# Customer and Housing Services
# Performance Report Quarter Three 2018/19

Midlothian

| 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 efficiencies 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 recently 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, approved in Q3, will support improvements in this area when implemented in April 2019 and focuses on reducing the time taken to provide permanent accommodation. During Q3, 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 in Q4 period 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

## 01.1 Making the Best Use of our Resources

| Priorities | Indicator | 2017/18 Value | Q3 2017/18 Value | Q1 2018/19 Value | Q2 2018/19 Value | Q3 2018/19 Value | Q3 2018/19 Status | Q3 2018/19 Note | Q3 2018/19 Short Trend | Annual Target 2018/19 | Feeder Data | Value |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 01. Manage budget effectively | Performance against revenue budget | £13.442m | £11.461m | £11.942m | £11.982m | £11.897m | 🔴 | **Q3 18/19**: Off Target The projected budget performance will be reported to the Council on 12th February 2019 and will show an overspend of £509,000 | ⬆ | £11.386m | | |
| 02. Manage stress and absence | Average number of working days lost due to sickness absence (cumulative) | 5.76 | 3.99 | 1.40 | 2.81 | 5.09 | 🔴 | **Q3 18/19**: Off Target Performance review and monitoring is in place to ensure improvement and practice sustained. | ⬇ | 5.76 | Number of days lost (cumulative) | 824.04 |
| | | | | | | | | | | | Average number of FTE in service (year to date) | 161.8 |

## 01.2 Corporate Health

| Priorities | Indicator | 2017/18 Value | Q3 2017/18 Value | Q1 2018/19 Value | Q2 2018/19 Value | Q3 2018/19 Value | Q3 2018/19 Status | Q3 2018/19 Note | Q3 2018/19 Short Trend | Annual Target 2018/19 | Feeder Data | Value |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 03. Complete all service priorities | % of service priorities on target / completed, of the total number | 91.67% | 66.67% | 71.43% | 42.86% | 42.86% | 🔴 | **Q3 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 | 3 |
| 04. Process invoices efficiently | % of invoices paid within 30 days of invoice receipt (cumulative) | 98% | 97% | 98% | 98% | 98% | ✅ | **Q3 18/19**: On Target | ⬇ | 95% | Number received (cumulative) | 4,277 |
| | | | | | | | | | | | Number paid within 30 days (cumulative) | 4,193 |
| 05. Improve PI performance | % of PIs that are on target/ have reached their target. | 50% | 28.57% | 50% | 17% | 17% | 🔴 | **Q3 18/19**: Off Target Challenges and corrective action detailed within report. | ▬ | 90% | Number on tgt/complete | 1 |
| | | | | | | | | | | | Total number of PI's | 6 |
| 06. Control risk | % of high risks that have been reviewed in the last quarter | 100% | 100% | 100% | 100% | 100% | ✅ | **Q3 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 |

| Priorities | Indicator | 2017/18 | Q3 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | | | Short Trend | Annual Target 2018/19 | Feeder Data | Value |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Value | Value | Value | Value | Value | Status | Note | | | | |
| 07. Implement improvement plans | % of internal/external audit actions progressing on target | 33.33% | 100% | 100% | 0% | 0% | 🛑 | **Q3 18/19**: Off Target One external audit action. Not yet complete, but is progressing. | ▬ | 90% | Number of internal/external audit actions on target or complete | 0 |
| | | | | | | | | | | | Number of internal/external audit actions in progress | 1 |

