



Midlothian

Midlothian – A Great Place to Grow

Customer and Housing Services Plan.

Year: 2018 - 2019

Community Safety, Housing Services, Revenues Services, Customer Services

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1. Customer & Housing Services Overview

The scale of the financial challenge facing the public sector continues to grow. The impact of the planned funding cuts on Council services across Midlothian will be substantial - particularly when we are also faced with the challenges of a growing and ageing population and the increasing demand for services that this will bring.

So far, we have made savings by reshaping the council and changing the way we work. Savings since 2010 total £32 million with £7 million of this delivered in 2017/18. This has been achieved through a series of service reviews, reducing the number of managers and staff we employ, reducing our offices and other property needs and changing the way we purchase services.

Midlothian Council delivers its priorities through the Community Planning Partnership (CPP) and the Single Midlothian Plan. The CPP undertook a review and engagement process in 2015/16 resulting in changed priorities for the three year period 2016 to 2019.

Taking into consideration evidence regarding the comparative quality of life of people living in Midlothian, it is clear that less well off residents experience poorer health, have fewer or no choices in how they use low incomes, and also that there is a proven relationship between these factors and their learning. Education is generally regarded as the best route out of poverty. As a result the top three priorities for 2016 to 2019 of the Council are:

- **Reducing the gap in learning outcomes**
- **Reducing the gap in health outcomes**
- **Reducing the gap in economic circumstances**

The previous 'Future Service Delivery Models' exercise identified three key approaches for how the council works with its communities – preventive intervention, co- production and capacity building and localising / modernising access to services. Opportunities to reflect and adopt these approaches were a key consideration for Heads of Service in development of their proposals and in addition clarity of direction on the following will also inform the available saving options going forward:

- **Asset Rationalisation**
- **Workforce Profile and Plans**
- **Alternative models of service delivery**
- **Shared Services**

In addition to the agreed priorities and approaches the Council will also focus on reducing the gap between outcomes for residents living in parts of the county which for many years have shown a significant gap between their outcomes and the average outcomes for Midlothian and Scotland as a whole. The areas targeted are Dalkeith Central/Woodburn; Mayfield/Easthouses and Gorebridge.

A key requirement from this document and the further development and scrutiny that will follow is the need to clearly articulate the change programme in the context of the Council's future strategic direction and resource priorities. This will provide a robust and cohesive approach to leadership which drives transformational and sustainable change to better respond to both current and future challenges and ensures delivery of Midlothian's One Council vision.

Midlothian: One Council



- LEADERSHIP QUALITIES/ REQUIREMENTS:**
- Personal Integrity
 - Motivational
 - Aspirational
 - Transformational
 - Visible
 - Communicators
 - Supportive
 - Empowering
 - Trust
 - Accountable
 - Deliver
 - Challenging
 - Understanding
 - Innovative
 - Open
 - Transparent



- OUTPUTS:**
- Delivering Excellence
 - First Class Customer Service
 - Improved Performance and Efficiencies
 - Closing the gap – reducing inequalities
 - Engaged and Empowered Communities
 - Prevention/Early Intervention
 - Local Partnerships – co-production and accessibility

Customer & Housing Services consists of the following:

- Housing Services
- Community Safety
- Housing Planning & Performance
- Revenues Services
- Customer Services

Housing Services

Social Rented Housing is provided and maintained through the Housing Revenue Account funding, with the needs of the service met from the rent collected. The demand for social housing has resulted in the Council's Social Housing Programme of new build properties continuing to increase the housing stock. Houses are allocated to meet assessed need detailed in the Housing Allocation Policy to ensure that the most appropriate use is made of available properties. Managing our tenancies and contributing to the effective management of multi-tenure estates.

Community Safety Team

The Community Safety Team takes a lead role in the Community Safety & Justice Partnership. The team adopts a balanced approach to tackling community safety and anti-social behaviour issues, taking action against perpetrators of anti-social behaviour (ASB), including not only enforcement but also prevention, early intervention and support measures by Community Safety Officers to ensure Midlothian is a safe place to live, work and visit.

Also included is the Midlothian Community Mediation service that is offered free to all residents of Midlothian. Community Mediation is a positive and informal way for neighbours to find practical solutions to their problems. This service has recently expanded its remit to include a wider range of mediation, including family and employee mediation.

Housing Planning & Performance

The Housing Planning & Performance Team manage the Performance Management Framework for all the Customer & Housing Services which contains a range of performance indicators with improvement targets, and participate in national benchmarking networks.

