

PERFORMANCE MANAGEMENT–QUARTER THREE REPORT 2021/22

Report of the Interim Finance Director

1. SUMMARY

- 1.1 This report presents a summary of performance for quarter three 2021/22, from key performance measures reported to Derby City Council. Overall performance remains positive with a few 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 provided 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 three performance trends.

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 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 34 priority measures reported on a monthly/quarterly basis and 43 in total. At Quarter Three - **92%** (Q2-80.7%) of measures were either meeting or exceeding target and **82%** (Q2-81.2%) were forecast to meet year-end target.
- 4.3 **Performance Monitoring 2021/22 – Quarter Three**
 - 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:

Status	Q3 2021/22 performance	Forecast Q4 2021/22 performance
Blue	15% (4)	3% (1)
Green	77% (20)	79% (26)
Amber	4% (1)	3% (1)
Red	4% (1)	15% (5)
No target / annual	17	10
Missing data	0	0

Percentages may not add up to 100% due to rounding up

The performance measures highlighted as red are:

- DH NH PM01 Number of new homes started in year (HRA & DH) Year-End target 75, Forecast 61 (red)
- DH NH PM02 Number of new homes delivered in year (HRA & DH) Year-End target 75, Forecast 60 (red)
- DH EH PM02 Percentage of rent lost through dwellings becoming vacant - target 1%, Actual 0.93% (green), Year-End Target 1.0% Forecast 1.2% (red)
- DH HR PM01 Average working days lost due to sickness absence - target 7, Actual 10.0 (red), Year-End Target 7.0 Forecast 9.5 (red)
- DH CS PM06 Number of tenants registered for My Account on-line – forecast now 8000 against the year-end target of 9000. There has been a data correction to take out former tenants.

The performance measures highlighted as amber are:

- DH NH PM03 Number of new affordable homes delivered since 2008. Year-End target 665, Forecast 650 (amber)
- DH R&RA PM01a Total arrears as percentage of rent due - target 5.7%, Actual 6.1% (amber), Year-End Forecast 6.0% (green)

Key areas to note

4.4 Satisfaction

4.4.1 At quarter three; all eight satisfaction measures; including *overall satisfaction with the landlord, 'views taken into account', repairs, new home, neighbourhood and major improvements* are meeting or exceeding quarter three targets and forecast to meet year-end targets.

- 4.4.2 Satisfaction with:
- Derby Advice is at 99% and continues to exceed Q3 and Q4 targets.
 - landlord overall is at 96.1% and is above Q3 and Q4 targets.
 - '*Views taken-into-account*' is at 83.2% and well above Q3 and Q4 targets.
 - the neighbourhood is also above targets for Q3 and Q4.
 - major improvements (kitchens and bathrooms) is at 100% and well above targets for Q3 and Q4.
- 4.4.3 These figures are for the first 3 quarters of the year and excellent. At 94.3% satisfaction with the way ASB case was handled has improved by 2.0% on Q2 and now meets the quarter three target but also now forecast to meet the year-end target of 94%. Performance has remained high throughout the pandemic with altered working arrangements and higher than averages cases.

4.5 Customer Services

- 4.5.1 Overall, for 2020-21, 95.3% of all complaints received were resolved at initial contact, there has been an improvement on Q2 (95.4%) and at 95.9% the measure is on target for both quarter three and year-end.
- 4.5.2 Of the 79 complaints closed this quarter, 74 were resolved at stage 1.
- 4.5.3 100% of complaints were resolved at stage 2 and 99.2% of complaints were responded to within timescales for quarter two with performance forecast to improve to 99% well above year-end target of 95%.
- 4.5.4 There continue to be no escalations to the Ombudsman.,

