

Report to	-	Overview and Scrutiny Committee
Date	-	26 November 2018
Report of the	-	Executive Director
Subject	-	Performance Report: Second Quarter 2018/19

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**Recommendation:** It be **RESOLVED:** That: The findings be considered and any actions be recommended to Cabinet, as necessary.

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**Head of Service: Ben Hook**

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### **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 second financial quarter (1 July to 30 September 2018) for 2018/19 and the first half of the financial year. 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, four met or exceeded their target/forecast (green), one is slightly off target/forecast (amber) and three did not meet their targets/forecasts (red). Detail is provided in Appendix 1.
4. The indicators on target are:
  - a. Average time to process new housing benefit claims
  - a. Number of households in temporary accommodation
  - b. Number of new affordable homes built in the district
  - c. The net income and return on investment from the Council's investment assets
5. The indicators slightly off target are:
  - a. New homes built in the district (net gain)
6. The indicators not meeting their targets are:

- a. Average time to process changes to existing housing benefit claims
- b. Number of homelessness applications received
- c. Number of households that were prevented from homelessness

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

PI Name	Status <sup>1</sup>	Q1 to Q2 Trend <sup>2</sup>	Annual Trend <sup>3</sup>	Bench-marking
Housing benefit: time to process new claims	✓	↑	↑	Worst quartile
Housing benefit: time to process existing claims	●	↑	↑	Worst quartile
Homelessness applications	●	↓	↓	
Homelessness prevention	●	↓	↓	Worst quartile
Temporary accommodation	✓	↓	↓	
New homes built (net)	▲	↑	↓	
Affordable homes built (gross)	✓	↓	↑	
Assets: Return on Investment	✓	↑	↑	
<b>Key:</b> ✓ 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

8. Members wished to have reported, by exception, any performance that is doing significantly better or significantly worse than its target. There are two indicators to report. More information regarding these indicators is set out in Appendix 2.
  - a. Income for the Planning Service
  - b. Number of Freedom of Information Act requests received

## Conclusion

9. 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.

<sup>1</sup> Relates to whether reported performance met the target for the year

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

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

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.

## Performance KPI Report: Quarter Two 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 second quarter was 31.68 calendar days, which is on target (green). The average for the first half of the year is 36.59 days, which is slightly off target (amber) but improving. 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.

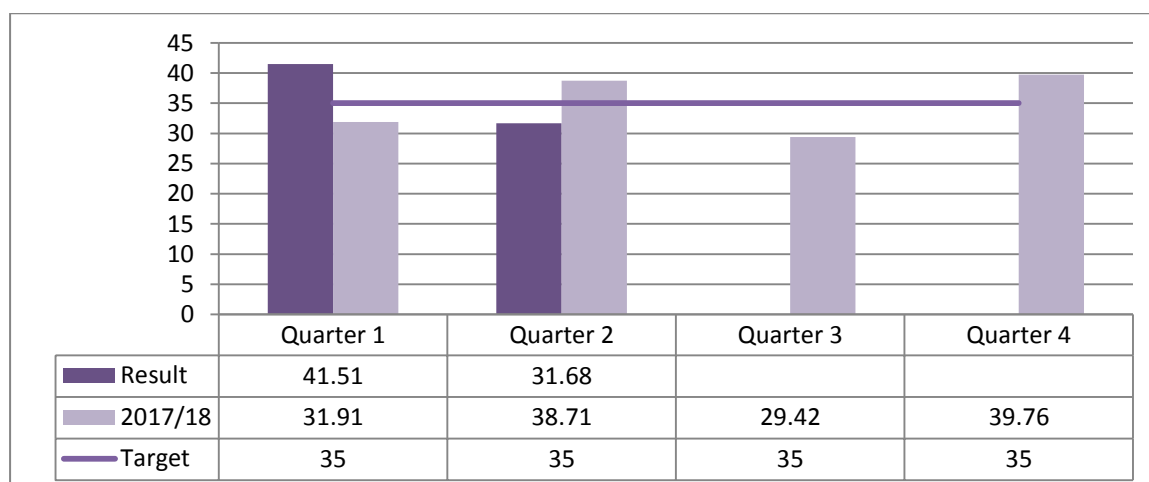


Figure 1: Processing time, new housing benefit claims. Polarity: Lower is better.

