

## Progress in delivery of strategic outcomes

### Customer Services

An upgrade of telephony systems has led to more comprehensive reporting and increased visibility of calls. Service redesign of the Scottish Welfare Fund is looking to provide an online service which will help drive efficiencies and lead to a better customer journey. Employees and Trade Unions engaged positively with Phase 3 of the Customer Service Review which has focussed on library opening hours. A total of 833 children joined with 485 completing this year's Summer Reading Challenge with over 1600 children attending library events during the summer. The ECALM (Every Child a Library Member) project works closely with Registrar services and has seen 53 new members. The Write Space Bibliotherapy project has launched working with vulnerable young people in Newbattle and Lasswade High Schools.

### 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. A large number of sites now have planning permission and are under construction as part of Midlothian Council's new build council housing programme. Areas with sites under construction or due to go under construction during 2019/20 include:

- Bilston
- Bonnyrigg
- Dalkeith
- Danderhall
- Gorebridge
- Loanhead
- Mayfield
- Newtongrange
- Penicuik
- Pathhead

### Addressing Homelessness

As a result of the submission of Midlothian's Rapid Rehousing Transition Plan, the Scottish Government announced that Midlothian Council will receive a further £141,000 in funding to support the homeless projects which have been identified in the Plan. This will help support a reduction in the time it takes to provide permanent accommodation to homeless households.

The Housing Support Service is currently going through a tendering process in order that one single support provider contract is in place from 2020/21. This will provide an improved service to households who require housing support services.

## Challenges and Risks

### Digital Customer

The Online Payments and Services (OPAS) project solution has been approved with the procurement process governed by the Project Board and implementation by a Project Team with members from relevant services. Engagement with Scotland Excel has led to the project moving at pace but there is a risk that 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.

### 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.

Officers are increasing the provision of temporary accommodation in Midlothian to reduce the need for bed and breakfast accommodation. This includes:

- Increased use of properties within the housing stock for temporary accommodation

- Purchases of properties on the open market for temporary accommodation
- Refurbishment of two existing buildings for use as temporary accommodation.
- Conversion of a block of maisonettes for use as accommodation for homeless families.
- Developing an approach to housing first for homeless people with high support needs.
- Upgrading housing support in an HMO to meet support needs.

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. 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. Demand and budget expenditure will continue to be monitored and priorities updated, if required, in relation to the number of applications received to the Scottish Welfare Fund for crisis grants and community care grants.

# Customer and Housing Services



## Successes and Challenges

**Corporate Performance Indicators (latest)**

● 6   ● 7   ? 0   ? 6

**Service Plan Actions (latest)**

▲ 4   ● 8   ? 0

**Service Plan PIs (latest)**

● 7   ● 2   ? 0   ? 11

**Service Risks (latest)**

▲ 5

**Corporate PIs Off Target as at 31st October 2019**

**PIs ● 6**

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

**Service Plan Actions Off Target as at 31st October 2019**

**Actions ▲ 4**

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

**Service Plan PIs Off Target as at 31st October 2019**

**PIs ● 7**

- 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
- All recovery overpayments - as a % of all HB overpayment debt

**High Risks as at 31st October 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	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Feeder Data	Value	
		Value	Value	Value	Value	Status	Note				Short Trend
01. Manage budget effectively	Performance against revenue budget	£12.102m	£11.982m	£11.949m	£11.852m		<b>Q2 19/20: Off Target</b> 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	2.81	2.98	7.19		<b>Q2 19/20: Off Target</b> Monitoring in place.		5.76	Number of days lost	1,002.74
										Number of FTE in service	139.53

## Corporate Health

Priorities	Indicator	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Feeder Data	Value	
		Value	Value	Value	Value	Status	Note				Short Trend
03. Complete all service priorities	% of service priorities on target / completed, of the total number	57%	42.86%	75%	66.67%		<b>Q2 19/20: Off Target</b> Corrective actions contained in main report.		90%	Number of service & corporate priority actions	12
										Number of service & corporate priority actions on tgt/completed	8
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	97%	98%	98%	96%		<b>Q2 19/20: On Target</b>		95%	Number received (cumulative)	2,378
										Number paid within 30 days (cumulative)	2,283
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)	28.5%	17%	16.67%	16.67%		<b>Q2 19/20: Off Target</b> Challenges and corrective action detailed within report.		90%	Number on tgt/complete	1
										Total number of PI's	6

