

PERFORMANCE MANAGEMENT – QUARTER THREE 2019/20

Report of the Finance Director and Company Secretary

1. SUMMARY

- 1.1 This report presents a summary of performance for quarter three 2019/20 from key performance measures reported to Derby City Council. Overall performance remains positive with a few issues to be addressed where possible.
- 1.2 Results are assessed using traffic light criteria, according to their performance against improvement targets. Accountable Officers have provided commentary to put performance into context, identifying actions that they are taking to address poor performance, as shown at Appendix 1.
- 1.3 At the end of quarter three (up to 31 December 2019), 73% of measures achieved or exceeded their year-end target. 78% are forecast to either meet or exceed their target at year end.
- 1.4 As part of the business planning process the performance measure scorecard has been reviewed and updated for 2020/21 to ensure it continues to reflect the latest priority areas. The list of revised measures was presented to the Board for consideration and approval on 30 January 2020 prior to final approval by Derby City Council.

2. RECOMMENDATION

- 2.1 To discuss and note the 2019/20 quarter three performance results.
- 2.2 To discuss and note the proposed priority performance measures for 2020/21.

3. REASON FOR RECOMMENDATION

- 3.1 The Board of Derby Homes has delegated responsibility to the Operational Board for the management of Derby Homes' performance measures. This report provides information to enable the Operational Board to carry out this responsibility.

4. MATTER FOR CONSIDERATION

- 4.1 Performance monitoring underpins Derby Homes' performance framework in terms of reviewing progress regularly in achieving our priorities and delivering value for money. Early investigation of variances in outturns enables remedial action to be taken where appropriate.
- 4.2 The contents of this performance report and supporting appendices is based on

priority measures as approved by the Board and contained in the Delivery Plan 2019/20. This incorporates 45 priority measures reported on a monthly / quarterly basis and 54 in total. 13 measures do not have targets.

4.3 Level 1 and 2 performance measures within Derby Homes' Delivery Plan are monitored through DORIS, the Council's performance management system for monitoring and reporting on performance, on a quarterly and monthly basis. The traffic light criteria used by DORIS is as follows:

- **Blue** – performance above target by more than 10%
- **Green** – performance between 2% below target and 10% better than target
- **Amber** – performance between 2% and 10% below target
- **Red** – performance more than 10% adverse of target

4.4 Along with the Council Plan, which is a high-level document, Derby City Council publishes an annual Delivery Plan which sets out how the priorities are put into practice and what differences the public and stakeholders should expect to see as a result of this work. Some of the content is drawn from department business plans, including Derby Homes, and other items are led by the administration and drawn from the manifesto they were elected on. The progress made against the Council Delivery Plan is reported regularly to Cabinet.

The following measures included in Derby Homes' 2019/20 Delivery Plan align with the commitments in the Council's 2019/20 Delivery Plan:

- Number of homeless approaches
- Number of new households placed in bed & breakfast in a month – singles
- Number of new households placed in bed and breakfast in a month - families
- Number of new households placed in temporary accommodation other than bed and breakfast in a month
- Estimated number of people sleeping rough on a single night – monthly count

4.5 Performance Monitoring 2019/20 – Quarter Three

4.5.1 A detailed summary of the performance measures is shown in Appendix 1.

4.5.2 Summary performance results (where data is available) as approved by the Board and contained in the Delivery Plan are as follows:

Traffic Light Status	Q3 performance against Q3 target	Forecast against year-end target	2018/19 performance
Green / Blue – met or exceeded target	73% (24)	78% (32)	76% (29)
Amber - between 2% and 10% below target	12% (4)	12% (5)	8% (3)
Red - missed target by more than 10%	15% (5)	10% (4)	16% (6)

Note: The comparative figures in previous years may relate to a different set of performance measures as the measures are reviewed and refreshed annually. Disparity in calculations is due to rounding.

The performance measures highlighted as red are:

- DH CS PM02 - Percentage of complaints resolved at appeal – Target 100%, Actual 85.7%, Year-end forecast 90%
- DH EH PM01- Average time taken to re-let local authority housing (days) – Target 24, Actual 27.1, Year-end forecast 25
- DH EH PM02 – Percentage of rent lost through dwellings becoming vacant – Target 0.8%, Actual 1.0%, Year-end forecast 1.0%
- DH EH PM03 – Amount of rent lost through dwelling coming vacant – Quarter Three Target £337,500, Actual £424,911, Year-end target £450,000, Year-end forecast £566,548
- DH HR PM01 – Average working days lost due to sickness absence – Target 7.0, Actual 7.7, Year-end forecast 8.0

The performance measures highlighted as amber are:

- DH SAT PM02 - Tenant satisfaction with views taken into account – Target 80%, Actual 77.3%, Year-end forecast 79%
- DH SAT PM04 – Satisfaction with new home (new build and re-let) – Target 94%, Actual 90.3%, Year-end forecast 90%
- DH CS PM03 - Percentage of complaints responded to within timescale – Target 99%, Actual 96.2%, Year-end forecast 96%
- DH H&A PM10 Number of households living in Temporary Accommodation other than bed & breakfast (snapshot at period end) – Target 50, Actual 53, - Year-end forecast 58

The performance measure highlighted as amber forecast status is:

- DH H&A PM12 - Number of new positive private sector placements from April 2018 (accommodation with a reasonable prospect of being available for 6 months or more) – Target 160, Year-end forecast 150

4.6 Key areas to note

4.6.1 Satisfaction

Six of the eight satisfaction measures have met or exceeded their targets.

