

DELIVERY PLAN – 2023/24 QUARTER TWO UPDATE

Report of the Finance Director & Company Secretary

1. SUMMARY

- 1.1 In March 2023, the Board of Derby Homes approved the deferral of a published Delivery Plan for 2023/24 until October 2023. The deferral ensured continued alignment with Derby City Council's Delivery Plan and allowed time for a refreshed Derby City Council Delivery Plan to be developed for 2023/24, in collaboration with the new Labour administration.
- 1.2 Assessment against relevant 2022/23 Delivery Plan actions continues for one final quarter, and this report provides an update on actions as at quarter two 2023/24 (the end of September 2023).
- 1.3 From quarter three 2023/24, reporting against agreed actions in the 2023/24 Delivery Plan will commence.
- 1.4 At the end of quarter two, updates for all 49 measures were available and 84% (41) were judged to be 'completed' or 'on track' for completion within their timescale.

2. RECOMMENDATION

- 2.1 To receive assurance on the achievements made against the key priorities at quarter two.

3. REASON FOR RECOMMENDATION

- 3.1 Monitoring of the action plan helps to control and mitigate the risk of not completing delivery plan actions over the course of the financial year.

4. MATTERS FOR CONSIDERATION

- 4.1 Under the terms of the management agreement, Derby Homes is required to produce an annual Delivery Plan, which supports the Derby City Council Plan, summarises our priorities, and sets out our key performance requirements.

4.2 The key actions within the Delivery Plan directly relate to our strategic objectives.

Each action has a specific lead officer, is monitored quarterly by accountable officers, and reported by exception to the Chair and Vice-Chairs of Derby Homes. Performance is also monitored monthly or quarterly, as appropriate, and reported to the Operational Board and at joint performance monitoring meetings between Derby Homes and Derby City Council, including the Strategic Planning Board.

4.3 The 2022/23 Delivery Plan contains 49 actions under five strategic themes, which align with the Derby City Council Delivery Plan:

1. A city of growth
2. A green city
3. A resilient city
4. A vibrant city
5. Working smarter

Quarter two overview

The table below provides details of each of the five themes of the Delivery Plan 2022/23. A full overview of quarter two performance is available in appendix 1.

At the end of quarter two, 41 actions (84%) were rated blue (completed) or green (on track). This is an improvement on quarter one when 34 actions (69%) were rated completed or on track. 8 actions (16%) were rated amber (some slippage) and red (major slippage). This is an improvement on quarter 1, when 15 actions were rated some or major slippage (31%).

A breakdown of the performance is summarised below:

Status	A City of Growth	A Green City	A Resilient City	A Vibrant City	Working smarter	Total*
Completed	0	1	2	0	2	5 (10%)
On track	8	6	10	1	11	36 (74%)
Some slippage	1	0	3	0	2	6 (12%)
Major slippage	1	0	0	0	1	2 (4%)
Total	10	7	15	1	16	49

Two actions are rated red, with major slippage at quarter two.

- Both actions had a status of major slippage in quarter one and quarter two 2023/24 - DP10, DP35.
- DP10 - Development and delivery of the acquisitions and new build housing programmes (31/03/2023).
 - DP 10 was rated as some slippage throughout 2022/23, but performance deteriorated in quarter one of 2023/24 and has seen no improvement.
 - Several challenges relating to this action are linked to the national economy, with limited ability to influence improvement.
 - Acquisitions performed well during quarter 2, with 12 single market acquisitions during the quarter. However, the overarching action continues to be behind.
 - 23 units at Snelsmoor are due to go into contract in the near future, and a further 20+ are planned for a second phase from 2024.
 - Discussions are also currently underway linked to section 106 at Manor Kingsway
 - A review of the new build programme took place with Derby City Council with agreement on an indicative new build programme as follows:

Location (units)	Estimated start	Additional information
Cricklewood Rd (5)	Quarter 4 2023/24	Capital Bond approval
Falcon Way (4)	Quarter 4 2023/24	Capital Bond approval
Oaktree Ave (2)	2024/25	Capital Bond approval
Spring St (9)	2024/25	Being brought forward
Chesapeake Rd (8)	On site	Site has suffered security issues and challenges with drainage
Grange Ave (36)	Quarter 1 or 2 2024/25	
Barlow St (12)	Quarter 1 or 2 2024/25	
Crompton St (6)	Quarter 1 or 2 2024/25	
Paterson Ave (6)	Quarter 1 or 2 2024/25	
Oaklands Ave (6)	Quarter 1 or 2 2024/25	
Whittaker St (2)	On site	

- DP35 - Implement onto Open Housing - Intelligent Energy – asset management EPC improvement works (31/12/2022).
 - DP 35 has consistently been reported as major slippage for the last 12 months, since quarter 2 2022/23
 - This project can't proceed until One Housing is available. Following the successful upgrade of Open Housing V17.4 in September 2023, the One Housing Transition project is set to commence October 2023. The One Housing switchover is now planned for Autumn 2024.

Six measures are amber, with some slippage at quarter two.

