

Corporate Solutions Q3 24/25 Performance Report

Corporate Solutions delivers forward looking services fit for a modern 21st Century organisation, with the citizen at the centre of service redesign.

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

Corporate Solutions supports the whole Council, delivers services to internal and external stakeholders, plays a key role in the delivery of the Council's Medium Term Financial Strategy and ensures organisational compliance, develops the workforce, and advances transformation.

Transformation and opportunities

Transformation Blueprint (2023-2028)

Reprioritisation and redesign are crucial to balancing the Council's financial position, as well as preparing for further challenges, continued growth, and unknown changes that we will face. The Council's three strategic aims, as set out in the Single Midlothian Plan are:

- 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 Transformation Blueprint was approved by Council in 2023 and sets out key areas of concern that need to be addressed over the next five years.

Transformation Blueprint Objectives



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

The Council's Transformation Blueprint provides the framework for opportunities to change the way services are improved and delivered to be more efficient. Corporate Solutions has a particular focus on delivering digital first approaches, embedding automation to improve customer access to services and hybrid working. We will continue to work to address the inequalities that our communities face, respond to the demands of being the fastest growing local authority in Scotland, and deliver our vision of being a great, green place to grow.

Customer Engagement

Aligned to the Transformation Blueprint, Customer Engagement priorities are set out below:

- Continued rollout and implementation of Customer Service Platform
- Reviewing service delivery across all Contact Centre teams
- Increased use of e-Resources in libraries
- Community and school library redesign
- Active promotion of library space, for Council and partner services, and enable out of hours access for communities
- Rollout of the Hub and Spoke delivery model with libraries providing and facilitating increased local service provision
- Refreshed Customer Engagement Strategy including revised communications and engagement plan
- Launch of the new mobile One Stop Shop in partnership with the Third Sector
- Increase income within Registrars through alternative ceremony offer

Communications and Marketing:

- Promoting the council's vision, strategy and plans such as a Great Green Place to Grow, Transformation Blueprint, Wellbeing Strategy, Climate Change Strategy and carbon charter to internal and external audiences.
- Raising awareness of the ways that people can take part to influence how public services operate e.g. public consultations such as Midlothian Local Development Plan, town centre regeneration projects, and school catchment area consultations.
- Supporting service redesign and the delivery of change, e.g. supporting the shift to the new customer service platform which will enable citizens to do much more online.
- Promotion of behavioural change, for example by encouraging residents of Midlothian to recycle more or travel more actively or improve their health and wellbeing.

Key achievements this quarter:

Library services

Our library services continue to transform and thrive in responding to the needs of our communities. This quarter overall figures for library visits remain high with an 11% increase in total visits compared to quarter 2 and an 8% increase compared to the same period last year.

155,290 physical library visits were made this quarter, an increase of 13% from the previous quarter and 7% compared to the same period last year, indicating both a strong recovery from the quieter summer holiday period and continuing long term trend of increased visits in person as our libraries become local community hubs.

40,885 virtual library visits were made this quarter, an 7% increase compared to this period last year. Similar to the previous quarter, the increase is mainly a result of more customer visits to our online catalogue which has increased in popularity since the library management system was upgraded in 2024. Library membership continues to increase with a 9% rise in members compared to the same period last year and a 2% compared to last quarter.

2,151 library events were held during quarter 3 which is an increase of 45% from the same period last year. This covers regular events and activities for both adults and children as well as standalone events.



Book Week Scotland was held from 18th to the 24th of November, and libraries marked it by holding a range of free events to celebrate books and reading within our communities. Gorebridge Library hosted local author Alex Mullarky with children from the local primary school attending the sessions. With the help of some local poets, our Bibliotherapist ran two sessions in Loanhead Library, looking at writing skills, self-publishing and focusing on tools to help aspiring authors promote their stories. All libraries hosted quizzes, class visits, Bookbug Sessions, story sessions, craft sessions and book gifting throughout the week. Midlothian Primary 1 pupils were gifted with Bookbug Explorer bags and Primary 2 and 3's received their Read Write Count bags. Overall, 79 events were held with 586 adults and 2,159 children attending which is a 20% increase from last year.

Working with our School Librarians, we asked secondary school students in Midlothian to unleash their inner author. Students were asked to go 'wild with words' and show their talent by submitting short stories with a theme of **'Hope'**. The judges were impressed by the diversity of young people's hopes, from dreams of finding a friend who is always there for you, to wishing for a better future for the planet. Entries included stories of survival, dystopian dramas and modern takes on traditional tales. 26 entries were received from 5 of our Midlothian secondary schools.

Our winner of the S1-S3 category was Lucie Sloan of Beeslack Community High School for her story 'Hope The Pencil', an original tale of life from a creative pencil's point of view. Lucie used this clever concept to convey the ideas of belonging, purpose and friendship. The S4-S6 category was won by Oran Ritson of Penicuik High School for the story 'Slain and Capture', an epic tale of princely revenge. The winners were announced at the Midlothian Young People Awards and presented with their prizes.

All primary pupils were invited to join in the celebrations by designing a bookmark exploring the theme of 'Reading Gives You Super Powers'. The standard of entry was amazing and there were over 1,200 entries this year. The winners received a £15 book token and the runners-up a £10 book token. All four of the winning entries have been printed for distribution to customers in Midlothian Libraries.



Library Natter Project

After a successful application to the Public Libraries Improvement Fund run by the Scottish Library and Information Council, the new Library Natter Project officially launched on the 12th of December 2024. Focusing on the Dalkeith community, our aim is to create a safe space for people to sit, relax and chat and meet other library users while learning about and engaging with wider Council services and community organisations that would benefit them. Three taster sessions were delivered in partnership with the Edinburgh Craft Club to highlight the types of events and activities available in the space and over 30 attendees engaged with the service. Feedback from library users, staff and partners has been extremely positive and going forward we are planning a variety of events in the space and aiming to work with more partners within the local community. The photos above show the launch event and one of the craft events, a candle decorating class.



Relaunch of Warm and Well hubs

To coincide with Challenge Poverty Week, we relaunched our four Warm and Well Hubs in Danderhall, Lasswade, Loanhead and Newbattle Libraries this quarter. The coat collection point was relaunched at Dalkeith Library and a new one launched at Loanhead Library offering coats and warm clothing to those who need them. We have worked in partnership with a number of other services including Community Lifelong Learning & Employability, Citizens Advice Bureau, Ageing Well and Changeworks, to host workshops and drop-in sessions providing advice on benefits, home energy efficiency, household budgeting and Cost of Living support and advice. Danderhall Library now has a pop-up pantry, working with the Cyrenians and Penicuik Library is now a collection point for food parcels from the Midlothian Food Bank instead of residents travelling to Gorebridge.

Focus on digital support within our libraries

Libraries play a crucial role in supporting communities with digital access, learning and support and in preventing digital exclusion. 709 customers were supported with digital queries this quarter including general IT help, assisting customers to access services online such as job searches, benefits, universal credit and assist in making payments online. There is an 18% increase in support given this quarter compared to the same period last year. Figures this year remain consistent over quarter 1 to quarter 3.

There are a number of key ways in which libraries contribute to the digital life of our communities:

- **Providing Free Access:** All our libraries offer free access to computers, the internet, Wi-Fi and other digital devices. They also provide a quiet and safe space to work, study or just browse the internet. This is especially important for those who cannot afford their own technology, those who have poor Wi-Fi coverage and those who lack a quiet space at home.
- **Support and Guidance:** Library staff are on hand to provide assistance with any digital query and can help people to navigate unfamiliar tech or software. This support can be invaluable to those who are less confident in their own skills. Library staff are discreet and knowledgeable and are trusted by both the public and other areas of the Council to be able to provide this support.
- **Community Hubs:** Libraries are community hubs where people can access a wide range of online services including access to other Council services such as the Garden Waste service, job seeking and benefits, online education and learning and also to just browse the internet, doing online shopping and using social networking sites. This helps bridge the digital divide by ensuring everyone has access to essential online services.
- **Partnerships:** We also work in partnership with different services and organisations such as Community Lifelong Learning & Employability and Midlothian Voluntary Action to extend our reach and impact. These partnerships can help bring digital resources, training and support to our communities.

In addition to these general areas, there are some specific examples of where libraries support the digital wellbeing of our communities. Quarter 3 saw the launch of the new Direct Debit process for the Garden Waste sign up and libraries were signposted as the place for help with this service for those who are not online or don't have the technology or confidence to sign up online themselves. For the Garden Waste Service, from its launch, over 3,600 residents have been helped to sign up.