The team also develop the Midlothian Strategic Housing Investment Plan, which informs the Scottish Government's Affordable Housing Investment Programme (AHIP), to support the delivery of affordable housing development. However, other funding streams which seek to support Local Housing Strategy priorities for affordable housing or compliment the AHIP resources are also detailed.

The Local Housing Strategy 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. It includes a Needs & Demand analysis to ensure the mainstream provision and also particular needs of vulnerable groups 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.

Revenues Services

Comprises services for the development, operation and collection of local taxation through Council Tax, Housing Benefit and Council Tax Reduction. Also the administration of Scottish Welfare Fund (Crisis Grants and Community Care Grants); administration and collection of Housing Rents, of Non-Domestic Rate and of Accounts Receivable and administration of the delegated Welfare Reform services, to ensure processes across all revenue service and transactional activities are maximising income to the Council.

Customer Services

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.

As one of the fastest growing areas in Scotland, Midlothian has a projected population increase of 23.1% by 2039 compared with 2014. Accordingly the Council cannot support more customers using the current resources, systems and processes.

Customer self-service can help deliver some key services without customers dealing directly with a member of staff and could truly transform the way the Council deliver services. We already have a

well-managed public facing website and SOCITM has recently published the results from this independent benchmarking exercise and awarded our site four stars.

Midlothian is one of only four councils in Scotland to achieve this accolade. Our Web Team, 50 Content Editors and council employees, generally 'get it' and already we have been able to transform how our customers interact with the council.

Workforce Planning

A key enabler to support the organisation through change is focusing on having the right people, with the right skills, working in the right way. Achievements through this enabler include the development of smarter working policies for:

- Promotion and support of flexible working;
- Promoting Midlothian as an employer of choice and improving the employment deal;
- Ensuring we have a workforce profile that adapts as the organisation changes; and
- An Investing in Our Workforce strategy to reshape the relationship with employees.

People Values describe the Midlothian way we do things here to shape the way we behave, underpin competencies and influence the decisions in the Council. These are detailed in the separate Customer and Housing Services Workforce Plan.

CREST

- ❖ **Celebrate**
Recognise, celebrate and share all our achievements
- ❖ **Respect**
Respect each other's differences in a culture of trust and flexibility
- ❖ **Excellence**
Make the most of opportunities to develop ourselves and our teams to provide excellent services
- ❖ **Support**
Lead by example and be approachable and supportive of each other
- ❖ **Together**
Work together to make a difference for Midlothian

2. Service Challenges ahead

Delivering Excellence

Our employees are key to the successful delivery of the new transformation programme, and as such the development to shape and lead transformation projects has never been more critical. All staff will be expected to work in new and different ways, will have the tools for the job and will know what is expected of them. A programme of cultural change and different ways of working across the council will be essential as the council moves forward on this next phase of Transformation. Areas of focus for change will include:

1. Delivery of our services in new and effective ways, using the most up to date thinking, the joining of complimentary services and effective partnership working to provide better outcomes for our customers.
2. Helping our customers and communities to become and remain independent by understanding needs and by providing appropriate responses.
3. Continuing our changes to become a more modern council, improving our use of digital approaches, improving access to information and increasing our self-service offering for customers where it makes sense to do so.
4. Shaping structures, resources and ways of working, to reflect a lean and effective model that; remains responsive to the challenges and priorities ahead.

Resources

As a result of government funding cuts, the Midlothian Council budget gap will increase in future years and the Council needs to cut costs and change our service design and delivery model to make sure that we are able to deal with the future demands of a growing and ageing population.

Legislative requirements

The introduction and implementation of the following legislation will impact on services:

- Welfare Reform Act 2012
- Housing (Scotland) Act 2014
- Air Weapons and Licensing Act 2015
- Community Justice (Scotland) Act 2016
- Community Empowerment (Scotland) Act 2015
- Private Housing (Tenancies)(Scotland) Act 2016
- Social Security system in Scotland

Health & Social Care Integration

Customer & Housing Services are keen to take examples of good practice in this area and share with others with a view to helping promote and understand the potential contribution that housing and customer services can give to the desired outcomes for health and social

care integration, with developments already achieved in Extra Care and Complex Care housing provision and the Health & Homelessness strategic planning.

Changes to service delivery such as corporate working, partnerships, technology, efficient government, culture change and new initiatives represent significant changes to working practices. Whilst these changes bring fresh opportunities for new ways of working, they also present a risk whilst changes are made.

