

Rother District Council

Report to	-	Overview and Scrutiny Committee
Date	-	25 November 2019
Report of the	-	Executive Director
Subject	-	Performance Report: Second Quarter 2019/20

Recommendation: It be **RESOLVED:** That:

- 1) the Overview and Scrutiny Committee consider performance against targets or forecasts and pass any additional recommendations for action to Cabinet for consideration; and
 - 2) it be recommended to Cabinet that the Affordable Homes Built (gross) Supply target be increased to 115 affordable dwellings.
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Head of Service: Ben Hook

Introduction and Background

1. For the financial year 2019/20, Members of the Overview and Scrutiny Committee (OSC) and Cabinet selected a set of 10 key performance indicators (KPIs). These indicators stand as a barometer of the delivery of the Councils' Corporate Plan and those service areas Members wish to scrutinise over the year (Cabinet Minute CB18/69 refers).
2. For the 2019/20 financial year, the focus has been set on four themes:
 - Housing and Homelessness: to monitor the delivery of the Housing and Homelessness and Rough Sleeping Strategy adopted in 2019.
 - Housing Benefit: to monitor the improvements to service delivery through a number of projects.
 - Waste and Recycling: to monitor the start and roll-out of the new waste and recycling contract from July 2019.
 - Asset Income: to monitor the delivery of the Property Investment Strategy adopted in 2018.
3. This report brings before Members a summary of the Council's performance against the selected themes, giving the position at the end of the second financial quarter (1 July 2019 to 30 September 2019) and for the financial year 2019/20. The report gives Members an opportunity to scrutinise the progress towards the Council's stated aims, outcomes and actions in the Corporate Plan and makes any necessary recommendations to Cabinet for future service delivery.

Overview

4. A summary of the KPI performance is set out in the table below. Performance is compared to the previous four quarters and the previous quarter result.

5. The tables of performance and explanation accompanying each of the four themes can be found at Appendices 1, 2, 3 and 4.

Housing and Homelessness	Status	Compared to previous 4 quarters	Compared to previous quarter
Affordable Homes Built (gross) Supply target			
Affordable Homes Built (gross) Local Plan target			
Prevention of Homelessness Cases per 1,000 Rother Households			
Average Weeks in Temporary Accommodation			
Net additional homes provided (Supply Target)			
Net additional homes provided (Local Plan Target)			
Housing Benefit			
New Benefit Claims: calendar days to decision			
Existing Benefit Claims: calendar days to decision			
Waste and Recycling			
Waste Re-used, Composted and Recycled			
Contractor Re-used, Composted and Recycled			
Missed Bins for every 100,000 Collections			
Asset Income			
Net Income from All Investment Assets			
Investment Asset: Return on Investment %			

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse

Housing and Homelessness

6. It is noted at Appendix 1, that the original Affordable Homes Built (gross) supply target of 46 dwellings was an estimated target. This target is being proposed to be increased from 46 to 115 dwellings to bring the target in line with the Affordable Homes Development Programme, based on the expected numbers of completions for the remainder of this financial year. It is recommended the target in the performance indicator be adjusted accordingly.

Indicators by Exception

7. Members requested to have reported, by exception, any other performance that is doing significantly better or significantly worse than its set target. There are no indicators by exception to report for this quarter.

Conclusion

8. This report sets our performance against the agreed KPIs for the four themes for the second quarter of 2019/20. As set out in Appendix 1 (paragraph 15), Members are requested to recommend to Cabinet a change to the Affordable Homes Built (gross) Supply target to bring the target in line with the Affordable Homes Development Programme.
9. Members are requested to consider performance against targets or forecasts and pass any additional recommendations for action to Cabinet for consideration.

