

## Corporate Solutions Performance Report Q3 2022/23

Quarter 3 (October - December 2022) was a challenging quarter for Corporate Solutions as it continues to support post-pandemic recovery, manage spend against in-year budget and 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 and risks

#### **Financial position**

The 2022/23 budget, approved on 15 February 2022, was reliant on £10.283 million of one off funding measures. The projected budget gap for 2023/24 is over £14m rising to over £26m by 2027/28. All through Quarter 3 Financial Services and the Council's Corporate Management Team have been working with the Business Transformation Steering Group to consider a range of measures to reduce this gap.

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. The pandemic has also accelerated financial challenges, and the growth from being the fastest growing local authority in Scotland places significant pressure on Midlothian to be able to deliver services to its citizens.

In order to respond to all of these pressures, a range of reprioritisation activity has taken place in Quarter 3, with a reprioritised Capital Plan to be presented to Council in Quarter 4, and options to review what services are delivered and how they are delivered as part of the savings measures to reduce the funding gap.

#### **National Care Service**

The estimated funding gap for the next three financial years does not include the associated costs of the Scottish Government's National Care Services (Scotland) Bill. If enacted, the bill 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.

#### **Cost of Living Crisis**

Midlothian's citizens are facing significant financial challenges. The impact on households is already being noted across the UK with 87% of adults reporting an increase in their cost of living in April 2022 ([Office for National Statistics; Francis-Devine et al, 2022](#)). The UK is currently facing an unprecedented storm of increasing prices, bills and tax. The 40 year high inflation rate of 9% is the main driver of the cost of living crisis which has outstripped wage and benefit increases. The price rises will impact low-income households

the hardest as a larger proportion of their bills are on energy and food. The Resolution Foundation estimates an extra 1.3 million people will fall into absolute poverty in 2023, including 500,000 children.

As our citizens feel the impact of the Cost of Living Crisis, they will seek additional support from public services; in particular local authorities. To respond to this emerging crisis, the Council established a Cost of Living Task Force last year, which is chaired by the Council Leader and meets fortnightly.

In Quarter 3, the Council established two 'Warm and Well' hubs in the Lasswade and Newbattle libraries, as safe and warm spaces that all Midlothian citizens can access. The hubs provide free hot food and drinks, the opportunity to socialise with others and access free wifi to work, study, as well as enjoy books, jigsaws and games.

The Revenues Team is also reporting that the requests for funding remain consistently high, with over £238k awarded from the Scottish Welfare Fund and 1743 applications for Crisis Grants. These figures are similar to those seen in Quarter 2 and demonstrate the significant challenge faced by our communities.

### **Risks**

The Council's Strategic Risk Profile is presented to Audit Committee quarterly, retrospectively. For Quarter 3, the most critical risks to the Council were Financial Sustainability, Climate Change and the Change Programme. Corporate Solutions is key to the delivery of mitigating actions to these risks; through the development of the strategic plan and associated Medium Term Financial Strategy, and driving forward the Council's transformation programme to derive change and redesign services.

## **Transformation**

***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 encompasses Finance, Human Resources, Digital, Customer and Communication Services, Legal & Governance and Corporate Resources.

The Council's transformation programme is centred on the route map and its nine drivers for change. Corporate Solutions has a particular focus on the delivery and acceleration of the Capital Programme, delivering digital first and hybrid 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:

- 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;
- Nurturing a highly motivated and effective workforce through the delivery of the **Workforce Strategy** and the development of Service Workforce Plans;
- Digital first and embracing data insight and analytics by developing and implementing a refreshed **Digital Strategy** and Digital Learning Strategy;
- A refresh of the **Customer Services Strategy** and implementation of the online payments and services (CSP) platform;
- 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

- Presentation to Council of a full suite of financial monitoring reports for Quarter 2 to promote sound financial governance.
- Development of a detailed Medium Term Financial Strategy with particular focus on 23/24 base budget and Local Government Finance Settlement.
- 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 applications 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. However continuous improvement has been made from Q1 (69 days) to Q3 (35 days) reducing processing times for new benefit claims. Processing times for change of circumstances has also improved from 17 days in Q2 to 12 days in Q3.
- In this quarter £238,444 was awarded from the Scottish Welfare Fund. 1,743 applications were received for crisis grants of which 881 met the criteria and resulted in payments of £96,470. We currently have no facility to report on the reasons our customers are not qualifying for a grant but common reasons include: Crisis grant applications have exceeded the maximum amount allowed in a period (which is 3 applications in a year) and customers do not meet the set criteria for the award.

