Corporate Solutions Q3 23/24 Performance report

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 Human Resources, Digital, Customer Engagement, Legal & Governance, Corporate Resources, Transformation PMO and Continuous Improvement.

Corporate Solutions supports the whole Council delivering services to internal and external stakeholders, playing a key role in the delivery of the Council's Medium Term Financial Strategy and ensuring organisational compliance, developing the workforce, and advancing transformation.

Transformation and opportunities

Transformation Blueprint (2023-2028)

We are committed to building on the learning and new ways of working that were adopted during the pandemic and renewing our focus on delivering our key priorities at the most local level possible. Rooted in the creation of a wellbeing economy, the vision of the 5-year Transformation Blueprint focuses on reducing inequalities at the same time as looking after the health of our planet. Specifically, we have three main aims:

- Individuals and communities have improved health and learning outcomes.
- No child or household live in poverty.
- Significant progress is made towards net zero carbon emissions by 2030.

The pandemic has accelerated the financial challenges that we are facing. Reprioritisation and redesign are crucial to balancing the financial position, as well as preparing for further challenges, continued growth, and unknown changes that we

will face.

The Blueprint sets out key areas of concern that need to be addressed over the next five years. We will continue to work to address the inequalities that our communities face, respond to the demands of being the fastest growing local authority in Scotland, and delivering our vision of being a great, green place to grow.

Transformation Blueprint Objectives

1. Support the Council to address the 5-year funding gap outlined in the Medium Term Financial Strategy (MTFS)
2. Follow the Money to ensure that the services we commission, contracts we manage and digital solutions we use deliver value for money.
3. Develop an organisational workforce that is flexible ensuring that all staff have the necessary skills to work effectively supported by digital technologies that fit for a 21st century workforce.
4. Design a workplace for the future delivering services in a holistic and integrated way.
5. Drive forward multi-agency transformation to deliver systems-level change resulting in joined-up service delivery which improve outcomes.

The Council's transformation blueprint provides the framework for opportunities to change the way services are improved and delivered to be more efficient. Corporate Solutions has a particular focus on delivering digital first approaches, embedding automation to improve customer access to services and hybrid working.

Customer Engagement

Aligned to the Transformation Blueprint, priorities for 2023/24, key work streams below:

Short term:

- Continued rollout and implementation of Customer Service Platform
- Reviewing service delivery all across Contact Centre teams
- Increased use of eBooks
- Active promotion of library space, for Council and partner services, and enable out of hours access for communities

Medium term:

- Rollout of the Hub & Spoke model with libraries providing and facilitating increased local service provision
- Customer Engagement Strategy development including revised communications and engagement plan

Long term:

- Increase income within Registrars through alternative ceremony offer
- Community and school library redesign; including the mobile library service

Key achievements this quarter:

Library services

This quarter Library Services were awarded the SLIC Library Service Excellence Award for activities that put our communities at the heart of the service. The service has risen to the challenges of a rapidly changing community, creating a series of events and services that respond to the needs to the community, particularly in response to the Cost of Living Crisis. The judges commended the service for these activities and joined up thinking they represent. They also saw a great range of cultural events which have been rewarded by significant increases in library visits and materials issues compared to that of the previous year.

Book Week Scotland took place in November and 66 events were held across our libraries including Bookbug sessions, author visits, workshops, crafting, school visits and Bookbug bag gifting sessions. Almost 2,300 people attended which was a great turn out for what was a very wet Book Week Scotland. A bookmark design competition was run in partnership with Midlothian primary schools with almost 300 entries having been submitted.

The pop-up Post Office in Newtongrange Library extended its opening hours in October increasing the service provision to the local community.

Working in partnership with other services including Communities, Lifelong Learning and Employability, Citizens Advice Bureau, Social Security Scotland and Into Work, a number of workshops and drop-in sessions were held in our Warm and Well Hubs providing advice on benefits, employability support, household budgeting and Cost of Living support and advice.

Our library services continue to transform and thrive in responding to the needs of our communities. There has been a 17% increase in total library visits compared to the same period last year with a 22% increase in physical library visits which demonstrates the impact of our Warm and Well Hubs and other support services and initiatives provided to our communities.

Channel shift

Channel shift work continues with the introduction of short term lets and assisted bin collection requests online this quarter. Several other service requests are in test phase and due to go live which are focused around waste services. Data shows a 10% reduction in call volumes this quarter compared to the same period last year and a 40% increase in contact received digitally by email. Overall, customer contact volumes remain consistent over the year to date. Call abandonment rate has remained consistent this year with a 6% abandonment rate for Q3 compared to 9% in Q4. This abandonment rate calculates the total number of calls that come into the call queue and then leave the queue. There is no ability to analyse why calls are abandoned - callers may choose to hang up because they would rather not wait, or they have called at an inopportune time. Front-end messages are updated on contact centre lines to provide information to the customer waiting, for example, if a whole street of bins had been missed, this would be reflected in the front- end message. Lines also have messages directing people online to carry out transactional activity.

Stage 1 complaint responses across Corporate Solutions are off target. As part of the implementation of the new online complaints portal, there has been an increase in stage 1 complaints received through this self-service option. However, some of these are service requests and not complaints, and work is ongoing to better signpost customers to service requests options where that is more appropriate. This volume, coupled with the Festive shut down has contributed to a slower response time for stage 1 complaints.

Communications and promotion
Our communication and marketing team continue to support services across the Council by promoting key initiatives on our social media platforms, news releases, website and community radio channel. Successes this quarter include:

Promotion to encourage participation of the Midlothian Outdoor Festival through a dedicated communications campaign. This includes a new Council website page signposting customers to online booking, media releases, brochure and posters and promotion across our social media platforms. The best performing Facebook post reaching 7,604 news feeds and 406 engagements. The best performing Twitter post reaching 2,123 impressions and 85 engagements.

Communications support to encourage participation in events as part of Challenge Poverty Week in October through a media release relaunching the warm and well hubs and a promotional video reaching 14,702 news feeds on Facebook and 2,399 impressions on Twitter. Various Facebook and Twitter posts encouraged people to attend events, visit the Cost of Living and our newly created Challenge Poverty webpages. The best performing Facebook post reached 5,252 news feeds and 3,833 Twitter impressions.

Communication to encourage the uptake of Bonfire Night Waste Amnesty contributed to a 21% increase in total uplifts from last year. 510 items were uplifted in total, removing potentially flammable waste from our communities most affected by nuisance fire-raising in the run up to Bonfire Night. A series of social media posts publicised the initiative and provided updates on slot availability. The best performing Facebook post reached 16,847 with an engagement rate of 7.75%, both considered higher than might be considered typical. Best performing Twitter post reached 1,986 impressions.

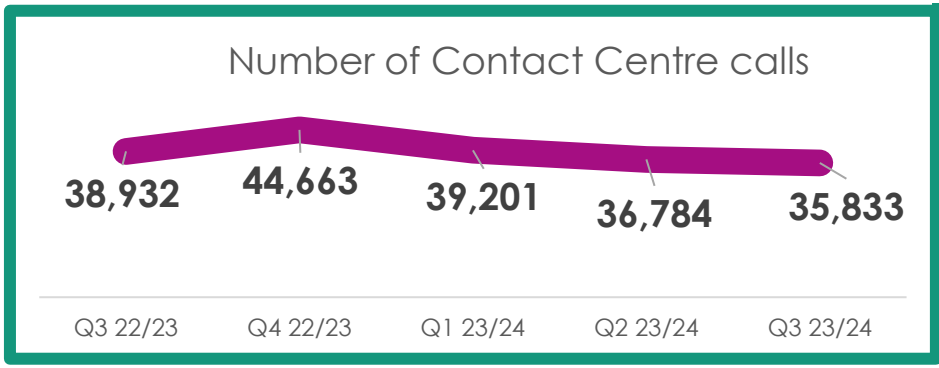
Activity to promote the uptake of the HSCP social care strategy survey, canvassing views of residents about future strategic priorities for Midlothian social care provision. A series of social media graphics were created in collaboration with HSCP project team and the HSCP Engagement officer, each formatted for use on different social media platforms. Combined Facebook posts reached 13,396 and combined Twitter impressions 6,936.

Communications to support the recruitment of more Shared Lives carers, focusing on short break services. Social media posts were created across all Council platforms publishing the work of the service and soliciting expressions of interest. The combined Facebook posts reaching 14,468 with an engagement rate of 4.66%. Interview footage was shot for inclusion in a new video providing information about

the service, which will be released in Spring this year as well as work to update webpages for the service, and these will also be launched in Spring this year.

Customer Engagement – performance measures

Customer contact



74% of calls in Q3 answered **within 120 seconds**

Social Media

21.5k Midlothian Council Facebook followers

17.9k @midgov twitter followers

14.4% Customer contact received **digitally (webform versus telephone)** from 10% in Q2

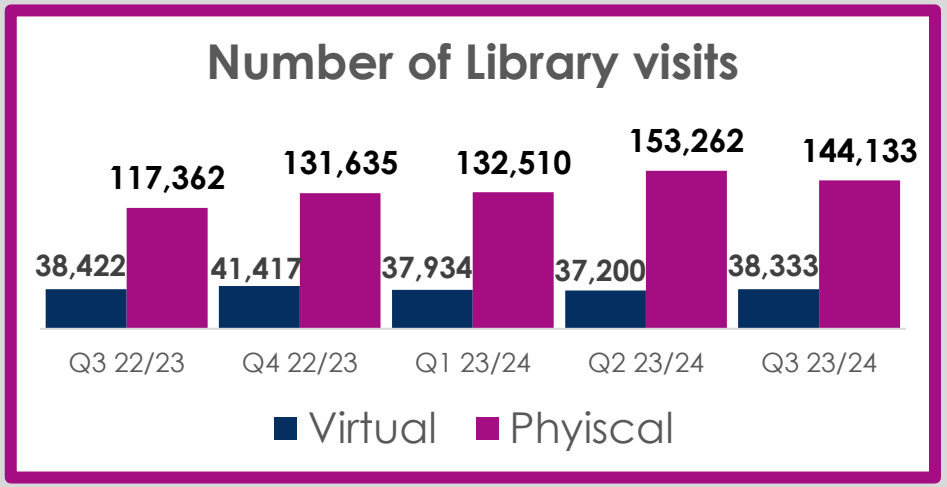
12,634

Email contact handled in Q3 (decrease from 12,855 in Q2)

