



Midlothian

*Midlothian – A Great Place to Grow*

**Customer and Housing Services Plan**

**Year: 2016 - 2017**



## Community Safety, Housing Services, Revenues Services, Customer Services

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## 1. Customer & Housing Services Overview

Midlothian Council, along with all local authorities, has experienced and will continue to experience significant challenges as a result of constrained funding combined with demographic cost pressures and a number of additional national and local challenges including welfare reform and significant differences in social and economic equality across Midlothian.

As a result of government funding cuts, the Midlothian Council budget gap is expected to increase in future years and by 2020/21 it is estimated that it will be in the region of £30 million. The Council needs to cut costs and change our service design and delivery to make sure that we are able to deal with the future demands of a growing and ageing population.

By adopting a Transformation approach, we have become more efficient and at the same time we have delivered changes resulting in improvements to the way we work, the services we deliver and the quality of life experienced by local people. These changes are evidenced in the delivery of new affordable homes, new schools, improved recycling rates, improved positive destinations for school leavers and the arrival of the Borders railway. In addition we have successfully delivered significant changes and improvements to protect children and vulnerable adults and in the delivery of our customer services.

We understand that customer expectations are changing so we need to ensure that that the homes people live in and the services they receive meet their needs and aspirations as well as making sure they are also fit for our customers of the future.

Midlothian Council along with community planning partners has integrated the Local Outcome Improvement Plan into a single document – the Single Midlothian Plan (SMP). This approach signals the significant shift towards the need to ensure that Community Planning is at the core of all Council activities.

Service Plans provide a link to the local outcomes contained within the commitments of the Single Midlothian Plan, also any relevant legislation that is specific to the Service and to the strengths and improvement activities identified as part of self-evaluation. The SMP also provides the framework and direction of travel for the Councils' Transformation Strategy.

We set standards which reflect the needs, expectations and rights of our service users and the general public. We outline these standards in the Service Plan, which are set at a challenging level and are reviewed each year.

**The Single Midlothian Plan** (SMP) outlines the public's, Council's and partners short, medium and long term priorities by reflecting the Council's priorities and partners contributions to the Single Outcome Agreement (SOA). The Midlothian Community Planning Partnership (CPP) undertakes an annual data gathering exercise to produce the

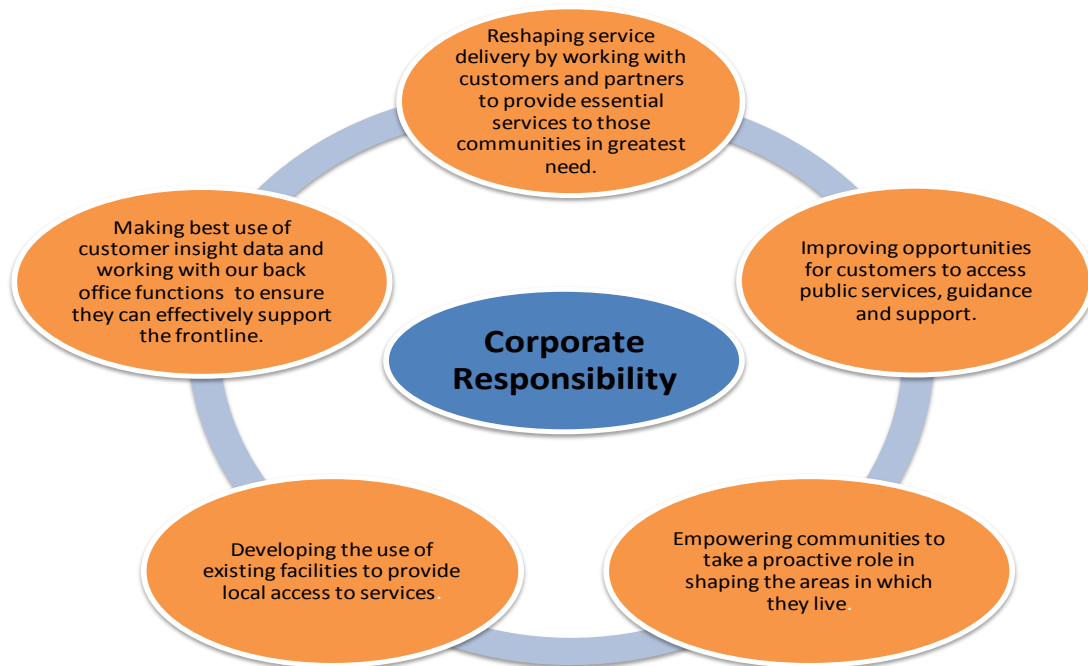
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Midlothian Profile. This is used as the starting point of the annual *strategic assessment* undertaken by the Community Planning Partnerships five thematic groups.

