

Report to	-	Overview and Scrutiny Committee
Date	-	10 September 2018
Report of the	-	Executive Director
Subject	-	Performance Report: First Quarter 2018/19

Recommendation: It be **RESOLVED:** That: The Overview and Scrutiny Committee consider these findings and recommend any actions to Cabinet, as necessary.

Service Manager: Ben Hook

Introduction and Background

1. For the financial year 2018/19, Members of the Overview and Scrutiny Committee (OSC) and Cabinet selected a set of eight key performance indicators (KPIs). These indicators stand as a barometer of the delivery of the Council's Corporate Plan and those service areas Members wished to scrutinise over the year (Cabinet Minute CB17/71 refers). This financial year, the focus is on housing and homelessness, and return on investment assets.
2. This report brings before Members a summary of the Council's performance against the selected indicators, giving the position at the end of the first financial quarter (1 April to 30 June 2018) for 2018/19. The report gives Members an opportunity to scrutinise the progress towards the Council's stated aims, outcomes and actions in the Corporate Plan and make any necessary recommendations to Cabinet for future service delivery. This report delivers the Corporate Plan action to 'account for performance'.

Key Performance Indicator Results

3. Of the eight individual measurements, three met or exceeded their target (green), and five did not meet their targets (red). Detail is provided in Appendix 1.
4. The indicators not meeting their targets are:
 - a. Average calendar days taken to process new housing benefit claims
 - b. Average calendar days taken to process changes to an existing housing benefit claim
 - c. Number of homelessness applications received
 - d. Number of homelessness prevention cases per 1,000 households
 - e. Number of new homes built in the district (net)
5. The indicators on target are:
 - a. Number of households in temporary accommodation
 - b. Number of new affordable homes completed (gross)
 - c. Percentage return on investment from investment assets

6. The results are summarised in the following table and reported in more detail in Appendix 1.

PI Name	Status ¹	Q4 to Q1 Trend ²	Annual Trend ³	Bench-marking
Housing benefit: time to process new claims	●	↓	↓	Worst quartile
Housing benefit: time to process existing claims	●	↑	↓	Worst quartile
Homelessness applications	●	↓	↓	
Homelessness prevention	●	↓	↑	Below median
Temporary accommodation	✓	↓	↓	
New homes built (net)	●	↑	↓	
Affordable homes built (gross)	✓	↑	↓	
Assets: Return on Investment	✓	↑	↑	
Key: ✓ green/on target, ▲ amber/just off target, ● red/off target ↓ worse performance, ↑ better performance, = no change in performance				

Table 1: KPI summary performance, Quarter One

Performance by Exception

7. Members wished to have reported, by exception, any performance that is doing significantly better or significantly worse than its target. There is one indicator to report. More information regarding this indicator is set out in Appendix 2.
- a. The percentage of detritus found on public land and highways is 11% compared to the target of 8%.

Conclusion

8. Members are requested to consider performance against targets and pass any recommendations for action to Cabinet for their consideration.

Dr Anthony Leonard
Executive Director

Risk Assessment Statement

There are financial, reputational, statutory and health risks to the Council and, more importantly, the wider community if the Council does not monitor and manage its performance across all the services.

This report mitigates those risks because it ensures that reporting performance to Members takes place and gives Members an opportunity to scrutinise results and make remedial recommendations.

Any changes to risks on individual performance areas are included in appendices.

¹ Relates to whether reported performance met the target for the year

² Relates to this quarter's performance compared to the previous quarter (short term trend)

³ Relates to this year's performance compared to last year's performance at the same time (medium term trend)

Performance KPI Report: Quarter One 2018/19

New Housing Benefit Claims on Time ●

1. This measurement is the average number of calendar days it takes to process a new housing benefit claim from the date the claim is received to the date the decision is taken. The end of year target is 35 days. The result for the first quarter was 41.51 calendar days, which was not on target (red). Benchmarking is available because this measurement has been a national indicator for many years. Results are reported to and monitored by the Department of Work and Pensions and published online. This performance is in the worst quartile for all English district councils.