2. The Assistant Director Resources reports that progress is being made with the improvement plan. Arrangements are now in place with Reigate and Banstead Council to provide capacity to the Benefits Service. Outstanding work is reducing and the new document image processing system (DIP) is proving very useful and there is more accurate management information on workloads. A replacement member of staff has started with the Council and brings some management capacity back to the department. The online forms project has made progress and a way forward for new online forms is currently being planned. Officers have met with the Department of Work and Pensions who were pleased with progress being made by the service.

### Changes to Housing Benefit Claims on Time ●

3. 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 target for quarter two is 20.67 days. The result for quarter two is 24.1 calendar days (red). The target for the first half of the year is 21.33 and the result is 29.21 (red) but improving. The worst quartile for English district councils starts at eight days and the median is six days (DWP: Quarter Two 2017/18). Therefore, the 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.

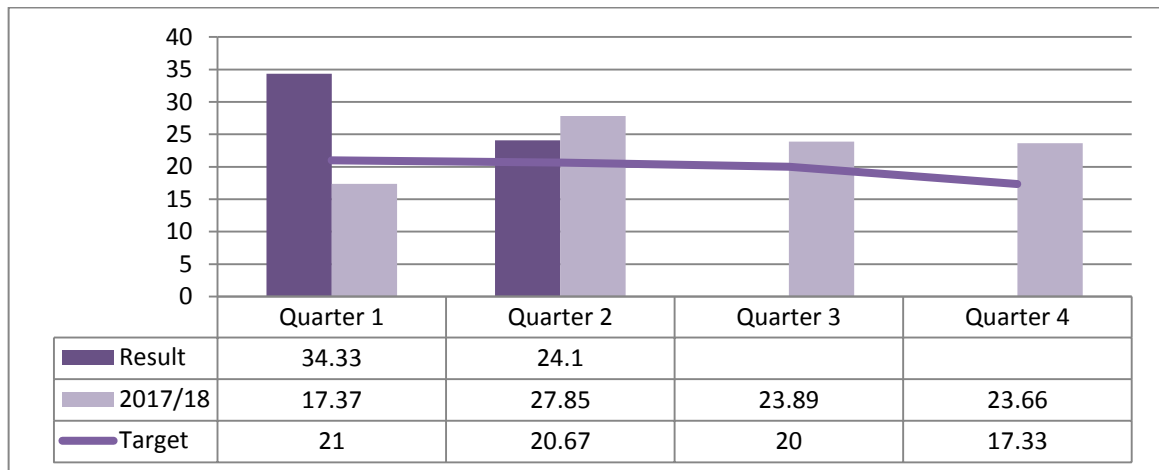


Figure 2: Processing days existing housing benefit claims. Polarity: Lower is better.

4. The Assistant Director Resources' report from paragraph 2 covers this measurement.

### Homelessness Applications Received ●

5. 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 forecast by the end of 2018/19 is 204. The forecast for the second quarter was 51 and we received 85 homelessness relief applications. This gives us a half year total of 161; we have had nearly 80% of the applications we forecast to get for the whole year. This indicator will not be on target at the end of the year.