- Adult Health and Social Care
- Community Safety
- Sustainable Growth and Housing
- Improving Opportunities for People in Midlothian
- Getting It Right For Every Midlothian Child

The Council has developed a vision of **‘Midlothian – A Great Place to Grow’** as its main driver with the following 3 areas being identified as key priorities:

- Reducing inequalities in the health of our population
- Reducing inequalities in the outcomes of learning in our population
- Reducing inequalities in the economic circumstances of our population



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Customer & Housing Services (C&HS) consists of the following:

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

Further detail on the range of these services is provided below:

### 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.

### Community Safety and Justice Partnership

The Midlothian Community Safety & Justice Strategy sets out how the partnership will utilise systematic and collaborative approaches to ensure Midlothian is a safe place to live. **The Community Justice Outcomes Improvement Plan** sets out how the Partnership aims to reduce offending and re-offending. The Community Safety & Justice Partnership structure has been developed to maximise the effect of partnership working in reducing re-offending.

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## 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.

The Customer Service Strategy sets out our commitment to:

- Listen, engage and involve our customers in the future design of our services.
- Improve customer access and deliver services locally.
- Introduce new services and change the way we do things.
- Work in partnership with others and delivering services from co-localities.



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Since the project commenced we are meeting the challenge of transforming our service through significant service redesign in our customer service teams, the identified channel shift efficiencies, telephony integration, automation of applications and transactions and customer service asset rationalisation. In the initial phase we have:

- ❖ Realigned our customer service functions (libraries, customer service points, contact centre, and registration services) and created service flexibility and resilience through the implementation of phase 1 of the Customer Service staffing review.
- ❖ Developed and launched of a new responsive Council website to improve customer accessibility and functionality.
- ❖ Secured funding for the upgrade and extension of free public WiFi provision across libraries, our mobile library and right across our hub buildings.
- ❖ Signed up to the Digital Participation Charter, along with other organisations as part of a national initiative to promote digital participation and basic digital skills.
- ❖ Launched our new mobile library service into communities across Midlothian and established a shared service arrangement with our neighbours in East Lothian.
- ❖ Established the Mayfield Library and Customer Hub creating a place where we offer frontline services and pilot access and support locally within the community.

### 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 **Customer and Housing Services Workforce Plan**.

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## 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

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## 2. Service Challenges

### Delivering Excellence

Moving to a more agile and responsive approach to the delivery of change and service transformation will ensure that the council continues to identify and act on opportunities for continuous improvement, service efficiency and transformation across all areas of the council.

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

There is an ever increasing demand on resources brought about by service change, new legislation, inspection and the continual drive for efficiency. These challenges have to be met from within existing resources.

### 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

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## 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 risk whilst changes are made.

## Community Safety and Justice Strategy

The Scottish Government's vision for Community Justice in Scotland is a safer, fairer and more inclusive nation where we:-

- Prevent and reduce further offending by addressing its underlying causes; and
- Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefit of all citizens.

The new model for Community Justice, underpinned by the Act, brings a local perspective to community justice placing planning at a local level where decisions can be made by people that know their area best.

The Act places a legal duty on statutory Community Justice Partners to engage in this planning process and report annually on their progress towards improving community justice outcomes. Progress will be reported to a new national body, Community Justice Scotland. The statutory Community Justice Partners are Local Authorities, Health Boards, Police Scotland, The Scottish Fire and Rescue Service, Skills Development Scotland, Integration Joint Boards, The Scottish Courts and Tribunal Service and Scottish Ministers (in practice the Scottish Prison Service and the Crown Office and Procurator Fiscal Service).

The Act requires statutory partners to work together alongside the third sector, community bodies, communities, victims and their families, the families of people with convictions and people with convictions themselves to prepare a community justice outcomes improvement plan for the local authority area.