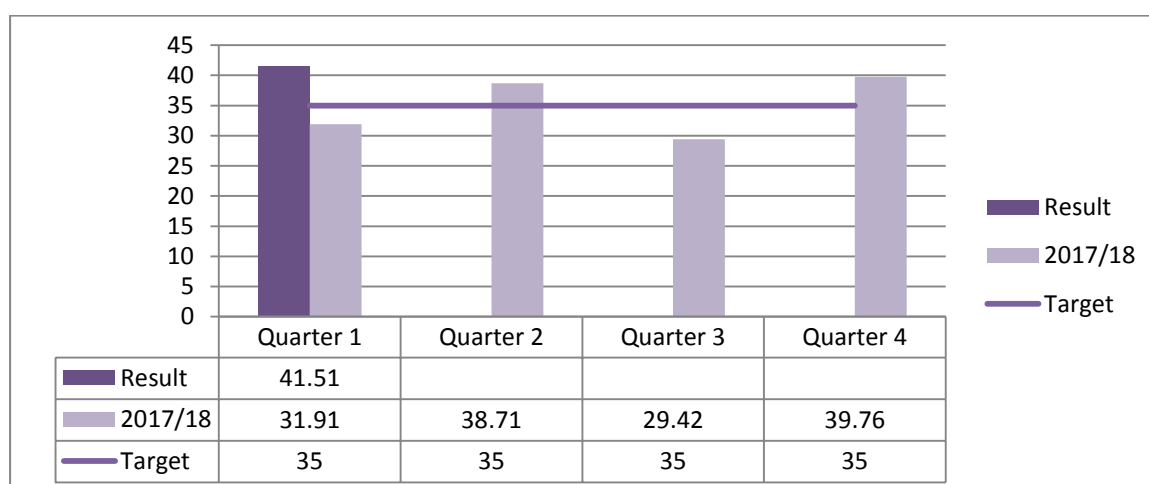


Figure 1: Processing time, new housing benefit claims. Polarity: Lower is better.

2. The Assistant Director for Resources reports that as previously advised to Members through the housing benefit improvement plan, the amount of available trained assessors within the team is well below the budgeted FTE and this is the main reason for the continued high number of processing days. The Capita resilience contract continues to provide only limited additional resource to the team and the quality of their work remains below acceptable standards. This is being addressed but as a result, the volume of work Capita staff are producing is very low. Members are also aware that the Council was sourcing an alternative provider of support. A contract has been entered into with Reigate and Bansted Borough Council to provide the needed additional assessing resources. The IT teams from both Councils are working on establishing the necessary access to the Rother systems and it is hoped to have this in place by the end of August / beginning of September.
3. Members should note that once the Reigate and Bansted service is fully operational and the backlog of work is processed, reported processing time will increase further in the short term.

Changes to Housing Benefit Claims on Time ●

4. This measurement is the average number of calendar days it takes to process a submitted change to an existing housing benefit claim from the date of submission to the date of the decision. This and related indicators monitor delivery of the Corporate Plan actions to deliver efficient service options and

manage the impact of welfare reform. The end of year target is an average of 20 days. The result for quarter one is 34.33 calendar days. The worst quartile for English district councils starts at eight days and the median is six days (DWP: Quarter Two 2017/18). Therefore, Rother District Council has some way to go to move out of the worst quartile. Results are reported to and monitored by the Department of Work and Pensions and published by the Government.