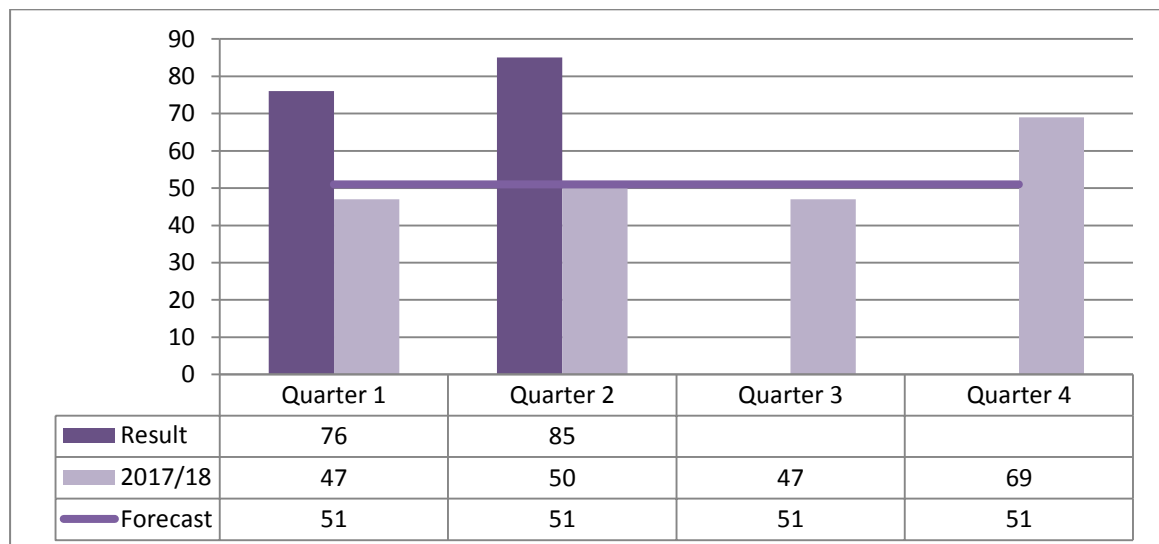


Figure 3: Homelessness cases. Polarity: Lower is better

6. The Head of Service for Housing and Community reports there were 56 more applications in the first six months of this year compared to the first six months of last year. This is an increase in applications of 58%. 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 under the new Homelessness Reduction

Act 'Relief Duty' than previously. We are reviewing the forecast for this KPI in light of this change in legislation.

## Prevention of Homelessness Cases per 1,000 Rother Households ●

7. 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 forecast for 2018/19 is five per 1,000 households (above median performance). The forecast for quarter two is 1.25:1000. The result is 0.18. The total for the first half of the year is 0.93 against a target of 2.5. This is in the worst quartile performance for English district councils.

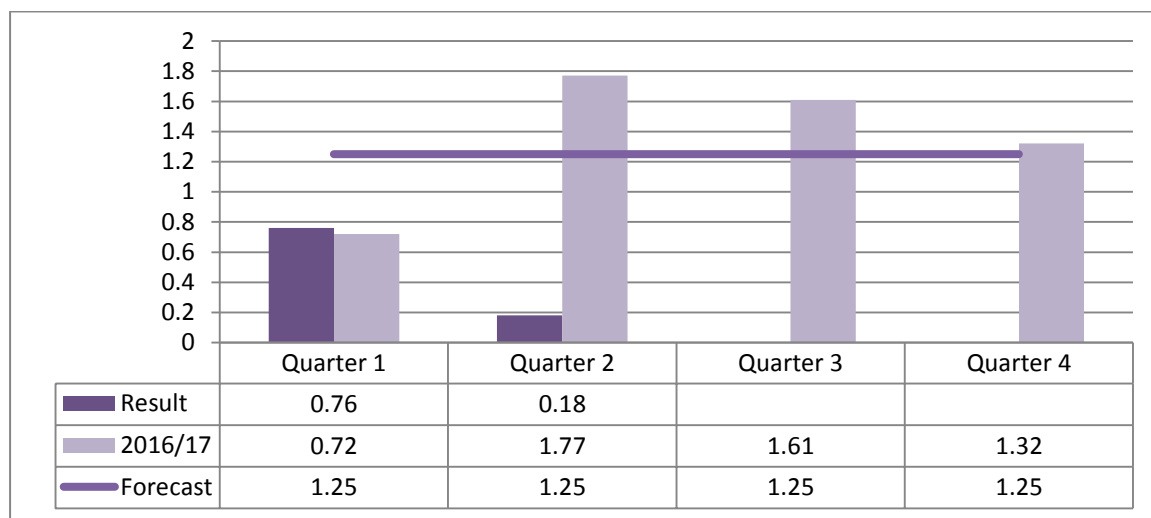


Figure 4 Cases of Homelessness Prevention per 1000 Households. Polarity: Higher is better

8. The Head of Service for Housing and Community reports that the increased workload on homelessness has impacted on prevention work.

