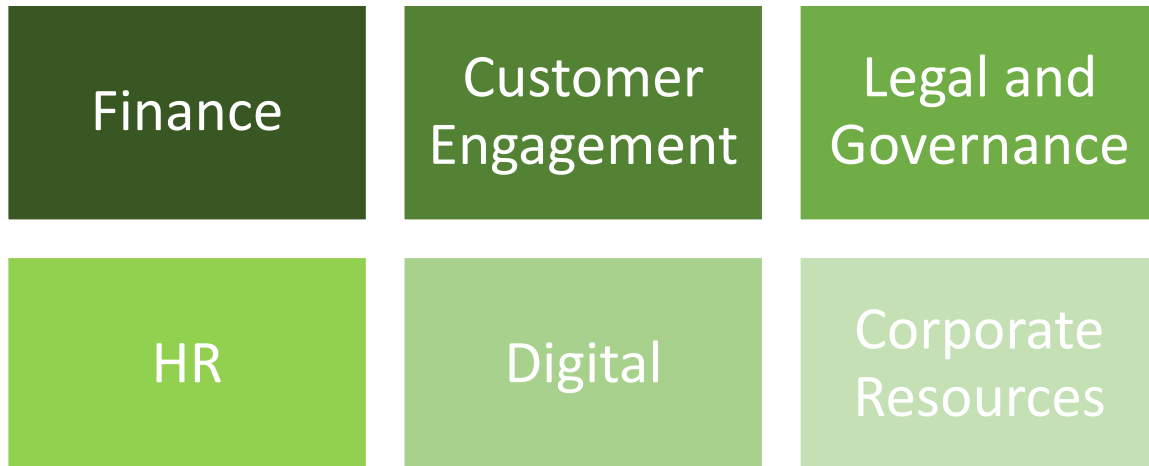


Corporate Solutions Service Plan 2023-2027

Corporate Solutions will “deliver forward looking services fit for a modern 21st Century organisation and put the citizen at the centre of Service Redesign”



Corporate Solutions encompasses Finance, Human Resources, Digital, Customer Engagement, Legal & Governance and Corporate Resources.

This Service plan sets out the vision and purpose of the Corporate Solutions Service and provides a clear picture of planned activities for the remaining term of this Council.

The purpose of this Service Plan is to:

- Clearly show the vision and purpose of the service and how these relate to the Midlothian Community Planning Partnerships priorities.
- Sets out how Corporate Solutions is driving forward key themes in the Transformation Blueprint 2023-2028
- Provide a basis for measuring and reporting on the progress of the Service in achieving its priorities.
- Provide an overarching plan which links up to the Single Midlothian Plan, together with Council and partner priorities. It forms a basis on which individual service work plans, individual staff performance and development plans are developed. Through this golden thread aims the workforce are able to understand how their work contributes to the Service's objectives and upward to the corporate aims of the Council, and its success in achieving those aims.

Strategic planning alignment

Service and improvement planning and management is principally carried out at a service and unit level through the Service Planning process and at a Council wide level through strategic planning of Transformation, Finance, Workforce and Risk.

Transformation Blueprint (2023-2028)

As we move out of the pandemic into a new post pandemic world, we are committed to building on the learning and new ways of working that were adopted during this time, and renew our focus on delivering our key priorities at the most local level possible. Rooted in the creation of a wellbeing economy, the vision of our new 5 year strategy 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 is crucial to balancing the financial position, as well as preparing for further challenges and changes that we will face.

The strategic plan sets out our biggest challenges 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 one of the fastest growing local authorities in mainland 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 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 the 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

Service Plan – Finance

Leading on delivery of the Council's Medium Term Financial Strategy, the Finance Team has a central key role in managing the financial affairs of the Council ensuring robust and effective financial management and strong financial stewardship.

It's focus is on ensuring effective financial management of all service areas and on the development and implementation of appropriate strategies to maintain and strengthen the Council's financial sustainability.

It provides Financial and Management Accountancy Services across the Council, covering gross expenditure in excess of £300 million. The team leads on the development and delivery of the Council's medium term financial plans to ensure delivery of change and financial sustainability.

