Rother District Council

Report to	-	Overview and Scrutiny Committee
Date	-	27 January 2020
Report of the	-	Executive Director
Subject	-	Key Performance Targets 2020/21

Recommendation: It be **RESOLVED**: That Cabinet be requested to approve the corporate Key Performance Indicators (KPIs) for 2020/21 and their performance targets as set out in Appendix A of the report.

Head of Service: Ben Hook

Introduction

1.   The purpose of this report is to set out the proposals for measuring the Council's corporate performance for 2020/21 in the context of corporate priorities and the resources available. Members are requested to select a small set of corporate Key Performance Indicators (KPIs) and agree their target levels of performance for the next financial year. The purpose of the reported KPI set is to manage the performance of the authority at a focused and prioritised level.

Background

2.   Historically, a set of KPIs has been reported quarterly to the Overview and Scrutiny Committee (OSC) to assess the performance of the organisation and key areas of business. These KPIs provide an overview of selected areas of performance, but OSC Members are able by agreement to review any other area of the Council's business that may be of concern to them. Each year, the OSC considers and recommends to Cabinet a set of KPIs and the level of performance that Members wish to see delivered to residents.

3.   The current KPIs for 2019-20 are set out below:

Housing and Homelessness
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 (TA)
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 %

4. The performance of housing benefits processing is no longer a priority because performance has significantly improved and appears stable. It is recommended this is replaced by more detailed income targets, to reflect the Council's priorities for 2020/21.

Proposed KPIs

5. Officers have had regard to Members' past concerns that the KPI set should contain a small number of indicators relevant to areas that fall within the Council's control and that the set should remain compact with around 10 indicators in total. It is also felt that targets should, where possible, be benchmarked against performance in other local authority areas so that Council performance can be ambitious while remaining achievable. It is proposed that the indicators for 2020/21 should be reported within four themed areas and a qualitative report on each of these areas will be provided. The themed areas are:

   ➢ Housing and Homelessness (5 indicators)
   ➢ Waste & Recycling (2 indicators)
   ➢ Asset Income (2 indicators)
   ➢ Other Income (3 indicators)

6. The proposed KPI basket includes 12 indicators. In reality a number of other related indicators will be used to inform the qualitative information; this will give OSC Members a clear picture of performance in each of the themed areas as opposed to relying on narrow areas of performance. The provision of this additional information will allow OSC Members the ability to scrutinise more effectively and pass on any recommendations they have as a result of this to Cabinet.

Conclusion

7. In conclusion, by using the recommended indicators, associated targets, and quantitative information, OSC Members will monitor the performance of the Council, and the delivery of key plans. Members are requested to consider the recommendations and propose an appropriate KPI set to Cabinet.

Dr Anthony Leonard
Executive Director

Risk Assessment Statement
There are financial, reputational, statutory and corporate 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. In addition to the on-going

performance management carried out by service areas, this report mitigates those risks, because it ensures that Members have an opportunity to scrutinise the proposed targets and make recommendations and select their own priorities for improvement.

PROPOSED PERFORMANCE INDICATORS
Housing and Homelessness

INDICATOR	DESCRIPTION	CURRENT TARGET	PROPOSED TARGET
1. Number of households in TA (Lower is better)	Number of all households in Temporary Accommodation (TA) on the last day of the month, when measured.	60 households (Actual 61 on 30 November 2019)	60 households
2. Average Length of stay in TA (Lower is better)	Measures the average length of time (in weeks) that individuals or families were in TA.	10 weeks (Actual: 18.3 at end of November 2019)	15 weeks
3. Homelessness prevention per 1,000 households (Higher is better)	Measures the outcome or success of homelessness prevention activities. This includes all cases where a household's housing problem has been resolved through advice casework intervention.	5 per 1,000 (Actual: 1.55 total for first half of 2019/20, target 2.5)	5 per 1,000
4. Net additional homes built in the district (Higher is better)	Monitors the delivery of new homes. This indicator measures the net increase in dwelling stock over one year.	285 homes is the supply target 449 is the Local Plan target (Actual: 137 total for first half of 2019/20, target 193)	340 homes is the supply target[1] 458 (local plan target)
5. Number of affordable homes delivered (gross) (higher is better)	Monitors the delivery of affordable housing units (newly built, including gains from conversions such as subdivision, or acquired).	115 homes is the supply target 138 is the Local Plan target (Actual: 67 for first half of 2019/20, target 57)	115[2] 138 (local plan target)
Housing & Homelessness: position statement			

Demand for all forms of affordable housing continues to increase, with the supply of social housing and private rented accommodation being a key tenure failing to keep pace with this demand. The lack of affordable housing supply locally alongside the impact of welfare benefit reforms are the principle drivers of increasing levels of homelessness, sofa surfing, poor quality living conditions and rough sleeping. There are early indications that the new Rother Tenancy Finder service (launched in October 2019) is beginning to improve prevention outcomes and help to reduce numbers in temporary accommodation.