Dr Anthony Leonard
Executive Director

Risk Assessment Statement

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

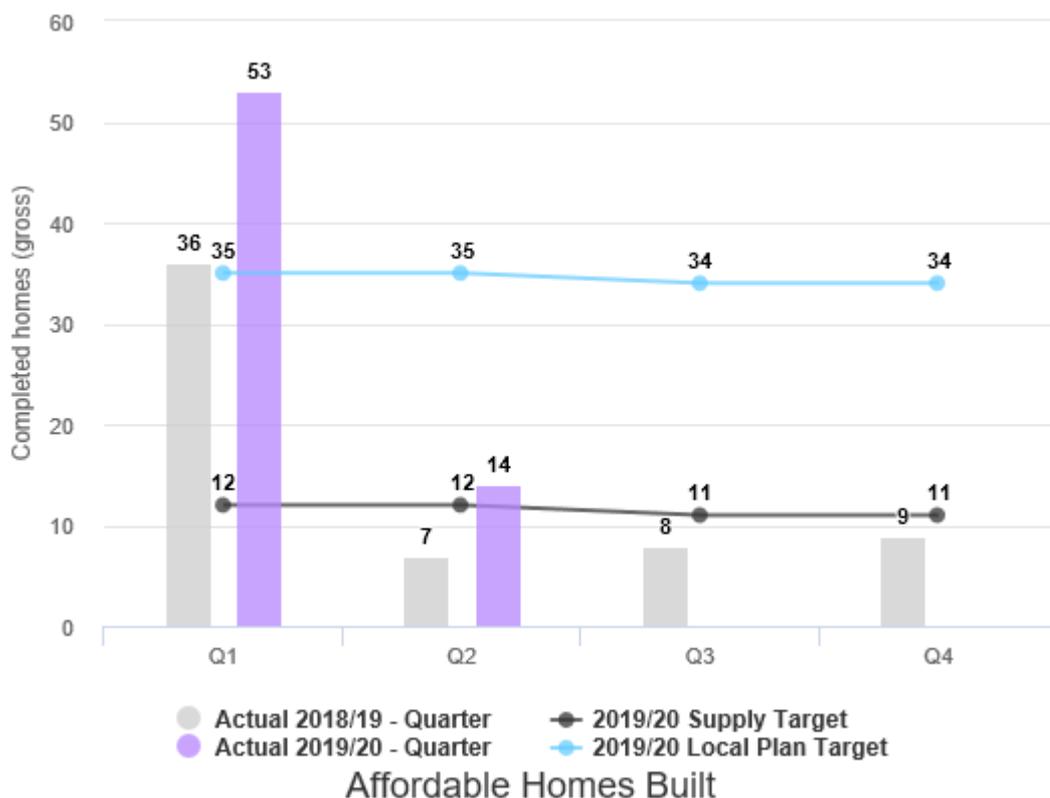
This report mitigates those risks because it ensures that reporting performance to Members takes place and gives Members an opportunity to scrutinise results and make remedial recommendations.

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

HOUSING AND HOMELESSNESS

Affordable Homes Built

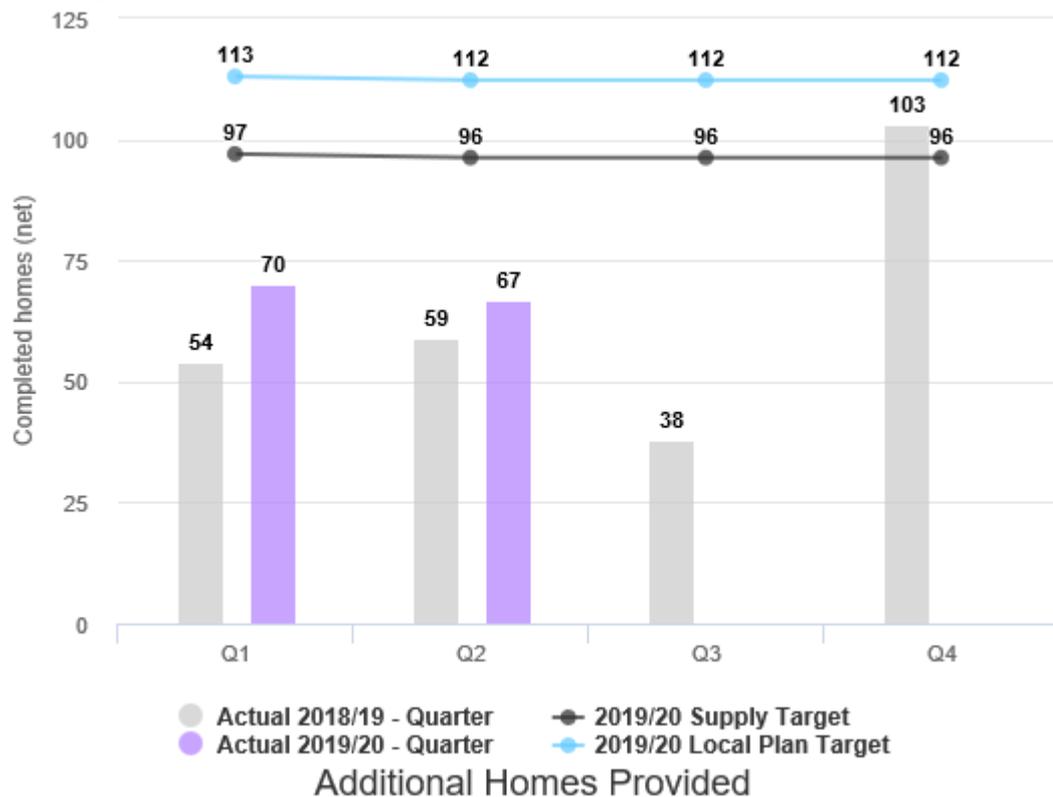
1. This measurement is the gross number of new affordable homes that have been completed in the district. By completed we mean that the home has been built and handed over from the developer to the provider for occupation by a tenant or purchaser. The home may not yet be occupied. This measurement monitors the delivery of the Corporate Plan outcome for affordable and decent housing stock, specifically the action to support the development of affordable accommodation.
2. The indicator has two targets: the supply target and the Local Plan Target. The supply target is based on anticipated delivery from planned sites that we knew about at the time of setting the target. The supply target is 46 affordable new homes for 2019/20. The Local Plan target is based on local housing need set out in the Local Plan and is set at 138 new affordable homes by the end of 2019/20.



