Finance and Integrated Service Support
Performance Report Quarter Two 2018/19

Midlothian

Progress in delivery of strategic outcomes

Finance and Integrated Service Support continues to have a strategic focus on securing the financial sustainability of the council, strengthening financial management together with nurturing a highly motivated and effective workforce, all of which are central to the achievement of the Council's 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;

There is also a requirement to address the recommendations set out in the External Auditor's Annual report which was presented to Council on 2 October 2018. The recommendations, in so far as they impact on Finance and Integrated Service Support, are set out at item six of the challenges/risk section below.

1: Financial Strategy - Achievements
a) Successful completion of the 2017/18 audited Financial Statements with an unqualified audit opinion;
b) Completion of Quarter 1 Financial Monitoring reports for Council as part of the robust scrutiny of financial performance and subsequent submission of a recovery plan to arrest the projected in year overspend;
c) Presentation of an update to the Financial Strategy for 2019/20 to 2022/23 outlining future years projections, the impact of change programmes and the financial implications of investment decisions and priorities.

2: Workforce Strategy - Achievements
a) Automation of Teachers pay calculations are now implemented that should see the standardisation of teachers pay calculations across Scotland;
b) Launch on 1 June of five key people policies; Gender Based Violence, Transgender Equality Policy, Smoke Free Environment, Social Media Policy and Alcohol & Drugs Misuse Policy. All of which are progressive and highlight Midlothian as a socially responsible employer;
c) Continue to consider ways to ensure the welfare of staff –
- Awareness raising amongst staff of the Workforce Chaplaincy Service and introduction of on-site drop in sessions;
- Development of Guidance for Managers on supporting breastfeeding mothers at work;
- Creation of a wellness room;
- Implementation of 'accessible' toilets and baby changing facilities;
- CMT endorsement to progress with the Wellness@Midlothian agenda;
- Health and Wellbeing event at Stobhill depot on 6 September 2018:
- Development of further LearnPro modules to assist with employee development;
d) 'Progress through Learning' event with Open University/Edinburgh Napier University (with support from Trade Unions);
e) Continued work with managers to address attendance levels:
f) Work on Workforce Strategy for Early Years has identified a second cohort of Learning Assistants keen to commence an HNC course;

3: Digital Strategy and Digital Learning Strategy - Achievements
a) Schools – Modular Units – successful commissioning of the new modular units (x5) and additional works along with Digital infrastructure and assets;
b) Innovation and Technology – deployment of a range of new technologies (Windows 10, Promethean Smartboards, Management Software, Chromebooks and latest Server technologies);
c) 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);
d) Continued Asset Management and Investment in Digital infrastructure/services e.g. A number of High Schools and Primary schools have now been transitioned over to new Wifi service. School Server estate has been replaced and upgraded. Replacement of Digital assets continues across the Corporate and School estate.
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.
f) Decommissioning of old sites to support the wider Property programme and the opening of Newbattle centre of excellence.

4: Procurement - Achievements
a) Procurement Strategy 2018-2023 approved at August Council;
b) Annual Procurement Report 2017-2018 approved at August Council;
c) All contracts delivered on schedule against the 2018-2020 Contract Delivery Plan;
d) 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 go live of leisure management system Legend;
c) Disciplinary casework workflow introduced;
d) Improvement in savings projection target for Integrated Service Support in 2017/18 with shortfall reduced.
e) Purchase to Pay, Invoice Approval live for Sport & Leisure, Libraries, Travel Team, Land Services and Housing and for all Lyreco invoices Council wide. Purchase Ordering live for Housing and Children's Services.
f) Civica Icon - Move to Hosted Distribution complete.
g) Routine upgrades for Capita Housing V19.4, Open Revenues v18.2 and ITrent v10.28 complete.
h) SEEMiS Groupcall Messenger now live for email/SMS for St Matthews, St Luke's, Scared Heart, Stobhill and Gorebridge Primary Schools.
i) SSSC registration and New Teachers Calculations now live in ITrent.