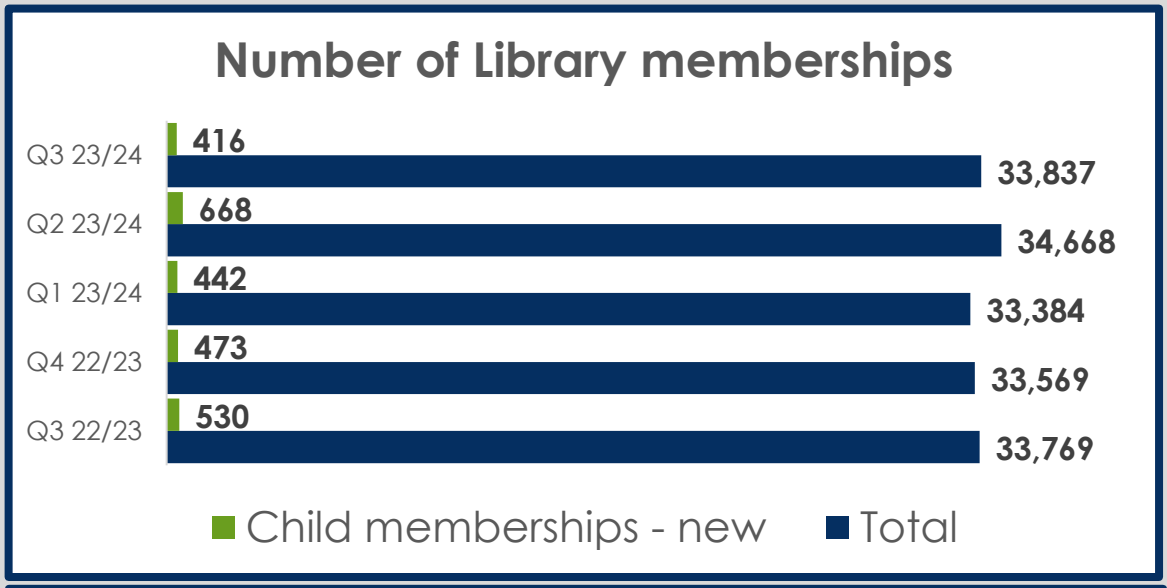
2,396

Contact Centre **Webforms** received (decrease from 2,588 in Q2)

Library services



1,483 **Library events** held in Q3



1,031 **Children's library initiatives taken place in Q3**

599

Library customers supported with **digital queries** in Q3

Human Resources

To achieve the Council's strategic priorities, we recognise that people are our most important asset. Our workforce strategy highlights that we need to attract the best talent, grow our own talent ensuring there are clear progression pathways, ensure our workforce feel engaged, valued and motivated and importantly, empower our staff to enable them to reach their full potential.

Our workforce vision is to work as **One Council** using our knowledge, experiences and sense of shared endeavour to collaborate and think creatively and innovatively so that our people can deliver life-changing impacts for our communities. Our new ways of working mark a clear desire for cultural change and a shift towards a more agile and modern operating model.

Our workforce is key to the delivery of the Transformation Blueprint. In order to ensure a thriving workforce, key areas of focus for 2023/24 will be:

- Investment in Organisational Development through a focused programme of work
- Completion of workforce plans in all services, with a particular focus in high risk areas
- Rollout of the Wellbeing Strategy
- Delivery of the Recruitment and Retention Strategy

Key achievements this quarter:

Wellbeing
Work continues to develop the new Wellbeing Strategy which will focus on the financial, physical, and psychological wellbeing of our workforce and ensure employees have access to advice, guidance and initiatives which support their health and wellbeing.

In conjunction with Midlothian Voluntary Action's project MFIN and the cost of living agenda, HR and Communications staff were involved with promoting support available through partner agencies to combat the cost of living pressures currently being experienced by employees and friends and family living in Midlothian communities. This included awareness of supports for debt advice, energy costs, healthy eating and stress management.

The rolling programme of **Wellness@Midlothian** initiatives continues this quarter to ensure we are supporting the positive health and wellbeing of our staff. During October to December 2023, 20 wellbeing events were held internally and externally covering cost of living supports, wellbeing and mental health awareness and health checks. 147 staff attended various events organised in house. Events included staff engagement exercises held in Stobhill Depot and Bonnyrigg Garage to share employee wellbeing information and details of where to seek support on a large range of topics. Health checks were held across Midlothian Libraries and Schools. Further health checks are scheduled for Quarter 4 for Cherry Road Centre, Bonnyrigg Garage, Stobhill and Fushiebridge Depots. Capital Credit Union were on site at Loanhead Library to meet staff and provide advice on budgeting and saving with over 20 staff attending. 3 Health walks were held for staff from the Active Travel Team supported by the Sport and Leisure team and special offers for gym membership over the festive period were promoted to staff.

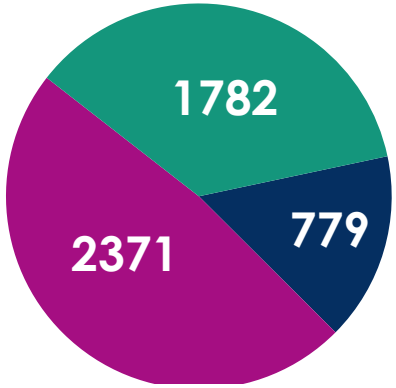
The HR team continue to focus on long term sickness absence which has resulted in progression of absence cases, capability hearings and return to work this quarter as well as the efficient management of employee relations cases to bring these to a conclusion.

21st century workforce - workforce strategy, recruitment and retention

Activity is ongoing to develop and implement the work streams under our workforce strategy, and progress Blueprint theme 2 '21st century workforce'. A consultation has taken place with the Trade Unions on what potential changes needs to take place in our policies for disciplinary, resolution, maximising attendance at work, performance improvement; and these will be included in the transformation workstream plan. A new Hybrid Working Policy was approved this quarter following engagement with Trade Unions and due for roll out and launch in quarter 4. The Leadership Forum programme for 2024 was approved and a new Management Forum focusing on practical management was proposed for launch this year.

Human Resources – performance measures

Workforce demographics



No. of staff by age group

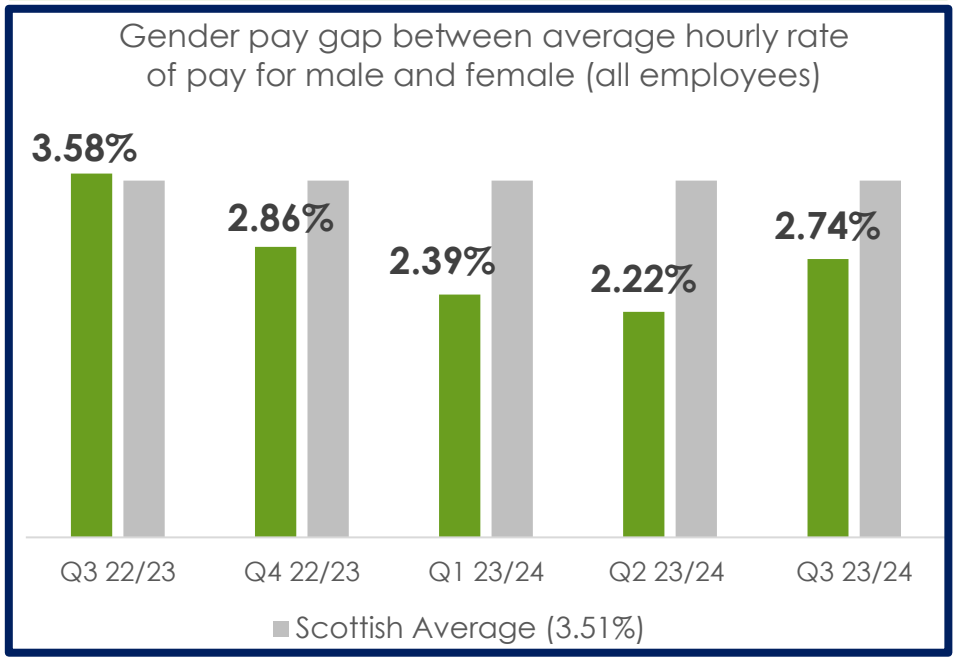
■ 16-30 ■ 31-50 ■ over 50

65% of employees are Midlothian Residents

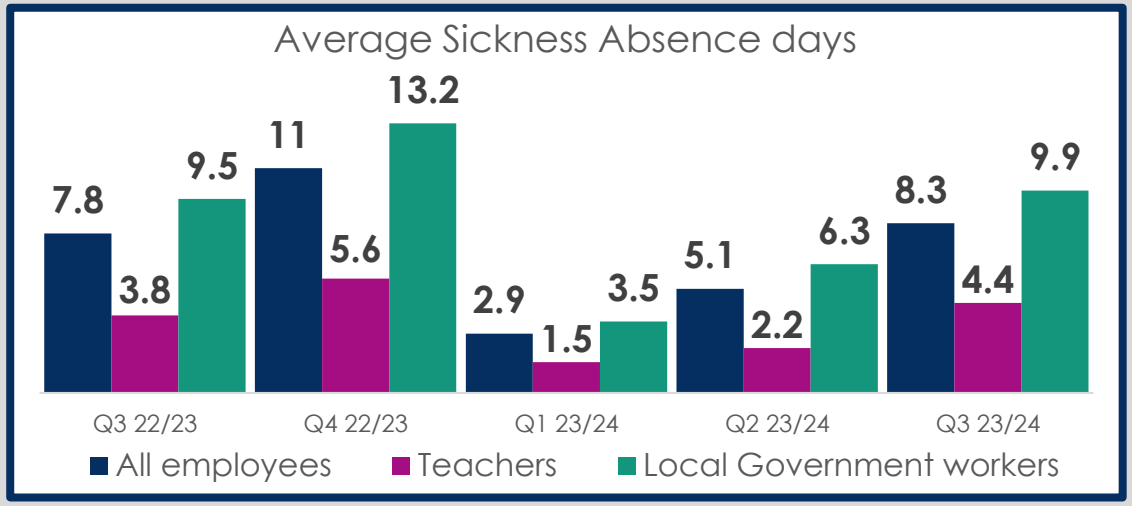
1,190 (24%) Employees with over 15 years of service

463 Leavers by Q3 (cumulative figure)

119 female employees in top 5% (113 in Q2 23/24)



Employee Health and Wellbeing



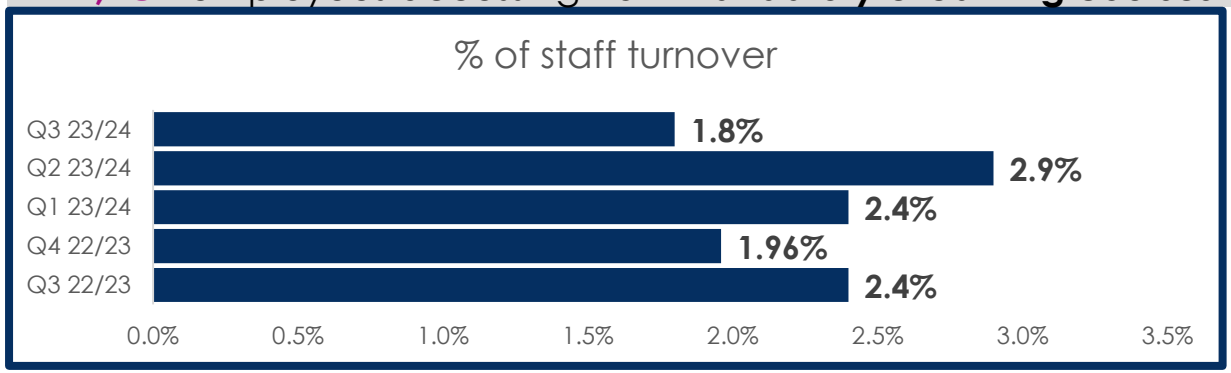
167 **Long term absence** cases ongoing

151 **Occupational Health referrals** via OHIO (increase from 104 in Q2)