Community Safety and Justice Strategy

The Community Safety and Community Justice Teams will be combined this year as a result of budget decisions and a management review. However, in safeguarding our communities, Community Safety is currently delivered alongside key community partners such as the NHS, Police Scotland and Fire & Rescue Scotland and the work carried out by them, the Public Protection Office and the also tasks that can be reassigned internally, such as to housing services, will cover most of the reported measures tracking performance on the Strategic Theme priorities.

Our aim is to ensure that in developing a *Safer Midlothian*, the responsibility for responding to community safety concerns will be in redefining the role of the community in helping itself resolve small scale problems through the Resolution Service and to work closely with reinstated Council funded Police Community Action Teams to respond.

The emphasis will be on a preventative approach with particular attention on substance misuse and domestic abuse. Leadership for ensuring successful redesign of community safety will rest with the Safer Midlothian Group. The partnerships overarching aim of ‘Ensuring Midlothian is a safe place to live, work and visit, grow up and grow old in’.

- Our communities take a positive role in shaping their future
- Fewer people are victims of crime, abuse or harm
- People feel safe in their neighbourhoods and homes

Community Safety Priorities 2017/18

Outcomes:	
Fewer people are victims of crime, abuse or harm People feel safe in their neighbourhoods and homes Our communities take a positive role in shaping their future	
Midlothian Community Safety Priorities for 2017/18:	
High Priorities	Alcohol and Drug misuse Gender based harm (including domestic abuse) Crimes of dishonesty Violent Crime
Priorities	Antisocial Behaviour Home safety & unintentional harm Death and injury on Midlothian’s roads
Cross cutting	Feeling safe Community Involvement in setting and delivering outcomes Community Justice

Universal Credit

Midlothian Council was initially involved as a partner agency to Dalkeith and Penicuik Job Centre Plus, (JCP) during the rollout of the Universal Credit 'Live Service' (UCLS) from 27 April 2015. The Council subsequently signed up to a further Delivery Partnership Agreement, (DPA) for the full digital rollout of the Universal Credit "Full Service" (UCFS) from 22 March 2017.

Universal Credit aims to make the welfare system simpler by replacing six benefits and tax credits with a single monthly payment. It is administered by the Department for Work and Pensions (DWP). It replaces:

- Housing Benefit
- Income Support
- Income-Based Job Seekers Allowance
- Income-related Employment & Support Allowance
- Child Tax Credits
- Working Tax Credits

The Scotland Act 2016 gave the Scottish Government powers to vary how Universal Credit is paid in Scotland. The new Universal Credit choices were made available from 4 October 2017 to people living in Scotland making a new Universal Credit claim in full service areas.

Eligible claimants of Universal Credit will be offered the choice after they have received their first payment of Universal Credit. This means the offer will be made at the start of the second assessment period, when the expected Universal Credit award is known, and there has been time to assess the claimant's award, including housing costs if applicable.

A Scottish Social Security Agency has been established by the Scottish Government to administer the devolved benefits responsibilities.

Council Officers have met with the Scottish Government's Agency Implementation Team to provide them with an understanding of how services are delivered in Midlothian for people seeking assistance on social security and other related matters and to consider how the new social security agency will deliver its local services and explore local delivery options for the different communities in our area in places that people already visit.

Discussions shall continue in the different methods and partnership models of delivery in place for the Scottish Social Security Agency's development of an Overarching Partnership Agreement on specific types of assistance and wider service delivery input.

Libraries

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. T

he 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.

City Deal

As a unique collaboration between the six local authorities and the UK and Scottish Governments the ESES (Edinburgh and South East Scotland) City Deal can drive forward the housing supply across the city region by strengthening the housing programme capability as a key driver for the south east of Scotland economy as upfront infrastructure finance can deliver transformational change in regional housing supply.

Midlothian Housing Services continues to play an important part in the policy approach to housing, as a specific workstream ask in relation to the role of cities in economic development and public service delivery.

3. Service Evaluation

The Customer & Housing Services Plan provides a more specific representation of what is involved in the delivery of outcomes and priorities, recognising the resource implications, actions, and risks concerned. Service Plans translate to a clear link between the priorities in the Service Plan and those identified in the SMP and the Council's Transformation Strategy. Service Plans demonstrate how the service activities will contribute to the planned outcomes. They are an essential link between the ambition and reality of the services that are actually delivered.