Challenges and Risks

1: Financial Strategy
a) The need to strengthen financial sustainability and financial management by;
b) Continue work on developing cost projections and savings proposals to update the Financial Strategy for 2019/20 to 2022/23 and complete the draft 2019/20 Base Budget;
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) Finalisation of the Council's Capital Strategy and a review of the Capital Plan 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;
f) Review and update Financial Directives and associated documentation.

2: Workforce Strategy
a) Identifying alternative service delivery approaches and the impact on service delivery with pressure on available resource;
b) Securing the improvement in flexibility and productivity throughout the workforce.
c) Continued development of the Workforce Strategy action plan with update report planned for December council.
d) Ensuring workforce plans are updated to reflect the current and projected financial situation ensuring services transform and deliver on the Change Programme.
e) Implementing engagement plans following employee survey results.
f) Continue to support our leadership community so that they are able to perform to a high standard and deliver on the Change Programme.
g) Encouraging less reliance on agency and fixed term workforce.

3: Digital Strategy and Digital Learning Strategy
a) Increased threat of cyber/security attacks, e.g. denial of service, ransomware/hackers continues to be an ongoing challenge to mitigate risk and minimise service disruption; this threat has been heighted in the last few months;
b) 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;
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) Brexit – the uncertainty of Brexit within the technology sector has the potential to impact on product \ hardware and software delivery. Along with increase in cost for products and services that are built, delivered in and out with Europe could impact the supply chain.

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
e) Full compliance with IR35 off payroll working;

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.

6 External Auditors Annual Report
In their annual report for 2017/18 EY rated the Council's position on financial sustainability and financial management as red. Recognising the acute financial challenge as the development of the 2019/20 budget progresses, the council must improve its financial sustainability by an improvement in the reserves position and delivery of a robust and balanced budget. In terms of improving financial management the focus must continue to be the delivery of services within budget.

The following management responses, were set out in the EY report in response to the Auditor's recommendations

a) The annual review of the arrangements for the preparation and review of the financial statements, following the 2017/18 audit, will focus on the issues identified during the audit and the areas where adjustments were required, particularly in respect of the arrangements for valuation and accounting for PPE. This will build on the range of improvements which were made for the 2017/18 year end process following last year's audit recommendations and debrief with EY.
b) In consultation with the chair of audit committee arrangements will be made for a special meeting of audit committee in June 2019 to consider the unaudited accounts The meeting schedule will also be amended for the future years.
c) The annual review set out for recommendation a) will also encompass a review of financial processes and controls and build on the improvements made for 2017/18. At this stage it is anticipated that the review will evidence that additional capacity will be required to ensure that the property valuations undertaken in house by Property and

Facilities Management staff are robust, fully documented and completed timeously. It is also anticipated that similar additional capacity would be required to maintain the accounting arrangements for Property Plant and Equipment to the level expected. This will include the maintenance and management of the fixed asset accounting system.

d) In respect of related party transactions a review process will be incorporated into the 2018/19 year end procedures.

e) A review of journal entry arrangements processing and recording arrangements will be carried out with the objective of improving the audit trail, retention of underlying supporting documentation and efficiency of the process.

f) Revised reporting arrangements including service change dashboards (reported to Business Transformation Board) were introduced in 2018. These will be further strengthened to ensure they are underpinned by robust financial assessments with added oversight from the Finance team. To strengthen the quarterly monitoring arrangements are already being put in place to hold formal recorded review meetings between the Head of Finance and ISS and each Head of Service to review the budget projections, variations and corrective action. For the remainder of the 2019/20 budget timetable arrangements will be reviewed and changes put in place to help ensure greater robustness and deliverability for the resulting service budgets and that areas of risk are identified to support more effective in year monitoring.

g) Alongside the work to finalise the capital strategy, a review of the phasing of projects and expenditure will be carried out. Monitoring reports already highlight project slippage and this will be enhanced to help drive more accurate analysis of project slippage.

