Corporate Solutions Performance Report Q2 2022/23

Quarter 2 (July – September 2022) was a challenging quarter for Corporate Solutions as it continues to support post-pandemic recovery, present options to balance future years' budgets and progress a range of transformation projects. The main challenges for this quarter continue to be achieving and maintaining financial sustainability against increasing external pressures.

Challenges

Inflation as well as rising energy costs are affecting the construction industry in Scotland and the UK is currently experiencing unprecedented adverse market conditions, 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. 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 however it is necessary to revisit existing capital plans and also review the 2022/23 service budgets and implement savings measures in the year.

The current year's budget, 2022/23, approved on 15 February 2022, was reliant on £12 million of one off funding measures. As reported at Council in October 2022, on the assumption that funding flexibilities will offset any unfunded costs associated with current pay offers and that there no further unfunded costs, the figure is now projected to be £10.600 million. That is the extent to which the recurring expenditure in the current year's budget is financed by non-recurring funding sources.

As a consequence of the inflationary increase in costs and the cash flat grant settlements, the projected budget gap for 2023/24 now stands at £11.084 million rising to a projected £23.154 million by 2027/28, albeit later years are based on the existing service responsibilities with no adjustment for the consequences of the National Care Service (Scotland) Bill. These budget gaps represent the extent to which recurring service expenditure is projected to exceed recurring income for future years.

The Scottish Government's Resource Spending Review (RSR), 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 the 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 services 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.

The Scottish Government's National Care Services (Scotland) Bill, if enacted, would have fundamental implications for the community and for Local Government itself. The wide reaching changes in the bill aim to deliver a National Care Service by the end of the parliamentary term, which will impact on all aspects of the work of the Corporate Solutions team, including financial implications, in 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 for the foreseeable future and this will inevitably have implications for other priority work at a time of continued resource constraint.

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 has shifted 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. 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.

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.

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 audited 2021/22 Financial Statements in advance of the revised statutory deadline with an unqualified audit opinion.
- Presentation to Council in August of a full suite of financial monitoring reports for quarter 1 of 2022/23 to promote sound financial governance.
- The finance team continue to provide in-depth financial input to key revenue and capital projects embedded in the Medium Term Financial Strategy
- Resources continue to be prioritised to process Scottish Welfare Fund and Self Isolation Grants as soon as these are received. This has meant that processing times for change in circumstances for benefit applications etc. are currently experiencing some delay as noted later in the report.
- In this quarter £215,051 was awarded from the Scottish Welfare Fund. 1,873 applications were received for crisis grants of which 988 met the criteria and resulted in payments of £109,583.
- Community Care Grant applications totalled circa 316 of which 103 payments were made totalling £105,468.
- In addition there were 105 applications for Self Isolation Support grants of which 39 qualified with payments totalling £8,775.

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

- Trade Union negotiations have taken place in relation to a revised Whistleblowing Policy and an Overpayments Policy. It is anticipated these will be made available soon once final agreement is reached.
- Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff including a recent employee engagement event at Stobhill.
- Revised industrial relations guidance was created and utilised for the strikes which took place in waste services.
- The Council agreed to 10 days of miscarriage leave to be incorporated into our suite of family leave policies and we signed up to the Miscarriage Association's pledge. In addition, IVF treatment leave has also been added to our suite of family leave offerings.
- We 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 few quarters has been static between 2.3 and 2.4%. Rate for Q2 3.6%.

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.

