

Rother District Council

Report to	-	Overview and Scrutiny Committee
Date	-	15 June 2020
Report of the	-	Executive Director
Subject	-	Performance Report: Fourth Quarter 2019/20

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

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 fourth financial quarter (1 January 2020 to 31 March 2020) 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 & Homelessness	Status	Compared to same quarter last year	Compared to previous quarter
Affordable Homes Built (gross) Supply target			
Affordable Homes Built (gross) Local Plan target			
Net Additional Homes Provided Supply Target			
Net Additional Homes Provided Local Plan Target			
Average Weeks in Temporary Accommodation			
Prevention of Homelessness Cases per 1,000 Rother Households			

Housing Benefit	Status	Compared to same quarter last year	Compared to previous quarter
New Benefit Claims: calendar days to decision			
Existing Benefit Claims: calendar days to decision			

Waste & Recycling	Status	Compared to same quarter last year	Compared to previous quarter
Waste Re-used, Composted & Recycled			
Contractor Re-used, Composted and Recycled			
Reported Missed Bins per 100,000 Collections			

Asset Income	Status	Compared to same quarter last year	Compared to previous quarter
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

Indicators by Exception

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

Covid-19

- March 2020 saw the onset of the Covid-19 pandemic. This has adversely affected performance levels in March 2020 for the prevention of homelessness, the numbers in temporary accommodation, number of additional homes provided and the waste collection indicators.

Conclusion

- This report sets our performance against the agreed key performance indicators for the four themes for the fourth quarter of 2019/20 and summary for the whole 2019/20 year.

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.

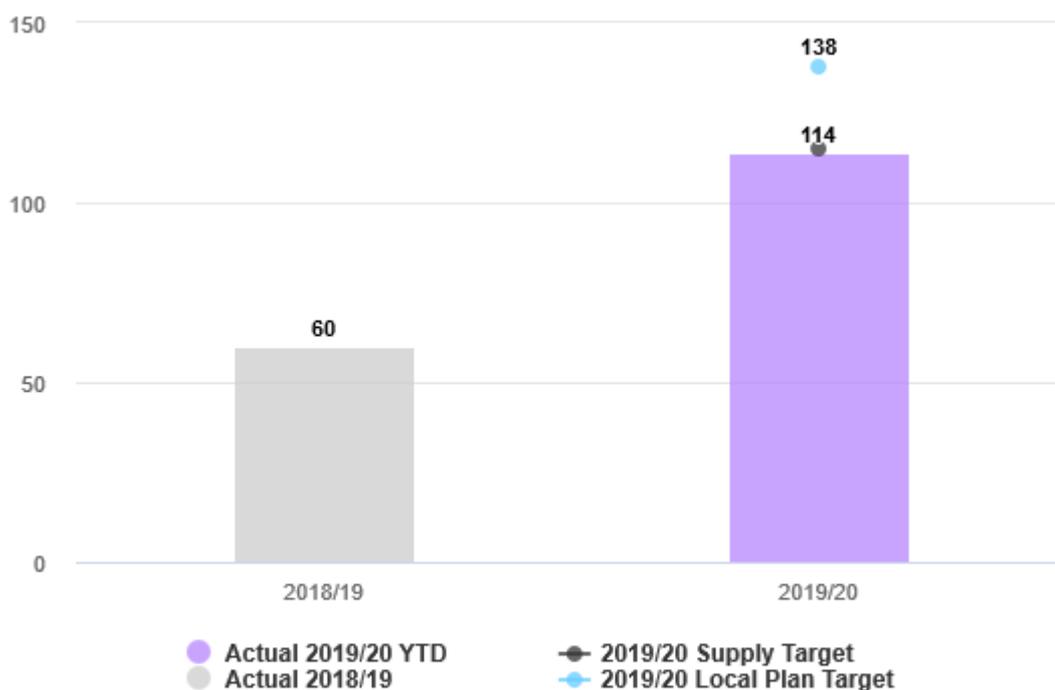
This report mitigates those risks because it ensures that reporting performance to Members takes place and gives Members an opportunity to scrutinise results and make remedial recommendations.

