# Finance and Integrated Service Support Performance Report Quarter One 2018/19

Midlothian

| Progress in delivery of strategic outcomes |
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Finance and Integrated Service Support continues to have a strategic focus on securing the financial sustainability of the council together with, and nurturing a highly motivated and effective workforce, both of which are central to the achievement of the councils priority outcomes and delivery of services to a growing county.

The key activities which support this are:

a) The ongoing development and delivery of the Council's Financial Strategy, Capital Strategy and the development and implementation of a comprehensive Change Programme;
b) The Workforce Strategy, the associated Investing in our Workforce Programme and the Corporate Workforce Plan;
c) Delivering Excellence.
d) The ongoing work of the Integrated Service Support review, reducing the overall cost of providing the Finance and Integrated Support Services.

These are supported by:

. The Digital Strategy and Digital Learning Strategy;
. The Procurement Strategy and Contract Delivery Plan;

**1: Financial Strategy - Achievements**
a) Successful completion and submission to Audit Scotland of the 2017/18 Unaudited Financial Statements;
b) Completion and presentation of 2017/18 final outturn Financial Monitoring reports to Council in June 2018 as part of the robust scrutiny of financial performance;
c) Completion of the 2018/19 Budget, with approval by Council in February 2018;
d) Presentation to Council of a draft of the first comprehensive capital strategy with work continuing to review and finalise;
e) Further development of the 2019/20 to 2022/23 Financial Strategy with the initial report, approving the approach and timetable presented to Council in June 2018.

**2: Workforce Strategy - Achievements**
a) Continued focus on imbedding the New People Management policies and launch of further progressive policies in June 2018 – Gender Based Violence, Transgender Equality Policy, Smoke Free Environment, Social Media Policy, Alcohol and Drugs Misuse Policy;
b) First phase of targeted approach to VSER exercise delivered. Severance costs of £2.283 million were recognised in the 2017/18 accounts covering sixty nine employees. There is a full year budget saving of £1.359 million associated with forty six of these employees and cost avoidance of £0.747 million for twenty three switch employees;
c) Midlothian Council shortlisted for a National Living Wage Award;
d) Acting as a national pilot site for Midland HR testing for the automation of Teachers pay calculations. Basic calculations now progressed and test database to be rolled forward to August 2018 to test the start of term;
e) Lothian Pension Fund and Scottish Teachers pension year end reports all submitted on time, so allowing all employees to receive timely annual benefit statements;
f) Work on Workforce Strategy for Early Years will see an additional 60 Modern Apprentices start this year, first cohort of Learning Assistants commencing an HNC course;
g) The Lifelong Learning Committee continues to focus on the priorities for employee learning and use the grant funding to maximum effect, to support employees personal development during a time of restrained budgets and increasing service demand;
h) IR35 workflow now live, to audit off payroll workers and analysis undertaken to identify any "gaps" in reporting;
i) 152 staff members attended a Healthy Working Lives event to promote health and wellbeing to our staff and to launch the Wellness@Midlothian project June 2018.

**3: Digital Strategy and Digital Learning Strategy - Achievements**
a) Newbattle - Digital Centre of Excellence – successful commissioning of the Digital infrastructure and associated assets ready for the opening of the centre and school;
b) Digital Strategy Group has prioritised and aligned Council programmes / projects to the wider Digital Strategy, Digital Learning Strategy and National Transformation Programme (Local Government Digital Office);
c) The new General Data Protection Regulation (GDPR) came into force 25 May 2018 and a comprehensive implementation plan is in place and is being work through with GDPR Directorate teams;
d) Continued Asset Management and Investment in Digital infrastructure/services e.g. Wi-Fi Programme; new Business Applications such as: Leisure Management, Online School payments and the deployment of Microsoft Office 2016 (Corporate environment);
e) CyberSecurity resilience maintained and currently reviewing the latest Scottish Government CyberSecurity action plan which was implemented in June 2018. Employee phishing awareness exercise ongoing to maintain vigilance and staff compliance.

**4: Procurement - Achievements**
a) Procurement Strategy updated to ensure compliance with Procurement Scotland Reform Act;
b) All contracts delivered on schedule against the 2018-2020 Contract Delivery Plan;
c) Continued roll out of Purchase to Pay project specifically the introduction of Purchasing Cards.

