

## **PERFORMANCE MANAGEMENT – QUARTER THREE REPORT 2020/21**

Report of the Finance Director and Company Secretary

### **1. SUMMARY**

- 1.1 This report presents a summary of performance for quarter three 2020/21, 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 provided commentary to put performance into context, identifying improvement actions that they are taking, as shown at Appendix 1.
- 1.3 Due to the evolving nature of the Covid-19 pandemic and its effect on finance and activity, it's making it difficult to assess performance against targets in a meaningful way. Senior Management Team therefore took a decision to shift focus from traffic lighting on targets and forecasts to look at overall trends. Quarterly RAG rating is now removed but actual results, trends and forecasts remain. This will help to shape performance monitoring for the coming year and help overall learning. This report highlights trends at quarter three.

### **2. RECOMMENDATION**

- 2.1 To discuss and note the 2020/21 quarter three 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 2020/21. This incorporates 34 priority measures reported on a monthly / quarterly basis and 43 in total.

## **4.3 Performance Monitoring 2020/21 – Key areas to note**

### **4.3.1 Satisfaction**

Due to the Covid-19 pandemic, our overarching customer satisfactions surveys were paused. There was therefore no data for quarter one for the following measures:

- DH SAT PM 01 Tenant satisfaction with Landlord
- DH SAT PM 02 Tenant satisfaction 'with views taken into account'
- DH SAT PM 06 Percentage of respondents satisfied with their neighbourhood as a place to live

As services became more settled, our overarching customer satisfaction survey restarted towards the end of July.

For quarter three, six of our eight satisfaction measures; including landlord, tenants, repairs, new homes, handling of Anti-social Behaviour cases and neighbourhood; have reached their expected quarter three levels and are forecast to achieve expected year-end performance levels.

Satisfaction with Derby Advice exceeded quarterly expectations at 100% and is forecast to exceed year-end performance levels.

Due to the Covid-19 Lockdown, the kitchen and bathroom (K&B) programme in Occupied Properties was stopped between April and August, and again since November 2020. The Team has focused on replacing bathrooms and kitchens in acquired and void properties. As such tenant satisfaction for K&B reported is with the whole property rather than the individual bathroom or kitchen component.

Transactional satisfaction surveys have continued during quarter one, two and three where services have remained operational. In each of these area's satisfaction has either met or exceeded their expected performance levels.

### **4.3.2 Customer Services**

At quarter three 94.8% of complaints received were resolved at initial contact which is slightly below our aim of 97% but an improvement of 0.5% on last quarter. Of the 211 complaints closed this financial year, 200 were resolved at initial contact.

### **4.3.3 New Homes**

- A total of 554 new affordable homes have been delivered since 2008 in partnership with Derby City Council, with 23 completions in quarter three.
- Actual completion delivery is dominated by 18 acquisitions with 5 actual new build properties delivered out of the 23 in this period.

Covid-19 has continued to make the completion of existing sites very difficult therefore new home starts are confined to acquisitions only in this quarter.

Four existing newbuild schemes comprising of 5 new homes were completed. There will continue to be a similar impact on acquisition and new build programme - the latter more significantly given issues with staff levels in frameworks and in the supply chain.

We have a healthy pipeline of both acquisitions and newbuild for Quarter 4 and into the next financial year.

- We expect to complete the 15 properties at Perth Street and Gerard Street in Quarter 4 at the end of this financial year.
- Quarter 4 should also see start on site (SoS) on two newbuild schemes comprising of 9 units.

#### 4.3.4 Rent and Rent Arrears

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

The revised year-end forecast of £2.3m reflects latest estimates, taking into account the current position, ongoing economic uncertainty and normal enforcement options not being fully available.

- Overall increase in arrears is consistent with the national increase of 35% being reported by Housemark for 2020/21.
- Enforcement action letters and notices were temporarily re-introduced from the start of September, but Court and Eviction action is on hold from November till at least mid-February 2021.
- The extra weeks rent at end of 2019/20 probably contributed around £0.25m to the increase in the current arrears figure.
- The job retention/furlough scheme has been extended to April to help prevent job losses, even so, it is highly likely there will be further job losses in the following months which may affect tenants further.
- The December 2020 two rent free weeks did result in the arrears reducing by around £0.4m, around £0.1m below normal levels.