h) There is already a programme of review activity across Finance and Integrated Service Support which is being undertaken as part of the Integrated Service Support review. At 31 March 2018 this activity has taken £2.4 million out of service delivery costs. There are further savings targets in 2018/19 and 2019/20 which total £1.6 million. The forward review activity aims to protect as far as possible the professional skills and capacity across the service. The review activity for the second half of 2018 will include an assessment of the skills and capacity for the areas indicated by EY and which will be discussed in more detail as part of the debrief arrangements.

i) Existing monitoring and reporting arrangements across all three Directorates will be reviewed and enhancements implemented to better support budget holders and members in their roles.

j) It is fully recognised that significant improvement in the required to ensure financial sustainability and this has to be addressed in the lead up to the Council considering its 2019/20 budget

k) The Reserves Strategy will be reviewed and recommendations presented to Council in advance of approval of the 2019/20 budget.

l) Progress on the actions in the annual governance statement will be reported quarterly to the Audit Committee. The first update will be presented to Audit Committee in December 2018.

Emerging Challenges:

Alongside the Financial Strategy 2019/20 to 2022/3 we will implement the Workforce Strategy 2017 – 2022. This includes a focus on the identified themes over the next five years. The Service Workforce Plans will detail the projected workforce actions over the same period.

Finance and Integrated Service Support Complaints Indicator Summary

Provide an efficient complaints service							

Indicator	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	21	11	5	10	📈	**Q2 18/19**: Data Only	
Number of complaints closed in the year	N/A	N/A	5	10	📈	**Q2 18/19**: Data Only	
Number of complaints upheld (cumulative)	N/A	N/A	3	7	📈	**Q2 18/19**: Data Only	
Number of complaints partially upheld (cumulative)	N/A	N/A	0	0	📈	**Q2 18/19**: Data Only	
Number of complaints not upheld (cumulative)	N/A	N/A	3	3	📈	**Q2 18/19**: Data Only	
Average time in working days to respond to complaints at stage 1	6.29	4.45	2.6	3.11	✅	**Q2 18/19**: On Target	5
Average time in working days to respond to complaints at stage 2	0	0	0	11	✅	**Q2 18/19**: On Target	20
Average time in working days for a full response for escalated complaints	N/A	N/A	0	0	✅	**Q2 18/19**: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	42.86%	72.73%	100%	88.89%	🛑	**Q2 18/19**: Off Target One Employment and Reward complaint required further investigation due to its complex nature.	100%
Percentage of complaints at stage 2 complete within 20 working days	0%	100%	0%	100%	✅	**Q2 18/19**: On Target	100%
Percentage of complaints escalated and complete within 20 working days	N/A	N/A	0%	0%	✅	**Q2 18/19**: On Target	100%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)	N/A	N/A	0	0	📈	**Q2 18/19**: Data Only	

Finance and Integrated Service Support
Performance Indicator Summary Quarter Two 2018/19

Making the Best Use of our Resources										

Priority	Indicator	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£12.198m	£11.764m	£11.550m	£10.876m	🛑	**Q2 18/19**: Off Target. The projected budget performance will be reported to the Council on 13th November 2018 and will show an overspend of £514,000	⬆	£10.362m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	6.60	2.92	1.45	2.33	✅	**Q2 18/19**: On Target	⬇	6.60	Number of days lost (cumulative)	593.54
										Average number of FTE in service (year to date)	254.41

Corporate Health										

Priority	Indicator	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
04. Complete all service priorities	% of service priority actions on target / completed, of the total number	81%	92%	92%	96%	✅	**Q2 18/19**: On Target	⬆	90%	Number of divisional & corporate priority actions	24
										Number of divisional & corporate priority actions on tgt/completed	23
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	93%	95%	94%	93%	🛑	**Q2 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)	1,995
										Number paid within 30 days (cumulative)	1,854
06. Improve PI performance	% of PIs that are on target/ have reached their target.	80%	80%	0%	0%	✅	**Q2 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%	100%	✅	**Q2 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	Q2 2017/18 Value	Q1 2018/19 Value	Q2 2018/19			Short Trend	Annual Target 2018/19	Feeder Data	Value
					Value	Status	Note				
08. Implement improvement plans	% of internal/external audit actions progressing on target.	63.64%	70.27%	61.11%	82.69%	🛑	**Q2 18/19**: Off Target The remaining outstanding actions are dependent on other measures being implemented/programmed or one of a lower priority. Continued review will be carried out with the aim of completing outstanding actions as far as possible.	⬆	90%	Number of internal/external audit actions on target or complete	43
										Number of internal/external audit actions in progress	52

