Customer and Housing Services Performance Report Quarter One 2018/19

Midlothian

Progress in delivery of strategic outcomes

Delivery of Strategic Outcomes

The primary objective is to work with our customers and partners to review and re-shape service delivery so that it is aligned to the priorities and outcomes of the Single Midlothian Plan and ensures that Midlothian Council resources are effectively utilised to provide essential services to communities with a partnership focus on those in greatest need. The aim is to set a clear direction and make demonstrable progress in transforming Midlothian Council from being solely a service provider to a tailored, more balanced and partnership approach to the delivery of services to communities.

The Customer Service Strategy defines the key drivers that will enable Midlothian Council to deliver 'customer service excellence' to our communities. It outlines the commitment to provide choice to the customer in the way services are accessed and provided. This includes innovation, partnership working and optimising the use of technology within resource constraints. The Strategy will help us to change the way we deliver services utilising the latest technologies and linking to national frameworks.

In adopting a Transformation approach, we have become more efficient and at the same time we have delivered changes resulting in improvements to the way we work, the services we deliver and the quality of life experienced by local people. These changes are evidenced in the delivery of new affordable homes and better outcomes across Customer and Housing Services.

General Data Protection Regulations: Customer and Housing Services were compliant by the introductory date of 25 May, in the approach to managing personal data in accordance with the requirements of the new regulations, with employee awareness and training achieved by 96% of staff.

Housing: The Local Housing Strategy is being revised, as it is submitted to the Scottish Government on a five year basis, and sets out the Council's housing plans for developing, improving and managing the housing stock over that period. The Local Housing Strategy includes a Needs & Demand analysis to ensure that mainstream provision and also particular needs including homeless, young people leaving care, older people and people with disabilities or support needs are met, as well as those of existing tenants and families.

Customer Services

Digital Customer progress in the Online Payments and Services (OPAS) project solution was approved and the procurement process is now governed by the Project Board and implementation by a Project Team with members spanning across relevant services. A risk is if the procurement exercise is not strongly governed and resourced then Midlothian may not get value for money or a solution that meets respective requirements and aspirations.

Digital transformation of frontline services remains a challenge in providing flexible and responsive ways of work across our services to be adaptive for digital public services that match online retailers. Midlothian Council is to procure components for an Online Payments and Services (OPAS) solution through an Official Journal of the European Union (OJEU) procurement competition for suppliers utilising a range of digital devices and platforms wherever possible to develop and promote digital by design for online customers.

Revenues

There has been a significant increase in 12 monthly direct debit payers increasing from 16,318 to 17,853 between April 2017 and June 2018. The equivalent increase for 10 monthly direct debit payers was 12,412 to 12,469 over the same period. This will result in higher income levels.

Our income from Water Direct and Council Tax deductions for the period April to June 2018 was £156,221 compared to £168,636 for the same period last year. We have been on Universal Credit (UC) Full Service since March 2017. The number of Council Tax Reduction claims with Universal Credit increased from 158 in April 2017 to 1251 in June 2018. The transition to UC results in the deductions from legacy benefits ending and the Council having to request a new deduction from UC. This is currently a manual process with individual applications to DWP. It is expected the DWP move of Midlothian UC processing to the Dundee Service Centre will establish closer working relationships to improve this process.

All our recovery runs for Council Tax Reminders, Final Notices and Summary Warrants have been issued based on the same timetable as previous years. Our income from our Sheriff Officer is slightly down on the same period last year, but the 2018/19 Summary Warrant was sent in June 2018 and we should see an increase in receipts as a result.

Challenges and Risks

Financial Strategy
Customer and Housing Services has delivered part of the 2018/19 service savings and efficiencies identified across the revenues and housing teams. Remaining savings in Customer Services are incorporated into the new Digital Customer theme with actions planned to meet the target balances across housing and revenues services

Welfare Reform
The Universal Credit Programme closed gateways for legacy benefits, so existing benefits are no longer eligible for all new benefit claimants, except pension benefits. The migration of those remaining claimants on current benefit types continues until the digital rollout is complete for all of UK. The risk of income disruption to housing rent payments and Council Tax Reduction scheme is evident in the increased arrears, although this is currently within the bad debt provision anticipated.

Digital Customer
The Online Payments and Services (OPAS) project solution was approved and the procurement process is now governed by the Project Board and implementation by a Project Team with members spanning across relevant services. A risk is if the procurement exercise is not strongly governed and resourced then Midlothian may not get value for money or a solution that meets respective requirements and aspirations.

Homelessness
We have reduced B&B, and avoided out of area placements, by the reuse of former council properties to provide a more beneficial and supportive environment to homeless households. We will continue to reduce B&B through this approach and also in HRA Capital Plan provision for new build temporary accommodation. The Homeless Accommodation HMO project in the re-use of Jarnac Court will involve planned public consultation.