06. Control risk	% of high risks that have been reviewed in the last quarter	0%	100%	100%	100%		Q2 19/20: On Target		100%	Number of high risks reviewed in the last quarter	0

**Improving for the Future**

Priorities	Indicator	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20				Annual Target 2019/20	Feeder Data	Value
		Value	Value	Value	Value	Status	Note	Short Trend			
07. Implement improvement plans	% of internal/external audit actions progressing on target	100%	0%	66.67%	66%		Q2 19/20: Off Target 3 outstanding actions. 2 actions under review.		90%	Number of internal/external audit actions on target or complete	2

# Customer and Housing Complaints Indicator Summary

## 01.4 Commitment to valuing complaints

Indicator	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20
	Value	Value	Value	Value	Status	Note	
Number of complaints received (quarterly)	160	85	47	66		Q2 19/20: Data only	
Number of complaints closed in the year	155	48	42	45		Q2 19/20: Data only	
Number of complaints upheld (quarterly)	18	11	6	11		Q2 19/20: Data only	
Number of complaints partially upheld (quarterly)	16	11	2	8		Q2 19/20: Data only	
Number of complaints not upheld (quarterly)	108	22	12	21		Q2 19/20: Data only	
Average time in working days to respond to complaints at stage 1	6.4	6.5	1.7	2.7		Q2 19/20: On Target	5
Average time in working days to respond to complaints at stage 2	14	12.5	0	15		Q2 19/20: On Target	20
Average time in working days for a full response for escalated complaints	5.86	9	2	3		Q2 19/20: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	64.34%	63.64%	50%	90.48%		Q2 19/20: Off Target Service addressing issues	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	100%	100%	100%		Q2 19/20: On Target	95%
Percentage of complaints escalated and complete within 20 working days	71.43%	100%	50%	100%		Q2 19/20: On Target	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	0	0	0	0		Q2 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		50%	<b>Q2 19/20:</b> On Target Awarded £939,052 in Discretionary Housing Payments to 1385 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		50%	<b>Q2 19/20:</b> On Target Awarded £230,130 to 30 September 2019. £106,670 community care grants and £123,460 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		50%	<b>Q2 19/20:</b> On Target 23 units completed in Danderhall. 18 open market purchases completed.
CHS.P.2.2	Designate housing for particular needs within existing and new build stock	31-Mar-2020		50%	<b>Q2 19/20:</b> 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%	<b>Q2 19/20:</b> Off Target No classes delivered in Q2 due to exam preparation and school holidays. Education programme will recommence during Q3, with sessions booked in at Beeslack, Penicuik and Newbattle secondary schools week beginning 7th October. Lasswade, St David's and Dalkeith High Schools have sessions booked in for Q4.
CHS.P.3.2	Access to homelessness advice & assistance	31-Mar-2020		50%	<b>Q2 19/20:</b> On Target

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.3.3	Minimise re-let timescales for mainstream housing.	31-Mar-2020		40%	<b>Q2 19/20: Off Target</b> An improvement in performance from Q1 by 4 days. A decrease in the average days with Building Services from 46 days in Q1 to 43 days. Building Services key actions is to increase resource capacity by appointing a multi trade contractor from mid-November and to review void process with Housing Services. Average days with Housing Services is 9 days.
CHS.P.3.4	Minimise re-let timescales for temporary accommodation.	31-Mar-2020		30%	<b>Q2 19/20: Off Target</b> An improvement in performance from Q1 by 4 days. The average days with Building Services was 18 compared to 21 days Q1. The average days with the temporary accommodation service was 24 compared to 26 days Q1. There were delays in letting low support shared accommodation and extensive works required to 6 properties. Building Services key actions is to increase resource capacity by appointing a multi trade contractor from mid-November and review the void process with Housing Services.

#### 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		50%	<b>Q2 19/20: On Target</b> £365,906 recovered in quarter - in-year 96%. all years 10%.