An important element of the budget development work has been to develop the next iteration of the transformation programme as a key element of the Financial Strategy to ensure that available resources are as far as possible targeted on the delivery of improved outcomes, particularly against the key priorities and progressing with the following key components for the next phase of transformation:

- 1. Services with Communities** – there is a clear need to change the relationship we have with communities from a paternalistic one focused on service provision to one based on partnership and co-production and working together. This element of transformation builds upon and refocuses the existing Services to Communities Project within the existing Transformation Programme.
- 2. Entrepreneurial Council** – covering property development, income generation, asset utilisation, energy, commercial opportunities etc
- 3. Digitally-led transformation/Customer Service** – we want to be at the forefront of digitally enabled change which will connect with the next phase or acceleration of customer services transformation.
- 4. Shared Services** – as a result of the current climate of reduced public spend and growing pressures on public services for the foreseeable future, service sharing and collaborative working will be a key consideration for options available to sustain services.

4. Service Priorities

New challenges are emerging which place greater emphasis on integration, co- production and customer engagement while responding appropriately to individual or collective needs and capabilities in delivering the range of customer and housing services. Service Reviews have implemented new ways of working designed by the respective teams and had positive impacts on performance and outcomes.

In this transformational approach we have become more efficient and at the same time delivered changes resulting in improvements to work practice, the services we deliver and the quality of life experienced in our communities.

Housing and Homelessness

The critical role of access to good quality housing in supporting the wellbeing of the general population is reflected in the commitment to an expanded and accelerated programme of Council house building.

We will review the Temporary Accommodation provision and also the tenancy support services to continue to meet the Council's statutory homelessness duties through withdrawing from all B&B provision by the reuse of suitable vacant or vacated council buildings as an alternative option that provides a more supportive and productive environment to homeless households and is also cost effective to the local authority.

In addition, the Tenancy Support contract end will provide a review opportunity to in-source the service from existing homelessness prevention and support services, for people who can live independently with an element of support.

Community Safety

There is a commitment to a substantial reshaping of community safety services. In developing a *Safer Midlothian* the responsibility for responding to community safety concerns will be on redefining the role of the community in helping itself resolve small scale problems. The emphasis will be on a preventative approach with particular attention on substance misuse and domestic abuse. Leadership for ensuring successful redesign of community safety will rest with the Safer Midlothian Group.

Customer Services

These services are subject to an ongoing service review process with the objective of reshaping to achieve financial savings whilst also seeking to improve access. There has already been a significant redesign of, for example, local libraries now undertaking a number of functions. Further transformation is required in Revenues, Libraries and Customer Services.

There is a need to focus driving more customer activity onto the digital platform. This will entail developing new models by working in close partnership with local communities, referred to as "co-production", which will be critical to achieving successful and sustainable transformation.

In the current Customer Services Review, libraries and customer services are delivering on savings to meet an overall target of £350,000 by 2018. The final phase of this review was

looking at making changes to library opening hours determined from favourable feedback to the change programme proposals for this service received previously in the 2016 Shaping our Future and public consultation exercise.

To meet the target we propose introducing more electronic 'self-service' facilities at libraries, providing more customer service hubs and more online services. There is a need to focus driving additional customer activity onto the digital platform. Alternative self-service or smart-card or automated models for non-staffed or part-time staffing are feasible in existing operations elsewhere in the UK and will be explored for use in Midlothian.

There may be a potential in some localities to operate as community hubs in partnership with voluntary services and at lower costs as a result of the current Customer Services Review or make further savings to address areas of viable, alternative models for the Library Service

Also to assess potential opportunities to operate as community hubs in partnership with council and voluntary services at lower costs and in alternative opening models for the libraries and to develop new income generating services.

A volunteer operated service in some localities may be a prospective viable model and will entail developing close partnership in "co-production" with local communities as critical to achieving successful and sustainable transformation.

Revenues

A review of the Revenues service is proposed as there is significant change planned in the model of local taxation through Council Tax and also the rents and benefits systems continue to change as a result of the UK Government Welfare Reform, also the Universal Credit Full Service level in Midlothian implemented from April, 2017, and further planned devolution of powers to the Scottish Government, which is developing a Social Security System for Scotland to be established.

A Service Review is scheduled in 2018/19 to allow the timescales and effects of Universal Credit full service, the local taxation changes and Scottish Social Security system to be implemented and determined and the resulting impact on workforce planning.

Customer and Housing Services are committed to improving customer outcomes and are working together with other partners who share the same objective. The vision is to "make our customer service the best it can be by being responsive to customer need".