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 and Fairfield House have been upgraded with new monitors and docking stations to support hybrid working. Over 1000 corporate laptops have been migrated to Global Protect and over 500 mobile phones have been migrated to new platforms to allow better integration with O365 plans. Over 400 legacy desktops have been upgraded and this work continues.
- **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. Chief Digital Officer has been appointed to start in Q3 2022/23.
- **Education strategy**: New Web Filtering software has been successfully piloted in schools. A new Wi-Fi network for Chromebooks and iPads has been introduced. A 3rd party Wi-Fi audit for schools has taken place and the actions are being implemented to improve coverage and capacity.
- **Digital enabled projects**: a number of business applications have been upgraded and these continue to improve customer and staff experience, including SQL migrations and SSRS implementation and a major upgrade of the virtualised and storage server environment.
- **Cyber Security resilience:** The cyber risk is high. A new Cyber Analyst joined the Council in July. The Corporate Management team were provided with a cyber report to setting out actions to strengthen core digital services team and purchase of additional cyber mitigation tools. New software has been deployed to alert staff responding to phishing emails. New vulnerability scanning software has also been deployed.
- **Cyber Security Compliance**: PSN penetration testing was conducted in April and following mitigation a report was sent to the Cabinet Office for independent review. The Council achieved PSN certification this quarter.

Customer Service 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. 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 (missed bins, assisted collections, additional recycling containers, bulky uplifts, registrar's certificates, customer feedback and Subject Access Requests) are being designed, configured, built and tested with services. The Registrars module is in the final testing stages with recent delays due to external supplier live payment issues. The core build for the customer feedback module is complete with final build refinements planned during Q3. Engagement continues with service areas and a number of modules are anticipated to launch in the coming months.
- Registrars have remained steady with the rush of catch-up weddings settling. There have been changes to the remote registration process which is now allowing births to be registered remotely.
- Library Services remain busy with the majority of activities and events which had been suspended due to COVID having resumed. We had a very successful and busy Summer Reading Challenge with our starting and completing numbers reaching pre-COVID figures. We also had a wide range of events making up our summer programme. We worked in partnership with the University of Edinburgh's Engineering Department which tied in perfectly with the 'Gadgeteers' theme and there was much fun had at rocket launches, bridge building and pop-up engineering sessions all across the county.
- August saw the launch of the NHS 'Near Me' video appointment service in Gorebridge Library. This pilot project provides a safe, secure private space for appointments and supplies the technology and support for people to access them. Midlothian is one of 10 library services across the country providing this service.

Procurement Strategy

The procurement function has a central role in supporting the Council to achieve its strategic priorities within a constrained financial envelope. Procurement allows the Council to 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 in 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 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 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 with neighbouring councils, populating 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 and key activities include overhaul of Contract Database and City Deal participation. A follow up review of upcoming expiring contracts within Health and Social Care began in Q2 and is in early stages. The review will look for opportunities to extend services, and consolidate opportunities for efficiency.
- Progress being made for consultation on a new procurement structure, designed to increase the capacity and capability in this area.

Growing Council

In addition to the financial sustainability challenge referenced earlier, other 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 mainland 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 income 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.

Corporate Solutions PI summary

Manage budget effectively

Priorities	Indicator	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£20.890m	£22.401m	£22.661m	£22.751m	🛑	**Q2 22/23:** £107,000 overspend	⬇	£22.644m		

Manage stress and absence

Priorities	Indicator	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.85	3.86	2.58	4.30	📈	**Q2 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, 67% was due to long term sickness, 13% self-certified, 20% 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	1,418.15
										Number of FTE in service	329.73

Process invoices efficiently

Priorities	Indicator	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
03. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	95.0%	95.1%	94.3%	94.9%	🛑	**Q2 22/23:** Marginally off target by 0.1%.	⬆	95.0%	Number of invoices received	2,410
										Number of invoices paid within 30 days (cumulative)	2,286

Improve PI performance

Priorities	Indicator	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Feeder Data	Value
		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%	82.14%	🛑	**Q2 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 Scottish Welfare fund applications which are by their nature more time critical to process and pay.	▬	90%	Number on tgt/complete or Data Only	23
										Number of PI's in total	28

Control Risk

Priorities	Indicator	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Feeder Data	Value
		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%	100%	✅	**Q2 22/23:** No high risks identified.	▬	100%	Number of high risks reviewed in the last quarter	0
										Number of high risks	0

Implement Improvement Plans

Priorities	Indicator	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Feeder Data	Value
		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%	100%	✅	**Q2 22/23:** On Target All audit actions reviewed this quarter.	▬	90%	Number of internal/external audit actions on target or complete	16
										Number of internal/external audit actions	16