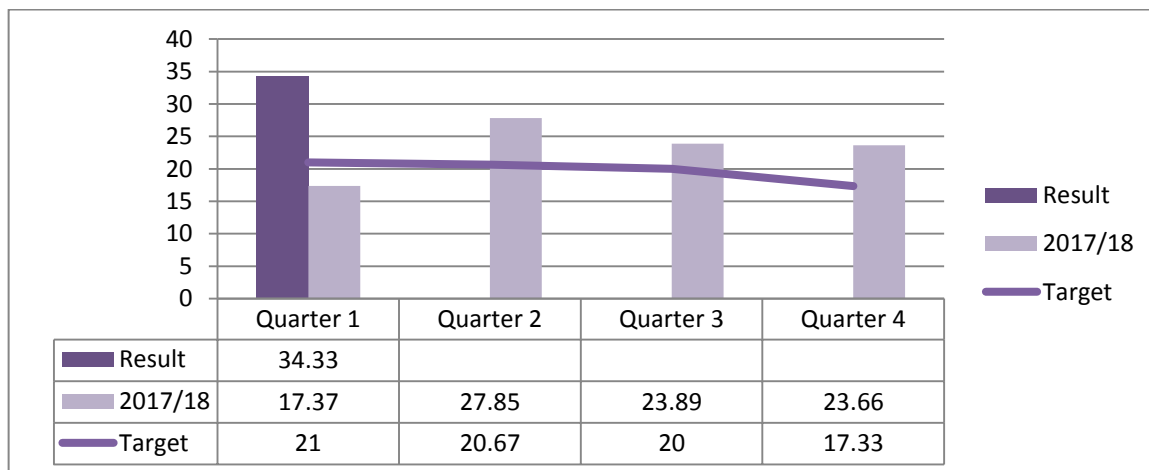


Figure 2: Processing days existing housing benefit claims. Polarity: Lower is better.

5. The Assistant Director for Resources' report from paragraph 2 covers this measurement as well.

Homelessness Applications Received ●

6. This measurement is the number of homelessness applications from Rother households received in the financial year. This indicator monitors delivery of the Corporate Plan action to provide support for those in housing need. The target by the end of 2018/19 is 204. The target for the first quarter was 51 and we received 76 homelessness applications.

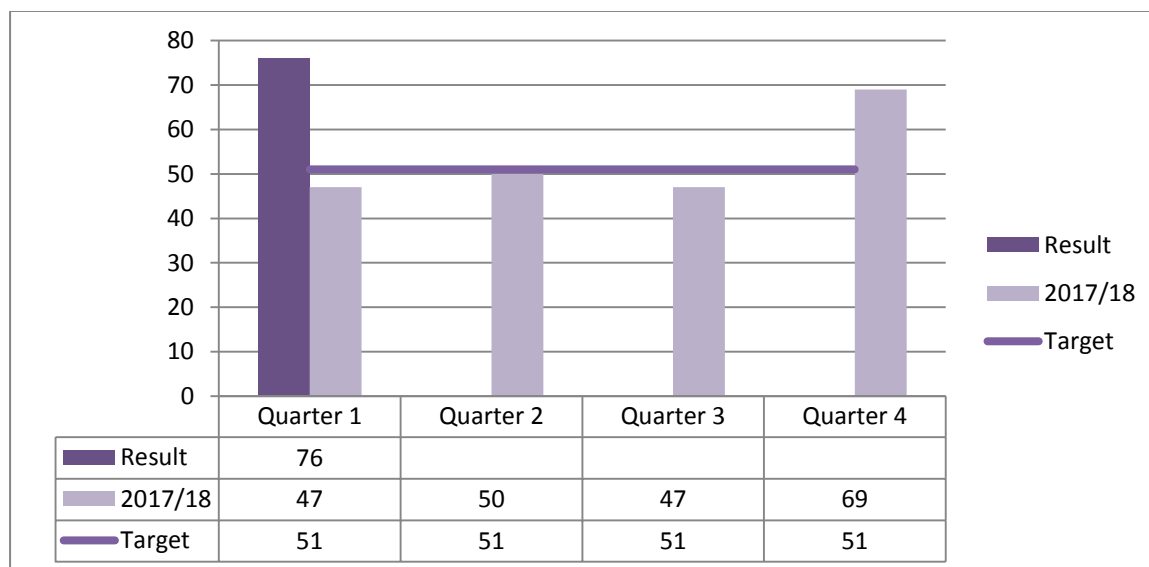


Figure 3: Homelessness cases Polarity: Lower is better

7. The Head of Service for Housing and Community reports that the Council continues to see an increase in the number of households applying as homeless, mirroring wider national trends. There are limited new social housing properties being developed and therefore demand for social housing

continues to outstrip supply. In addition, benefit dependent households have been less able to afford rents in the private sector since the freeze to the Local Housing Allowance (Housing Benefit) rate in 2016. As well as these factors, the introduction of the new Homelessness Reduction Act has led to a greater number of homelessness applications being received. The new Homelessness Reduction Act defines a person as threatened with homelessness if it is likely that they will become homeless in 56 days: prior to April 2018 this period was 28 days. Therefore, a larger number of households are now owed a homelessness duty as more households are defined as threatened with homelessness sooner.