Finance and Integrated Service Support Action Report

Midlothian

Support people who are at risk of being isolated to access social opportunities	

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.1.1	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%	**Q2 18/19**: Complete 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.

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	

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.2.1	Deliver in-house support to Economic Development through planning agreements and property transactions	31-Mar-2019	▶	50%	**Q2 18/19**: On Target 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%	**Q2 18/19**: Complete 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	✅	100%	**Q2 18/19**: Complete Procurement Strategy approved at August Council.

Improve employability skills and sustained, positive school leaver destinations for all young people

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.3.1	Support Investing in our Workforce principle by reviewing and refreshing recruitment policy to allow service specific recruitment initiatives	31-Mar-2019	▶	50%	**Q2 18/19**: On Target Discussion document drafted, presented to Investing in Our Workforce and in addition to be presented at 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	▶	50%	**Q2 18/19**: On Target 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. Update on workforce strategy will be provided to December Council.

Increase access to Digital Services

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.4.1	Implementation of Digital Services Asset Management and Investment plans - Corporate/Schools	31-Mar-2019	▶	50%	**Q2 18/19**: On Target 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	▶	50%	**Q2 18/19**: On Target 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. Work is also progressing with Health and Social care with particular reference to Technology enabled care.

Ensure equality of opportunity as an employer

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.5.1	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	▶	50%	**Q2 18/19**: On Target Seven new/revised people policies were implemented on 1 June 2018 and are being embedded by Service Managers. The Wellness@Midlothian agenda was endorsed by CMT and service-level wellness plans will now be developed.

	Ensure sustainable strategy for the delivery of Council Services					
Code	**Action**	**Due Date**	**Icon**	**Progress**	**Comment & Planned Improvement Action**	
FISS.P.6.01	Develop and achieve actions set out in the Employment and Reward Transformation plan to deliver target savings	31-Mar-2019	▶	50%	**Q2 18/19**: On Target Timesheet on-loads continue to be rolled out; Retirement Options Workflow in development; E- Forms being developed for payment mandates; E-Slip sign up now at 75%; CMT Report being drafted for merging of lunar and monthly payrolls.	
FISS.P.6.02	Deliver all payrolls on schedule	31-Mar-2019	▶	50%	**Q2 18/19**: On Target August and September Payroll a real test for the implementation of the new teachers calculations, issues identified and reconciliation report requirements developed.	
FISS.P.6.03	Awareness, preparation, and implementation of the General Data Protection Regulation (GDPR)	31-Mar-2019	▶	75%	**Q2 18/19**: On Target The GDPR programme continues to engage the Directory teams and provides regular updates and highlight reports including associated risks to GDPR Project Board. Now in the final stages of creating a dedicated Data Protection Officer job description which will then be advertised.	
FISS.P.6.04	Awareness, preparation, and implementation of Scottish Government Public Sector Cyber Resilience Action Plan	31-Mar-2019	▶	50%	**Q2 18/19**: On Target The Public Sector Cyber Resilience action plan is progressing, 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.	
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%	**Q2 18/19**: On Target Invoice Approval complete for Land Services & Travel Team and Council wide for Lyreco. Next phase will be Digital Services and incremental roll out in Schools. Purchase Ordering almost complete for Childrens Services.	
FISS.P.6.07	Achieve the actions set out in the Total Document Management project plan	31-Mar-2019	▶	50%	**Q2 18/19**: On Target **HR Disciplinary Casework**: Complete **Education(mgfl):** Some education mgfl users identified and set up in CS10. An issue has been identified following a microsoft software update. Digital Services working to resolve issue. **Manager File Plan:** Roll out and training within Business Services ongoing **Committee Reports Archive:** Complete **Construction:** Service has requested training for additional users. Training to be scheduled. **Business Services File Plan:** Performance and Improvement and Sundry Debt Live. Operational Support have commenced review of documents in preparation fro migration to CS10. **HR File Plan:** Complete **Maximising Attendance at Work:** CMT agreed proposals. Project team to commence design and development of workflow **Mail Scanning**: Go Live planned for the beginning of October 2018	