The team deals with a wide range of functions from supporting managers with budgeting, preparation of financial reports and publishing financial documents to managing the Council's insurance policies and managing the Council's treasury and investment strategy including a loan portfolio of £230 million and investments of £74 million.

Priorities for 2023/24

Key areas of focus for this financial year:

- 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

Performance monitoring

Financial monitoring is reported to the Council quarterly. This includes the General Revenue Account, Housing Revenue Account, General Services Capital Plan and Treasury Management. The following is also reported annually as part of the Local Government Benchmarking Framework.

| PI Code | PI | Annual/Quarterly |
|----------|---|------------------|
| FINSUS 1 | Total useable reserves as a % of council annual budgeted revenue (LGBF) | Annual |
| FINSUS 2 | Uncommitted General Fund Balance as a % of council annual budgeted net revenue (LGBF) | Annual |
| FINSUS 3 | Ratio of Financing Costs to Net Revenue Stream - General Fund (LGBF) | Annual |
| FINSUS 4 | Ratio of Financing Costs to Net Revenue Stream - Housing Revenue Account (LGBF) | Annual |
| FINSUS 5 | Actual outturn as a percentage of budgeted expenditure (LGBF) | Annual |

Service Plan – Customer Engagement

Customer Engagement includes the Contact Centre, Communications, Registrars and Libraries.

Contact Centre

In the last year, the Contact Centre Team received 163k inbound calls, 12.6k visits to reception at Midlothian House, actioned 12k web forms and responded to almost 40k emails and 1100 social media queries.

As the fastest growing local authority in mainland Scotland, the Council cannot support more customers using the current resources, systems and processes. In order to respond to the increasing demand; a significant customer transformation programme is underway. A new Customer Service Platform (CSP) was launched in 2022, enabling online payments 24/7, customer self-service and automation of back office business processes. The continued rollout of the platform will enable continued channel shift and improved customer service and service responsiveness.

Following the pandemic, the way that citizens interact with the Council has changed. The Council must adapt the way it communicates and engages with citizens to reflect this. The Customer Engagement Strategy is being refreshed to ensure the Council has the right tools and platforms to deliver customer service excellence, providing increased choice to the customer in the way services are accessed and provided.

Communication

The Council communicates with its citizens in a variety of ways. Midlothian is one of only four Councils in Scotland to have been awarded four stars from SOCITM for its public facing website. The Council uses a range of social media platforms to communicate and promote its activities and excellent relationships with local media.

As part of the Transformation Blueprint, the Council is implementing change programmes at pace, and identifying ways to be more commercial. A robust communication and marketing plan will be integral to promoting this work to citizens. A refresh of the current plan will be part of the new Customer Engagement Strategy.

Registrars

In 2022/23, the service registered almost 1800 births and deaths; and 500 weddings. The wedding sector is still recovering from the pandemic but is making steady progress to return to post pandemic levels.

The Registrars service was one of the new CSP modules launched in summer 2022, enabling self-service of replacement certificates through the new online portal with payment function. The total number of replacement certificates ordered online last year was 309, with a significant uptick after the portal was launched.

This year, work will focus on reviewing the service business plan to increase income targets, promoting the others services on offer such as baby naming ceremonies and private citizenship ceremonies.

Libraries

Midlothian has nine community libraries plus one Mobile Library which serves the rural areas and facilitates outreach to schools, nurseries and care homes. Of the nine community sites, there are five hub libraries which share a range of services and four stand-alone branches. There are also five school libraries providing reading for pleasure and reading for information opportunities to secondary school pupils across Midlothian.

As at the end March 2023, there were 33,569 library memberships in Midlothian. This is a 10% increase on the position at March 2022.

Over 2022/23, there were almost 437k physical library visits, 165k virtual library visits and 450 mobile visits. Our libraries hosted over 5700 events and 600 Bookbug sessions. To support digital inclusion, libraries delivered 2400 digital support sessions with 20k public access computer slots used. Some aspects of the service are not yet back to pre-pandemic levels but all signs of recovery are positive.

Libraries are key stakeholders in bringing public, private and voluntary sectors and local communities together to make improvements in people's lives, by improving outcomes with individuals and communities, promoting preventative approaches that reduce demand for public services, and working with communities to increase their influence in decision making.