24 **HR cases** in progress

205 **Physiotherapy referrals** made (decrease from 253 in Q2)

- **20** wellbeing events held this quarter with 147 attendees
- **803** employees accessing **mandatory eLearning courses**
- **1,181** employees accessing **non-mandatory eLearning courses**



Digital

Digital solutions underpin the Transformation Blueprint. Key work streams for 23/24 include:

- Review and refresh of the Council's Digital Strategy, including reprioritisation of projects to enable change and transformation
- Development of a Data Strategy and pilot projects such as the secure sharing and analysis of collective, operational level NHS & Council data
- Continued rollout of compliance and cyber security protective measures, including attainment of PSN and Cyber Essentials certification, and actioning any related recommendations
- Implementation of Microsoft O365 capabilities and applications to enable organisational efficiencies, collaboration and data driven decision making
- Delivering service improvements in frontline teams through projects such as digital transformation of Neighbourhood Services
- Continue the roll-out of the Customer Services Platform to promote channel shift
- Equipped for Learning: upgrade classroom Audio Visual estate with interactive smart screens and support the pilot of Virtual Class delivery
- Upgrading Call Centre digital infrastructure elements
- Refreshing / improving quality and coverage of corporate WiFi network
- Ensure all digital aspects of Council operations are well supported and operational

Key achievements this quarter:

Education and Equipped for Learning

As part of the equipped for learning project, 500 new Smart Screens have now been installed across the school estate. As well as providing a superior teaching and learning experience, the new panels reduce power consumption by 50%.

36 physical primary school servers were consolidated down to just 3 this quarter. This significantly reduces power requirements and CO2 emissions. This also allowed us to reduce the number of servers, thus reducing complexity and maintenance time of these systems.

Significant progress was made this quarter towards simplified meeting scheduling, enabling calendar visibility across Google and Microsoft accounts. This went live in January 2024.

Digital Systems and Infrastructure

- Roll out of Microsoft 365 across the whole corporate estate is now completed, enabling widescale collaboration and co-production. This has included:
  - Providing Council-wide training to corporate staff and Councillors, bringing the total to 3,568 attendees across 29 training sessions of 8 different courses.
  - Technical deployment of core Office 365 applications across the estate.
  - Improved collaboration and efficiencies now being realized in many ways across various areas of Council working.
  - Business Case for Phase 2 has been approved with phase 2 starting in December, focusing on user adoption, service-level workflow re-design, Sharepoint deployment, software rationalisation and data reporting and visualisation.

- Completion of a major upgrade to the Citrix platform, significantly enhancing security and efficiency. Citrix is used by approximately ¼ of corporate staff.

- Cloud First strategy continues with successful migration of several major business systems to the Cloud increasing resilience, simplifying maintenance reducing power consumption and CO2 emissions, and providing increased functionality. These include:
  - The Contact Centre's Netcall Liberty telephony management system
  - Capita One Housing system
  - Spydus, the new Library Management System

- Replacement, upgrade or removal of all Microsoft Windows 2012 Servers and upgrade to Commvault Backup System. This ensures that we do not have any old unsupported (and unsecure) server operating systems and hardware. Eight servers and four storage arrays replaced by four new servers. Again, reducing power, CO2, as well as increasing performance and reducing complexity.

- Computer Room AirCon - replacement of the ageing and unreliable air conditioning units in Fairfield and Midlothian House computer rooms, mitigating potential catastrophic impact should server room overheat. This again increases efficiencies by achieving reduced power and Co2 emissions.

Cyber Security

This quarter we were successful in managing and mitigating a major cyber incident. All systems and data were fully secured due to rapid response and multi-team effort during out-of-hours. A testament to the groundwork previously done to block, minimize and mitigate cyber attempts, as well as the dedication and professionalism of the digital services team.

In addition, various cyber security initiatives and events have taken place this quarter:

- **Conducted Phishing Exercises:** Designed and executed realistic phishing exercises to evaluate the resilience of the organisation against social engineering attacks.
- **Elected Member Cyber Security Presentation**: Successfully communicated key cyber security threats and mitigation to elected members, enhancing overall awareness.
- **Directorate specific Staff Security Presentation:** Successfully communicated security presentation to staff, ensuring a widespread understanding of cyber security risk and protective measures.
- **Setup PDNS (Protective DNS) for the Schools Network:** Implemented Protective DNS to strengthen the overall resilience of the schools' network against malicious attacks.
- **Supported the Implementation of Key Technical and Business Processes:** Collaborated with relevant teams to integrate security and compliance measures into new technologies and workflows, minimising potential risks e.g. Projects such as M365 and Google Workspace etc.

Digital – performance measures

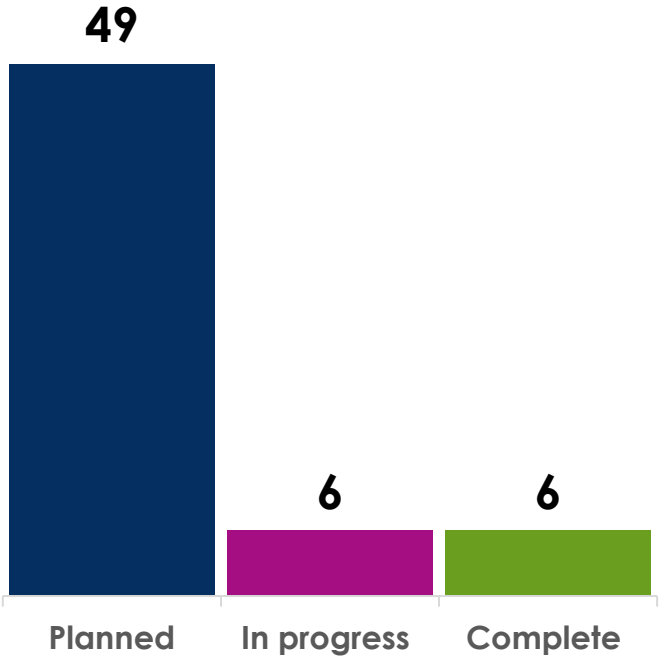
Key Digital projects

100%
of Office 365 (phase 1) project complete

40%
of total CSP (IT foundation and service modules) complete

Equipped for Learning
318 panels (interactive smart boards) were upgraded across schools this quarter.

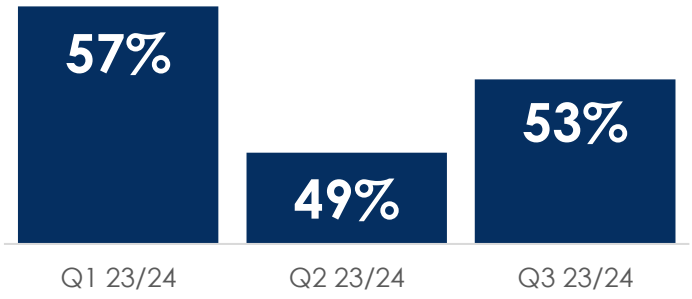
Progress of total number of Customer Service Platform modules



Service and Cyber security performance

232,593
Midlothian Council **Website visits** this quarter (decreased by 9,646 since Q2)

% of IT helpdesk incidents complete within 48 hours



20% of **cyber security training** complete

100%
of **Cyber Essentials and PSN implemented**

Corporate Resources

Key priorities for the service in 2023/24

- Redesign of business processes to achieve efficiencies across all of Corporate Resources
- Making more use of current applications to enable self-service e.g. viewing Council Tax and rent accounts online
- Continued upgrade of applications

Key achievements this quarter:

Work continues for the rollout of invoice approval processes. Fushiebridge Depot, a high volume invoice service, was fully onboarded to invoice approval in Q2. This quarter work to onboard Fleet Services and expand invoice approval in Property Maintenance was fully implemented. Moving away from paper-based invoicing to invoice approval system management allows for a greater level of audit, performance management and data, leading to more up to date financial monitoring and real time reporting. The Business Applications Team continue to work with Scottish Government's e-commerce team on next steps for the e-invoicing programme and onboarding of suppliers to this service. 3 new suppliers onboarded this quarter.

The rate of invoices paid on time across the Council is 92.5% (target is 95%) for quarter 3. Over 64k invoices were paid in total and the average no of days an invoice was paid was 11.7 days. In addition, the team made 11,750 direct payments to bank accounts to cover Free School Meals during the holiday period, the Energy Bill Support Scheme, Ukrainian Host payments and Business Covid Recovery grants.

Business application upgrades were completed for Mosaic and Itrent and server migration and implementation of data encryption completed for Open Revenues. The Capita ONE housing system went live this quarter. Other activities included the replacement of 82 multi-functional devices and printers across our school estate and the completion of the replacement programme for vehicle trackers across the fleet, and a review of unused mobile phone connections with 387 disconnected in total.

Our Employment and Reward and Business Applications Team successfully implemented the Local Government Pay award and associated back dated payments.

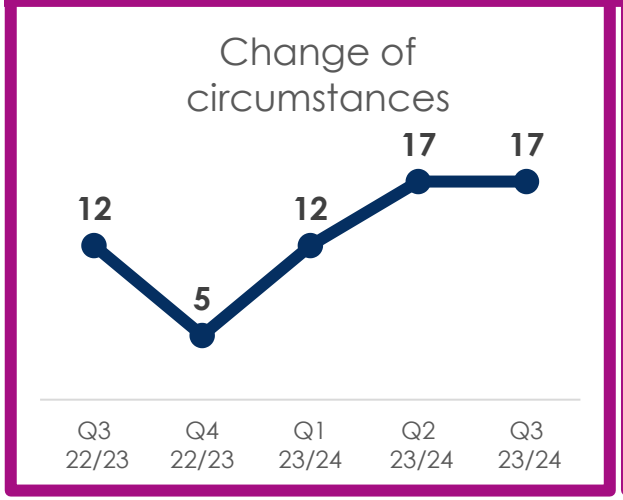
The Revenues and Benefits team continue to support the cost of living crisis. Requests for crisis funding continue to remain consistently high, with 67% of the revised Scottish Welfare Fund (SWF) budget up to and including Q3 allocated. (114% of the original budget). 4,977 applications have been received for Crisis Grants this year (1,464 during Q3). 1,029 received for Community Care Grants (280 during Q3). This demonstrates the significant challenge faced by our communities. The successful recruitment of the Scottish Welfare Fund Assessors this quarter will not only allow the team to respond and address the current backlog of processing activities but also analyse the reasons for the high number of applications and refusals to identify preventative activity to mitigate people reaching this crisis point. This is identified as a key action in the Child Poverty Action Plan.

