

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. 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.

2. 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.

3. Homelessness

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

4. Libraries

A significant increase in physical services across the library service with the interest generated from the new Hub facilities opened at Paradykes and Newbattle, and a matching increase in available online services.

A successful funding bid to the Scottish Library and Information Council (SLIC) Public Library Improvement Fund to building the Librarian Role into the Multi-Professional Healthcare Team in the health and wellbeing goals of the national Public Library Strategy. The overall aim of the project is to create a new service model connecting librarians, citizens, healthcare professionals and third sector in dynamic teams, to support self management, shared decision-making and health literacy, with Midlothian one of the three pilot Integrated Joint Boards in the first phase of the project.

Challenges and Risks

1. Revenues

While there is migration of housing costs entitlement to Universal Credit, the accurate and secure administration of Housing Benefit, which remains in place for pension benefit claimants and recently reintroduced for temporary accommodation homeless households, should be a priority and to support this Audit Scotland have scheduled a Benefit Performance Audit in Q3 period to take an informed view on the effective management and delivery of the service in Midlothian.

2. 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.

3. Housing

In the ESES City Deal Housing Workstream, the Housing Terms of Reference and governance arrangements are being finalised for future opportunities for collaboration. This includes an affordable housing overview collated from the Strategic Housing Investment Plan for Midlothian, which will be presented to Council for approval, to demonstrate the need for certainty of grant based on the analysed housing needs & demand and the track record of successful affordable housing delivery.













4. Risks

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Customer and Housing Complaints Indicator Summary

Provide an efficient complaints service

Indicator	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19			Annual Target 2018/19
	Value	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	167	82	47	85		Q2 18/19: Data Only	
Number of complaints closed in the year	N/A	N/A	27	48		Q2 18/19: Data Only	
Number of complaints upheld (cumulative)	N/A	N/A	3	11		Q2 18/19: Data Only	
Number of complaints partially upheld (cumulative)	N/A	N/A	0	11		Q2 18/19: Data Only	
Number of complaints not upheld (cumulative)	N/A	N/A	3	22		Q2 18/19: Data Only	
Average time in working days to respond to complaints at stage 1	4.7	3.2	3.5	6.5		Q2 18/19: Off Target Service addressing.	5
Average time in working days to respond to complaints at stage 2	14.6	14	12.5	12.5		Q2 18/19: On Target Improved performance.	20
Average time in working days for a full response for escalated complaints	N/A	N/A	9	9		Q2 18/19: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	64.9%	89.74%	70.83%	63.64%		Q2 18/19: Off Target Service addressing issues.	95%
Percentage of complaints at stage 2 complete within 20 working days	93.33%	100%	100%	100%		Q2 18/19: On Target Improved performance.	95%
Percentage of complaints escalated and complete within 20 working days	N/A	N/A	100%	100%		Q2 18/19: On Target	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)	N/A	N/A	1	1		Q2 18/19: Data Only	

Customer and Housing Services PI Summary 2018/19



Making the Best Use of our Resources

Priority	Indicator	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19			Annual Target 2018/19	Feeder Data	Value	
		Value	Value	Value	Value	Status	Note				Short Trend
02. Manage budget effectively	Performance against revenue budget	£13.442m	£11.509m	£11.942m	£11.982m		Q2 18/19: Off Target. The projected budget performance will be reported to the Council on 13th November 2018 and will show an overspend of £596,000		£11.386m		
03. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	5.76	2.39	1.40	2.81		Q2 18/19: On Target Improved performance.		5.76	Number of days lost (cumulative)	457.71
										Average number of FTE in service (year to date)	162.82

Corporate Health

Priority	Indicator	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19			Annual Target 2018/19	Feeder Data	Value	
		Value	Value	Value	Value	Status	Note				Short Trend
04. Complete all service priorities	% of service priorities on target / completed, of the total number	91.67%	75%	71.43%	42.86%		Q2 18/19: Off Target Actions off target relate to homelessness. Corrective actions contained in main report.		90%	Number of service & corporate priority actions	7
										Number of service & corporate priority actions on tgt/completed	3
05. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	98%	98%	98%	98%		Q2 18/19: On Target		95%	Number received (cumulative)	2,905
										Number paid within 30 days (cumulative)	2,853
06. Improve PI performance	% of PIs that are on target/ have reached their target.	50%	42.86%	50%	17%		Q2 18/19: Off Target 5 indicators off target. Challenges and corrective action detailed within report. A further 4 indicators which do not have targets, and are included for data only.		90%	Number on tgt/complete	1
										Total number of PI's	6
07. Control risk	% of high risks that have been reviewed in the last quarter	100%	100%	100%	100%		Q2 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	Q2 2017/ 18	Q1 2018/ 19	Q2 2018/19				Annual Target 2018/ 19	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
08. Implement improvement plans	% of internal/external audit actions progressing on target	33.33 %	100%	100%	100%		Q2 18/19: No internal/external audit actions outstanding. All actions complete.		90%	Number of internal/external audit actions on target or complete	0
										Number of internal/external audit actions in progress	0

Customer and Housing Services Action report 2018/19



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		50%	Q2 18/19: On Target Awarded £1,044,688 in Discretionary Housing Payments to 1483 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		50%	Q2 18/19: On Target Awarded £205,938 to 30 September 2018. £113,929 community care grants and £92,009 crisis grants within budget allocation year to date.

