Customer and Housing Services Performance Report Quarter Four 2018/19

Progress in delivery of strategic outcomes

The pace and scale of change is accelerating with new legislation driving better integrated local services and collaboration to determine priorities at the most local level. Working together as a whole Council approach in a collective vision for our area and communities in Midlothian is built on shared understanding of local needs, circumstances and opportunities. Customer and Housing Services are driven by a consistent focus on performance and outcomes for our residents to apply effective support, challenge and scrutiny in monitoring our progress towards the objectives of the Single Midlothian Plan.

1. Financial Strategy
Customer and Housing Services has delivered part of the 2018/19 service savings and efficiencie**s** identified across the revenues and housing teams. The Community Safety service changes and savings have been delivered. Customer Services savings have been delivered through the introduction of new models of service delivery for libraries including a volunteer led model for home delivery. Work is ongoing in relation to new opening hours for libraries, which will be launched in April 2019 to meet required savings for future years. Remaining savings in Customer Services are incorporated into the new Digital Customer theme. Further actions are planned to meet the target balances across housing and revenues services.

2. Digital Transformation
A strategic focus on digital transformation is core to service development across Customer and Housing Services. The priority of moving into an Omni-channel environment for all customer transactions is being supported by work on channel shift. This includes the introduction of online only transactions with the first being for garden waste with further work planned to move a number of key transactions online. This work requires the purchase of a new online customer service solution. The Online Payments and Services (OPAS) project solution was approved with the procurement process now governed by the Project Board and implementation by a Project Team with members spanning across relevant services. Further exploratory work is being undertaken with regard to efficiencies, which could be made by accelerating the pace of automation in relation to Revenue Services and consultation on the potential to implement an online Choice-based letting system for Housing Services.

3. Homelessness
The Rapid Rehousing Transition Plan in Midlothian has been approved by Council and submitted to Scottish Government for feedback during Q4, leading to implementation from April 2019. Rapid rehousing is about taking a housing led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long. Transition to a rapid rehousing approach means that some local authorities and partners will have to redress the balance of housing and support options that are available, and how quickly they are accessed.

The Rapid Rehousing Transition Plan in Midlothian includes an Action Plan for the next five years to support this vision. With key actions including increasing the supply of new build affordable housing in Midlothian, reviewing Midlothian Council's Allocation Policy (during Q4) to ensure homeless households are housed more quickly, actions relating to the acquisition of models of temporary accommodation to reduce the need for bed and breakfast accommodation, supporting homeless households to access a tenancy in the private rented sector and development of a 'Housing First' model. This Action Plan will be implemented in partnership with tenants, stakeholders, RSLs, other agencies and the Midlothian Health and Social Care Partnership. If additional funding is provided by Scottish Government, then the pace of implementation will be increased.

In response to increasing levels of homelessness in the 16-25 year old age group, the Youth Homelessness Team have developed and delivered a SQA Pre-Tenancy Award for life skills and tenancy sustainment outcomes. The first group of students graduated in December 2018.

4. Affordable Housing
Midlothian Council's Strategic Housing Investment Plan was approved during Q3. This sets out strategic investment priorities for affordable housing over a 5-year period. It is a key document for identifying strategic housing projects that contribute towards meeting the local and Government's affordable housing target. A Local Lettings Initiative (LLI) has been developed to support the allocation of housing at the Miller Homes Development at Newton Church Road, Danderhall, later in 2019. In the ESES City Deal Housing Workstream, the Housing Terms of Reference and governance arrangements are being finalised for future opportunities for collaboration.

Challenges and Risks

Funding Pressures
There is a continuing requirement to deliver a balanced budget by achieving major efficiencies despite the growing demand, particularly in relation to homelessness, the increased number of applicants on the housing waiting list who have a recognised housing need and the need to increase the supply of affordable housing.

The additional pressures presented by Welfare Reform are monitored in relation to income disruption to housing rent payments and Council Tax Reduction scheme, evident in increased arrears. The impact in Year 2 of Universal Credit Full Service in Midlothian, has demonstrated that although there continues to be an impact on rent arrears, the impact has been reduced which is likely to have been as a result of temporary accommodation reverting back to Housing Benefit and a reduction in the pace of new claimants applying to Universal Credit.