4.6 New Homes

- 4.6.1 **Starts on Site**
At Q3 there are 43 new starts to date with 8 starts this quarter, featuring exclusively acquisitions; we are experiencing delays on the 8 Chesapeake units due to difficulties in discharging Building Control requirements. This scheme and two further properties at Whittaker Street will start during quarter 4. Generally house price inflation has impacted on our ability to complete the purchase of new acquired properties, resulting in a reduction in numbers purchased during 21/22.
- 4.6.2 **Homes delivered**
At Q3 8 completions were made with 53 in total to date, again all are acquisitions, with delays in the 4 newbuild units at Gerard Street. As with starts house price inflation has had a key impact.
- 4.6.3 **Affordable homes delivered**
There were 12 affordable homes delivered in Q3 with the overall total at 643. The revised forecast of 650 is short of the year-end of target of 665.
- 4.6.4 **The challenges for New Homes**
Although we have a very healthy pipeline of projects going forward - the issue has been to firstly complete existing sites that delayed during Covid.

The schemes in the pipeline made up of 115 new units give us reason for optimism. However, supply chains and workforce capacity issues will continue to present challenges going forward.

4.7 Rent and Rent Arrears

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

Total arrears are currently at 6.1% compared to the quarter three target of 5.7% but forecast to meet year-end target of 6.0%

The figure is close to the year-end target level mainly due to current tenant arrears reducing because of the rent-free weeks. We continue to work through the older debts to be written-off. We expect to see this figure improving as the current arrears also improve towards the end of the year and further statutory barred debts are written off. We expect to achieve the year-end target of 6 %

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

At the end of quarter three rent arrears as a percentage of rent roll is 3.4%, below the target of 3.6% and forecast to meet the year-end target of 3.2%.

As previously emphasised there tends to be a gradual expected rise until quarter 3 and, as predicted, rent-free weeks produced the expected reduction in current rent arrears levels. The current arrears are now back on track to achieve the end of year target. We are still waiting for the courts to return to normality in listing proceedings, but cases are being listed more frequently from the end of January.

4.7.3 DH R&RA PM02 Rent arrears of current tenants

Q3 actual of £1,948,535 is below the target of £2,070,440 and on track to meet Year-End target of £1,800,000.

The expected effect of rent-free weeks has reduced current arrears by £715,596, a much-improved position and back on track to meet the Q4 target.

The current challenging economic climate continues to make it more difficult for tenants due to rising living costs and to help officers try to promote take-up of housing support fund for tenants struggling with finances.

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

The quarter three figure of 98.9% is a 2.2% improvement on Q2. It is expected to be on target at 99.9% for year end.

The collection rate this month is now back on track to achieve the end of year target.

As mentioned before, rent free weeks have improved collection rate. The monthly target figure was based on last year's levels which were boosted by a monthly APA payment which was paid in time. This year there are no monthly APA payments and are being paid on a weekly basis.

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

There were no evictions carried out in December and a total of 3 for the year.

Now the courts are opening-up we do expect the numbers will start to increase but expect no more than 10 by the end of March.

4.8 Property Compliance measures

4.8.1 All our compliance measures are on target for quarter three and forecast to meet year end targets. These include passenger lifts (LOLER), Asbestos inspections, Fire Risk and Water Risk Assessments all at 100% for quarter three and year end forecasts and therefore fully compliant.

4.8.2 Gas Safety

Gas Safety Inspections carried out on 3373 properties in quarter three, 12,587 properties have live certificates (99.85 %).

We currently have 18 properties without a valid certificate; however, all the no access procedures were followed in relation to shielding or vaccination status. All have new appointments booked back into the system.

We are 100% compliant under section 36 of the Gas Safety (Installation and Use) Regulations for the last quarter.

4.8.3 Electrical Safety

Overall performance is at 99.9% at quarter three and forecast to hold that level at year end to meet required targets.

At the end of Q3 there are 16 properties without an Electrical Safety Certificate dated within the last 5 years. All 16 have been escalated to housing management for access issues and evidence has been gathered.

Every effort that is reasonably practical has been made to access these homes which evidences that Derby Homes is compliant with the regulations and have met our legal obligations.

4.8.4 Asbestos, Fire Safety and Water systems

All these inspections' measures are at 100% full compliance level for Q3 and Q4.