- Community Care Grant applications totalled 364 of which 128 payments were made totalling £141,974.

## 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

- Our Employment and Reward and Business Applications teams successfully implemented the Local Government Worker pay award and associated backdated payments.
- Continuation of a rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the wellbeing of our staff.
- First phase of hybrid working staff survey was conducted this quarter, 1,000 staff members took part which provided valuable insights into staff wellbeing whilst working from home/in the community or office based.
- A new HR strategic lead joined this quarter, providing strategic HR leadership to the organisation and leading the HR team to provide services to colleagues across the Council.
- As part of transformational activities, the Human Resources Business Partners continue to contribute a significant amount of resource working with services supporting various service reviews. Work also continues with services on various employee relations cases across the council supporting managers and providing guidance in relation to council policies. The team in conjunction with communications developed recruitment documentation for LGW job adverts, designed to promote what Midlothian has to offer as an employer.
- 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 2.4 and 3.6%. Rate for Q3 2.4%.

## 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

## Achievements

- Continued progression of the 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:** A further 500 mobile phones have been migrated to new platforms to allow better integration with O365 plans. Thousands of laptop and PC’s have been upgraded to the latest Windows 10 version. The Council agreed the move to hybrid governance meetings in December 2022. Work is underway to have this implemented for Quarter 4.
- **Target Operating Model:** A new structure was agreed to strengthen the core staffing of Digital Services by Council and CMT. The Digital Client Services Manager and Cyber Security and Information Governance Manager posts have been created and appointed to.
- **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 3<sup>rd</sup> 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 this quarter including Mosaic, TotalMobile, OpenRevenues, Civiapay, Civia Automation and Committee Management System which continue to improve customer and staff experience. As part of the leave and time recording project, staff annual leave and flexitime recording for phase 1 (Etarmis users) migrated over to ITRENT, the councils HR payroll system, in December. Using our payroll system to record leave will result in more efficient payroll and annual leave year end processes with the benefit of having staff information on one system.

- **Cyber Security resilience:** A Cyber Incident Response partner has been established to provide incident management and forensic support. A number of phishing exercises on staff have been completed, a new cyber training platform has been purchased.

## Customer Service Strategy

The Customer Service Strategy defines the key drivers that will enable Midlothian Council to deliver a high level of service 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.

### Achievements

- Customer Service Platform (CSP) - the Registrars module went live this quarter. This means that customers can now request and pay for replacement birth, death and marriage certificates online, at a time that is more convenient to them; and reduces the demand on the team through introducing this self-service functionality. Other modules in progress are missed bins, assisted collections, additional recycling containers, bulky uplifts and Subject Access Requests. These are all in either design, configuration, build or test phases. The core build for the customer feedback module is complete with final build refinements being progressed.
- The work programme CSP was reviewed during Quarter 3, with a further 20 modules identified for implementation in the first half of 2023. These include civic licence applications and environmental health service requests. CSP is crucial to the way the Council transforms the customer experience through redesigning key services that will improve the end to end customer journey.
- December saw the launch of two 'Warm and Well' Hubs in Lasswade and Newbattle libraries, providing free soup and hot drinks plus access to all other library resources such as free wifi, books and information.
- Library Services remain busy with the majority of activities and events, which had been suspended due to COVID, having resumed. Book Week Scotland 2022 saw 51 events take place across libraries with almost 2000 people attending. Gorebridge Library has been selected as one of the first in Scotland to host a 'Lend and Mend Hub' as part of a trailblazing pilot project managed by the Scottish Library and Information Council. The hub, which is funded by the John Lewis Partnership £1m Circular Future Fund will help the local community and wider to repair, reuse and upcycle everyday items. Issue figures have recovered and surpassed this for the same period in 2019-20 with an increase in Q3 of nearly 10% for physical and virtual issues.