All libraries have a core offer of free access to a wide range of stock and information with professional staff on hand to provide assistance. There is a home delivery service providing books, information and other services to the most vulnerable members in the community who are unable to access a physical library. There is also a Primary School Library Service which provides project boxes of books and other relevant materials to primary schools.

Libraries are the heart of communities and have a broad offering of library and partner services for citizens, enabling the 20 minute neighbourhood approach. Services include:

- Supporting local residents with **bus pass/NEC and blue badge** applications
- **Hearing aid** batteries available at all libraries, and hearing aid repair service at Dalkeith Library
- **Dementia-Friendly Libraries**, with all staff having undertaken training with Alzheimer's Scotland. Midlothian is one of 10 pilot authorities across Scotland providing dementia information across our libraries.
- **Healthy Reading Midlothian** collection; books and materials on a range of mental health issues, including books aimed at supporting the mental health and wellbeing of children. Expanded collection at Loanhead Library to support the attached Health Centre.
- **SHINE** – a collection of online e-resources and resources developed by Midlothian Libraries, aimed specifically at teenagers and young people

- **Warm and Well Hubs** in four library locations offering free soup/coffee. All libraries offer free tea/coffee and a warm place to be during the cost of living crisis, with books, puzzles, jigsaws, free Wi-Fi, etc.
- **Payment point** for Scottish Welfare crisis awards at Penicuik Library
- **Community garden** area at Dalkeith Library
- **Bibliotherapy sessions:** fortnightly at selected libraries, designed to boost mental health and wellbeing for experiencing a range of mild to medium mental health challenges. This includes a creative writing group of those with long term health conditions, and a reading aloud group for those with dementia and their carers.
- **Reminiscence sessions.** Part of the Memories Scotland project, these staff led sessions are aimed at older, often socially isolated, people, where they can chat about old times, have a coffee and a laugh
- **Playlist for Life:** using music to engage with older people with memory issues.
- **Voices to be Heard** volunteer run group at Penicuik Library, supporting those on a dementia journey and their carers.
- **Boardmaker** software is available at 5 locations. It enables people to make personalised instructions, diaries and schedules for those living with learning and memory challenges. This software is usually only available within Support for Learning departments in schools and libraries are the only place to access it beyond this.
- **Near Me** – providing a private space for online NHS consultations at Gorebridge Library.
- **Lend and Mend Hub** at Gorebridge Library encouraging the community to repair, reuse, rent and upcycle everyday items.
- **Pop up Post Office** at Newtongrange Library.
- **Summer Reading Challenge** – a fun competition held annually encouraging primary school children to read books during the summer holiday to prevent the summer dip in reading levels. Participants are awarded stickers and medals based on the competition's theme
- **PEEP Groups** – parenting group (host)
- A variety of **children's events and activities** including **Chatterbooks** which is a children's book group, **Lego Clubs**, **Coding Clubs** and **Craft Events** alongside author visits, magic shows, Dogs Trust, mini zoo, drama workshop tasters and film screenings.

Priorities for 2023/24

Aligned to the Transformation Blueprint, key work streams are below.

Short term:

- Continued rollout and implementation of Customer Service Platform
- Reviewing service delivery all across Contact Centre teams
- Increased eBook promotion plan
- Focused active promotion of library space, in particular to facilitate 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 communications and engagement plan

Long term:

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



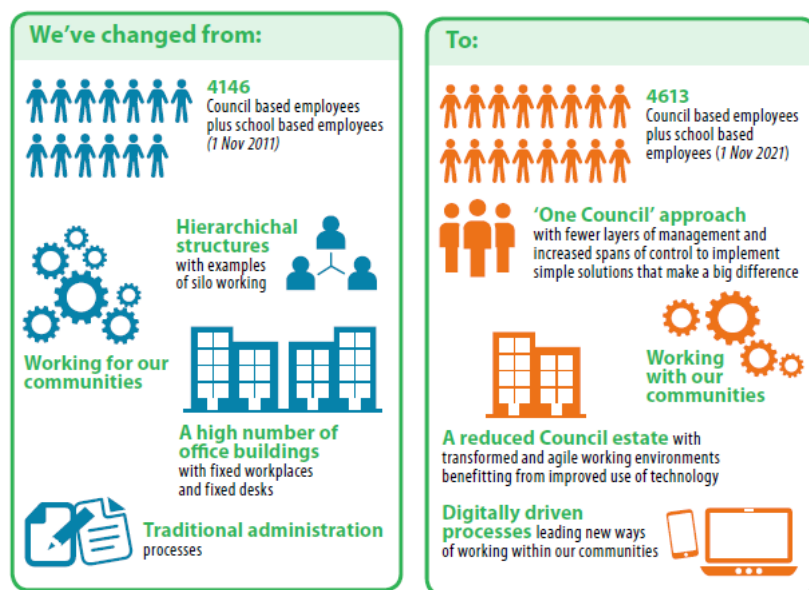
How we will measure success

| PI Code | PI | Annual/Quarterly |
|--------------|--|------------------|
| New | Channel shift - % of customer contact received digitally compared to telephone (to be confirmed) | Quarterly |
| New | Number of Midlothian Council facebook followers | Quarterly |
| New | Number of twitter followers (@midgov) | Quarterly |
| CR.CC.1 | Overall contact centre calls | Quarterly |
| CR.CC.2 | % of contact centre calls answered within 120 seconds | Quarterly |
| CR.CC.4 | % of contact centre calls abandoned | Quarterly |
| CR.EM.01 | Number of web forms received via Contact Centre | Quarterly |
| New | Number of emails handled via the Contact Centre | Quarterly |
| New | Total number of library visits | Quarterly |
| New | Number of physical library visits | Quarterly |
| CORPS.P.1.3a | Number of virtual library visits | Quarterly |
| New | Number of library events | Quarterly |
| New | Number of library children's initiatives | Quarterly |
| New | Total number of library memberships | Quarterly |
| New | Number of new child library memberships | Quarterly |
| New | Number of library customers supported with digital queries | Quarterly |
| New | Number of births registered | Quarterly |
| New | Number of marriages registered | Quarterly |
| C&L2 | NET Cost per library visit (LGBF) | Annual |
| C&L5a | Percentage of adults satisfied with libraries (LGBF) | Annual |

Service Plan – Human Resources

We recognise that in recent years, working within the public sector has and continues to be challenging. Our ways of working have changed and will continue to change, with a smarter approach to digital technology and an enhanced focus on enterprise, efficiency, prevention and early intervention.

A skilled and engaged workforce is crucial to achieving Midlothian's vision. We are proud of our staff and provide a workplace that encourages staff to develop their potential. The Council strives to provide clear progression pathways and a positive ethos which embraces new ways of thinking. Over the past 10 years we have vastly transformed as an organisation.



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.

Organisational wellbeing

At Midlothian we believe organisational wellbeing is the ability to take a one council approach that maintains and supports all our employees' wellbeing (staff, managers, leaders and our elected members) to help them stay well, be their best self and do their best work. This can include:

- Psychological, physical, and social wellbeing;
- Developing skills and knowledge - how our staff are learning and developing; and
- Ensuring all our staff feel engaged and listened to, contributing to a one council approach to how we learn and continually improve.

The whole-person approach the Council is taking to organisational wellbeing is proactive, preventative and supports employees to be their best selves and do their best work by building on each employees' strengths and aspirations.

Midlothian Council is fully committed to our council-wide approach to organisational wellbeing, with clear and visible leadership that will enable:

- A healthy, happy and purposeful environment where we invest in employee learning and feedback, so we continually improve what we do;
- An environment where wellbeing is integrated into day to day practices – where it is at the heart of what we do, rather than a separate process and approach; and
- All employees are empowered to support their own wellbeing and understand the role they are required to play in shaping a positive, inclusive and healthy working environment.

As a Council we have identified six organisational wellbeing strategic priorities. These strategic priorities will shape and test out the new ways of working across the organisation that will be required to bring our approach to organisational wellbeing to life.