The **Near Me programme**, funded by the Scottish Library and Information Council (SLIC) and the Scottish Government Technology-Enabled Care programme have supported the launch of 2 hubs in Midlothian (in Dalkeith and Gorebridge Libraries) enabling people who lack digital access, digital skills or a confidential space at home to have a remote consultation with Health and Social Care staff. This saves time and travel costs and increases equitable uptake of health services. Library staff are on hand to provide assistance if needed.

Digital Learning Stations project

During quarter 3 library services were successful in an application for funding for a new library project. The Digital Learning Stations project, with funding provided by the Public Library Improvement Fund via the Scottish Library and Information Council, aims to bridge the digital skills gap by equipping Midlothian Libraries with user-friendly learning stations featuring tablets, notebooks, and laptops pre-loaded with interactive tutorials on essential computer skills, internet safety and other vital digital skills. Designed to cater to learners of all abilities, the initiative allows individuals to progress at their own pace, both in-library and at home, with the help of take-home kits containing step-by-step guides and resources. By empowering residents with the confidence and skills to navigate the digital world, the project seeks to combat digital exclusion, foster connections, and open up new opportunities in an increasingly online society.

Channel shift

Channel shift work continues with the rollout of customer services through our Customer Service Platform. This quarter focused on the launch of garden waste direct debit sign ups, general enquiries online form and online bulky uplifts processes.

Several other service requests continue in test phase and due to go live in 24/25:

- online application forms for school clothing grants and free school meals
- direct debit online sign up for Council Tax, rent and other payments
- access protection markings requests
- Subject Access Requests
- Vogrie parking passes

This quarter contact centre call numbers have reduced and are at the lowest level compared to any other quarter for several years. There has been a 11% reduction compared to the same period last year and a 14% compared to last quarter. In general quarter 3 is usually a quieter period for call volumes due to the festive period. However, after collaboration with our main service areas Waste, Greenspaces and Road services last quarter, changes to the way in which customer contact is handled in those services is having a positive effect on dealing with repeated customer contact and resolving ongoing customer queries more efficiently.

Due to a reduction in call volumes this quarter compared to last, the percentage of calls answered within 120 seconds has improved from 48% during quarter 1 to 67% in quarter 2 and 77% this quarter. Call abandonment rates remain steady at 8% this quarter but shows an improvement from 17% in quarter 1. This abandonment rate calculates the total number of calls that come into the call queue and then leave the queue. There is no ability to analyse why calls are abandoned, callers may choose to hang up because they would rather not wait, or they have called at an inopportune time. Front-end messages are updated on contact centre lines to provide information to the customer waiting, for example, if a whole street of bins had been missed, this would be reflected in the front end message. Lines also have messages directing people online to carry out transactional activity. With work ongoing via our Customer Services Platform and the Revenues Improvement Programme, to implement e-billing and self-service through 2024/25 and 2025/26, we expect call volumes to reduce over time as more people move to self-service, resulting in a higher percentage of calls answered within our customer target response times.

Quarter 3 shows an increase in the percentage of online customer contact against telephone contact with channel shift figures showing 14% compared to 11% in quarter 1.



Email contact has decreased by 16% from the same period last year with 10,623 emails handled by the contact centre during quarter 3. This can be attributed to changes made to customer forms which now go directly to the service which means quicker responses direct to customers and also as outlined above changes to the way in which customer contact is being handled by our services, leading to fewer contacts stating dissatisfaction. The number of webforms received via the contact centre has significantly decreased this quarter after the launch of the “missed bin” form via our Customer Services Platform. A reduction of 43% compared to last quarter and 71% from the same period last year. The number of webforms handled by Contact Centre staff will continue to reduce as more services are automated and rolled out through the Customer Services Platform.

Stage 1 complaint responses across Corporate Solutions are off target this quarter with 85.71% of stage 1 complaints responded to within 5 days. As part of the implementation of the new online complaints portal, there has been an increase in stage 1 complaints received through this self-service option. However, some of these are service requests and not complaints, and work is ongoing to better signpost customers to service request options that are more appropriate. As a result, complaint volumes for Corporate Solutions have decreased by 29% over quarters 1 to 3 of this year compared from the same period last year.



Communications and promotion

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

Introduction of direct debit scheme for garden waste service. Our web content and public facing direct debit sign up form was built by our web team in collaboration with Digital Services and Business Applications who developed the back end processing with input from the Waste and Recycling team. Promotion was carried out by email communications to 17,402 customers via the Mailchimp syndication platform. Five social media posts were run across November on Facebook and Twitter/X. The total reach of Facebook posts was 20,138. The average engagement was strong at 8%, with the initial announcement post earning an excellent 16% engagement rate. Our garden waste direct debit pages were viewed 3,716 time during the quarter.

Savings proposals consultation was launched between the 9th to 20th of November to gather views from our communities on savings proposals to bridge the Council's budget gap. Promotion was carried out through media releases and an image issued for launch, covered in local press (Midlothian View, Midlothian Advertiser, Evening News and Black Diamond). Paper copies were supplied to our libraries, easy read versions of the consultation were supplied by our Equalities Team who held a separate event. The consultation was also promoted via our social media channels with 12 Facebook and 12 Twitter reminders using the social media graphics over 6 weeks. The best performing post was the launch on Facebook which was viewed 55,827 times and 601 engagements.

The consultation received 1,694 responses, 1,542 online, 105 comments and letters via the HaveYourSay inbox and 47 paper submissions. Results were analysed and a summary of the findings shared by our communications team via Citizens Space, our website and social media platforms.

Continued Cost of Living campaign. The main activity this quarter in terms of promoting our ongoing Cost of Living campaign was around the relaunch of our Warm and Well Hubs with a new home page map, produced by our Web Team, to make it easier for people to find all cost of living supports in their areas. The re-launch of the hubs was promoted via 35 Facebook and 35 Twitter posts. The best performing post was on Facebook which was viewed 37,532 times with 35 engagements. The friendly URL of www.midlothian.gov.uk/midlothiancares was changed to point to a new maps page rather than previous landing page. The website page was used 816 times compared with 416 in the same quarter of 2023/24.

Midlothian's Outdoor Festival. Activities to promote and maximise the uptake of customers to over 30 events led by our Countryside Ranger service included promotion via our social media platform with 12 Facebook and Twitter reminders, highlighting different events. The best performing Facebook post received 23,499 views. Our graphic designer produced posters and leaflets. Webpages were created to point viewers across to Eventbrite to sign up for events, pages receiving 875 views. Media releases with group images featured in local press including Edinburgh Evening News and Midlothian Advertiser. The event was publicised on council's news slot on Black Diamond radio and an article was ran in our staff magazine, Connect. A record 1,559 people attended events.

Bonfire Night Waste Amnesty campaign was launched in October to encourage the uptake of a free collection of potentially flammable waste from communities most affected by nuisance fire-raising in the run up to Bonfire Night. Various promotional activities were carried out including a news release and news story published on the Council's website, a series of social media posts publishing the initiative and providing ongoing updates on slot availability for uplifts were posted across Facebook (14 posts) and Twitter (13 posts). The best performing Facebook post had a reach of 21,401 with a high rate of engagement at 12% and reached 4,944 impressions on Twitter. The story was also picked for publication by Midlothian View and Edinburgh Evening News. After a slow start to the campaign, the Contact Centre received around 130 calls, a figure comparable with 2023/24, with all slots filled.

Midlothian Young People Awards 2024. This annual awards scheme allows the Council to acknowledge the achievements of young people living and working in Midlothian and their contribution to their local communities with the awards ceremony held on Tuesday 26 November at Rosslyn Chapel. Promotional activity was carried out to maximise the number of nominations received in all categories as well as generate publicity for the winners following the awards ceremony. Activities included promotional posters for Community Lifelong Learning & Employability to reach out to schools, employers and volunteer organisations, news stories on our website, news releases to the local press, regular slots on our community radio stations Black Diamond FM to promote the scheme, encourage nominations and later interview winners. Media coverage of the winners included a half page feature with photos in the Advertiser, Edinburgh Evening News (both online and in print issue), Edinburgh Life Magazine and Midlothian View. Promotion and group winners were also shared across our usual social media sites including Instagram.

