

PUBLIC

DERBY HOMES BOARD

THURSDAY 28 MARCH 2024

DELIVERY PLAN – 2023/24 QUARTER THREE UPDATE

ITEM NO. Enc.10

Report of: Finance Director and Company Secretary

Email address: michael.kirk@derbyhomes.org

Telephone number: 01332 888703

Author: Sarah Oliffe

Email address: sarah.oliffe@derby.gov.uk

Telephone number: 01332 255331

PRESENTED BY:

Michael Kirk

1	SUMMARY
1.1	A refreshed Derby Homes Delivery Plan for 2023/24 was approved by Derby Homes Board in November 2023, and by the Derby City Council and Derby Homes Strategic Partnership Board in December 2023. The refreshed Delivery Plan supports the refreshed Derby City Council's Delivery Plan 2023/24.
1.2	This report is the first report, against agreed actions in the refreshed 2023/24 Delivery Plan, and provides an update on actions as at quarter three 2023/24, (end of December 2023).
1.3	<p>Although there are no material changes to the Delivery Plan, itself, there are four new objectives, which align to priority themes of Resilient City and Working Smarter.</p> <p>The four additions, relate to working in partnership with Health and Social Care, to respond to the needs of vulnerable customers, progress towards one system and automated reporting; the development and implementation of a Knowledge and Information Management Strategy, and compliance for the new Consumer Standards.</p>
1.4	At the end of quarter three, updates for all 44 actions were available and 84% (37) were judged to be completed, or on track for completion within their timescale.

2	RECOMMENDATION
2.1	To note the report as an update on Derby Homes' performance, against the agreed Delivery Plan 2023/24.

3	REASON FOR RECOMMENDATION
3.1	To receive assurance on the achievements made against the key priorities at quarter three 2023/24.
3.2	Monitoring of the action plan helps to control and mitigate the risk, of not completing Delivery Plan actions over the course of the financial year.

4	MATTERS FOR CONSIDERATION
4.1	Under the terms of the management agreement, Derby Homes is required to produce an annual Delivery Plan, which supports the Derby City Council's plan. The plan summarises Derby Homes' priorities and sets out our key performance requirements. There have been no material changes to the contents and themes of the plan, which mirror the format of the Council's Plan.
4.2	<p>The key actions within the Delivery Plan directly relate to our strategic objectives.</p> <p>Each action has a specific lead officer, is monitored quarterly by accountable officers, and reported by exception to the Chair and Vice-Chairs of Derby Homes.</p> <p>Performance is also monitored monthly or quarterly, as appropriate, and reported to the Operational Board and at joint performance monitoring meetings between Derby Homes and Derby City Council, including the Strategic Partnership Board.</p>
4.3	<p>Within our plan, there continues to be four priority themes, which are supported by two enabling programmes of 'better together' and 'working smarter;' which are the focus of our improvement and transformation activities.</p> <p>The four priority themes are:</p> <ul style="list-style-type: none"> • Green city • City of growth • Vibrant city • Resilient city

4.4

Quarter three 2023/24 overview

At the end of quarter three, 37 objectives, (84%), were rated blue (completed), or green (on track); this is an improvement on quarter two when 83.7% were rated completed or on track.

Six objectives (13.6%) were rated amber (some slippage), and one objective (2.3%) rated red (major slippage). This is an improvement on quarter 2, when eight actions were rated some or major slippage (16.3%).

A breakdown of the performance is summarised below:

Status	City of Growth	Green City	Resilient City	Working Smarter	Total*
Completed	0 (0%)	1 (2.3%)	1 (2.3%)	1 (2.3%)	3 (6.9%)
On track	6 (13.6%)	6 (13.6%)	8 (18.1%)	14 (32.2%)	34 (77.2%)
Some slippage	1 (2.3%)	0 (0%)	4 (9.0%)	1 (2.3%)	6 (13.6%)
Major slippage	0 (0%)	0 (0%)	0 (0%)	1 (2.3%)	1 (2.3%)
Total	7	7	13	17	44

One objective was rated red, with major slippage at quarter three.

DP35 - Implement onto Open Housing - Intelligent Energy and asset management EPC improvement works 31 March 2024.

- This objective has been rated major slippage throughout 2023/24
- This project cannot proceed until One Housing is available. The One Housing switchover is now planned for Autumn 2024. Following the successful upgrade of Open Housing V17.4 in September 2023, the One Housing Transition project commenced in October 2023.

