where FOIs are now tracked via the new customer services platform, more accurate recording of FOIs could be attributable to the rise in requests.	
CORP.P.18	Number Subject Access Requests received (council wide)	102	21	36		⬆	**Q1 22/23:** Data only	

There are no Corporate Solutions Risks

Published Local Government Benchmarking Framework - Corporate Solutions

Midlothian

Corporate Services

Code	Title	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	2020/21 Value	External Comparison
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	6.32%	4.45%	4.27%	4.09%	3.8%	20/21 Rank 15 (Second Quartile) 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)	47.0%	49.0%	49.2%	51.0%	55.1%	20/21 Rank 21 (Third Quartile) 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)	2.96%	2.32%	3.94%	3.06%	2.7%	20/21 Rank 13 (Second Quartile) 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)	£10.90	£10.30	£7.89	£6.50	£6.13	20/21 Rank 11 (Second Quartile) 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)	4.90 days	4.59 days	5.15 days	5.77 days	3.47 days	20/21 Rank 9 (Second Quartile) 19/20 Rank 13 (Second Quartile) 18/19 Rank 5 (TOP Quartile).

Code	Title	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	2020/21 Value	External Comparison
							17/18 Rank 4 (TOP Quartile). 16/17 Rank 3 (Top Quartile).
CORP6b	Corporate Indicator - Local Government Employees (except teachers) sickness absence days (LGBF)	9.64 days	8.59 days	9.86 days	11.19 days	8.76 days	20/21 Rank 11 (Second Quartile) 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)	94.5%	95.1%	95.1%	95.1%	94.2%	20/21 Rank 24 (Third Quartile) 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)	87.4%	93.1%	91.1%	89.6%	92.3%	20/21 Rank 19 (Third Quartile) 19/20 Rank 23 (Third Quartile) 18/19 Rank 22 (Third Quartile). 17/18 Rank 18 (Third Quartile). 16/17 Rank 25 (Bottom Quartile).

Culture and Leisure

Code	Title	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	2020/21 Value	External Comparison
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£1.14	£1.40	£0.85	£1.21	£3.82	20/21 Rank 13 (Second Quartile) 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)	66.67%	66%	69.07%	62.4%	N/A	19/20 Rank 29 (Bottom Quartile) 18/19 Rank 28 (Bottom Quartile). 17/18 Rank 30 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile).

Code	Title	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	2020/21 Value	External Comparison
							15/16 Rank 31 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).

Economic Development and Planning

Code	Title	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	2020/21 Value	External Comparison
ECON4	Percentage of procurement spent on local enterprises (LGBF)	12.85%	18.07%	15.44%	14.68%	16.81%	20/21 Rank 29 (Bottom Quartile) 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	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	2020/21 Value	External Comparison
ENV5	Cost of trading standards and environmental health per 1,000 population	£17,935.86	£18,071.84	£14,517.59	£13,867.22	£14,943.64	20/21 Rank 6 (Top Quartile) 19/20 Rank 2 (Top Quartile) 18/19 Rank 3 (Top Quartile). 17/18 Rank 6 (Top Quartile). 16/17 Rank 3 (Top Quartile).
ENV5a	Corporate Indicator - Cost of Trading Standards, Money Advice & Citizen Advice per 1000 population (LGBF)	£6,391.97	£5,475.94	£5,261.73	£4,983.89	£6,194.31	20/21 Rank 17 (Third Quartile) 19/20 Rank 11 (Second Quartile) 18/19 Rank 13 (Second Quartile). 17/18 Rank 13 (Second Quartile). 16/17 Rank 16 (Second Quartile).

Code	Title	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	2020/21 Value	External Comparison
ENV5b	Corporate Indicator - Cost of environmental health per 1,000 population. (LGBF)	£11,543.89	£12,595.90	£9,255.86	£8,883.33	£8,749.33	20/21 Rank 7 (Top Quartile) 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	2016/17 Value	2017/18 Value	2018/19 Value	2019/20 Value	2020/21 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)	6.39%	6.92%	7.16%	7.91%	8.29%	20/21 Rank 13 (Second Quartile) 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)	0.5%	0.7%	0.6%	0.8%	0.7%	20/21 Rank 4 (Top Quartile) 19/20 Rank 12 (Second Quartile) 18/19 Rank 4 (Top Quartile). 17/18 Rank 6 (Top Quartile). 16/17 Rank 4 (Top Quartile).