**5: Service Improvements / Delivering Excellence**
a) Rollout of Hybrid Mail within Revenues, Housing, Travel Team, Criminal Justice and Contact Centre;
b) Successful implementation of leisure management system Legend;
c) Disciplinary casework workflow introduced;
d) Midlothian Integration Joint Board Standing Orders and Scheme of Administration approved Revised Standing Orders approved by Board in May;
e) Improvement in savings projection target for Integrated Service Support in 2017/18 with shortfall reduced.

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**Emerging Challenges and Risks**

**1: Financial Strategy**
a) Develop budget projections, the impact of planned change and the financial implications of investment decisions / priorities for 2019/20 to 2022/23;
b) Complete statutory Audited Financial Statements by 30 September 2018;
c) Prepare financial monitoring projections for 2018/19 and continue to work with budget holders to maintain effective control over expenditure; Continued financial support for the Change Programmes. Help shape and lead all strands of the programme, continue to revise savings profiles, regularly update on application of the fund and develop the benefits;
d) Review of the Capital Plan and Capital Strategy reflecting the significant investment pressures as a consequence of the growing population;
e) Strengthen financial stewardship in a climate of reducing budgets and increasing service pressure.

**2: Workforce Strategy**
a) Continued development of the Workforce Strategy action plan and progress reported to the 'Investing in our Workforce' Project Board. Keeping a focus on priorities over the next five years will be challenging;
b) Implementing a new approach to employee engagement from January 2018;
c) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme;
d) Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource;
e) Securing the improvement in flexibility and productivity throughout the workforce.

**3: Digital Strategy and Digital Learning Strategy**
a) Maintaining the integrity and compliance of Public Services Network (PSN) ensuring that the Digital Estate and associated technologies inclusive of Business Applications are all up to date and pass rigorous penetration testing;
b) The threat of cyber/security attacks, e.g. ransomware/hackers continues to be an ongoing challenge to mitigate risk and service disruption;

c) Ensuring sustainable investment in digital assets at a time of financial constraint including the Asset Management Programme:- Microsoft Exchange/Office 365 / Windows 10 upgrade is currently in the preparation and planning stage;
d) Regulatory changes proposed will impact on Council activities if not planned for – for example New Data Protection laws (GDPR) and other compliance requirements such as Payment Card Industry Data Security Standard (PCI-DSS);
e) Implementation of an Enterprise Mobility Management (EMM) system that is a device-and platform-agnostic, centralizes the management, configuration and security of all corporate-owned devices. EMM goes beyond traditional device management to include the management and configuration of enterprise applications and content.

**4: Procurement**
a) To deliver and demonstrate savings through procurement by continuing to review and monitor performance;
b) Completing the Purchase to Pay project;
c) To deliver a robust contract and supplier management tool by rolling out guidance and training to contract owners;
d) Deliver actions from Procurement Strategy 2015-18 by creating a Procurement Strategy Board and deliver actions on time;
e) Prepare and submit an annual procurement report for 2017-18 to the Scottish Minister;
f) Full compliance with IR35 off payroll working;
g) Prepare new Procurement Strategy for August 2018 Council.


**5: Service Improvements / Delivering Excellence**
a) Across all Services there will be a focus on ensuring that the Council is prepared for and can demonstrate its effectiveness for the Best Value Audit;
b) Delivery of Change Programme and in particular the ISS Savings target for 2018/19 of £1.2 million;
c) Continuing to reshape the service to deliver savings through Delivering Excellence and to deliver the Business Services Improvement Plan;
d) Roll out of Invoice Approval workflow as part of Purchase to Pay;
e) The programming of application upgrades with resource constraints;
f) Impact of introduction of GDPR on both Business Applications and Records Management;
g) Introduction of pre-paid cards to replace cash payments, initially within Children's Services, with wider roll out to follow;
h) The wider use of Learn Pro as the corporate solution to support workforce development;
i) Integration of payrolls;
j) Merging key support functions across all three Directorates to support the delivery of a 'One Council' approach, to deliver effective and efficient support services;
k) Review of Statutory Meeting Support and associated business processes to meet changing service requirements within Childrens Services;
l) The delivery of the Business Services Improvement Plan;
m) Total Document Management: the provision of access to the Document Management System (CS10) for schools;
n) Business Applications compliance and compatibility with Office 365;
o) Upgrade to Civica Icon to ensure compliance with Payment Card Industry standards.


