

Report to: Housing Review Board



Date of Meeting 18th January 2023

Document classification: Part A Public Document

Exemption applied: None

Review date for release N/A

Performance Indicator Tabular Summary

Report summary:

To present to the Board a newly developed performance tabular summary. The report outlines some different options for how and what performance information the Board would like to see presented in future meetings.

Is the proposed decision in accordance with:

Budget Yes No

Policy Framework Yes No

Recommendation:

The Housing Review Board notes the report and agrees to use the new performance tabular summary to monitor the performance of the housing service.

Reason for recommendation:

To provide the Housing Review Board with a new way of presenting performance information to improve how performance is monitored across the service.

To ensure the Housing Review Board have better assurance around performance of the housing service. To help and support the Housing Review Board scrutinise, challenge and be held accountable for the performance of the housing service.

Officer: Natalie Brown, Information & Analysis Officer; nabrown@eastdevon.gov.uk; 01395517583

Portfolio(s) (check which apply):

- Climate Action and Emergency Response
- Coast, Country and Environment
- Council and Corporate Co-ordination
- Democracy, Transparency and Communications
- Economy and Assets
- Finance
- Strategic Planning
- Sustainable Homes and Communities
- Tourism, Sports, Leisure and Culture

Equalities impact Low Impact

Links to background information

Link to [Council Plan](#)

Priorities (check which apply)

- Better homes and communities for all
 - A greener East Devon
 - A resilient economy
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1.0 Background

- 1.1 We have often talked about the need for the service to be more data driven and for reliable and accurate performance information to be easily available so that service delivery improvement can be supported by data based evidence.
- 1.2 With this in mind priority has been given to developing an interactive and online dashboard for the service. The dashboard has been designed following feedback from senior housing leadership who recommended that it should be based on a tabular summary design including a RAG rating (see attached for a paper copy of this). The dashboard provides real time performance data with the housing service able to access the information as and when they require it, making it a very efficient performance monitoring tool. Housing Review Board will be able to have sight of this tabular summary at every meeting where a hard copy will be attached to the agenda prior to the meeting enabling any questions or comments to be posed at the meeting. This will replace the quarterly monitoring report.
- 1.3 56 key performance indicators and 25 compliance performance indicators were chosen to monitor and reflect the different areas of the housing service. Please note the compliance performance indicators are presented in a separate dashboard (see appendix 2 for this tabular summary). These will include the tenant satisfaction measures which we statutorily have to begin reporting on in 2023/24 in accordance with the Regulator for Social Housing
- 1.4 The key performance indicators were picked in consultation with managers and wherever possible have been standardised with those that are used widely within the housing sector to ensure benchmarking is possible. Work to ensure consistency with the industry on how the measures are calculated has also been undertaken to enable accurate comparability. As above, the dashboard will also include the tenant satisfaction measures (TSMs) which we will collect in our annual tenant satisfaction perception surveys.
- 1.5 The majority of the measures available are derived directly from the OpenHousing system. This is the most efficient way of collecting and storing the information since there is transparency to the data and all the information is stored in one central place which minimises user error. It also enables real time data to be extracted whenever the user needs it rather than waiting for a report to be published.
- 1.6 Knowing that there is often a 'story' to be told behind a key performance indicator (level 1) we felt it necessary for the user to be able to drill down further where more charts can be shown providing context to the key performance indicator (level 2). A further drill down option (level 3) is also available whereby the user can extract the specific raw data relating to a data point. This enables managers to pin point exactly what it is that is driving the measure. Below shows an example of this feature as these two further levels (2 & 3) are not shown in the tabular summary which is attached to this report.

Level 1



Level 2



Level 3

TABULAR SUMMARY 2022/23				
PI Code	Indicator Title	Final 2021/22	Q1 (Apr-Jun)	Q2 (Jul-Sep)
INCOME MANAGEMENT				
IM01	% of rental income for all dwellings that was collected	100.21	99.60	99.83



PLACE REF	MANAGEMENT AREA	YEAR TO DATE VALUE	RENT DUE YEAR TO DATE	ADDRESS
9,005		4,862,092.36	13,302,974.75	
100018	General	2,458.44	2,799.56	30 St Marks Road
100020	General	0.00	2,925.00	32 St Marks Road
100070	General	0.00	3,346.92	1 St Leonards Road
100082	General	0.00	3,343.68	3 St Leonards Road

1.7 We are also aware that not everybody needs to have sight of all measures and further drop down options are available whereby service areas or different groups eg repairs, Housing Review Board, Tenant groups can just see the performance indicators that relate to their area/interest. Additional performance indicators which are more key to the operational running of the team are also added at this level.