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
FISS.P.6.08	Supporting the applications requirements for the Inter Agency Information Exchange with Health (Phase 1 - Adults)	31-Mar-2019	❌	15%	**Q2 18/19**: Off Target Testing completed, Digital Services assessing server infrastructure requirements for Live environment. Live upgrade to be scheduled once assessment complete.
FISS.P.6.09	Develop and achieve actions set out in the Business Services Improvement plan	31-Mar-2019	▶	50%	**Q2 18/19**: On Target Workstreams progressing in line with plan
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	▶	50%	**Q2 18/19**: On Target 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	▶	50%	**Q2 18/19**: On Target Contracts currently being delivered on target against timescales. Update pipeline plan included in procurement annual report and approved at August Council.
FISS.P.6.12	Focus on embedding People Policies and supporting managers to work within new policy framework	31-Mar-2019	✅	100%	**Q2 18/19**: Complete Managers have been provided with tools to assist in the communication of these policies to their teams. Ongoing HR support available where needed.
FISS.P.6.13	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	▶	50%	**Q2 18/19:** Financial Strategy 2019/20 to 2022/23 cost projections and savings proposals updated for October Council with further reports scheduled through to February 2019.
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%	**Q2 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	✅	100%	**Q2 18/19**: Complete
FISS.P.6.16	Deliver quarterly financial reports and commentary to Council	31-Mar-2019	▶	50%	**Q2 18/19**: On Target Financial monitoring timetable is in place with performance against budget being reported to Council in August, November and February 2019 with the final position in June 2019.

Finance and Integrated Service Support Performance Indicator Report

Midlothian

| | | Local Government Benchmarking Framework | | | | | | | | |

PI Code	PI	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Status	Short Trend	Note		
CORP6	Corporate Indicator - Sickness Absence Days per Employee (All employees)	7.5	3.48	2.1	3.56	✅	⬇	**Q2 18/19**: On Target Sickness absence interventions are being recommended to the Corporate Management Team to further address levels of sickness absence and it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future. Teachers stats: The Council has started negotiations with the teaching trade unions in relation to introducing a revised Maximising Attendance at Work Policy.	7.2	
CORP3b	Corporate Indicator - The Percentage of council employees in top 5% of earners that are women (LGBF)	49.0%	48.1%	46.7%	48.7%	✅	⬆	**Q2 18/19**: On 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.	50.0%	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%	3.81%	3.03%	3.16%	📊	⬇	**Q2 18/19**: Data Only		16/17 Rank 14 (Second Quartile). 15/16 Rank 18 (Third Quartile)

PI Code	PI	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Status	Short Trend	Note		
CORP6a	Corporate Indicator - Teachers Sickness Absence Days (Cumulative) (LGBF)	4.59 days	1.79 days	1.23 days	1.48 days			**Q2 18/19**: Data only The Council has started negotiations with the teaching trade unions in relation to introducing a revised Maximising Attendance at Work Policy it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future.		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)	8.59 days	4.13 days	2.41 days	4.35 days			**Q2 18/19**: Data only Sickness absence interventions are being recommended to the Corporate Management Team to address levels of sickness absence and it is anticipated that in conjunction with the Wellness@Midlothian project plan there will be further positive change in the levels of sickness absence in the future.		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%	93.1%	94.9%	93.4%			**Q2 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 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)