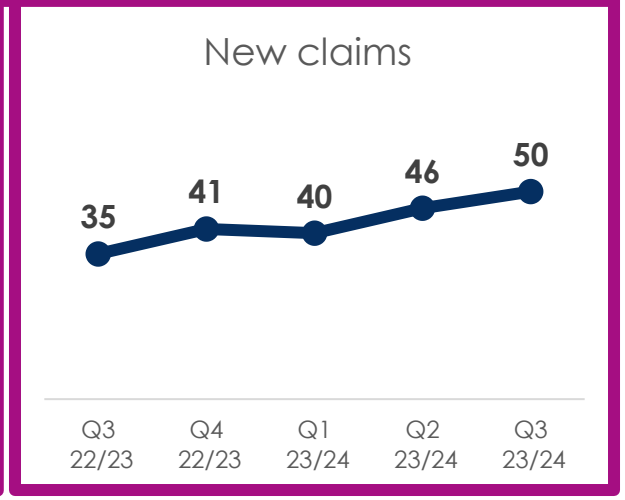
The percentage of current housing rent arrears sits at 13.61%, a slight increase from this period last year of 11.86%. In year Council Tax collected year to date is 77.1% showing a slight decrease from collection rates this time last year. There is no indication at this point that overall Council Tax collection across the year would not be achieved and end of year target therefore is expected to be made.

Corporate Resources – performance measures

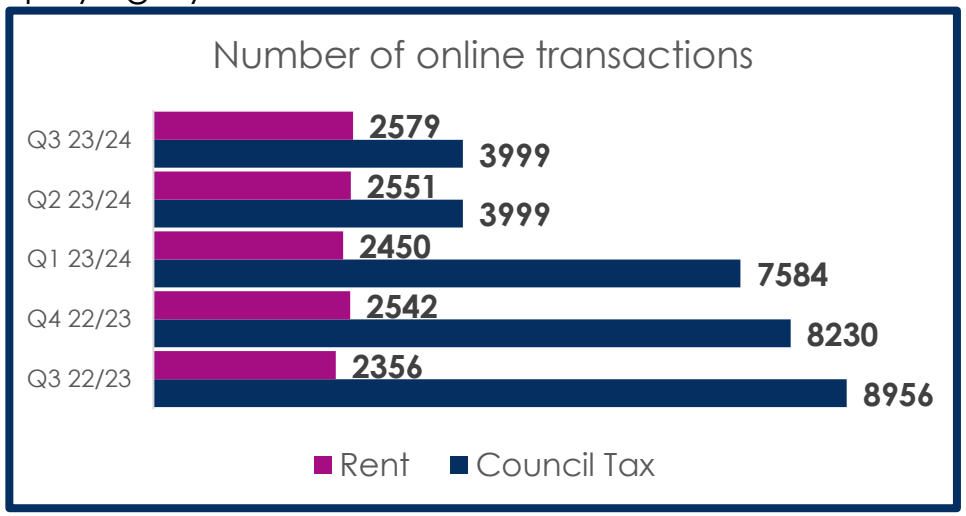
Revenues and Benefits

Average processing times (days)





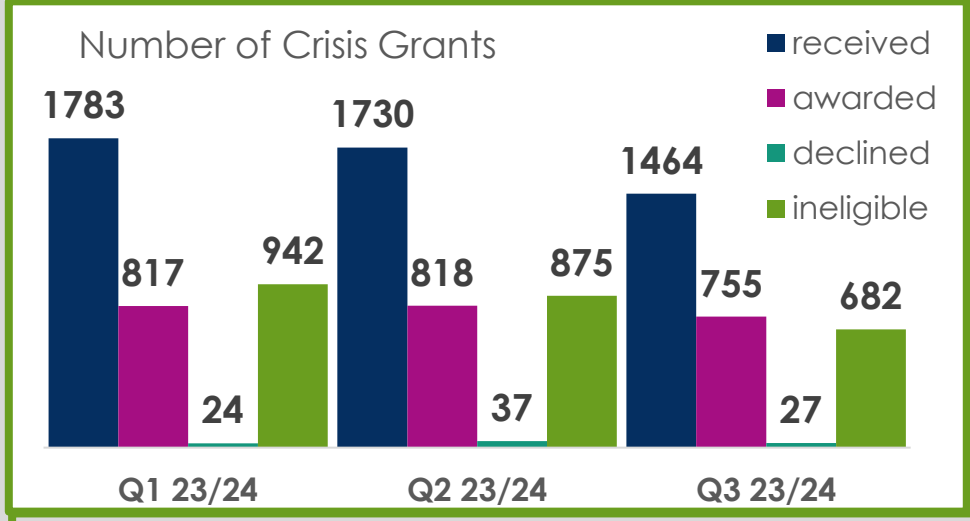
76.42% of Revenue and Benefits customers paying by **direct debit**



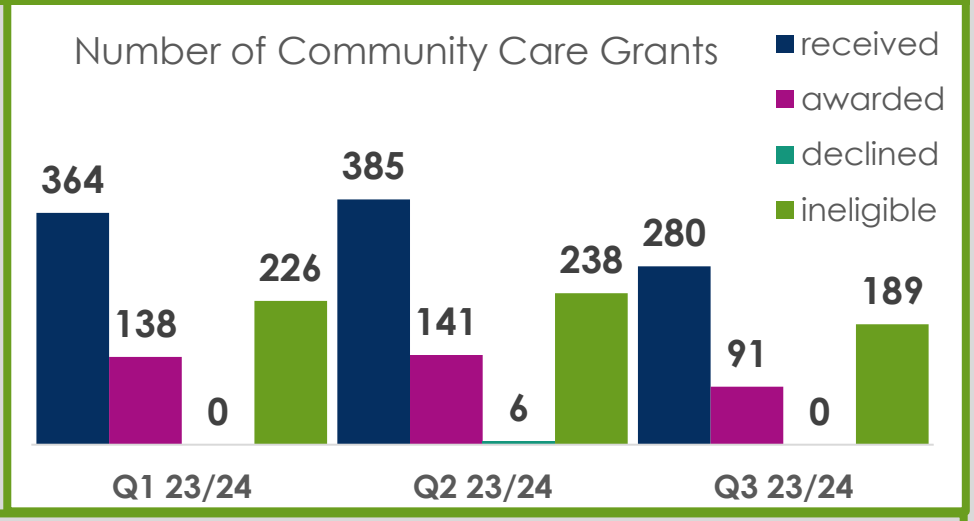
Scottish Welfare Fund

£263,586 granted from Scottish Welfare fund for **crisis grants**

£382,127 granted for **community care grants** up to Q3.



67% of Scottish Welfare Fund budget spent this year.



Grant applications deemed as ineligible are in general those that have exceeded the maximum amount of 3 applications in a year or customers who do not meet the set criteria for the award.

Legal and Governance

Key priorities for the service in 2023/24

- Delivery of the 2024 UK Government elections including voter Identity implementation
- Review of the Council's governance framework with revised Standing Orders and Associated Scheme(s)
- Implementation of the new Subject Access Request portal
- Development of the new Procurement Strategy, with a focus on social value, the introduction of a Council wide approach to Community Benefits, and an increased focus on local procurement
- Aligned to the Transformation Blueprint, undertake a review of Contract and Grant Management

Key achievements this quarter:

Legal Services

This quarter, Section 75 agreements were settled for Newtongrange for 1,000 homes, land in Dalkeith for 6 units and land in Gorebridge for 10 units. In addition, the team negotiated the purchase of 12 properties on the open market to support the Council's social housing programme, and the purchase of Millerhill Hub community facility from Shawfair LLP pursuant to Shawfair S75 Agreement. This involved agreeing additional transfer provisions for special district heating obligations, mutual car parking arrangements and special arrangements to take effect when the new (adjacent) retail unit is being constructed.

Additional Special needs tribunal work was brought in house and input was provided to the Mental Health Law Review consultation, as well as Court attendance to protect the Council's interests and to deliver suitable outcomes for children and vulnerable adults.

Procurement

An Interim Procurement Manager led the team last quarter with significant work undertaken including:

- An overhaul of the Contract Database
- Research and investigation into the use of a Concession contract, identifying and benchmarking of a suitable tender and preparation of all necessary tender documentation including suitable Terms and Conditions with support from legal services.
- The Council's standard Terms and Conditions for all other contracts have been updated with support from legal services.
- The procurement strategy peer review process has been streamlined to ensure audit trail and accountability.
- The Non-Competitive forms and templates have been reviewed and updated to ensure compliance with

Regulations and Standing Orders.

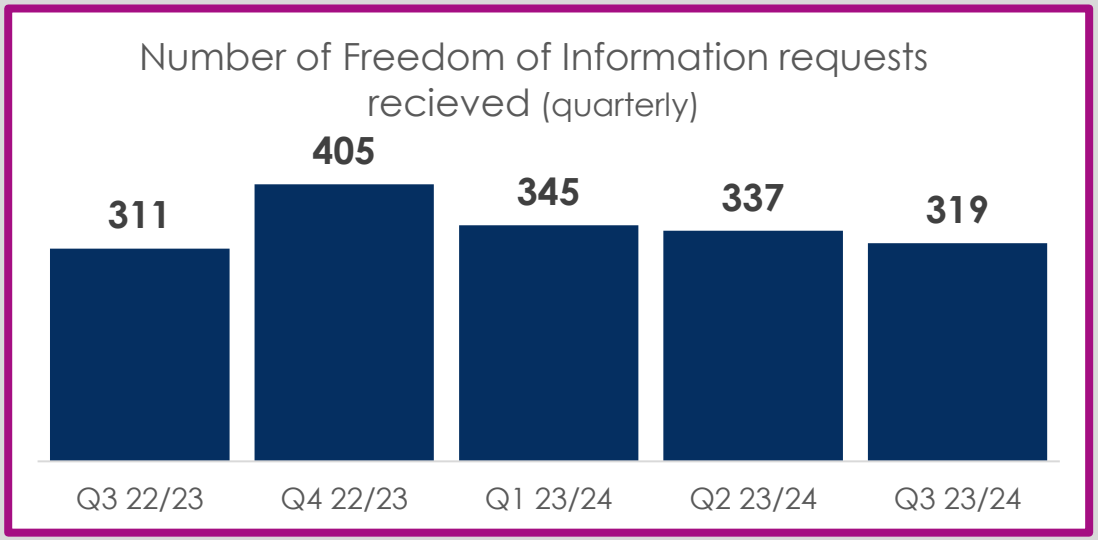
A short life working group has been established to review contracts within Health and Social Care including the appointment of a dedicated Procurement Officer. A programme of work is being delivered to bring all off-contract spend onto relevant frameworks. A key piece of work that has commenced with HSCP and Procurement is involvement in the development of the Scotland Excel (SXL) Care and Support Contract which SXL are retendering with a go live date of April 2024. This approach provides a route to compliant commissioning for almost £16.5m of social care expenditure. It is anticipated that this would reduce the resource that would need to be invested in commissioning and avoid costs associated with a recommissioning / tendering process and could potentially mitigate some of the inflationary budget risks associated with a recommissioning exercise.