Corporate Solutions Complaints Indicator Summary

Commitment to valuing Complaints - Outcomes and Customer Feedback							

Indicator	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23
	Value	Value	Value	Value	Status	Note	Short Trend	
Number of complaints received (quarterly)	248	108	59	37		**Q2 22/23:** Data only	⬇	
Number of complaints closed in the year	247	108	54	31		**Q2 22/23:** Data only	⬇	
Number of complaints upheld (quarterly)	26	2	19	8		**Q2 22/23:** Data only	⬇	
Number of complaints partially upheld (quarterly)	18	2	4	3		**Q2 22/23:** Data only	⬇	
Number of complaints not upheld (quarterly)	39	10	5	4		**Q2 22/23:** Data only	⬇	
Number of complaints Resolved (quarterly)	162	94	20	9		**Q2 22/23:** Data only	⬇	
Average time in working days to respond to complaints at stage 1	3.68	4.01	3.51	2.48	✅	**Q2 22/23:** On Target	⬆	5
Average time in working days to respond to complaints at stage 2	8.33	2	6.71	2.5	✅	**Q2 22/23:** On Target	⬆	20
Average time in working days for a full response for escalated complaints	0	0	0	0	✅	**Q2 22/23:** On Target	▬	20
Percentage of complaints at stage 1 complete within 5 working days	93.19%	92.52%	82.98%	96.55%	✅	**Q2 22/23:** On Target	⬆	95%
Percentage of complaints at stage 2 complete within 20 working days	91.67%	100%	100%	100%	✅	**Q2 22/23:** On Target	▬	95%
Percentage of complaints escalated and complete within 20 working days	100%	100%	100%	100%	✅	**Q2 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	0		**Q2 22/23:** Data only	▬	
Number of Compliments	12	4	2	1		**Q2 22/23:** Data only	⬇	

Quarter 2 - Corporate Solutions

6	**8**	**15**	**1**
Quarterly Reporting Corporate Solutions PIs - On Target	Quarterly Reporting Corporate Solutions PIs - Of Target	Quarterly Reporting Corporate Solutions PIs - Data only	Quarterly Reporting Corporate Solutions PIs - Data not available
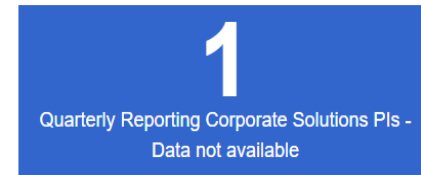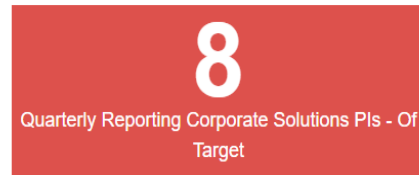
Quarterly Reporting Corporate Solutions PIs - Of Target

...	Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History
🔴	**CORPS.MPI.04** % of invoices paid within 30 days of invoice receipt (cumulative)		94.9%	95.0%	01 Jan 2023	Q2 2022/23	
🔴	**CORPS.P.3.4b** All recovery overpayments - as a % of all HB overpayment debt		9%	10%	01 Jan 2023	Q2 2022/23	
🔴	**CR.CC.2** % of contact centre calls answered within 60 seconds		62%	90%	01 Nov 2022	Q2 2022/23	
🔴	**CSE.LPI.03** Average processing time for new claims (internally calculated)		45 days	25 days	01 Nov 2022	Q2 2022/23	
🔴	**CSE.LPI.04** Average processing time for change of circumstances (internally calculat…		17 days	8 days	01 Nov 2022	Q2 2022/23	
🔴	**CORPS.MPI.05** % of Service PIs that are on target/ have reached their target.		82.14%	90%	01 Jan 2023	Q2 2022/23	
🔴	**CORP7** Corporate Indicator - Percentage of income due from council tax received by…		94.2%	95.0%	01 Apr 2023	2021/22	
🔴	**CORP8** Corporate Indicator - Percentage of invoices sampled and paid within 30 day…		93.3%	95.0%	01 Jan 2023	Q2 2022/23	