#### 4.3.5 Responsive Repairs

Four new compliance measures were introduced in this suite of measures in quarter one; for water, fire, asbestos and passenger lifts.

There is some slippage for the measure *'Percentage of Passenger Lifts subject to a completed service and an independent LOLER Inspection within the past 6 months'*. This is due to the unavailability of parts as a result of the pandemic but the forecast is that there will be 100% compliant by the end of the year.

#### 4.3.6 Empty Homes

Whilst in the early stages of lockdown and in response to the emergency phase of the Covid-19 pandemic, we followed Government guidance issued of 'not to move'. Derby Homes, in consultation with the Council, took the decision to suspend the Homefinder scheme until 31st August 2020. Additionally, all previous agreed offers of accommodation and approved allocations, were also withdrawn under the 'not to move' guidance issued by Government.

The suspension of Homefinder and withdrawal of all offers has had a significant impact on the ability to re-let properties during the Coronavirus pandemic.

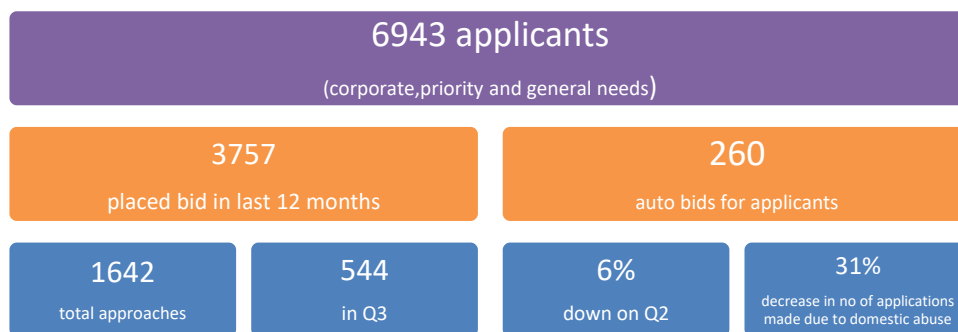
- Due to this we are currently reporting in a higher than expected and out of target re-let figure of 48 Days.
- If we were to remove the impact of no properties being allocated due to the suspension of Homefinder and withdrawal of all offers, our performance calculations demonstrate/forecast we would be currently operating at 25 Days.

The programme within the Council to obtain much needed additional social housing is impacting on the rent loss measures at present. This is due to works needed once bought to bring the properties up to an acceptable standard to let, and the associated rent loss whilst this work is completed. There are also a number of empty properties requiring more major works which are being progressed which will again impact the rent loss figures.

#### 4.3.7 Housing and Advice

On the 23<sup>rd</sup> of March the Housing Options service adopted new ways of working in response to the pandemic with the service being operated remotely and a telephone service implemented in place of a face to face interview. Our customers were asked to stay put, unless homeless and to access the service using a personal phone where possible rather than accessing the service at the Council House.

- As at 31 December 2020 there were 6,943 applicants on the housing register in the Corporate Needs, Priority Needs and General Needs band.
- 3,757 of these have placed a bid in the last 12 months, this includes 260 auto-bids for applicants.

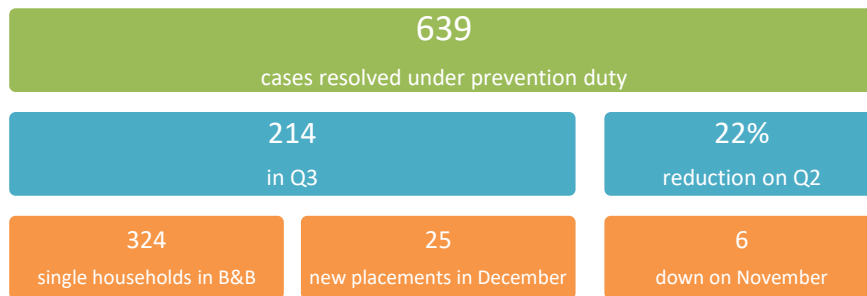


- The total number of approaches since the beginning of April 2020 is 1,642.
- There were 544 new approaches this quarter, a 6% decrease on the last quarter's figure.

Traditionally there is less new activity in the third quarter because families are more accommodating for the Christmas period and there are fewer working days in December.

- The greatest decrease (31%) was in the number of applications made due to domestic abuse probably because any increase in COVID restrictions has an impact on the ability of victims to access services and seek assistance.