Prevention of Homelessness Cases per 1,000 Rother Households ●

8. This measurement is the number of cases that the Housing Needs service prevented from becoming homeless through intervention and advice. It is expressed as the number of cases in proportion to 1,000 Rother households and can be benchmarked against other English district councils. The target for 2018/19 is five per 1,000 households (above median performance). The target for quarter one is 1.25:1000. The result is 0.76. This is below median performance for English district councils.

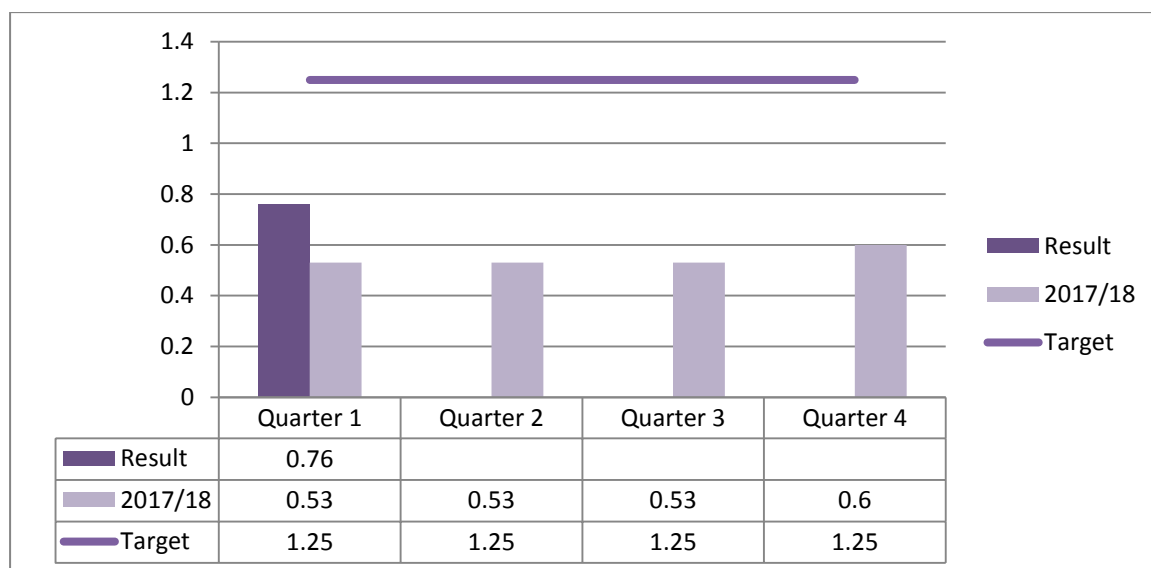


Figure 4 Cases of Homelessness Prevention per 1000 Households. Polarity: Higher is better

9. The Head of Service for Housing and Community reports that many of the factors driving the increase number of homelessness applications are also making the prevention of homelessness more challenging. Younger people are increasingly unable to access home ownership meaning they are typically renting for longer - which is impacting on the supply of rented accommodation and raising the cost of rents. This rise in the cost of renting has been compounded by the freeze on Local Housing Allowance Rates in 2016, as described above.
10. Developing interventions which increase affordable housing supply remains a strategic priority. The Housing Task and Finish Group has made a number of recommendations to Cabinet, which are being embedded into a revised Housing and Homelessness Strategy and multi-agency action plan, due for publication in April 2019. A series of measures will be brought forward to improve accessibility to private rented accommodation alongside a series of interventions designed to increase affordable housing supply. In addition,

multi-agency approaches which increase the number of specialist housing solutions - suitable to the needs of vulnerable groups - will continue to be developed.

Households in Temporary Accommodation (TA) ✓

11. This measurement is the number of households placed in temporary accommodation (TA) by the Council by the Housing Needs team as measured on the last day of the quarter. We also average the number in TA as measured at the end of each month. The target for 2018/19 is 60. The result was 43.