	<p>Six objectives are amber, with some slippage in quarter three.</p> <p>DP11 - Maintain homes to meet Decent Homes Standard, by ensuring that asset management data informs and underpins HRA Capital Programme, for the replacement of components 31 March 2024</p> <ul style="list-style-type: none"> • This objective was rated some slippage at quarter 2 and 3 2023/24. • We remain committed to delivering the Bretton Avenue scheme, which will address non-decent homes. It should be noted that the 73 non-decent homes represent just over 0.5% of our housing stock. We continue to liaise, regularly, with all residents, all will have received a comprehensive update and timeline for scheme implementation. <p>DP25 - Facilitate a range of housing and support options that meet the city's needs, and provides suitable accommodation for the vulnerable, reducing the impact of homelessness including the Vulnerable Renters scheme for 2022/24 31 March 2024</p> <ul style="list-style-type: none"> • This objective was rated some slippage in quarter 2. • A range of housing and support options are embedded; however, demand continues to outstrip supply. Derby City Council have commissioned a review of SEA accommodation in the city, which will help to inform future demand needs. Financial assistance remains available for vulnerable renters through the PRS team. <p>DP26 - Reduced use of B&B for families experiencing homelessness, by developing and marketing landlord packages of incentive and support, in supporting placements of vulnerable renters. 31 March 2024</p> <ul style="list-style-type: none"> • This objective was rated on track at quarter 2 of 2023/24. • A package is in place and marketed, but there are challenging market conditions, and increased demand, leading to shortage of accommodation options available. Financial assistance is available to prevent homelessness and professional mediation is available through PRS team. <p>DP27 - Evaluate the effectiveness and efficiency of pilot Housing Pathway. 31 March 2024</p> <ul style="list-style-type: none"> • This objective was rated some slippage in quarter 2. • An evaluation has been delayed due to operational priorities; however, a plan remains to evaluate by end of financial year.
--	---

	<p>DP47 - Improve our use of data, intelligence, and feedback, to shape the future of our services. Design and implement new financial management system to enable efficiencies in speed and accuracy of reporting to start in 2023/24 31 March 2024</p> <ul style="list-style-type: none"> • This objective was rated some slippage in quarter 2. • The new financial system for 2023/24 concentrates on core areas firstly. The reporting functionality needs to be fully developed and likely to take all of 2023/24 to fully understand its capabilities. <p>DP 63 - Work in partnership with Health and Social Care to respond to the needs of vulnerable customers (31/03/2024).</p> <ul style="list-style-type: none"> • This is the first time that this objective has been reported. • Partnership working with social care continues to respond to the needs of vulnerable customers. The Housing pathway for vulnerable adults with complex disabilities is being refreshed. Health Partnerships through the Health and Wellbeing Board representation continues, with further development into the ICS ongoing.
--	---

5	OTHER OPTIONS CONSIDERED
5.1	None

6	IMPLICATIONS
6.1	FINANCIAL AND BUSINESS PLAN IMPLICATIONS
6.1.1	Regular monitoring of performance measures, projects, and strategic risks, embeds understanding of how economically, efficiently, and effectively the Council is performing.
6.1.2	Many of our objectives relate to areas of demand, or risk, that are major cost drivers, and understanding these provides valuable insight for planning.
6.2	COUNCIL IMPLICATIONS
6.2.1	This is a matter which will be reviewed by the Derby City Council and Derby Homes Strategic Partnership Board.
6.3	ENVIRONMENTAL IMPLICATIONS

6.3.1	'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.
6.4	EQUALITIES IMPLICATIONS
6.4.1	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 2023/24, and appropriate actions have been included within the report to address these.
6.4.2	Many of the objectives and associated 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.
6.5	RISK IMPLICATIONS
6.5.1	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.
6.6	POLICY REVIEW IMPLICATIONS
6.6.1	This is a key policy of Derby Homes which 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.

The areas listed below have no implications directly arising from this report:

Consultation
Legal and Confidentiality
Personnel
Health & Safety

7	Background information
7.1	Delivery Plan Quarter 3 2023/24 update
8	Appendices
8.1	Appendix 1 Delivery Plan Quarter 3 Report

This report has been approved by:

Managing Director	Maria Murphy	15.03.2024
Finance Director & Company Secretary	Michael Kirk	07.03.2024
Governance Manager (checked)	Jane Haywood	14.03.2024