Polarity: Higher is better

Additional Homes Provided

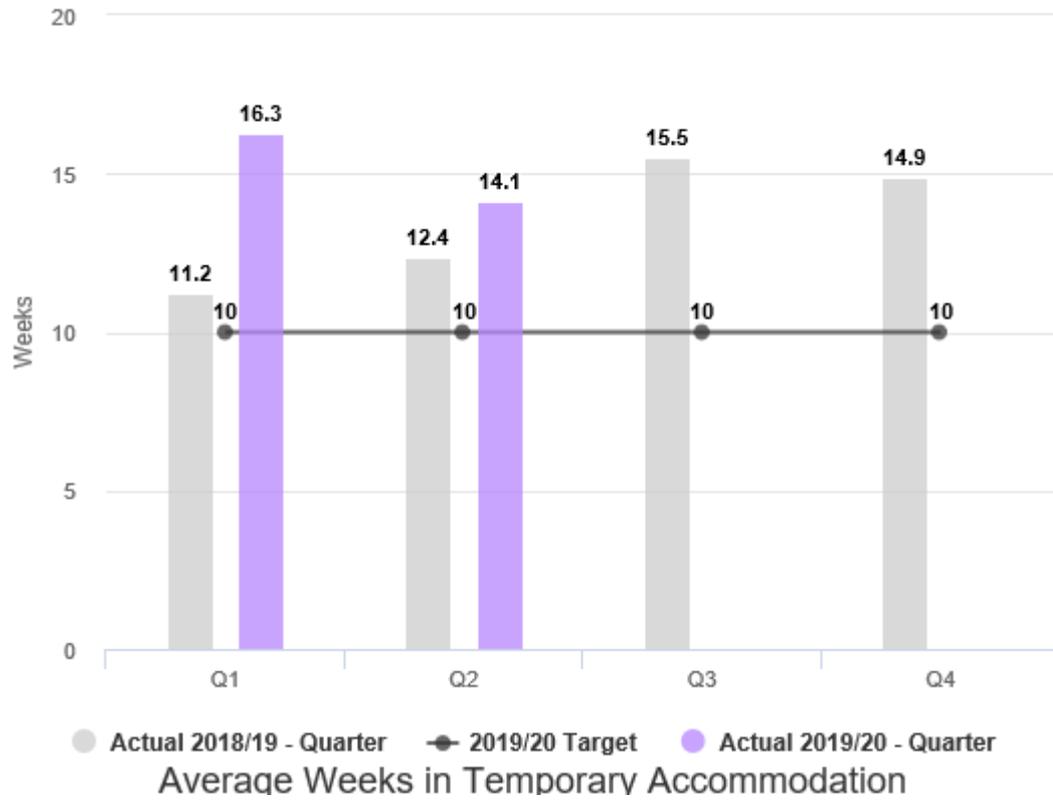
- This measurement counts the number of all new homes in Rother, allowing for demolitions and change of use to give a net gain. This measurement monitors the delivery of the Corporate Plan outcomes to manage spatial development and the provision of affordable and decent housing stock.
- This indicator has two targets: the supply target and the Local Plan target. The supply target is based on the projected delivery for the year, as set out in the April 2016 Housing Land Supply and Trajectory report. The supply target is 385 new homes for 2019/20. The Local Plan target is based on the outstanding annual requirement in order to meet the local need of 5,700 homes identified in the Core Strategy. As at October 2018, the annual Local Plan target is 449.



Polarity: Higher is better

Average Weeks in Temporary Accommodation (TA)

- This measurement is the average number of weeks that households in TA have remained in TA.
- The target for 2019/20 is 10 weeks.