The Scottish Government established a Homelessness and Rough Sleeping Action Group (HARSAG) in 2017, which has made recommendations on ending rough sleeping and transforming the use of temporary accommodation through a Rapid Rehousing approach for homeless households, and also Housing First for people with complex needs.

The HARSAG recognises the fundamental role to be played by local authorities, housing providers, health and social care partnerships and the broad range of organisations that provide support. The HARSAG also recognises that in some localities the transition will not be straightforward and recommended a 5-year timescale for the transformation to rapid rehousing.

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. Proposals for a Rapid Rehousing Transition Plan in Midlothian shall be included in the Housing Allocation Policy review scheduled this year and reported onto Council as a requirement by Scottish Government.

Suggested changes to priorities in Service Plan

18/19:
1. Add new measure following Audit review of overpaid housing benefit debt reporting and to be included in the financial year performance.

Total value of HB overpayments identified during the quarter.
Total value of HB overpayments recovered during the quarter.
Total value of HB overpayments written off during the quarter.

2. Change in wording of BS.CHS.11 from " Total number of homeless households accommodated in Midlothian Temporary Accommodation" to " Number of homeless households accommodated in Midlothian Temporary Accommodation at quarter end (snapshot)"

Customer and Housing Services PI Summary Quarter One 2018/19

Outcomes and Customer Feedback									

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Provide an efficient complaints service	Number of complaints received (cumulative)	167	53	47	📊	**Q1 18/19**: Data Only	⬇			
	Average time in working days to respond to complaints at stage 1	4.7	3.7	3.5	✅	**Q1 18/19**: On Target Improved performance.	⬆	5	Number of complaints complete at Stage 1	24
									Number of working days for Stage 1 complaints to be Completed	85
	Average time in working days to respond to complaints at stage 2	14.6	0	12.5	✅	**Q1 18/19**: On Target Improved performance	⬆	20	Number of complaints complete at Stage 2	2
									Number of working days for Stage 2 complaints to be Completed	25
	Percentage of complaints at stage 1 complete within 5 working days	64.9%	88.68%	70.83%	🛑	**Q1 18/19**: Off Target Service addressing issues.	⬆	95%	Number of complaints complete at Stage 1	24
									Number of complaints at stage 1 responded to within 5 working days	17
	Percentage of complaints at stage 2 complete within 20 working days	93.33%	0%	100%	✅	**Q1 18/19**: On Target	⬆	95%	Number of complaints complete at Stage 2	2
									Number of complaints at stage 2 responded to within 20 working days	2

Making the Best Use of our Resources									

Priority	Indicator	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
02. Manage budget effectively	Performance against revenue budget	£13.442m	£11.242m	£11.942m	🛑	**Q1 18/19**: Off Target Recovery plan to address the projected overspend is being developed with additional regular monitoring to track delivery of this plan.	⬆	£11.385m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.76	1.11	1.40	✅	**Q1 18/19**: On Target	⬆	5.76	Number of days lost (cumulative)	219.47
									Average number of FTE in service (year to date)	156.95

Corporate Health

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
04. Complete all service priorities	% of service priorities on target / completed, of the total number	91.67%	83.33%	71.43%	🛑	**Q1 18/19**: Off Target 5 out of 7 actions on target. Corrective actions contained in main report.	⬇	90%	Number of service & corporate priority actions	7
									Number of service & corporate priority actions on tgt/completed	5
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	98%	98%	✅	**Q1 18/19**: On Target	⬆	95%	Number received (cumulative)	1,364
									Number paid within 30 days (cumulative)	1,333
06. Improve PI performance	% of PIs that are on target/ have reached their target.	50%	63.64%	50%	🛑	**Q1 18/19**: Off Target 3 out of 6 indicators on target. Task action contained in body of report. There are a further 4 indicators which do not have targets, and are included for data only.	▬	90%	Number on tgt/complete	3
									Total number of PI's	6
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	✅	**Q1 18/19**: No high risks identified. All service specific risks reviewed each quarter.	▬	100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0

Improving for the Future

Priority	Indicator	2017/18 Value	Q1 2017/18 Value	Q1 2018/19 Value	Status	Note	Short Trend	Annual Target 2018/19	Feeder Data	Value
08. Implement improvement plans	% of internal/external audit actions progressing on target	33.33%	100%	100%	✅	**Q1 18/19**: Complete	⬆	100%	Number of internal/external audit actions on target or complete	3
									Number of internal/external audit actions in progress	3

