

Customer and Housing Services Performance Report Quarter One 2019/20



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.

Access to Affordable Housing

Midlothian Council has been consulting with all tenants, housing list applicants and other key stakeholders on changes to the Housing Allocation Policy. A report on the consultation will be considered by elected members later in the year in order that the Policy continues to meet housing need and makes the best use of available housing.

Midlothian Council's Strategic Housing Investment Plan was approved during 2018. This sets out strategic investment priorities for affordable housing over a 5-year period. The Council continues to identify future sites for development as part of the programme of 1,000 new council homes being developed.

In Q1 the Council was able to hand the keys to new tenants in Danderhall, with 23 homes built by Miller Homes. These are the first council homes to be built as part of the plans for Shawfair in Midlothian.

Customer Services

An upgrade of telephony and the introduction of a Queuebuster call back solution will assist in periods of high demand. Libraries continue to see an increase in physical services especially in hub facilities at Loanhead and Newbattle coupled with an increase in usage of online services with the introduction of a new online newspaper and magazine service. A funding bid to the Scottish Library and Information Council (SLIC) School Library Improvement Fund for a bibliotherapist to work in both Lasswade and Newbattle joint public and school libraries has been successful. The aim of the project is to work with vulnerable young people using words and creative expression to increase their confidence. The ECALM (Every Child a Library Member) project has launched working closely with Registrar services to join every new baby registered within the authority.

Challenges and Risks

Homelessness

Demand on Homelessness Services continues to present a significant challenge with regard to the strategic objective of moving away fully from the use of bed and breakfast accommodation. In part, this is related to the significant shortage in the supply of affordable housing in Midlothian and the result is a significant length of time for many households spent in temporary accommodation. To address this, additional investment in temporary accommodation is being made in addition to investment in new affordable housing.

In order to develop actions relating to the Rapid Rehousing Transition Plan a Housing Options Development Officer is being recruited to develop further accommodation options and implement homeless prevention activities.

There is also the need to consider how best to accommodate homeless individuals who have complex needs. During 2019/20 the housing service will be developing its approach to providing 'housing first' to some individuals who need intensive housing support in order that they are able to sustain their tenancy.

Welfare Reform

The additional pressures presented by Welfare Reform are monitored in relation to income disruption to housing rent payments and Council Tax Reduction scheme, evident in increased arrears. The impact in Year 2 of Universal Credit Full Service in Midlothian, has demonstrated that although there continues to be an impact on rent arrears, the impact has been reduced which is likely to have been as a result of temporary accommodation reverting back to Housing Benefit and a reduction in the pace of new claimants applying to Universal Credit.

The Department for Work and Pensions have previously stated that up to 10,000 claimants would be moved to Universal Credit commencing with a pilot scheme to start in Harrogate on 24 July 2019. The process of moving people from the old system to the new system is known as 'managed migration'. All those in Harrogate moving to

Universal Credit will be personally supported by Jobcentre Plus staff to ensure they get the best possible service. The goal of the pilot is to learn as much as possible about how to help people to move onto Universal Credit. DWP have stated that they will increase numbers as slowly and gradually as necessary, expanding to further locations as required.

Whilst there is migration of housing costs entitlement to Universal Credit, the accurate and secure administration of Housing Benefit remains with Midlothian Council Revenues Services as required service provision for citizens across Midlothian. Audit Scotland published a Performance Audit report in May 2019 on the Council's Housing Benefit Service, which incorporated an agreed action plan to address the risks identified. Audit Scotland concluded that the proposed actions, including the increased automation of Local Council Tax Reductions notifications from DWP, will make a positive contribution to the continuous improvement of the service.

The number of applications received to the Scottish Welfare Fund for crisis grants and community care grants continues to increase with 1,400 applications received in quarter 1 (compared to 1,031 applications in quarter 1 last year). Demand and budget expenditure will continue to be monitored and priorities updated, if required.

Digital Customer

The Online Payments and Services (OPAS) project solution was approved and governed by a Project Team with members from relevant services however it has not been able to progress at this time. Online transactions are increasing across Council services with the recent Garden Waste project seeing an increase in online web forms and a successful library online assisted project. A new CRM is vital to give us the technology needed to make a shift to deliver more transactions online.