| Strategic priority | What this will look like in practice | Key enabler | |
|---------------------------|--|--|---------------------------|
| Leadership | As leaders we set a clear ambition, focus and take a one council approach to organisational wellbeing. We do this by working collaboratively and actively seeking feedback from all our employees to continually improve our approach so that all employees stay well and are able to be their best selves and do their best work. | How we work with each other | |
| Feedback + data | We use feedback and data to help us make informed decisions. We do this by regularly seeking feedback from all staff in a variety of ways and gathering outcome-focused data to continually improve our approach to organisational wellbeing. | How we work with each other | How we structure our work |
| Prevention | We support employees to stay well, be their best selves and do their best work wherever possible. We do this by supporting our staff on a regular basis through line management, staff engagement, learning opportunities and sharing knowledge and information so all staff are able to confidently keep themselves well and support their peers. | How we work with each other | How we structure our work |
| Partnership | We work in partnership with others externally so we can draw in the most effective tools and mechanisms to support organisational wellbeing. We do this by building on and nurturing already established partnership working and pro-actively seeking new partners to work with. | How we work with each other | |
| Early intervention | We have the systems and processes that help us pick up on any early signals that an employee is struggling and intervene quickly to support their wellbeing and offer the appropriate support. We do this by encouraging open dialogue between colleagues and empowering managers to work with their teams to better understand how staff can be best supported to be their best selves. | How we use tools and resources to support our work and relationships | How we structure our work |
| Accessibility | Our wellbeing supporting activities are accessible 24 hours a day so people can access support in ways that work for them. We do this by listening and bringing to life staff ideas on how we can improve our organisational wellbeing approach. | How we use tools and resources to support our work and relationships | |

In 2022, the Council demonstrated its commitment to its workforce by:

- Agreeing to 10 days of miscarriage leave to be incorporated into our suite of family leave policies and committing to the Miscarriage Association's pledge.
- Including IVF treatment leave to our suite of family leave offerings.
- Developing a Wellbeing Strategy which will focus on the financial, physical and psychological wellbeing of our workforce.
- Developing a new Recruitment Strategy to set out our objectives in attracting, recruiting and on-boarding talent to the organisation. Alongside this the HR service has worked with the Communications Service to develop recruitment documentation for Local Government Worker job adverts, designed to promote Midlothian's offer as an employer of choice.
- Launching the Corporate Workforce Plan and roll out of workforce planning templates across all services. Succession planning is ongoing to further understand the organisation and its current environment, analyse the current and potential workforce, determine future workforce needs and identify gaps against future needs.
- Continuing the rolling programme of Wellness@Midlothian initiatives to ensure we continue to support the positive health and wellbeing of our staff. A coaching programme is planned in for roll out later in 2023.
- First phase of hybrid working staff survey was conducted where 1,000 staff members took part which provided valuable insights into staff wellbeing whilst working from home/in the community or other work settings. Feedback from the survey is now being considered and actions put in place as a result of the findings. In addition, a Hybrid working news channel was launched in April as well as various staff sessions providing an overview of the projects visions, current work streams and events. This is supported by a draft Hybrid Working Policy for consultation with staff and Trade Unions.

Key priorities for 2023/24

Our workforce are key to the delivery of the Transformation Blueprint. In order to ensure a thriving workforce areas of focus will be:

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

How we will measure success

| PI Code | PI | Annual/Quarterly |
|-----------|--|------------------|
| BS.FIS.01 | Percentage of staff turnover (including teachers) | Quarterly |
| CORP3c | Corporate Indicator - The gender pay gap between average hourly rate of pay for male and female - all council employees (LGBF) | Quarterly |
| CORP3bi | Total number of women employees in top 5% (LGBF) | Quarterly |
| CORP6 | Corporate Indicator - Sickness Absence Days per Employee (All employees) | Quarterly |
| CORP6a | Corporate Indicator - Teachers Sickness Absence Days (LGBF) | Quarterly |
| CORP6b | Corporate Indicator - Local Government Employees (except teachers) sickness absence days (LGBF) | Quarterly |
| New | Number staff wellbeing events held | Quarterly |
| New | Number of staff wellbeing events attended | Quarterly |
| New | Number of staff accessing non mandatory Elearning courses | Quarterly |
| New | Number of staff accessing mandatory Elearning courses | Quarterly |
| New | Number of ongoing long term absence cases | Quarterly |
| New | Number of HR cases in progress | Quarterly |
| New | Number of Occupational Health referrals via OHIO | Quarterly |
| New | Number of Physiotherapy referrals made | Quarterly |
| New | Number of staff with over 15 years of service | Quarterly |
| New | Number of staff aged 16-30 | Quarterly |
| New | Number of staff aged 31-50 | Quarterly |
| New | Number of staff over 50 | Quarterly |
| New | Number of leavers | Quarterly |
| New | Percentage of staff that are Midlothian residents | Quarterly |