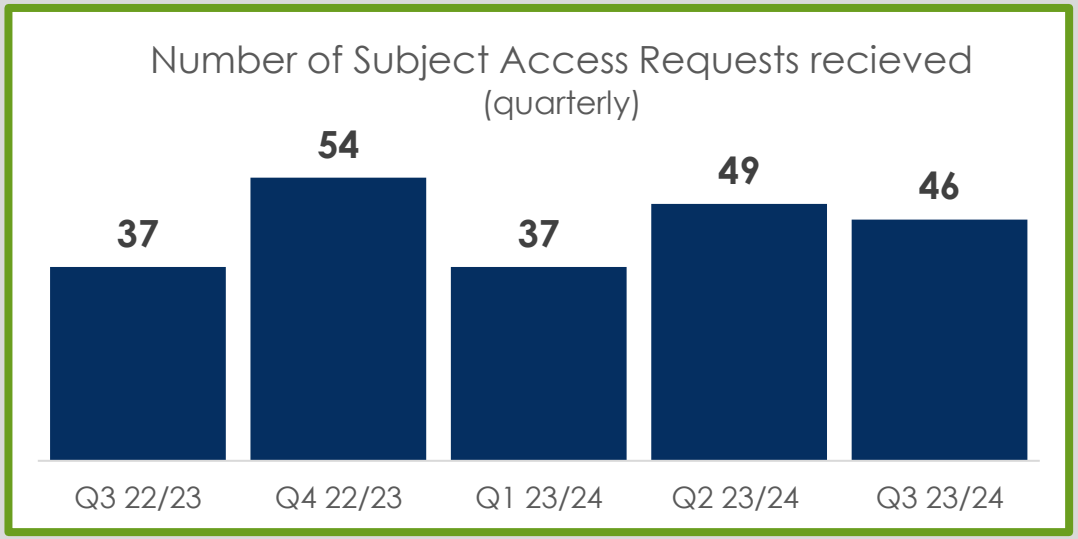
Programmes of work like this are part of the Transformation Blueprint 'Follow the Money' theme, looking at commissioning, contracting and identifying savings and efficiencies that can be made across the organisation, particularly in high risk/high spend areas.

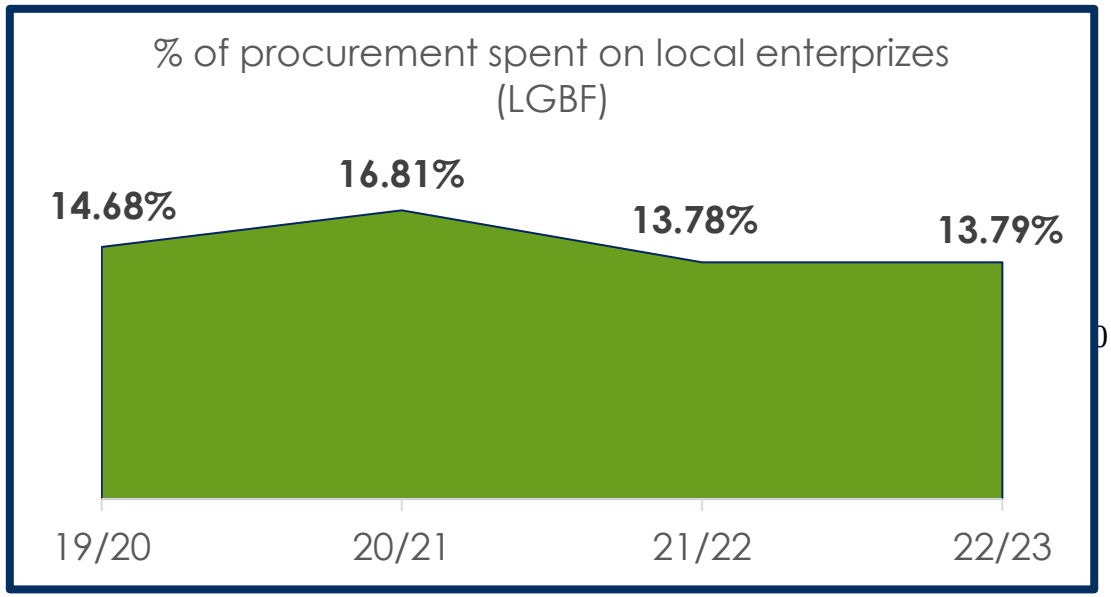
High value and complex contracts were awarded this quarter for the supply of fire doors, window cleaning services, supply of bulb and wildflower and purchase of A2D (Analogue to Digital) Telecare Equipment.

Legal and Governance – performance measures

Access to information







3 regulated procurement exercises undertaken this quarter

14 legal commercial transactions undertaken this quarter

Challenges and risks

Financial position

Council approved the 2023/24 budget at its meeting on 21 February 2023. Delivery is reliant on a combination of savings and service reductions and includes the use of retrospective service concession savings and earmarked Covid recovery reserves. Whilst the 2023/24 budget is agreed, the challenge remains to reach ongoing financial sustainability. Cost and income projections for future years will be embedded in the Council's Transformation Blueprint which contains a range of transformation themes to drive towards a position of financial sustainability, and close working continues with the Business Transformation Steering Group to respond to the challenges.

Financial Services continues to ensure the Council has robust financial management arrangements in place with a full suite of financial monitoring reports for quarter two 23/24, presented to Council in November 2023. The team continues to provide in-depth financial input to key revenues and capital projects embedded into the Medium Term Financial Strategy.

Growing Council

Scotland with an increase of 16.1%. The 2011 census data lists Midlothian as having a population of 83,187 which has risen to 96,600 in the 2022 census data. The level of growth is 2.3% higher than our previous calculation and is now 13.4% higher than the Scottish average of 2.7%.

In terms of households, Midlothian saw the highest percentage increase at 17.2% since the 2011 census. Population density in Midlothian is 273.1 residents per square kilometre compared to the Scottish average of 69.8. In addition, Midlothian has 10 data zones which fall into the most deprived areas.

This growth creates the opportunity to meet housing need with 25% of new homes being built in the affordable housing provision, in addition to the expansion in our Council house building. This construction directly supports 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 hardest hit by the impact of the pandemic. These new opportunities help lead the way 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:

- Data Driven 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 onsite 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 delivers new schools, a record investment in council housing, improved community infrastructure, investment in the local transport network and innovative developments such as the new low carbon heat network in Shawfair.

Economic pressures

Inflation, as well as rising energy costs, are affecting the construction industry in Scotland. The UK is 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 high quality services to its citizens.

In response to all these pressures, a range of reprioritisation activity is taking place, with a revised Capital Plan being considered by the cross- party Business Transformation Steering Group, and options to review what and how services are delivered as part of the savings measures to reduce the funding gap recommended to Council.

Cost of Living Crisis

Midlothian's citizens are facing significant financial challenges. The impact on households continues to be noted across the UK with 49% of adults reporting an increase in their cost of living in December 2023 (Office for National Statistics; Francis-Devine et al, 2022). The UK is currently facing an unprecedented wave of increasing prices, bills and tax challenges. The 41 year high inflation rate of 11.1% in October 2022 has been the main driver of the cost of living crisis which has outstripped wage and benefit increases. Recent data shows the annual inflation rate was 4.0% in December 2023, up slightly from 3.9% in November. The price rises continue to impact low-income households hardest as a larger proportion of their costs are on energy and food. The Resolution Foundation estimates that absolute poverty is set to rise in the short- run, from 17.2% in 2021-22 to 18.3% in 2023/24 (or an additional 800,000 people in poverty).

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 regularly to coordinate mitigating activities.

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.

Risk

The Council's Strategic Risk Profile is presented retrospectively to Audit Committee quarterly. The most critical risks to the Council are Financial Sustainability, Climate Change and the Change Programme. Corporate Solutions is key to the delivery of mitigating actions to these risks; through strategic planning and driving forward transformation.

Pentana Performance Dashboard

A full review of quarterly performance data is available via Pentana (Browser login link - https://midlothian.pentanarpm.uk/login)

Quarter 3 - Corporate Solutions-

18	9	70	0	26	0
Quarterly Reporting Corporate Solutions PIs - On Target	Quarterly Reporting Corporate Solutions PIs - Off Target	Quarterly Reporting Corporate Solutions PIs - Data only	Quarterly Reporting Corporate Solutions PIs - Data not available	Quarterly Corporate Solutions All Service Risks	Quarterly Corporate Solutions High Service Risks

Quarterly Reporting Corporate Solutions PIs - Off Target

...	Code & Title	Gauge	Value	Target	Last Update	History
	CORP.DIGITAL.11 % of IT helpdesk incidents complete within 48 hours		53%	60%	Q3 2023/24	
	CORP.LEG.02 % of Freedom of Information requests complete within Statutory time...		79%	100%	Q3 2023/24	
	CR.CC.4 % of contact centre calls abandoned (quarterly)		6%	5%	Q3 2023/24	
	CSE.LPI.03 Average processing time for new claims (internally calculated) (quarterly)		50 days	25 days	Q3 2023/24	
	CSE.LPI.04 Average processing time for change of circumstances (internally calculat...		17 days	8 days	Q3 2023/24	
	CORPS.MPI.01 Performance against revenue budget		£26.910m	£26.355m	Q3 2023/24	
	RHM.r.01.1 % of in-year Council Tax collected ytd (cumulative)		77.1%	95.2%	Q3 2023/24	
	RHM.r.02.1 % of current Housing Rent arrears (total)		13.61%	7.5%	December 2023	
	CORPS.SPSO.05.1 Percentage of complaints at stage 1 complete within 5 working ...		83.33%	95%	Q3 2023/24	

← 1 of 1 →

Corporate Solutions PI summary

01. Manage budget effectively

Priorities	Indicator	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	N/A	£23.524m	£24.759m	£25.671m	£26.910m		**Q3 23/24:** Off Target £555,000 overspend.		£24.162m		

02. Manage stress and absence

Priorities	Indicator	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24	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)	8.28	6.16	2.35	4.35	6.61		**Q3 23/24:** Data only The average number of working days lost due to sickness absence has slightly increased compared to this time last year. Of the FTE days lost, 14% was due to long term sickness, 69% self-certified, 17% 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	2,283.1
											Number of FTE in service	345.55

03. Process invoices efficiently

Priorities	Indicator	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24	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)	94.4%	94.9%	97.8%	96.2%	95.9%		**Q3 23/24:** On Target		95.0%	Number of invoices received	3,363
											Number of invoices paid within 30 days (cumulative)	3,225

04. Improve PI performance

Priorities	Indicator	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24	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.	78.57 %	78.57 %	87.18 %	92.21 %	90.91 %		**Q3 23/24:** On Target		90%	Number on tgt/complete or Data Only	70
											Number of PI's in total	77

05. Control Risk

Priorities	Indicator	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24	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%		**Q3 23/24:** No high risks identified.		100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

06. Implement Improvement Plans

Priorities	Indicator	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24	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.	100%	100%	100%	100%	100%		**Q3 23/24:** On Target All audit actions reviewed this quarter.		90%	Number of internal/external audit actions on target or complete	27
											Number of internal/external audit actions	27