Suggested changes to priorities in Service Plan

Q1 19/20: No changes

Customer and Housing Services



Successes and Challenges

Corporate Performance Indicators (latest)

7 6 0 6

Service Plan Actions (latest)

4 8 0

Service Plan PIs (latest)

8 0 0 14

Service Risks (latest)

5

Corporate PIs Off Target as at 31st July 2019

PIs 7

- % of service priorities on target / completed, of the total number
- Average number of working days lost due to sickness absence (cumulative)
- % of Service PIs that are on target/ have reached their target. (does not include
- Percentage of complaints at stage 1 complete within 5 working days
- Percentage of complaints escalated and complete within 20 working days
- Performance against revenue budget
- % of internal/external audit actions progressing on target

Service Plan Actions Off Target as at 31st July 2019

Actions 3

- Prevent homelessness through the delivery of an education programme
- Minimise re-let timescales for mainstream housing.
- Minimise re-let timescales for temporary accommodation.

Service Plan PIs Off Target as at 31st July 2019

PIs 8

- Re-let time permanent properties (days)
- Average processing time for new claims (internally calculated)
- Average processing time for change of circumstances claim (internally calculated)
- Percentage of housing units provided for particular needs with existing and new build stock.
- Number of school homeless prevention presentations undertaken
- Re-let time temporary accommodation properties
- In-year recovery of overpayments - % of all HB overpayments identified during the financial year
- All recovery overpayments - as a % of all HB overpayment debt

High Risks as at 31st July 2019

Risks 0

5 Risks at Medium and 0 Risks are high

Key PIs

- Off Target
- On Target
- Data Only Indicator
- Data is not yet available

Key Actions

- Off Target
- On Target/Complete
- Data is not yet available

Key PIs

- Off Target
- On Target
- Data Only Indicator
- Data is not yet available

Key Risks

- High Risk / Medium Risk
- Data is not yet available

Customer and Housing Services PI Summary 2019/20



Making the Best Use of our Resources

Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
01. Manage budget effectively	Performance against revenue budget	£12.102m	£11.942m	£11.949m		Q1 19/20: Off Target It is recognised that there was an overspend within Housing Services which is partly due to continued pressure for homeless accommodation. To address this the team are developing an additional HMO, homeless family accommodation and additional furnished temporary accommodation to reduce the current level of expenditure on bed and breakfast accommodation.				
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	8.20	1.40	2.98		Q1 19/20: Off Target Performance review and monitoring is in place to ensure improvement and practice sustained.		5.76	Number of days lost (cumulative)	415.49
									Average number of FTE in service (year to date)	139.35

Corporate Health

Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
03. Complete all service priorities	% of service priorities on target / completed, of the total number	57%	71.43%	75%		Q1 19/20: Off Target Corrective actions contained in main report.		90%	Number of service & corporate priority actions	12
									Number of service & corporate priority actions on tgt/completed	9
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	97%	98%	98%		Q1 19/20: On Target		95%	Number received (cumulative)	1,204
									Number paid within 30 days (cumulative)	1,176
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)	28.5%	50%	53.33%		Q1 19/20: Off Target Challenges and corrective action detailed within report.		90%	Number on tgt/complete	8
									Total number of PI's	15
06. Control risk	% of high risks that have been reviewed in the last quarter	0%	100%	100%		Q1 19/20: On Target		100%	Number of high risks reviewed in the last quarter	0
									Number of high risks	0

Improving for the Future

Priorities	Indicator	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target	100%	100%	66.67%		Q1 19/20: Off Target		90%	Number of internal/external audit actions on target or complete	2
									Number of internal/external audit actions in progress	3

Customer and Housing Complaints Indicator Summary

Commitment to valuing complaints

Indicator	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20
	Value	Value	Value	Status	Note	
Number of complaints received (cumulative)	160	47	47		Q1 19/20: Data Only	
Number of complaints closed in the year	153	27	42		Q1 19/20: Data Only	
Number of complaints upheld (cumulative)	18	3	6		Q1 19/20: Data Only	
Number of complaints partially upheld (cumulative)	16	0	2		Q1 19/20: Data Only	
Number of complaints not upheld (cumulative)	106	3	12		Q1 19/20: Data Only	
Average time in working days to respond to complaints at stage 1	6.5	3.5	1.7		Q1 19/20: On Target Improved Performance	5
Average time in working days to respond to complaints at stage 2	13.5	12.5	0		Q1 19/20: On Target	20
Average time in working days for a full response for escalated complaints	9.75	9	2		Q1 19/20: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	63.45%	70.83%	50%		Q1 19/20: Off Target Service monitoring performance	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%		Q1 19/20: On Target	95%
Percentage of complaints escalated and complete within 20 working days	75%	100%	50%		Q1 19/20: Off Target Service monitoring performance	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (cumulative)	0	0	0		Q1 19/20: Data Only	

Customer and Housing Services Action report 2019/20



01. Support people out of Poverty and Welfare Dependency




Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.1.1	Support financially vulnerable households in mitigating Welfare Reform impact.	31-Mar-2020		25%	Q1 19/20: On Target Awarded £953,888 in Discretionary Housing Payments to 1294 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-2020		25%	Q1 19/20: On Target Awarded £123,568 to 30 June 2019. £61,708 community care grants and £61,860 crisis grants within budget allocation year to date.