#### 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		50%	<b>Q2 19/20: On Target</b> Physical visitor figures remain stable with a programme of summer events attracting footfall. Unstaffed hours in Loanhead and Newbattle Libraries remain popular and extend opening hours and access to services and information. 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		50%	<b>Q2 19/20: On Target</b> Figures for virtual visits have dropped dramatically as a result of changing criteria for gathering data. Followers and 'likes' are still continuing to increase across both platforms. National and local campaigns such as the Summer Reading Challenge and Midlothian Science Festival continue to have a large virtual audience and drive interactions. Users and downloads for eResources continue to increase.



**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		50%	<b>Q2 19/20: On Target</b> OPAS project is moving at pace and will provide increased options to accessing Council services and information. Service re-design for the Scottish Welfare Fund is underway.

# Customer and Housing Services PI Report 2019/20



## 01. Support people out of Poverty and Welfare Dependency

PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Status	Short Trend		
BS.CHS.P.1.1a	Number of calls received regarding Scottish Welfare Fund	9,607	2,344	2,567	2,406		↓	<b>Q2 19/20:</b> Data Only 2406 Scottish Welfare Fund calls received	
BS.CHS.P.1.1b	Number of calls leading to application to Scottish Welfare Fund	5,116	1,262	1,400	1,317		↓	<b>Q2 19/20:</b> Data only 1317 applications received - 779 awarded, 512 refused, 25 declined.	
BS.CHS.P.1.1c	% of applications to Scottish Welfare Fund dealt with within 48 hours	95.03%	94.92%	94.57%	96.35%		↑	<b>Q2 19/20:</b> Data Only 96.35% claims decided within 48 hours. 1269 applications on target from a total of 1317.	
CHS.P.1.1e	Average processing time for change of circumstances claim (internally calculated)	7 days	12 days	11 days	12 days		↓	<b>Q2 19/20:</b> Off Target. Year to date 11 days. Anticipated improvement in Q3-Q4.	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/S	123,568	230,130		↑	<b>Q2 19/20:</b> On Target Awarded £230,130 to 30 September 2019. £106,670 community care grants and £123,460 crisis grants within budget allocation year to date.	

## 02. Deliver further affordable housing

PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Status	Short Trend		
CHS.P.2.2a	Percentage of housing units provided for particular needs with	2	2	0	0		▬	<b>Q2 19/20:</b> Off Target No specialist provision units completed.	10



PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Status	Short Trend		
	existing and new build stock.								
P.SG.CHS.2.1a	Number of social housing completions	116	76	45	59			<b>Q2 19/20:</b> On Target	100

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


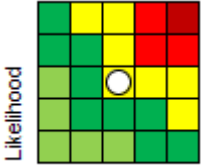

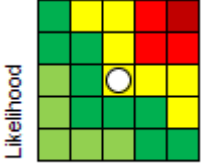
PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark	
		Value	Value	Value	Value	Status	Short Trend			Note
BS.CHS.P.3.3a	Re-let time permanent properties (days)	49 days	55 days	56 days	52 days			<b>Q2 19/20:</b> Off Target An improvement in performance from Q1 by 4 days. A decrease in the average days with Building Services from 46 days in Q1 to 43 days. Building Services key actions is to increase resource capacity by appointing a multi trade contractor from mid-November and to review void process with Housing Services. Average days with Housing Services is 9 days.	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			<b>Q2 19/20:</b> Off Target No classes delivered in Q2 due to exam preparation and school holidays. Education programme will recommence during Q3, with sessions booked in three of the secondary school week beginning 7th October and the remaining three High Schools for Q4.	80	
CHS.P.3.2a	Number of customers accessing Advice and Assistance Service	826	202	223	229			<b>Q2 19/20:</b> Data Only		
CHS.P.3.4a	Re-let time temporary accommodation properties	40	46	46	42			<b>Q2 19/20:</b> Off Target An improvement in performance from Q1 by 4 days. The average days with Building Services was 18 compared to 21 days	35	