5 Service Outcomes

Strengths and areas for improvement arising from self-evaluation

Areas to be assessed in relation to agreed outcomes	Brief Overview	Existing Strengths	Areas for Improvement
How effective is our Leadership?	Management review delivered positive change.	Produced clear plan to progress MEF review with completion date.	Review the approach to service planning to ensure the involvement of strategic partners.
How effective is our planning and performance management?	Improved approach in measuring and reporting on services.	Improved customer focus in service planning and delivery and management of complaints and appeals.	Review the objectives in the C&HS Strategies and ensure they are SMART.
How well are our People managed?	Expected behaviours and values agreed. Culture change to be embedded.	Improved employee survey results year-on-year.	Review and improve the Council's approach to communicating service priorities to its staff.
How effective are we with Partnerships and other resources?	Improved partnership working opportunities.	Improved consultation and planning process with partners to set objectives.	Underdeveloped in agreed actions by partners.
How effective are our services and processes at meeting the needs of our communities?	Increase further consultation opportunities with stakeholders in the development of service objectives.	Improved consultation with stakeholders in the development of service objectives.	Using service user feedback to improve and inform C&HS Strategies ensuring they are up to date.
How good are our results in relation to our Customers, People, Communities and performance targets?	Developed and implemented a current customer service plan to deliver direction and develop customer focus.	Regularly review LPIs and targets with the aim to rationalise them and align them with the Service Plan.	Improve the Council's analysis. Developing a SMART action plan to address areas of lower satisfaction.

Financial 2018/19:

**2018/19
£000's**

SERVICE FUNCTION

Community Safety	£764
Customer Service Delivery	£1,029
Homelessness	£1,384
Housing Services	£390
Customer Services - Library Services	£1,255
Revenues Services	£6,209
Service Management	£243
NET EXPENDITURE	£11,274

SUBJECTIVE ANALYSIS

Employee Costs	£4,440
Premises Costs	£376
Transport Costs	£83
Supplies and Services Costs	£469
Third Party Payments	£2,162
Transfer Payments	£32,920
GROSS EXPENDITURE	£40,449

INCOME

£29,176

NET EXPENDITURE

£11,274

a) Annual Scrutiny, Quality Assurance and Self Assessment.

To ensure that corporate quality initiatives can be integrated with and complimentary to service activity, please provide indicative dates and details of planned.

1. External scrutiny or audits
2. Self assessment or quality assurance activity

Scrutiny / Self Assessment Activity 18/19	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Scottish Housing Regulator - ARC	√	√				√						
Audit Scotland			√	√	√	√	√	√	√			
Internal Audit			√	√	√							

b) Performance Management Indicators

1. Performance Management

Service performance is reported in the quarterly performance reports. Performance information is also published annually in the regulated requirements for housing services. The Customer and Housing Services Service quarterly performance report includes the following information, in addition to Single Midlothian Plan and Service priority indicators and actions.

Midlothian Council Balanced Scorecard:

The Balanced Scorecard approach provides the Council with a strategic performance management tool which allows each service area to consider and contribute to core Council priorities in terms of planning and performance management. The following shows the Balanced Scorecard perspectives that are applicable across the Councils services.

Customer/Stakeholder <ul style="list-style-type: none">• Improving outcomes for children, young people and their families• Ensuring Midlothian is a safe place to live, work and grow up in• Creating opportunities for all and reducing inequalities• Growing the local economy and supporting businesses• Responding to growing demand for Housing Services	Financial Health <ul style="list-style-type: none">• Maintaining financial sustainability and maximising funding sources• Making optimal use of available resources• Reducing costs and eliminating waste
Service Improvement <ul style="list-style-type: none">• Improve Customer engagement• Strengthen partnerships• Improve and align processes, services and infrastructure• Manage and reduce risk	Learning and Growth <ul style="list-style-type: none">• Develop employee knowledge, skills and abilities• Improve engagement and collaboration• Develop a high performing workforce

Each of the perspectives shown above are supported by a number of measures and indicators which ensures that the Balanced Scorecard informs ongoing performance reporting and public performance reporting throughout the cycle and also help identify areas for further improvement throughout the year.

2. Statutory Performance Indicators – SOLACE Benchmarking Indicators

The following details those indicators applicable to the Service performance reporting process

Reference	Description
Housing Services HSN2	Percentage of rent due in the year that was lost due to voids
Corporate Services CORP 4	Cost of collecting council tax per dwelling
Corporate Services CORP 7	Percentage of income due from council tax received by the end of the year %
Housing Services HSN1	Current tenants' arrears as a percentage of total rent due (quarterly-formula)
Culture and Leisure Services C&L2	Cost per library visit
Culture and Leisure Services C&L2	% of adults satisfied with libraries

These local priorities were agreed based on the strategic assessment undertaken and partnership development planning work. In retaining this focus, the partners accept that progress will also be required, and will be made on the three other national agenda's. The partners view is that action is well advanced in respect of change in older people's services and improvement in community safety.