02. Deliver further affordable housing


Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.2.1	Number of social housing completions	31-Mar-2020		25%	Q1 19/20: On Target 23 units now completed in Danderhall. 6 open market purchases completed.
CHS.P.2.2	Designate housing for particular needs within existing and new build stock	31-Mar-2020		25%	Q1 19/20: On Target 239 specialist provision units planned with three sites for extra care housing and one site for complex care needs identified.

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



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.3.1	Prevent homelessness through the delivery of an education programme	31-Mar-2020		0%	Q1 19/20: Off Target No classes delivered due to exam preparation. Education programme will recommence during Q2. Scottish Qualifications Authority (SQA) accredited pre-tenancy course successfully rolled out to a group of care experienced young people and homeless households resident in supported service at Pentland House, Penicuik.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.3.2	Access to homelessness advice & assistance	31-Mar-2020		25%	Q1 19/20: Off Target All homeless households receive appropriate advice and assistance in accordance with good practice.
CHS.P.3.3	Minimise re-let timescales for mainstream housing.	31-Mar-2020		15%	Q1 19/20: Off Target An increase in the average days with Building Services from 39 days in 2018/19 to 46 days. Building Services action is to increase resource capacity by appointing a multi trade contractor. Average days with Housing Services is 10 consistent with 2018/19 performance.
CHS.P.3.4	Minimise re-let timescales for temporary accommodation.	31-Mar-2020		15%	Q1 19/20: Off Target Average days with Building Services - 21. Average days with temporary accommodation service - 26. Long lead in time for small pool of properties with 5 allocated to Multi-agency public protection arrangements (MAPPA) and Social Work clients. In addition, continued delays letting a small number of self-contained properties due to the furnishing contractor, this is subject to ongoing monitoring.


04. Revenues - HB accuracy and Interventions

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.4.1	Maximise recovery of HB Overpayment debt	31-Mar-2020		25%	Q1 19/20: On Target £166,650 recovered in quarter - in-year 69% .all years 5%.

05. Libraries - Library activity

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.5.1	Access to library services, events and information	31-Mar-2020		25%	Q1 19/20: On Target Aim to increase footfall through libraries at the same time as increasing the proportion of interactions electronically. Events plan in place for the promotion of physical library services including the Summer Reading Challenge in July & August, Midlothian Science Festival October, Book Week Scotland November. Promotion of all services is planned for Libraries Week in October. Promotion of all services and events through social media and within branches.
CHS.P.5.2	Access to online library services, eResources and social media	31-Mar-2020		25%	Q1 19/20: On Target Aim to increase the proportion of interactions electronically. eResources promotional plan underway with taster sessions and promotional roadshows planned for libraries tying in with the events plan.

06. Customer Services - Electronic Communication

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.6.1	Increased access to Council services, feedback and information	31-Mar-2020		25%	<p>Q1 19/20: On Target Aim to increase the proportion of electronic interactions.</p> <p>OPAS project on hold for the moment.</p> <p>Social media interactions continue to rise and be promoted</p>

Customer and Housing Services PI Report 2019/20



01. Support people out of Poverty and Welfare Dependency

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
BS.CHS.P.1.1a	Number of calls received regarding Scottish Welfare Fund	9,607	2,287	2,567			Q1 19/20: Data Only 2567 Scottish Welfare Fund calls received	
BS.CHS.P.1.1b	Number of calls leading to application to Scottish Welfare Fund	5,116	1,144	1,400			Q1 19/20: Data only 1400 applications received - 830 awarded, 546 refused, 24 declined.	
BS.CHS.P.1.1c	% of applications to Scottish Welfare Fund dealt with within 48 hours	95.03%	94.14%	94.57%			Q1 19/20: Data Only 94.57% claims decided within 48 hours. 1324 applications on target from a total of 1400.	
CHS.P.1.1e	Average processing time for change of circumstances claim (internally calculated)	7 days	8 days	11 days			Q1 18/19: Off Target. Year to date 11 days.	8 days 2015/16 Scottish Average - 7 days
CHS.P.1.2a	Total amount granted from Scottish Welfare Fund for crisis grants and community care grants	N/A	N/A	353,183			Q1 19/20: Data Only Awarded £123,568 to 30 June 2019. £61,708 community care grants and £61,860 crisis grants within budget allocation year to date.	