Launch of LitterLotto app on 1st of December to encourage residents to download the app and ultimately increase awareness in recycling at home leading to increase in recycling rates. Promotional activity included posters throughout our Council buildings, launch of a media release, news website page created with links to download the app, advertisement via Black Diamond FM and internal staff promotions. 12 Facebook and 12 Twitter posts delivered different key messages and images to engage the viewer. The best performing post was viewed 16,453 times with 95 engagements. The total number of views on Facebook was more than 100,000 with 248 engagements.

Winter and Festive promotions:

Gritter naming competition launched between the 4th to the 15th of December. A two week public relations push was delivered to name our new gritter, promote goodwill, promote our winter service and help people understand what the Council does during severe weather. Activities to promote the competition included a media release and an image of the new gritter with Gorebridge Primary pupils and roads crews featured in Evening News, Midlothian Advertiser and Midlothian View and 6 Facebook and 6 Twitter posts. The best performing posts were on Facebook with the launch post receiving 71,821 views and 98 engagements and the winner announcement post was viewed 48,342 times with 386 engagements. The competition received 300 entries.

Santa Alpine Coaster promotion. Video clips were created to promote Christmas ticket offers and extra slots at our Alpine Coaster in December. Footage was filmed at Hillend featuring Santa enjoying the Alpine Coaster. The imagery from filming was also used to create the graphic used in this year's official email Christmas card. The video was promoted via 5 Facebook posts reaching a total of 21,369 impressions with an average engagement of 7%. The best performing post was the initial post, which reached 8,213 users and had an engagement rate of 11%. The corresponding 5 posts on Twitter achieved a more modest 2,823 impressions, with an engagement rate of 3% which is better than expected for the platform. After promotion, the December booking slots became fully booked.

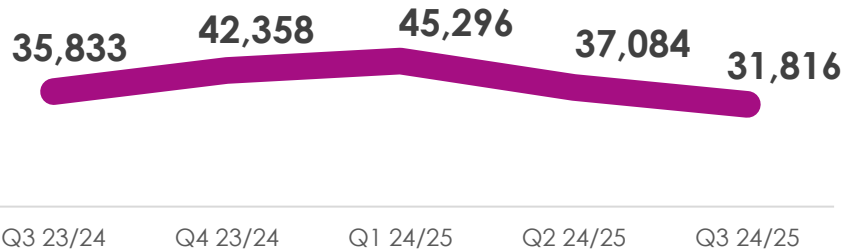


Grinch Waste and Recycling. A video was produced for social media to share changes to our festive bin collection dates. The footage was filmed, edited and issued a humorous short clip, leveraging royalty free content such as stock music and special effects plug-ins to create a professional result with existing equipment and software and no additional outlay. The main version was published to YouTube and shared in Christmas and New Year versions on social media. The video received 875 views on YouTube, making it Midlothian's third best watched video of the year behind two viral clips of the Alpine Coaster. The 9 Facebook posts published across December generated 35,072 impressions and had an excellent engagement rate of 8%, including 16% engagement rate on the first post. 10 Twitter posts generated 8,250 impressions, with a solid 5% engagement rate.

Customer Engagement – performance measures

Customer contact

Number of Contact Centre calls (quarterly)



77%
of calls this quarter answered **within 120 seconds**

Social Media

25.1k Midlothian Council Facebook followers

17.8k @midgov twitter followers

14% Customer contact received **digitally (webform versus telephone)** this quarter.

10,623

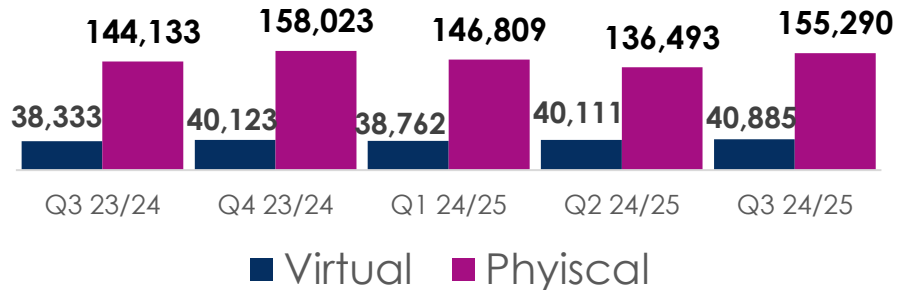
Email contact handled this quarter (decrease from 12,634 in Q3 23/24)

685

Contact Centre **Webforms** received this quarter (decrease from 2,396 in Q3 23/24)

Library services

Number of Library visits (quarterly)



2,151 Library events held this quarter.

Number of Library memberships



1,490 Children's library initiatives taken place in Q3.

709

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

Human Resources

To achieve the Council's strategic priorities, we recognise that people are our most important asset. Workforce is a key priority in the Council's Transformation Blueprint. The Council aims 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 ways of working mark a clear desire for cultural change and a shift towards a more agile and modern operating model.

In order to ensure a thriving workforce, key areas of focus for 2024/25 are:

- Investment in Organisational Development through focused programmes of work e.g. launch of Managers Forum, refresh of Leadership Forum
- Development and delivery of the new Workforce Strategy 2024-2029
- Completion of workforce plans in all services, with a particular focus in high risk areas, aligned to the new Workforce Strategy
- Continued rollout of the Wellbeing Strategy with measures to demonstrate impact and visible contribution to reducing absence levels
- Development and delivery of the Recruitment Strategy aligned to the Workforce Strategy

Key achievements this quarter:

Wellness@Midlothian

The rolling programme of Wellness@Midlothian initiatives continues to support the positive health and wellbeing of our staff. This quarter 24 wellbeing events were held covering financial support, carer support, physical wellbeing and information sessions. A total of 324 staff attended various events which is a 95% increase from attendees last quarter. Events included:

Financial support for our employees:

- Onsite visits from Lothian Pension Fund.
- Through Affinity Connect, a pension tax session.
- 3 promotional activities to support Talk Money Week running from 4th to 8th of November which included Capital Credit Union products and services and advice on energy costs from Changeworks and Home Energy Scotland.

Events to support employees with carer responsibilities:

- 2 Vocal Carer sessions held for Sport and Leisure and Highbank staff as well as activity to promote Vocal Carer resources.

Health and wellbeing events:

- 2 health walks organised by the Active Travel Team held in December.
- 4 female swim sessions at Newbattle.
- Scottish Mental Health First Aider 2 day course.
- Suicide prevention 2 day training course.
- 2 wellbeing meetings held for Children Services staff aimed at Social work and Occupational Health field work.
- 1 Listen and Learn exercise carried out at our Contact Centre.
- Promotional activities were delivered for menopause awareness, employee assistance programme and bereavement resources.



Absence and case management

The HR team continue to proactively work with managers and their teams to support them in their absence management, helping to tackle and reduce sickness absence, complimenting the range of health and wellbeing support provided by the Council to all employees. The HR team provides training for managers in absence management processes and provides management information to enable managers to measure and manage the long and short term absence in their areas. This work is resulting in progression of absence cases, capability hearings and return to work as well as the more efficient management of employee relations cases to bring these to a conclusion. This quarter the number of long term absence cases supported by HR was 127 which is reduction of 23% compared to the same period last year. A number of cases were brought to a conclusion this quarter.

HR commission services including an Employment Assistance Programme, Physiotherapy services, Occupational Health and work in partnership with local and national agencies to offer counselling, health and lifestyle advice, health plans and treatment guidance for the workforce. Employees can self-refer to the Employment Assistance Programme from MCL medics which provides lifestyle support regarding relationship issues; work/life balance, stress, nutrition, sleep and can be accessed 24/7. 8 sessions of counselling can be offered free of charge, where the employee requires this level of support. Physiotherapy services of up to 4 free sessions can be accessed by the employee to receive treatment and advice for musculoskeletal injuries and various health conditions to improve movement and mobility.

Our Human Resources continue to support various employee relations cases. All business partners attended a half day settlement agreement HR academy sessions at Brodies, solicitors, this year. In addition, mediation training was provided to a small selection of interested staff. The result of this training will give managers the tools to carry out mediation to reach a quicker resolution between our employees and reduce cases escalating.