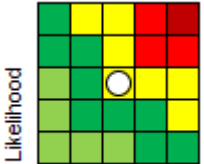

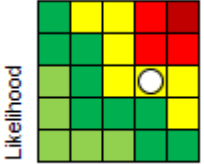

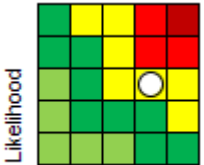


**06. Customer Services - Electronic Communication**

PI Code	PI	2018/19	Q2 2018/19	Q1 2019/20	Q2 2019/20			Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Status	Short Trend		
CHS.P.6.1a	Number of webforms, emails and social media contact received by Contact Centre	N/A	N/A	4,823	4,380			<b>Q2 19/20: Data Only</b>	

# Customer & Housing Service Risks

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
CHS.RR.01-01 Generic – Health and Safety	<p>Customer &amp; 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><b>Risk Cause:</b> Unacceptable behaviour by customers.</p> <p><b>Risk Event:</b> Potential escalation scenarios for employees to manage threats, abuse or potential violence.</p> <p><b>Risk Effect:</b> Threats, abuse, injury or potential violence.</p>	<p>01 - Observance of Council's health and safety policies</p> <p>02 - Employer's and Public Liability insurance cover</p> <p>03 - Development corporately of PVP risk register</p> <p>04 - Risk Assessment into risk exposures</p>		Development of an Unacceptable behaviour policy		 <p>Likelihood</p> <p>Impact</p>	9
CHS.RR.01-03a Generic – Fraud, Waste & Error	<p>The Risk Management Group has this risk included in each Services risk register.</p> <p><b>Risk Cause:</b> Fraudulent activity.</p> <p><b>Risk Event:</b> During a period of significant business transformation internal control systems could be weakened and fraud could be experienced</p> <p><b>Risk Effect:</b> Loss of resources or income experienced, or prospective</p>	<p>01 - Observance and dissemination of Council's Fraud and Corruption Policy</p> <p>02 - Code of Conduct for Employees</p> <p>03 - Upkeep of authorised signatories system</p> <p>04 - Managerial supervision of processes</p> <p>05 - Managers been briefed in Financial Directives</p> <p>06 - software provider confirm currently no facility to segregate applicants for available houses.</p>				 <p>Likelihood</p> <p>Impact</p>	9

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	gain resulting from fraudulent activity.						
CHS.RR.01-10 Generic – Business Continuity	<p>Potential risk of events impacting on standard business systems, practice or work locations.</p> <p><b>Risk Cause:</b> Disruption to workplace or service delivery.</p> <p><b>Risk Event:</b> Unplanned events</p> <p><b>Risk Effect:</b> Potential impact on employees and/or customers and/or viability of service delivery.</p>	<p>1. Fire Plans for workplaces</p> <p>2. Bomb Threat plans for workplaces</p> <p>3. Business continuity plans for workplaces</p>				 <p>Likelihood</p> <p>Impact</p>	9
CHS.RR.01-20 Generic – Information Management and Data Protection	<p>Control of information and data. Customer &amp; Housing Services have constant use of personal and sensitive data.</p> <p><b>Risk Cause:</b> Data protection breach</p> <p><b>Risk Event:</b> Disclosure of third party information</p> <p><b>Risk Effect:</b> Loss or damage caused to customer or third party by inadvertent or deliberate action.</p>	<p>01 - Part of Corporate IMG</p> <p>02 - Divisional IMG</p> <p>03 - Staff awareness and training</p> <p>04 - Computer systems; Permission levels e.g. community safety access to the Police database</p> <p>05 - Control built into competency appraisals</p>				 <p>Likelihood</p> <p>Impact</p>	12
CHS.RR.01-22 Revenues – Council Tax & Benefits IT system to meet changing requirements in Welfare Reform and Local Taxation	<p>Further work is required to available systems.</p> <p><b>Risk Cause:</b> Non integrated systems functionality between DWP or Scottish Government or Midlothian Council</p> <p><b>Risk Event:</b></p>	<p><u>The main internal controls are:-</u></p> <p>01 - New system implemented following PRINCE2 principles, ensuring stable supplier, system, reference sites etc.</p> <p>02 - Documented procedures for all system control activities and staff</p>				 <p>Likelihood</p> <p>Impact</p>	12

Code & Title	Risk Identification	Risk Control Measure	Risk Evaluation	Related Action	Related action latest note	Current Risk Matrix	Risk Score
	Data transfer delays or mismatch to requirements. <b>Risk Effect:</b> Loss of data or loss of income.	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.					



# 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).