- There continues to be a steady volumes of calls via our Contact Centre, as well as webforms and social media and the contact centre have dealt with 9000 emails this quarter. Call handling performance has improved slightly with 64% of calls answered in Q3 compared to 62% in Q1 and Q2. Rate of call abandonment has remained consistent with no change from Q1 at 6%.

## **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.

## **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.
- The Annual Procurement Report 2021/22 was presented to Council in December 2022.

## **Growing Council**

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.

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.

Midlothian's 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:

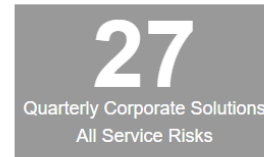
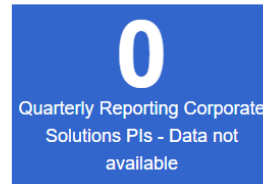
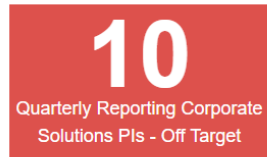
- Research, Development and Innovation: £751 million
- Integrated Regional Employability and Skills: £25 million
- Transport: £156 million
- Culture: £45 million
- Housing: £313 million

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. In light of the challenging financial landscape the Capital Programme has been subject to a review and a reprioritised plan will be considered by Council in Quarter 4.



## Quarter 3 - Corporate Solutions-



Quarterly Reporting Corporate Solutions PIs - Off Target							
Code & Title	Gauge	Value	Target	Next Update Due	Last Update	History	
<b>CORPS.MPI.04</b> % of invoices paid within 30 days of invoice receipt (Corporate Soluti...		94.9%	95.0%	01 Apr 2023	Q3 2022/23		
<b>CORPS.P.3.4b</b> All recovery overpayments - as a % of all HB overpayment debt		4%	10%	01 Apr 2023	Q3 2022/23		
<b>CR.CC.2</b> % of contact centre calls answered within 60 seconds		64%	90%	01 Feb 2023	Q3 2022/23		
<b>CR.CC.4</b> % of contact centre calls abandoned		6%	5%	01 Feb 2023	Q3 2022/23		
<b>CSE.LPI.03</b> Average processing time for new claims (internally calculated)		35 days	25 days	01 Jan 2023	Q3 2022/23		
<b>CSE.LPI.04</b> Average processing time for change of circumstances (internally calculat...		12 days	8 days	01 Jan 2023	Q3 2022/23		
<b>CORPS.MPI.01</b> Performance against revenue budget		£23.524m	£23.425m	01 Apr 2023	Q3 2022/23		
<b>CORPS.MPI.05</b> % of Service PIs that are on target/ have reached their target.		78.57%	90%	01 Apr 2023	Q3 2022/23		
<b>CORP8</b> Corporate Indicator - Percentage of invoices sampled and paid within 30 day...		92.1%	95.0%	01 Apr 2023	Q3 2022/23		
<b>CORPS.SPSO.05.1</b> Percentage of complaints at stage 1 complete within 5 working ...		92.86%	95%	01 Apr 2023	Q3 2022/23		

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# Corporate Solutions PI summary

## 01. Manage budget effectively

Priorities	Indicator	2021/22	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£20.890m	£24.141m	£22.661m	£22.751m	£23.524m		Q3 22/23: Off Target		£22.644m		



## 02. Manage stress and absence

Priorities	Indicator	2021/22	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	7.85	5.30	2.58	4.30	6.16		Q3 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, 65% was due to long term sickness, 17% self-certified, 18% 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. Quarter 3 average days lost figure is 0.49.			Number of days lost	2,109.8
											Number of FTE in service	342.29



