

### **PERFORMANCE MANAGEMENT- QUARTER ONE 2023/24**

Report of the Finance Director and Company Secretary

#### **1. SUMMARY**

- 1.1 This report presents a summary of the outturn for quarter one of 2023/24, from key performance measures, (Level 2 KPIs), reported to Derby City Council.
- 1.2 At the end of 2022/23, all performance measures were reviewed by Derby Homes' Senior Management Team, to ensure they aligned to the new consumer standards. As a result, a range of new measures, including Tenant Satisfaction Measures, (TSM's), have been introduced for 2023/24 and several measures from 2022/23 have been archived.
- 1.3 The outturn for quarter 1, covering the period of April 2023 to June 2023, can be found in paragraphs 4.4 and 4.5. Accountable Officers have provided commentary to put the outturn into context, identifying improvement actions that they are taking to address known challenges, as shown in Appendix 1.

#### **2. RECOMMENDATIONS**

- 2.1 To discuss and note the outturn for quarter one, 2023/24.
- 2.2 To approve the proposal of additional measures to the 2023/24 performance framework as presented in paragraph 4.3.
- 2.3 To approve the proposed targets for the 2023/24 performance measures, where appropriate, as presented in Appendix 2. Baseline targets will be set after Q1 for the TSM performance measures based on the outturn from Q1

#### **3. REASON FOR RECOMMENDATION**

- 3.1 Performance reporting enables us to monitor our progress against plans. 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. MATTERS FOR CONSIDERATION

- 4.1 Performance monitoring underpins Derby Homes' performance framework in terms of reviewing progress regularly to achieve our priorities and deliver value for money. Early investigation of variances enables remedial action to be taken where appropriate.
- 4.2 In March 2023, the Board of Derby Homes approved the deferral of a published Delivery Plan for 2023/24 until October 2023. The deferral will ensure continued alignment with Derby City Council's Delivery Plan and allows time for a refreshed Derby City Council Delivery Plan to be developed for 2023/24, in collaboration with the new Labour administration.

The contents of this performance report and supporting appendices are based upon priority measures, as approved by the Board of Derby Homes and those contained in the Delivery Plan 2022/23. For 2023/24, there are 70 priority measures reported on a monthly, quarterly, annual, or biennial basis.

### 4.3 New performance measures for approval

Between April 2023 and June 2023, several new measures have been proposed for approval within the performance framework. Reporting on the outturn for the measures below will commence in quarter 2 2023/24.

	Measure description	Rationale for proposed change
1	Number of new households placed in nightly paid accommodation (families)	At present this information is incorporated into measures relating to bed and breakfasts and temporary accommodation.
2	Average length of stay (days) in nightly paid accommodation from the beginning of the year	
3	Number of households living in nightly paid accommodation (snapshot at period end)	The introduction of measures relating specifically to nightly paid accommodation will provide a greater level of insight than is currently reported.
4	Average length of stay (days) in nightly paid accommodation from the beginning of the year	
5	Total number of CSMs closed this month. Snapshot Last Day of each month	The addition of this measure would complement the existing set of measures relating to CSMs so that an holistic view of both opened and closed cases would be reported on every month.

### 4.4 Quarter one outturn, 2023/24

Level 2 performance measures within Derby Homes' Delivery Plan are monitored through DORIS, which is the Council's performance management system for performance monitoring and reporting.

As 2023/24 targets are to be approved, this report provides quarter one's outturn, rather than performance against expectations. Where available, comparisons to the quarter 1 outturn in 2022/23 have been made.

## 4.5 Key areas to note

### 4.5.1 Tenant Satisfaction Measures (TSMs)

Effective from April 2023, all social housing providers in England must collect data on a new set of measures, to assess how well social housing landlords are doing at providing good quality homes and services.

There are 22 TSMs in total, covering five themes; keeping properties in good repair, maintaining building safety, respectful and helpful engagement, effective handling of complaints and responsible neighbourhood management.

12 measures (TP01 – TP12) are measured by a tenant perception survey and the remaining 10 are measured by landlords directly. For reporting purposes, each TSM is split out into Derby City Council (DCC) and Derby Homes (DH) housing stock because separate statutory returns are required for the different housing stock.

As the methodology for TSMs is different to previous performance measures, there is no comparable data to support analysis. Reports are being developed and definitions are being confirmed, to ensure that we have a full set of automated reports ahead of the statutory return deadlines.