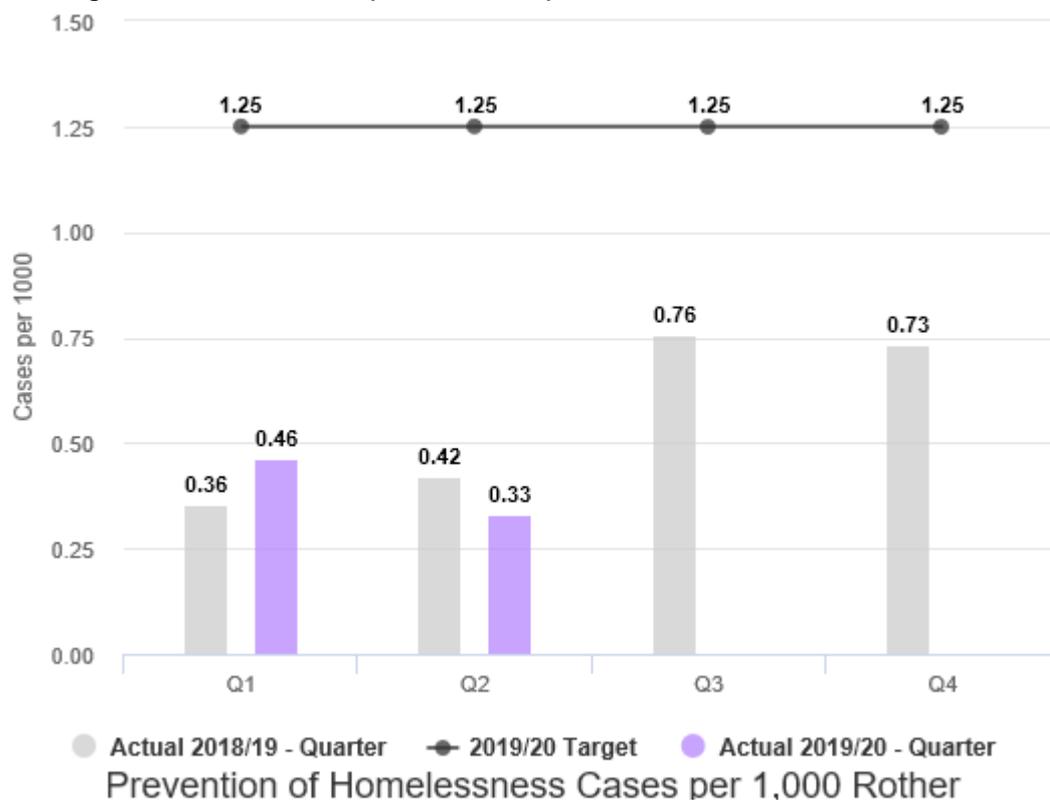


Polarity: Lower is better

Prevention of Homelessness Cases per 1,000 Rother Households

7. This measurement shows the number of households the Housing Needs service prevented from becoming homeless through intervention, advice, assistance and relief. It is expressed as the number of cases in proportion to 1,000 Rother households and can be benchmarked against other district councils in England.

8. The target for 2019/20 is 5 preventions per 1,000 households.



Polarity: Higher is better

Housing and Homelessness Summary

9. The Housing Service continues to experience high demand and low levels of access to all forms of housing, a problem driven by low household incomes relative to the cost of rents and low housing supply. The average time spent in TA has decreased by two weeks since quarter 1; however this is still higher than the target set for 2019/20.

10. The prevention of homelessness cases is lower than the same quarter last year. The results are too low and in the view of the Head of Service they do not reflect the full extent of work being undertaken by officers.

11. A new officer working group has been set-up internally to monitor prevention performance more closely and oversee the delivery of the new prevention measures to which we have recently recruited. We are closely monitoring performance on a monthly basis to ensure that we capture the outputs being achieved. We have also delivered a range of training days in order to review how outputs are being recorded and to ensure consistency across the team.

12. A new triage system has been implemented to allow officers to prioritise those cases which are likely to require TA if their homelessness is not prevented. The approach allows the team to target new homelessness prevention

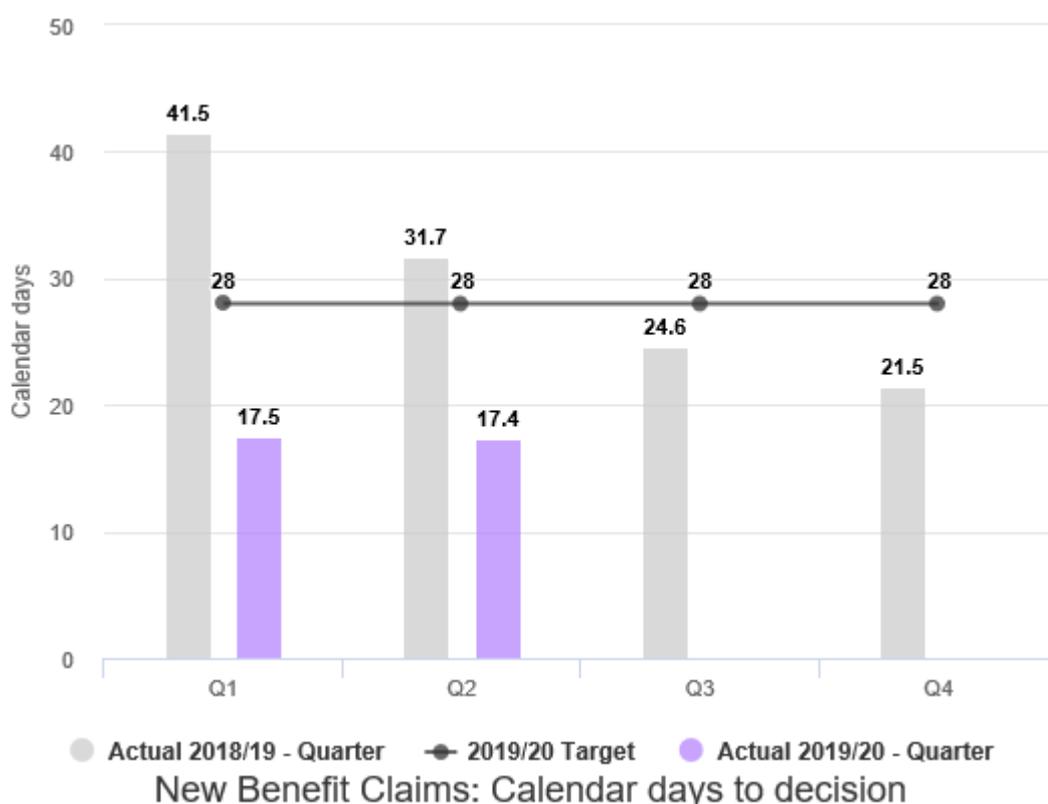
measures at these households and increase the chances of their accessing new accommodation in the private rented sector. The new measures are being finalised by the Private Sector Procurement Officer and include incentive payments to landlords and insurance for landlords against tenant damage and rent arrears. We expect to see improvements during the remainder of 2019/20.

