

## **PERFORMANCE MANAGEMENT–QUARTER FOUR/YEAR END REPORT 2021/22**

Report of the Finance Director & Company Secretary

### **1. SUMMARY**

- 1.1 This report presents a summary of performance for quarter four/Year End 2021/22, 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 usually assessed using traffic light criteria, according to their performance against improvement targets. Accountable Officers have added commentary to put performance into context, identifying improvement actions that they are taking and to update year end forecasts, as shown at Appendix 1.

### **2. RECOMMENDATION**

- 2.1 To discuss and note the 2021/22 quarter four/year end performance trends.

### **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 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 2021/22. This incorporates 33 priority measures reported on a monthly/quarterly basis and 43 in total. At Quarter Four/Year End - **67%** (Q3-actual 92%, forecast 82%) of measures either met or exceeded target.
- 4.3 **Performance Monitoring 2021/22 – Quarter Four/Year End**
  - 4.3.1 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. 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

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

March 2022	Target Status Q4 performance
Blue	15% (5)
Green	52% (17)
Amber	15% (5)
Red	18% (6)
No target / data	10

**The 6 performance measures highlighted as red are:**

- DH CS PM06 Number of tenants registered for My Account on-line – actual 7,901 against the year-end target of 9,000.
- DH NH PM01 Number of new homes started in year (HRA & DH) Year-End target 75, actual 57
- DH NH PM02 Number of new homes delivered in year (HRA & DH) Year-End target 75, actual 59
- DH HR PM01 Average working days lost due to sickness absence - Year-End Target 7.0, actual 10.7
- DH H&A PM015 Number of people sleeping rough on a single night-official annual estimate – year-end target 3, actual 11.
- DH AM PM01 Percentage of non-decent council homes – year-end target 0%, actual 0.6%.

**The performance measures highlighted as amber are:**

- DH CS PM01 Percentage of all complaints resolved at initial contact – year-end target 96%, actual 90.3%.
- DH NH PM03 Number of new affordable homes delivered since 2008. Year-End target 665, actual 649
- DH R&RA PM01 Rent arrears of current tenants as percentage of rent roll – year-end target 3.2%, Actual 3.3%

More detailed commentary / actions against each of these KPI's is noted in Appendix 1.

## 4.4 Key areas to note

### 4.4.1 Satisfaction

At quarter four/year-end; **all eight satisfaction measures**; including *overall satisfaction with the landlord, 'views taken into account', repairs, new home, handling of ASB cases, neighbourhood, Derby Advice, and major improvements* **have met year-end targets.**

Satisfaction with.

- Views taken into account has exceeded year-end target (83.5% against 75%)
- ASB cases has improved from 94.3% in Q3 to 95.6%, exceeding the year-end target of 94%.

### 4.4.2 Customer Services

- Overall, for 2020-21, 98.5% of all complaints received were resolved within timescale, exceeding the year-end target of 95%
- 90.3% of complaints were resolved at initial contact, below the target of 96% and amber for the year.
- 100% of complaints were resolved at stage 2 and meeting target.
- We received a determination from the Housing Ombudsman in Q4 which we have challenged and lodged an appeal against, the customer has also lodged an appeal against these findings. When we receive a response, this will be recorded accordingly

### 4.4.3 New Homes

#### Starts on Site

- Housing starts in Q4 featured 6 acquisitions and 8 new build homes at Chesapeake Road. Housing process and a busy housing market proved a challenge on our purchase programme.

#### Homes delivered

- As highlighted, there were only 6 acquisitions due market conditions and there were no new build schemes expected to finish in Q4.
- There is an expected new build completion at Berwick Close which could finish as early as late Q1/early Q2 2022/23.

#### Affordable homes delivered

- 649 homes delivered to date by Q4, up 6 on Q3, year-end target missed (665)

#### The challenges for New Homes

- 22/23 year looks more promising with units at Whittaker St (2), Barlow St (12), Crompton (6) and Oaklands Ave (6) coming through.
- A Healthy pipeline of upcoming projects due- with schemes at Monyash Close, Paterson Ave, Cricklewood Rd and Elm Tree (14 in total).

#### 4.4.4 Rent and Rent Arrears

##### **DH R&RA PM01 Rent arrears of current tenants as percentage of rent roll**

- At the end of year rent arrears as a percentage of rent roll is 3.3%, just short of the target of 3.2% and amber. The Housemark median was 3.35% for organisations with over 10,000 properties.
- We are concerned still about the cost-of-living crisis, but rent-free weeks reduced year end current arrears by £0.6m to £1.89m, slightly above target but a good outcome.