# Customer and Housing Complaints Indicator Summary

| 01.4 Commitment to valuing complaints |
| :---: |

| Indicator | 2017/18 | Q3 2017/18 | Q1 2018/19 | Q2 2018/19 | Q3 2018/19 | | | Annual Target 2018/19 |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | Value | Value | Value | Value | Value | Status | Note | |
| Number of complaints received (cumulative) | 167 | 115 | 47 | 85 | 123 | | **Q3 18/19**: Data Only | |
| Number of complaints closed in the year | | | 27 | 48 | 120 | | **Q3 18/19**: Data Only | |
| Number of complaints upheld (cumulative) | | | 3 | 11 | 16 | | **Q3 18/19**: Data Only | |
| Number of complaints partially upheld (cumulative) | | | 0 | 11 | 17 | | **Q3 18/19**: Data Only | |
| Number of complaints not upheld (cumulative) | | | 3 | 22 | 82 | | **Q3 18/19**: Data Only | |
| Average time in working days to respond to complaints at stage 1 | 4.7 | 2.2 | 3.5 | 6.5 | 8 | 🛑 | **Q3 18/19**: Off Target Service addressing performance. | 5 |
| Average time in working days to respond to complaints at stage 2 | 14.6 | 13.4 | 12.5 | 12.5 | 31 | 🛑 | **Q3 18/19**: Off Target Average performance impacted overall by the length of one Community Safety complaint of 123 days. The remit of Community Safety now sits with the service area Adult Services and required Pentana system updates have been undertaken. | 20 |
| Average time in working days for a full response for escalated complaints | | | 9 | 9 | 42.75 | 🛑 | **Q3 18/19**: Off Target Service reviewing data | 20 |
| Percentage of complaints at stage 1 complete within 5 working days | 64.9% | 85.19% | 70.83% | 63.64% | 55.36% | 🛑 | **Q3 18/19**: Off Target Service addressing performance | 95% |
| Percentage of complaints at stage 2 complete within 20 working days | 93.33% | 85.71% | 100% | 100% | 75% | 🛑 | **Q3 18/19**: Off Target Service reviewing performance | 95% |
| Percentage of complaints escalated and complete within 20 working days | | | 100% | 100% | 50% | 🛑 | **Q3 18/19**: Off Target Service addressing performance | 95% |
| Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative) | | | 0 | 0 | 1 | | **Q3 18/19**: Data Only | |

# Customer and Housing Services Action report 2018/19

Midlothian

## 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 | ▶ | 75% | **Q3 18/19**: On Target<br>Awarded £1,107,966 in Discretionary Housing Payments to 1574 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 | ▶ | 75% | **Q3 18/19**: On Target<br>Awarded £205,938 to 31 December 2018. £173,707 community care grants and £143,510 crisis grants within budget allocation year to date. |

## 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 | ▶ | 50% | **Q3 18/19**: On Target<br>Sites have been identified for the development of 142 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 | ✖ | 0% | **Q3 18/19**: Off Target<br>Arrangements in place to deliver classes to all schools during Q4. |
| CHS.P.3.2 | Access to homelessness advice & assistance. | 31-Mar-2019 | ✖ | 31% | **Q3 18/19**: Off Target<br>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% | **Q3 18/19**: Off Target<br>Small number of properties delayed |
| CHS.P.3.4 | Minimise re-let timescales for temporary accommodation. | 31-Mar-2019 | ▶ | 50% | **Q3 18/19**: On Target |

# Customer and Housing Services PI Report 2018/19

Midlothian

| | | | | | 01. Support people out of poverty and welfare dependency | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|

| PI Code | PI | 2017/18 | Q3 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 | | |
| BS.CHS.P.1.1a | Number of calls received regarding Scottish Welfare Fund | 9,181 | 2,345 | 2,287 | 2,344 | 2,282 | 📈 | ⬇ | **Q3 18/19**: Data Only 2382 Scottish Welfare Fund calls received | | |
| BS.CHS.P.1.1b | Number of calls leading to application to Scottish Welfare Fund | 4,754 | 1,170 | 1,144 | 1,262 | 1,211 | 📈 | ⬇ | **Q3 18/19**: Data only 1211 applications received - 759 awarded, 429 refused, 23 declined. | | |
| BS.CHS.P.1.1c | % of applications to Scottish Welfare Fund dealt with within 48 hours | 92.3% | 90.43% | 94.14% | 94.92% | 95.12% | 📈 | ⬆ | **Q3 18/19**: Data Only 95.12% claims decided within 48 hours. 1152 applications on target from a total of 1211. | | |
| CHS.P.1.1e | Average processing time for change of circumstances claim (internally calculated) | 7 days | 8 days | 8 days | 12 days | 12 days | 🛑 | ▬ | **Q3 18/19**: Off Target Anticipated improvement in Q4. | 8 days | 2015/16 Scottish Average - 7 days |

| | | | | | 02. Deliver further affordable housing | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|

| PI Code | PI | 2017/18 | Q3 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 | | |
| CHS.P.2.1b | Number of housing units provided for particular needs with | 14 | 14 | 0 | 2 | 2 | 🛑 | ▬ | **Q3 18/19**: Off Target Extra care housing in Gorebridge has been delayed and will not complete during 2018/19. | 10 | |

| PI Code | PI | 2017/18 | Q3 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 | | |
| | existing and new build stock. | | | | | | | | However, it is expected that construction will have begun on 43 specialist provision units during 2018/19. | | |
| CR.RSS.OP.02 | Total value of HB overpayments identified during the quarter | £1,407,609 | £233,680 | £296,844 | £236,819 | £245,260 | 📈 | ⬇ | **Q3 18/19**: Data Only | | |
| CR.RSS.OP.03 | Total value of HB overpayments recovered during the quarter | £1,147,148 | £298,568 | £202,428 | £211,805 | £284,085 | 📈 | ⬆ | **Q3 18/19**: Data Only In Year collection rate 89.65%. All years 17.00%. | | |
| CR.RSS.OP.04 | Total value of HB overpayments written off during the quarter | £140,485 | £26,350 | £14,029 | £23,531 | £6,920 | 📈 | ⬆ | **Q3 18/19**: Data Only | | |
| P.SG.CHS.2.1a | Number of social housing completions | 88 | 81 | 69 | 76 | 98 | ✅ | ⬆ | **Q3 18/19**: On Target 69 Units delivered by Housing Associations for Social Rent, 16 Units for Mid Market Rent and 13 open market acquisitions. | 100 | |