- DP11 - Maintain homes to meet Decent Homes Standard by ensuring that asset management data forms and underpins HRA Capital Programme for the replacement of components (31/03/2023)

- There are 73 homes, just over 0.5% of the housing stock that are classed as non-Decent. These properties are at Bretton Avenue & Constable Lane and have been identified as having structural defects to the main roof structure. This single element is the driver for failing the guidance.
 - Three new proposed site options for Bretton Avenue have been prepared by the designing architect, leading to an option appraisal with the local community by the end of the year.
- DP21 - Work in partnership with Health and jointly chair a Housing, Health and Homelessness Subgroup of Health and Well Being Board (31/03/2023)
 - This action improved from major slippage (red) in quarter 1 2023/24
 - The Housing, Health and Homelessness sub-group has been disbanded. However, discussions with the Chair of Integrated Care Provider regarding the need for Housing representation have been had and the most appropriate pathways are being considered by the Strategic Director of Peoples Services.
 - There continues to be representation from Housing at the Health and Wellbeing Board.
- DP25 – Facilitate a range of housing and support options that meet the City's needs and provides suitable accommodation for the vulnerable reducing the impact of homelessness, including the Vulnerable Renters scheme for 2022/24 (31/11/2022)
 - The action was reported as on track in quarter 1 2023/24
 - A suite of housing and support options are available; however, demand is outstripping supply. This is resulting in higher levels in Temporary Accommodation and Bed & Breakfast /Air B&B arrangements to discharge the Council's duties under HRA 2018.
- DP27 – Evaluate the effectiveness and efficiency of pilot Housing Pathways (31/03/23)
 - The action was also reported as some slippage in quarter 1 2023/24, after declining from on track for the duration of 2022/23
 - Grant monitoring meetings continue; however, service pressures have meant the slippage of formal evaluations.
- DP38 - Greater intelligence led decision making - Develop a more 'critical friend' oversight by the DCC Performance Team to DH using KPI's benchmarking information. Participate in 'deep dive' performance and risk reviews (31/03/23).
 - This action was reported 'some slippage' throughout 2022/23 and remains at this status in 2023/24.
 - The service level agreement between Derby Homes and Derby City Council Performance has been drafted but needs to be revised to match resources available.
 - With the introduction of the Tenant Satisfaction Measures there are greater reporting requirements and the capacity for in depth reviews is limited.
- DP47 - Improve our use of data, intelligence and feedback to shape the future of our services. Design & implement a new financial management system to enable efficiencies in speed and accuracy of reporting to start in 2023/24 (31/03/24).

- The new financial system was introduced for 2023/24, concentrating on core areas firstly.
- The reporting functionality is yet to be fully developed and likely to take all of 2023/24 to fully understand its capabilities.

5. OTHER OPTIONS CONSIDERED

5.1 None

IMPLICATIONS

6. CONSULTATION IMPLICATIONS

6.1 None

7. FINANCIAL AND BUSINESS PLAN IMPLICATIONS

- 7.1 Regular monitoring of performance measures, projects and strategic risks embeds understanding of how economically, efficiently and effectively the Council is performing.
- 7.2 Many of our priority performance measures relate to areas of demand or risk that are major cost drivers and understanding these provides valuable insight for planning.

8. LEGAL AND CONFIDENTIALITY IMPLICATIONS

8.1 Not applicable

9. COUNCIL IMPLICATIONS

- 9.1 This is a matter which will be reviewed by the Derby City Council and Derby Homes Strategic Partnership Board

10. PERSONNEL IMPLICATIONS

10.1 Not applicable

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 'Green' is a priority theme for the City, the Council and Derby Homes. This is reflected in the City Plan, Council Delivery Plan and Derby Homes Delivery Plan, which align where appropriate.

12. EQUALITIES IMPLICATIONS

- 12.1 Creating a resilient city, with a focus on reducing inequalities and providing decent, sufficient and affordable housing healthcare priority ambitions within the Derby Homes Delivery Plan 2022/23, and appropriate actions have been included within the report to address these.

- 12.2 Many of the priority performance measures are particularly important for people who share protected characteristics under the Equality Act 2010, and who would face further barriers to equality without effective public services. Understanding the effectiveness of Derby Homes as an ALMO and how it impacts people's lives is important for advancing equality of opportunity.

13. HEALTH & SAFETY IMPLICATIONS

- 13.1 Not applicable

14. RISK IMPLICATIONS

- 14.1 A Strategic and Operational Risk Register is reported to The Board on a quarterly basis.

Risk management should be an integral part of the business planning process as well as embedded within our day-to-day operations. Without the implementation and development of a risk management culture, there is a possibility of Derby Homes not delivering its strategic objectives.

15. POLICY REVIEW IMPLICATIONS

- 15.1 This is a key policy of Derby Homes and is included in the Key Policy Review Schedule. In accordance with Derby Homes Board Minute 10/51 this policy will be reviewed no later than 3 years from the date of this meeting.

For more information please contact:

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Background information:

List of appendices: Appendix 1 - Derby Homes Delivery Plan Quarter 2 2023-24

This report has been approved by the following.

Finance Director/Derby Homes Accountant	Michael Kirk	13.11.2023
Company Solicitor	Taran Lalria	14/11/2023
Governance Services	Chloe Gaskell	13/11/2023