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

HOUSING & 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 115 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.

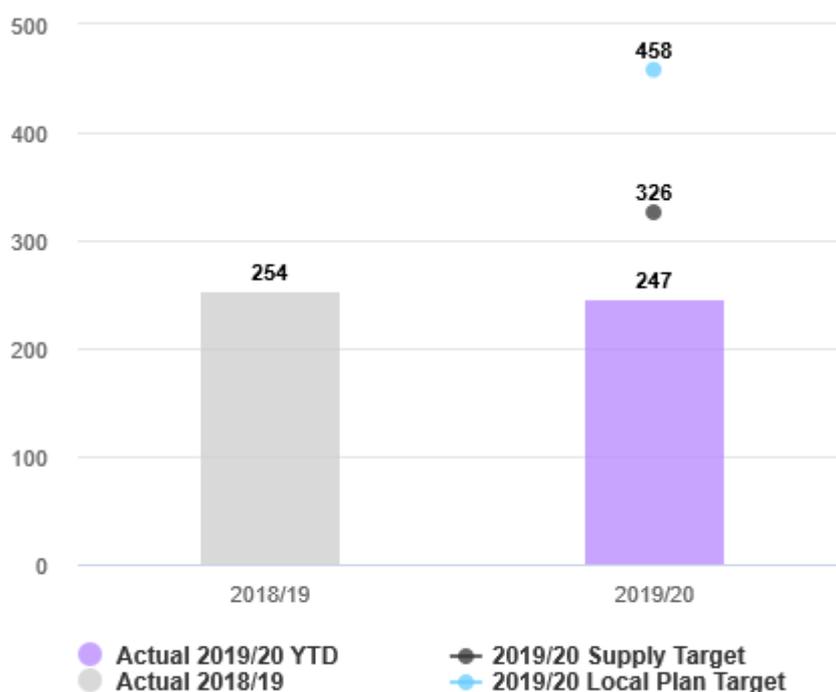


Affordable Homes Built

Polarity: Higher is better

Additional Homes Provided

- 3. 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.
- 4. 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 2019 Housing Land Supply and Trajectory report. The supply target is 326 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 of April 2019, the annual Local Plan target is 458.