## Households in Temporary Accommodation (TA) ✔

9. 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. The forecast for 2018/19 is 60. The result at the end of quarter two was 50. Households in TA were at 43 at the end of July, rose to 46 in August and up to 50 at the end of September.

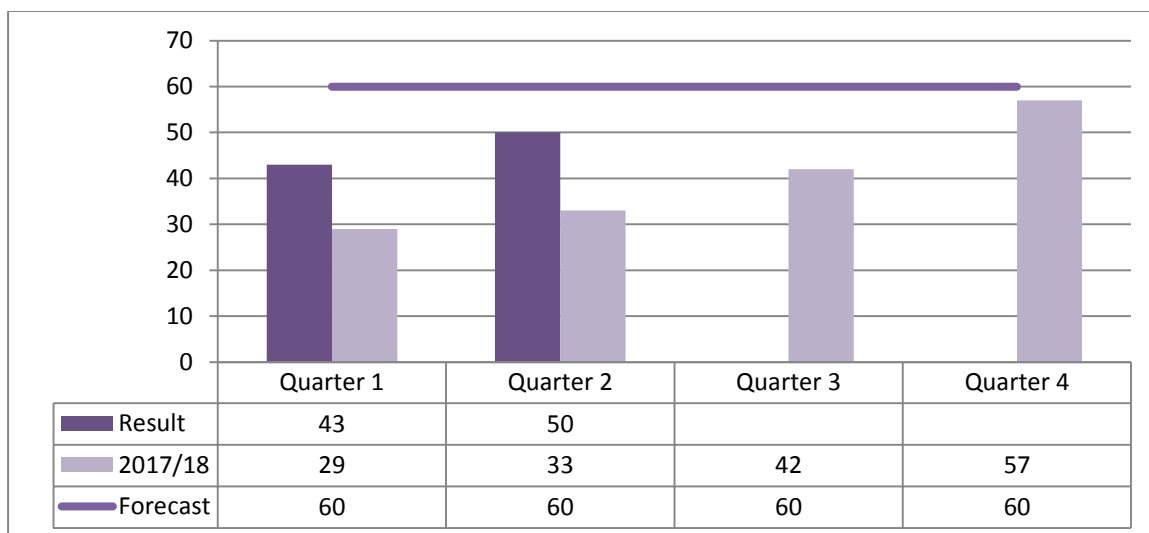


Figure 5: Households in Temporary Accommodation. Polarity: Lower is better

10. The Head of Service for Housing and Community reports that of the 50 households in TA there were 31 households who had already received a decision on their case and were waiting for suitable accommodation. The completion of affordable housing schemes makes a difference in being able to move households out of TA. A good example of this was the impact of the completion of 36 affordable dwellings at Peasmarsh in the first quarter. This resulted in lower numbers in TA by the end of the first quarter (June: 43) and into the start of the second quarter (July: 43). But unless new schemes continue to complete, the effect is temporary due to continuing and increasing demand.

### Net Additional New Homes in Rother

11. 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. The target for the second quarter is 60. The result is 69 new homes, giving a total of 102 for the first half of the year, against a target of 120.