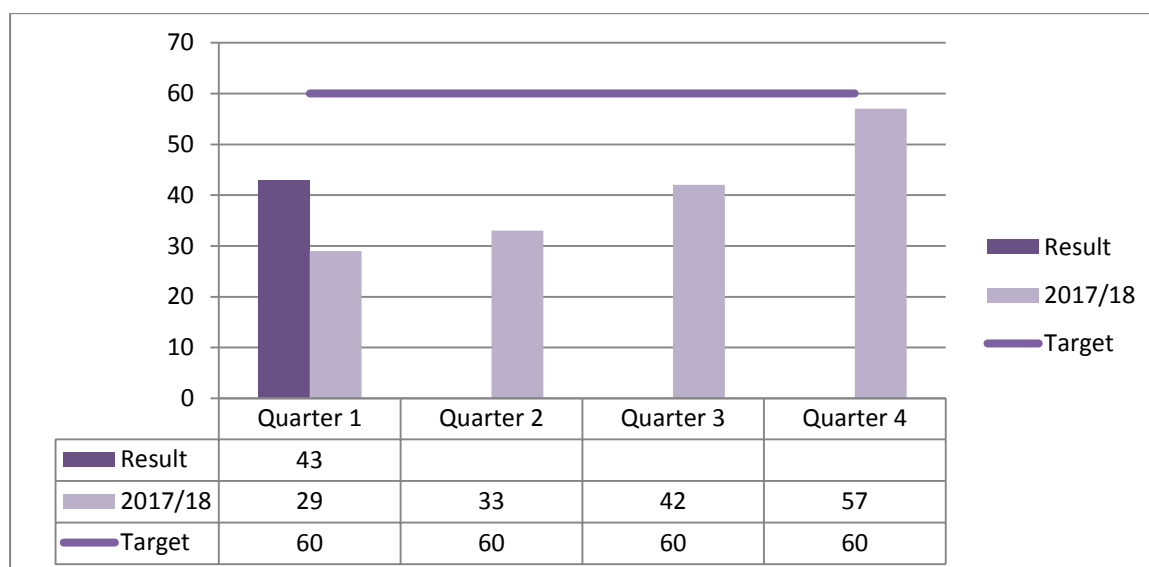


Figure 5: Households in Temporary Accommodation. Polarity: Lower is better

12. The Head of Service for Housing and Community reports that the number of households in temporary accommodation experienced a downward trend in quarter one 2018/19 with forty three households being accommodated, as opposed to fifty seven households in quarter four 2017/18. There has been a development at The Maltings in Peasmarsh that helped reduce the number of households in TA compared to the previous quarter. This is a good example of how increasing the supply of affordable housing for rent has a direct impact on reducing the number of homeless households requiring temporary accommodation.
13. The Housing and Homelessness Strategy will bring forward a series of measures to improve the supply and quality of temporary accommodation. The objective being to improve the quality of support households receive when accommodated temporarily, improving long-term housing outcomes and complimenting the wider priority of better preventing homelessness.

Net Additional New Homes in Rother ●

14. This measurement counts the number of new homes in Rother, allowing for demolitions and change of use to give a net gain. The target for 2018/19 is 238 new homes, based on the housing developments coming through Planning. The target for the first quarter is 60. The result is 33 new homes.