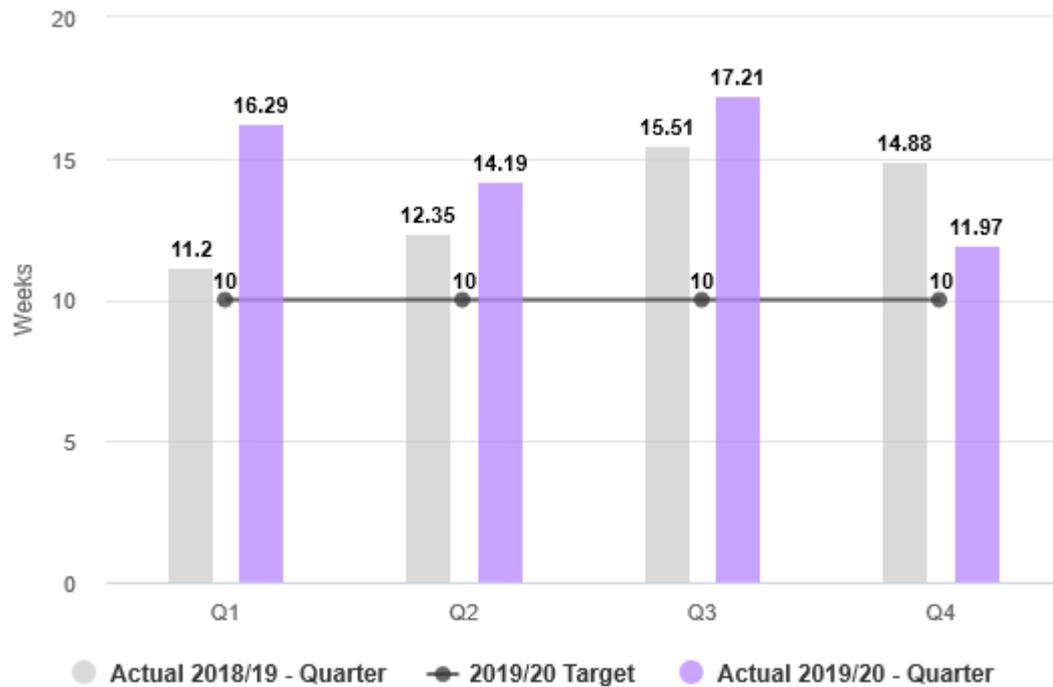


Additional Homes Provided

Polarity: Higher is better

Average Weeks in Temporary Accommodation

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

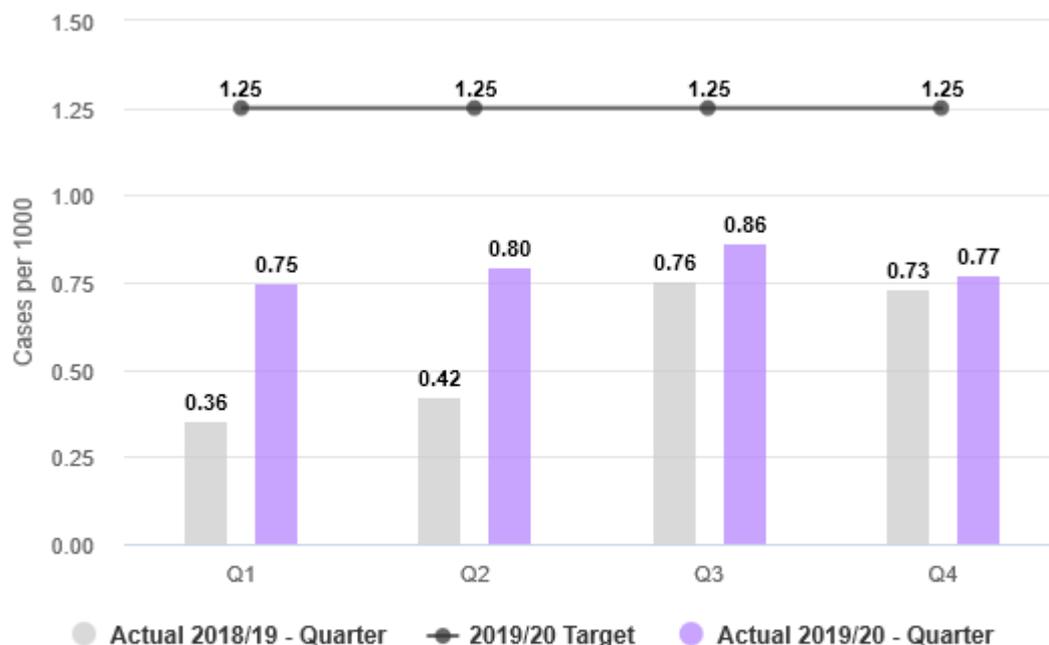


Average Weeks in Temporary Accommodation

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.