13. The number of net additional homes provided continues to be below the annual level required in order to meet the Core Strategy target. However, the latest projections in the April 2019 Housing Land Supply position statement suggest an improving picture over the next few years, with 2021/22 projected to exceed the Local Plan target. The improving delivery rates are expected to be driven by the large strategic site at Worsham Farm, which has now commenced, as well the Barnhorn Green site which is already providing a steady stream of housing completions. In addition, the Blackfriars site has recently been granted planning permission. Once adopted, the allocations in the Development and Site Allocations (DaSA) Local Plan are also expected to help improve delivery rates.
14. A total of 14 affordable homes completed during quarter two of 2019/20, to include shared ownership units at Rosewood Park, Barnhorn Road. These dwellings are being provided over and above the s106 minimum policy requirement being delivered by Optivo. In total this year, we have received 67 affordable homes.
15. It is recommended that the original estimated Affordable Homes Built (gross) supply target of 46 dwellings be changed to 115 dwellings. This change will bring the target in line with the current Affordable Homes Development Programme based on expected numbers of completions for the remainder of this financial year.

HOUSING BENEFITS

New Benefit Claims: Calendar days to decision

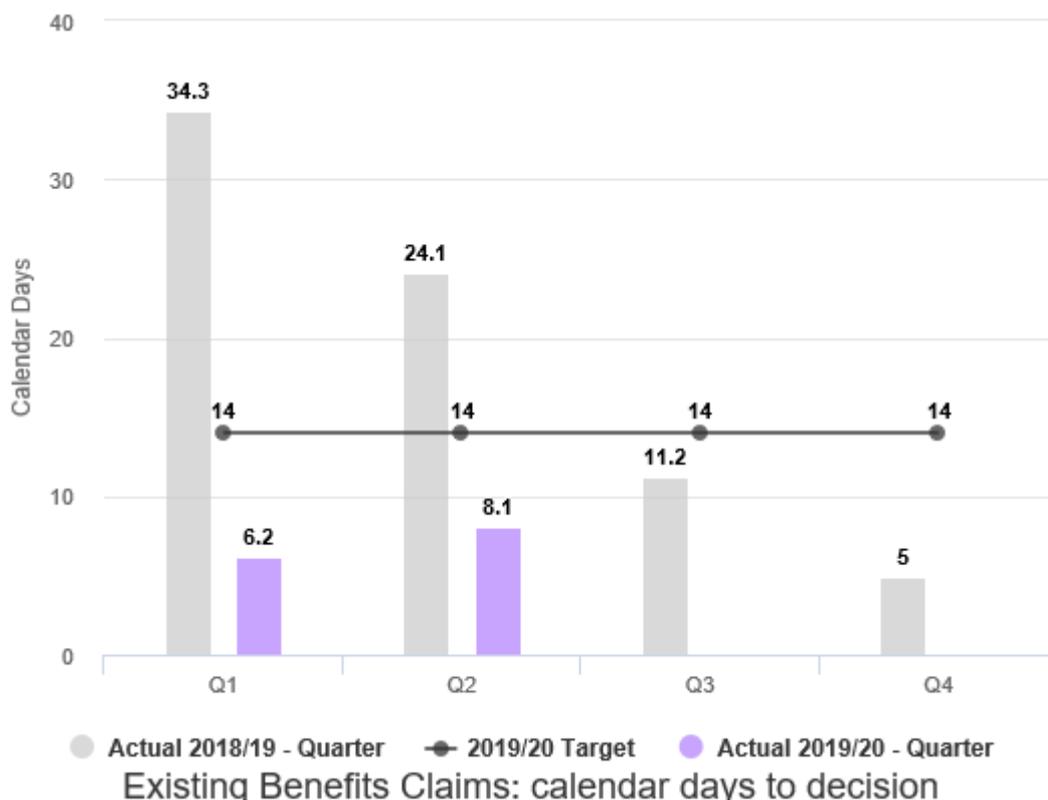
1. This measurement is the average number of calendar days it takes to process a new housing benefit claim from the date the claim is received to the date the decision is taken. This measurement monitors the delivery of the Corporate Plan outcome on addressing deprivation and welfare needs and the actions on managing the impact of welfare reform and monitoring deprivation levels.
2. The target for 2019/20 is 28 calendar days for the average processing time.
3. Results are reported to and are monitored by the Department of Work and Pensions.