Investing in our workforce

This quarter saw the formal launch of our **Workforce Strategy 2024-34** after approval was received from Council in December. The Workforce Strategy is a core part of the council's Transformation Blueprint, will support the Council's Medium Term Financial Strategy (2023-2028). The Workforce Strategy is accompanied by a 3-year short term action plan which will be reviewed annually. The strategic aims of the plan are to:

- **Plan:** deliver an evidence and outcome-based workforce planning framework that is an integral part of the council's approach to strategic planning.
- **Attract:** ensure the council becomes the employer of choice for the population of Midlothian, by deploying best practice in attracting the best staff.
- **Train:** enable the council to become a "Learning Organisation", providing staff with business-focussed training and development to equip them with the skills and knowledge required to deliver their best.
- **Employ:** ensure Fair Work principles continue to be at the heart of management practice, ensuring staff are, and feel, valued and rewarded.
- **Nurture:** create a workforce and leadership culture focusing on the health and wellbeing of a demographically balanced workforce that reflects the community it serves.



As part of the Workforce Strategy the Employee Survey launched last quarter to gather as much feedback from our employees as possible. The results of the survey were analysed this quarter, the output of which will feed into our Workforce action plan. Survey results will be shared with staff during quarter 4.

The new Managers Forum continued this quarter with online sessions providing managers guidance on supporting staff going through bereavement, stress, depression and anxiety. Sessions were also held on pension options and good leadership models. The forums provide a safe space for leaders and managers to share experiences.

1,465 staff accessed our mandatory e-learning courses this quarter compared to 803 staff accessing courses across the same period last year. This year to date has seen a significant increase in e-learning courses undertaken by our staff. Courses include training on Bribery Act 2010, Information Security and GDPR, procurement fraud, cyber security, records management and threat of terrorism.

Work commenced this quarter on the redesign of the Human Resources intranet site which will see a new digital platform for employee resources, policies, employee and managers guidance and templates.

Workforce measures

We track our employee turnover rates on a half yearly basis by expressing it as a percentage of employees overall when taking account of all leavers. Consideration of the levels of turnover across services, locations and particular groups of employees helps to inform workforce planning and resourcing. Compared to last quarter, staff turnover rates have reduced this quarter to 2.2% from quarter 2 however have increased slightly compared to the same period last year of 1.8%

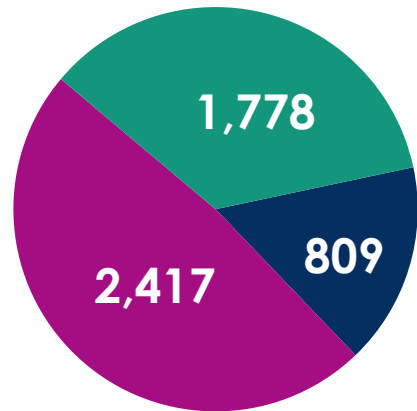
The gender pay gap measures the average female pay (£20.68) versus average male pay (£21.17) within the organisation. The figures show that the Council has more male staff at higher rates of pay by 2.3% this quarter which shows a reduced pay gap compared to the same period last year at 2.74%.

The percentage of female employees in the top 5% of earnings continues to gradually increase compared to the same period last year with 127 female employees in the top 5% of earnings compared to 119 during quarter 3 of last year.

Sickness absence rates for all employees has remained similar compared to the same period last year with average sickness days at 8.45 for this quarter compared to 8.33 during quarter 3 of 2023/24. Data shows similar results for Corporate Solutions where the average number of working days lost due to sickness absence this quarter is 6.91 compared to 6.61 for quarter 3 of 2023/24. Of the FTE days lost, 72% was due to long term sickness, 16% self-certified, 12% short term absence. Work continues with each service area to review attendance levels and support those absent to return to work.

Human Resources – performance measures

Workforce demographics



No. of staff by age group

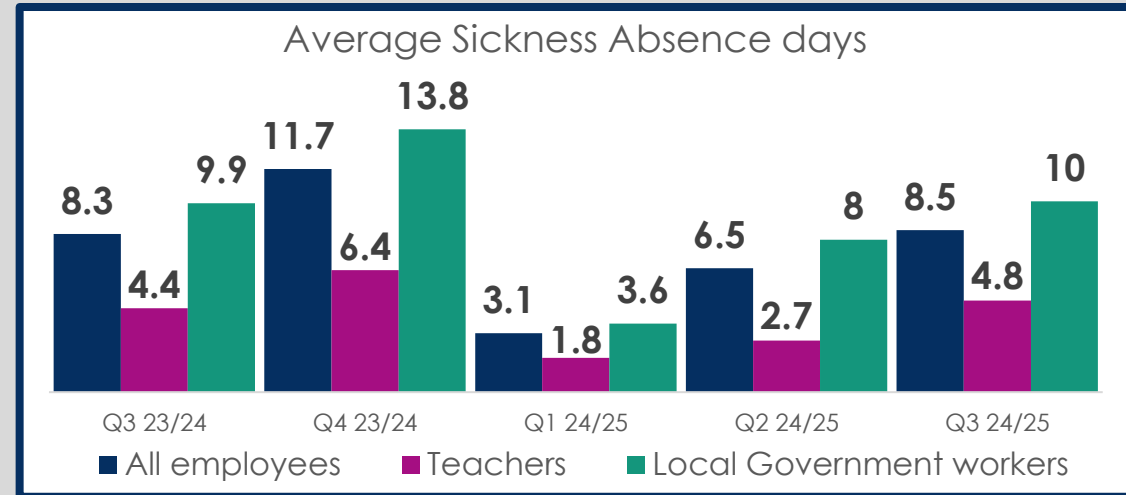
■ 16-30 ■ 31-50 ■ over 50

65.2%
of employees are
Midlothian Residents

1,221 (24%)
Employees with over
15 years of service

269
Leavers at end of Q3
(cumulative figure)

Employee Health and Wellbeing

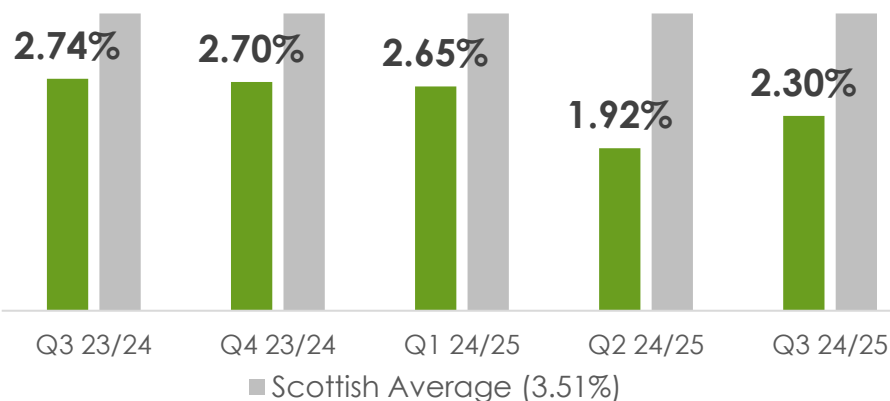


Average Sickness Absence days

■ All employees ■ Teachers ■ Local Government workers

127 female employees in top 5% this quarter.

Gender pay gap between average hourly rate of pay for male and female (all employees)



127
Long term
absence cases
ongoing this
quarter

173
Occupational
Health referrals
via OHIO this
quarter

19
HR cases in
progress this
quarter

346
Physiotherapy
referrals made
this quarter

- **24** wellbeing events held this quarter with 324 attendees
- **1,465** employees accessing **mandatory eLearning courses**
- **815** employees accessing **non-mandatory eLearning courses**

% of staff turnover (quarterly)



Digital

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

- Review and refresh of the Council's Digital Strategy, including reprioritisation of projects to enable change and transformation
- Development of a data analysis capability and pilot projects such as multi-source analysis of cost of living data and streamlining of performance and other standard reporting
- Expanding digital automation efforts via Power Automate, to improve efficiencies and process quality
- Continued rollout of compliance and cyber security protective measures, including attainment of PSN and Cyber Essentials certification, staff training and engagement and establishing a Security Operations Centre
- Deepening the adoption of Microsoft O365 capabilities and applications to enable organisational efficiencies, collaboration and lay the foundation for future AI initiatives
- Delivering service improvements in frontline teams through projects such as the digital transformation of Neighbourhood Services
- Continue the roll-out of the Customer Services Platform solutions to promote channel shift
- Equipped for Learning: support the EfL project to provide best in class, secure digital ecosystem for optimal learning outcomes
- Developing Council telephony digital strategy and implementing upgrades to education estate
- Upgrading all Windows devices to the latest operating system standard (Windows 11)
- Ensure all digital aspects of Council operations are well supported and operational

Key achievements this quarter:

Digital Strategy

This quarter we launched our new **Digital Transformation Strategy 2024-2029** after approval was received from Council in November. Key to delivering change as part of the Council's Transformation blueprint, is fully utilising digital tools, digitising and automating processes, introducing Artificial Intelligence (AI) and ensuring that decisions can be made through comprehensive data and management information.