Service Plan – Legal and Governance

Legal and Governance includes Legal and Procurement. The Legal team provides professional legal services to the Council and all Services and ensures support is provided to the Returning Officer(s) for all Elections. It also ensures appropriate governance arrangements are in place and that these are effective. The Legal Services Manager acts as the Council's Monitoring Officer. Key areas include:

- Providing procedural advice to the Council, Committees and other Council meetings, the Licensing Board, Review Boards and Appeals Committees;
- Protecting the most vulnerable in Midlothian through Child Protection and Adults With Incapacity court actions;
- Providing professional legal advice to elected members and officers;
- Representing or supporting the Council at public inquiries, tribunals etc.
- Co-ordination of Elections;
- Providing a Licensing Service (civic government, liquor and other miscellaneous licences);
- Acting as instructing Solicitor and/or representing the Council at court hearings and concluding sales, purchases, leases, formal agreements, contracts and orders;
- Supporting economic development within Midlothian through large scale commercial transactions and planning agreements; and
- Assisting the council to comply with information management requirements under Data Protection legislation.

Last year, the team coordinated the delivery of the Local Government Elections, with 71 polling stations across the County, 31,534 votes cast and ensured legislative compliance throughout the process. The Customer Service Platform also delivered a new online FOI/EIR portal with disclosure log and a more streamlined way to make information requests. This will be complemented with a new module for SARs to be launched in 2023.

The Procurement Team provides a centralised advisory and support service across the whole Council and works collaboratively with external procurement partners. This team develops and updates the procurement strategy, policies and procedures which meet Council objectives, procurement best practice and legislation. The team provides support, advice and guidance to managers and stakeholder on all aspects of the full procurement journey including defining the supply need, market analysis, tendering and contract and supplier management.

Key priorities for 2023/24

- Delivery of the 2024 UK Government elections including voter ID implementation
- Review of the Council's governance framework with revised Standing Orders and Associated Scheme(s)
- Implementation of the new SAR 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

How we will measure success

| PI Code | PI | Annual/Quarterly |
|-----------|--|------------------|
| CORP.P.17 | Number of Freedom of Information requests received (Council wide) (quarterly) | Quarterly |
| New | % of Freedom of Information requests complete within Statutory timescale (20 working days) | Quarterly |
| CORP.P.18 | Number Subject Access Requests received (council wide) | Quarterly |
| New | % of Subject Access Requests complete within Statutory timescale (30 calendar days) | Quarterly |
| New | Number of regulated procurement exercises undertaken | Quarterly |
| New | Number of legal commercial transactions | Quarterly |
| ECON4 | % of procurement spent on local enterprises (LGBF) | Annual |

Service Plan – Digital

Making the best use of opportunities presented by Digital, Data and Technology to work effectively, create better relationships between the Council and its communities, and transform Midlothian into a leading destination for opportunity and quality of life.

The Digital team is responsible for the provision of all digital services, strategy, operational and support across the organisation. It is the focal point for all aspects of Information Technology across the Council and ensures that ICT infrastructure and facilities are fit for purpose and that they effectively and efficiently underpin delivery of Council Services in alignment with the Single Midlothian Plan and the National ICT Strategy for Scotland. Main duties comprise:

- Ensuring that the Council is well positioned to take advantage of emerging national initiatives and collaboration opportunities;
- Exploiting technology in order to reduce costs and improve services;
- Ensuring that appropriate governance, security and information management policies and standards are in place.

The Covid-19 pandemic highlighted the importance of flexible and customer-focussed services and having the right data available so that support can be offered to the right people, in the right ways, at the right time. It has also shone a spotlight on the need for an inclusive approach that maximises the benefit of digital for everyone.

By investing wisely in growing our digital and data capabilities, we will be able to make better use of data to enable prevention and earlier intervention; keep people independent and healthier for longer; deliver the responsive and reliable services our citizens expect; introduce new ways of working that are more efficient; support our communities and Midlothian's businesses to thrive in a digital world and to ensure that our children are prepared for the workplace of the future.