The Midlothian Community Justice Partnership Working Group (MCJPWG) has ensured that a coordinated approach has been taken to achieve delivery of the National Strategy for Community Justice as laid out within the Community Justice (Scotland) Act 2016. The MCJPWG reports directly to the Midlothian Community Safety & Justice Partnership Board (MCSJPB), providing relevant progress and performance updates. In turn the MCSJPB will scrutinise and challenge progress and where appropriate, action the MCJPWG to address any areas of concern. The MCSJPB in turn reports to the Midlothian Community Planning Board. Membership of the MCJPWG and MCSJPB comprises of statutory partners and several other agencies including representation from the third sector.

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## Welfare Reform

The loss of benefit resulting from the effects of Welfare Reform and the changes in housing benefit, along with the additional costs of transfer of duties to the Council in respect of crisis loans and other payments has a negative effect on the sustainability of the local economy and results in unsustainable demands being placed on the Council.

The underlying policy intent of the reforms is to support people off welfare benefits and into work and to reduce the complexity and administrative burden of the current system. Welfare Reform measures are resulting in a range of significant changes introduced across the full range of welfare benefits.

Impact assessment work undertaken at a national level, through COSLA and the Scottish Government recognised that there is a risk that the welfare reforms impact upon the current policy direction to move public sector service provision away from crisis intervention to prevention and early intervention. Rather than supporting people to be as independent as possible, to sustain their own tenancies and to prevent homelessness, welfare reform measures individually and cumulatively have the potential to see many households and individuals fast-tracked as crisis presentations. It is recognised that this could have repercussions on the capacity of public sector reform to dampen rising demand on services and shift resources from more expensive late intervention to cost effective prevention and early intervention.

## Universal Credit

Continued uncertainty around the roll out of Universal Credit and other elements of Welfare Reform including funding for supported housing and homeless temporary accommodation. Reductions in Universal Credit, the benefit cap, changes to disability benefits and eligibility and levels of housing support are areas of concern.

In Welfare Reform, the risk of Local Housing Allowance applied as a rent cap to all new social rented tenancies signed on or after 1 April, 2016 but delayed by Department of Work and Pensions (DWP) until April, 2019 means that the Council and Housing Associations risks delivery of affordable housing provision. Welfare Reform will impact on the longer term funding of temporary accommodation and the affordability of a significant part of the social rented stock to those applicants whose housing support will be limited to the Shared Accommodation Rate.

Universal Credit Full Service will commence for all claimants in Midlothian, except pensioner benefits, from 22 March, 2017. The Scottish Government propose to use its newly devolved Social Security powers to make Universal Credit payments more regular with the option of twice monthly payments instead of the current monthly payment. Social sector tenants will be permitted to have their rent paid directly to the landlord, and it is planned to extend this to the private sector also.

## Libraries

In the **National Strategy for Public Libraries in Scotland**, our focus locally is on demonstrating libraries contribution to the six national strategic aims identified in the strategy and measurement of those achievements against the national outcomes. Our priority work includes the launch of an initiative in partnership with registration services to ensure that every child in Midlothian is a library member from birth. This will support the delivery of improved literacy skills and life chances for our young people.

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In utilising funding from the Scottish Future's Trust, we extended WiFi provision across our buildings in order to promote digital inclusion for citizens of Midlothian. The extension of the WiFi network will also support our libraries Connect Online service in partnership with Volunteer Midlothian, offering a range of ways for customers to improve their digital literacy.

We will extend our Bibliotherapy services in partnership with community planning partners, voluntary organisations, mental health services and NHS Lothian to support improved health and wellbeing outcomes for those with mild-moderate mental ill health and long term conditions.

### City Deal

The ESES (Edinburgh and South East Scotland) City Deal continues to play an important part in the policy approach to housing, as a specific work stream which continues to be developed as a general "ask" in relation to the role of cities in economic development and public service delivery.

As a unique collaboration between the six local authorities and the UK and Scottish Governments it 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 continue the collaborative development and refinement of current proposals.

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### 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.