Prevention of Homelessness Cases per 1,000 Rother Households

Polarity: Higher is better

Housing & Homelessness Summary

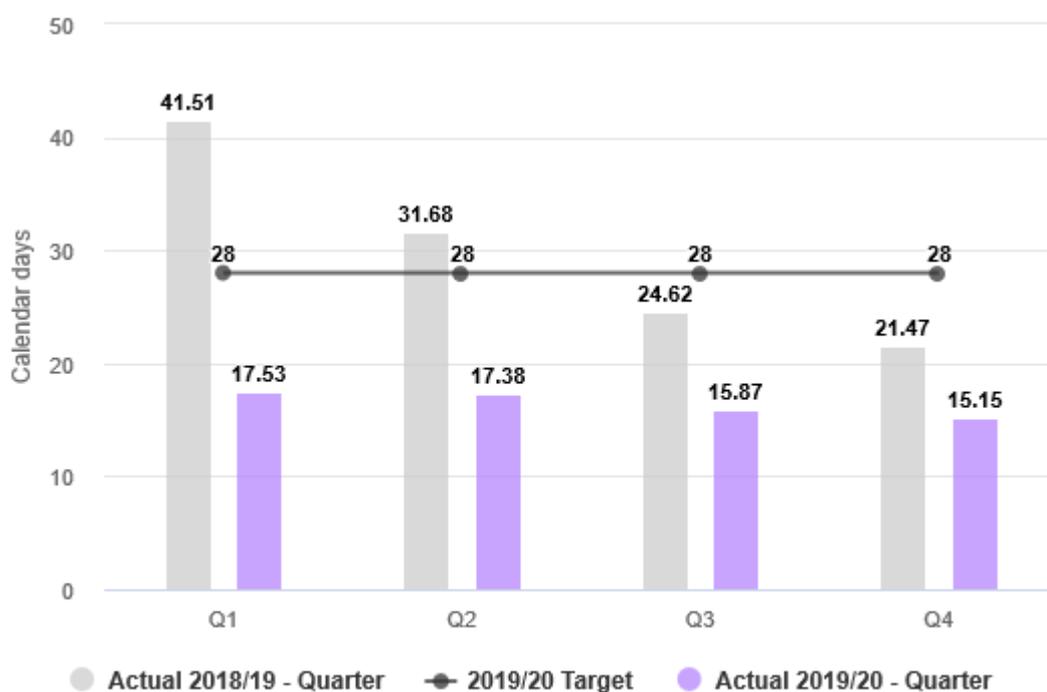
9. We continue to experience high levels of demand for housing of all tenures. The impact is twofold, with more households being unable to secure alternative accommodation when at risk of homelessness as well as households struggling to secure new accommodation when in temporary accommodation (TA). Quarter 4 saw a decrease in time spent in TA from 15 weeks in January 2020 to 10 weeks in March 2020.
10. Rother is proving effective at minimising the number of households in TA per head of population relative to other areas in East Sussex. We had 51 households in TA in February 2020 which is below a target of 60 households and reflects a general downward trend. The number of households accommodated began to rise with the onset of the Covid-19 pandemic and we had 88 households in TA as of mid-May 2020. It should be noted that a greater number of households have been provided with self-contained TA in the Rother area than in previous years with twenty-three presently accommodated as such. In addition, we will have our own Council-owned property for use as TA from the end of May. Furthermore, there are no households with children living in accommodation with shared facilities.

11. The prevention of homelessness and the accuracy in recording positive outcomes are both improving compared to last year with 3.2 in 1,000 households being prevented in 2019/20, compared to 2.3 in 2018/19. The improvement is steadily increasing each quarter since the additional investment in prevention services was made in 2019. The launch of the Rother Tenant Finder service in November 2019 is also beginning to improve the level of preventions; in particular, we achieved our best quarter across two years in quarter 3 2019/20. We were projected to exceed this further in quarter 4 prior to the outbreak of the Covid-19 pandemic in March. However, the results are still too low, and we continue to work to improve our reputation and relationship with private sector landlords in order to improve our rate of prevention further.
12. The number of net additional homes continues to be below the annual level required in order to meet the Core Strategy target. This shortfall is almost entirely due to delays in the build out in the strategic sites in NE Bexhill which we were expecting to start delivering completions at the end of last year. These delays are partly due to Southern Water connections relating to wastewater, site preparation works taking longer than anticipated and the impact of Covid-19, as sites were closed when lockdown commenced. The next Housing Land Supply position statement (due summer 2020) will give us a better understanding of how Covid-19 has impacted on future build out rates for the rest of the Plan period. Once this is known, actions can be considered/undertaken in response to the severity of the impact.
13. Delivery of Affordable Housing remains positive comparative to overall housing delivery, but still below the Local Plan target. This is, in part, due to Homes England's 'Strategic Partnership' funding leading to more developments delivering higher numbers of affordable units than required by Local Plan Policy. We have also seen a change in the marketplace with new 'for profit' affordable housing providers at two developments in Bexhill. Each of these have different business models with some investing in affordable rent whilst others are focussing purely on shared ownership. This change in dynamic may offer opportunities to prevent developers from arguing away their obligations to affordable housing on viability grounds. A total of 32 affordable homes completed during quarter 4 of 2019/20, to include units at Preston Hall Farm, Bexhill, Old Rectory, Burwash and Hazelwood Development, Rock Lane. In total this year, we have supported the delivery of 114 affordable homes against the target of 115 affordable homes.