## 03. Process invoices efficiently

Priorities	Indicator	2021/22	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23				Annual Target 2022/23	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
03. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (Corporate Solutions) (cumulative)	95.0%	95.0%	94.3%	94.9%	94.9%		Q3 22/23: This indicator is marginally off target by 0.1%. Where payments have taken longer this is being analysed to identify improvement actions.		95.0%	Number of invoices received	3,746
											Number of invoices paid within 30 days (cumulative)	3,556



#### 04. Improve PI performance

Priorities	Indicator	2021/ 22	Q3 2021/ 22	Q1 2022/ 23	Q2 2022/ 23	Q3 2022/23				Annual Target 2022/ 23	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
04. Improve PI performance	% of Service PIs that are on target/ have reached their target.	86.05 %	82.86 %	82.14 %	82.14 %	78.57 %		<b>Q3 22/23: Off Target</b> There are 6 indicators off target. Please see the individual indicators for further information and improvement action.		90%	Number on tgt/complete or Data Only	22
												Number of PI's in total

#### 05. Control Risk

Priorities	Indicator	2021/ 22	Q3 2021/ 22	Q1 2022/ 23	Q2 2022/ 23	Q3 2022/23				Annual Target 2022/ 23	Feeder Data	Value
		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%	100%		<b>Q3 22/23: No high risks identified.</b>		100%	Number of high risks reviewed in the last quarter	0
												Number of high risks

#### 06. Implement Improvement Plans

Priorities	Indicator	2021/ 22	Q3 2021/ 22	Q1 2022/ 23	Q2 2022/ 23	Q3 2022/23				Annual Target 2022/ 23	Feeder Data	Value
		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%	100%		<b>Q3 22/23: On Target</b> All audit actions reviewed this quarter.		90%	Number of internal/external audit actions on target or complete	19
												Number of internal/external audit actions





# Corporate Solutions Complaints Indicator Summary

## Commitment to valuing Complaints 4. Outcomes and Customer Feedback

Indicator	2021/22	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23				Annual Target 2022/23
	Value	Value	Value	Value	Value	Status	Note	Short Trend	
Number of complaints received (quarterly)	248	44	59	37	47		Q3 22/23: Data only		
Number of complaints closed in the year	247	44	54	31	31		Q3 22/23: Data only		
Number of complaints upheld (quarterly)	26	5	19	8	3		Q3 22/23: Data only		
Number of complaints partially upheld (quarterly)	18	6	4	3	7		Q3 22/23: Data only		
Number of complaints not upheld (quarterly)	39	10	5	4	10		Q3 22/23: Data only		
Number of complaints Resolved (quarterly)	162	22	20	11	11		Q3 22/23: Data only		
Average time in working days to respond to complaints at stage 1	3.68	2.3	3.51	2.48	3.04		Q3 22/23: On Target		5
Average time in working days to respond to complaints at stage 2	8.33	11.75	6.71	2.5	8.33		Q3 22/23: On Target		20
Average time in working days for a full response for escalated complaints	0	0	0	0	0		Q3 22/23: No escalated complaints		20
Percentage of complaints at stage 1 complete within 5 working days	93.19%	100%	82.98%	96.55%	92.86%		Q3 22/23: Off Target Of the 47 complaints received this quarter, 2 complaints related to Revenues and Benefits took over 5 days to complete where more investigation was required.		95%
Percentage of complaints at stage 2 complete within 20 working days	91.67%	75%	100%	100%	100%		Q3 22/23: On Target		95%
Percentage of complaints escalated and complete within 20 working days	100%	100%	100%	100%	100%		Q3 22/23: No escalated complaints		95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	0	0	0	0	0		Q3 22/23: Data only		
Number of Compliments	12	2	2	1	0		Q3 22/23: Data only		