4.9 Empty Homes

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

- The re-let figure for quarter three is 21.5 days and below the target of 24.0 days, a vast improvement from the 2020/21 year-end figure of 42.64 which was significantly affected by COVID.
- The forecast is that the year- end target of 24 days will be met.

4.9.2 DH EH PM02 Percentage of rent lost through dwellings becoming vacant

Quarter three performance is 0.93%) and on target (1.0%). At 1.2% the forecast is in range of the year-end target.

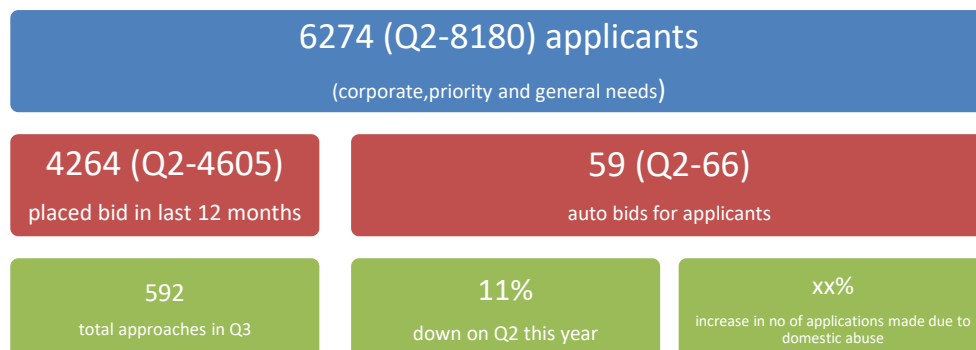
4.9.3 The acquisition programme and works required post completion will impact on rent loss, as will a number of properties requiring major works.

4.10 Housing and Advice

4.10.1 Applications and approaches

As of 31 December 2021, there were 6274 active applications (Q2-8180) across the housing register in the Corporate Needs, Priority Needs and General Needs band.

4264 of these have placed a bid in the last 12 months, this includes 59 auto-bids for applicants.



There are also 3925 (Q2-3670) 'open to all' applications registered with 627 (Q2-801) of these bidding in the last 12 months.

The total number of approaches for quarter three is 592 (Q2-667), which is a drop of 11% compared to quarter 2 of this year. However, Q3 figures have been lower for the last three years (*except Q1 2021*), the first quarter of the pandemic). This may be due to the season where limited legal action takes place and family and friends are more accommodating.

Within this figure there is a 35% decrease on the last quarter which showed a 24% increase on Q1 in the number of households approaching due to domestic abuse. The large increase is in line with increases in Q2 for the 2 previous years. It's unclear whether this is a consequence of the season. Q3's reduction is in line with a reduction in the overall number of approaches this quarter.

4.10.2 Preventions and acceptances

There have been 276 (Q2-265) cases resolved under prevention duty in Q3 bringing the total to 822 (Q2-546). Despite limited options in this sector (private landlords leaving, giving notice or demanding higher rents) the Homelessness and Private Rented Sector have striven to maintain tenancies or secure new ones with some success in finding alternative supported housing especially for single households.

There were 408 (Q2-251) cases resolved under the relief duty with 157 (Q2-111) in Q3, 47% up on last quarter.

There were 104 (Q2-72) full duty acceptances with 32 (Q2-42) acceptances during this quarter, with the quarterly average 34. This is a drop of 10 on last quarter and the same average drop on last year.

