

## **PERFORMANCE MANAGEMENT – QUARTER ONE 2019/20**

Report of the Finance Director and Company Secretary

### **1. SUMMARY**

- 1.1 This report presents a summary of performance for quarter one 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 one (up to 30 June 2019), 78% of measures achieved or exceeded their year-end target.

### **2. RECOMMENDATION**

- 2.1 To discuss and note the 2019/20 quarter one performance results.

### **3. REASON(S) 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 44 priority measures reported on a monthly / quarterly basis and 53 in total. 12 measures do not have targets.
- 4.3 Level 1 and 2 performance measures within Derby Homes' Delivery Plan are monitored through DORIS on a quarterly and monthly basis. The new 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 at 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 – see 4.7.7

- Number of homeless approaches
- Number of new households placed in bed & breakfast in a month – singles
- Number of new households placed in temporary accommodation other than bed and breakfast in a month
- Number of people sleeping rough on a single night - official annual estimate

#### 4.6 Performance Monitoring 2019/20 – Quarter One

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

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

Traffic Light Status	Q1 performance against Q1 target	Forecast against year-end target	2018/19 performance
<b>Green / Blue – met or exceeded target</b>	78% (25)	95% (36)	76% (29)
<b>Amber - between 2% and 10% below target</b>	9% (3)	3% (1)	8% (3)
<b>Red - missed target by more than 10%</b>	12% (4)	3% (1)	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 as follows:

- DH EH PM01 – Average time taken to relet local authority housing (days) – Target 24, Actual 26.99
- DH EH PM02 – Percentage of rent lost through dwellings becoming vacant – Target 0.8%, Actual 1.1%
- DH EH PM03 – Amount of rent lost through dwelling coming vacant – Q1 Quarter One Target £112,500, Actual £148,476
- DH HR PM01 – Average working days lost due to sickness absence – Target 7.0, Actual 8.6

The performance measures highlighted as amber are as follows:

- DH SAT PM02 – Tenant satisfaction with views taken into account – Target

80%, Actual 78%

- DH SAT PM04 – Satisfaction with new home (new build and re-let) – Target 94%, Actual 87.9%
- DH CS PM03 – Percentage of complaints responded to within timescale – Target 99%, Actual 95%

#### 4.7 **Key areas to note**

##### 4.7.1 **Satisfaction**

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

Overall 'Satisfaction with Landlord' has shown consistent improvements over the last few years. 94.9% of respondents said that they were satisfied with the services provided by Derby Homes, compared to 93.2% in the same quarter last year. What is even better is that only 1% said that they were dissatisfied with the service.

There has been a slight slippage in satisfaction with 'views taken into account' with 78% of respondents saying they are satisfied that their views are being listened to. Although only 3% have expressed dissatisfaction, 20% of respondents have said they were neither satisfied nor dissatisfied.

At 87.9% 'satisfaction with new home' is also slightly below the annual target. Although only 3% were dissatisfied, 9.5% of respondents have said they were neither satisfied nor dissatisfied. We always use feedback as a learning opportunity and have contacted those tenants who responded that they were dissatisfied with their new home to understand their dissatisfaction further and apply any relevant learning to our practices.

##### 4.7.2 **Customer Services**

The percentage of complaints resolved at initial contact and appeal have both met their year-end target. Where, as a result of a complaint investigation, good practice or lessons learnt are identified, this is brought to the attention of the Head of Service and disseminated to the relevant officers.

At 95% there is a slight slippage with the percentage of complaints responded to within timescale. 80 complaints were received in quarter one with only 4 responded to outside the timescale.

5,315 customers have [now](#) registered on My Account against the target of 5,500. The 'Get on Line' incentive scheme came to an end in April 2019. 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.

##### 4.7.3 **New Homes**

A total of 466 new affordable homes have been delivered since 2008 in partnership with Derby City Council, with 6 completions this financial year.

A total of 7 new homes started on site during quarter one, which includes 1 new

build, 5 acquisitions and 1 compulsory purchase.

Both starts and completions are on track to meet their targets this year. We are discussing options with the council to potentially increase availability of land and higher targets for the future.

#### **4.7.4 Rent and Rent Arrears**

Performance in the rent arrears measures suite continues to be positive with all of the five measures either meeting or exceeding their year-end target.