Our Digital Transformation Strategy outlines key priority areas that the Council will focus on over the next 5 years, harnessing digital tools, technology and data. The key areas are:

- **Automate:** For an Efficient, Modern Council
- **Reimagine:** Transform Service Delivery
- **Data:** Deeper Insights and Preventative Operations
- **Secure and Sustain:** Protect and Preserve

Education and Equipped for Learning

As part of the equipped for learning project, Wi-Fi School upgrades were rolled out across the vast majority of our schools this quarter. Digital Services collaborated with Edinburgh University to install Internet of Things (IoT) gateways in all High Schools, enabling environmental monitoring of classrooms. In addition, Digital Services successfully contributed to the transfer of students and staff from Mayfield Primary to Easthouses Primary. Recently the Council was named a SMART Exemplary Council. This award was presented in recognition of the approach Midlothian has taken to replacing SMART panels (boards) in schools and Early Learning Centres as part of the Equipped for Learning project with 541 panels across 34 sites replaced so far.



Digital Systems and Infrastructure

A range of improvements have been completed this quarter to facilitate a more efficient organisation and improve how we work:

- The next phase of the Scottish Wide Area Network (SWAN) migration continues. SWAN is one of the most significant single public sector Information and Communication Technology (ICT) initiatives ever undertaken in Scotland. The programme establishes a single shared network and common ICT infrastructure across Scotland's public sector. This quarter the majority of our 52 SWAN internet circuits across the region have been migrated to SWAN2.
- Our Xerox printer replacement procurement process was completed this quarter.
- As part of the Windows 11 upgrade, 85% of our Corporate and Education PCs and laptops have now been migrated to Windows 11.



Cyber Security

Work continues this quarter to maintain and strengthen our cyber security. Key successes this quarter include:

- Hosting of a cybersecurity incident exercise with support from our incident response provider.
- Addressing and resolving several cybersecurity incidents.
- Implementation of numerous security upgrades and patches following National Cyber Security Centre (NCSC) guidelines.
- Providing security oversight for the onboarding of new applications and technical service.

Roll out of Microsoft 365 across the whole corporate estate was completed last year, enabling widescale collaboration and co-production with work efficiencies now being realised in many ways across various service areas.

Phase 2 started in December 2023, focusing on user adoption, service-level workflow re- design, SharePoint deployment, software rationalisation and data reporting and visualisation.

Progressing with the roll out of SharePoint and OneDrive for corporate users by engaging with Infotechtion (a leading M365 delivery organisation), who are providing advice and guidance for key parts of the project.

Various activities have taken place this quarter to support staff with M365 across the organisation including:

- Continued the rollout of Teams and SharePoint for external sharing with partner organisations
- Enabled external sharing capabilities for Microsoft 365 Forms.
- Launched the Tribe365 engagement and training programme to enhance digital skills among identified champions and build upon internal knowledge and capacity.
- Initiated the build of a new M365 based intranet site to replace the existing vulnerable site.



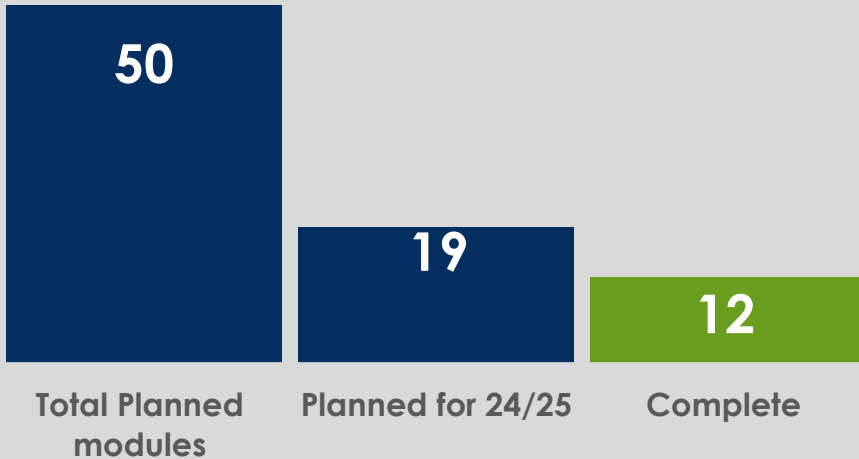
Digital – performance measures

Key Digital projects

50%

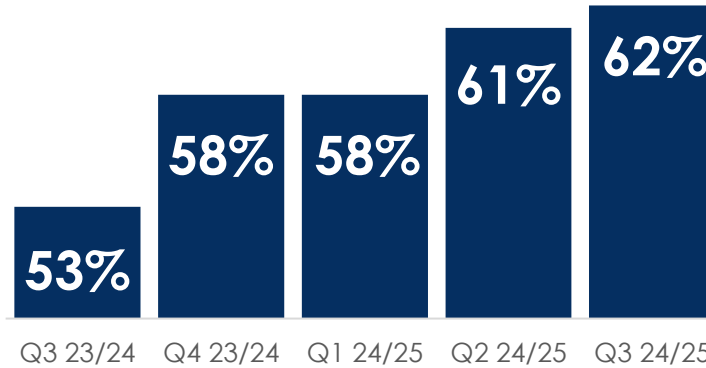
of Neighbourhood Services digital project complete

Progress of total number of Customer Service Platform modules (cumulative)



Customer satisfaction and helpdesk

% of IT helpdesk incidents complete within 48 hours (quarterly)



Digital Services Customer satisfaction rate:

94%

Website

401,819

Midlothian Council **Website visits** this quarter (346,508 website visits in Q2 24/25)

Cyber security performance

52% of cyber security training complete

100%

of Cyber Essentials and PSN implemented

Corporate Resources

Key priorities for the service in 2024/25

- 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 supporting the Council's transformation agenda e.g. increasing automated and online payments

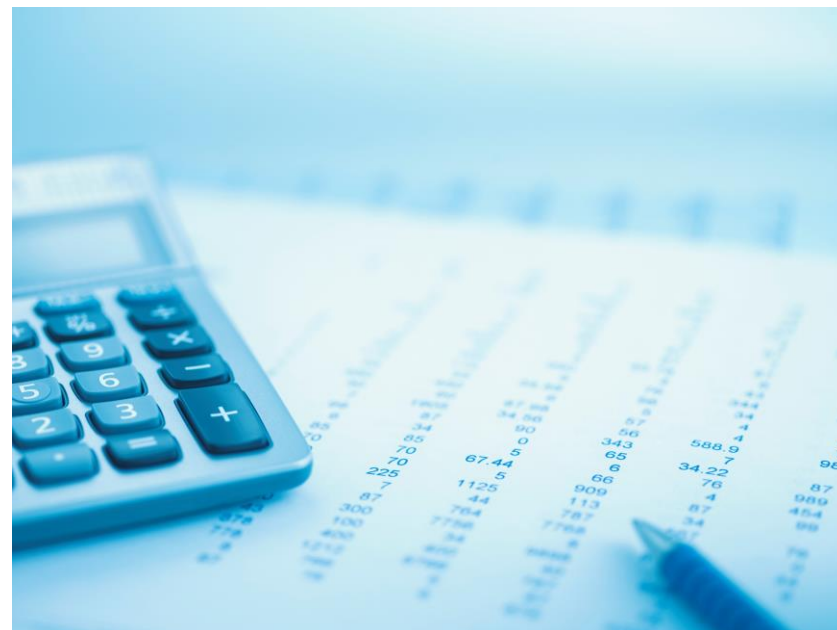
Key achievements this quarter:

Invoicing

Work continues in the rollout of invoice approval processes. Moving away from paper-based invoicing to invoice approval system management allows for a greater level of audit, performance management and data, leading to more up to date financial monitoring and real time reporting. The Business Applications Team continue to work with Scottish Government's e-commerce team on next steps for the e-invoicing programme and onboarding of suppliers to this service. The invoice approval process expansion continues across Property Maintenance and Fleet Services. Green slip transactions have reduced from 12.1% in quarter 2 (23/24) to 8.3% this quarter.