| Suggested changes to priorities in Service Plan |
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| **Q1 18/19**:<br>No changes noted. |

# Finance and Integrated Service Support PI summary Q1 2018/19

| | Outcomes and Customer Feedback | | | | | | | |
|---|---|---|---|---|---|---|---|---|

| Priority | Indicator | 2017/18 Value | Q1 2017/18 Value | Q1 2018/19 | | | | Annual Target 2018/19 | Feeder Data | Value |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Value | Status | Note | Short Trend | | | |
| 01. Provide an efficient complaints service | Number of complaints received (cumulative) | 21 | 8 | 5 | | **Q1 18/19**: Data only | ⬇ | | | |
| | Average time in working days to respond to complaints at stage 1 | 6.29 | 5.75 | 2.6 | ✅ | **Q1 18/19**: On Target | ⬆ | 5 | Number of complaints complete at Stage 1 | 5 |
| | | | | | | | | | Number of working days for Stage 1 complaints to be Completed | 13 |
| | Average time in working days to respond to complaints at stage 2 | 0 | N/A | 0 | ✅ | **Q1 18/19**: No stage 2 complaints. | ▬ | 20 | Number of complaints complete at Stage 2 | 0 |
| | | | | | | | | | Number of working days for Stage 2 complaints to be Completed | 0 |
| | Percentage of complaints at stage 1 complete within 5 working days | 42.86% | 75% | 100% | ✅ | **Q1 18/19**: On Target | ⬆ | 100% | Number of complaints complete at Stage 1 | 5 |
| | | | | | | | | | Number of complaints at stage 1 responded to within 5 working days | 5 |
| | Percentage of complaints at stage 2 complete within 20 working days | 0% | 0% | 0% | ✅ | **Q1 18/19**: No stage 2 complaints. | ▬ | 100% | Number of complaints complete at Stage 2 | 0 |
| | | | | | | | | | Number of complaints at stage 2 responded to within 20 working days | 0 |

| | Making the Best Use of our Resources | | | | | | | |
|---|---|---|---|---|---|---|---|---|

| Priority | Indicator | 2017/18 Value | Q1 2017/18 Value | Q1 2018/19 | | | | Annual Target 2018/19 | Feeder Data | Value |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Value | Status | Note | Short Trend | | | |
| 02. Manage budget effectively | Performance against revenue budget | £12.198m | £12.563m | £11.550m | 🛑 | **Q1 18/19**: Off Target Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan. | ⬆ | £10.921m | | |
| 03. Manage stress and absence | Average number of working days lost due to sickness absence (cumulative) | 6.60 | 1.38 | 1.45 | ✅ | **Q1 18/19**: On Target | ⬆ | 6.60 | Number of days lost (cumulative) | 358.63 |
| | | | | | | | | | Average number of FTE in service (year to date) | 247.61 |

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## Corporate Health

| Priority | Indicator | 2017/18 Value | Q1 2017/18 Value | Q1 2018/19 Value | Status | Note | Short Trend | Annual Target 2018/19 | Feeder Data | Value |
|---|---|---|---|---|---|---|---|---|---|---|
| 04. Complete all service priorities | % of service priority actions on target / completed, of the total number | 81% | 96% | 92% | ✅ | **Q1 18/19**: On Target | ⬆ | 90% | Number of divisional & corporate priority actions | 24 |
| | | | | | | | | | Number of divisional & corporate priority actions on tgt/completed | 22 |
| 05. Process invoices efficiently | % of invoices paid within 30 days of invoice receipt (cumulative) | 93% | 97% | 94% | 🛑 | **Q1 18/19**: Off Target Implementation of Invoice Approval in P2P Project will continue during 18/19 and a review of areas below target will be undertaken. | ⬆ | 95% | Number received (cumulative) | 954 |
| | | | | | | | | | Number paid within 30 days (cumulative) | 898 |
| 06. Improve PI performance | % of PIs that are on target/ have reached their target. | 80% | 60% | 0% | ✅ | **Q1 18/19**: No service specific performance indicators. | ⬇ | 90% | Number on tgt/complete | 0 |
| | | | | | | | | | Total number of PI's | 0 |
| 07. Control risk | % of high risks that have been reviewed in the last quarter | 100% | 100% | 100% | ✅ | **Q1 18/19**: On Target All risk reviewed and actions being progressed to mitigate risks. | ▬ | 100% | Number of high risks reviewed in the last quarter | 5 |
| | | | | | | | | | Number of high risks | 5 |