Digital aims to create better services that provide improved outcomes for citizens through establishing a Digital Council that delivers digital services to digitally connected places and communities. The current Digital Strategy's guiding principles include:

- Using empathy to understand user needs across our whole community
- Prioritising getting the right jobs done
- Working on the essentials for digital delivery
- Supporting and continuously improving our products and services
- Basing our decisions on evidence
- Investing in teams, not just projects
- Working in the open
- Getting better with data
- Modernising our infrastructure and systems
- Building digital capability

In 2022/23, the Digital team was restructured to provide additional capacity across its Client Services, Cyber Security and Infrastructure. The team is led by the Chief Digital Officer who provides strategic direction and leads the digital transformation programme. The Digital First Board is the Council's Technical Design Authority – the oversight group for new digital projects and business processes.

Key priorities for 2023/24

Digital solutions underpin the Transformation Blueprint. Key work streams include:

- Review and refresh of the Digital Strategy
- Development of Data Strategy and pilot the secure 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
- Supporting Neighbourhood Services in the delivery of their digital transformation project
- Continue the roll-out of the Customer Services Platform solutions and driving “Channel Shift”
- Equipped for Learning: upgrade classroom Audio Visual estate with interactive smart screens. Pilot Virtual Class delivery.
- Upgrading Call Centre digital infrastructure elements (Netcall Liberty)
- Refreshing / improving quality and coverage of corporate WiFi network
- Ensure all digital aspects of Council operations are well supported and operational

How we will measure success

| PI Code | PI | Annual/Quarterly |
|--------------|---|------------------|
| CORP.P .1 | Number of service implementations in progress as part of the customer services platform project (phase 1) i.e. Number of Customer Services platform implementations complete, Number of Customer Services platform implementations in progress, Number of Customer Services platform implementations planned | Quarterly |
| New | Number of Midlothian Council website visits (cumulative) | Quarterly |
| New | % of Office 365 (phase 1) digital project complete | Quarterly |
| New | % of AI pilot and information governance digital project complete | Quarterly |
| New | % of Customer services platform complete (<i>this includes IT work to implement foundations as well as services live so differs slightly from above</i>) | Quarterly |
| New | Number of classrooms Audio Visual upgraded as part of the Equipped for Learning phase 2 digital project | Quarterly |
| New | % of Neighbourhood services digital project complete | Quarterly |
| New | % of Data maturity digital project complete | Quarterly |
| New | % of IT helpdesk incidents complete within 48 hours | Quarterly |
| New | % completion rate of cyber security training | Quarterly |
| New | Progress of Cyber Essentials and PSN implemented | Quarterly |

Service Plan – Corporate Resources

Corporate Resources includes Business Applications, Operational Support, Democratic and Document Services, Revenues and Employment and Reward. All of these services provide a range of support across the Council, providing back office functions, ensuring compliance, financial processing, contract management for the Council's systems and applications and staff recruitment and pay.

Business Applications is responsible for support for all Council business critical systems. As well as providing helpdesk support to users, the team are involved in systems developments, upgrades and implementations, working closely with colleagues in Digital Services and our software suppliers. The team work with Service Managers and staff across the Council to help support efficient service provision to customers and are responsible for all management information and reporting requirements for each system/application including Integra financials, iTrent HR & Payroll System; Revenues Control; MOSAIC (Social Care), Total (Roads and Property) and Seemis (The National Education Management information System) together with a range of other essential systems.

Operational Support carry out transactional and financial processing such as invoice payment processing, client financial assessments and charging, job costing and sundry debt processing, utilising a number of Council business critical systems on a daily basis. They are also responsible for customer applications, payments for services and the administration of any associated processes.

Democratic and Document Services carries out a range of diverse and critical functions across the organisation. This includes ensuring the proper governance of the decision making process of the Council, supporting the delivery of the statutory services of the Council, delivering an efficient and compliant records, archives and document management service and providing effective business support to services across the organisation. This area is also responsible for the contract management of the managed print service across all Council facilities.