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

| PI Code | PI | 2017/18 | Q3 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 | | |
| BS.CHS.P.3.3a | Re-let time permanent properties (days) | 50 days | 50 days | 45 days | 55 days | 46 days | 🛑 | ⬆ | **Q3 18/19**: Off Target Small number of properties resulting in delays. | 45 days | 14/15 SHBVN peer group average 42 days |
| CHS.P.3.1a | Number of school homeless prevention presentations undertaken | 30 | 11 | 0 | 0 | 0 | 🛑 | ▬ | **Q3 18/19**: Off Target Arrangements in place to deliver classes to all schools during Q4. | 80 | |
| CHS.P.3.2a | Number of customers accessing Advice and Assistance Service | 834 | 184 | 211 | 202 | 186 | 📈 | ⬇ | **Q3 18/19**: Data Only The number of households receiving advice and assistance is in line with previous seasonal trend. | | |

| PI Code | PI | 2017/18 | Q3 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 | | |
| CHS.P.3.4a | Re-let time temporary accommodation properties | 47 | 37 | 41 | 46 | 29 | ✅ | ⬆ | **Q3 18/19**: On Target | 35 | |

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# 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.<br><br>**Risk Cause:**<br>Unacceptable behaviour by customers.<br>**Risk Event:**<br>Potential escalation scenarios for employees to manage threats, abuse or potential violence.<br>**Risk Effect:**<br>Threats, abuse, injury or potential violence. | 01 - Observance of Council's health and safety policies<br>02 - Employer's and Public Liability insurance cover<br>03 - Development corporately of PVP risk register<br>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.<br><br>**Risk Cause:**<br>Fraudulent activity.<br>**Risk Event:**<br>During a period of significant business transformation internal control systems could be weakened and fraud could be experienced<br>**Risk Effect:**<br>Loss of resources or income experienced, or prospective gain resulting from fraudulent activity. | 01 - Observance and dissemination of Council's Fraud and Corruption Policy<br>02 - Code of Conduct for Employees<br>03 - Upkeep of authorised signatories system<br>04 - Managerial supervision of processes<br>05 - Managers been briefed in Financial Directives<br>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.<br><br>**Risk Cause:** | 1. Fire Plans for workplaces<br>2. Bomb Threat plans for workplaces<br>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 |
|---|---|---|---|---|---|
| | Disruption to workplace or service delivery.<br>**Risk Event:**<br>Unplanned events<br>**Risk Effect:**<br>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.<br><br>**Risk Cause:**<br>Data protection breach<br>**Risk Event:**<br>Disclosure of third party information<br>**Risk Effect:**<br>Loss or damage caused to customer or third party by inadvertent or deliberate action. | 01 - Part of Corporate IMG<br>02 - Divisional IMG<br>03 - Staff awareness and training<br>04 - Computer systems; Permission levels e.g. community safety access to the Police database<br>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.<br><br>**Risk Cause:**<br>Non integrated systems funtionality between DWP or Scottish Government or Midlothian Council<br>**Risk Event:**<br>Data transfer delays or mismatch to requirements.<br>**Risk Effect:**<br>Loss of data or loss of income. | The main internal controls are:-<br>01 - New system implemented following PRINCE2 principles, ensuring stable supplier, system, reference sites etc.<br>02 - Documented procedures for all system control activities and staff now familiar with management of the new system.<br>03 - Full suite of reconciliations with other applications and third parties<br>04 - Well embedded process for testing and implementation of new releases.<br>05 - Procedures in place to process ATLAS changes on daily basis.<br>06 - Sheriff Officer Interface with Walker Love implemented. | ⚠️ | | |

🔴 Alert  🔶 High Risk  🔺 Warning  ✅ OK  🔷 Unknown

# Published Local Government Benchmarking Framework – Customer and Housing Services

## Corporate Services

| Code | Title | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | External Comparison |
|------|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| | | Value | Value | Value | Value | Value | Value | Value | Value | |
| 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 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | External Comparison |
|------|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------------------|
| | | Value | Value | Value | Value | Value | Value | Value | Value | |
| 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). |