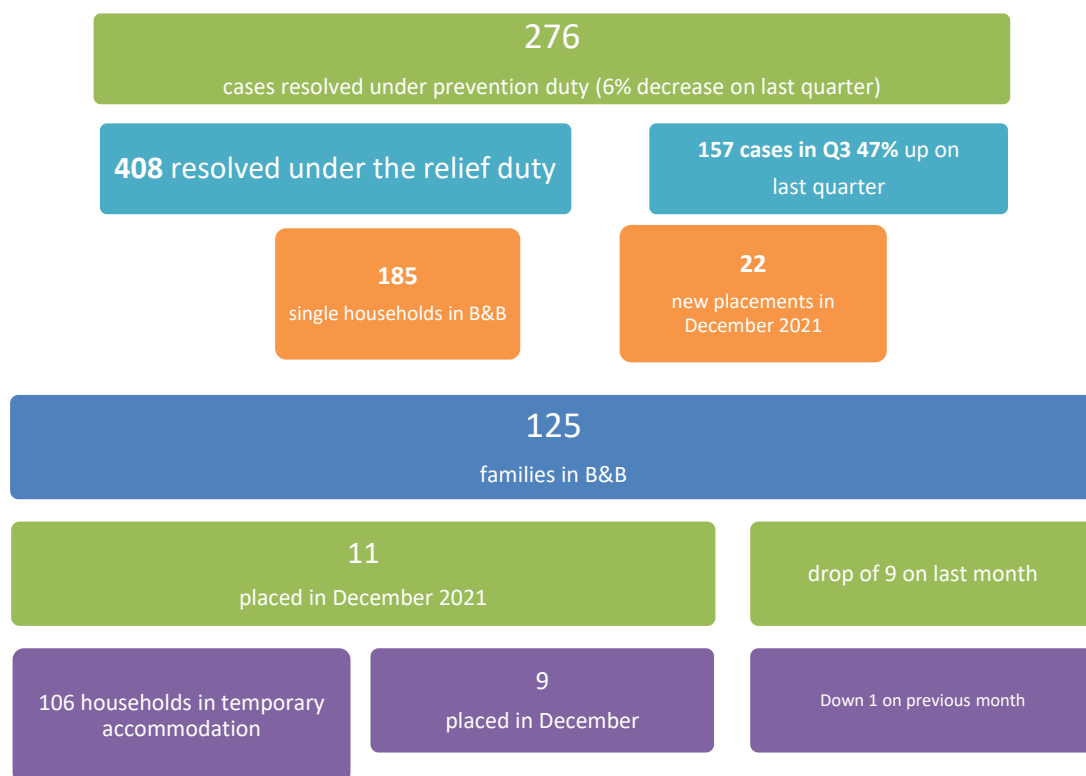
This demonstrates the success of prevention and relief work (including early intervention in private sector disputes), the provision and move on from suitable accommodation with the focus of the Housing Options Team in these areas.

In quarter three there were 185 (Q2-122) new households in temporary accommodation, with 22 (Q2-13) of these being placed in December 2021, including a number under the severe weather provision where applicants were unable to find alternative emergency.

4.10.3 **Bed and Breakfast and Temporary Accommodation**

There have been 125 (Q2-80) new family households placed in bed and breakfast since April, with 11 being placed during December, this is drop of 9 on the previous month but still high. Fewer council owned temporary accommodation vacancies and no options to directly place other than in bed and breakfast.

There were 106 (Q2- 77) households in temporary accommodation other than B&B since April with 9 (Q2-11) placements in December which is reduction of one from November. Two of these placements included an additional property under the Rough Sleeper Initiative and another a placement for a single household needing to self-isolate due to Covid.



Despite continuing challenges to access the Private Rented Sector (PRS) market, case workers are still achieving positive placements into the PRS, 80 in Q3. Market rents have increased with LHA rates falling far short. 91 % of all CB4YS referrals have resulted in a positive outcome

ACTIONS:

- Establishment vacancies and sickness have resulted in PRS Caseworkers supporting the wider Housing Options.
- We have recently appointed to a vacant PRS Caseworker post but that member of staff is yet to start.

- One PRS Case worker has a current focus on My Place, the PRS for ex-offenders' scheme which is on track to meet targets by the scheme end in April 2022.
- Staff are being encouraged to innovatively use the FHPG to secure tenancies, this may be by paying increased rent in advance or offering an incentive to reduce rents to LHA levels.

4.11 **AM PM01 Percentage of non-decent council homes**

All properties are currently meeting decent homes standards.

4.12 **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.

