

**PERFORMANCE MANAGEMENT – YEAR END REPORT 2019/20**

Report of the Finance Director and Company Secretary

**1. SUMMARY**

- 1.1 This report presents a summary of the 2019/20 year end performance 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 four (up to 31 March 2020), 76% of measures achieved or exceeded their year-end target.

**2. RECOMMENDATION**

- 2.1 To discuss and note the 2019/20 year end performance results.

**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 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 54 priority measures, 13 measures do not have targets.
- 4.3 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

4.4 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 this 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:

- Number of homeless approaches
- Number of new households placed in bed & breakfast in a month – singles
- Number of new households placed in bed and breakfast in a month - families
- Number of new households placed in temporary accommodation other than bed and breakfast in a month
- Estimated number of people sleeping rough on a single night – monthly count

#### 4.5 Performance Monitoring 2019/20 – Year End

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

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

March 2020	Target Status Q4 performance
<b>Blue</b>	12% (5)
<b>Green</b>	63% (26)
<b>Amber</b>	12% (5)
<b>Red</b>	12% (5)
No target / data	13

*Disparity in calculations is due to rounding.*

The performance measures highlighted as red are:

- DH EH PM02 – Percentage of rent lost through dwellings becoming vacant – Target 0.8%, Actual 1.0%
- DH EH PM03 – Amount of rent lost through dwelling coming vacant – Target £450,000, Actual £576,747
- DH H&A PM07a – Number of households placed into B&B accommodation – singles (snapshot at period end) – Target 15, Actual 28
- DH H&A PM10 – Number of households living in Temporary Accommodation other than bed and breakfast (snapshot at period end) – Target 50, Actual 63
- DH HR PM01 – Average working days lost due to sickness absence – Target 7.0, Actual 8.1

The performance measures highlighted as amber are:

- 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 90.5%
- DH CS PM02 – Percentage of complaints resolved at appeal – Target 100%, Actual 90%
- DH CS PM03 - Percentage of complaints responded to within timescale – Target 99%, Actual 96.8%
- DH EH PM01- Average time taken to relet local authority housing (days) – Target 24, Actual 25.2

#### **4.6 Key areas to note**

##### **4.6.1 Satisfaction**

Satisfaction remains consistent across all of the measures, with six of the eight satisfaction measures meeting or exceeding their targets.

95% of respondents reported that they were satisfied overall with the services provided by Derby Homes compared to 94% in the previous year. Dissatisfaction continues to remain under 2%.

We have seen a slight reduction in the percentage of respondents who are satisfied that their views are taken into account (78% in 2019/20 compared to 83% in 2018/19) and this measure is slightly below the annual target of 80%. However, it should be noted that only 1% of respondents expressed dissatisfaction.

91% of respondents said they were satisfied with their new home, with only 3% expressing dissatisfaction. Unfortunately it was not possible to meet the target (94%) on this indicator and satisfaction levels have fallen short of target in all four quarters. The overall figure though was made much worse than it otherwise would have been by a very disappointing satisfaction figure of 88% in quarter one. The levels of satisfaction for new builds are higher than for general lettings. In quarter four we had the only respondent for the entire year that said they were dissatisfied with their new build property. As is reported in each quarter, all dissatisfied customers are contacted and their issues followed up.

We have achieved an annual satisfaction figure of 94% with the way ASB cases were handled compared to 91% in the previous year.

Satisfaction with major improvements (kitchen and bathrooms) remains consistent with an overall 96%. 100% of those surveyed during the year have responded that they were satisfied with their bathroom upgrades and 94% responded that they were satisfied with their kitchen upgrades. An improvement project, focused on the kitchen upgrade process, seeks to improve customer experience for 2020/21

##### **4.6.2 Customer Services**

Two of the four complaints measures have met their targets.

Of the 370 initial contact and appeal complaints investigated and responded to this financial year we have responded to 366 (97%) within 10 working days, which is slightly below our target of 99%. Managers are constantly reminded of the complaint response investigation time periods when allocated a complaint to investigate. 98% of complaints received were resolved at initial contact.

A new campaign was introduced in April 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. 2,186 customers have registered this financial year, giving an overall total of 6,890 customers registered in total.

#### **4.6.3 New Homes**

A total of 513 new affordable homes have been delivered since 2008 in partnership with Derby City Council, with 53 completions this financial year. The completions, along with starts, continue to be dominated by acquisitions.

Issues like the weather and the current national restrictions because of the Covid-19 outbreak will continue to challenge our ability to start and complete new schemes. However, the new and enlarged contractor and supplier frameworks that are being set up by the Capital Works Team will address the shortcomings of existing sub-contractor and supplier performance and provide additional working capacity for 2020/21 going forward.

#### **4.6.4 Rent and Rent Arrears**

Performance within the rent and rent arrears suite of measures continues to be positive and all measures have met or exceeded their year-end targets.

The Covid-19 pandemic has changed the final position for the year, even though it only really started to have an impact in the final weeks of March. Tenants' income came under pressure just before and during the lockdown. Income levels which were in a good position, suddenly reduced, especially in the final weeks of the year which was important as it was rent free and normally would have produced a reduction in the region of £200k. We now expect income levels to be lower during the coming weeks / months and expect to be well above the targets for next year.