Capacity and Quality of Services
Demand on Homelessness Services continues to present a significant challenge with regard to the strategic objective of moving away fully from the use of bed and breakfast accommodation. In part, this is related to the significant shortage in the supply of affordable housing in Midlothian and the result is a significant length of time for many households spent in temporary accommodation. The action plan developed as part of the Midlothian Council Rapid Rehousing Transition Plan will support improvements in this area when implemented in April 2019 and focuses on reducing the time taken to provide permanent accommodation. The evidenced reduction in re-let times for temporary accommodation to 29 days supports an earlier improvement in this area and contributes to addressing this recognised demand. Additional preventative actions have been identified including arrangements to deliver school homelessness presentations to classes within all schools during Q4. Improvement actions will be implemented to effect the re-let times for permanent properties to further support this work – although it is recognised that an increase in these times can be in relation to a small number of properties which require significant remedial works.

Whilst there is migration of housing costs entitlement to Universal Credit, the accurate and secure administration of Housing Benefit remains with Midlothian Council Revenues Services as required service provision for citizens across Midlothian. To support this Audit Scotland have scheduled a Benefit Performance Audit to take an informed view on the effective management and delivery of the service in Midlothian. A service review is also planned for Revenue Services to begin in April 2019, addressing the noted challenges and changes in relation to Welfare Reform and requirements for increased levels of automation to realise efficiencies and agreed savings.

Customer and Housing Services PI Summary 2018/19

Making the Best Use of our Resources

Priorities	Indicator	2017/18 Value	Q1 2018/19 Value	Q2 2018/19 Value	Q3 2018/19 Value	2018/19				Annual Target 2018/19	Feeder Data	Value
						Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£13.442m	£11.942m	£11.982m	£11.897m	N/A		**18/19**: Data will be available when it has been verified and has been presented to the Council.	▬	£11.386m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.76	1.40	2.81	5.09	8.20	🔴	**18/19**: Off Target Performance review and monitoring is in place to ensure improvement and practice sustained.	⬇	5.76	Number of days lost (cumulative)	1,338.68
											Average number of FTE in service (year to date)	163.2

Corporate Health

Priorities	Indicator	2017/18 Value	Q1 2018/19 Value	Q2 2018/19 Value	Q3 2018/19 Value	2018/19				Annual Target 2018/19	Feeder Data	Value
						Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	91.67%	71.43%	42.86%	42.86%	57%	🔴	**18/19**: Off Target Corrective actions contained in main report.	⬇	90%	Number of service & corporate priority actions	7
											Number of service & corporate priority actions on tgt/completed	4
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	98%	98%	98%	97%	✅	**18/19**: On Target	⬇	95%	Number received (cumulative)	5,822
											Number paid within 30 days (cumulative)	5,645
05. Improve PI performance	% of PIs that are on target/ have reached their target.	50%	50%	17%	33.33%	28.5%	🔴	**18/19**: Off Target Challenges and corrective action detailed within report.	⬇	90%	Number on tgt/complete	2
											Total number of PI's	7
06. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%	100%	✅	**18/19**: On Target	▬	100%	Number of high risks reviewed in the last quarter	0
											Number of high risks	0

Improving for the Future												

Priorities	Indicator	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target	33.33%	100%	0%	0%	100%	✅	**18/19**: On Target	⬆	90%	Number of internal/external audit actions on target or complete	2
											Number of internal/external audit actions in progress	1

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Customer and Housing Complaints Indicator Summary

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Indicator	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	167	47	85	123	160	📈	**18/19**: Data Only	
Number of complaints closed in the year		27	48	120	153	📈		
Number of complaints upheld (cumulative)		3	11	16	18	📈		
Number of complaints partially upheld (cumulative)		0	11	17	16	📈		
Number of complaints not upheld (cumulative)		3	22	82	106	📈		
Average time in working days to respond to complaints at stage 1	4.7	3.5	6.5	8	6.5	🛑	**18/19**: Off Target There is an inaccuracy where 3 complaints that were responded to within timescale were updated on the system in arrears. The dates reported are not a true reflection, triggering an 'off target' outcome. The service has learned from this, and development work to the CRM system has been carried out to prevent the issue recurring. Further training about the processes relating to the Complaint Handling Procedure has also been undertaken.	5
Average time in working days to respond to complaints at stage 2	14.6	12.5	12.5	31	13.5	✅	**18/19**: On Target	20
Average time in working days for a full response for escalated complaints		9	9	42.75	9.75	✅	**18/19**: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	64.9%	70.83%	63.64%	55.36%	63.45%	🛑	**18/19**: Off Target Service monitoring performance	95%
Percentage of complaints at stage 2 complete within 20 working days	93.33%	100%	100%	75%	100%	✅	**18/19**: On Target	95%
Percentage of complaints escalated and complete within 20 working days		100%	100%	50%	75%	🛑	**18/19**: Off Target Service monitoring performance	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)		0	0	1	0	📈	**18/19**: Data Only	