Customer and Housing Services Action Report – Q1 2018/19

Midlothian

	Service Priority Actions					
Code	**Priority**	**Action**	**Due Date**	**Icon**	**Progress**	**Comment & Planned Improvement Action**
CHS.P.1.1	01. Support people out of poverty and welfare dependency	Support financially vulnerable households in mitigating Welfare Reform impact.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target Awarded £953,888 in Discretionary Housing Payments to 1389 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	▶	25%	**Q1 18/19**: On Target Awarded £92,678 to 30 June 2018. £49,398 community care grants and £43,280 crisis grants within budget allocation year to date.
CHS.P.2.1	02. Deliver further affordable housing	Designate housing for particular needs within existing and new build stock	31-Mar-2019	▶	50%	**Q1 18/19**: On Target Sites have been identified for the development of extra care housing, bariatric provision, amenity housing, and wheelchair housing.
CHS.P.3.1	03. Homelessness has reduced, and people threatened with homelessness can access advice and support services	Prevent homelessness through the delivery of an education programme	31-Mar-2019	✖	0%	**Q1 18/19**: Off Target No classes delivered due to exam preparation.
CHS.P.3.2		Access to homelessness advice & assistance.	31-Mar-2019	▶	25%	**Q1 18/19**: On Target The number of households receiving advice and assistance is in line with previous seasonal trend.
CHS.P.3.3		Minimise re-let timescales for mainstream housing.	31-Mar-2019	✖	15%	**Q1 18/19**: Off Target Improvement in performance compared to 2017/18 (average 50 days). Small number of properties delayed due to issues with capital work upgrades, or structural repairs. The condition of 3 properties required additional works due to damage from the outgoing tenants.
CHS.P.3.4		Minimise re-let timescales for temporary accommodation.	31-Mar-2019	▶	15%	**Q1 18/19**: On Target Delays with small number of temporary houses and supported flats resulting in performance out with target. No trend noted form the delays (various separate reasons).

Customer and Housing Services PI Report Q1 2018/19

Midlothian

						Service Priority Performance Indicators					

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.1.1 a	01. Support people out of poverty and welfare dependency	Number of calls received regarding Scottish Welfare Fund	9,181	1,962	2,393	📈	⬇	**Q1 18/19**: Data Only 2393 Scottish Welfare Fund calls received		
BS.CHS.P.1.1 b		Number of calls leading to application to Scottish Welfare Fund	4,754	1,031	1,144	📈	⬇	**Q1 18/19**: Data only 1144 applications received - 677 awarded, 442 refused, 23 declined.		
BS.CHS.P.1.1 c		% of applications to Scottish Welfare Fund dealt with within 48 hours	92.3%	93.01%	94.14%	📈	⬆	**Q1 18/19**: Data Only 94.14% claims decided within 48 hours. 1077 applications on target from a total of 1144.		
CHS.P.1.1e		Average processing time for change of circumstances claim (internally calculated)	7 days	9 days	8 days	✅	⬇	**Q1 18/19**: On Target.	7 days	2015/16 Scottish Average - 7 days
CHS.P.2.1b	02. Deliver further affordable housing	Number of housing units provided for particular needs with existing and new build stock.	14	12	0	🛑	⬇	**Q1 18/19**: Off Target Sites have been identified for the development of extra care housing, bariatric provision, amenity housing, and wheelchair housing.	10	
P.SG.CHS.2.1 a		Number of social housing completions	88	10	69	✅	⬇	**Q1 18/19**: On Target 53 Units delivered by Housing associations for Social Rent, 16 Units for Mid Market Rent.	100	

PI Code	Priority	PI	2017/18	Q1 2017/18	Q1 2018/19				Annual Target 2018/19	Benchmark
			Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.3.3a	03. Homelessness has reduced, and people threatened with homelessness can access advice and support services	Re-let time permanent properties (days)	50 days	45 days	45 days	✅	⬆	**Q1 18/19**: On Target	45 days	14/15 SHBVN peer group average 42 days
CHS.P.3.1a		Number of school homeless prevention presentations undertaken	30	8	0	🛑	⬇	**Q1 18/19**: Off Target No classes delivered due to exam preparation.	80	
CHS.P.3.2a		Number of customers accessing Advice and Assistance Service	834	210	211	📈	⬆	**Q1 18/19**: Data Only		
CHS.P.3.4a		Re-let time temporary accommodation properties	47	32	41	🛑	⬆	**Q1 18/19**: Off Target Delays with small number of temporary houses and supported flats resulting in performance out with target. No trend to the delays (variety of reasons).	35	

Published Local Government Benchmarking Framework – Customer and Housing Services

Corporate Services

Code	Title	2010/11 Value	2011/12 Value	2012/13 Value	2013/14 Value	2014/15 Value	2015/16 Value	2016/17 Value	External Comparison
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£14.08	£13.65	£14.23	£14.09	£10.65	£10.94	£9.62	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%	93.9%	93.5%	93.8%	94.4%	94.5%	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	External Comparison
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£2.96	£3.01	£2.53	£2.66	£2.46	£1.67	£1.00	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%	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	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 measure for 2013/14			4.3%	6.57%	6.85%	6.39%	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%	16/17 Rank 4 (TOP Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).