02. Deliver further affordable housing





PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
CHS.P.2.2a	Percentage of housing units provided for particular needs with existing and new build stock.	2	0	0			Q1 19/20: Off Target No specialist provision units completed.	10

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
P.SG.CHS.2.1a	Number of social housing completions	116	69	45			Q1 19/20: On Target 29 units provided by the Council. 16 RSL completions.	100	





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

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.3.3a	Re-let time permanent properties (days)	49 days	45 days	56 days			Q1 19/20: Off Target An increase in the average days with Building Services from 39 days in 2018/19 to 46 days. Building Services action is to increase resource capacity by appointing a multi-trade contractor. Average days with Housing Services is 10 days consistent with 2018/19 performance.	45 days	14/15 SHBVN peer group average 42 days
CHS.P.3.1a	Number of school homeless prevention presentations undertaken	30	0	0			Q1 19/20: Off Target No classes delivered due to exam preparation. Education programme will recommence during Q2. Scottish Qualifications Authority (SQA) accredited pre-tenancy course successfully rolled out to a group of care experienced young people and homeless households resident in supported service at Pentland House, Penicuik.	80	
CHS.P.3.2a	Number of customers accessing Advice and Assistance Service	826	211	223			Q1 19/20: Data Only		
CHS.P.3.4a	Re-let time temporary accommodation properties	40	41	46			Q1 19/20: Off Target Average days with Building Services - 21. Average days with temporary accommodation service - 26. Long lead in time for small pool of properties with 5 allocated to Multi-agency public protection arrangements (MAPPA) and Social Work clients. In addition, continued delays letting a small number of self-contained properties due to the furnishing contractor, this is subject to ongoing monitoring.	35	

04. Revenues - HB accuracy and Interventions



PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
CHS.P.4.1a	In-year recovery of overpayments - % of all HB overpayments identified during the financial year	N/A	N/A	69%			Q1 19/20: £166,649.80 recovered to 30 June 2019	80%
CHS.P.4.1b	All recovery overpayments - as a % of all HB overpayment debt	N/A	N/A	5%			Q1 19/20: 4.55% as at 30 June 2019	30%

05. Libraries - Library activity




PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend		
CHS.P.5.1a	Number of physical library visits	N/A	N/A	194,714			<p>Q1 19/20: Data Only The changing usage of our libraries continues to be demonstrated in the increase in both physical and virtual visits in this first quarter of the year.</p> <p>Physical visits continue to grow with hub libraries registering higher visitor figures compared to last year. Out of hours access is also leading to an increased physical footfall.</p> <p>Promotion of eResources along with an extensive events and activities plan delivered in library venues has led to a 45% increase from the previous year.</p>	
CHS.P.5.2a	Number of virtual library visits	N/A	N/A	185,584			<p>Q1 19/20: Data Only Customers continuing to demonstrate that they value both the physical library space as well as the availability of virtual library space.</p> <p>The expected increase in electronic interactions is continuing 12.5% since last</p>	



PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
							<p>year, supported by service-wide promotions such as eResource taster sessions and workshops as stand-alone events and tying in with event plan alongside the continuous growth and promotion of these resources.</p> <p>A consistent social media plan has led to increased interaction and electronic footfall.</p>		

06. Customer Services - Electronic Communication

PI Code	PI	2018/19	Q1 2018/19	Q1 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Status	Short Trend	Note		
CHS.P.6.1a	Number of webforms, emails and social media contact received by Contact Centre	N/A	N/A	7,122			<p>Q1 19/20: Data Only Customers continue to access Council services and information through electronic methods.</p> <p>The introduction of online 'only' services such as Garden Waste has contributed to the 109% increase coupled with new data being captured social work emails for example.</p> <p>New ways of increasing online interaction such as access to the Scottish Welfare Fund are being investigated.</p>		