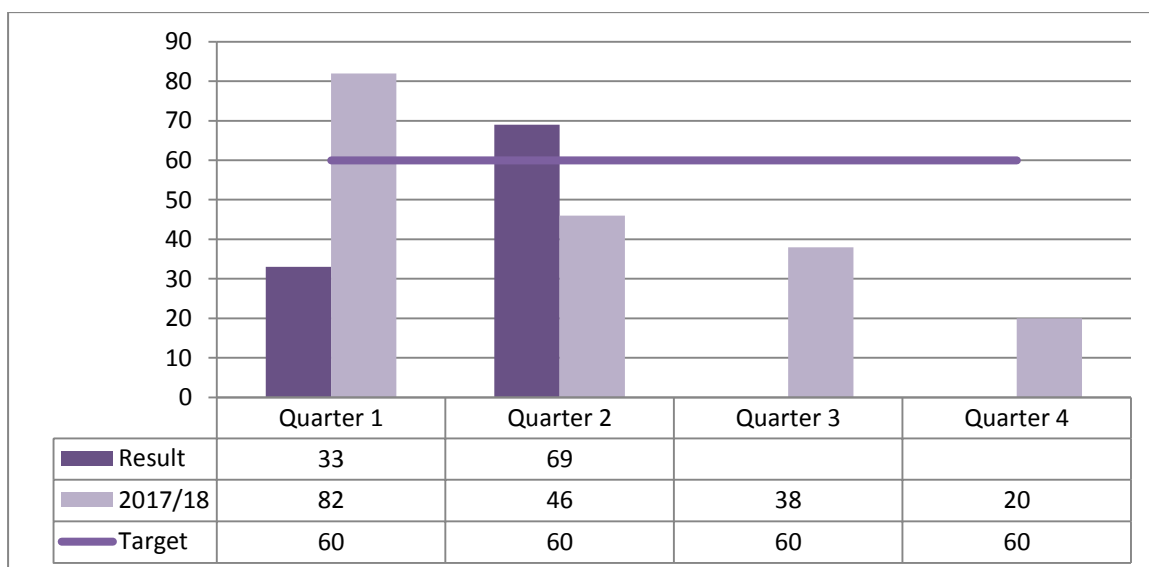


Figure 6: Net additional new homes. Polarity: Higher is better

12. The Head of Service for Strategy and Planning reports that the quarter two result is a draft figure and the final figure will not be available until publication

of the Housing Land Supply position statement, which has been delayed slightly due to the Development and Site Allocations Local Plan (DaSA).

## New Affordable Homes

13. 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 two was three new homes. The result was seven new affordable homes.

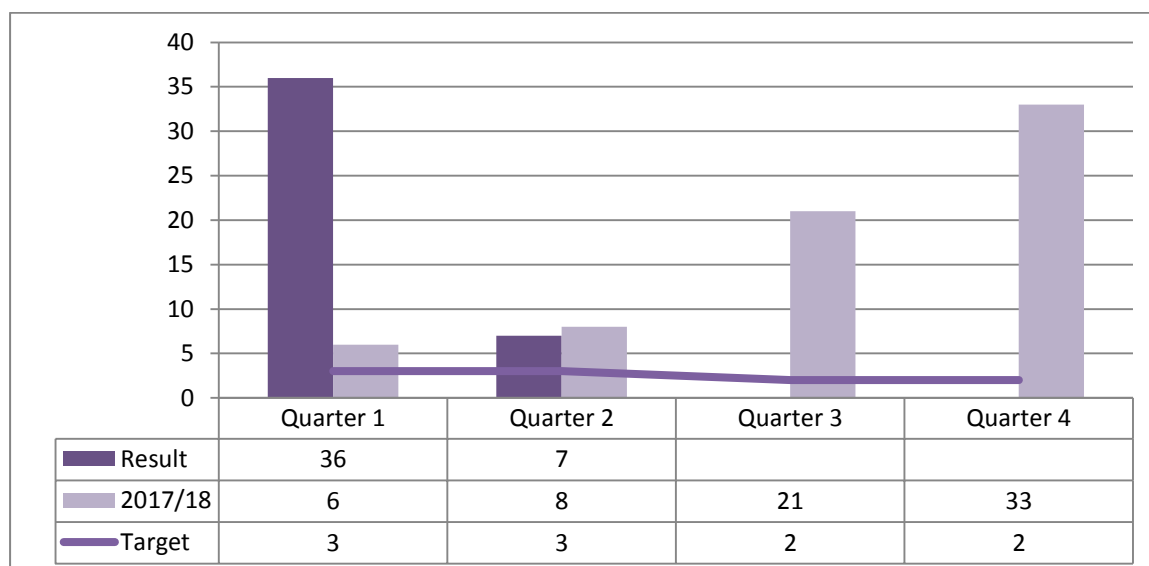


Figure 7: New affordable homes delivered. Polarity: Higher is better.