Polarity: Lower is better

Existing Benefits Claims: Calendar days to decision

- This measurement is the average number of calendar days it takes to process a submitted change to an existing housing benefits claim from the date of receipt to the date of the decision.
- The target for 2019/20 is 14 calendar days for the average processing time.
- Results are reported to and are monitored by the Department of Work and Pensions.



Polarity: Lower is better

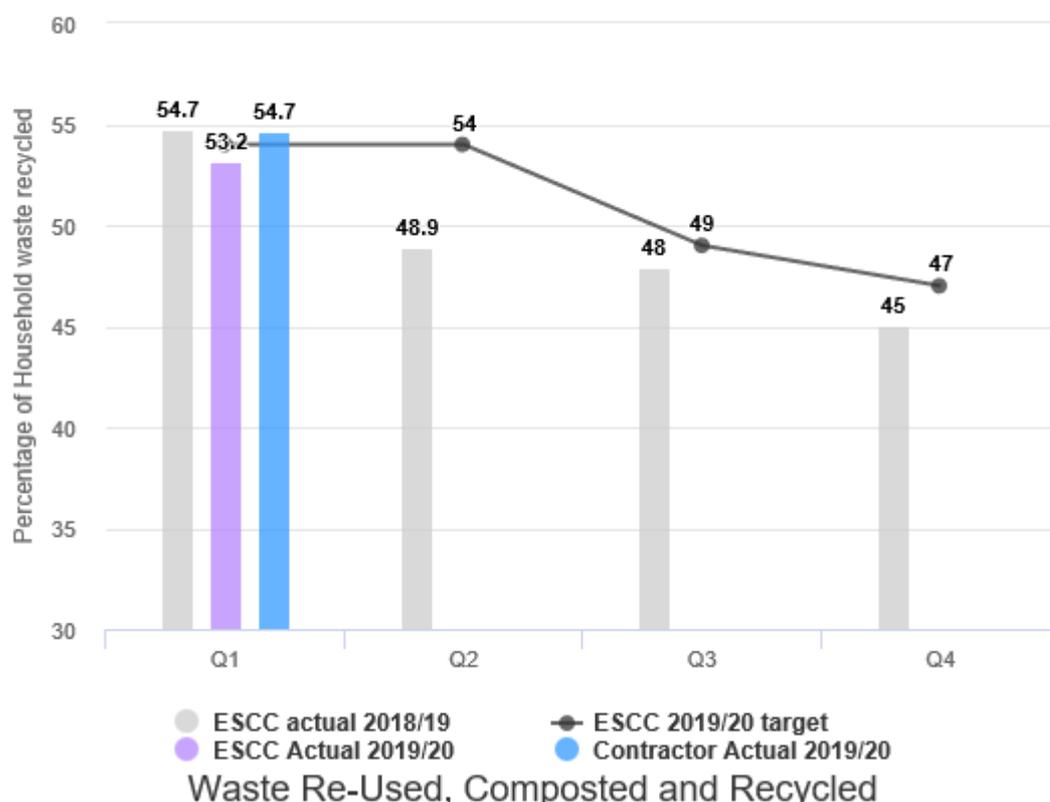
Housing Benefit Summary

- New claims continue to be processed well within the target of 28 calendar days. However, processing times for existing claims have increased during the second quarter, but still within the target of 14 days set. This is due to July and August being a peak annual leave period within the team. The processing days reduced in September, and subject to staff resourcing being maintained this should be reflected in the third quarter results.
- The service continues to work on improvements in its systems and processes in accordance with the adopted business improvement plan.