- There have been 639 cases resolved under prevention duty since April 2020 with 214 being completed this quarter.
- This is a 22% reduction on the last quarter but is also reflective of the decrease in the number of new approaches for this quarter.
- Since the beginning of April, 324 single households have been placed in bed and breakfast (B&B).
- There were 25 new placements in December, 6 fewer than in November but still relatively high and partly due to the continuance of the 'Everyone In' policy.

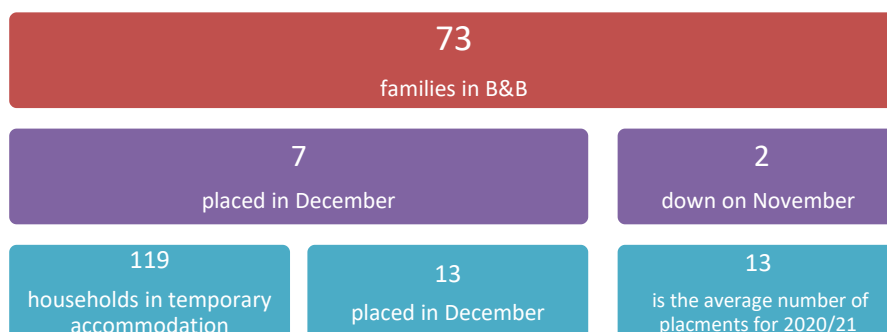


The Severe Weather Emergency Provision is also using B&B as one option because Night Shelter is not deemed suitable during the pandemic.

- There have been 73 families placed in B&B since April 2020 with 7 of those placed during December.
- This is 2 fewer than those placed in November and is lower than the average number of monthly placements in 2019/20.

This is partly due to successful prevention action being taken before a household becomes homeless. It has also been affected by the lack of court eviction proceedings due to the special Covid-19 measures.

- Since the beginning of April 2020 there have been 119 new households in temporary accommodation, other than B&B with 13 of these being placed in December.
- This is the average number of placements per month for this financial year.



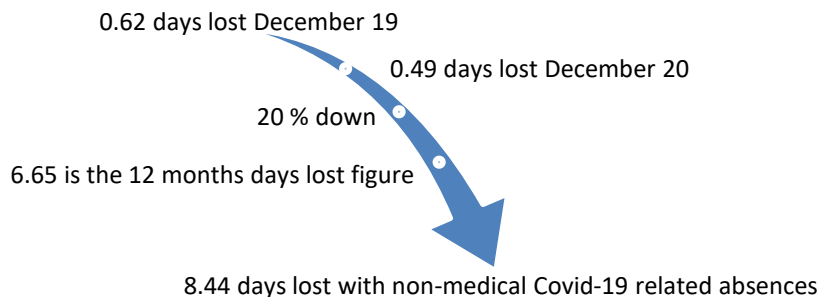
Although Covid-19 restrictions have been in place the Private Rented Sector (PRS) Access team have continued to work with landlords to achieve positive placements in the PRS. During November lockdown, the rental market slowed but 14 placements were still achieved prior to Christmas. Two additional

temporary PRS caseworkers were appointed in December 2020 to combat the anticipated increase in evictions, the eviction process for PRS landlords has been complicated by a ban on evictions in the earlier part of the year and a temporary extension to the notice required to evict a tenant.

Derby Homes has aimed recent marketing at landlords and tenants affected by the pandemic, but we have yet to see a noticeable increase in evictions or take-up of services offered. The latest lockdown may be impacting decisions to evict.

#### 4.3.8 HR

- During December the number of days lost per employee for medical absences fell by 20% to 0.49 compared to 0.62 for the same period last year.
- Since March employees have been able to record non-medical absences relating to Covid 19 pandemic (self-isolation / care of a dependant and so on).
- The last 12-month 'Days lost' figure for medical absences is 6.65 days, this increases to 8.44 days if you include non-medical Covid-19 related absences.



This means that the overall sickness level is slightly better than last year but the impact of Covid-19 in requiring isolation – itself not sickness – means that the overall absence rate is slightly higher than last year.

## 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 Officer / 01332 643481 / kas.sahota@derby.gov.uk

Background Information: None

Supporting Information: None

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

<b>Finance Director</b>	David Enticott	09/02/21
<b>Managing Director</b>	Maria Murphy	15/02/21