Corporate Solutions Complaints Indicator Summary

Commitment to valuing Complaints
4. Outcomes and Customer Feedback

Indicator	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
	Value	Value	Value	Value	Value	Status	Note	Short Trend	
Number of complaints received (quarterly)	211	47	46	68	69		**Q3 23/24:** Data only		
Number of complaints closed in the year	173	31	33	60	69		**Q3 23/24:** Data only		
Number of complaints upheld (quarterly)	35	3	6	39	47		**Q3 23/24:** Data only		
Number of complaints partially upheld (quarterly)	26	7	15	14	9		**Q3 23/24:** Data only		
Number of complaints not upheld (quarterly)	24	10	10	6	13		**Q3 23/24:** Data only		
Number of complaints Resolved (quarterly)	77	11	2	1	1		**Q3 23/24:** Data only		
Average time in working days to respond to complaints at stage 1	3.91	3.04	2.41	3.37	3.48		**Q3 23/24:** On Target		5
Average time in working days to respond to complaints at stage 2	6.42	8.33	0	0	0		**Q3 23/24:** On Target		20
Average time in working days for a full response for escalated complaints	0	0	12	10.17	1.89		**Q3 23/24:** On Target		20
Percentage of complaints at stage 1 complete within 5 working days	86.34%	92.86%	100%	88.89%	83.33%		**Q3 23/24:** Off Target 50 of 60 stage 1 complaints were complete within 5 working days. 8 of the complaints were for Revenues and Benefits and 2 complaints were for Customer Engagement. All stage 1 complaints were responded to within 10 days.		95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%	100%		**Q3 23/24:** On Target There were no stage 2 complaints for Q3.		95%
Percentage of complaints escalated and complete within 20 working days	100%	100%	100%	66.67%	100%		**Q3 23/24:** On Target		95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	0	0	0	8	10		**Q3 23/24:** Data only		
Number of Compliments	8	2	6	2	1		**Q3 23/24:** Data only		

Customer Engagement Priorities

Customer Services:

Short term:
- Continued rollout and implementation of Customer Service Platform
- Reviewing service delivery across all Contact Centre teams
- Increased use of eBooks
- Active promotion of library space for Council and partner services, and enable out of hours access for communities

Medium term:
- Rollout of the Hub & Spoke model with libraries providing and facilitating increased local service provision
- Customer Engagement Strategy development including revised communications and engagement plan

Long term:
- Increase income within Registrars through alternative ceremony offer
- Community and school library redesign; including the mobile library service

Communications and Marketing:

- Promotion and articulating the council's vision, strategy and plans such as, Great Place to Grow vision and longer term Wellbeing ambition, our route map through and out of the coronavirus crisis, Midlothian climate change strategy and carbon charter to both an internal and external audience.
- Supporting how public services operate by encouraging residents and stakeholders to take part in consultations such as Midlothian Local Development Plan, participatory budgeting, town centre regeneration projects, and catchment area consultations.
- Supporting service redesign and the delivery of change, e.g. supporting the shift to the new customer service platform which will enable citizens to do much more online via our website.
- Promotion of behavioural change, for example by encouraging residents of Midlothian to recycle more or travel more actively or improve their health and wellbeing.

Customer Engagement Measures

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORP.CE.01	Channel shift - % of customer contact received digitally compared to telephone			14.1%	10%	14.4%			**Q3 23/24:** Data only Indicator is to baseline online customer contact against telephone contact. Figure is based on total number of calls received via telephony for all services against total number of webforms received across all council services. Q3 shows an increase from Q2 and is in line with the Q1 figure. The majority of online forms completed for this quarter have been for pupil registration, missing or damaged bins and for junior skiing sign-up. Overall Contact was 69,863 and the total forms received for Q3 was 10,044.	
CORP.CE.02	Number of Midlothian Council facebook followers (cumulative)			21,144	21,277	21,541			**Q3 23/24:** Data only An increase of 264 from the previous quarter.	
CORP.CE.03	Number of twitter followers (@midgov) (cumulative)			17,902	17,927	17,969			**Q3 23/24:** Data only Slight increase of 42 followers since quarter 2.	
CORP.CE.08	Number of emails handled via the Contact Centre (quarterly)	39,198		13,583	12,855	12,634			**Q3 23/24:** Data only The volume of emails handled by the contact centre remains high. Through the rollout of the Customer Service Platform, channel shift continues to promote the move away from email to more efficient service requests/transactions. The slight reduction from the previous quarter is a result of the Christmas closures.	

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
									This is a 40% increase on the number of emails received for the same quarter last year.	
CORP.CE.12	Number of library children's initiatives	3,415		892	961	1,031			**Q3 23/24:** Data only The increase in figures for children's initiatives is reflective of the additional activities that were delivered during Book Week Scotland plus Christmas craft sessions.	
CORP.CE.14	Number of library customers supported with digital queries (quarterly)	2,265		596	478	599			**Q3 23/24:** Data only Customers are supported on a range of digital queries. These figures stay in line with previous years. High numbers of people requesting help in October and November led to a 21% increase over the Q3 total.	
CR.CC.1	Overall Contact Centre Calls (quarterly)	163,113	38,932	39,201	36,784	35,833			**Q3 23/24:** Data only Call volumes remain steady with the Q3 total reflecting the closures over the Christmas period. There has been a decrease of 10% in call volumes from Q3 of last year but this is balanced with a channel shift increase of 40% in email contact.	
CORP.CE.05	% of contact centre calls answered within 120 seconds (quarterly)			83%	78%	74%			**Q3 23/24:** Data only The Service Level Agreement (SLA) has been amended to be more reflective of call handling times. There is no comparative data at the moment but reflections can be made for future quarterly reports. The lower percentage compared to last quarter reflects seasonal issues such as sickness and also the Christmas closures.	
CR.CC.4	% of contact centre calls abandoned (quarterly)	7%	6%	6%	5%	6%			**Q3 23/24:** Off Target The figure is consistent with the same period last year and with the figures from the other quarters of this year.	5%

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
									This figure looks at the total number of calls that come into the queue and for a variety of reasons then leave the queue. People may choose to hang up because they don't want to wait, or they've called at an inopportune time. Front-end messages are updated on contact centre lines to provide information to the customer waiting in queues. As an example, if a whole street of bins has been missed, the front end message would reflect this. We also have messages directing people online. The slightly higher figure is reflective of seasonal staffing and closures.	
CR.EM.01	Number of web forms received via Contact Centre (quarterly)	12,391	2,783	3,106	2,588	2,396			**Q3 23/24:** Data only Contact via web-form has dropped by 16% compared to the same period last year and we are expecting this to continue to drop as more services come on board with CSP. Web forms are being replaced on a rolling programme with e-forms, through the Customer Service Platform implementation. This will be a more efficient way of working; as it will reduce duplication of effort in the contact centre (double keying of requests), will get to services to resolve quicker and will also allow for more accurate real time reporting of customer demand and behaviour to provide insight not currently available.	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£2.14	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
C&L5a	Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	66%	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				
RHM.I.01.01	Total number of library memberships	33,569	33,769	33,384	34,668	33,837			**Q3 23/24:** Data only Although the underlying trend remains, Library membership is rising gradually. The Q3 reduction reflects the Library Management System change and review of long expired memberships to comply with GDPR.	
RHM.I.01.04	Number of new child library memberships	473	530	442	668	416			**Q3 23/24:** Data only Q3 figures are 35% lower than Q2 due to the seasonal reduction of class visits and because Q2 reflects the new term and increase in new children joining.	
RHM.I.03.0	Number of library events	5,714	1,675	1,435	1,447	1,483			**Q3 23/24:** Data only This covers events for both adults and children and included regular events and activities such as book groups etc and stand-alone events such as Bookbug Week. This figure is consistent with previous quarters demonstrating the impact of Book Week Scotland and Christmas craft sessions plus the additional Cost of Living Crisis support sessions.	
CORP.CE.09	Total number of library visits	607,410	155,784	170,444	190,462	182,466			**Q3 23/24:** Data only The slight reduction in total visits is due to the Christmas period. There has been a 17% increase on the total library visits for the same period last year which shows the impact of the Warm and Well Hubs and other support initiatives for our communities.	

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
RHM.I.03.01	Number of Physical Library Visits	436,613	117,362	132,510	153,262	144,133			**Q3 23/24:** Data only The slight dip in footfall is due to the Christmas period with reduced class visits, classes finishing up and the impact of the seasonal closures. There has been a 22% increase in the physical visits compared to this quarter last year which demonstrates the continued role that libraries have in their community.	
CORP.CE.11	Number of virtual library visits	170,797	38,422	37,934	37,200	38,333			**Q3 23/24:** Data only Virtual visits remain steady across the year and are almost exactly the same as Q3 last year (38,422). Virtual visit stats include all social media interaction, visits to the library website, catalogue and eService interactions. There was a move to a new Library Management System which will have made a slight impact on the visits to the catalogue as the system was briefly offline.	
RHM.REG.01.04	Number of births registered	564	150	153	138	146			**Q3 23/24:** Data only Figures remain steady.	
RHM.REG.01.16	Number of marriages registered	503	87	123	162	96			**Q3 23/24:** Data only Q3 demonstrates the usual seasonal dip in numbers.	

Human Resources Priorities

- Investment in Organisational Development through a focused programme of work
- Completion of workforce plans in all services, with a particular focus at risk areas
- Rollout of the Wellbeing Strategy
- Delivery of the Recruitment and Retention Strategy

Human Resources Measures

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24			
		Value	Value	Value	Value	Value	Status	Short Trend	Note
BS.FIS.01	Percentage of staff turnover (including teachers) (quarterly)	10.36%	2.4%	2.4%	2.9%	1.8%			**Q3 23/24:** 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. Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing. Compared to Q3 of last year, staff turnover rates have decreased.
CORP.HR.01	Number of staff wellbeing events held (quarterly)			19	16	20			**Q3 23/24:** Data only 20 wellbeing events were held in Q3. 6 Employee Health Check sessions were held at Newbattle, Loanhead, Penicuik and Dalkeith Library and Hawthornden and Saltersgate Primary School. 2 Capital Credit Unions sessions were held at Loanhead Library and Loanhead Leisure Centre. 3 Health Walks were arranged for staff. 1 Mental Health and resilience course held for staff. 4 Listen & Learn exercises carried out. 4 Affinity Connect courses on financial topics held.