Customer and Housing Services Action report 2018/19

		01. Support people out of poverty and welfare dependency			

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.1.1	Support financially vulnerable households in mitigating Welfare Reform impact.	31-Mar-2019	✅	100%	**18/19**: Complete Awarded £1,123,630 in Discretionary Housing Payments to 1630 claimants to continue to mitigate the effects of Welfare Reform, including benefit cap and under occupancy charge.
CHS.P.1.2	Award Scottish Welfare Fund monies in line with criteria set for crisis grants and community care grants to meet the needs of vulnerable claimants.	31-Mar-2019	✅	100%	**18/19**: Complete Awarded £449,004 to 31 March 2019. £241,457 community care grants and £207,547 crisis grants within budget allocation for year.

		02. Deliver further affordable housing			

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.2.1	Designate housing for particular needs within existing and new build stock	31-Mar-2019	✅	100%	**18/19**: Complete Sites have been identified for the development of 239 specialist housing consisting of extra care housing, bariatric provision, amenity housing, and wheelchair housing in locations across Midlothian.

		03. Homelessness has reduced, and people threatened with homelessness can access advice and support services			

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.3.1	Prevent homelessness through the delivery of an education programme	31-Mar-2019	❌	44%	**18/19**: Off Target Numbers reported this quarter includes larger 'assembly type' sessions delivered to all S6 and half of S4 year groups in all schools. Significantly reduced staff capacity available to deliver this service during 2018/19. Going Forward In addition to this valued prevention activity, the homeless staff team successfully delivered a pilot SQA accredited pre-tenancy course. This will be rolled out to care

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
					experienced young people and homeless households resident in supported services during Q2 and Q3 2019/20.
CHS.P.3.2	Access to homelessness advice & assistance.	31-Mar-2019		100%	**18/19:** Complete All homeless households receive appropriate advice and assistance in accordance with good practice.
CHS.P.3.3	Minimise re-let timescales for mainstream housing.	31-Mar-2019		94%	**18/19**: Off Target A slight increase in the average days with Building Services from 38 in 2017/18 to 39 2018/19. Actions are currently in place to address this. Average days with Housing Services 9 days for 2018/19 compared to 12 days for 2017/18.
CHS.P.3.4	Minimise re-let timescales for temporary accommodation.	31-Mar-2019		77%	**18/19**: Off Target Average days with Building Services 20 days for 2018/19. Average days with temporary accommodation service 25 for 2018/19. Small pool of properties were delayed due to issues with utilities, structural repairs and capital works in Q1, Q3 and Q4. In addition, delays letting a small number of self-contained properties for Q4 due to the furnishing contractor.

Customer and Housing Services PI Report 2018/19

Midlothian

						2018/19					
PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19					Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		

01. Support people out of poverty and welfare dependency

PI Code	PI	Value (2017/18)	Value (Q1 2018/19)	Value (Q2 2018/19)	Value (Q3 2018/19)	Value (2018/19)	Status	Short Trend	Note	Annual Target 2018/19	Benchmark
BS.CHS.P.1.1a	Number of calls received regarding Scottish Welfare Fund	9,181	2,287	2,344	2,282	9,607	📈	⬆	**18/19**: Data Only		
BS.CHS.P.1.1b	Number of calls leading to application to Scottish Welfare Fund	4,754	1,144	1,262	1,211	5,116	📈	⬆	**18/19**: Data Only		
BS.CHS.P.1.1c	% of applications to Scottish Welfare Fund dealt with within 48 hours	92.3%	94.14%	94.92%	95.12%	95.03%	📈	⬆	**18/19**: Data Only		
CHS.P.1.1d	Average processing time for new claims (internally calculated)	27 days	28 days	33 days	25 days	28 days	🛑	⬇	**18/19**: Off Target Full year average 28 days outwith target of 25 days due to increase in new claims following return of Temporary Accommodation claimants housing costs from Universal Credit to Housing Benefit from 11 April 2018.		2015/16 Scottish Average - 23 days
CHS.P.1.1e	Average processing time for change of circumstances claim (internally calculated)	7 days	8 days	12 days	12 days	7 days	✅	▬	**18/19**: On Target Achieved target with average processing time of 7 days for year.	8 days	2015/16 Scottish Average - 7 days

