

PUBLIC

OPERATIONAL BOARD

THURSDAY 7 MARCH 2024

**PERFORMANCE MANAGEMENT – QUARTER THREE
2023/24**



Report of: Finance Director and Company Secretary

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ITEM NO. Enc. 4

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PRESENTED BY:

Sarah Oliffe

1.	SUMMARY
1.1	This report presents a summary of the performance for quarter three 2023/24, from key measures (Level 2 KPIs), reported to Derby City Council.
1.2	At the end of 2023/24, 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, were introduced for 2023/24 and several measures from 2022/23 were archived.
1.3	The performance for quarter 3, covering the period of October 2023 to December 2023, can be found in paragraphs 4.4 and 4.5. Accountable Officers have provided commentary to put the performance into context, identifying improvement actions that they are taking to address known challenges, as shown at Appendix 1.

2.	RECOMMENDATION(S)
2.1	To discuss and note the performance for quarter three, 2023/24.
2.2	<p>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.</p> <p>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.</p> <p>12 measures (TP01 – TP12) are measured by a tenant perception survey and the remaining 10 are measured by landlords directly. For reporting</p>

	<p>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.</p> <p>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.</p>
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3.	REASON(S) FOR RECOMMENDATION(S)
3.1	<p>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.</p>

4.	MATTERS FOR CONSIDERATION
4.1	<p>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.</p>
4.2	<p>In November 2023, the Board of Derby Homes approved a refreshed Derby Homes Delivery Plan for 2023/24, which aligns with the refreshed Derby City Council Delivery Plan for 2023/24. In December 2023, the Derby City Council and Derby Homes Strategic Partnership Board also approved the 2023/24, refreshed Derby Homes Delivery Plan.</p> <p>The contents of this performance report and supporting appendix are based on priority measures as approved by the Board of Derby Homes and those contained in the Delivery Plan 2023/24.</p>
4.3	<p>Performance monitoring quarter three, 2023/24</p> <p>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.</p> <p>2023/24 targets have been approved and this report provides quarter three's performance against expectations. The traffic light criteria used by DORIS is as follows:</p> <p>Blue performance above target by more than 10%</p> <p>Green performance between 2% below target and 10% better than target</p> <p>Amber performance between 2% and 10% below target</p> <p>Red performance more than 10% adverse of target</p>

4.4

As at the end of December 2023, where forecasts are available, 77.8% (7 out of 9) of level 2 performance measures with a target are expected to meet or exceed them.

Status	Forecast against year-end target, as at quarter 3 2023/24	
	2023/24	2022/23
Blue	33.4%	11%
Green	44.4%	70%
Amber	22.2%	4%
Red	0%	15%
No target set	15	11
Annual Collection	4	6
Total measures	28	44

4.5

Key areas to note (performance against Q3 target)

As at the end of December 2023, of the updates available, 86% (6 out of 7) of level 2 performance measures, with a quarterly target has met / exceeded them.

	Blue	Green	Amber	Red	No target	Annual measure	Total
Customer service	0	2	0	0	2	1	5
New Homes	0	1	0	0	0	4	5
Income	0	1	0	0	0	0	1
Repairs and maintenance	0	1	0	0	1	0	2
Housing demand	1	0	0	1	11	2	15
Total	1	5	0	1	14	7	28

4.5.1

Customer Service

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 December 2023 0.61 days were lost per employee for medical absences, down from 0.80 for the same period 22/23. During December 2023, 2782.88 hours were lost down from 3748.82 December 2022. Over the last 12 months, 42123.04 hours were lost due to sickness. The last 12-month Days lost figure for medical absences is now 9.18 days, which is on target for quarter 3.

- Number of Complaints upheld by the Ombudsman (DORIS reference - DH CS01) – In quarter 3 2023/24, there were no complaint determinations received from the Housing Ombudsman, which corresponds with zero in quarter 2 2023/24. A draft joint decision from the Housing Ombudsman and LGO has been received.