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Midlothian

Customer Services narrative

. 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

Customer Services Measures

PI Code	PI	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Current Target
		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)	17	17	17	17			**Q2 22/23:** Data only 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, assisted collections, additional recycling containers, bulky uplifts, registrar's certificates, customer feedback and Subject access requests) are being designed, configured, built and tested with services. The Registrars module is in the final testing stages with recent delays due to external supplier live payment issues. The core build for the Customer feedback module is complete with final build refinements planned during Q3. Engagement continues with Service areas and a number of modules are anticipated to launch in the coming months.		
CORPS.P.1.3a	Number of virtual library visits	225,804	58,316	44,243	46,715		⬆	**Q2 22/23:** Data only Virtual visits have increased from Q1 to Q2 which is very pleasing given that there is a new national guidance on the counting of virtual visits which has reduced some of our figures. Generally there is a drop in stats over summer so		

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							that it's higher than would be expected is positive. Coupled with an increase in virtual visits, there's been a 25% increase in physical footfall compared with Q1.		
CR.CC.1	Overall Contact Centre Calls	296,764	42,317	40,575	38,943	📈	⬇	**Q2 22/23:** Data only Call volumes remain steady with the slight drop in calls reflecting a seasonal dip.		
CR.CC.2	% of contact centre calls answered within 60 seconds	62%	64%	62%	62%	🛑	➖	**Q2 22/23:** Off Target The percentage for Quarter 2 continues to reflect a 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.	90%	90%
CR.CC.4	% of contact centre calls abandoned	8%	8%	6%	5%	✅	⬆	**Q2 22/23:** On Target Q2 has continued to see an improvement on abandonment rates as staffing has improved slightly plus effective workforce planning.	5%	5%
CR.EM.01	Number of web forms received via Contact Centre	10,219	2,291	3,345	2,710	📈	⬇	**Q2 22/23:** Data only The number of web forms recorded for Q2 has increased from Q2 of 2021/22. We have adjusted the way webforms are recorded to provide a much more accurate figure. There remains a high volume of contact regarding Waste Services.		
CR.EM.06	Number of social media contact received via Contact Centre	1,592	472	331	338	📈	⬆	**Q2 22/23:** Data only Social media contact remains steady with a core group of customers who contact us this way.		

Human Resources narrative

. 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	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Current Target
		Value	Value	Value	Value	Status	Short Trend	Note	
BS.FIS.01	Percentage of staff turnover (including teachers)	9.5%	3.2%	2.4%	3.6%			**Q2 22/23:** Data only There has been an increase of leavers in the Education sector. 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.	
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	9.33	4.81	2.71	4.81			**Q2 22/23:** Data only Sickness absence days have remained static compared to that of last year. There are no identifiable trends 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.	

PI Code	PI	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Current Target
		Value	Value	Value	Value	Status	Short Trend	Note	
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)	2.52%	2.64%	2.57%	2.84%	📈	⬇	**Q2 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 2.84%.	
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (LGBF)	4.61 days	1.86 days	1.35 days	2.10 days	📈	⬇	**Q2 22/23:** Data only Sickness absence days have increased compared to last year. There is no identifiable trend causing the increase, 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	5.99 days	3.25 days	5.92 days	📈	⬇	**Q2 22/23:** Data only Sickness absence days have remained static compared to that of last year. There are no identifiable trends 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	101	109	109	📈	➖	**Q2 22/23:** Data only	

Financial services narrative

. 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	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Current Target
		Value	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	Yes	Yes	Yes	✅	▬	**Q2 22/23:** Complete	Yes	Yes
CORPS.P.4	Deliver quarterly financial reports and commentary to Council	Yes	Yes	Yes	Yes	✅	▬	**Q2 22/23:** Complete Full suite of 2022/23 financial monitoring reports presented to Council in August.	Yes	Yes