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.P.2.1b	Number of housing units provided for particular needs with existing and new build stock.	14	0	2	2	2	🛑	⬇	**18/19**: Off Target Extra care housing in Gorebridge has been delayed and will not complete during 2018/19. However, it is expected that construction will have begun on 43 specialist provision units during 2018/19.	10	
CR.RSS.OP.02	Total value of HB overpayments identified during the quarter	£1,407,609	£296,844	£236,819	£245,260	£1,019,338	📈	⬆	**18/19**: Data Only		
CR.RSS.OP.03	Total value of HB overpayments recovered during the quarter	£1,147,148	£202,428	£211,805	£284,085	£926,977	📈	⬇	**18/19**: Data Only		
CR.RSS.OP.04	Total value of HB overpayments written off during the quarter	£140,485	£14,029	£23,531	£6,920	£72,951	📈	⬆	**18/19**: Data Only		
P.SG.CHS.2.1a	Number of social housing completions	88	69	76	98	116	✅	⬆	**18/19**: On Target 3 completions (Danderhall, Dalkeith and Bilston) during 2019/20.	100	

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.3.3a	Re-let time permanent properties (days)	50 days	45 days	55 days	46 days	49 days	🛑	⬆	**18/19**: Off Target A slight increase in the average days with Building Services from 38 in 2017/18 to 39 2018/19. Actions are currently in place to address this. Average days with	45 days	14/15 SHBVN peer group average 42 days

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
									Housing Services 9 days. This represents a 3 day improvement on 2017/18.		
CHS.P.3.1a	Number of school homeless prevention presentations undertaken	30	0	0	0	30	🛑	▬	**18/19**: Off Target Numbers reported this quarter includes larger 'assembly type' sessions delivered to all S6 and half of S4 year groups in all schools. Significantly reduced staff capacity available to deliver this service during 2018/19. Going forward In addition to this valued prevention activity, the homeless staff team successfully delivered a pilot SQA accredited pre-tenancy course. This will be rolled out to care experienced young people and homeless households resident in supported services during Q2 and Q3 2019/20.	80	
CHS.P.3.2a	Number of customers accessing Advice and Assistance Service	834	211	202	186	826	📈	⬇	**18/19**: Data Only		
CHS.P.3.4a	Re-let time temporary accommodation properties	47	41	46	29	40	🛑	⬆	**18/19**: Off Target Average days with Building Services 20 days for 2018/19. Average days with temporary accommodation service 25 for 2018/19. A small pool of properties were delayed due to issues with utilities, structural repairs and capital works in Q1, Q3 and Q4. In addition, delays letting a small number of self-contained properties for Q4 due to the furnishing contractor + one sensitive housing allocation.	35	

PI Code	PI	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CORP7	Corporate Indicator - Percentage of income due from council tax received by the end of the year %	95.1%	27.7%	53.1%	N/A	95.1%	✅	⬆	**18/19**: On Target		17/18 Rank 26 (Bottom Quartile). 16/17 Rank 29 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 31 (Bottom Quartile).

