

# Customer and Housing Services Performance Report Quarter Three 2019/20



## Progress in delivery of strategic outcomes

**Homelessness and Housing Services:** Good progress has been made in respect of the 4 strategic outcomes set out in Midlothian's Rapid Rehousing Transition Plan (RRTP) 2019 - 2024:

The supply of permanent accommodation for homeless household's increases. Bed and breakfast accommodation is no longer routinely used as emergency accommodation for homeless households and the time household's spend in temporary accommodation reduces. Homeless households with support needs are supported to access and maintain permanent accommodation. Housing options and support are in place to prevent homelessness.

Examples of work to achieve these strategic outcomes are detailed below for information.

A Revised Housing Allocation Policy was agreed by Council in December 2019. This places a renewed focus on addressing homelessness, with a significant increase in the proportion of lets to homeless and increased flexibility in the properties being allocated which will reduce waiting times. The impact of these changes will also begin to reduce the demand for bed and breakfast accommodation during 2020/21 and beyond.

A large number of sites now have planning permission and are under construction as part of the council's new build housing programme. Areas with sites under construction or due to go under construction during 2020 include: Bilston, Bonnyrigg, Dalkeith, Danderhall, Gorebridge, Loanhead, Mayfield, Newtongrange, Penicuik and Pathhead. There has also been significant numbers of open market acquisitions undertaken with 45 purchases undertaken in 2019/20.

Additional temporary accommodation services are progressing which will reduce reliance on using bed and breakfast accommodation. These are: Mayfield Family Service (operational from April 2020); Jarnac Court, Dalkeith; and the former Loanhead Police Station (both operational from October 2020).

The Housing First programme will commence in May 2020 providing 20 secure council and housing association tenancies per annum targeted at hard to reach and vulnerable homeless households. Many of these households have previously spent lengthy periods living in emergency accommodation. A tender process is currently underway to appoint a specialist support provider as these household's will require intensive support in order to sustain their accommodation.

The use of shared temporary accommodation (2 people sharing a two bed flat with own bedroom) as an alternative to B&B will be rolled out in Spring 2020.

A service provider has been appointed to manage the supported accommodation services and deliver a tenancy support service. The significant tender exercise was concluded in December 2019. This service will commence as from 1st April 2020.

Discussions have commenced with Women's Aid to review the existing Nomination Agreement and to propose an increase in the number of nominations made per annum to household's experiencing domestic abuse. In addition, discussions are also taking place with East Lothian Council to develop a Nomination Agreement which will compliment the existing Multi Agency Risk Assessment Conference (MARAC) arrangements to safeguard household's affected by domestic abuse.

Discussions are ongoing with Children's Services to develop a homeless prevention pathway for care experienced and looked after young people providing sustainable homes and a community of support that enables young people to have confidence in themselves and their future. It is proposed the National House Project will commence later this year.

A review of the rent model for temporary accommodation commenced in line with the recommendation from the Scottish Government's Homelessness Strategy that rents should be set at a level in order to provide a more equitable system and provide a clearer path for people to move on from Temporary Accommodation.

**Customer Services:** Following on from the telephony upgrade, a Queuebuster system has been introduced which offers a call back to customers during periods of high demand. Phase 3 of the Customer Services Review has been

concluded. The new library opening hours commenced from the 1st October 2019 delivering efficiencies and savings. There have been a number of national and local events in libraries for Book Week Scotland and the Midlothian Science Festival with some highlights including erupting volcanoes, author visits and a teddy bear's sleepover. The Online Payments and Services (OPAS) project solution has been through the procurement process and next steps are in progress.

### Challenges and Risks

**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 and increased demand for crisis grants from the Scottish Welfare Fund. The impact in Year 3 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 by the slower pace of new claimants applying to Universal Credit. DWP commenced the Move to UC pilot scheme in Harrogate in July 2019 and state that the pilot will end in 2020, with full migration to be achieved by the end of 2023. During the migration period the accurate and secure administration of Housing Benefit remains with Midlothian Council Revenues Services as required service provision for citizens across Midlothian. 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.

**Financial Strategy:** Customer Services have delivered part of the 2019/20 savings and efficiencies identified across teams. Some savings are reliant on the performance of other services so there is a risk that these might not be realised. Transformative changes such as putting the Scottish Welfare Fund process online may assist for some areas but will not take into consideration all proposed savings.

**Homeless:** There continues to be a significant demand on the homeless service set against an ambitious and challenging legislative environment. Some examples of current work to mitigate these challenges are highlighted above.