WASTE AND RECYCLING

Household waste Re-used, Composted and Recycled

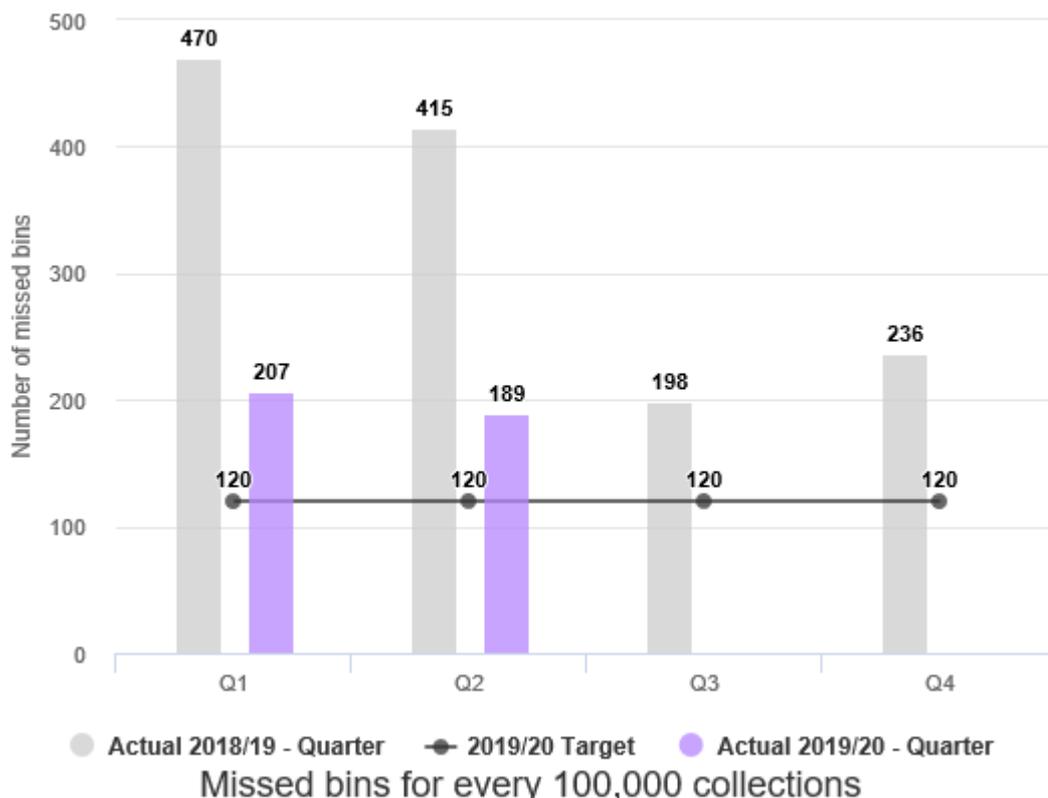
1. This measurement is the percentage of collected household waste sent to be re-used, recycled and composted.
2. There are two measurements. The first based on data reported by East Sussex County Council which includes all waste collection streams, and is reported one quarter in arrears. The second measurement is provided by our contractor and includes most but not all waste collection streams; this measurement is not the official result but gives an indication of likely outcome.



Polarity: Higher is better

Missed bins for every 100,000 collections

- This measurement is calculated by dividing the number of missed bins by the total number of collections and multiplying by 100,000 so the data is comparable across all waste collection services.
- The contract target for 2019/20 is no more than 120 missed bins per 100,000 collections.



Polarity: Lower is better

Waste and Recycling Summary

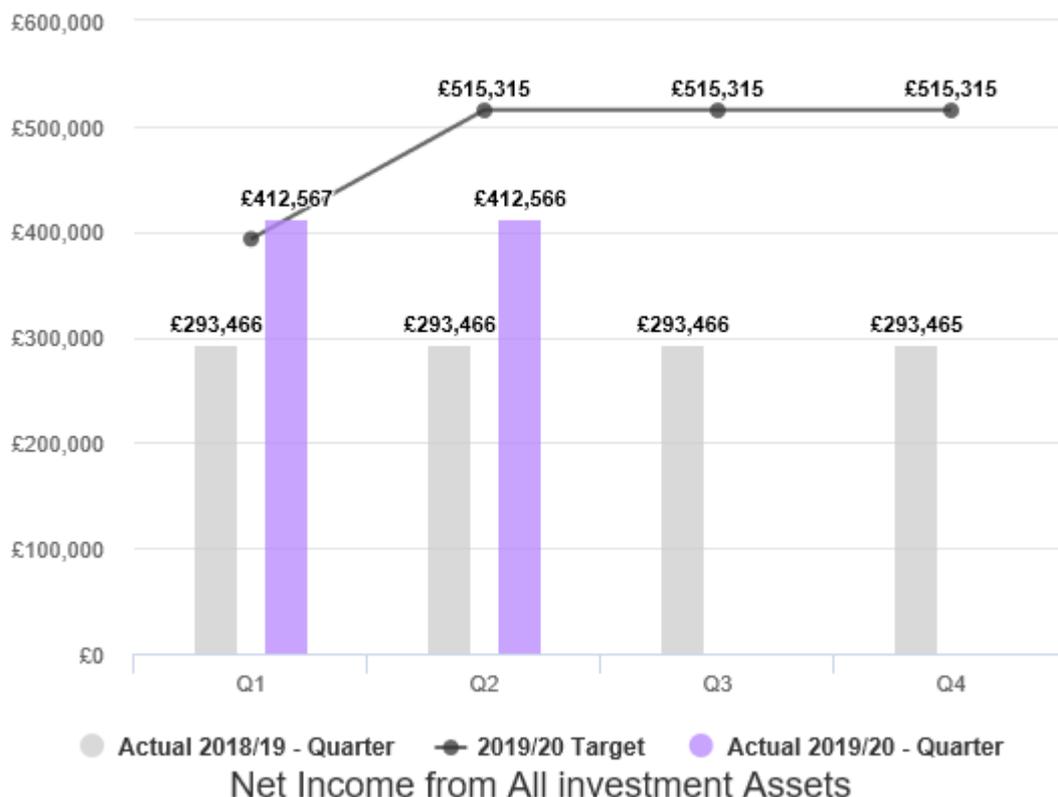
- The second quarter's performance for the number of missed bins has seen an improvement on the first quarter and is significantly improved against the same quarter last year, reducing by 54% between the second quarter of 2018/19 and that of 2019/20, from 415 missed bins per 100,000 collections to 189.
- There has been an initial 'honeymoon period' of 12 weeks within the new contract whereby the target of 120 does not apply.
- Officers are working closely with Biffa to reduce the numbers of missed bins further and achieve the minimum target of 120 on a consistent basis. Weekly review of targets during the weekly operations meetings show that the target has been exceeded on four weeks and close to achieving on a further second weeks.
- Service levels for the emptying of 'bring sites' has not been acceptable in some areas during this quarter whilst Biffa trialled a new operational approach. These failings have been addressed and the service level has improved during recent weeks.