	<p>An appeal has been submitted against this decision along with further evidence. No further decision has been received to date. This will be recorded in the month the final determination is made.</p> <p>-Cases upheld by Local Government and Social Care Ombudsman (DORIS reference DH CS05) – There were no cases upheld in quarter 3 and 1 case year to date (quarter 2 23/24). This is a new measure for 2023/24 and baseline data will be built-up over the year to help ascertain performance and targets.</p> <p>-Percentage of closed stage 1 complaints responded to within timescales (DORIS reference – DH CS02) – In quarter 3 2023/24, 96.2% were responded to within timescale, compared to 91% quarter 2 2023/24. In quarter 3, we received 158 stage 1 complaints. 149 were responded to on time in the quarter and we are on target for quarter 3.</p> <p>-Number of tenants registered for My Account online (DORIS reference – DH CS03) – During quarter 3, 39 new customers signed up to My Account. The cumulative total now stands at 8496, which is up from 8457 last quarter, and up from 8237 at the same time last year.</p>
4.5.2	<p>Income</p> <p>-Rent arrears of current tenants as a percentage of the rent roll (DORIS reference DH IN03 L2) – At quarter 3 2023/24, the outturn was 3.64%, compared to 3.78 % in quarter 3, 2022/23. This measure is on track for this quarter and forecast to meet year-end target.</p>
4.5.3	<p>New Homes</p> <p>-Number of new homes started in year (DORIS reference DH NH01) – In quarter 3 2023/24, there were 9 new homes started, which were all acquisitions rather than new builds. The year-to-date figure is 24, compared to 15 in quarter 2 23/24. However, this is fewer than in quarter 3 2022/23 (33), We are forecast to achieve 80 at year end, again a year-end target of 28.</p> <p>-Number of new homes delivered in year (DORIS reference DHNH02) –18 new homes were delivered in quarter 3 23/24, compared to 16 last quarter and 4 in quarter 3 2022/23. Forecast is 106 against a year-end target of 86.</p> <p>-Number of new affordable homes delivered since 2008 (DORIS reference – DH NH03) – At the end of quarter 3 2023/24, the outturn was 712 homes compared to 694 at the end of the last quarter, and 663 at quarter 3 2022/23. Forecast for 2023/24 is 784 against a target of 756.</p>

	<p>-Satisfaction with new home (DORIS reference DH NH04) – Customer satisfaction remains on target this month at 80.6 %, against the 81% target.</p> <p>-Energy Efficiency – average SAP rating of dwellings (DORIS reference – DH NH05) - Over the last 12 months energy efficiency has improved from 75.85% in quarter 3 2022/23, to 76.5 % in quarter 3, 2023/24. The year end forecast is currently 76% on target for 2023/24</p>
4.5.4	<p>Repairs and Maintenance</p> <p>-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 3 2023/24, there were 5,862 outstanding responsive repairs, down from 5,940 last quarter.</p> <p>-Percentage of properties with completed Electrical Safety Testing (DORIS reference DH RM03) – The quarter 3 2023/24 outturn was 99.81%, which was the same as last quarter (99.82%) and 0.1% higher than the same quarter in 2022/23. There are 25 properties that do not hold an electrical safety report within the last 5 years. 22 properties have an open tenancy breach case, and 3 properties are void.</p>
4.5.5	<p>Housing Demand</p> <p>-Percentage of rent lost through dwellings becoming vacant (DORIS reference DH HD01b) – At quarter 3 2023/24, the outturn was 0.77%, better than the Q3 target of 0.89% and forecast at 0.70%, which is better than the year-end target (0.89%).</p> <p>-Number of active home finder applicants (DORIS reference DH HD02) – There are currently a total of 10,022 live applications across the Corporate Needs, Priority Needs and General Needs bands. A total of 5830 applicants across all 3 bands have placed a bid in the last 12 months, including auto bids. The quarter 3 2023/24 outturn is a 14.6% increase compared to quarter 3 2022/23 (5085)</p> <p>-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 DH HD03) –1894 households have had an initial homelessness assessment completed since the beginning of April 2023. 173 assessments were completed in December 2023, which is a 29% decrease on the figure for November 2023.</p> <p>-Households whose prevention duty ended before they became homeless (DORIS reference DH HD04) – 453 households have had their prevention duty ended before they became homeless, with 143 of these being in this quarter. This includes 122 for the last quarter, which is a</p>

15% reduction on quarter 2 figures. This is reflective of the difficulties there are to prevent homelessness, particularly within the private rented sector, both in maintaining tenancies and securing alternative new tenancies. Traditionally, there is also a reduction due to the holidays in December.

-Households assessed, following relief duty end, as unintentionally homeless and priority need (owed main duty) (DORIS reference DH HD05) - 411 cases whose relief duty ended before 56 days elapsed since the beginning of the year at quarter 3 of 2023/24. There were 134 households in this quarter, which is a reduction of 17% compared to the previous quarter.