### Customer Service

- 4.5.2 There is one new customer service measure for 2023/24, and four measures that were monitored in 2022/23.

**- Average working days lost due to sickness absence** (DORIS reference – DH CS04) - during quarter 1 2023/24, 9.6 working days were lost due to sickness absence, which is an improvement of 2 working days when compared to quarter 1 2022/23. In June 2023/24, the number of days lost per employee for medical absences was 0.71, compared to 0.81 for the same period last year.

- **Long-term sickness** - During June 2023, the number of days lost per employee for long term absences was 0.53 compared to 0.47 for the same period last year. In June 2023, a total of 2,378 hours were lost due to long term absence compared to 2,119.25 for the same period last year. In total, over the last 12 months, 26,159.53 hours and 5.67 days lost, have been lost to long term absence.
- **Short-term** - During June 2023, the number of days lost per employee for short term absences was 0.19 compared to 0.34 for the same period last year. In June 2023, a total of 850.65 hours were lost due to short term absence compared to 1,632.42 for the same period last year. In total, over the last 12 months, 18,124.98 hours have been lost to short term absence and 3.89 days.

**-Number of Complaints upheld by the Ombudsman** (DORIS reference - DH CS01) – in quarter 1 2023/24, there were no complaint determinations received from the Housing Ombudsman, which corresponds with zero in quarter 1 2022/23.

**-Cases upheld by Local Government and Social Care Ombudsman** (DORIS reference DH CS05) – there were no cases upheld in quarter 1 2023/24. This is a new measure for 2023/24 and baseline data will be built-up over the year to help ascertain performance and targets.

**-Percentage of closed stage 1 complaints responded to within timescales** (DORIS reference – DH CS02) – in quarter 1 2023/24, 96.27% were responded to within timescale, which is comparable to 96.67% quarter 1 2022/23.

**-Number of tenants registered for My Account online** (DORIS reference – DH CS03) – during quarter 1 2023/24, 150 new customers signed up to My Account bringing the total to 8,381. This is an additional 351 registrations when compared to quarter 1 2022/23.

#### 4.5.3 New Homes

**-Number of new homes started in year** (DORIS reference DH NH01) – In quarter 1 2023/24, there were 3 new homes started, all of which were acquisitions, rather than new builds. This is 2 fewer than in quarter 1 2022/23, however Monyash Close was expected to commence in quarter 1 2023/24 and delayed due to challenges with procurement.

**-Number of new homes delivered in year** (DORIS reference DHNH02) – 8 new homes were delivered in quarter 1 2023/24, compared to 5 in quarter 1 2022/23. There have been several challenges experienced at different sites in quarter 1 2023/24, which have caused a series of delays. These included water connection problems, supply chain issues, challenges with resource supply, theft of boilers and the inadequate installation of systems. Work continues to address these challenges to ensure completion is achieved in quarters 2 and 3.

**-Number of new affordable homes delivered since 2008** (DORIS reference – DH NH03) – At the end of quarter 1 2023/24, the outturn was 678 homes compared to 654 at the end of Q1 2022/23, there are a further 86 acquisitions planned.

**-Satisfaction with new home** (DORIS reference DH NH04) – Over the last 12 months, satisfaction has improved by 2.38%, from 83.33% in quarter 1, 2022/23, to 85.71% in quarter 1, 2023/24. The Empty Homes Coordinator is working closely with the four service areas involved in the empty homes process (Housing Options, Housing Management, Voids team and Capital Works Team). More scrutiny and accountability of different service areas has been introduced to improve performance and to increase customer satisfaction with their new homes. Key Officers continue to meet fortnightly to analyse Post-Letting Visit results and to address reoccurring themes in dissatisfaction. Through these meetings trends in dissatisfaction can be identified and Derby Homes continue to work closely with Derby City Council to address these trends and improve satisfaction.

**-Energy Efficiency – average SAP rating of dwellings** (DORIS reference – DH NH05) - Over the last 12 months energy efficiency has improved by 0.44%, from 75.50% in quarter 1, 2022/23, to 75.94% in quarter 1, 2023/24. Outturn is anticipated to further increase slightly over the year, with the proposed improvements to cast irons and ongoing integrated solar pv / re-roofing works.