## Improving for the Future

| Priority | Indicator | 2017/18 Value | Q1 2017/18 Value | Q1 2018/19 Value | Status | Note | Short Trend | Annual Target 2018/19 | Feeder Data | Value |
|---|---|---|---|---|---|---|---|---|---|---|
| 08. Implement improvement plans | % of internal/external audit actions progressing on target. | 63.64% | 74.42% | 61.11% | 🛑 | **Q1 18/19**: Off Target A number of the outstanding actions are dependent on other measures being implemented/programmed or one of a lower priority. A review will be carried out in Q2 18/19 with the aim of closing outstanding actions as far as possible. | ⬇ | 90% | Number of internal/external audit actions on target or complete | 33 |
| | | | | | | | | | Number of internal/external audit actions in progress | 54 |

# Finance and Integrated Service Support Action report 2018/19

Midlothian

| | Service Priority Actions | | | | | |
|---|---|---|---|---|---|---|

| Code | Priority | Action | Due Date | Icon | Progress | Comment & Planned Improvement Action |
|---|---|---|---|---|---|---|
| FISS.P.1.1 | 01. Support people who are at risk of being isolated to access social opportunities | Embed the financial and resource arrangements required to support the Midlothian IJB in particular the financial assurance issues and risks and supporting the Chief Financial Officer to develop and present financial monitoring reports to the IJB | 31-Mar-2019 | ✓ | 100% | **Q1 18/19**: Complete<br>Financial monitoring reports regularly presented to the IJB with ongoing discussion on their content and how they link across to the Council's financial position. |
| FISS.P.2.1 | 02. Work with key start-ups or groups of new businesses that are able to grow without causing displacement and that will increase economic activity in Midlothian | Deliver in-house support to Economic Development through planning agreements and property transactions | 31-Mar-2019 | ▶ | 25% | **Q1 18/19**: On Target<br>The in-house team is in place and has been able to deliver completed planning agreements with developers. This has in addition generated third party income to reflect the costs to the council. |
| FISS.P.2.2 | | Continue to work with Local service providers to help them secure public sector contracts. | 31-Mar-2019 | ✓ | 100% | **Q1 18/19**: Complete<br>Work with local businesses continues on a daily basis, pre-market engagement events held for all appropriate regulated procurements. Drop in surgeries available for local suppliers. Continue to work with the Economic Development team, the suppler development programme and the Federation of Small Businesses to enhance local businesses capabilities to bid for and win public contracts. |
| FISS.P.2.3 | | Develop and implement new procurement strategy | 31-Mar-2019 | ▶ | 70% | **Q1 18/19**: On Target<br>Procurement Strategy currently in draft, strategy due to go to August Council. |
| FISS.P.3.1 | 03. Improve employability skills and sustained, positive school leaver destinations for all young people | Support Investing in our Workforce principle by reviewing and refreshing recruitment policy to allow service specific recruitment initiatives | 31-Mar-2019 | ▶ | 10% | **Q1 18/19**: On Target<br>Draft report presented to HR Management Team, report to be finalised to incorporate feedback before presentation to the Strategic Leadership Group. |
| FISS.P.3.2 | | Work with Services to ensure the delivery of service specific workforce plans which increase apprenticeship opportunities and prioritise any external recruitment to those leaving learning. | 31-Mar-2019 | ▶ | 20% | **Q1 18/19**: On Target<br>Work underway to support Heads of Service with the delivery of their specific workforce plans. Heads of Service making progress as part of service reviews and budgetary savings. |