- Households assessed, following relief duty end, as unintentionally homeless and priority need (owed main duty) (DORIS reference DH HD06) - 166 full homeless duty acceptances were recorded up to the end of quarter 3 2023/24. There were 43 in this quarter which is a reduction of 6 (12%) compared to quarter 2. The Christmas holidays at the end of the quarter may mean that administratively decisions are delayed to the following quarter.

-Number of new households placed in bed and breakfast (singles) (DORIS reference HD07 – 300 single households have been placed in bed and breakfast since the beginning of April 2023. There were 25 placements this month, the lowest monthly figure for this year, which is a reduction of 46% (21) when compared to November 2023, the highest figure this year. The weather was mild and therefore there were no periods of Severe Weather Emergency Provision, which would have led to increased bed and breakfast placements for those at risk of rough sleeping.

-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 4 families living in bed and breakfast accommodation at the end of the month, where the stay exceeds 42 days. This is a reduction of 2 when compared to last month and has been achieved mainly by the use of self-contained nightly paid accommodation for move on.

Number of new positive private sector placements (accommodation with a reasonable prospect of being available for 6 months or more) (DORIS reference DH HD12) - Year to date there have been 149 placements, with a year-end forecast of 220. Market Rents in Derby are still a barrier for many of our customers in receipt of DWP benefits. The demand for PRS properties from competing prospective tenants and organisation's looking to provide other housing solutions (Home Office/Ukrainian/Afghan cohorts/SEA providers) also impacts the availability of PRS accommodation.

	<p>The Vulnerable Renters Fund is being delivered again from October 2023. To date, take-up has been less than previous years. The PRS Team will be promoting this fund across partners and our organisation. The new DH PRS sustainment team is now up and running and referrals for support for PRS tenants are being made.</p> <p>-Number of people sleeping rough on a single night - official annual estimate (DCC Delivery Plan 2023/24) – The current estimate is 12 people, with the year-end forecast being the same. This figure is from our 2023 annual estimate. The 2023 annual estimate has taken place during quarter 3 but the figure cannot be published until Feb in quarter 4, due to a government embargo.</p> <p>- Average length of stay (days) in nightly paid accommodation from the beginning of the year - The average length of stay in nightly paid accommodation is 53 days. This data is from the beginning August 2023, rather than the beginning for April 2023, when this indicator was implemented. This is a reduction of 1 day compared to last month but is comparable to the previous 3 months. Some move on has occurred due to direct lets to households, to create move on through temporary accommodation.</p> <p>- Number of new households placed in bed and breakfast (families) There have been 238 new family households placed in bed and breakfast since the beginning of April 2023. There were 10 new family placements in December 2023, which is the lowest figure this year and a 63% reduction on the November 2023 figure of 27. Traditionally the figure is lower in this month due to suspension of court and Home Office activity during the festive week, fewer family, or friend evictions and also service holidays.</p> <p>- Average length of stay (days) in bed & breakfast from the beginning of the year – As at the end of December 2023, the average length of stay in bed and breakfast accommodation since the beginning of the year is 42 days, which an increase of 1 day on the previous month. December's figure was particularly affected by some longer than average stays for single households, 2 of which were in excess of 36 weeks.</p>
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5.	OTHER OPTIONS CONSIDERED
5.1	None

6.	IMPLICATIONS
6.1	Legal/Confidentiality
	None
6.2	Consultation
	None
6.3	Equalities impact assessment

	<p>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.</p> <p>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.</p>
6.4	Financial and business plan
	<p>Regular monitoring of performance measures, projects and strategic risks embeds understanding of how economically, efficiently, and effectively the Council is performing.</p> <p>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.</p>
6.5	Council
	This is a matter which will be reviewed by the Derby City Council and Derby Homes Strategic Partnership Board.
6.6	Environmental
	'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.
6.7	Risk
	<p>A Strategic and Operational Risk Register is reported to The Board on a quarterly basis.</p> <p>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</p>
6.8	Policy Review
	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.

7.	Background information
7.1	Performance Management Quarter 3 report - level 2 measures

8.	Appendices
8.1	Appendix 1 – performance report quarter 3 2023-24

This report has been approved by:

Finance Director & Company Secretary	Michael Kirk	24.02.2024
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Governance Services (checked)	Chloe Gaskell	29.02.2024
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