#### 4.5.4 Income

**-Rent arrears of current tenants as a percentage of the rent roll** (DORIS reference DH IN03 L2) – At quarter 1 2023/24, the outturn was 3.81%, compared to 3.59% in quarter 1, 2022/23. The current outturn is following historical trends, with current arrears starting to rise and expecting to rise further until the end of quarter 3 2023/24, when rent free weeks occur. The year-on-year increase has been driven by the Cost-of-Living crisis and is a national trend. In addition, there has been a continued increase in tenants moving over to Universal Credit and making payments in arrears.

#### 4.5.5 Repairs and Maintenance

**-Total number of outstanding responsive repairs** (DORIS reference DH RM02) – This is a new measure for 2023/24 and baseline data will be established over the year to inform targets and future performance. In quarter 1 2023/24, there were 8,122 outstanding responsive repairs. This number rose by 843 between April 2023 and May 2023, and by a further 82 between May 2023 and June 2023. We continue to examine which system will provide a timely and accurate number – so this figure may be revised during Quarter 2 updates.

**-Percentage of properties with completed Electrical Safety Testing** (DORIS reference DH RM03) – The quarter 1 2023/24 outturn was 99.89%, which was 0.02% lower than in quarter 1 2022/23 (99.91%). In quarter 1 2023/24, 14 properties had an outstanding electrical safety check, of which 2 are void and 1 has been demolished. The 11 remaining properties have new appointments diarised for the checks, and housing management are supporting challenges with access to properties.

#### 4.5.6 Housing Demand

**-Percentage of rent lost through dwellings becoming vacant** (DORIS reference DH HD01b) – At quarter 1 2023/24, the outturn was 0.79%. The percentage lost has decreased since the start of this year, from 0.89% in April 2023 and 0.85% in May 2023. Positively, the outturn of 0.79% is 0.04% lower than in quarter 1 2022/23 and driven by targeted work to increase efficiencies as well as the low number of empty homes becoming available.

**-Number of active Homefinder applicants** (DORIS reference DH HD02) – There are currently a total of 8,440 live applications across the Corporate Needs, Priority Needs and General Needs bands. A total of 5,573 applicants across all 3 bands have placed a bid in the last 12 months, including 101 auto bids. The quarter 1 2023/24 outturn is a 14% increase compared to quarter 1 2022/23 (4886)

In quarter 1 2023/24, 66% of all active applicants had placed a bid in the last 12 months across the 3 housing bands.

**-Households for whom an initial assessment is completed under S184 of the Housing Act 1996 as believed to be homeless or threatened with homelessness** (DORIS reference HD HD03) – There were 556 homeless approaches in quarter 1 2023/24, with 202 of those being in June, 183 in May and 171 in April. However, quarter 1's figure for approaches is significantly lower than those for any quarter last year (11% lower than quarter 4 2022/23 and 19% lower

than the same quarter last year). The majority of the decrease between quarter 1 2023/24 and quarter four 2022/23 has been with households who do not have dependent children. It is also predominantly as a result of eviction from supported accommodation (39% decrease), family and friends no longer willing / able to accommodate (28% decrease) and having to leave accommodation provided by the Home Office for asylum seekers (47% decrease).

**-Households whose prevention duty ended before they became homeless** (DORIS reference DH HD04) – The wording of this measure has been updated to align with the Homelessness Case Level Information Collection (H-CLIC). There have been no changes to methodology. There were 188 cases resolved under prevention duties in quarter 1 2023/24. This is 37 fewer than in quarter 1 2022/23 (225) and 1 more than the quarter 4 2023/24 (when considerably higher numbers were recorded). This outturn is indicative of challenges relating to maintaining existing accommodation, particularly privately rented housing, and in securing alternative suitable housing for a sustained period.

**-Households assessed, following relief duty end, as unintentionally homeless and priority need (owed main duty)** (DORIS reference DH HD05) - The wording of this measure has been updated to align with the Homelessness Case Level Information Collection (H-CLIC). There have been no changes to methodology. 116 cases were resolved under the relief duty in quarter 1 of 2023/24, which is a 32.6% decrease on quarter 1 2022/23 (172), and a 21.1% decrease on quarter 4 2022/23. The outturn reflects the difficulties in securing alternative accommodation in all sectors, due to the national housing crisis.

**- Households assessed, following relief duty end, as unintentionally homeless and priority need (owed main duty)** (DORIS reference DH HD06) - The wording of this measure has been updated to align with the Homelessness Case Level Information Collection (H-CLIC). There have been no changes to methodology. 73 full homeless duty acceptances were recorded in quarter 1 2023/24. This outturn is over double the exceptionally low figure of 35 cases in quarter 4 2022/23, and 30 more than quarter 1 2022/23. However, the outturn does correspond with the lower number of cases resolved under the relief duty because the full homelessness duty is owed to those who are unintentionally homeless and priority need following the end of the relief duty. The outturn is also reflective of the limited housing options available across all sectors.