- **Future Model of Service Delivery** which sets out the principles of how we define the way in which our services are delivered, enabling us to support the priorities set out in the Council's Single Midlothian Plan.
- **Single Midlothian Plan:** actions in place to improve opportunities for customers to access public services and to develop the use of libraries and other places to provide people with local access to services.
- **Midlothian Profile:** annual compilation of statistical data, which includes details of population demographics and segmentation.
- **Effective Working in Midlothian:** interfaces with asset rationalisation and creating fit for purpose buildings to facilitate effective and efficient work practices, and act as a catalyst for change. Use of customer demand data to inform and align service delivery with customer requirements.
- **Neighbourhood Plans:** developed to empower communities to take a proactive role in shaping the areas in which they live.
- **Customer Complaints and Customer Satisfaction** framework to highlight service improvements and the implementation of actions plans.
- **Workforce Planning:** forming a key part of our organisational and service planning activities, to drive and support the delivery of strategic outcomes we need with the right people with the right knowledge, skills and behaviours.
- **Financial Strategy:** the reduction in grant funding reinforces the importance of the Financial Strategy and of its core objective of securing the Council's continued financial sustainability during what is and will continue to be an extended period of significant financial constraint coupled with increasing service demands and increasing customer expectations.

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## 4. Service Priorities

### Housing

- Ensuring compliance with legislation, regulation and the Scottish Social Housing Charter
- Improve level of tenants satisfied with the opportunities given to them to participate in their landlord's decision making process
- Managing our tenancies and contributing to the effective management of multi-tenure estates
- Ensuring properties are allocated as efficiently as possible in line with legislation
- Improved voids processes which deliver a faster turnaround of empty properties, while managing customer satisfaction

Although homeless presentations are decreasing, the number of people placed in temporary accommodation has increased at a cost of over £1M each year. Action is being taken to reduce this with alternative housing options developed across all available tenures – council; Registered Social Landlords; private rented, flat shares and the plans to re-use Pentland House and Midfield House for temporary accommodation use following Council approval.

### Customer Services

- Providing opportunities for participation and customer focused solutions
- Supportive services that enable people to live independently in the community
- Listen, engage and involve our customers in the design and delivery of our services
- Provide excellent customer service with first time resolution at first point of contact
- Improve customer access by fully utilising all available channels for the delivery of transactions
- Improve our customer experience by transforming the way we deliver services
- Putting customers at the centre of decision making

### Community Safety and Justice Partnership

- Provide a faster, more co-ordinated resolution of anti-social behaviour and breach of tenancy
- Responding to antisocial behaviour in our local communities through effective partnership working
- Delivery of preventative and early intervention work essential to the management of anti social behaviour impacts and reducing reoffending

### Revenues

- Improve rent collected as % of rent due
- Current tenant arrears as a percentage of the net amount of rent due in the year
- Improve Council Tax collected as % due



## 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 Local Performance Indicators 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.

## MIDLOTHIAN COUNCIL

### Customer and Housing Services

<b>SERVICE FUNCTION</b>	<b>Budget</b>	
	<b>2016/17</b>	<b>2017/18</b>
	<b>£</b>	<b>£</b>
Community Safety	830,761	489,363
Customer Services	866,760	1,000,312
Homelessness	1,616,220	1,429,208
Housing	460,795	473,759
Library Services	1,284,716	1,231,058
Revenues & Benefits	6,358,774	6,647,741
Service Management	234,770	236,918
<b>NET EXPENDITURE</b>	<b>11,652,796</b>	<b>11,508,357</b>
<b>SUBJECTIVE ANALYSIS</b>		
Employee Costs	4,771,964	5,005,205
Premises Costs	376,637	298,420
Transport Costs	69,871	74,651
Supplies and Services Costs	625,648	718,951
Third Party Payments	4,693,709	1,937,274
Transfer Payments	32,864,375	32,866,818
<b>GROSS EXPENDITURE</b>	<b>43,402,203</b>	<b>40,901,319</b>
<b>INCOME</b>	<b>31,749,407</b>	<b>29,392,962</b>
<b>NET EXPENDITURE</b>	<b>11,652,796</b>	<b>11,508,357</b>

**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

<b>Scrutiny / Self Assessment Activity 16/17</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
Scottish Housing Regulator - ARC	√	√									√	√
Customer Services Review	√	√	√	√	√	√	√	√	√			
Community Safety Service Review	√	√	√	√	√	√	√	√	√			
Internal Audit			√	√	√							

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## 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.

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

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.

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## 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.

## 6. Service Objectives

The following tables contain key service priorities, actions and indicators for 2017/18.