Employment and Reward develop and implement effective and integrated Employment and Reward Services and provides a Payroll Service for all of the Council's employees. It manages the design, delivery, and operation of recruitment, operate payroll processes, ensuring compliance with relevant regulatory, statutory and legislative provisions and are responsible for the interpretation and implement legislation and regulation in relation to PAYE and other statutory requirements. Technical advice and guidance is available on contractual terms and conditions, Tax, National Insurance and pension issues as well as the required administration to ensure maintenance of employment contracts and payroll records across all Service areas. The team work closely with the Human Resources team recognising the shared objectives and key relationships between both teams and between them ensure the appropriateness and effective implementation of a range of People Policies and procedures for the Council.

Revenues are responsible for the billing, collection and recovery of key revenue streams for the Council, as well as the assessment and payment of Housing Benefit claims. The functions administered by the team include the following:

- Collection of Council Tax and water service charges
- Collection of Council House Rents
- Collection of Housing Benefit Overpayments
- Collection on Non-Domestic Rates
- Assessment and payment of Housing Benefit claims
- Assessment and payment of Council Tax Reduction claims
- Assessment and payment of Scottish Welfare Fund claims

Achievements for 2022/23 include:

- successfully completing the rollout of the upgraded leave and time recording application, providing a more self-service facility for staff, improving the way that leave/time off is recorded and managed and decommissioning an on premise application
- adoption of Print and Post across the Revenues team to reduce postage costs and make the communication to tenants and residents more efficient and streamline processes

Key priorities for 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



How we will measure success

| PI Code | PI | Annual/Quarterly |
|-------------------|---|------------------|
| CORP8 | Corporate Indicator - Percentage of invoices sampled and paid within 30 days (LGBF) | Quarterly |
| CSE.LPI.03 | Average processing time for new claims (internally calculated) | Quarterly |
| CSE.LPI.04 | Average processing time for change of circumstances (internally calculated) | Quarterly |
| New | Total amount granted from Scottish Welfare Fund for crisis grants (quarterly) | Quarterly |
| New | Total amount granted from Scottish Welfare Fund for community care grants (quarterly) | Quarterly |
| New LGBF - CORP11 | The proportion of Scottish Welfare Fund Budget Spent (LGBF) | Annual/Quarterly |
| New | Number of Scottish welfare fund crisis grant applications received – (quarterly) | Quarterly |
| New | Number of Scottish welfare fund crisis grant applications awarded (quarterly) | Quarterly |
| New | Number of Scottish welfare fund crisis grant applications declined (quarterly) | Quarterly |
| New | Number of Scottish welfare fund crisis grant applications ineligible (quarterly) | Quarterly |
| New | Number of Scottish welfare fund community care grants received (quarterly) | Quarterly |
| New | Number of Scottish welfare fund community care grants awarded (quarterly) | Quarterly |
| New | Number of Scottish welfare fund community care grants declined (quarterly) | Quarterly |
| New | Number of Scottish welfare fund community care grants ineligible (quarterly) | Quarterly |
| RHM.r.04.5 | Number of Council Tax transactions received online | Quarterly |
| New RHM.r.04.6 | Number of rent transactions received online | Quarterly |
| New | % of Revenues and benefits transactions received online | Quarterly |
| New | % of customers paying by direct debit | Quarterly |



| PI Code | PI | Annual/Quarterly |
|-------------------|---|------------------|
| ew RHM.r.01.1 | % of in-year Council tax collected ytd | Quarterly |
| New RHM.r.02.1 | % of current Housing rent arrears | Quarterly |
| New RHM.r.04.8 | Number of tenants receiving help with housing costs through Universal Credit | Quarterly |
| New | Number of customers receiving help/support via housing benefits | Quarterly |
| CORP1 | Central Support services as a % of Total Gross expenditure (LGBF) | Annual |
| CORP4 | Cost of collecting council tax per dwelling (LGBF) | Annual |
| CORP7 | Percentage of income due from council tax received by the end of the year % (LGBF) | Annual |
| CORP9 | New Indicator - Percentage of Crisis Grant decisions within 1 day (LGBF) | Annual |
| CORP10 | New Indicator - Percentage of Community Care Grant decisions within 15 days (LGBF) | Annual |
| CORP12 | New Indicator - Proportion of Discretionary Housing Payment Funding spent (LGBF) | Annual |
| HSN1b | Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year (LGBF) | Annual |
| HSN2 | Percentage of rent due in the year that was lost due to voids (LGBF) | Annual |