Satisfaction with Landlord remains constant at 95%. Out of 1,313 respondents this financial year, 1,252 said they were satisfied with the service, 33 (3%) said they were neither satisfied, nor dissatisfied and 28 (2%) have expressed dissatisfaction with the service.

At 77% satisfaction with views taken into account also remains fairly consistent. In total 878 tenants responded to this question, 679 respondents said they were satisfied and 11 (1%) expressed dissatisfaction. 21% of respondents said they are neither satisfied nor dissatisfied that their views are being taken into account. We are proposing to review this question prior to next year's survey to see what improvements can be made to increase the number of respondents and satisfaction levels.

We have set ourselves a very challenging target which we may not achieve this

year; however at 90%, satisfaction with new home still remains high (100% satisfaction for new build homes). In order to improve satisfaction further we are carrying out some work across the organisation to identify and improve standards for customers who are allocated to our properties.

Satisfaction with major improvements (kitchen and bathrooms) has increased to an overall 96% in quarter three, with 100% of those surveyed during this quarter responding that they were satisfied with the work completed. We met with Rixonway in January to review kitchen choices, this involved tenants, supervisors, operatives and senior management. This is a first step to refreshing the range we offer and looking at how we can enhance the experience prior to the installation of new kitchens.

4.6.2 Customer Services

Of the 280 complaints closed this financial year, 274 have been resolved at initial contact. Of these 106 were upheld, 116 were partially upheld and 52 were not upheld. 7 complaints have escalated to the appeal stage, of which 6 (86%) were resolved. One complaint has escalated to the Ombudsman, which has affected the outcome of this measure. Customers have the right to escalate their complaint up to 6 months after the appeal has closed.

At 96%, there has been some slippage with the number of complaints responded to within timescale. We continue to remind managers to respond to the complaint within the 10 day target set out in the Complaints, Comments and Compliments Policy.

Since April a new campaign has been introduced to incentivise customers to sign up and register on 'My Account', where all new registrations are entered into a monthly draw to win a £50 voucher. 1,710 customers have registered this financial year, giving an overall total of 6,424 customers registered in total.

4.6.3 New Homes

A total of 488 new affordable homes have been delivered since 2008 in partnership with Derby City Council, with 28 completions this financial year. The completions, along with starts, continue to be dominated by acquisitions.

The mooted completions for new build schemes for this quarter were affected by a mixture of component supply issues and heavy rain. 20 completions have been put back to February 2020, this will also include an additional 31 new scheme purchases by DCC that should complete around the same time.

4.6.4 Rent and Rent Arrears

Performance within the rent and rent arrears suite of measures continues to be on track to meet, or exceed, their year-end targets.

The rent free weeks delivered the expected reduction in current rent arrears levels at the end of quarter three. Some of the reduction is due to technical arrears due to the way our payment options work and we also contacted around 3,000 tenants in rent arrears asking them to clear their accounts or to carry on paying as per their arrangements to reduce outstanding rent arrears.

We anticipate a slightly higher figure at year end at around £1.4m as arrears will increase again until the rent free week at the end of March due to:

- the increasing number of tenants switching to Universal Credit (UC) resulting in them being paid in arrears
- direct debit payers who's payments are based on 4 weekly payments for the calendar month because of the factoring in of the rent free weeks over the year
- week 53 rent charges are likely to increase arrears on UC claimants who will not have these costs covered by their (monthly) UC claim.

We continue to work closely with Housing Options and Housing Management to try and avoid evictions where possible by assessing the overall impact on the organisation. We have carried out 20 evictions, compared to a total of 46 at the same point last year, which would suggest that this approach seems to be delivering results.

4.6.5 Responsive Repairs

Performance in completing responsive repairs across tenants' homes continues to remain consistent, with 100% of emergency repairs and 99.8% of very urgent repairs completed within timescale. In total, 16,058 priority repair jobs have been completed since April 2019 with 82 (0.5%) out of timescale.

Of the 31,037 appointments made this financial year, 98.8% of them have been kept. However, performance during quarter three has been slightly below target, we have made 11,057 appointments using a (DRS Infosuite) report for non-urgent jobs and have missed 188 (2%) of these appointments. During the quarter we have missed 5 official appointments where compensation has been paid to our customers and 4 where no compensation has been claimed or been paid.

Tenant satisfaction with repairs remains consistent at 99%. Out of a total of 28,140 text surveys sent out this financial year, with only 1% of respondents expressing dissatisfaction with the service.