Universal Credit (UC) cases continue to increase and by the end of June 2019, there were 1,575 UC cases up and running. The team continues to focus on supporting tenants to maximise their income and sustain their tenancy. Our Welfare Reform Team are working with all tenants moving onto UC claims and we now have access to the Department for Work and Pensions (DWP) landlords portal, which assists our officers in checking UC applications and making applications for Alternative Payment Arrangement (APA's) to cover the housing costs and direct payments for rent arrears. It is likely that the real impact of Universal Credit will continue to be felt more and more over the next few years, as the number of tenants moving on to this benefit continues to increase.

There were 6 evictions as a result of rent arrears during quarter one. All eviction requests continue to be referred to the homelessness section to try and help to engage with tenants and prevent the eviction taking place.

#### **4.7.5 Responsive Repairs**

Performance in completing responsive repairs across tenants' homes continues to remain consistent, with 100% of emergency repairs completed within timescale, and 99.9% of very urgent, urgent and non-urgent repairs completed within timescale. In total, 5,062 priority repair jobs have been completed since April 2019 with only 5 (0.1%) out of timescale.

Of the 9,573 appointments made this quarter, 99.4% of them have been kept. On the occasion where appointments have been missed we have improved our processes to make more accurate records.

Tenant satisfaction with repairs remains high and above target at 99.2%. Out of a total of 9,798 text surveys sent out this quarter, we have received only 79 negative responses.

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.

#### **4.7.6 Empty Homes**

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

The average time to re-let local authority homes during quarter one was 26.99

and is marginally higher than the same period last year (26.49). Although this is above the year-end target of 24.0 days we are seeing a reduction since April. We continue to work closely with other teams to ensure that vacant properties are let in a timely manner and expect this measure to recover later in the year as in previous years.

The percentage of rent lost through dwellings becoming vacant has increased to 1.06%. Whilst rent loss on our active properties is low we have recently relet some of our longer term void properties. We are working to keep these longer voids to a minimum and aim to advertise and relet the active voids within our target time. These actions should see a reduction in the rent loss for the voids later in the year.

#### **4.7.7 Housing and Advice**

The introduction of the Homelessness Reduction Act 2017 (HRA17) in April 2018 provides a new legal framework placing enhanced legal obligations on local authorities to prevent homelessness and extends the period of support offered to those that become homeless. There is now a 56 day prevention duty and an additional 56 day relief duty. Demand since the introduction of the HRA17 has significantly increased, with 674 approaching for assistance in quarter one compared to 459 in the same period in 2018/19, although this has remained consistent over the last two quarters at around 670 homeless approaches.

134 cases have been resolved under 'prevention duty' during quarter one and 266 cases were resolved under 'relief duty'. It should be noted that both the 'prevention' and 'relief' duty measures were new for 2018/19, introduced under the HRA17, and as such it is still too early to make historical comparisons. However, as we further develop our response to wider preventative duties we anticipate these figures will increase.

There were 105 Main Duty Homelessness acceptances in quarter one, which is slightly below the number of acceptances during the last quarter (127 in Q4 2018/19) but still remains high. The nature of the HRA17 is such that the period before a main duty decision can be made has potentially increased to in excess of 112 days from the application.

There were 59 new positive private rented sector (PRS) accommodation options secured during quarter one. This is accommodation in the private sector with a reasonable prospect of being available for 6 months or more. This is above the quarter one target of 40 and continues to represent an outstanding achievement for Derby.

The HRA17 requires placements into temporary accommodation for certain homeless individuals and families who are owed an interim accommodation duty. 34 new households have been placed in local authority owned temporary accommodation since April 2019 compared with 23 in the same period last year.

We do not have enough temporary accommodation to meet growing demand, notwithstanding an increase in the number of local authority owned units. We therefore have had to rely on making temporary placements in bed and breakfast establishments for some who are owed interim accommodation duties. During quarter one there have been 44 family placements and 27 single placements

making a total of 71 household placements this financial year. This level is higher than usual and is reflective of the increased number of approaches that we have seen since the introduction of the Homelessness Reduction Act in April 2018.

#### **4.7.8 Asset Management**

We are unable to report on the percentage of non-decent council homes and the average SAP rating at the moment due to the move to Open Housing. This should be resolved at quarter two.

#### **4.7.9 Corporate Services**

We have received 200 Councillor and MP enquiries during quarter one. 93% have been responded to within timescale with only 14 out of time.

#### **4.7.10 HR**

The average number of working days lost due to sickness absence remains above target and is slightly higher than at the same period last year (8.6 days in 2019/20 compared to 8.2 days in 2018/19). 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.

### **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 Implications  
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
List of appendices	Appendix 1 – Quarter One Performance Report

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

<b>Finance Director/Derby Homes Accountant</b>	David Enticott	01/08/19
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