3. Service Objectives

The following tables contain key service priorities, actions and indicators for 2018/19.

Customer and Housing Services

Reference Code	2018-19						Ownership
	Actions	Due Date	Performance Indicator	Target	Baseline	Previous trend data	Managed by
Service Priority: CS - Reduction in Alcohol and Drug Misuse							
M.CSJ.CHS.S.01.03	Undertake a range of proactive communication and engagement activity regarding responsible alcohol consumption	31/3/19	Reduce the number of alcohol related hospital admissions (patients per 1,000 population)	36000%	377	2015/16: 377 2014/15: 371	TBC
CS - Reduction in Crimes of Dishonesty							
M.CSJ.CHS.04.01	Target prolific housebreakers and thieves through ASBOs; CRASBOs and working in partnership with the ASBVO Group	31/3/19	The number of crimes of non-domestic house breaking (excluding businesses) - reduce by 1% on 3 year average.	TBC	3 year average	321	TBC
SG - Support People out of poverty and welfare dependency							
CHS.S.02.02	Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/19	Number of calls received regarding Scottish Welfare Fund (CH.SMP.12.01a)	Data Only		6745	Ken Pike
	Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/19	Number of calls leading to application for Scottish Welfare Fund (CH.SMP.12.01b)	Data Only		2014/15 - 3914	Ken Pike
	Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/19	% of claims to Scottish Welfare Fund dealt with within	Data Only		97.20%	Ken Pike
	Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/19	Average processing time for new claims	21 days	21	23	Ken Pike
	Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/19	Average processing time for change of circumstances claim	8 days	8	7	Ken Pike

CHS.S.02.02	Award Scottish Welfare Fund monies in line with criteria set for crisis grants and community care grants to meet the needs of vulnerable claimants.	31/3/19	No Performance Indicator for this action			2017/18 Community Care grants - £165K Crisis Grants - £125K	Ken Pike
Deliver further affordable housing							
M.SG.CHS.03.01a	Number of social housing completions	31/3/19	Social Housing - number of completions	100	100	89	Stephen Clark
CHS.S.03.02a	Designate housing for particular needs with existing and new build stock.	31/3/19	Number of housing units provided for particular needs with existing and new build stock.	10	10	14	Stephen Clark
SG - Homelessness has reduced, and people threatened with homelessness can access advice and support services							
CH.SMP.08.01	Prevent homelessness through delivery of an education programme	31/3/19	Number of school homeless prevention presentations undertaken.	12	12	12	Simon Bain
CHS.S.06.02a	Access to homelessness advice and assistance.	31/3/19	Number of customers accessing Advice and Assistance Service	Data Only	100%	2017/18	Simon Bain
CH.SMP.11.01	Minimise re-let timecales for mainstream housing.	31/3/19	Relet time Permanent properties (CH.SMP.11.01a)	45 days	36	2017/18	Simon Bain
CHS.S.06.04a	Minimise re-let timecales for temporary accommodation.	31/3/19	Relet time temporary accommodation properties	35 days	36	2017/18	Simon Bain

Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability



Integrated Impact Assessment Form

Promoting Equality, Human Rights and Sustainability

Title of Policy/ Proposal	Customer & Housing Service Plan 2018- 2019
Completion Date	21 February, 2018
Completed by	Kevin Anderson
Lead officer	Kevin Anderson

Type of Initiative:

- Policy/Strategy
- Programme/Plan New or Proposed
- Project Changing/Updated
- Service Review or existing
- Function
- Other Statement of Intent.....

1. Briefly describe the policy/proposal you are assessing.

Set out a clear understanding of the purpose of the policy being developed or reviewed (e.g. objectives, aims) including the context within which it will operate.

Service objectives, aims and management arrangements for Customer & Housing Services: Housing Services Housing Planning & Performance Customer Services Revenues Services Community Safety

2. What will change as a result of this policy?

The scale of the financial challenge facing the public sector continues to grow. The impact of the planned funding cuts on Council services across Midlothian will be substantial - particularly when we are also faced with the challenges of a growing and ageing population and the increasing demand for services that this will bring.

A key requirement from this document and the further development and scrutiny that will follow is the need to clearly articulate the change programme in the context of the Council's future strategic direction and resource priorities. This will provide a robust and cohesive approach to leadership which drives transformational and sustainable change to better respond to both current and future challenges and ensures delivery of Midlothian's One Council vision.