##### **DH R&RA PM01a Total arrears as a percentage of rent due**

- At 5.2% at Q4/year end from Q3 position (6.1%), was better than target (6.0%) blue. Heavily assisted by a £0.5m write off of statutory barred debt over 6 years old.

##### **DH R&RA PM02 Rent arrears of current tenants**

- Q4 figure of £1.89m compared to £1.8m target but only £133k higher than March 21 figure, a 0.2% increase. Annual rent debit is around £57m. Considering the challenges of the last year including delays in court hearings, arrears cases were not going through the natural cycle.

##### **DH R&RA PM04 Rent collected as a percentage of rent due**

- The year-end figure of 99.2% is an improvement of 0.5% on Q3 (green).
- Given the circumstances the outcome was better than expected, with extra tenants on universal credit, court evictions process and the cost-of-living crisis.

##### **DH R&RA PM05 No. of tenants evicted as a result of rent arrears**

- There were only 4 evictions carried out in the year- (Blue) against our target of 35.

The courts are starting to take a limited number of cases for potential eviction. Judges remain sympathetic to tenants, even those with numerous previous eviction hearings. The reduction in eviction numbers, has a direct correlation on current tenant arrears levels. There has been a fourfold increase in tenants with over £2k arrears from three years ago.

This is the second year where eviction numbers are around 30 below normal levels. Assuming an average eviction case has £3k of arrears, then it would be a reasonable assumption that £0.2m of the arrears figure relates to “delayed” evictions.

#### 4.4.5 Property Compliance measures

- All our safety compliance measures have met their 100% year-end targets

#### 4.4.6 Empty Homes

##### **DH EH PM 01 Average time taken to relet local authority housing (days)**

- The re-let figure for year-end is 20.5 days and has well exceeded target of 24.0 days (blue), a vast improvement from the 2020/21 year-end figure of 42.64, with a steady improvement across 2021/22.

The improvement is due, amongst other actions.

- active working with local office staff to prioritise viewings on ready to let properties and process sign ups following appropriate safety guidelines.

##### **DH EH PM02 Percentage of rent lost through dwellings becoming vacant**

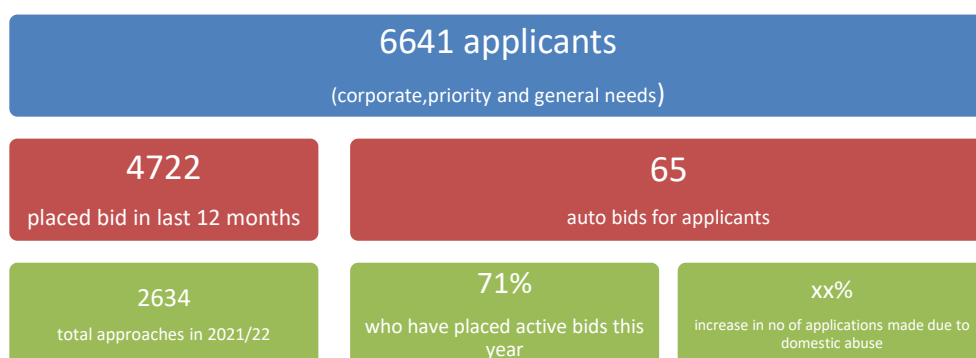
Year-end performance is at 0.86% and has exceeded the target of 1.0% (blue).

This has improved due to both the improved normal void turnaround in days plus a review of “passive” voids held pending modernisation works. This year’s figure is a vast improvement on last year’s figure (1.6%).

#### 4.4.7 Housing and Advice

##### **Applications and approaches**

- As of 31 March 2022, there were 6,641 active applications across the housing register in the Corporate Needs, Priority Needs and General Needs band.
- 4,722 of these have placed a bid in the last 12 months, this includes 65 auto-bids for applicants.
- There are also 2,085 'open to all' applications registered with 342 of these bidding in the last 12 months.
- The total number of approaches for quarter three is 727, which is which is the highest number of approaches since the Homelessness Reduction Act in April 2018, mainly due to family or friends asking the applicant to leave accommodation. However, there was a significant increase in the number of approaches due to the ned of private rented tenancy, 181 compared to an average of 127 for the previous 3 quarters.



##### **Preventions and acceptances**

- There have been 361 cases resolved under prevention duty in Q4 bringing the total to 1,183. This is the highest annual figure of this activity and a 36% increase on last year. This is due to a continued focus on resolving homelessness, especially through the Call B4 your serve service.