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%	Q2 18/19: On Target 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.

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%	Q2 18/19: Off Target School presentations for S5 and S6 planned during Q3.
CHS.P.3.2	Access to homelessness advice & assistance.	31-Mar-2019		25%	Q2 18/19: Off 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%	Q2 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.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.3.4	Minimise re-let timescales for temporary accommodation.	31-Mar-2019		15%	Q2 18/19: Off Target Delays returning temporary houses to Homeless Service due to resource issues and extensive works required to 4 properties. Delays in letting low support flats due to higher level of support required from homeless clients.

Customer and Housing Services PI Report 2018/19



Support people out of poverty and welfare dependency

PI Code	PI	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19			Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Status	Short Trend		
BS.CHS.P.1.1a	Number of calls received regarding Scottish Welfare Fund	9,181	2,210	2,287	2,344		↑	Q2 18/19: Data Only 2344 Scottish Welfare Fund calls received	
BS.CHS.P.1.1b	Number of calls leading to application to Scottish Welfare Fund	4,754	1,227	1,144	1,262		↑	Q2 18/19: Data only 1262 applications received - 753 awarded, 488 refused, 21 declined.	
BS.CHS.P.1.1c	% of applications to Scottish Welfare Fund dealt with within 48 hours	92.3%	93.39%	94.14%	94.92%		↑	Q2 18/19: Data Only 94.92% claims decided within 48 hours. 1198 applications on target from a total of 1262.	
CHS.P.1.1e	Average processing time for change of circumstances claim (internally calculated)	7 days	10 days	8 days	12 days		↓	Q2 18/19: Off Target Year to date 10 days. Anticipated improvement in Q3-Q4.	8 days 2015/16 Scottish Average - 7 days



Deliver further affordable housing

PI Code	PI	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19			Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Status	Short Trend		
CHS.P.2.1b	Number of housing units provided for particular needs with existing and new build stock.	14	14	0	2		↑	Q2 18/19: Off Target Extra care housing in Gorebridge has been delayed and will not complete during 2018/19. However, it is expected that construction will have begun on 43 specialist provision units during 2018/19.	10

PI Code	PI	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19			Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Status	Short Trend		
CR.RSS.OP.02	Total value of HB overpayments identified during the quarter	£1,407,609	£518,794	£296,844	£236,819			Q2 18/19: Data Only	
CR.RSS.OP.03	Total value of HB overpayments recovered during the quarter	£1,147,148	£487,332	£202,428	£211,805			Q2 18/19: In Year collection rate 77.62%. All years 10.73%.	
CR.RSS.OP.04	Total value of HB overpayments written off during the quarter	£140,485	£30,564	£14,029	£23,531			Q2 18/19: Data Only	
P.SG.CHS.2.1a	Number of social housing completions	88	41	69	76			Q2 18/19: On Target 60 Units delivered by Council and Housing associations for Social Rent, 16 Units for Mid Market Rent in Q1 and Q2.	100

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

PI Code	PI	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19			Annual Target 2018/19	Benchmark	
		Value	Value	Value	Value	Status	Short Trend			Note
BS.CHS.P.3.3a	Re-let time permanent properties (days)	50 days	52 days	45 days	55 days			Q2 18/19: Off Target Delays returning properties to Housing Services by Property Services (average 45 days) due to resource issues, capital work upgrades, structural repairs, condition of 8 properties due to damage outgoing tenants. Average time Housing Services to allocate property 10 days. This included 2 properties held for Home Office resettlement programme.	45 days	14/15 SHBVN peer group average 42 days
CHS.P.3.1a	Number of school homeless prevention presentations undertaken	30	0	0	0			Q2 18/19: Off Target School presentations for S5 and S6 planned during Q3.	80	
CHS.P.3.2a	Number of customers accessing Advice and Assistance Service	834	234	211	202			Q2 18/19: Data Only The number of households receiving advice and assistance is in line with previous seasonal trend.		

PI Code	PI	2017/18	Q2 2017/18	Q1 2018/19	Q2 2018/19				Annual Target 2018/19	Benchmark
		Value	Value	Value	Value	Status	Short Trend	Note		
CHS.P.3.4a	Re-let time temporary accommodation properties	47	36	41	46			Q2 18/19: Off Target Delays returning temporary houses to Homeless Service due to resource issues and extensive works required to 4 properties. Delays in letting low support flats due to higher level of support required from homeless clients.	35	

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	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
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	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
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	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	External Comparison
		Value	Value	Value	Value	Value	Value	Value	
HSN1b	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year	New for 2012/13			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).

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