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.

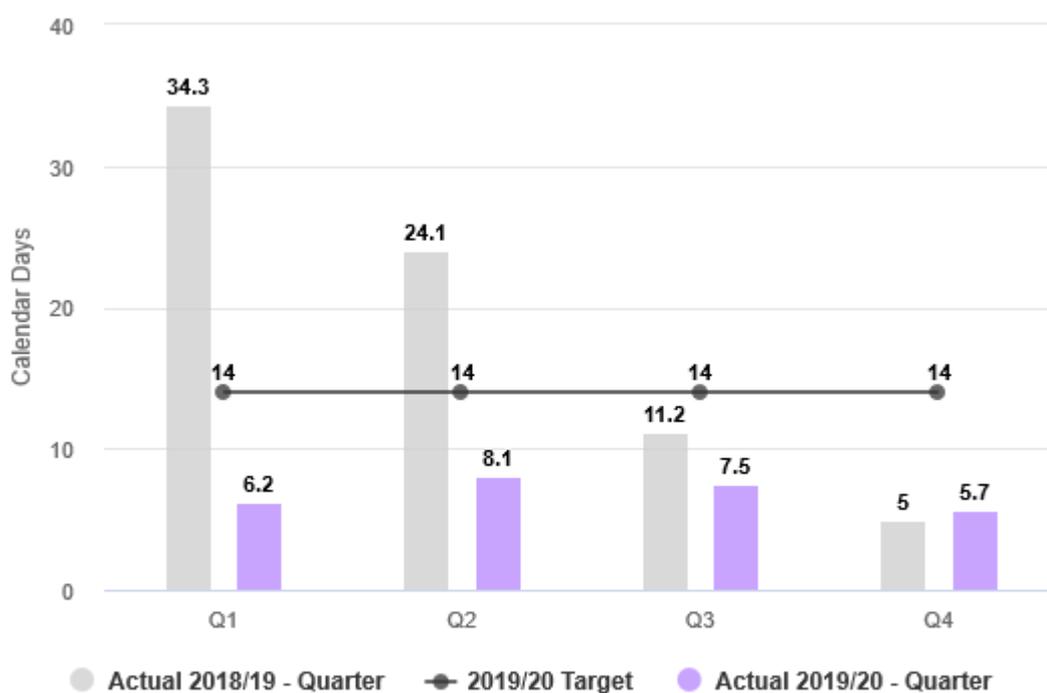


New Benefit Claims: Calendar days to decision

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.