The themes addressed in this Service Plan impact on the delivery of the Single Midlothian Plan outcome particularly in terms of priorities in relation to the delivery of affordable housing, homelessness and health and social care outcomes.

Planned consultation and engagement exercises will confirm whether this is still correct and if it is not still the case then appropriate action will be taken to mitigate and resolve.

3. Do I need to undertake a Combined Impact Assessment?

High Relevance	Yes/no
The policy/ proposal has consequences for or affects people	Yes
The policy/proposal has potential to make a significant impact on equality	No
The policy/ proposal has the potential to make a significant impact on the economy and the delivery of economic outcomes	No
The policy/proposal is likely to have a significant environmental impact	No
Low Relevance	
The policy/proposal has little relevance to equality	No
The policy/proposal has negligible impact on the economy	Yes
The policy/proposal has no/ minimal impact on the environment	Yes
If you have identified low relevance please give a brief description of your reasoning here and send it to your Head of Service to record.	

If you have answered yes to high relevance above, please proceed to complete the Integrated Impact Assessment.

4. What information/data/ consultation have you used to inform the policy to date?

Evidence	Comments: what does the evidence tell you?
Data on populations in need	<p>Service Plan consultations have been carried out with service teams and Registered Tenant Organisations to brief on service aims and outcomes. We know that the Midlothian population will continue to grow and increasingly age. Building housing for varying needs will help to meet the needs of an ageing population.</p> <ul style="list-style-type: none"> ❖ Housing Needs & Demand Analysis ❖ Local Housing Strategy ❖ Housing Allocation Policy Review ❖ Rent Strategy Review ❖ Midlothian Council Tenant Survey 2017
Data on service uptake/access	<p>Housing Applications and Allocations Performance Monitoring equalities categories:</p> <ul style="list-style-type: none"> ▪ Gypsy Travellers ▪ BME ▪ Disabilities
Data on quality/outcomes	<p>Community Safety Performance Monitoring of equalities categories: Hate crime instances and incidents on race; religion or sectarianism; homophobia, disability; other hate crime.</p>
Research/literature evidence	<p>Scottish Housing Regulator thematic studies.</p> <p>Library strategy 2015-2020 - National Library of Scotland.</p> <p>Scottish Community Safety Network</p> <p>Chartered Institute of Housing</p> <p>Institute of Revenues Ratings and Valuation</p>

Service user experience information	The Local Housing Strategy (LHS) review will be carried out in 2018. This update will provide information on how the Council has performed in its commitments, including in terms of how well the housing needs of equality groups are being met in developing a revised LHS.
Consultation and involvement findings	All customers were invited to attend either a Rent Strategy Review or “Drop In” Event while some groups requested to meet with Council Officers to discuss strategic objectives. A similar process will be carried out in the 2018 Housing Allocation Policy Review.
Good practice guidelines	Scottish Housing Regulator thematic studies. Library strategy 2015-2020 - National Library of Scotland. Scottish Community Safety Network Chartered Institute of Housing Institute of Revenues Ratings and Valuation
Other (please specify)	The research and engagement with tenants and customers provide the Council and partners with relevant knowledge on the housing needs of equality groups which are then incorporated into future investment plans which includes specialist provision to meet identified needs.
Is any further information required? How will you gather this?	No

5. How does the policy meet the different needs of and impact on groups in the community?

	Comments – positive/ negative impact
<p>Equality Groups</p> <ul style="list-style-type: none"> • Older people, people in the middle years, • Young people and children • Women, men and transgender people (includes issues relating to pregnancy and maternity) • Disabled people (includes physical disability, learning disability, sensory impairment, long-term medical conditions, mental health problems) • Minority ethnic people (includes Gypsy/Travellers, migrant workers, non-English speakers) • Refugees and asylum seekers • People with different religions or beliefs (includes people with no religion or belief) • Lesbian, gay, bisexual and heterosexual people • People who are unmarried, married or in a civil partnership 	<p>Currently there is no evidence that any group or community is discriminated against by the policies or services delivered by Customer & Housing Services.</p>
<p>Those vulnerable to falling into poverty</p> <ul style="list-style-type: none"> • Unemployed • People on benefits • Single Parents and vulnerable families 	<p>Currently there is no evidence that any group or community is discriminated against by the policies or services delivered by Customer & Housing Services.</p>

<ul style="list-style-type: none"> • Pensioners • Looked after children • Those leaving care settings (including children and young people and those with illness) • Homeless people • Carers (including young carers) • Those involved in the criminal justice system • Those living in the most deprived communities (bottom 20% SIMD areas) • People misusing services • People with low literacy/numeracy • Others e.g. veterans, students 	
<p>Geographical communities</p> <ul style="list-style-type: none"> • Rural/ semi rural communities • Urban Communities • Coastal communities 	<p>Irrespective of the geographical location, the new build housing programme will comply with all current building regulations and follows best practice in line with the Council's policies on the environment.</p> <p>Consultations internally and externally continue to be carried out with all appropriate stakeholders ensuring input/comment on the proposed layouts / house types and mix.</p>

6. Are there any other factors which will affect the way this policy impacts on the community or staff groups?

No.