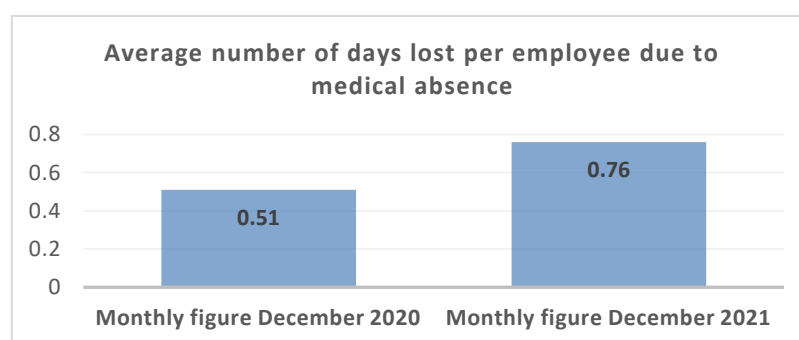
4.13 **HR**

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

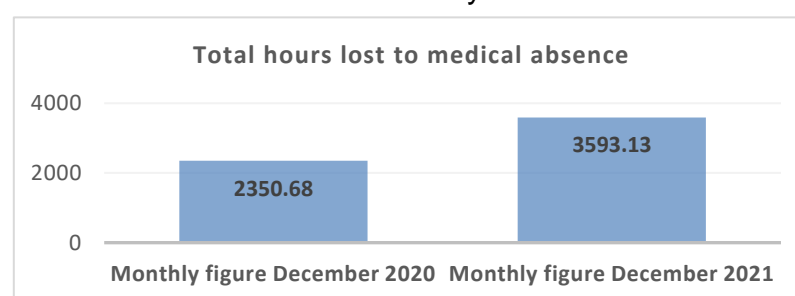
The overall figure for the above measure is 10.24 days lost, this is up slightly from 10.0 days in Q2. With the forecast now up from 9.0 to 9.5 days lost per employee.

4.13.2 **Monthly rate**

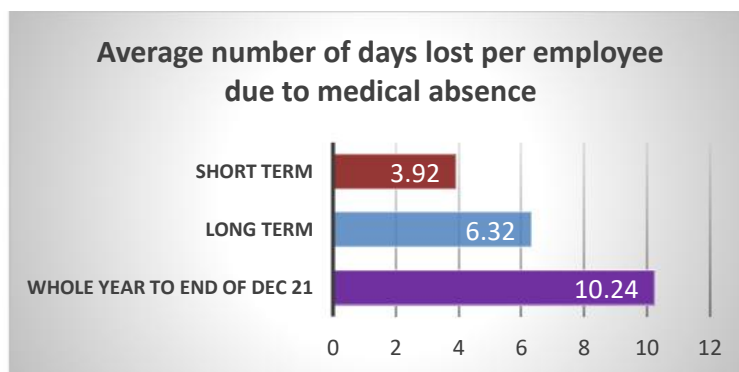
0.76 days per employee were lost in December 2021 for medical absences significantly higher than the rate of 0.51 for the same month last year.



A total of 3593.13 hours were lost this December again significantly higher than the 2350.68 amount for the same month last year.



Over the last 12-month period the days lost figure for medical absences is 10.24 days, up to 11.7 days when non-medical Covid related absences are included.



Although total hours lost per month is higher than last year, the trend is moderating and is on par with last March

- Over the last 12 months a total of 48397.58 hours were lost due to sickness.
- Over the same period 6855.32 hours were lost due to non-medical absences relating to the Covid 19 pandemic (self-isolation / care of a dependant...)

One of the key factors behind the high levels of medical absences remains the increase in stress and anxiety in mental health category. We will monitor these trends closely but forecast that the year-end figure for days lost for medical absences at 9.5 days.

5. OTHER OPTIONS CONSIDERED

5.1 Not applicable

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 3 Performance report level 1 and 2 measures (appendix 1)

Supporting Information: None

This report has been approved by the following officers:

Interim Director of Finance	Michael Kirk	03/02/22
Company Solicitor	Taranjit Lalria	03/02/22
Head of Housing Management	Lorraine Testro	03/02/22
Managing Director	Maria Murphy	24/02/2022