Existing Benefits Claims: calendar days to decision

Polarity: Lower is better

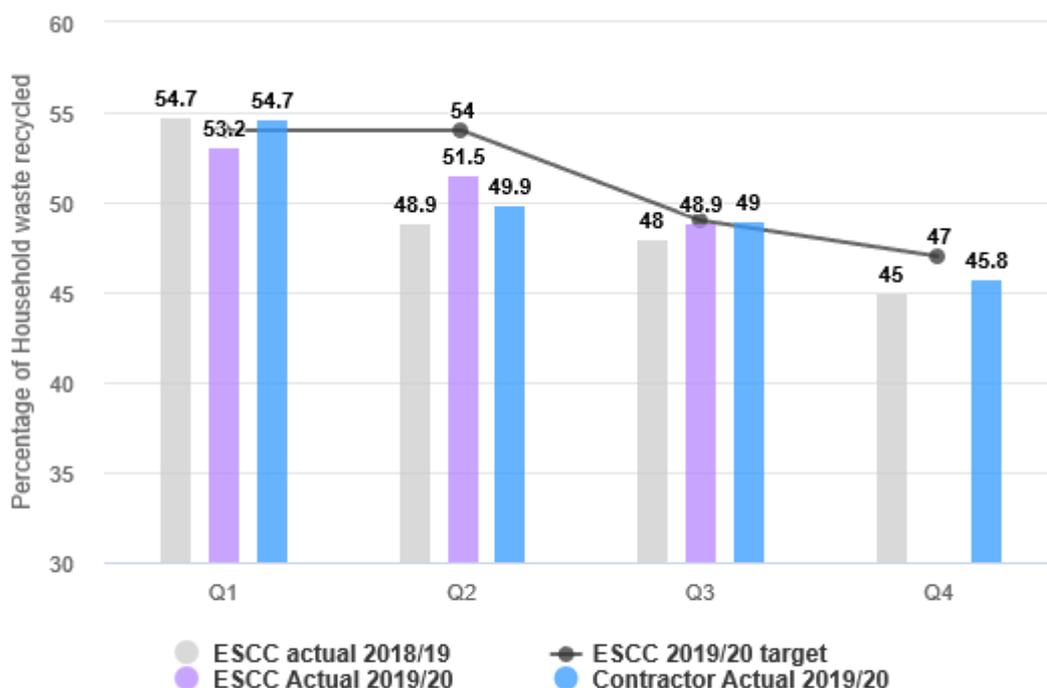
Housing Benefit Summary

- Processing times for both new claims and change in circumstances continue to be good with consistency of performance for processing changes to existing claims for quarter 4. New claims average processing time is variable, but within the targets set. This is due to the very low numbers of new claims received making the average significantly more sensitive to processing times for individual claims.
- The service continues to work on improvements in its systems and processes in accordance with the adopted business improvement plan. However, it is likely as a result of the increased workloads through a substantial rise in new claims and a reduction in offsite service capacity arising from Covid-19, that performance will decline in quarter 1 of 2020/21.

WASTE & 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 outturn.