7. Is any part of this policy/ service to be carried out wholly or partly by contractors?

No.

If yes, how have you included equality and human rights considerations into the contract?

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8. Have you considered how you will communicate information about this policy or policy change to those affected e.g. to those with hearing loss, speech impairment or English as a second language?

We can translate or interpret on request and provide information or publications in other formats including Braille, British Sign Language, tape or large prints, as detailed in the Customer Services Strategy and the Tenant Participation & Engagement Strategy.

9. Please consider how your policy will impact on each of the following?

Objectives	Comments
Equality and Human rights	
Promotes / advances equality of opportunity e.g. improves access to and quality of services, status	Whilst there are significant resources available for developing housing, the demand for new affordable housing cannot be met during the lifetime of the Strategic Housing Investment Plan, therefore there are difficult decisions to be made on how best to meet the housing needs within the community, and this could impact upon all equality strands
Promotes good relations within and between people with protected characteristics and	The Local Housing Strategy and the Strategic Housing Investment Plan both provide delivery opportunities to provide affordable housing to meet

tackles harassment	the defined needs of communities in Midlothian. Policy reviews are carried out on the Housing Allocations Policy and the Rent Strategy Review to consider any necessary changes and identified actions.
Promotes participation, inclusion, dignity and self control over decisions	Customer & Housing Services consult with the wider community when taking decisions regarding service development and contribute to research on the specific equality strands.
Builds family support networks, resilience and community capacity	The allocation of recently developed housing is let in accordance with Midlothian Council's revised Housing Allocation Policy and ensures that the needs of equality strands have been assessed to ensure that the new policy does not discriminate against anyone in any way.
Reduces crime and fear of crime	Community Safety Performance Monitoring of equalities categories: Hate crime instances and incidents on race; religion or sectarianism; homophobia, disability; other hate crime.
Promotes healthier lifestyles including <ul style="list-style-type: none"> • diet and nutrition, • sexual health, • substance misuse • Exercise and physical activity. • Lifeskills 	The Strategic Housing Investment Plan targets the development of particular needs housing at up to 5% of new housing. These include amenity and wheelchair housing and other forms of housing, such as extra care housing. This will increase housing options for people living with disability and the elderly.
Environmental	
Reduce greenhouse gas (GHG) emissions in East Lothian (including carbon management)	The new build housing programme will comply with all current building regulations and follows best practice in line with the Council's policies on the environment.
Plan for future climate change	
Pollution: air/ water/ soil/ noise	

Protect coastal and inland waters	carried out with all appropriate stakeholders ensuring input/comment on the proposed layouts / house types and mix.
Enhance biodiversity	
Encourage resource efficiency (energy, water, materials and minerals)	
Public Safety: Minimise waste generation/ infection control/ accidental injury /fire risk	
Reduce need to travel / promote sustainable forms or transport	
Improves the physical environment e.g. housing quality, public and green space	
Economic	
Maximises income and /or reduces income inequality	The new build housing programme will comply with all current building regulations and follows best practice in line with the Council's policies. Community benefit provisions are included in the new build social housing programme tender process.
Helps young people into positive destinations	
Supports local business	
Helps people to access jobs (both paid and unpaid)	
Improving literacy and numeracy	
Improves working conditions, including equal pay	Community benefit provisions are included in the new build social housing programme tender process.
Improves local employment opportunities	

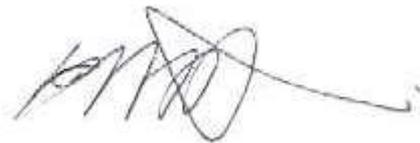
10. Is the policy a qualifying Policy, Programme or Strategy as defined by The Environmental Impact Assessment (Scotland) Act 2005?

No

11. Action Plan

Identified negative impact	Mitigating circumstances	Mitigating actions	Timeline	Responsible person

12. Sign off by Head of Service/ NHS Project Lead



Kevin Anderson
21 February, 2018