Customer & Housing Service Risks

Midlothian

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Generic - Health and Safety	Customer & Housing Services staff are in contact with members of the public and individual staff have a duty of care to safety in addition to the Corporate duties. **Risk Cause:** Unacceptable behaviour by customers. **Risk Event:** Potential escalation scenarios for employees to manage threats, abuse or potential violence. **Risk Effect:** Threats, abuse, injury or potential violence.	01 - Observance of Council's health and safety policies 02 - Employer's and Public Liability insurance cover 03 - Development corporately of PVP risk register 04 - Risk Assessment into risk exposures	⚠️	Development of an Unacceptable behaviour policy	
Generic - Fraud, Waste & Error	The Risk Management Group has this risk included in each Services risk register. **Risk Cause:** Fraudulent activity. **Risk Event:** During a period of significant business transformation internal control systems could be weakened and fraud could be experienced **Risk Effect:** Loss of resources or income experienced, or prospective gain resulting from fraudulent activity.	01 - Observance and dissemination of Council's Fraud and Corruption Policy 02 - Code of Conduct for Employees 03 - Upkeep of authorised signatories system 04 - Managerial supervision of processes 05 - Managers been briefed in Financial Directives 06 - software provider confirm currently no facility to segregate applicants for available houses.	⚠️		
Generic - Business Continuity	Potential risk of events impacting on standard business systems, practice or work locations.	1. Fire Plans for workplaces 2. Bomb Threat plans for workplaces 3. Business continuity plans for workplaces	⚠️		

🔴 Alert 🔺 High Risk ⚠️ Warning ✅ OK ❓ Unknown

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	Risk Cause: Disruption to workplace or service delivery. **Risk Event:** Unplanned events **Risk Effect:** Potential impact on employees and/or customers and/or viability of service delivery.				
Generic - Information Management and Data Protection	Control of information and data. Customer & Housing Services have constant use of personal and sensitive data. **Risk Cause:** Data protection breach **Risk Event:** Disclosure of third party information **Risk Effect:** Loss or damage caused to customer or third party by inadvertent or deliberate action.	01 - Part of Corporate IMG 02 - Divisional IMG 03 - Staff awareness and training 04 - Computer systems; Permission levels e.g. community safety access to the Police database 05 - Control built into competency appraisals	⚠️		
Revenues - Council Tax & Benefits IT system to meet changing requirements in Welfare Reform and Local Taxation	Further work is required to available systems. **Risk Cause:** Non integrated systems funtionality between DWP or Scottish Government or Midlothian Council **Risk Event:** Data transfer delays or mismatch to requirements. **Risk Effect:** Loss of data or loss of income.	The main internal controls are:- 01 - New system implemented following PRINCE2 principles, ensuring stable supplier, system, reference sites etc. 02 - Documented procedures for all system control activities and staff now familiar with management of the new system. 03 - Full suite of reconciliations with other applications and third parties 04 - Well embedded process for testing and implementation of new releases. 05 - Procedures in place to process ATLAS changes on daily basis. 06 - Sheriff Officer Interface with Walker Love implemented.	⚠️		

🔴 Alert   🔺 High Risk   ⚠️ Warning   ✅ OK   ❓ Unknown

Published Local Government Benchmarking Framework
Customer and Housing Services

Midlothian

Corporate Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	External Comparison
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£15.76	£15.08	£15.41	£14.72	£11.18	£11.40	£9.80	£9.25	17/18 Rank 25 (Bottom Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 17 (Third Quartile).
CORP7	Corporate Indicator - Percentage of income due from council tax received by the end of the year %	93.0%	93.6%	93.2%	91.8%	93.8%	94.4%	94.5%	95.1%	17/18 Rank 26 (Bottom Quartile). 16/17 Rank 29 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 31 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	External Comparison
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£3.32	£3.32	£2.74	£2.82	£2.58	£1.73	£1.02	£1.25	17/18 Rank 6 (TOP Quartile). 16/17 Rank 3 (TOP Quartile). 15/16 Rank 5 (TOP Quartile). 14/15 Rank 11 (Second Quartile).
C&L5a	Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	82.8%	N/A	78%	80.6%	77%	68.33%	66.67%	66%	17/18 Rank 30 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile). 15/16 Rank 31 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).

Housing Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	2017/18 Value	External Comparison
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	New for 2013/14			4.3%	6.57%	6.85%	6.39%	6.92%	17/18 Rank 12 (Second Quartile). 16/17 Rank 13 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 18 (Third Quartile).
HSN2	Percentage of rent due in the year that was lost due to voids	1.4%	1.3%	1.6%	1.6%	0.6%	0.8%	0.5%	0.7%	17/18 Rank 6 (TOP Quartile). 16/17 Rank 4 (TOP Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).