Customer & Housing Service Risks

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
Generic - Health and Safety	<p>Customer & Housing Services staff are in contact with members of the public and individual staff have a duty of care to safety in addition to the Corporate duties.</p> <p>Risk Cause: Unacceptable behaviour by customers.</p> <p>Risk Event: Potential escalation scenarios for employees to manage threats, abuse or potential violence.</p> <p>Risk Effect: Threats, abuse, injury or potential violence.</p>	<p>01 - Observance of Council's health and safety policies 02 - Employer's and Public Liability insurance cover 03 - Development corporately of PVP risk register 04 - Risk Assessment into risk exposures</p>		<p>Development of an Unacceptable behaviour policy</p>	
Generic - Fraud, Waste & Error	<p>The Risk Management Group has this risk included in each Services risk register.</p> <p>Risk Cause: Fraudulent activity.</p> <p>Risk Event: During a period of significant business transformation internal control systems could be weakened and fraud could be experienced</p> <p>Risk Effect: Loss of resources or income experienced, or prospective gain resulting from fraudulent activity.</p>	<p>01 - Observance and dissemination of Council's Fraud and Corruption Policy 02 - Code of Conduct for Employees 03 - Upkeep of authorised signatories system 04 - Managerial supervision of processes 05 - Managers been briefed in Financial Directives 06 - software provider confirm currently no facility to segregate applicants for available houses.</p>			
Generic - Business Continuity	<p>Potential risk of events impacting on standard business systems, practice or work locations.</p>	<p>1. Fire Plans for workplaces 2. Bomb Threat plans for workplaces 3. Business continuity plans for workplaces</p>			

Risk Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note
	<p>Risk Cause: Disruption to workplace or service delivery.</p> <p>Risk Event: Unplanned events</p> <p>Risk Effect: Potential impact on employees and/or customers and/or viability of service delivery.</p>				
<p>Generic - Information Management and Data Protection</p>	<p>Control of information and data. Customer & Housing Services have constant use of personal and sensitive data.</p> <p>Risk Cause: Data protection breach</p> <p>Risk Event: Disclosure of third party information</p> <p>Risk Effect: Loss or damage caused to customer or third party by inadvertent or deliberate action.</p>	<p>01 - Part of Corporate IMG 02 - Divisional IMG 03 - Staff awareness and training 04 - Computer systems; Permission levels e.g. community safety access to the Police database 05 - Control built into competency appraisals</p>			
<p>Revenues - Council Tax & Benefits IT system to meet changing requirements in Welfare Reform and Local Taxation</p>	<p>Further work is required to available systems.</p> <p>Risk Cause: Non integrated systems functionality between DWP or Scottish Government or Midlothian Council</p> <p>Risk Event: Data transfer delays or mismatch to requirements.</p> <p>Risk Effect: Loss of data or loss of income.</p>	<p><u>The main internal controls are:-</u> 01 - New system implemented following PRINCE2 principles, ensuring stable supplier, system, reference sites etc. 02 - Documented procedures for all system control activities and staff now familiar with management of the new system. 03 - Full suite of reconciliations with other applications and third parties 04 - Well embedded process for testing and implementation of new releases. 05 - Procedures in place to process ATLAS changes on daily basis. 06 - Sheriff Officer Interface with Walker Love implemented.</p>			

Published Local Government Benchmarking Framework – Customer and Housing Services



Corporate Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
CORP4	Corporate Indicator - Cost of collecting council tax per dwelling (LGBF)	£15.76	£15.08	£15.41	£14.72	£11.18	£11.40	£9.80	£9.25	17/18 Rank 25 (Bottom Quartile). 16/17 Rank 19 (Third Quartile). 15/16 Rank 21 (Third Quartile). 14/15 Rank 17 (Third Quartile).
CORP7	Corporate Indicator - Percentage of income due from council tax received by the end of the year %	93.0%	93.6%	93.2%	91.8%	93.8%	94.4%	94.5%	95.1%	17/18 Rank 26 (Bottom Quartile). 16/17 Rank 29 (Bottom Quartile). 15/16 Rank 29 (Bottom Quartile). 14/15 Rank 31 (Bottom Quartile).

Culture and Leisure

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£3.32	£3.32	£2.74	£2.82	£2.58	£1.73	£1.02	£1.25	17/18 Rank 6 (TOP Quartile). 16/17 Rank 3 (TOP Quartile). 15/16 Rank 5 (TOP Quartile). 14/15 Rank 11 (Second Quartile).
C&L5a	Corporate Indicator - Percentage of adults satisfied with libraries (LGBF)	82.8%	N/A	78%	80.6%	77%	68.33%	66.67%	66%	17/18 Rank 30 (Bottom Quartile). 16/17 Rank 31 (Bottom Quartile). 15/16 Rank 31 (Bottom Quartile). 14/15 Rank 25 (Bottom Quartile).

Housing Services

Code	Title	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	External Comparison
		Value	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 2013/14			4.3%	6.57%	6.85%	6.39%	6.92%	17/18 Rank 12 (Second Quartile). 16/17 Rank 13 (Second Quartile). 15/16 Rank 16 (Second Quartile). 14/15 Rank 18 (Third Quartile).
HSN2	Percentage of rent due in the year that was lost due to voids	1.4%	1.3%	1.6%	1.6%	0.6%	0.8%	0.5%	0.7%	17/18 Rank 6 (TOP Quartile). 16/17 Rank 4 (TOP Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).