| Code | Priority | Action | Due Date | Icon | Progress | Comment & Planned Improvement Action |
|---|---|---|---|---|---|---|
| | | | | | | |
| FISS.P.4.1 | 04. Increase access to Digital Services | Implementation of Digital Services Asset Management and Investment plans - Corporate/Schools | 31-Mar-2019 | ▶ | 35% | **Q1 18/19:** On Target<br>The latest Asset Management and Investment 5 year plan shall be presented to Council on the 26th June. Asset Management programme continues across the Council ensuring technologies and assets being deployed are fit for purpose. |
| FISS.P.4.2 | | Implementation of the Digital Strategy | 31-Mar-2019 | ▶ | 30% | **Q1 18/19:** On Target<br>Work continues in delivering the Digital Strategy and agreed programmes of work approved by the Digital strategy group. Digital Services continues to participate in LG Digital office work streams and provides updates through the Digital strategy group. |
| FISS.P.5.1 | 05. Ensure equality of opportunity as an employer | Deliver and embed the workforce strategy action plan to ensure that our workforce is positive, motivated, high achieving, well led and well managed | 31-Mar-2019 | ▶ | 20% | **Q1 18/19:** On Target<br>Action plan being implemented with the introduction of the 'health@work' campaign and the new people policies. |
| FISS.P.6.01 | | Develop and achieve actions set out in the Employment and Reward Transformation plan to deliver target savings | 31-Mar-2019 | ▶ | 10% | **Q1 18/19:** On Target<br>Admin co-hort reduced as FT post ended. Eslips, timesheet onloads and e-reporting of absence has allowed reduction of support establishment. |
| FISS.P.6.02 | | Deliver all payrolls on schedule | 31-Mar-2019 | ▶ | 33% | **Q1 18/19:** On Target<br>Payrolls delivered on time payroll rationalisation feasibility being considered. |
| FISS.P.6.03 | 06. Ensure sustainable strategy for the delivery of Council Services | Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR) | 31-Mar-2019 | ▶ | 70% | **Q1 18/19:** On Target<br>The GDPR programme has met the initial go live date of the 25th May but continues to engage the Directory teams and provides regular updates and highlight reports including associated risks to GDPR Project Board. As the programme now moves into the business as usual phase. A range of GDPR toolkits have been published on the Intranet to aid Directorate and service teams.<br>Elearning GDPR compulsory module has been deployed and is available for all staff with take up being approx. 55/60 % across the Council. |
| FISS.P.6.04 | | Awareness, preparation, and implementation of Scottish Government Public Sector Cyber Resilience Action Plan | 31-Mar-2019 | ▶ | 40% | **Q1 18/19:** On Target<br>The Public Sector Cyber Resilience action plan is progressing. The Chief Executive and Information Governance Officer attended a workshop session in June at Scottish Government –Victoria Quay. Midlothian Council have achieved Cybersecurity essential basic certification in the corporate environment and continue to work through the action plan looking to achieve compliance across the School estate. |

| Code | Priority | Action | Due Date | Icon | Progress | Comment & Planned Improvement Action |
|------|----------|--------|----------|------|----------|--------------------------------------|
| FISS.P.6.06 | | Achieve the actions set out in the Purchase to Pay project plan, with the majority of sites, including schools and the roll out of Invoice Approval | 31-Mar-2019 | ❌ | 80% | **Q1 18/19**: Off Target<br>Invoice Approval complete for Libraries and Sport & Leisure. Further implementations underway in Land Services and Travel Team. Purchase Ordering implementation underway for Children's Services. |
| FISS.P.6.07 | 06. Ensure sustainable strategy for the delivery of Council Services | Achieve the actions set out in the Total Document Management project plan | 31-Mar-2019 | ▶ | 25% | **Q1 18/19**: On Target<br>**HR Disciplinary Casework:** HR have advised workflow being used for all cases. CS10 development complete and support now business as usual.<br>**Education (mgfl):** Business Applications mgfl users Live. Employment & Reward to provide information on Education mgfl authorised users for Contractual Changes.<br>**Committee Reports Drafting:** Pilot suspended. Director Resources has advised report writing training to be provided to report authors before workflow is live.<br>**Manager File Plan**: Manager hierarchy for Resources created within CS10. Roll out of manager file plan has commenced with Business Services<br>**Committee Reports Archive:** Historic committee papers being migrated to CS10. Meeting from 30 June 2018 onwards to be created in Democratic Service file plan in CS10<br>**Construction:** Pilot ongoing. Feedback provided to Service Managers as file plan not being fully utilised for pilot project. Service agreed to use file plan for all current projects. Service to provide list of projects.<br>**Business Services File Plan:** Business Applications, Democratic Services, Operational Support and Performance and Improvement file plans agreed and created. Staff training ongoing<br>**HR File Plan:** File plan has been reviewed and changes have been made to better suit service requirements. To be reviewed and finalised by HR.<br>**Maximising Attendance at Work:** Development requested by HR to support process improvement particularly with the sharing of information between HR and managers. HR to progress requirements.<br>**Mail Scanning**: Initial pilot for Health and Social Care. Workflow has been enhanced following testing and now created in Live. Training documentation being produced. |
| FISS.P.6.08 | | Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults) | 31-Mar-2019 | ❌ | 0% | **Q1 18/19**: Off Target<br>Testing commenced but significant performance issues uncovered. Currently being investigated by software supplier. |
| FISS.P.6.09 | | Develop and achieve actions set out in the Business Services Improvement plan | 31-Mar-2019 | ▶ | 10% | **Q1 18/19**: On Target<br>Workstreams progressing in line with plan. Workstreams to be reassessed to align with transformation projects approved on Q1. |