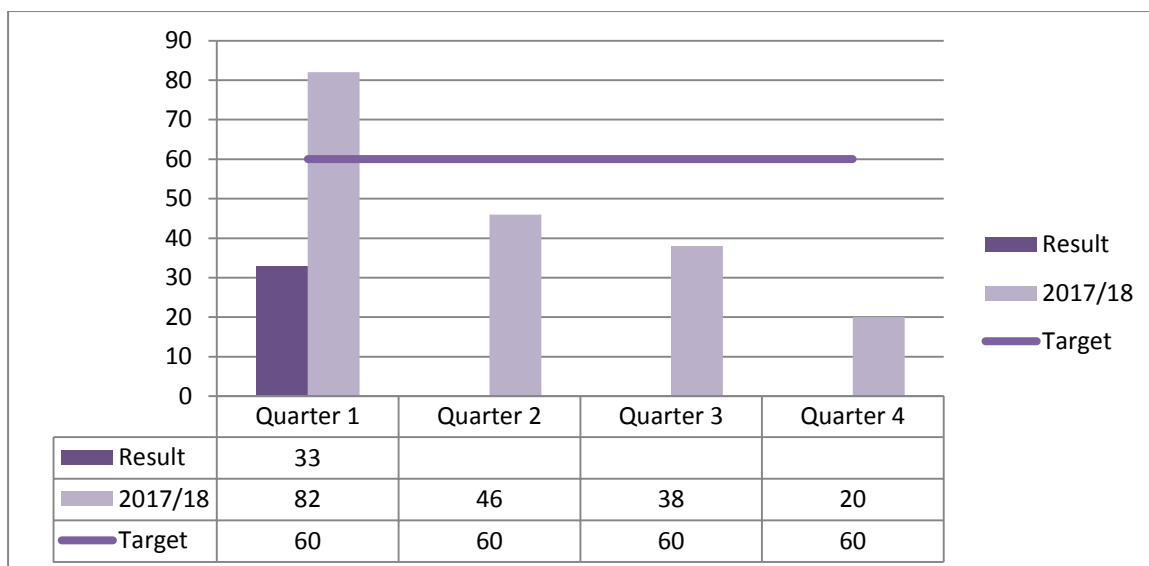


Figure 6: Net additional new homes. Polarity: Higher is better

15. The Head of Service for Strategy and Planning reports that while the quarter one results are lower than anticipated, this is expected to improve in quarter two due to several sites being very near completion. The anticipated build out rates of sites is based on information we get directly from the landowners and developers. We use their information to prepare the Housing Land Supply position statements. We were expecting sites, such as the Grand Hotel (Bexhill) site, to have completed in the first quarter of 2018/19 but unfortunately this has not materialised and we have no control over their build out rates. However, in terms of the Grand Hotel, this site does appear to be largely completed so we do expect at least some completions there next quarter.

New Affordable Homes

16. This measurement is the gross number of new affordable homes that have been completed in the district. By completed we mean that the home has been built, and handed over, for occupation, to a tenant or purchaser. The home may not yet be occupied. The target for 2018/19 is 10 new homes. The target for quarter one was three new homes. The result was 36 new affordable homes.

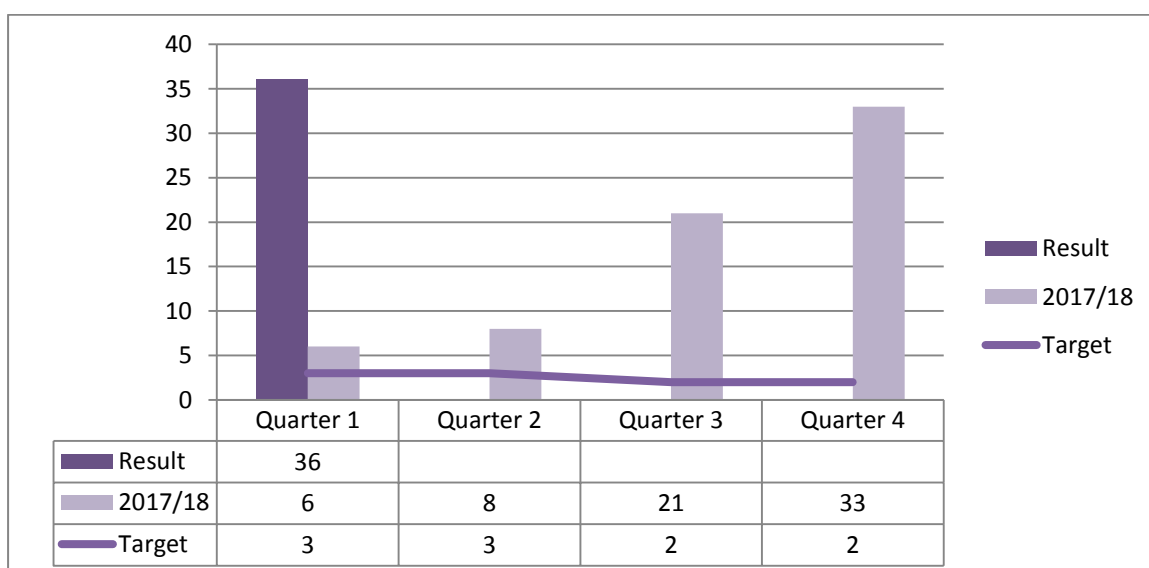


Figure 7: New affordable homes delivered. Polarity: Higher is better.