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24			
		Value	Value	Value	Value	Value	Status	Short Trend	Note
CORP.HR.02	Number of staff attending wellbeing events (quarterly)			124	110	147			**Q3 23/24:** Data only Webinars held by external providers were offered to staff for financial wellbeing, and awareness of partner agencies and training opportunities. It is difficult to quantify the number of staff impacted by the promotion/activities of events that are externally hosted. For those that are delivered in-house, 147 staff attended in the last quarter.
CORP.HR.03	Number of staff accessing non mandatory e-learning courses			1,346	1,588	1,181			**Q3 23/24:** Data only
CORP.HR.04	Number of staff accessing mandatory e-learning courses			699	660	803			**Q3 23/24:** Data only
CORP.HR.05	Number of ongoing long term absence cases			140	131	167			**Q3 23/24:** Data only 167 long term absence cases are being supported by Human Resources across all directorates. 73 cases within People and Partnerships, 40 cases within Health and Social Care and 54 cases within Place.
CORP.HR.06	Number of HR cases in progress			20	28	24			**Q3 23/24:** Data only 24 employee disciplinary cases are currently supported by Human Resources Business Partners.
CORP.HR.07	Number of Occupational Health referrals via OHIO (quarterly)			140	104	151			**Q3 23/24:** Data only 151 Occupational Health referrals made this quarter in support of our employees. OH referrals can be made for a number of different reasons, but the primary reason for referring staff to OH is to apply preventative measures to support their physical and mental health and wellbeing and identify any supports required to facilitate employees to remain in work.
CORP.HR.08	Number of Physical Health referrals via OHIO (quarterly)			307	253	205			**Q3 23/24:** Data only Physiotherapy services offer up to 4 free sessions which can be accessed by the employee to receive treatment and advice for Musculoskeletal injuries and various health conditions to improve movement and mobility.
CORP.HR.09	Number of staff with over 15 years of service			1,173	1,177	1,190			**Q3 23/24:** Data only 24% of employees have over 15 years of service with Midlothian Council.

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24			
		Value	Value	Value	Value	Value	Status	Short Trend	Note
CORP.HR.10	Number of staff aged 16-30			658	767	779			**Q3 23/24:** Data only 16% of our workforce are aged 16 to 30.
CORP.HR.11	Number of staff aged 31-50			2,327	2,346	2,371			**Q3 23/24:** Data only 48% of our workforce is aged 31 to 50.
CORP.HR.12	Number of staff over 50			1,921	1,774	1,782			**Q3 23/24:** Data only 36% of our workforce are over 50 years old.
CORP.HR.13	Number of leavers (cumulative)			129	293	463			**Q3 23/24:** Data only 170 leavers in quarter 3.
CORP.HR.14	Percentage of staff that are Midlothian residents			66%	65%	65%			**Q3 23/24:** Data only
CORP3c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)	2.86%	3.58%	2.39%	2.22%	2.74%			**Q3 23/24:** Data only The gender pay gap measures the average female pay (£19.85) versus average male pay (£20.41) within the organisation. The figures show that the Council has more male staff at higher rates of pay by 2.74%.
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	11.04	7.9	2.97	5.17	8.33			**Q3 23/24:** Data only Sickness absence days have increased slightly compared to that of 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.
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (LGBF)	5.62 days	3.86 days	1.51 days	2.20 days	4.42 days			**Q3 23/24:** Data only Sickness absence days have increased compared to that of 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)	13.20 days	9.51 days	3.55 days	6.37 days	9.91 days			**Q3 23/24:** Data only Sickness absence days have slightly 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%	120	115	108	113	119			**Q3 23/24:** Data only

Finance Priorities

. Development of the Medium Term Financial Strategy 2023-2028
. Support the development of a financially robust transformation programme to achieve efficiencies
. Inform the Capital Plan Prioritisation to ensure an affordable Capital Investment Strategy
. Ensure the Council has robust financial management arrangements in place

Finance Measures

PI Code	PI	2022/23
		Value
FINSUS1	Total useable reserves as a % of council annual budgeted revenue (LGBF)	34.1%
FINSUS2	Uncommitted General Fund Balance as a % of council annual budgeted net revenue (LGBF)	1.8%
FINSUS3	Ratio of Financing Costs to Net Revenue Stream - General Fund (LGBF)	0.38%
FINSUS4	Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account (LGBF)	36.03%
FINSUS5	Actual outturn as a percentage of budgeted expenditure (LGBF)	96%

Digital Services Priorities

- Review and refresh of the Council's Digital Strategy, including reprioritisation of projects to enable change and transformation
- Development of a Data Strategy and pilot projects such as the secure sharing and analysis of collective, operational level NHS & Council data
- Continued rollout of compliance and cyber security protective measures, including attainment of PSN and Cyber Essentials certification, and actioning any related recommendations
- Implementation of Microsoft O365 capabilities and applications to enable organisational efficiencies, collaboration and data driven decision making
- Delivering service improvements in frontline teams through projects such as the digital transformation of Neighbourhood Services
- Continue the roll-out of the Customer Services Platform solutions to promote channel shift
- Equipped for Learning: upgrade classroom Audio Visual estate with interactive smart screens and support the pilot of Virtual Class delivery
- Upgrading Call Centre digital infrastructure elements
- Refreshing / improving quality and coverage of corporate WiFi network
- Ensure all digital aspects of Council operations are well supported and operational

Digital Services Measures

PI Code	PI	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Status	Short Trend	Note	
CORP.DIGITAL.01	Number of Customer Services platform implementations complete	4	4	6			**Q3 23/24:** On Target Short term lets and assisted bin collection request flows went live this quarter.	10
CORP.DIGITAL.02	Number of Customer Services platform implementations in progress	5	6	6			**Q3 23/24:** Data only Currently in progress: New/replacement bins/boxes. Elected members enquiry logging. General enquiry. Street Cleansing (was Litter bins) including: Litter bins damaged / emptied, Dog bins damaged / emptied, Street needing swept, Dog fouling, Report dead animals on the road, Fly tipping and Littering. Housing repairs. Bulky uplifts.	

PI Code	PI	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Status	Short Trend	Note	
CORP.DIGITAL.03	Number of Customer Services platform implementations planned	49	49	49			**Q3 23/24:** Data only	
CORP.DIGITAL.04	Number of Midlothian Council website visits (cumulative)	237,696	479,935	712,528			**Q3 23/24:** Data only 232,593 website visits this quarter. It should be noted that number of website visits is based on customers accepting analytics cookies therefore actual number of visits is suspected to be higher.	
CORP.DIGITAL.05	% of Office 365 (phase 1) digital project complete	60%	90%	100%			**Q3 23/24:** On Target Phase 1 complete. Phase 2 Business Case approved and started December 2023.	100%
CORP.DIGITAL.06	% of AI pilot and information governance digital project complete	10%	10%	20%			**Q3 23/24:** On Target Use cases and further best practices reviewed with Communications team in November. Library services to be included in pilot from January 2024 onwards.	100%
CORP.DIGITAL.07	% of Customer services platform complete (includes IT work to implement foundations as well as services live)	30%	35%	40%			**Q3 23/24:** On Target Base configuration complete and various workflows already live.	100%
CORP.DIGITAL.08	Number of classrooms Audio Visual upgraded as part of the equipped for learning phase 2 digital project	0	182	500			**Q3 23/24:** Data only	
CORP.DIGITAL.09	% of Neighbourhood services digital project complete	15%	20%	25%			**Q3 23/24:** On Target Customer Services Platform element well underway. Functional requirements specified for In-cab solution.	100%
CORP.DIGITAL.10	% of Data maturity digital project complete	5%	10%	10%			**Q3 23/24:** On Target Initial scoping work suggests maturity assessment should be paused and re-aligned to transformational blueprint.	100%
CORP.DIGITAL.11	% of IT helpdesk incidents complete within 48 hours	57%	49%	53%			**Q3 23/24:** Off Target Staff who joined the helpdesk in 2023 have done well with onboarding and training and improved response times are being seen, despite continuous increase in volume of helpdesk calls.	60%

PI Code	PI	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Status	Short Trend	Note	
CORP.DIGITAL.12	% completion rate of cyber security training	20%	20%	20%			**Q3 23/24:** On Target Progress will improve with recruitment agreed for the Cyber Security team.	80%
CORP.DIGITAL.13	Progress of Cyber Essentials and PSN implemented	100%	100%	100%			**Q3 23/24:** On Target Cyber Essentials and Cyber Essentials Plus Certification fully attained. PSN Audit complete and certification achieved.	100%

Corporate Resources Priorities

- Redesign of business processes to achieve efficiencies across all of Corporate Resources
- Making more use of current applications to enable self-service e.g. viewing Council Tax and rent accounts online
- Continued upgrade of applications

Corporate Resources Measures

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORP.CRES.01	Total amount granted from Scottish Welfare Fund for crisis grants (cumulative)			£90,376.00	£181,536.00	£263,586.00			**Q3 23/24:** Data only £263,586 granted. £82,050 granted in Q3. This is a cumulative figure showing year to date expenditure.	
CORP.CRES.02	Total amount granted from Scottish Welfare Fund for community care grants (cumulative)			£149,197.20	£293,232.80	£382,127.13			**Q3 23/24:** Data only £382,127.13 granted. £88,894.33 granted in Q3. This is a cumulative figure showing year to date expenditure.	
CORP.CRES.03	Number of Scottish welfare fund crisis grant applications received – (cumulative)			1,783	3,513	4,977			**Q3 23/24:** Data only 4,977 crisis grant applications received this year. 1,464 received in Q3. This is a cumulative figure showing year to date applications.	
CORP.CRES.04	Number of Scottish welfare fund crisis grant applications awarded (cumulative)			817	1,635	2,390			**Q3 23/24:** Data only 52% of crisis grant applications have been awarded. 755 applications have been awarded in Q3. This is a cumulative figure showing year to date applications.	

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORP.CRES.05	Number of Scottish welfare fund crisis grant applications declined (cumulative)			24	61	88			**Q3 23/24:** Data only 1.8% of crisis grant applications have been declined by the customer. 27 applications have been declined in Q3. This is a cumulative figure showing year to date applications.	
CORP.CRES.06	Number of Scottish welfare fund crisis grant applications ineligible (cumulative)			942	1,817	2,499			**Q3 23/24:** Data only 47% of crisis grant applications were ineligible. Grant applications deemed as ineligible are in general those that have exceeded the maximum amount of 3 applications in a year or customers who do not meet the set criteria for the award. 682 applications were ineligible in Q3. This is a cumulative figure showing year to date applications.	
CORP.CRES.07	Number of Scottish welfare fund community care grants received (cumulative)			364	749	1,029			**Q3 23/24:** Data only 1,029 community care grants received this year. 280 were received in Q3. This is a cumulative figure showing year to date applications.	
CORP.CRES.08	Number of Scottish welfare fund community care grants awarded (cumulative)			138	279	370			**Q3 23/24:** Data only 33% of community care grants have been awarded. 91 grants have been awarded in Q3. This is a cumulative figure showing year to date applications.	
CORP.CRES.09	Number of Scottish welfare fund community care grants declined (cumulative)			0	6	6			**Q3 23/24:** Data only No community care grants were declined by the customer in Q3. This is a cumulative figure showing year to date applications.	