- Appendix A: The overall set of Single Midlothian Plan outcomes and priorities for 2016/19
- Appendix B: Key service priorities, actions and indicators for 2017/18
- Appendix C: Equalities Impact Assessment

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## **APPENDIX A: Single Midlothian Plan 3 year priorities 2016/19**

**Midlothian Community Planning Partnership Board agreed that all partners will focus for the 3 years on how they can contribute to:-**

- 1 Reducing inequalities in the health of our population
- 2 Reducing inequalities in the outcomes of learning in our population
- 3 Reducing inequalities in the economic circumstances of our population

**Each Thematic group has identified their 3 year priorities which link to the 3 agreed priorities stated above.**

### **ADULT HEALTH AND CARE (AHC)**

- 1 People are able to look after and improve their own health and wellbeing and live in good health for longer
- 2 People, including those with disabilities/long term conditions or are frail are able wherever possible, to live independently and in their own homes
- 3 Health and Social Care have contributed to reducing health inequalities
- 4 Unpaid carers are supported to look after their own health and wellbeing

### **COMMUNITY SAFETY (CS)**

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

### **GETTING IT RIGHT FOR EVERY MIDLOTHIAN CHILD (GIRFEMC)**

- 1 Children in their early years and their families are being supported to be healthy, to learn and to be resilient
- 2 All Midlothian children and young people are being offered access to timely and appropriate support through named person service
- 3 All care experienced children and young people are being provided with quality services
- 4 Children and young people are supported to be healthy, happy and reach their potential
- 5 Inequalities in learning outcomes have reduced

### **IMPROVING OPPORTUNITIES MIDLOTHIAN (IOM)**

- 1 Poverty Levels in Midlothian overall are below the Scottish average
- 2 Midlothian residents are successful learners and young people go on to positive destinations when they leave learning
- 3 There is a reduction in inequality in health outcomes
- 4 Citizens are engaged with service development and delivery

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## **SUSTAINABLE GROWTH (SG)**

- 1 New jobs and businesses are located in Midlothian
- 2 Midlothian's economic growth rate consistently outperforms the Scottish average
- 3 Midlothian is an attractive place to live, work and invest in
- 4 The gap between average earnings of the working age population living and working in Midlothian and the Scottish average has decreased
- 5 Environmental limits are better respected, especially in relation to waste, transport, climate change and biodiversity
- 8 More social housing has been provided taking account of local demand
- 9 Homelessness has reduced, and people threatened with homelessness can access advice and support services

## APPENDIX B: Customer and Housing Services Service Plan

2017-18						
Actions	Due Date	Performance Indicator	Target	Baseline	Previous trend data	Team
<b>Service Priority: CS - Reduction in Alcohol and Drug Misuse</b>						
Undertake a range of proactive communication and engagement activity regarding responsible alcohol consumption	31/3/18	Reduce the number of alcohol related hospital admissions (patients per 1,000 population)	360	374	15/16 - 377 14/15 - 371 13/14 - 377	Community Safety
Encourage licensed premises to apply for the best bar none scheme	31/3/18	No. of licensed premises participating in the Best Bar None scheme	increase to 5	4 (15/16)	15/16 - 4 14/15 - 4 13/14 - 3	Community Safety
<b>CS - Reduction in Crimes of Dishonesty</b>						
Target prolific housebreakers and thieves through ASBOs; CRASBOs and working in partnership with the ASBVO Group	31/3/18	The number of crimes of non- domestic house breaking (excluding businesses) - reduce by 1% on 3 year average.		294 = 3 year average	13/14 - 293 14/15 - 321 15/16 - 124 16/17 - 310	Community Safety
Work in partnership to raise public awareness of crime prevention through campaigns and crime prevention measures.	31/3/18	The number of crimes of house breaking to domestic dwellings - reduce by 1% on 3 year average.	142	3 year average	13/14 - 103 14/15 - 146 15/16 - 124	Community Safety
<b>SG - Support People out of poverty and welfare dependency</b>						
Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/17	Number of calls received regarding Scottish Welfare Fund (CH.SMP.12.01a)	Data Only		14/15 -6745	Revenues
Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/17	Number of calls leading to application for Scottish Welfare Fund	Data Only		14/15 -3914	Revenues
Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/17	% of claims to Scottish Welfare Fund dealt with within 48 hours	Data Only		14/15 97.2%	Revenues
Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/17	Average processing time for new claims (days)	21		12/13 - 20 13/14 - 23 14/15 - 20	Revenues
Support financially vulnerable households in mitigating Welfare Reform impact.	31/3/18	Average processing time for change of circumstances claim (days)	8	8	12/13 - 11 13/14 - 15 14/15 - 7	Revenues