**-Number of new households placed in bed and breakfast (singles)** (DORIS reference HD07) - There were 100 new single households placed in a bed and breakfasts in quarter 1 2023/24. 32 single households were placed in June 2023, which is a decrease of 8 when compared to May 2023, and may be accounted for by placements being available in supported housing, or family and friends being more willing to accommodate for longer periods. However, when compared to quarter 1 2022/23 there has been a 35% increase (+26) in single households placed in bed and breakfast accommodation.

**-Number of new households placed in bed and breakfast (families)** (DORIS reference HD08) - 74 new family households were placed in bed and breakfasts in quarter 1 2023/24. 26 of these were placed in June 2023, which is the highest number of new family placements this year. 8 additional families were placed in bed and breakfast in quarter 1 2023/24, compared to quarter 1 2022/23 (+12%). This outturn is reflective of the lack of more suitable, alternative temporary

accommodation, as well as a lack of permanent accommodation due to the housing crisis both locally and nationally.

**-Average length of stay (days) in bed & breakfast from the beginning of the year** (DORIS reference DH HD09) – Nationally, the number of households in temporary accommodation in England is at its highest level since records began – around a 10% increase in the last 12 months. The average length of stay at the end of quarter 1 2023/24 was 38 days, which is an increase of 35.7% in the last 12 months (+10 more than in quarter 1 2022/23).

The length of stay is rising each month. In April 2023, the average length of stay was 31 days; this rose to 35 days in May 2023, and 38 days in June 2023. There were 2 placements for single households that exceeded 20 weeks.

The driving factor for this outturn is the lack of available housing in all sectors, which has created a backlog in alternative, more suitable temporary housing. The Local Authority is exploring options for both temporary and more stable accommodation, and there is also a direct letting scheme to assist with moving households out of temporary accommodation.

**-Number of Families living in bed and breakfast at the end of the month where the stay exceeds 42 days** (DORIS reference DH HD11) – linked to the measure above, there were 17 families living in bed and breakfast at the end of quarter 1, where the stay exceeded 42 days. This time limit is set by the Accommodation Order 2003 and is in place in recognition of the unsuitability of this type of accommodation, particularly for families, for extended periods. The shortage of both temporary and more stable accommodation has impacted the authority's ability to provide alternative housing options in a timely manner.

The size of the challenge around temporary accommodation is highlighted when compared to quarter 1 2022/23, when there was only 1 family with dependent children who had been in bed and breakfast accommodation for over 42 days.

**-Number of new households placed in temporary accommodation other than bed & breakfast** (DORIS reference DH HD10) - 40 new households were placed in temporary accommodation, other than bed and breakfast, in quarter 1 2023/24. This included 15 new placements in June, which is an increase of 2 on May 2023. This type of accommodation includes properties taken out of general use, Derby City owned stock and also private, nightly paid, self-contained units. The quarter 1 2023/24 outturn is comparable to the quarter 1 2022/23 outturn of 43.

**-Number of new positive private sector placements (accommodation with a reasonable prospect of being available for 6 months or more)** (DORIS reference DH HD12) - Despite continued challenges relating to the private rented sector, the quarter 1 2023/24 outturn of 52 is similar to the quarter 1 2022/23 outturn of 53. However, the disparity between market rents and Local Housing Authority rates makes accessing tenancies more difficult. There are increasing burdens on the service such as Ukrainian and Afghan cohorts, Community Accommodation Service Tier 3s (CAS3) and other providers are all competing for the same properties. The team continue to encourage landlords to work with Derby Homes, however, this is often a longer and more costly process.

Trials with the Department for Work and Pensions to run outreach sessions are currently being explored, as well as investigating how customers can be encouraged

into employment training. The private rented sector must be a viable option as there is no social housing turnover.

## **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:	Quarter 1 report - level 2 measures
List of appendices	Appendix 1 – DORIS performance report quarter 1 2023-24 Appendix 2 – 2023-24 – target proposals

This report has been approved by the following

Finance Director/Derby Homes	Michael Kirk	23.08.2023
Accountant		
Governance Services (checked)	Jane Haywood	21.08.2023