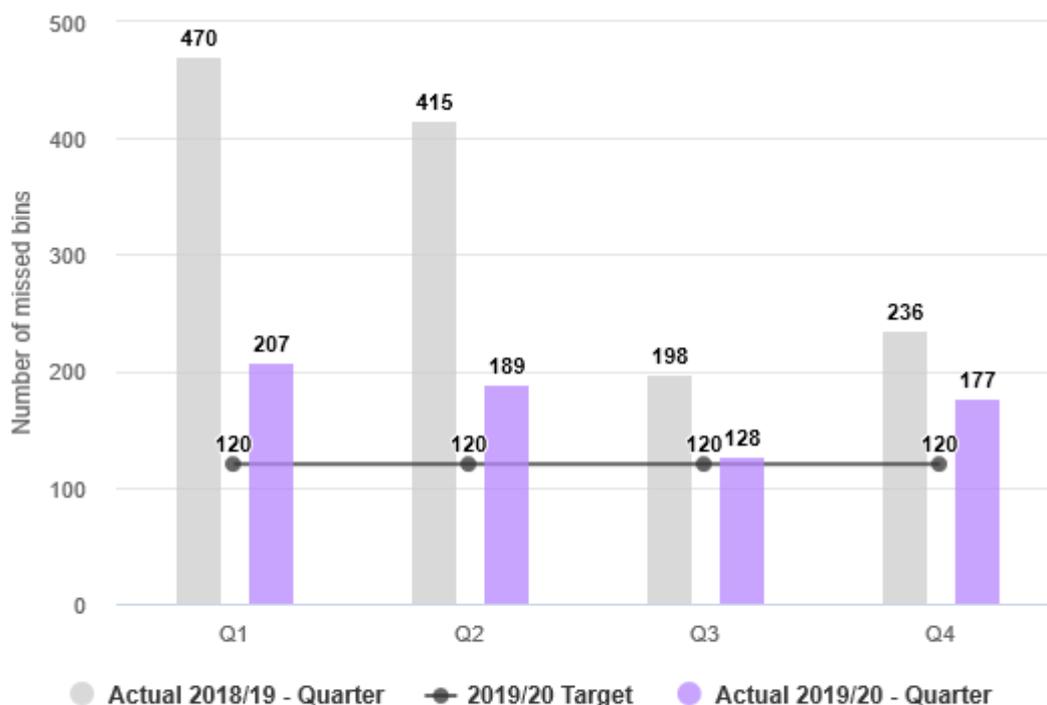


Waste Re-Used, Composted and Recycled

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.



Missed bins for every 100,000 collections

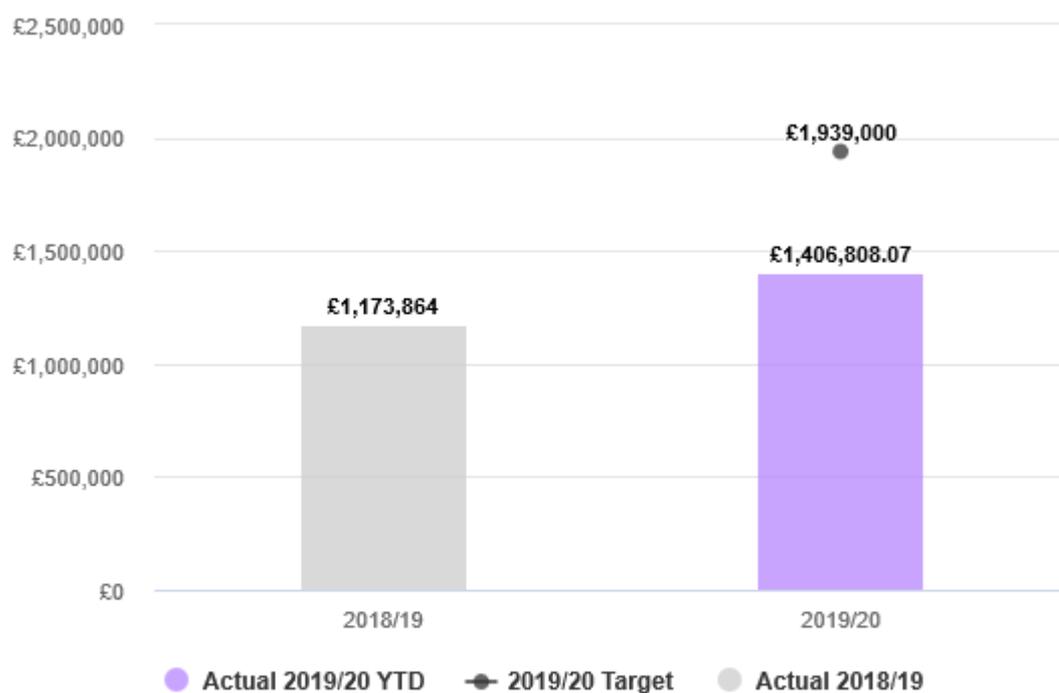
Polarity: Lower is better

Waste & Recycling Summary

- There is an EU target for the UK to re-use, recycle and compost at least 50% of household waste by 2020. The performance in 2019/20 was comparable to the previous year except for quarter 4. The indicative results from Biffa for quarter 4 will have been affected by the disruption to the garden waste service during March. The performance has been achieved at a time where recycling rates have fallen in other parts of the country and this has, in part, initiated a widespread government review across the industry.
- The fourth quarter's performance continues to improve under the new Biffa Contract relative to the performance in previous years; however, at 177 missed bins per 100,000 collections, the performance is still below the target of 120 missed bins or, in percentage terms, 0.12% of total collections being missed.
- Officers are working closely with Biffa during weekly operational meetings to achieve the target of 120 on a consistent basis and improve performance further.