Digital Services narrative

. 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	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Current Target
		Value	Value	Value	Value	Status	Short Trend	Note	
CORP.P.8a	Number of Service desk Incidents received	13,777	3,787	3,141	3,311		⬇	**Q2 22/23:** Data only 3,311 service desk incidents received this quarter, an increase of around 200 from previous quarter largely due to schools returning from holidays.	
CORP.P.8b	Number of Service desk Incidents resolved	12,752	3,368	2,982	2,975		⬇	**Q2 22/23:** Data only 90% of service desk incidents fully resolved this quarter.	
CORP.P.9a	Number of Service desk Service requests received	7,636	2,040	1,969	2,298		⬇	**Q2 22/23:** Data only 2,298 service requests this quarter which is a 15% increase from previous quarter.	
CORP.P.9b	Number of Service desk Service requests resolved	6,631	1,672	1,719	2,038		⬆	**Q2 22/23:** Data only 89% of service requests fully resolved this quarter.	

Business Services and Revenues and Benefits narrative

. 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

Business Services and Revenues and Benefits Measures

PI Code	PI	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Current Target
		Value	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 (cumulative)	808,000	396,832	208,730	423,781	📈	⬆	**Q2 22/23:** Data only £423,781 has been awarded from the Scottish Welfare Fund this financial year. £215,051 was granted this quarter. This figure does not include £8,775 paid for Covid 19 Self Isolation Support Grants.		
CORPS.P.3.4a	In-year recovery of overpayments - % of all HB overpayments identified during the financial year	108%	131%	146%	127%	✅	⬇	**Q2 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%	7%	5%	9%	🛑	⬆	**Q2 22/23:** Slightly off the quarterly target of 10%.	20%	10%
CSE.LPI.03	Average processing time for new claims (internally calculated)	41 days	38 days	69 days	45 days	🛑	⬆	**Q2 22/23:** Off Target This refers to processing time for new housing benefit and council tax benefit claims and principally relates to changes of circumstances. It does not encompass Scottish welfare fund applications that are processed	25 days	25 days

PI Code	PI	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Annual Target 2022/23	Current Target
		Value	Value	Value	Value	Status	Short Trend	Note		
								immediately. As a consequence of this prioritisation it has inevitability meant an increase in days to process other claims. This number has decreased this quarter compared to last as we continue to work towards a return to business as usual status in Quarter 4 which should see claims processed within the 25 day target.		
CSE.LPI.04	Average processing time for change of circumstances (internally calculated)	12.5 days	14 days	10 days	17 days	🛑	⬇	**Q2 22/23:** Off Target This refers to processing times for changes of circumstances queries. As a consequence of the prioritisation of Scottish welfare fund applications, it has inevitability meant an increase in days to process other claims within the Revenues service. We are continuing to work towards a backlog of changes and a return to business as usual status in quarter 4 which should see claims processed within target.	8 days	8 days
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1%	93.1%	94.3%	93.3%	🛑	⬇	**Q2 22/23:** Off Target	95.0%	95.0%
RHM.r.04.5	Number of Council Tax transactions received via Internet	25718	6453	8343	8892	📈	⬆	**Q2 22/23:** Data only Increase in internet transactions compared to Q2 of last year.		

Legal and Procurement narrative

. 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	2021/22	Q2 2021/22	Q1 2022/23	Q2 2022/23				Current Target
		Value	Value	Value	Value	Status	Short Trend	Note	
CORP.P.17	Number of Freedom of Information requests received (Council wide)	1,035	268	364	257	📈	⬆	**Q2 22/23:** Data only	
CORP.P.18	Number Subject Access Requests received (council wide)	102	18	36	44	📈	⬇	**Q2 22/23:** Data only	

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)	4.94 days	4.59 days	5.15 days	5.80 days	3.47 days	20/21 Rank 9 (Second Quartile) 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)	9.64 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).

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

Economic Development and Planning

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	External Comparison
		Value	Value	Value	Value	Value	
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	2017/18	2018/19	2019/20	2020/21	External Comparison
		Value	Value	Value	Value	Value	
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).
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).