| Code | Priority | Action | Due Date | Icon | Progress | Comment & Planned Improvement Action |
|---|---|---|---|---|---|---|
| FISS.P.6.10 | | Manage claims received by Legal Services in respect the Limitation (Childhood Abuse) (Scotland) Act 2017 through the agreed process in order to minimise the Council's exposure to damages | 31-Mar-2019 | ▶ | 25% | **Q1 18/19**: On Target<br>Claims received have been processed in terms of the process and passed to claims handlers. |
| FISS.P.6.11 | | Achieve contract delivery targets set out in the Contract Delivery Plan | 31-Mar-2019 | ▶ | 20% | **Q1 18/19**: On Target<br>Contracts currently on target and being delivered against timescales set out in the contract delivery plan, an updated contract pipeline plan is to be included in the procurement annual report to August Council. |
| FISS.P.6.12 | | Focus on embedding People Policies and supporting managers to work within new policy framework | 31-Mar-2019 | ▶ | 75% | **Q1 18/19**: On Target<br>The new people policies were launched at a leadership Forum where there was overall support from managers to implement the policies. |
| FISS.P.6.13 | 06. Ensure sustainable strategy for the delivery of Council Services | Update the financial strategy for 2018/19 to 2021/22 to support Council setting the 2019/20 Council tax and a balanced budget | 31-Mar-2019 | ▶ | 25% | **Q1 18/19**: On Target<br>First 2019/20 to 2022/23 Financial Strategy report presented to June Council setting out projections and securing agreement to the timetable and approach. |
| FISS.P.6.14 | | Completion of the unaudited Statutory Accounts for 2017/18 to ensure that we maintain strong financial management and stewardship | 31-Mar-2019 | ✓ | 100% | **Q1 18/19**: Complete |
| FISS.P.6.15 | | Completion of the statutory financial audit and achieve an unqualified audit opinion for the Accounts for 2017/18 | 31-Mar-2019 | ▶ | 40% | **Q1 18/19**: On Target<br>Unaudited Accounts are complete, External Auditors have been provided with the majority of working papers requested and these are currently being reviewed. |
| FISS.P.6.16 | | Deliver quarterly financial reports and commentary to Council | 31-Mar-2019 | ▶ | 25% | **Q1 18/19**: On Target.<br>Financial Monitoring timetable is in place with performance against budget being reported in August, November, and February 2019 with the final position in June 2019. |

# Finance and Integrated Service Support PI Report 2018/19

Midlothian

| | | | | Service Priority Performance Indicators | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|

| PI Code | Priority | PI | 2017/18 | Q1 2017/18 | Q1 2018/19 | | | | Annual Target 2018/19 | Benchmark |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Status | Short Trend | Note | | |
| CORP6 | 07. Local Government Benchmarking Framework Quarterly Indicators | Corporate Indicator - Sickness Absence Days per Employee (All employees) | 7.5 | 2.29 | 2.1 | 🛑 | ⬆ | **Q1 18/19**: Off Target Following the Investing in our Workforce project and the introduction of new people policies including maximising attendance at work, the Council is committed to reducing absence. Manager involvement and trade union consultation contributed to the drafting of the new policy and training to cascade the message to team members has had a positive impact. Services with support and guidance from the HR team continue to have appropriate actions in place to effectively manage attendance in areas of higher absence. | 7.2 | |
| CORP3b | | Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF) | 49.0% | 47.2% | 46.7% | 🛑 | ⬇ | **Q1 18/19**: Off Target This figure does not include teaching staff. The Council's workforce is approximately 75% female and 25% male. We are committed to monitoring gender information and determining any appropriate positive action. | 47.0% | 16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile). |
| CORP3c | | Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees | 2.32% | 4.52% | 3.03% | 📊 | ⬇ | **Q1 18/19**: Data Only | | 16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile) |