ASSET INCOME**Net Income from All Investment Assets**

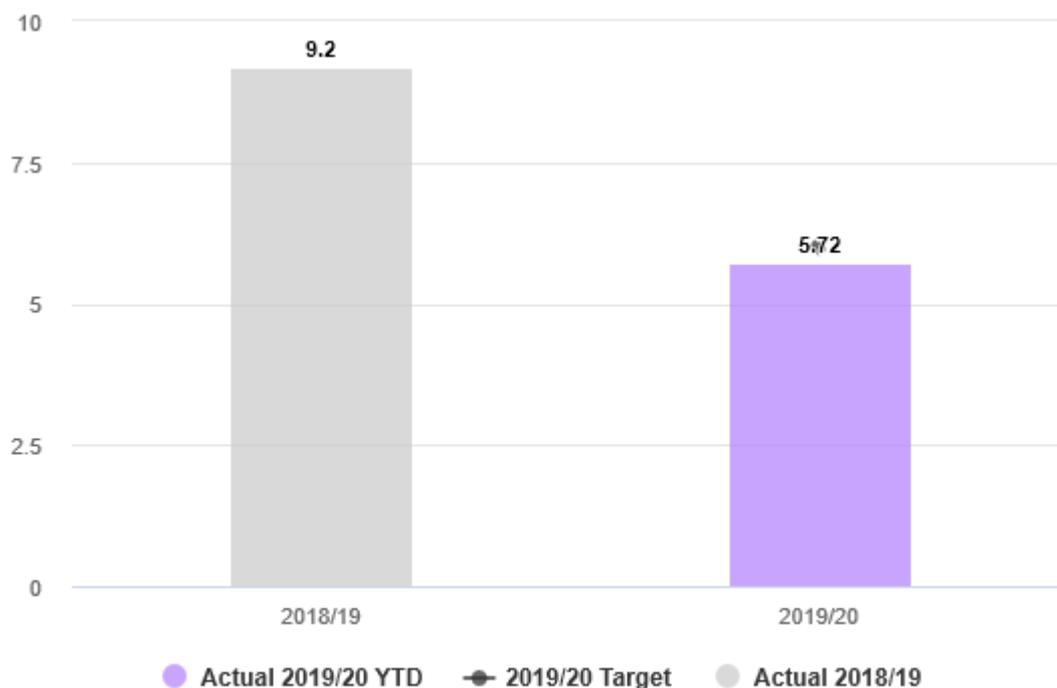
1. This measurement is forecast annual net income from investments calculated from gross income less expenditure excluding borrowing and interest payments.
2. The target for 2019/20 is £1,939,000 (originally £1,520,000).



Net Income from all Investment Assets

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.



ROI from all Investment Assets

Asset Income Summary

5. During the 2019/20 financial year, the Council has acquired a further three properties with a total value of £11.125m. The properties that the Council have acquired since April 2019 are:

Glovers, House, Bexhill Enterprise Park	£7.45m
Development Land at Barnhorn Green, Bexhill	£0.60m
Market Square, Battle	£3.075m

Glover's House and Market Square both have tenants on long leases generating a net income and contributing circa £650k per year in additional income.

The development on the land at Barnhorn Green was formally approved by Cabinet in October 2019 (CB19/59). This will include a GP Surgery and B1 Commercial Space. This will generate an income from 2023.

6. The return on investment has dropped significantly. There are two main reason for this:
 - a. The property portfolio revaluation – an increase in the overall value of existing properties has meant the reflective incomes are lower as a percentage of the investment.

- b. Income for new acquisitions – the income from new acquisitions is only part year, however, their full value is included in the overall property portfolio value. This figure will rebalance in 2020/21.