Delays accessing self-contained temporary accommodation due to lengthy void timescales have resulted in increased demand for emergency accommodation for family households and longer periods of time spent in such accommodation. An external voids contractor has now been appointed which will assist in reducing the time that both council housing and temporary accommodation properties are empty. A 'Test of Change' experiment has also commenced including front line staff which will report findings and lessons learned in early March 2020.

# Customer and Housing Services



## Successes and Challenges

Corporate Performance Indicators (latest)

● 4 ● 9 ? 0 ? 6

Service Plan Actions (latest)

▲ 2 ● 10 ? 0

Service Plan PIs (latest)

● 5 ● 4 ? 0 ? 8

Service Risks (latest)

▲ 5

**Corporate PIs Off Target as at 31st January 2020**

**PIs ● 4**

Average number of working days lost due to sickness absence (cumulative)

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 January 2020**

**Actions ▲ 2**

Minimise re-let timescales for temporary accommodation.

Minimise re-let timescales for mainstream housing.

**Service Plan PIs Off Target as at 31st January 2020**

**PIs ● 5**

Re-let time permanent properties (days)

Percentage of housing units provided for particular needs with existing and new build stock.

Average processing time for change of circumstances claim (internally calculated)

Re-let time temporary accommodation properties

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

**High Risks as at 31st January 2020**

**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	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20			Annual Target 2019/20	Feeder Data	Value	
		Value	Value	Value	Value	Value	Status	Note				Short Trend
01. Manage budget effectively	Performance against revenue budget	£12.102m	£11.897m	£11.949m	£11.852m	£11.891m		Q3 19/20: Off Target Overspend within Housing Services 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.		£11.526m		
02. Manage stress and absence	Average number of working days lost due to sickness absence (cumulative)	8.20	5.09	2.98	7.19	9.95		Q3 19/20: Off Target Monitoring in place		5.76	Number of days lost	1,392.13

## Corporate Health

Priorities	Indicator	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20			Annual Target 2019/20	Feeder Data	Value	
		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%	91.67%		Q3 19/20: On Target		90%	Number of service & corporate priority actions	12
04. Process invoices efficiently	% of invoices paid within 30 days of invoice receipt (cumulative)	97%	98%	98%	96%	96%		Q3 19/20: On Target		95%	Number received (cumulative)	3,561
05. Improve PI performance	% of Service PIs that are on target/ have reached their target. (does not include Corporate PIs)		33.33%	16.67%	16.67%	70.59%		Q3 19/20: Off Target Challenges and corrective action detailed within report.		90%	Number on tgt/complete	12













06. Control risk	% of high risks that have been reviewed in the last quarter	0%	100%	100%	100%	100%		<b>Q3 19/20:</b> On Target		100%	Number of high risks reviewed in the last quarter	0

**Improving for the Future**

Priorities	Indicator	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Feeder Data	Value
		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%	100%		<b>Q3 19/20:</b> On Target Two corporate actions underway.		90%	Number of internal/external audit actions on target or complete	3

# Customer and Housing Complaints Indicator Summary

## Commitment to valuing complaints

Indicator	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20			Annual Target 2019/20
	Value	Value	Value	Value	Value	Status	Note	
Number of complaints received (quarterly)	160	123	47	66	37		Q3 19/20: Data Only	
Number of complaints closed in the year	155	120	42	45	21		Q3 19/20: Data Only	
Number of complaints upheld (quarterly)	18	16	6	11	1		Q3 19/20: Data Only	
Number of complaints partially upheld (quarterly)	16	17	2	8	2		Q3 19/20: Data Only	
Number of complaints not upheld (quarterly)	108	82	12	21	18		Q3 19/20: Data Only	
Average time in working days to respond to complaints at stage 1	6.4	8	1.7	2.7	2.6		Q3 19/20: On Target	5
Average time in working days to respond to complaints at stage 2	14	31	0	15	0		Q3 19/20: On Target	20
Average time in working days for a full response for escalated complaints	5.86	42.75	2	3	2.33		Q3 19/20: On Target	20
Percentage of complaints at stage 1 complete within 5 working days	64.34%	55.36%	50%	90.48%	88.89%		Q3 19/20: Off Target Service addressing issues.	95%
Percentage of complaints at stage 2 complete within 20 working days	100%	75%	100%	100%	100%		Q3 19/20: There were no Stage 2 complaints.	95%
Percentage of complaints escalated and complete within 20 working days	71.43%	50%	50%	100%	100%		Q3 19/20: On Target	95%
Number of complaints where an extension to the 5 or 20 day target has been authorised (quarterly)	0	1	0	0	0		Q3 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		75%	<b>Q3 19/20:</b> On Target Awarded £959,908 in Discretionary Housing Payments to 1455 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		75%	<b>Q3 19/20:</b> On Target Awarded £344,081 to 31 December 2019. £160,476 community care grants and £183,605 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>Q3 19/20:</b> On Target 33 units completed in Danderhall. 35 open market purchases completed.
CHS.P.2.2	Designate housing for particular needs within existing and new build stock	31-Mar-2020		50%	<b>Q3 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		75%	<b>Q3 19/20:</b> On Target Classes delivered to all 4th and 6th year pupils Penicuik, Beeslack and Newbattle. Remaining schools included Q4.
CHS.P.3.2	Access to homelessness advice & assistance	31-Mar-2020		75%	<b>Q3 19/20:</b> On Target All homeless households receive appropriate advice and assistance in accordance with good practice.

Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.3.3	Minimise re-let timescales for mainstream housing.	31-Mar-2020		60%	<b>Q3 19/20: Off Target</b> Average days with Building Services 46 days. Average days with Housing Services 9 days.  A multi-trade contractor has been appointed to increase the resource capacity as previously reported, effective from 15th January 2020. In addition, a review of the void process and quality standard is underway, including a short-life test of change experiment which commenced on 14th January 2020. It is anticipated these actions will reduce the timescale to let mainstream properties.
CHS.P.3.4	Minimise re-let timescales for temporary accommodation.	31-Mar-2020		60%	<b>Q3 19/20: Off Target</b> Average days with Building Services 27 days, which is an increase of 9 days compared to Q2. A multi-trade contractor has been appointed to increase the resource capacity as previously reported, effective from 15th January 2020. In addition, a review of the void process and quality standard is underway, including a short-life test of change experiment which commenced on 14th January 2020. It is anticipated these actions will reduce the timescale to let temporary properties.  Average days with Housing Services 24 days, which remains the same as Q2. There continued to be delays letting some low support shared accommodation services due to higher demand for high support services from homeless households. This has been addressed by increasing the level of support provided at Eastfield, Penicuik. There were some delays letting a small number of properties due to furnishing contractor performance which is being addressed through robust contract management.


#### 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		75%	<b>Q3 19/20: On Target</b> £574,146 recovered to 31 December 2019


#### 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		75%	<b>Q3 19/20: On Target</b> Physical visitor figures continue to increase with regular and standalone events continuing to attract footfall. Unstaffed hours continue to be popular and provide extended access to services. New opening hours came into effect from 1st October 2019.



Code	Action	Due Date	Icon	Progress	Comment & Planned Improvement Action
CHS.P.5.2	Access to online library services, eResources and social media	31-Mar-2020		75%	<b>Q3 19/20: On Target</b> Figures for virtual visits have dropped dramatically as a result of changing criteria for gathering data affecting social media statistics. Users of eServices are continuing to increase. Social media promotion campaigns continue to have a positive impact.

### 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		75%	<b>Q3 19/20: On Target</b> Service redesign is continuing for the Scottish Welfare Fund. Procurement is continuing for the OPAS project.





# Customer and Housing Services PI Report 2019/20







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





PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.1.1a	Number of calls received regarding Scottish Welfare Fund	9,607	2,282	2,567	2,406	2,215			<b>Q3 19/20:</b> Data Only 2215 Scottish Welfare Fund calls received - 1455 applications and 760 decisions		
BS.CHS.P.1.1b	Number of calls leading to application to Scottish Welfare Fund	5,116	1,211	1,400	1,317	1,256			<b>Q3 19/20:</b> Data only 1256 applications received - 803 awarded, 434 refused, 19 declined.		
BS.CHS.P.1.1c	% of applications to Scottish Welfare Fund dealt with within 48 hours	95.03%	95.12%	94.57%	96.35%	94.1%			<b>Q3 19/20:</b> Data Only 94.10% of all applications decided within 48 hours. 1182 applications on target from a total of 1256.		
CHS.P.1.1d	Average processing time for new claims (internally calculated)	28 days	25 days	22 days	24 days	17 days			<b>Q3 19/20:</b> On Target Year to date 21 days.		2015/16 Scottish Average - 23 days
CHS.P.1.1e	Average processing time for change of circumstances claim (internally calculated)	7 days	12 days	11 days	12 days	10 days			<b>Q3 19/20:</b> Off Target. Year to date 11 days. Anticipated improvement in 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/A	123,568	230,130	341,136			<b>Q3 19/20:</b> Data Only Awarded £344,081 to 31 December 2019. £160,476 community care grants and £183,605 crisis grants within budget allocation year to date.		