2017-18						
Actions	Due Date	Performance Indicator	Target	Baseline	Previous trend data	Team
Award Scottish Welfare Fund monies in line with criteria set for crisis grants and community care grants to meet the needs of vulnerable claimants.	31/3/18	No Performance Indicator for this action				Revenues
<b>SG - Deliver further affordable housing</b>						
Deliver more social housing in partnership between Council, Registered Social Landlords (RSL) and private developers.	31/3/18	Social Housing - number of completions (SMP.SG.CH.5.1a 14/15 measure)	100		14/15 -50	Housing Strategy
Designate housing for particular needs with existing and new build stock.	31/3/18	Number of housing units provided for particular needs with existing and new build stock.	10	1	new measure	Housing Strategy
<b>SG - Homelessness has reduced, and people threatened with homelessness can access advice and support services</b>						
Prevent homelessness through delivery of an education programme	31/3/18	Number of school homeless prevention presentations undertaken.	12	12	12	Housing Services
Access to homelessness advice and assistance.	31/3/18	Number of customers accessing Advice and Assistance Service	Data Only		12/13 -899 13/14 -1232 14/15 -975	Housing Services
Minimise re-let timescales for mainstream housing.	31/3/18	Relet time Permanent properties (days)	45		12/13 -49 13/14 -48 14/15 -46	Housing Services
Minimise re-let timescales for temporary accommodation.	31/3/18	Relet time temporary accommodation properties (days)	35		new measure	Housing Services



**Lead contact:** Kevin Anderson  
Head of Customer & Housing Services

**Section A: Introduction**

**1. Title of policy, procedure or function being assessed**

Customer & Housing Service Plan 2016- 2017

**2. Divisions/organisations/groups involved in the assessment**

Customer & Housing Services Management Team

**3. Date**

29 February, 2016

**Section B: Information**

**4. Please describe the Policy, Procedure or Function you are impact assessing**

Service Objectives and management arrangements for Customer & Housing Services:

- Housing Services
- Community Safety
- Housing Planning & Performance
- Revenues Services
- Customer Services – Libraries, Contact Centre, Registrars

**5. What information and consultation data do you have to inform your assessment?  
What does it tell you?**

Service Plan consultations have been carried out with service staff 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.

- ❖ Housing Needs & Demand Analysis
- ❖ Local Housing Strategy
- ❖ Housing Allocation Policy Review 2015
- ❖ Rent Strategy Review 2015
- ❖ Council Housing New Build Survey
- ❖ Registered Tenant Organisations feedback
- ❖ All Midlothian Council Tenant Survey 2014

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Housing Applications and Allocations Performance Monitoring equalities categories:

- Gypsy Travellers
- BME
- Disabilities

All groups were also invited to attend either a Rent Strategy Review and Housing Allocation Policy Review or “Drop In” Events while some groups requested to meet with Council Officers to discuss strategic objectives, including addressing problems posed by empty homes. During these events, participants were asked to consider the priorities and a number of areas relating to new affordable housing provision were highlighted as priority areas.

The above areas of research and engagement 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.

An update on how the LHS is performing will be carried out in 2016. 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

Community Safety Performance Monitoring equalities categories: Hate crime instances and incidents on race; religion or sectarianism; homophobia, disability; other hate crime.

**6. Do you need more information or more consultation/engagement data?**

- *e.g. from different ethnic groups*
- *Lack of data is not a sufficient reason to conclude there is no impact. It is insufficient to state that a policy will affect everyone equally.*

Yes, with regard to the different equalities protected characteristics. More information on particular needs households would be useful. There is a need to undertake research into housing needs data regularly in order that it remains relevant and trends can be monitored, such as demographic change, household size etc.

Housing applications and allocations are also monitored for:

- Gypsy Travellers
- Minority Ethnic Households
- Households with Disabilities

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## **Section C: Assessment**

Midlothian Council equality impact assesses on **all** of the characteristics in the list below, so you should consider all of these in your assessment. If you want you can consider other groups as well, e.g. people on low incomes.