| PI Code | Priority | PI | 2017/18 | Q1 2017/18 | Q1 2018/19 | | | | Annual Target 2018/19 | Benchmark |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | Value | Value | Value | Status | Short Trend | Note | | |
| CORP6a | | Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF) | 4.59 days | 1.75 days | 1.23 days | ▨ | ⬆ | **Q1 18/19**: Data only Following the Investing in our Workforce project and the introduction of new people policies including maximising attendance at work, the Council is committed to reducing absence. Schools with support and guidance from HR continue to manage attendance levels. | | 16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile). |
| CORP6b | 07. Local Government Benchmarking Framework Quarterly Performance Indicators | Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF) | 8.59 days | 2.48 days | 2.41 days | ▨ | ⬆ | **Q1 18/19**: Data only Following the Investing in our Workforce project and the introduction of new people policies including maximising attendance at work, the Council has seen a reduction in the number of days of absence. Line manager involvement and trade union consultation contributed to the drafting of the new policy and line manager training to cascade the message to team members has had a positive impact. Services with support and guidance from the HR team continue to have appropriate actions in place to effectively manage attendance in areas of higher absence. | | 16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile). |
| CORP8 | | Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF) | 93.1% | 94.8% | 94.9% | 🛑 | ⬆ | **Q1 18/19**: Off Target Implementation of Invoice Approval in P2P Project will continue during 18/19. | 95.0% | 16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile). |

# Published Local Government Benchmarking Framework - Finance and Integrated Service Support

Midlothian

## Corporate Services

| Code | Title | 2010/11 Value | 2011/12 Value | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Value | 2016/17 Value | External Comparison |
|------|-------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------------|
| CORP1 | Corporate Indicator - Central Support services as a % of Total Gross expenditure (LGBF) | 4.53% | 4.49% | 3.93% | 4.79% | 6.03% | 6.03% | 6.34% | 16/17 Rank 26 (Bottom Quartile). 15/16 Rank 22 (Third Quartile). 14/15 Rank 21 (Third Quartile) |
| CORP3b | Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF) | 44.6% | 41.6% | 45.6% | 45.3% | 47.7% | 44.6% | 47.0% | 16/17 Rank 26 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile). |
| CORP3c | Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees | New measure for 2015/16 | | | | | 4.58% | 2.96% | 16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile) |
| CORP6a | Corporate Indicator - Teachers Sickness Absence Days (CUMULATIVE) (LGBF) | 4.88 days | 4.79 days | 5.21 days | 5.25 days | 5.50 days | 4.17 days | 4.94 days | 16/17 Rank 3 (TOP Quartile). 15/16 Rank 1 (TOP Quartile). 14/15 Rank 6 (Top Quartile). |
| CORP6b | Corporate Indicator - Local Government Employees (except teachers) sickness absence days (CUMULATIVE) (LGBF) | 9.63 days | 9.97 days | 10.47 days | 10.04 days | 10.11 days | 9.90 days | 9.64 days | 16/17 Rank 7 (TOP Quartile). 15/16 Rank 10 (Second Quartile). 14/15 Rank 11 (Second Quartile). |
| CORP8 | Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF) | 81.2% | 83.1% | 93.3% | 93.4% | 93.0% | 89.7% | 87.4% | 16/17 Rank 25 (Bottom Quartile). 15/16 Rank 25 (Bottom Quartile). 14/15 Rank 15 (Second Quartile). |

## Economic Development and Planning

| Code | Title | 2010/11 Value | 2011/12 Value | 2012/13 Value | 2013/14 Value | 2014/15 Value | 2015/16 Value | 2016/17 Value | External Comparison |
|------|-------|------|------|------|------|------|------|------|---------------------|
| ECON4 | Percentage of procurement spent on local small/medium enterprises (LGBF) | 16% | 22% | 16% | 19% | 17% | 15% | 10% | 16/17 Rank 30 (Bottom Quartile). 15/16 Rank 27 (Bottom Quartile). 14/15 Rank 23 (Third Quartile) |