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORP.CRES.10	Number of Scottish welfare fund community care grants ineligible (cumulative)			226	464	653			**Q3 23/24:** Data only 68% of community care grants were ineligible. 189 grants were ineligible in Q3. This is a cumulative figure showing year to date applications.	
CORP.CRES.12	% of customers paying by direct debit			77.88%	77.28%	76.42%			**Q3 23/24:** Data only	
CORP.CRES.13	Number of customers receiving help/support via housing benefits (quarterly)			3,139	3,097	2,403			**Q3 23/24:** Data only	
CORP10	New Indicator - Percentage of Community Care Grant decisions within 15 days (LGBF)	99%	99%							
CORP11	New Indicator - The proportion of Scottish Welfare Fund Budget Spent (LGBF)	106.65%		45%	49%	67%			**Q3 23/24:** Data only 67% of the augmented Scottish Welfare budget spent up to and including Q3. (114% of original Scottish Government allocation spent).	
CORP12	New Indicator - Proportion of Discretionary Housing Payment Funding spent (LGBF)	87.27%	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				
CORP9	New Indicator - Percentage of Crisis Grant decisions within 1 day (LGBF)	99%	98%							
CSE.LPI.03	Average processing time for new claims (internally calculated) (quarterly)	48 days	35 days	40 days	46 days	50 days			**Q3 23/24:** Off Target Recruitment has commenced for additional funded Scottish Welfare Fund posts. A slightly reduced demand due to cost of living payments allowed some progress in this area. Also, the Department for Work and Pensions inspected our processes. An action plan has now been prepared.	25 days

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CSE.LPI.04	Average processing time for change of circumstances (internally calculated) (quarterly)	11 days	12 days	12 days	17 days	17 days			**Q3 23/24:** Off Target Resource continues to be prioritised to process Scottish Welfare Funds as soon as these are received. Work has commenced to start working on the Benefits backlog.	8 days
CORP1	Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF)	3.74%	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£9.44	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				
CORP7	Corporate Indicator - Percentage of income due from council tax received by the end of the year % (LGBF)	95.0%	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (LGBF)	9%	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				
HSN2	Percentage of rent due in the year that was lost due to voids (LGBF)	1.0%	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				
RHM.r.01.1	% of in-year Council Tax collected ytd (cumulative)	94.5%	78.6%	27.8%	52.4%	77.1%			**Q3 23/24:** Off Target 1.5% decrease in council tax collected compared to this time last year. This is due to the fact that there are no SCLA payments for this year for bands A to D and those in receipt of Council Tax Reduction. The current figure is 0.9% down from December 2021/22 and is 0.7% down from 2020/21. However, at this point there is no indication that overall Council Tax collection across the year would not be achieved to target/expectation. .	95.2%

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
RHM.r.02.1	% of current Housing Rent arrears (total)	10.78%		11.21%	11.77%	13.61%			**Q3 23/24:** Off Target Total arrears £3,036,150.09. This is broken down to 4377 Secure Tenancies with arrears of £2,446,111.63 and 225 Temporary Tenancies with arrears of £590,038.46	7.5%
RHM.r.04.5	Number of Council Tax transactions received online (quarterly)	34421	8956	7584	3999	3999			**Q3 23/24:** Data only Method of reporting has now changed, now extracting a detailed breakdown of payments from Web Public totals. No change since last quarter.	
RHM.r.04.6	Number of Rent transactions received online (quarterly)	9692	2356	2450	2551	2579			**Q3 23/24:** Data only	
RHM.r.04.8	Number of tenants receiving help with housing costs through Universal Credit.	31041		8184	N/A	N/A			**Q3 23/24:** Data only Information not available due to new Housing Rent system. Reports are currently being worked on but are not accurate at this point in time.	

Legal and Governance Priorities

- Delivery of the 2024 UK Government elections including voter Identity implementation
- Review of the Council's governance framework with revised Standing Orders and Associated Scheme(s)
- Implementation of the new Subject Access Request portal
- Development of the new Procurement Strategy, with a focus on social value, the introduction of a Council wide approach to Community Benefits, and an increased focus on local procurement
- Aligned to the Transformation Blueprint, undertake a review of Contract and Grant Management

Legal and Governance Measures

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORP.LEG.01	Number of Freedom of Information requests received (Council wide) (quarterly)	1,337	311	345	337	319			**Q3 23/24:** Data only	
CORP.LEG.02	% of Freedom of Information requests complete within Statutory timescale (20 working days)			70%	52%	79%			**Q3 23/24:** Off Target 319 FOIs received this quarter of which 252 were responded to within the Statutory timescale. 98% of FOIs were closed and responded to in total. Plans are in place to increase the Council's overall response rate and bring this on target over the next quarter.	100%
CORP.LEG.03	Number Subject Access Requests received (council wide)	171	37	37	49	46			**Q3 23/24:** Data only	
CORP.LEG.04	% of Subject Access Requests complete within Statutory timescale (30 calendar days)			100%	100%	100%			**Q3 23/24:** On Target	100%

PI Code	PI	2022/23	Q3 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24				Annual Target 2023/24
		Value	Value	Value	Value	Value	Status	Short Trend	Note	
CORP.LEG.05	Number of regulated procurement exercises undertaken			22	3	3			**Q3 23/24:** Data only	
CORP.LEG.06	Number of legal commercial transactions			4	14	14			**Q3 23/24:** Data only	
ECON4	Percentage of procurement spent on local enterprises (LGBF)	13.79%	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters				

Published Local Government Benchmarking Framework - Corporate Solutions

Midlothian

Corporate Services

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	External Comparison
		Value	Value	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%	3.79%	3.74%	22/23 Rank 15 (Second Quartile) 21/22 Rank 14 (Second Quartile) 20/21 Rank 15 (Second Quartile) 19/20 Rank 19 (Third Quartile) 18/19 Rank 15 (SecondQuartile). 17/18 Rank 18 (Third Quartile) 16/17 Rank 26 (Bottom Quartile).
CORP3 b	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%	55.0%	56.9%	22/23 Rank 20 (Second Quartile) 21/22 Rank 22 (Third Quartile) 20/21 Rank 21 (Third Quartile) 19/20 Rank 25 (Bottom Quartile) 18/19 Rank 26 (Bottom Quartile). 17/18 Rank 25 (Bottom Quartile). 16/17 Rank 26 (Bottom Quartile).
CORP3 c	Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF)	2.97%	2.32%	3.94%	3.06%	2.7%	2.52%	2.86%	22/23 Rank 18 (Third Quartile) 21/22 Rank14 (Second Quartile) 20/21 Rank 13 (Second Quartile) 19/20 Rank 16 (Second Quartile) 18/19 Rank 18 (Third Quartile). 17/18 Rank 14 (SecondQuartile). 16/17 Rank 14 (Secon Quartile).
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£11.40	£10.79	£8.25	£6.81	£6.69	£9.10	£9.44	22/23 Rank 27 (Bottom Quartile) 21/22 Rank 23 (Third Quartile) 20/21 Rank 11 (Second Quartile) 19/20 Rank 11 (Second Quartile) 18/19 Rank 19 (Third Quartile).

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
									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	4.61 days	5.62 days	22/23 Rank 7 (Top Quartile) 21/22 Rank 6 (Top Quartile) 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	11.22 days	13.20 days	22/23 Rank 16 (Second Quartile) 21/22 Rank 12 (Second Quartile) 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%	94.2%	95.0%	22/23 Rank 30 (Bottom Quartile) 21/22 Rank 28 (Bottom Quartile) 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) (quarterly)	87.4%	93.1%	91.1%	89.6%	92.3%	93.1%	90.0%	22/23 Rank 21 (Third Quartile) 21/22 Rank 18 (Third Quartile) 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%	99%	99%	22/23 Rank 7 (Top Quartile) 21/22 Rank 5 (Top Quartile) 20/21 Rank 5 (Top Quartile) 19/20 Rank 3 (Top Quartile) 18/19 Rank 9 (Second Quartile)
CORP10	New Indicator - Percentage of Community Care Grant decisions within 15 days (LGBF)			100%	100%	99.75%	99.75%	99%	22/23 Rank 10 (Second Quartile) 21/22 Rank 6 (Top Quartile) 20/21 Rank 3 (Top Quartile) 19/20 Rank 1 (Top Quartile) 18/19 Rank 1 (Top Quartile)

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
CORP11	New Indicator - The proportion of Scottish Welfare Fund Budget Spent (LGBF)	95.92%	87.05%	83.07%	83.17%	67.67%	96.89%	106.65%	22/23 Rank 24 (Third Quartile) 21/22 Rank 21 (Third Quartile) 20/21 Rank 20 (Third Quartile) 19/20 Rank 27 (Bottom Quartile) 18/19 Rank 26 (Bottom Quartile)
CORP12	New Indicator - Proportion of Discretionary Housing Payment Funding spent (LGBF)		99.8%	110.04%	92.13%	87.26%	90.7%	87.27%	22/23 Rank 19 (Third Quartile) 21/22 Rank 4 (Second Quartile) 20/21 Rank 22 (Third Quartile) 19/20 Rank 25 (Bottom Quartile) 18/19 Rank 6 (Top Quartile)

Culture and Leisure

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£1.19	£1.46	£0.89	£1.27	£4.16	£3.28	£2.14	22/23 Rank 8 (Top Quartile) 21/22 Rank 13 (Second Quartile) 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%	64.07%	66%	66%	22/23 Rank 28 (Bottom Quartile) 21/22 Rank 29 (Bottom Quartile) 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 Quart

Economic Development and Planning

Code	Title	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
ECON4	Percentage of procurement spent on local enterprises (LGBF)	12.85%	18.07%	15.44%	14.68%	16.81%	13.78%	13.79%	22/23 Rank 30 (Bottom Quartile) 21/22 Rank 29 (Bottom Quartile) 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	2021/22	2022/23	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
ENV5	Cost of trading standards and environmental health per 1,000 population	£18,756.35	£18,925.52	£15,185.02	£14,503.57	£16,296.30	£22,517.96	£21,161.56	22/23 Rank 17 (Third Quartile) 21/22 Rank 17 (Third Quartile) 20/21 Rank 5 (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)	£6,680.96	£5,738.71	£5,506.90	£5,213.07	£6,752.55	£5,787.92	£8,384.37	22/23 Rank 21 (Third Quartile) 21/22 Rank 14 (Second Quartile) 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)	£12,075.39	£13,186.81	£9,678.13	£9,290.50	£9,543.75	£16,730.04	£12,777.19	22/23 Rank 13 (Bottom Quartile) 21/22 Rank 20 (Third Quartile) 20/21 Rank 6 (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	2021/22	2022/23	External Comparison
		Value	Value	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%	37.93%	34.1%	22/23 Rank 6 (Top Quartile) 21/22 Rank 4 (Top Quartile) 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%	2.46%	1.8%	22/23 Rank 26 (Bottom Quartile) 21/22 Rank 19 (Third Quartile) 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%	1.08%	0.38%	22/23 Rank 1 (Top Quartile) 21/22 Rank 1 (Top Quartile) 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%	38.27%	36.03%	22/23 Rank 24 (Third Quartile) 21/22 Rank 24 (Third Quartile) 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%	99%	96%	22/23 Rank 27 (Bottom Quartile) 21/22 Rank 16 (Second Quartile) 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	2021/22	2022/23	External Comparison
		Value	Value	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%	8.08%	9%	21/22 Rank 13 (Second Quartile) 21/22 Rank 11 (Second Quartile) 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%	1.0%	1.0%	22/23 Rank 3 (Top Quartile) 21/22 Rank 5 (Top Quartile) 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)