## Customer Services narrative and measures





- . 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	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23				Annual Target 2022/23
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORP.P.1	Number of service implementations in progress as part of the customer services platform project (phase 1)	17	17	17	17	17			<b>Q3 22/23:</b> Data only Progress on the implementation of the Customer Service Platform (CSP) has been steady with the module to request a replacement certificate for Registrars launched in December. There are a number of other modules in progress (missed bins, assisted collections, additional recycling containers, bulky uplifts, customer feedback and Subject access requests) which are being designed, configured, built and tested with services. This service re-design will improve the end-to-end customer journey. A reprioritisation of the work programme was carried out in Quarter 3 and approx. 20 new modules have been identified for implementation in the first half of 2023.	
CORPS.P.1.3a	Number of virtual library visits	225,804	42,825	44,243	46,715	38,422			<b>Q3 22/23:</b> Data only The reduction of virtual visits demonstrates the seasonal dip over the festive period and is balanced by physical footfall increasing almost 10% compared to the last quarter. Library services have 3,330 registered accounts for e-books including audiobooks and 33,769 overall library memberships.	

PI Code	PI	2021/22	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23			Annual Target 2022/23	
		Value	Value	Value	Value	Value	Status	Short Trend		Note
CR.CC.1	Overall Contact Centre Calls	296,764	37,579	40,575	38,943	38,932			<b>Q3 22/23:</b> Data only Call volumes remain constant with similar volumes to the same period last year with a slight increase likely due to severe weather periods in December.	
CR.CC.2	% of contact centre calls answered within 60 seconds	62%	66%	62%	62%	64%			<b>Q3 22/23:</b> Off Target Call handling performance has improved slightly with 64% of calls answered in Q3 compared to 62% in Q1 and Q2. Calls answered within 60 seconds still remains off 90% target for a number of factors. Alongside calls, web forms and social media, over Q3, the Contact Centre have dealt with nearly 9000 emails. Severe weather has a negative impact on all contact as we deal with increased volumes.	90%
CR.CC.4	% of contact centre calls abandoned	8%	7%	6%	5%	6%			<b>Q3 22/23:</b> Off Target This figure is a reflection of the continued high volumes of contact as summarised in the above measurement balanced with resource issues.	5%
CR.EM.01	Number of web forms received via Contact Centre	10,219	1,844	3,345	2,710	2,783			<b>Q3 22/23:</b> Data only Contact via web-form remains steady compared to last quarter with a significant increase in webform contact from the same period last year.	
CR.EM.06	Number of social media contact received via Contact Centre	1,592	362	331	338	283			<b>Q3 22/23:</b> Data only Social media contact volumes have reduced compared to this time last year.	

## Human Resources narrative and measures

- . 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	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Status	Short Trend	Note
		Value	Value	Value	Value	Value			
BS.FIS.01	Percentage of staff turnover (including teachers)	9.5%	2.3%	2.4%	3.6%	2.4%			<p><b>Q3 22/23:</b> 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.</p> <p>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. 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 2.4 and 3.6%.</p>
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	9.33	7.26	2.71	4.81	7.9			<p><b>Q3 22/23:</b> Data only Sickness absence days have remained static compared to that of last year with only slight increases this 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.</p>

PI Code	PI	2021/22	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23			
		Value	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%	2.37%	2.57%	2.84%	3.58%			<b>Q3 22/23:</b> 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 3.58%.
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (LGBF)	4.61 days	3.42 days	1.35 days	2.10 days	3.86 days			<b>Q3 22/23:</b> Data only Sickness absence days have increased slightly compared to last year. There are no identifiable trends 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	8.80 days	3.25 days	5.92 days	9.51 days			<b>Q3 22/23:</b> Data only Sickness absence days have increased 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	109	109	109	115			<b>Q3 22/23:</b> Data only











## Financial services narrative and measures

- . 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	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23				Annual Target 2022/23
		Value	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	Yes			<b>Q3 22/23:</b> Complete	Yes
CORPS.P.4	Deliver quarterly financial reports and commentary to Council	Yes	Yes	Yes	Yes	Yes			<b>Q3 22/23:</b> Complete Full suite of 2022/23 financial monitoring reports presented to Council in November.	Yes