9. Street cleansing is to standard in most areas with the exception of cleansing of 'fast roads', the operational method for which is being reviewed in light of recent new health and safety regulations.
10. No new data for household waste re-used, composted and recycled has been made available by East Sussex County Council since the contract began. This is normally provided a quarter in arrears and is expected for the third quarter performance update.

ASSET INCOME

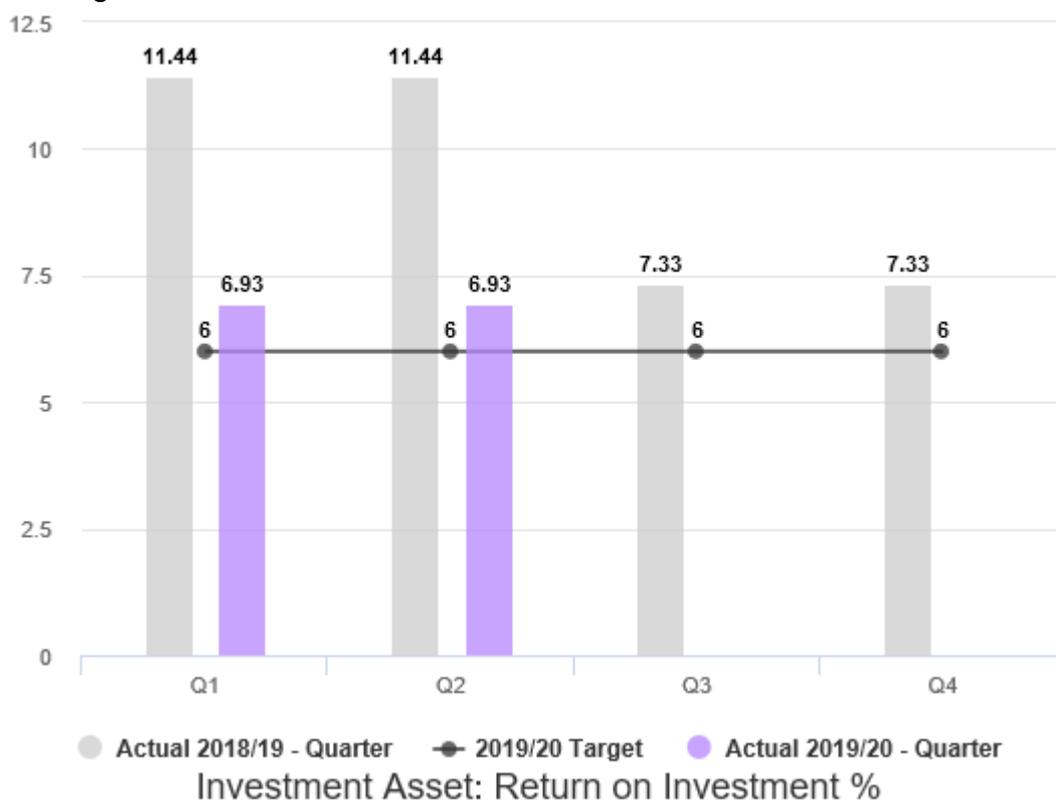
Net Income from All Investment Assets

1. This measurement is forecast annual net income from investments calculated from gross income less expenditure excluding borrowing and interest payments.
2. The target for 2019/20 is £1,939,000 (originally £1,520,000).



Investment Asset: Return on Investment %

3. The Council calculates its return on investment based on the valuation of the investment assets, their combined income and combined expenditure.
4. The target for 2019/20 is a 6% return on investment.



Asset Income Summary

5. Cabinet agreed the increase in target, meaning that without additional investment in this financial year the Council will not meet its expected targets for asset income. The Property Investment Panel continues to work closely with officers to identify and acquire income generating assets.
6. There are a number of properties under consideration which, should the negotiations be successful, will generate income to meet the 2019/20 target. However the increase in the PWLB borrowing rates will impact on the overall return on investment that we are able to achieve.
7. The reduction in return on investment is due to two main factors. Firstly, the increase of the value of the estate following a revaluation. Secondly, the acquisition of Glovers House at a cost more reflective of the 6% target.