**Race** (this includes ethnic or national origins, colour and nationality);

**Disability** (a person who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities);

**Gender** (male/female);

**Age**;

**Sexual Orientation** (gay man, gay woman/lesbian, bisexual, heterosexual/straight, transgender);

**Religion or belief**;

**Pregnancy and maternity** (having just had a baby or being pregnant and/or being married or in a civil partnership);

**Gender reassignment** or transgender status (a person who is proposing to undergo, is undergoing or has undergone a process to change their sex)

**Marriage and Civil Partnership**

### **7. Think about the policy, practice or function you are assessing and**

- **people with the above characteristics**
- **people associated with them (e.g. a parent or carer)**
- **people mistakenly assumed to have the above characteristics**

**Would any of these have different needs, or be affected in different ways by what you are doing/proposing?**

For example:

- People may need, or benefit from, information provided in a particular format, like large print or easyread.
- A queuing system which relies on people standing for long periods will make it very difficult for some people to use the service.
- Charging more for a service is likely to affect people from several of the groups in the box above, as on average they have a lower income.

#### **i. Note any positive impacts on the above equalities groups**

Equalities implications are incorporated into all Customer & Housing Services policies.

The Strategic Housing Investment Plan is likely to have a positive impact across several equality strands due to it taking cognisance of relevant research and consultation activity. It also prioritises available resources in order to develop housing

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designated specifically for those with a Learning Disability and Complex Care Needs and for disabled war veterans.

**ii. Note any negative impacts on equalities groups**

Although at present we have no negative data impact on equalities groups, further engagement and consultation with our customers and stakeholders is achieved by pro-actively engaging and consulting with all our customers and stakeholders, data/information held will be more robust and any inequalities identified can either be removed or mitigated against.

**iii. How significant would this negative impact be, and what kind of numbers would be affected?**

Whilst there are significant resources available for developing housing, the demand for new affordable housing cannot be met during the lifetime of the SHIP, 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

**iv. Note any opportunities for making a positive impact on equalities groups.**

The Local Housing Strategy and the Strategic Housing Investment Plan both provide delivery opportunities to provide affordable housing to meet the defined needs of communities in Midlothian. Policy reviews carried out in 2015 were the Housing Allocations Policy, Rent Strategy Review and the Customer Services Review to consider any necessary changes and identified actions.

**Section D: Actions and Outcomes**

**8. Note any actions you will be taking as a result of this assessment:**

Think about what you can do to:

- minimise or remove any negative impacts, and
- maximise the opportunities for positive impacts

Ensure that the Council and its partners consult with the wider community when taking decisions regarding future housing development. Contribute to research on the housing needs of specific equality strands.

**9. Please note any actions you have already taken as a result of this assessment here.**

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.

Publicising current plans in the Strategic Housing Investment Plan may enable increased funding for future projects from the Scottish Government or assist when making bids for other funding sources.

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The SHIP 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.

**10. How will you track/monitor that these actions have been achieved?**

Customer & Housing Services Performance Management Framework:  
Access to performance information is now available through the online planning and monitoring system.

Performance information is gathered and reported on a monthly basis to the Customer & Housing Services Management Team, the Directorate Management Team (DMT) and quarterly to the Corporate Management Team (CMT) and Council.

Monthly performance is discussed with staff collectively through their team meetings and individual staff performance is monitored and discussed through their appraisal based on a competency framework.

The Customer & Housing Service Performance Indicators are target driven and measured. In addition to corporate and divisional priority indicators and actions, statistics are mainly captured in relation to Statutory & Local Performance Indicators.

The Council provides a service-by-service performance assessment in its annual public performance report. This includes trends and comparisons where available. Since the Scottish Housing Regulator inspection, performance against objectives and targets are set within the Customer & Housing Services Plan, which are reported quarterly and annually to the Council.

**11. If you have decided not to take any action please note why this is, and any justification, here.**

*A significant negative impact, even if it affects only a small number of people, should be addressed.*

Currently there is no evidence that any group or community is discriminated against by the policies or services delivered by Customer & Housing Services. 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.

**12. Is a more detailed assessment recommended?**

No.

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