The rate of invoices paid on time across the Council this quarter was 91.9% (target is 95%). A total of 74,993 transactions were processed up to quarter 3, of which 63,422 are included in the Statutory Performance Indicator (SPI) invoice calculation with an average of 11.5 days to pay an invoice.

The team made 9,055 direct payments to bank accounts to cover free school meals during the holiday periods, Ukrainian Host payments and Economic Development Business Grants. 2,516 internally generated payments were processed including grants, corporate appointees, salary deductions and treasury activities.



Business application upgrades were completed this quarter for DRS (dynamic scheduling tool for Property Maintenance), Civica Automation to version 8.1.8 and Granicus to version 556a and a major upgrade to Content Server to version 23.4 was completed.

Two business cases for the Parent Portal project and Mosaic Access Community Gateway Project were presented to Business Transformation Steering Group and recommendations accepted to commence these transformation projects which will result in improved customer experience.

Other activities this quarter included the completion of a health check review of the Itrent system and associated processes and completion of the 2024 Scottish Exchange of Data (ScotXed) annual return which was submitted to the Scottish Government this quarter. The submission covers data such as the levels of achievement for Curriculum for Excellence in numeracy and literacy, school attendance statistics, absences, exclusions and pupil numbers.

Employment and Reward

This quarter seen the successful implementation of the pay award and associated back pay for both Local Government Workers and Teachers which included system testing to support the process. Working with our Health and Safety team a new eyecare contract was procured and introduced for all Display Screen Equipment (DSE) users.

Business Services

The rollout of incoming mail scanning and electronic mail distribution continues this quarter with implementation of more efficient processes for Finance and Sport and Leisure. As part of our M365 applications, MS stream was introduced this quarter to video record and create training material and guidance procedures across our mail scanning service. In terms of records management, our records management policy, business classification scheme, retention schedule and associated user guides were refreshed, and our records champions re-established with training delivered.

Supporting the Cost-of-Living Crisis

Requests for crisis funding continue to remain consistently high compared to last year with a 3% increase in applications received.

100% of our total Scottish Welfare Fund (SWF) budget up to and including quarter as been allocated. The Scottish Government granted Midlothian a further £260,000 in December. 5,109 applications were received for Crisis Grants and 931 received for Community Care Grants up to and including this quarter. This demonstrates the continued significant financial challenges faced by our communities.

The successful recruitment of the Scottish Welfare Fund Assessors allows the team to respond and address the current backlog of processing activities and analyse the reasons for the high number of applications and refusals to identify preventative activity to mitigate people reaching this crisis point. This is identified as a key action in the Child Poverty Action Plan. In addition, 2,692 customers received help and support via housing benefits this quarter.

The percentage of current housing rent arrears sits at 15.47% for Q3, an increase from last year of 13.61%. In year Council Tax collected year to date is 77.5% showing a similar rate of collection this time last year of 77.1%. It is anticipated that the Cost of Living Crisis is affecting households and their ability to meet all their household bills.

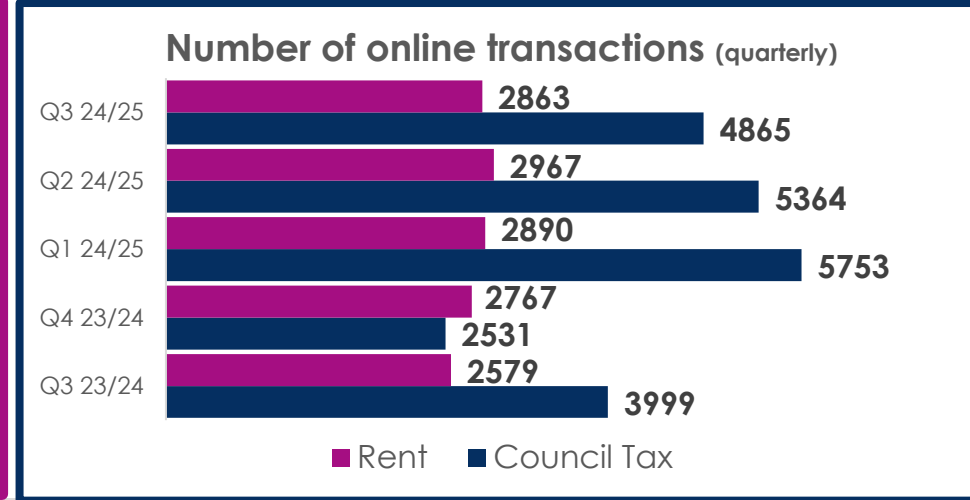
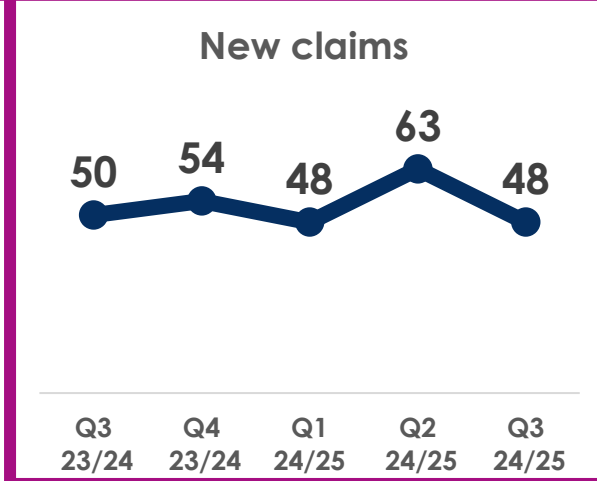
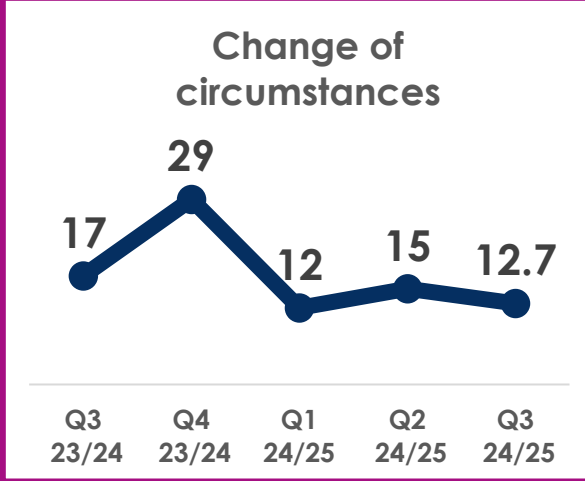


Corporate Resources – performance measures

Revenues and Benefits

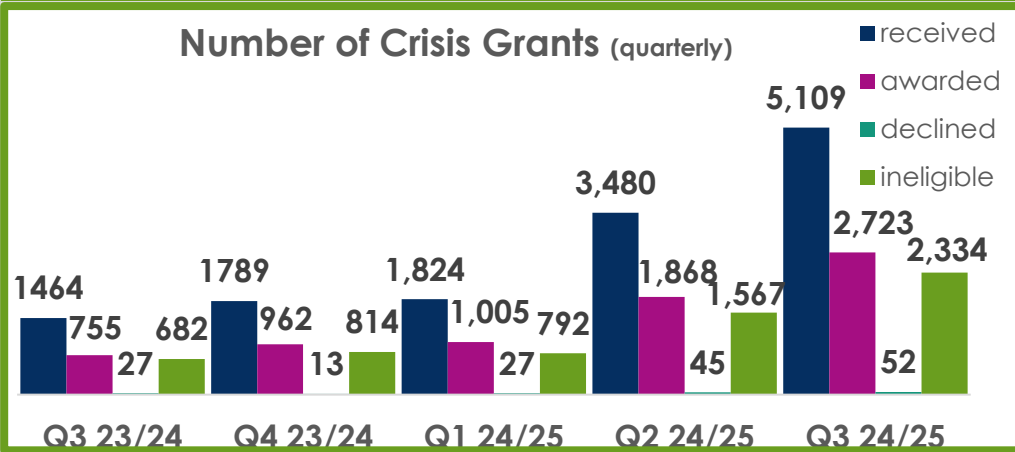
77.5% of in year **Council Tax** collected year to date.