## Digital Services narrative and measures








- . 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	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23			
		Value	Value	Value	Value	Value	Status	Short Trend	Note
CORP.P.8a	Number of Service desk Incidents received	13,777	3,478	3,141	3,311	2,963			<b>Q3 22/23:</b> Data only 2,963 service desk incidents received this quarter, a reduction from last quarter and the same period last year.
CORP.P.8b	Number of Service desk Incidents resolved	12,752	3,280	2,982	2,975	2,789			<b>Q3 22/23:</b> Data only 94% of Service Desk incidents fully resolved this quarter, slight increase from last quarter.
CORP.P.9a	Number of Service desk Service requests received	7,636	1,983	1,969	2,298	1,964			<b>Q3 22/23:</b> Data only 1,964 service requests this quarter, slight decrease from previous quarter which could be attributable to festive break.
CORP.P.9b	Number of Service desk Service requests resolved	6,631	1,757	1,719	2,038	1,802			<b>Q3 22/23:</b> Data only 91% of service requests resolved this quarter, slight increase from last quarter.

## Business Services and Revenues and Benefits narrative and measures



- . 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	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23				Annual Target 2022/23
		Value	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	581,677	208,730	423,781	662,225			<b>Q3 2022:</b> Data only In this quarter £238,444 was awarded from the Scottish Welfare Fund. 1,743 applications were received for crisis grants of which 881 met the criteria and resulted in payments of £96,470. Community Care Grant applications totalled 364 of which 128 payments were made totalling £141,974. We currently have no facility to report on the reasons our customers are not qualifying for a grant but common reasons include: Crisis grant applications have exceeded the maximum amount allowed in a period which is 3 applications in a year and customers do not meet the set criteria for the award. 27 Self Isolation Grants application were received where 8 met the criteria for payment.	
CORPS.P.3.4a	In-year recovery of overpayments - % of all HB overpayments identified during the financial year	108%	110%	146%	127%	92%			<b>Q3 22/23:</b> On Target Figure reflects that most overpayments are historical as more working age claims transfer to Universal Credit.	80%
CORPS.P.3.4b	All recovery overpayments - as a % of all HB overpayment debt	14%	11%	5%	9%	4%			<b>Q3 22/23:</b> Off Target The recovery of overpayments is not fully within the Councils control. Overpayments are mainly aged debt rather than new debt	20%

PI Code	PI	2021/22	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23			Annual Target 2022/23	
		Value	Value	Value	Value	Value	Status	Short Trend		Note
										which is easier to offset with new awards for the same period. The DWP introduced a scheme to recover debt from other DWP benefits, making recovery easier and for a while the council benefited from this. However more recently this scheme is used more frequently by other companies such as energy companies and as a result reduces the amount of benefit that can be recovered.
CSE.LPI.03	Average processing time for new claims (internally calculated)	41 days	43 days	69 days	45 days	35 days			<b>Q3 22/23: Off Target</b> 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 new benefit applications are currently experiencing some delay, however continuous improvement has been made from Q1 (69 days) to Q3 (35 days) reducing processing times for new benefit claims.	25 days
CSE.LPI.04	Average processing time for change of circumstances (internally calculated)	12.5 days	16 days	10 days	17 days	12 days			<b>Q3 22/23: Off Target</b> Resources continue to be prioritised to process Scottish Welfare Fund as soon as these are received. This has meant that processing times for change in circumstances forms are currently experiencing some delay, however continuous improvement has been made from 17 days in Q2 to 12 days in Q3.	8 days
CORP8	Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF)	93.1%	92.9%	94.3%	93.3%	92.1%			<b>Q3 22/23: Off Target</b> It should be noted that the average length of time to pay invoices in Quarter 3 was 11.2 days. Where payments have taken longer this is being analysed to identify improvement actions.	95.0%
RHM.r.04.5	Number of Council Tax transactions received via Internet	25718	6776	8343	8892	8956			<b>Q3 22/23: Data only</b> Increase in internet transactions compared to Q3 of last year.	