In 2019/20 there were just 23 evictions, the majority of these properties had already been abandoned by tenants prior to the eviction. This meant last year we carried out less than half of the evictions carried out in the previous year and this was a really good outcome. The continued promotion of Assisted Payment Arrangements (APA's) to eligible tenants (838 now on this) allows for their housing element of Universal Credit claims to be paid direct to the Landlord. This plus direct support from the Homelessness Team on certain cases has reduced the eviction numbers.

#### **4.6.5 Responsive Repairs**

Performance in completing responsive repairs across tenants' homes continues to remain consistent, with 100% of emergency repairs and 99.7% of very urgent repairs completed within timescale. In total, 20,893 priority repair jobs have been completed since April 2019 with only 148 (0.7%) out of timescale.

Of the 42,667 appointments made this financial year, 98.7% of them have been kept which is slightly below the annual target of 99%. During the year we have missed 15 official appointments where compensation has been paid to our customers and 5 where no compensation has been claimed or been paid.

Tenant satisfaction with repairs remains consistent at 99%. Out of a total of 34,354 text surveys sent out this financial year only 1% of respondents expressing dissatisfaction with the service. No surveys were sent out during March due to the outbreak of the Covid-19 pandemic.

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.

#### **4.6.6 Empty Homes**

The average time to re-let local authority homes remains above target at 25.2 average days (23.7 in 2018/19). We continue to monitor performance data routinely, responding to any identified trends promptly.

Alongside the increased time to re-let active voids, a positive acquisition programme within the Council to obtain much needed additional social housing is impacting on the rent loss measures, currently 1.0% against a target of 0.8%. This is due to works needed post-completion 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 being progressed, which will again impact on the rent loss figures.

#### **4.6.7 Housing and Advice**

Households seeking assistance with homelessness has slightly increased this quarter with 622 approaches in quarter 4, giving a total of 2,531 approaches during the year compared to 2,326 during the previous financial year. The duty to prevent homelessness saw 139 cases successfully prevented in quarter 4, giving a total of 456 this financial year. The duty to relieve homelessness, where prevention is not possible, saw 210 households assisted in quarter 4 making a total of 1,110 successful relief outcomes. A high proportion of successful relief outcomes have been achieved through the private rented sector team who secured a total of 160 new private tenancies. There were 105 households owed the main housing duty in quarter 4, making a total of 461 accepted as homeless and owed the main housing duty during 2019/20.

The increasing number of households requiring assistance under homelessness legislation has inevitably seen a corresponding rise in the number of households needing temporary accommodation throughout the year. Since April there have been 167 new households placed in temporary accommodation (other than bed and breakfast) compared to 113 last year. However, during March we have seen a reduction in the number of placements into temporary accommodation as a consequence of Covid-19 where the government advice to social landlords was to avoid moving households. All Derby Homes and Derby City Council properties were held to be used for temporary housing to accommodate those who were homeless and needed to isolate.

With demand for temporary accommodation higher than the number of properties available there is a need to place households in bed and breakfast. Since April 2019 there have been 192 family placements and a further 127 single placements into bed and breakfast. We have seen an increase in the number of households placed into bed & breakfast during March due to the Covid-19 pandemic. The government identified particularly vulnerable groups which led to several households being moved out of shared emergency accommodation to more self-contained placements. The city's night shelter provision closed on 25 March, earlier than planned, and government instructions stated no-one should be rough sleeping.

The monthly street count was scheduled for 26 March; however lockdown restrictions prevented this from going ahead. The figure of 17 is based on intelligence gathered at the time to aid the mobilisation of the Holiday Inn Express Covid-19 response which opened the following day. We believe this to be a maximum figure. Early morning outreach undertaken on 24 March found only 8 individuals. The true figure is likely to be somewhere between the two.

#### **4.6.8 Asset Management**

100% of properties continue to meet the Decent Homes standard.

We have moved to a new system of generating our average sap and the level of data being requested has increased to facilitate the move to Open Housing (Open Assets) which has raised the SAP rating to the new improved figure of 75.5.

#### **4.6.9 Corporate Services**

We have received 618 Councillor and MP enquiries this financial year. 92% have been responded to within timescale with only 49 out of time.

#### **4.6.10 HR**

The average number of days lost due to sickness absence remains consistent with the previous year but remains above target (8.1 in 2019/20 compared to 8.4 in 2018/19). During March we have seen a significant rise in the number of absences as a result of the Covid-19 pandemic.

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  
Personnel  
Environmental  
Health & Safety  
Risk  
Policy Review

If Board Members or others would like to discuss this report ahead of the meeting please contact:

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Background Information: None

Supporting Information: None

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

<b>Finance Director and Company Secretary</b>	David Enticott	23/06/20
<b>Director of Housing Services</b>	Clare Mehrbani	19/06/20
<b>Head of Housing Management</b>	Lorraine Testro	17/06/20
<b>Head of Income / Finance</b>	Michael Kirk	16/06/20
<b>Head of Repairs</b>	Steve Bayliss	19/06/20
<b>Head of Housing Options and Homelessness</b>	Matt Palmer	19/06/20
<b>Head of Capital Works</b>	Ian Yeomans	18/06/20
<b>Company Solicitor/Head of Corporate Services</b>	Taran Lalria	18/06/20