- There were 575 cases resolved under the relief duty this year-a 9% decrease on 2020/21, reflecting the increase in the prevention duty, requiring less at this stage.
- There were 146 full duty acceptances in this year. This is 17% decrease on 2020/21 despite the increases in approaches. This is due to effective early interventions at prevention and relief stages.

### Bed and Breakfast and Temporary Accommodation

- There have been 287 single households placed in bed and breakfast since April, with 49 placements in March, the highest monthly figure this year and partly due to the protect and vaccinate scheme providing additional finance for individuals. B&B is also part of the severe weather payment provision for those households without alternative accommodation. This figure is reduction on 405 last year which was due to Covid and the national Everyone in programme.
- There were 171 new family placements in B&B this year, up 55% on last year due to a reduction in temporary and permanent accommodation. There is less social housing and a competitive private sector.

Despite continuing challenges to access the Private Rented Sector (PRS) market, case workers are still achieving positive placements into the PRS, 79 in Q4. Market rents have increased with East Midlands increases one of the highest in the country at 3%.

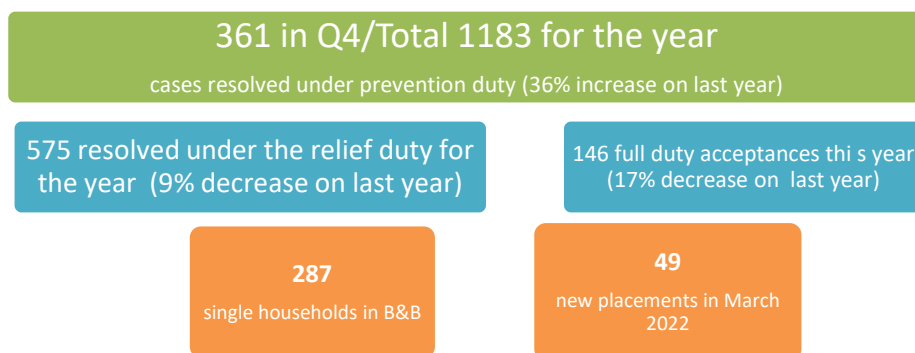
#### ACTIONS:

- Onn temporary PRS worker has been assigned to homelessness prevention work within the wider housing options team.
- As part of the homeless family's recovery action plan its proposed that the current temporary caseworker is appointed to and focusses on this area.
- Added pressures due to the fuel price crisis and the impact of the Ukraine conflict will present more challenges in 2022/23.

### Rough Sleepers

The official count in November identified 11 rough sleepers, 5 were accommodated but chose to sleep out for the night. This leaves 6 active rough sleepers which in keeping with our single night figure of 5 for (PM16)

#### ACTIONS



Outreach and engaging with housing providers have continued.

As part of a preventative approach, we have an early warning system to identify those at risk of rough sleeping to ensure planning for before eviction.

#### 4.4.8 **AM PM01 Percentage of non-decent council homes**

- All but 70 properties are currently meeting decent homes standards. These 70 properties have been identified as having a defect on the roof structure.

#### **DH AM PM02 Energy Efficiency-average SAP rating of dwellings**

- The Average SAP for the stock is currently at 75.5 and forecast to meet year-end target. This equates to EPC C.

#### 4.4.9 **HR**

##### **DH HR PM01 Average working days lost due to sickness absence**

The overall figure for the above measure is 10.7 days lost, this is up slightly from 10.6 days in Q3. This is the highest it has been for a number of years:

Year	Days lost
2021/22	10.7
2020/21	6.3
2019/20	8.1
2018/19	8.4

Over the last 12-month period the days lost figure for medical absences is 10.7 days, up to 11.5 days when non-medical Covid related absences are included.

The split between long-term and short-term absences is 55% to 44% respectively; 6.0 days to 4.7 days.

One of the key factors behind the high levels of medical absences was the increase in stress and anxiety in mental health category. We will monitor these trends closely in 2022/23 to draw historical trends and comparisons.

## **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:

Kas Sahota/ Improvement Support Officer / 01332 643481 / kas.sahota@derby.gov.uk

Background Information: Quarter 4 Performance report level 1 and 2 measures appendix 1 – (CMIS only)

Supporting Information: none

**This report has been approved by the following officers:**

<b>Managing Director</b>	Maria Murphy	09.05.2022
<b>Finance Director &amp; Company Secretary</b>	Michael Kirk	04.05.2022
<b>Company Solicitor</b>	Taranjit Lalria	11/05/2022