## Legal and Procurement narrative and measures

- . 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	Q3 2021/22	Q1 2022/23	Q2 2022/23	Q3 2022/23	Status	Short Trend	Note
		Value	Value	Value	Value	Value			
CORP.P.17	Number of Freedom of Information requests received (Council wide)	1,035	247	364	257	311		↓	Q3 22/23: Data only
CORP.P.18	Number Subject Access Requests received (council wide)	102	24	36	44	37		↑	Q3 22/23: Data only

# Published Local Government Benchmarking Framework - Corporate Solutions



## Corporate Services

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	External Comparison
		Value	Value	Value	Value	Value	
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)	£10.76	£10.17	£7.79	£6.43	£6.29	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).

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	External Comparison
		Value	Value	Value	Value	Value	
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 12 (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).
CORP9	New Indicator - Percentage of Crisis Grant decisions within 1 day (LGBF)			98.75%	99.5%	99.75%	
CORP10	New Indicator - Percentage of Community Care Grant decisions within 15 days (LGBF)			100%	100%	99.75%	
CORP11	New Indicator - The proportion of Scottish Welfare Fund Budget Spent (LGBF)	95.92%	87.05%	83.07%	50.97%	67.67%	
CORP12	New Indicator - Proportion of Discretionary Housing Payment Funding spent (LGBF)		99.8%	110.04%	92.13%	87.26%	

## Culture and Leisure

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	External Comparison
		Value	Value	Value	Value	Value	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£1.12	£1.38	£0.84	£1.20	£3.92	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).

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	External Comparison
		Value	Value	Value	Value	Value	
C&L5a	Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	66.67%	66%	69.07%	62.4%	64.07%	19/20 Rank 29 (Bottom Quartile) 18/19 Rank 28 (Bottom Quartile). 17/18 Rank 30 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile).).

## Economic Development and Planning

Code	Title	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	£17,703.00	£17,837.72	£14,328.00	£13,704.00	£15,336.00	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)	£6,309.00	£5,405.71	£5,193.00	£4,925.00	£6,357.00	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)	£11,394.00	£12,432.01	£9,135.00	£8,779.00	£8,979.00	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).



## Financial Sustainability

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	External Comparison
		Value	Value	Value	Value	Value	
FINSUS1	Total useable reserves as a % of council annual budgeted revenue (LGBF)	34.1%	33.1%	34.7%	42.1%	57.7%	20/21 Rank 3 (Top Quartile) 19/20 Rank 3 (Top Quartile) 18/19 Rank 4 (Top Quartile) 17/18 Rank 4 (Top Quartile) 16/17 Rank 4 (Top Quartile).
FINSUS2	Uncommitted General Fund Balance as a % of council annual budgeted net revenue (LGBF)	4.3%	2.1%	2%	2%	3.81%	20/21 Rank 9 (Second Quartile) 19/20 Rank 21 (Third Quartile) 18/19 Rank 22 (Third Quartile) 17/18 Rank 20 (Third Quartile) 16/17 Rank 10 (Second Quartile).
FINSUS3	Ratio of Financing Costs to Net Revenue Stream - General Fund (LGBF)	3.56%	3.17%	3.07%	2.69%	2.03%	20/21 Rank 2 (Top Quartile) 19/20 Rank 2 (Top Quartile) 18/19 Rank 2 (Top Quartile) 17/18 Rank 3 (Top Quartile) 16/17 Rank 2 (Top Quartile).
FINSUS4	Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account (LGBF)	36.1%	35.4%	37.3%	36.9%	37.5%	20/21 Rank 24 (Third Quartile) 19/20 Rank 24 (Third Quartile) 18/19 Rank 24 (Third Quartile) 17/18 Rank 22 (Third Quartile) 16/17 Rank 21 (Third Quartile).
FINSUS5	Actual outturn as a percentage of budgeted expenditure (LGBF)	101.55%	100.91%	100.24%	100.25%	99.81%	20/21 Rank 11 (Second Quartile) 19/20 Rank 5 (Top Quartile) 18/19 Rank 5 (Top Quartile) 17/18 Rank 2 (Top Quartile) 16/17 Rank 2 (Top Quartile).

## Housing Services

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

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