A significant portion of affordable housing delivery both for rent and shared ownership is dependent on the delivery of private housing developments. Although housing delivery for all tenures is increasing, it does not meet the expected Local Plan targets or keep pace with rising levels of demand.

The five high level indicators above, together with evidence based qualitative information will help Members to monitor the strategy action plan on an on-going basis, assessing whether this work is having an impact on housing issues, and inform decision making with regards to recommendations to Cabinet.

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[1] **Estimated target based on developer delivery programmes (as of data Dec 2019). This target will be reviewed during 2020 with an updated target provided in the quarter 2 report.**

[2] **Estimated target based on delivery programme. This target will be reviewed during 2020 with an updated target provided in the quarter 2 report.**

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Waste & Recycling

INDICATOR	DESCRIPTION	CURRENT TARGET	PROPOSED TARGET
6. Waste re-used, composted & recycled	The percentage of household waste which has been sent by the authority for reuse, recycling, composting or anaerobic digestion.	51% (47.4% Apr 19 – Mar 19, target is 51%)	51%
7. Missed bins (contract) per 100,000 collections	The pre-calculated number of all missed bins (household, recycling and garden waste), as defined by the terms of the contract, expressed as per 100,000 of these bins that are due to be collected.	120 bins missed per 100,000 collections (160 to end of Sept 2019, target is 120)	120 As per contract specification
Waste & Recycling: Position statement			

There is an EU target for the UK to re-use, recycle and compost at least 50% of household waste by 2020. According to the Government Waste Data Flow site statistics, Rother District Council achieved 47.4 % April 2018 to March 2019. The decrease from 50.2% the previous year is due in large part to a reduction in garden waste tonnages and may be due to the hot and dry summer of 2018. The reduction is mirrored by the neighbouring district of Wealden.

Recycling rates have fallen in other parts of the country and this has, in part, initiated a widespread government review across the industry. The future direction of waste management in the UK will be influenced by the UK Environment Bill which is expected to proceed to final legislation in early 2020. In view of the change to a fully co-mingled glass and dry recycling collection from 29 June 2019, Rother suggests the interim target remains at 51% while we wait to understand the full implications of the new bill.

Asset Income

INDICATOR	DESCRIPTION	CURRENT TARGET	PROPOSED TARGET
8. Return on investment from investment assets	Monitors whether or not the Council is returning the required minimum level of return on investment.	6%	6%
9. Asset income total	The overall income from investment assets.	£1,939,000	£1,850,000
Asset income: Position statement			

The Council's medium term financial plan assumes a continued increase in the amount of income generated through its property portfolio. With the Property Investment Strategy adding to this portfolio through acquisition and development, the Council has set an overall target return of 6% to ensure that the financial targets are reached. There is a target for the overall income generated by the property portfolio which mirrors the Revenue Budget. These two measures provide Members with a clear picture of the progress being made. The income target for 2020/21 of £1,850,000 does not include any provision for income from any new property purchases achieved in the year.

The Asset Income Total does not include 'community' assets which might also generate an income such as car parks, sports facilities, allotments etc.

The Return on Investment figure shows the income as a percentage of the value of the portfolio. The value of the portfolio is based on the valuation of the existing assets from 2015 and the purchase/development costs of all new assets.

Other Income

INDICATOR	DESCRIPTION	CURRENT TARGET	PROPOSED TARGET
10. Planning: Development Management income	Broken down by planning applications, land charges, and preplanning advice	£1,087,500 (Apr-Nov £506,747 against target £721,019)	£710,000 Planning applications £180,000 Land charges £50,000 preplanning advice Total: £940,000
11. Car park Income	Monitors the income from car parks.	£1,600,000	£1,600,000
12. Garden waste bins issued and income	Measured annually on renewal of contracts around July – would monitor the impact of increasing charges by £5 as per MTFS	£735,000 (£700,000 result for 2019/20)	£870,000
Other income: Position statement			
Members should be aware that car park income is very dependent on the weather during the summer and there is always a risk that we will underperform against target. We have mitigated this risk by basing our income target on an average of the income in previous years. The Council increased its garden waste subscription charge by £5 from July 2020 which means we have revised our income target upwards to £870,000. Members should note that there is a risk that the increased charge will lead to fewer subscriptions being purchased; however, officers do not view this as being a significant risk.			