Average processing times (days)

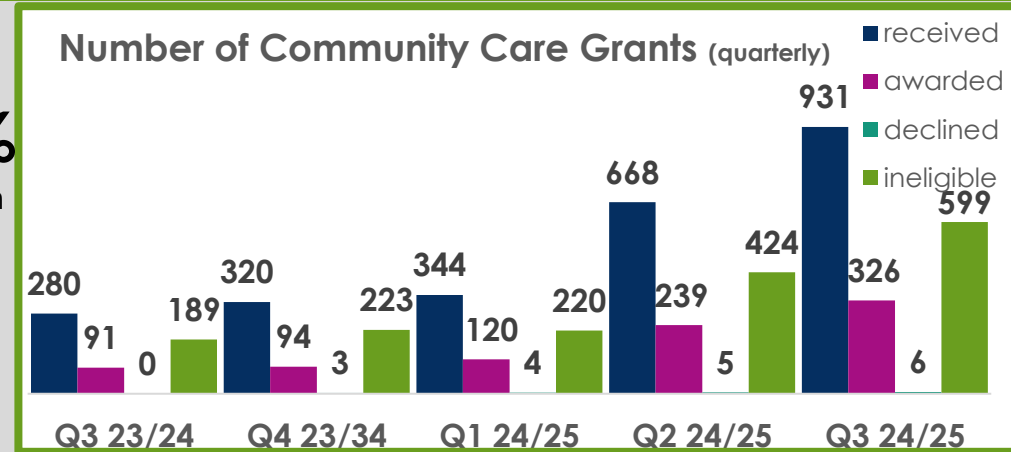


Scottish Welfare Fund

£320,370 granted from Scottish Welfare fund for **crisis grants** **£478,221** granted for **community care grants** in Q3.



100% of Scottish Welfare Fund original budget spent this quarter.



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

Legal and Governance

Key priorities for the service in 2024/25

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

Key achievements this quarter:

Legal Services

Various commercial transactions took place by our in-house legal team this quarter including:

- Completion of transfer in ownership of Poltonhall Playing Fields and Pavillion to Bonnyrigg Rose Community Football Club under the Community Empowerment (Scotland) Act 2015.
- Completion of Section 69 Agreement relative to a development of offices, storage and library facilities at Gilmerton Road with contributions totalling £42k secured.
- Completion of Section 75 Agreement relative to 28 units at former Newbattle Community High School with contributions of £332k secured.
- Completion of Section 75 agreement for Inveravon House, Loanhead to secure £11,065 in developer contributions.
- Missives concluded to purchase 4 properties on the open market for social housing.
- Completion of 2 'Golden Share' transactions as part of the Council's affordable housing strategy.
- 7 notices of payment of scheme of assistance grants registered to facilitate home improvements for eligible applicants.
- Grant of Deed of Restriction from Overage Security in favour of Shawfair LLP to facilitate land sale at Shawfair.
- 4 Temporary Traffic Regulation Orders (TTRO's) completed.
- Completion of 3 settlement agreements and settlement of a complex Employment Tribunal.
- Dismissal judgements received from the employment tribunal for 32 holiday pay claims.
- Draft guidance on use of electronic signatures prepared for internal consultation and discussion, as appropriate.

In addition, one staff member completed their legal traineeship with the Council and is now a fully qualified solicitor promoted into the post of Assistant Solicitor within our Legal Commercial team.

The legal court team continue to protect the Council's interests and deliver suitable outcomes for children and vulnerable adults through attendance at court this quarter. Various activities were undertaken by our Court team this quarter including:

- Response to 92 individual legal queries.
- Raised 11 applications for guardianship and/or Intervention Orders under the Adults with Incapacity (Scotland) Act 2000.
- Raised 1 application for permanence orders/permanence orders with authority to adopt under the Adoption and Children (Scotland) Act 2007.
- Raised 8 actions for recovery of possession under the Housing (Scotland) Act 2001.
- Prepared for, and took witness statements for a permanence proof and provided substantial ongoing representation and advice in 2 ongoing permanence matters.
- Represented Children and Families in two actions for Child Protection Orders under the Children's Hearing (Scotland) Act 2011.
- Advised on four cases at the Education Additional Support Needs Tribunal.
- Attended and/or provided advice for 13 Adults with Incapacity/Adult Support and Protection Case Conferences.
- Provided advice at 2 Adoption and Permanence Panels, for two individual children.
- Provided advice to education on statutory duties.
- Advised Adult Services Social Work on an ongoing cross-border court case.
- Advised on implementation and readiness for UNCRC.
- Advised Social Work on duties to adults and children with No Recourse to Public Funds.
- Liaised with Sheriff Court in relation to amendments to work processes.
- Provided policy advice to the Data Protection Team and Education Authority relating to responses under Subject Access Requests and Pupils Educational Records (Scotland) Regulations 2003.

Procurement

Work undertaken this quarter includes:

- 13 tenders from the previous quarter have been managed but not yet completed on Public Contracts Scotland (PCS) (at either final evaluation or recommendation stage).
- 4 new tenders have been issued (all on PCS) either at evaluation or recommendation stage and 2 tenders awarded.
- 4 new quick quotes were awarded.
- 8 mini competitions have been issued on PCS.
- 4 Direct Awards have been issued on PCS.
- 22 new Midlothian based suppliers have been registered.

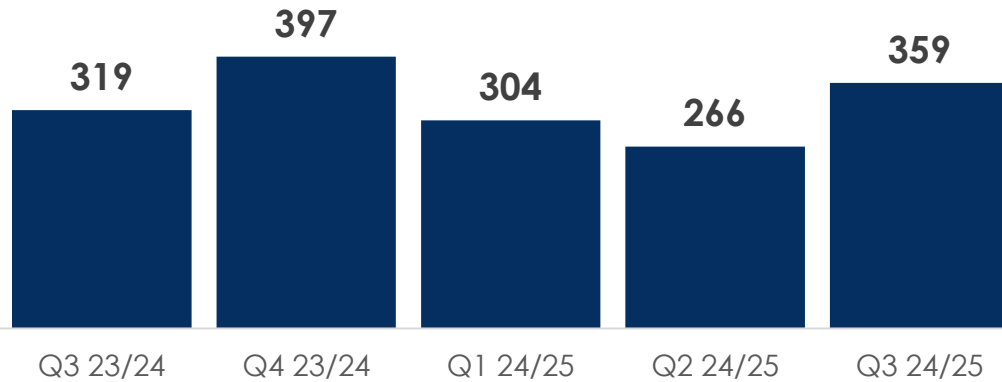
In addition, the Annual Procurement Report for 23/24 was presented to Council this quarter outlining the authority's regulated procurement activities against our procurement strategy.



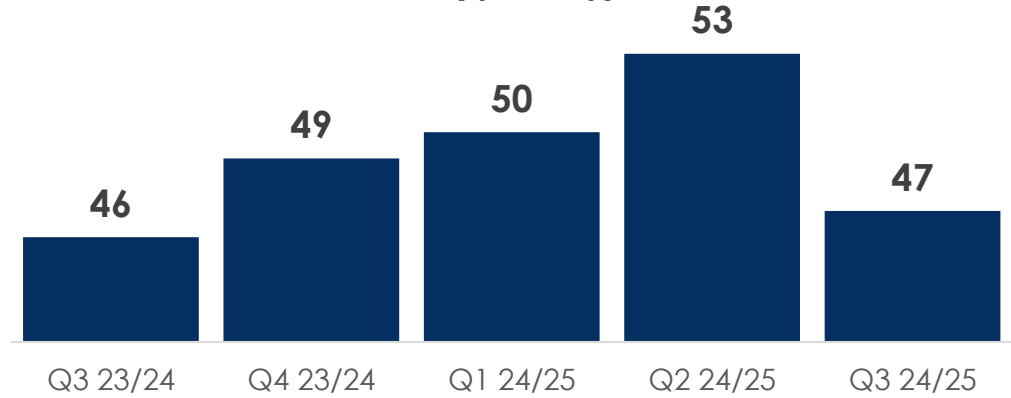
Legal and Governance – performance measures

Access to information

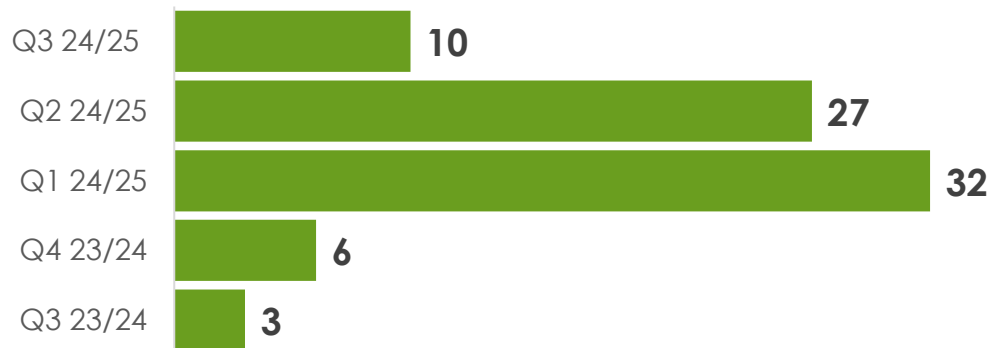
Number of Freedom of Information requests received (quarterly)



Number of Subject Access Requests received (quarterly)



Number of regulated procurement exercises undertaken



15 Legal commercial transactions carried out this quarter

Continuous Improvement

The Continuous Improvement team supports the required step-change to ensure that as an organisation we learn from feedback and complaints received and improve service delivery as a result of driving forward a culture of continuous improvement.