17. The Head of Service for Acquisitions, Transformation and Regeneration reports that thirty six affordable dwellings at The Maltings scheme in Peasmarsh were completed in quarter one of 2018/19. This development was delayed from quarter four of 2017/18, reducing delivery for the last financial year. We have exceeded our affordable housing development target of 10 homes for 2018/19 and there are further completions due this year. The Maltings scheme included 19 one bedroom homes for older people and sheltered accommodation, 11 affordable rented general needs housing and 6 shared ownership homes. This scheme received £133,000 of council housing grant (from section106 funds) to enable the delivery of a higher proportion of affordable rent and general needs housing and help meet the high need on the housing register.

Return on Investment from Investment Assets

18. This measurement calculates the return on investment from the income, expenditure and value of the Council's investment assets. It is expressed as a percentage of the value of all the investment assets. The target for the end of 2018/19 is a 6% (circa £600k) return on investment.

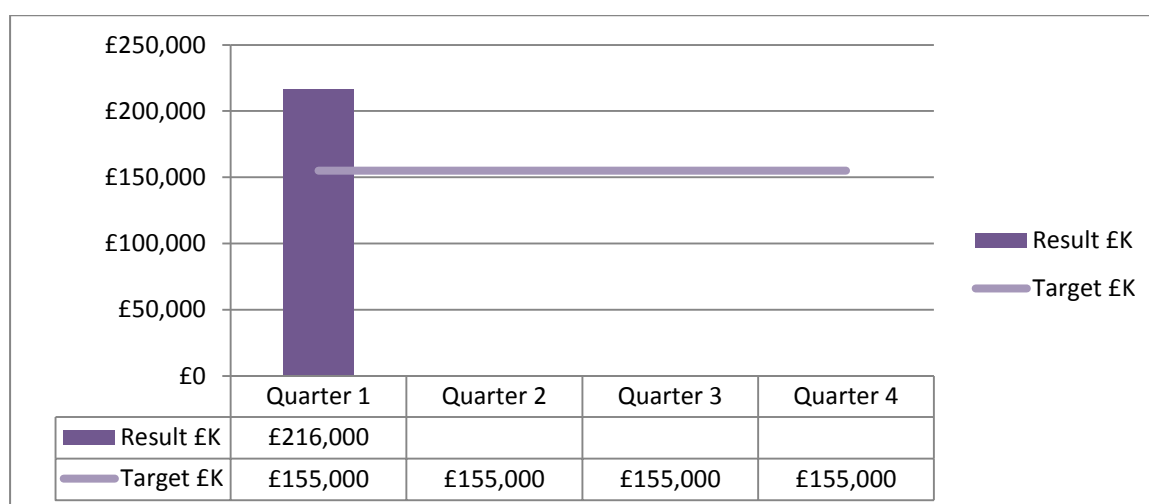


Figure 8: Return on Investment from Investment Assets. Polarity: Higher is better

19. The Head of Service for Acquisitions, Transformation and Regeneration reports that the annual target for this KPI is 6% (circa £600k) and in the first quarter Rother have collected £216k return against the £10.3m value of investments. With a total investment asset portfolio of £10.3m, we continue to realise a strong return. We will look to maintain this as the portfolio grows over the coming months and years. The Property Investment Team is exploring a number of short and medium term opportunities for acquisition and development. It is anticipated that these will be presented to the Property Investment Panel throughout September and October 2018 for consideration.

Performance Indicators by Exception: Quarter One 2018/19

Public Land and Highways with Unacceptable Amounts of Detritus



Polarity: Lower is better	Target %	Result %	Last year's result %
July	8	11	7

Figure 1: Public land and highways with unacceptable amounts of detritus Polarity: Lower is better

1. The Head of Service for Housing and Community reports that this performance indicator is measured by surveying 300 different locations across Rother every three months: July, November and March. The result reflects the performance of the waste contractors. We continue to attend weekly operational team meetings with the contractor as we attempt to manage their contract performance and sustain a positive relationship with the contractor so that performance does not deteriorate further.