14. The Head of Service for Acquisitions, Transformation and Regeneration reports that 10 unit target for this indicator was based on anticipated delivery; however, 36 homes delivered during quarter 1 were expected to be handed over during quarter 4 of last year and therefore were not included in the forecast for this year.
15. The 7 homes completed during quarter 2 relate to the remaining homes from the Oakhurst Place in Bexhill scheme.
16. Early completions are anticipated on the Barnhorn Road, Little Common scheme during quarter 3, taking the Council well past the original target of 10 units.

## Return on Investment from Investment Assets

17. This measurement calculates the return on investment from the income, expenditure and value of the Council's investment assets. It was agreed to report this in cash terms as well as achieving the target percentage return on investment that was agreed at Cabinet and full Council. The Council forecasted a gross income of £210,359 in quarter two. The result was £438,573.93 (net). This gives a total income for the first half of the year of £706,123 (net). The Council target is to get at least a 6% a year return on investment on our investment property. (This is 6% of the value of the property calculated from net income.).



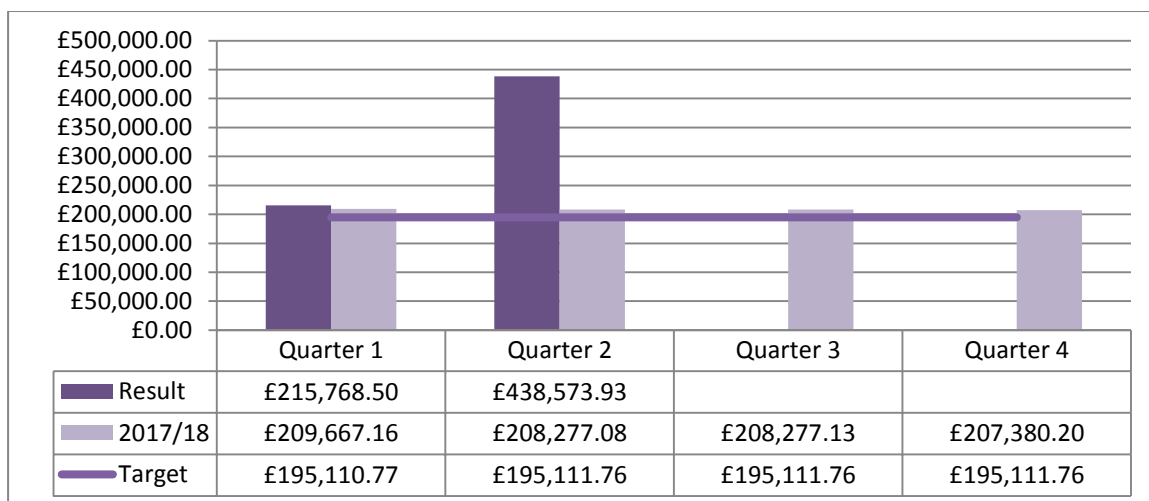


Figure 8: Net £ Income from Investment Assets. Polarity: Higher is better

18. The Head of Service for Acquisitions, Transformation and Regeneration reports that income is on target for all properties. Backdated rents and an underlease payment (apportioned) increased income well over the target at three properties in Beeching Road of £25k, £60k and £100k respectively. This increased the return on investment so that it is higher than the quarter's target and we are now over the target for the whole year.

## Performance Indicators by Exception: Quarter One 2018/19

### 1. Planning Income

Polarity: Higher is better	Target £	Result £	Last year's result £
Quarter two	304,442	<b>228,894</b>	243,541
April to September	552,298	<b>443,515</b>	499,605.

The Head of Service for Strategy and Planning reports that the cumulative income from April to September is 80% of the forecasted budget and it is £56,000 or 11% less than the same six months last year. Income hasn't been as forecasted since April. The main cause is planning application income, which is about £321,000 compared to a £400,000 forecast (April to September).

### 2. Freedom of Information (FOI) Requests Received

Polarity: Lower is better	Target no.	Result no.	Last year's result no.
Quarter two	123	<b>137</b>	127
April to September	246	<b>284</b>	226

The Assistant Director Resources reports that FOI requests are up 15% more than forecast and higher than last year. The teams most affected have been Finance, Neighbourhood Services and ICT, who are experiencing from 44% to 80% more FOI requests than expected. This will be monitored because too many FOI requests have a workload impact on staff.