Key priorities for the service in 2024/25:

Working with services to focus on performance measures and supporting approaches which deliver improved outcomes, including:

- The introduction of a revised Planning and Performance Management Framework (PPMF) and a newly developed Best Value Framework (BVF).
- Revising the Midlothian Excellence Framework (MEF), our corporate self-evaluation tool, to reflect changes to the Public Service Improvement Framework (PSIF).
- External data submission, monitoring and reporting of Local Government Benchmarking (LGBF), including maintenance of the LGBF dashboard on Pentana for elected members.
- Key contact for corporate level external scrutiny activities such as the Best Value Thematic exercises undertaken by our external auditor.
- Facilitating a review and update of all policies and procedures in place to deliver the Council's strategic outcomes and ensure alignment with overarching strategies.
- Review and refresh of the Equalities work programme including increased awareness of equality and diversity and the redesign of the staff equalities group to facilitate greater diversity and inclusion in the Council's decision making processes, policy development and a more diverse workforce reflective of the communities the Council services.



Key achievements this quarter:

Equalities

- Worked with the Lothian Regional Equalities Partnership to develop joint equality outcomes for public consultation.
- Launched the Equality Outcomes 2025-2029 survey to gather the views of local people and equality organisations to inform the development of the final Midlothian Equality Plan 2025-2029.
- Liaised with Council services and partners to ascertain the progress achieved on the current Midlothian Equality Plan 2021-2025.

- **Contact Us:**
- Plans for developing processes for the Scottish Public Services Ombudsman (SPSO) coordination and reporting underway.
- Early-stage planning of process for 'support requirement levels/types of support' for services to better enhance/monitor service provision.
- Finalising Annual Complaint Handling Report for 2023/24 with the data since live with the new Complaints Management System.
- Continuing with Child Friendly Complaints considerations.
- Contact Us training session planned and to be delivered in Q4.

Challenges and risks

Financial position

Council approved the 2024/25 budget at its meeting on 27 February 2024. Whilst the 2024/25 budget is agreed, the challenge remains to reach ongoing financial sustainability. Cost and income projections for future years are embedded in the Council's Medium Term Financial Strategy which is supported by the Transformation Blueprint containing a range of transformation themes to drive towards a position of financial sustainability. Officers continue to work closely with the Business Transformation Steering Group to respond to the challenges.

The Council continue to work to ensure the Council has robust financial management arrangements in place with a full suite of financial monitoring reports for quarter 2 of 2024/25 presented to Council this quarter.

The team continues to provide in-depth financial input to revenue and capital projects embedded into the Medium Term Financial Strategy with regular updates being presented at Council.

Growing Council

The recent 2022 Census results have now been published. Between 2011 to 2022 data shows that Midlothian had an increase in population of 16.1%. The 2011 census data lists Midlothian as having a population of 83,187 which has risen to 96,600 in the 2022 census data. The level of growth is 2.3% higher than our previous calculation and is now 13.4% higher than the Scottish average of 2.7%.

In terms of households, Midlothian saw the highest percentage increase at 17.2% since the 2011 census. Population density in Midlothian is 273.1 residents per square kilometer compared to the Scottish average of 69.8.

Economic pressures

Inflation, as well as rising energy costs, are affecting the construction industry in Scotland. The UK is experiencing unprecedented adverse market conditions, leading to significant rises in tender prices for a wide range of materials. There is evidence that inflation of between 10% and 15% beyond BCIS predictions is affecting projects. The pandemic has also accelerated financial challenges, and the growth from being the fastest growing local authority in Scotland places significant pressure on Midlothian to be able to deliver high quality services to its citizens.

Capital Investment Strategy

Midlothian's approved Capital Investment Strategy sets out the infrastructure required to meet these demographic pressures and includes the financial contributions Midlothian will make to the Edinburgh and South East Scotland City Region Deal. Encompassing five main themes the City Region Deal will bring significant investment across the regions with total investment of circa £1.3 billion across:

- Data Driven Innovation: £751 million
- Integrated Regional Employability and Skills: £25 million
- Transport: £156 million
- Culture: £45 million
- Housing: £313 million

The Capital Investment Strategy sits centrally within the Council's future planning activities and in doing so has to reflect the demands of Council services to ensure positive outcomes are achieved in the right place, at the right time, for the maximum benefit to Midlothian. The extensive capital programme aims to deliver new schools, investment in council housing, improved community infrastructure, investment in the local transport network and innovative developments such as the new low carbon heat network in Shawfair.

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

Cost of Living Crisis

Midlothian's citizens are facing significant financial challenges. The impact on households continues to be noted across the UK with 49% of adults reporting an increase in their cost of living in December 2023 (Office for National Statistics; Francis-Devine et al, 2022). The UK is currently facing an unprecedented wave of increasing prices, bills and tax challenges. The 41 year high inflation rate of 11.1% in October 2022 has been the main driver of the cost of living crisis which has outstripped wage and benefit increases. After this peak in inflation, rates have continued to decline, dropping to 2.0% in May 2024. Over the three years between May 2021 to May 2024 food prices rose by 30.6%. The price rises continue to impact low-income households hardest as a larger proportion of their costs are on energy and food. The Resolution Foundation forecasted that absolute poverty will increase by 300,000, from 11.7 million in 2023/24 to 12 million in 2024/25.

As our citizens feel the impact of the Cost of Living Crisis, they will seek additional support from public services, in particular local authorities. To respond to this emerging crisis, the Council established a Cost of Living Task Force in 2022, which is chaired by the Council Leader and meets regularly to coordinate mitigating activities.

Risk

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

Pentana Performance Dashboard – Q3 24/25

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

12
Quarterly Reporting Corporate Solutions PIs - On Target

11
Quarterly Reporting Corporate Solutions PIs - Off Target

67
Quarterly Reporting Corporate Solutions PIs - Data only

1
Quarterly Reporting Corporate Solutions PIs - Data not available

26
Quarterly Corporate Solutions All Service Risks

0
Quarterly Corporate Solutions High Service Risks

Quarterly Reporting Corporate Solutions PIs - Off Target

Code & Title	Gauge	Value	Target	Last Update	History
CR.CC.4 % of contact centre calls abandoned (quarterly)		8%	5%	Q3 2024/25	
CORP.DIGITAL.12 % completion rate of cyber security training (cumulative)		52.27%	57%	Q3 2024/25	
CORP.LEG.02 % of Freedom of Information requests complete within Statutory time...		96%	100%	Q3 2024/25	
CORPS.MPI.04 % of invoices paid within 30 days of invoice receipt (Corporate Soluti...		93.1%	95.0%	Q3 2024/25	
CORPS.MPI.07 % of internal/external audit actions progressing on target or complet...		73.81%	90%	Q3 2024/25	
CSE.LPI.03 Average processing time for new claims (internally calculated) (quarterly)		48 days	25 days	Q3 2024/25	
CSE.LPI.04 Average processing time for change of circumstances (internally calculat...		12.7 days	8 days	Q3 2024/25	
CORPS.MPI.05 % of Service PIs that are on target/ have reached their target.		86.49%	90%	Q3 2024/25	
RHM.r.01.1 % of in-year Council Tax collected ytd (cumulative)		77.5%	95.2%	Q3 2024/25	
RHM.r.02.1 % of current Housing Rent arrears (total)		15.47%	7.5%	Q3 2024/25	
CORPS.SPSO.05.1 Percentage of complaints at stage 1 complete within 5 working ...		85.71%	95%	Q3 2024/25	

← 1 of 1 →