Gas servicing is a legal requirement and as such it is vital that we gain access to a property to service and maintain gas appliances. We continue to maintain our 100% compliance in relation to both electrical and gas safety, with all homes having a yearly gas safety check carried out.

4.6.6 Empty Homes

All three indicators within the empty homes measures suite indicate some issues to be addressed.

We are seeing an increase in void re-let times at present and are working on a programme of interventions to resolve this. Collectively Housing Management, Voids and Allocations are running regular workflow reports on a weekly basis to identify any slippages and implement solutions. We expect the year end position to fall, however it is difficult at this stage to predict the year end out turn with any accuracy. We continue to review performance data routinely, responding to any identified downward trends promptly.

Alongside the increased time to re-let active voids, a positive acquisition programme within the Council to obtain much needed additional social housing will be impacting on the rent loss measures, currently 1.0% against a target of 0.8%. This is due to works needed post-completion to bring the properties up to an acceptable standard to let, and the associated rent loss whilst this work is completed. There are also a number of empty properties requiring more major works being progressed, which will again impact on the rent loss figures.

4.6.7 Housing and Advice

Households seeking assistance with homelessness has slightly decreased this quarter with 586 approaches compared to 649 in quarter 2. The duty to prevent homelessness saw 80 cases successfully prevented in quarter 3, and a year to date total of 317. The duty to relieve homelessness, where prevention is not possible, saw 309 households assisted in quarter 3 with a year to date total of 900 successful relief outcomes. A high proportion of successful relief outcomes have been achieved through the private rented sector team who secured a further 31 private rented tenancies during quarter 3, giving a year to date figure of 128 new private tenancies. There were 133 households owed the full homelessness duty in quarter 3, with a year to date total of 356 accepted as homeless and owed the full homelessness duty.

The increasing number of households requiring assistance under homelessness legislation has inevitably seen a corresponding rise in the number of households needing temporary accommodation. Since April 2019 there have been 122 new households placed in temporary accommodation compared with 85 over the same period last year. With demand for temporary accommodation higher than the number of properties available there is a need to place households in bed and breakfast. Since April 2019 there have been 149 family placements and a further 76 single placements into bed and breakfast.

The latest rough sleeper street count reported 14 individuals sleeping rough in December. This is lower than previous months, possibly due to the extra provision in the winter season with the Churches night shelters opening on 1st December, supported by Housing Options Homelessness Advisers who visit the churches each week to engage the customers who are accessing them.

4.6.8 Asset Management

100% of properties continue to meet the Decent Homes standard.

We have moved to a new system of generating our average sap and the level of data being requested has increased to facilitate the move to Open Housing (Open Assets) which has raised the SAP rating to the new improved figure of 75.4.

4.6.9 Corporate Services

We have received 513 Councillor and MP enquiries this financial year. 92% have been responded to within timescale with only 39 out of time.

4.6.10 HR

Although still above target, we have seen a reduction in the number of working days lost due to sickness absence, at an average of 7.7 days at the end of December. This is comparable with the same period in 2018.

Management continue to analyse trends amongst the workforce and take prompt actions when an employee has hit a trigger. We are also working closely with Derby City Council Human Resource Advisors to advice and support on attendance management cases.

4.7 2020/21 Scorecard

4.7.1 The business critical measures contained within the Delivery Plan are focussed at Level 2, although work will take place to review the usefulness of measures at all levels. Level 1 will be discussed by the Council's Corporate Leadership Team but will be selected from those at Level 2. These measures change over time to reflect the priorities of the Council, the needs and expectations of residents and best practice in delivering housing services.

4.7.2 As part of the business planning process the Level 2 scorecard has been reviewed for 2020/21. 16 measures are to be removed, and to ensure that the scorecard continues to reflect priority issues, 5 new measures are proposed. The list of revised measures was considered and agreed at the Board meeting on 30 January 2020 prior to final approval by Derby City Council. All changes can be found at Appendix 2.

5. OTHER OPTIONS CONSIDERED

5.1 Not applicable

IMPLICATIONS

6. EQUALITIES IMPLICATIONS

6.1 The performance measures and wider performance framework provide information regarding outcomes for vulnerable and equality groups.

The areas listed below have no implications directly arising from this report:

Consultation
Financial and Business Plan
Legal and Confidentiality
Council
Personnel
Environmental
Health & Safety
Risk
Policy Review

If Board Members or others would like to discuss this report ahead of the meeting please contact:

Valerie Watson / Performance Planning Officer / 01332 643457 / Valerie.watson@derby.gov.uk

Background Information:	None
Supporting Information:	None

This report has been approved by the following officers:

Finance Director and Company Secretary	David Enticott	[Date]
Head of Housing Management	Lorraine Testro	29/01/20
Head of Income / Finance	Michael Kirk	29/01/20
Head of Repairs	Steve Bayliss	03/02/20
Head of Housing Options and Homelessness	Matt Palmer	31/01/20
Head of Capital Works	Ian Yeomans	03/02/20
Company Solicitor/Head of Corporate Services	Taran Lalria	03/02/20