2.0 Format and design options

2.1 As mentioned above a feature of the dashboard is that it can be set in different ways depending on the audience. And so, we would like to hear from the Board:

- (i) Whether it would be beneficial to develop a more refined set of key performance indicators for the Board to support their role of scrutinising housing performance, with feedback, comments and questions of this set given at each meeting.
- (ii) What format you would like the information presented. See options below for examples.

Option 1: A tabular summary

Housing Service Performance
(as at 07-Dec-2022)

● Within Target, ● Close to Target (within 5%), ● Outside Target, 📊 Cumulative Measure, ⬇️ Minimum Target, ⬆️ Maximum Target

TABULAR SUMMARY 2022/23													
PI Code	Indicator Title	Final 2021/22	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec) (Partial)	Q4 (Jan-Mar)	November 2022	December 2022 (Partial)	Year To Date	2022/23 Target	Top Quartile	Status	①
INCOME MANAGEMENT													
IM01	% of rental income for all dwellings that was collected	100.21	99.60	99.83	101.17	N/A	99.33	101.17	101.17	98.00 ⬇️	100.64		
IM02	% of rental income for general needs housing that was collected	100.33	99.39	99.73	101.19	N/A	99.25	101.19	101.19	98.00 ⬇️	-		
IM03	% of rental income for sheltered housing that was collected	99.95	100.03	100.02	101.14	N/A	99.48	101.14	101.14	98.00 ⬇️	-		
IM04	Rent arrears of current and former tenants as a % of annual rent debit	2.10	2.14	2.11	2.17	N/A	2.33	2.17	2.17	2.53 ⬆️	2.53		
IM05	Rent arrears of current tenants as a % of annual rent debit	1.62	1.71	1.70	1.74	N/A	1.88	1.74	1.74	1.82 ⬆️	1.82		

Option 2: A tabular summary with the inclusion of graphs

TABULAR SUMMARY 2022/23														
PI Code	Indicator Title		Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022 (Partial)
INCOME MANAGEMENT														
IM01	% of rental income for all dwellings that was collected	105.50												
		96.00	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022
		RAG: ○	○	○	●	●	●	●	●	●	●	●	●	●
		Performance: 99.04	99.37	100.21	104.40	97.32	99.60	100.66	99.01	99.83	98.55	99.33	101.17	
Min Target: -	-	-	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	

Option 3: No tabular summary and just the graphs

● Within Target, ● Close to Target (within 5%), ● Outside Target, 📊 Cumulative Measure, ↓ Minimum Target, ↑ Maximum Target

TABULAR SUMMARY 2022/23														
PI Code	Indicator Title		Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022 (Partial)
INCOME MANAGEMENT														
IM01	% of rental income for all dwellings that was collected	105.50												
		96.00	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022	Jun 2022	Jul 2022	Aug 2022	Sep 2022	Oct 2022	Nov 2022	Dec 2022
		RAG: ○	○	○	●	●	●	●	●	●	●	●	●	●
		Performance: 99.04	99.37	100.21	104.40	97.32	99.60	100.66	99.01	99.83	98.55	99.33	101.17	
Min Target: -	-	-	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	98.00	

Option 4: More detailed analysis and commentary provided to explain certain performance indicators
(Please note this does not need to be a standalone option and can sit alongside the other options presented above)

Examples (commentary below are examples of what could be provided and not accurate reflection of the situation)

PI Code	Indicator Title	Final 2021/22	Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec) (Partial)	Q4 (Jan-Mar)	November 2022	December 2022 (Partial)	Year To Date	2022/23 Target	Top Quartile
TM01	% of self contained dwellings vacant and available to let	0.36	○	○	○	N/A	○	○	○	- ↑	0.34



In the last quarter (Q3) 3 properties were taken out of stock due to subsidence issues.

TM05	Number of affordable homes delivered	📊	230	●	●	●	N/A	●	●	●	○
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Number of affordable homes delivered is lower than expected due to a difficult housing market whereby RPs are cutting back on housing development.

Financial implications:

There are no direct financial implications identified in the report.

Legal implications:

There are no legal implications.