## 02. Deliver further affordable housing





PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.P.2.2a	Percentage of housing units provided for particular needs with existing and new build stock.	2	2	0	0	0			<b>Q3 19/20:</b> Off Target No specialist provision units completed.	10	
P.SG.CHS.2.1a	Number of social housing completions	116	98	45	59	78			<b>Q3 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	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
BS.CHS.P.3.3a	Re-let time permanent properties (days)	49 days	46 days	56 days	52 days	55 days			<b>Q3 19/20:</b> Off Target Average days with Building Services 46 days. Average days with Housing Services 9 days.  A multi-trade contractor has been appointed to increase the resource capacity as previously reported, effective from 15th January 2020. In addition, a review of the void process and quality standard is underway, including a short-life test of change experiment which commenced on 14th January 2020. It is anticipated these actions will reduce the timescale to let mainstream properties.	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	60			<b>Q3 19/20:</b> On Target	80	

PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.P.3.2a	Number of customers accessing Advice and Assistance Service	826	186	223	229	170			<b>Q3 19/20:</b> Data Only		
CHS.P.3.4a	Re-let time temporary accommodation properties	40	29	46	42	51			<p><b>Q3 19/20:</b> Off Target Average days with Building Services 27 days, which is an increase of 9 days compared to Q2. A multi-trade contractor has been appointed to increase the resource capacity as previously reported, effective from 15th January 2020. In addition, a review of the void process and quality standard is underway, including a short-life test of change experiment which commenced on 14th January 2020. It is anticipated these actions will reduce the timescale to let permanent properties.</p> <p>Average days with Housing Services 24 days, which remains the same as Q2. There continued to be delays letting some low support shared accommodation services due to higher demand for high support services from homeless households. This has been addressed by increasing the level of support provided at Eastfield, Penicuik. There were some delays letting a small number of properties due to furnishing contractor performance which is being addressed through robust contract management.</p>	35	



#### 04. Revenues - HB accuracy and Interventions

PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.P.4.1a	In-year recovery of overpayments - % of all HB overpayments identified during the financial year	N/A	N/A	69%	96%	111%			Q3 19/20: £574,146 recovered to 31 December 2019	80%	
CHS.P.4.1b	All recovery overpayments - as a % of all HB overpayment debt	N/A	N/A	5%	10%	15%			Q3 19/20: 14.57% as at 31 December 2019	30%	


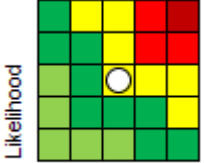

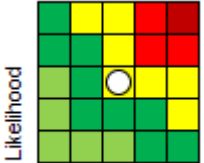
#### 05. Libraries - Library activity


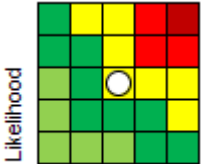

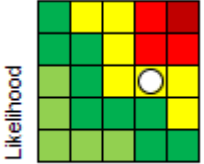

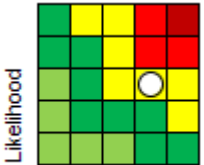
PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	Value	Value	Value	Status	Short Trend	Note		
CHS.P.5.1a	Number of physical library visits	N/A	N/A	194,714	171,822	187,200			Q3 19/20: Data Only		
CHS.P.5.2a	Number of virtual library visits	N/A	N/A	185,584	134,695	48,127			Q3 19/20: Data Only Figures for virtual visits have dropped dramatically as a result of changing criteria for gathering data affecting social media statistics. Users of eServices are continuing to increase. Social media promotion campaigns continue to have a positive impact.		

**06. Customer Services - Electronic Communication**

PI Code	PI	2018/19	Q3 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20				Annual Target 2019/20	Benchmark
		Value	Value	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	4,823	4,380	4,030			<b>Q3 19/20:</b> Data Only		

# 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>9</p>	
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>12</p>	
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>12</p>	



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	2018/ 19	External Comparison
		Value	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	£7.22	18/19 Rank 19 (Third Quartile) 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%	95.1%	18/19 Rank 26 (Bottom Quartile) 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	2018/ 19	External Comparison
		Value	Value	Value	Value	Value	Value	Value	Value	Value	
C&L2	Corporate Indicator - NET Cost per library visit (LGBF)	£3.40	£3.39	£2.80	£2.88	£2.63	£1.77	£1.04	£1.28	£0.78	18/19 Rank 3 (TOP Quartile) 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%	69.07%	18/19 Rank 28 (Bottom Quartile) 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	2018/ 19	External Comparison
		Value	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%	7.16%	18/19 Rank 11 (Second Quartile). 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%	0.7%	18/19 Rank 4 (TOP Quartile). 17/18 Rank 6 (TOP Quartile). 16/17 Rank 4 (TOP Quartile). 15/16 Rank 12 (Second Quartile). 14/15 Rank 4 (TOP Quartile).