

PERFORMANCE MANAGEMENT – YEAR END REPORT 2018/19

Report of the Finance Director and Company Secretary

1. SUMMARY

- 1.1 This report presents a summary of performance for 2018/19 for key performance measures reported to Derby City Council. Overall year end 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 2019), 76% of measures achieved or exceeded their year-end target, with 39% exceeding target. The trend continues to remain positive across the majority of measures, with 74% of measures remaining constant or showing an improvement when compared to the previous year's outturn.
- 1.4 The overall satisfaction rate has risen once again to reach a new high point of over 94%.

2. RECOMMENDATION

- 2.1 To discuss and note the 2018/19 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 2018/19. This incorporates 43 priority measures reported on a monthly / quarterly basis and 51 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 traffic light criteria used by DORIS is as follows:
- Blue – performance above target by 2% or more
 - Green – performance meets target
 - Amber – performance within 5% of the target
 - Red – performance more than 5% adverse of target
- 4.4 Each year Derby City Council agree a small basket of priority performance measures to ensure that Chief Officers and Members are cited on key performance issues and outcomes. The criteria for the selection of measures for inclusion within the scorecard are:
- measure is linked to an area of significant budget pressure / income source (1)
 - a reflection of demand for services (2)
 - key inspection / reputational / compliance risk area (3)
 - measure links to a commitment in the latest edition of the Council Plan, and also meets at least one of the criteria above (4).
- 4.5 Four of Derby Homes' priority measures were included within the Council Scorecard (Appendix 1) for 2018/19.
- DH Local 01 Rent arrears of current tenants as a percentage of rent roll (scorecard rationale 1,2) –see 4.7.1
 - DH Local 62b Number of New Homes Delivered (scorecard rationale 2,4) – see 4.7.5
 - DH Local 142 Total number of cases resolved under 'prevention duty' (scorecard rationale 1,2,3) – see 4.7.6
 - DH Local 143 Total number of cases resolved under 'relief duty' (scorecard rationale 1,2,3) – see 4.7.6
- 4.6 **Performance Monitoring 2018/19 – Quarter Four / Year End**
- 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	2018/19 performance	2017/18 performance
Green / Blue – met or exceeded target	76% (29)	70% (21)
Amber - missed target by up to 5%	8% (3)	3% (1)
Red - missed target by more than 5%	16% (6)	27% (8)

*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 Local 62a - Number of new homes started in year – Annual measure,

Target 60, Actual 49

- DH Local 76 – Average working days lost to sickness absence – Target 7.0, Actual 8.4
- DH Local 116 – Number of households living in Temporary Accommodation other than bed and breakfast (snapshot at end of period) – Target 40, Actual 55
- DH Local 118 – Number of tenants registered for My Account on line –Target 5,000, Actual 4,714
- DH Local 145 – Number of new positive private sector placements from April 2018 (accommodation with a reasonable prospect of being available for 6 months or more) – Target 160, Actual 138
- YA&H PM04 – Number of households placed into B&B accommodation (snapshot at period end) – Target 15, Actual 16

The performance measures highlighted as amber are as follows:

- DH Local 52 – Satisfaction with new home (new build and re-let) – Target 94% Actual 91.8%
- DH Local 67 – Satisfaction with the way ASB case was handled – Target 93% Actual 91.2%
- DH Local 120 - Energy efficiency-average SAP rating of new build – Target 85, Actual 83

4.7 **Key areas to note**

4.7.1 **Satisfaction**

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

Overall 'Satisfaction with Landlord' has shown consistent improvements over the last few years. 94.4% of respondents said that they were satisfied with the services provided by Derby Homes, compared to 91.0% last year. Only 2% expressed dissatisfaction with the service.

Satisfaction with views taken into account has also shown improvement with 83.3% of respondents saying they were satisfied compared to 79.0% last year. 4% of the tenants who responded to this question have expressed dissatisfaction.

At 91.8% 'Satisfaction with new home' is slightly below the challenging annual target of 94%. 4% of respondents said they were dissatisfied with their new home. We always use feedback as a learning opportunity and have contacted those tenants who responded that they are dissatisfied with their new home to understand their dissatisfaction further and apply any relevant learning to our practices.

At 91.2% 'Satisfaction with the way Anti -Social Behaviour (ASB) cases was handled' remains below our stretching target of 93.0%. However, of the 329 respondents to this survey during the year only 4% (11) were dissatisfied. Top quartile for our benchmarking peer group in 2017/18 was 91.95%. If the quartile figure were to remain unchanged for 2018/19 we would be placed in quartile 2 compared to our peers.

Satisfaction with neighbourhood has increased compared to the same period last year (84.8% in 2018/19 compared to 84.0% in 2017/18). The local customer priorities were agreed in quarter two of 2018/19 and a soft launch was carried out in quarter three. We hoped that the satisfaction figure would increase as a result of this enhanced neighbourhood work and that we would meet our target of 84.0%, which we are delighted to have reached.

100% of respondents were satisfied with the support they had received from the Welfare Advice Team. This is extremely pleasing considering the high demands on the service that can sometimes impact on the response times.

4.7.2 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. Rent arrears for current tenants as a percentage of total rent was 2.3%, this is slightly higher when compared to the same period last year but well within the year-end target.

Universal Credit (UC) cases continue to increase and by the end of March 2019, there were 1,219 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 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 52 evictions as a result of rent arrears during 2018/19. Further efforts are being made to try to keep eviction numbers to a minimum by looking at how the Income Team can work better with internal teams and external organisations. At this point in time, the high number of evictions is not likely to be due to Universal Credit, but to the current period of austerity, including impact of previous welfare reforms.

4.7.3 Housing Maintenance

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 and urgent repairs completed within timescale. In total, 23,305 priority repair jobs have been completed since April 2018 with only 45 (0.2%) out of timescale.

We are currently unable to report on the 'number of appointments kept by the landlord as a percentage of all appointments made' due to reporting issues. However, we can report that 4 appointments have been missed this quarter and 22 have been missed in total this financial year.

Tenant satisfaction with repairs remains high and above target at 99.6%. Out of a total of 10,359 text surveys sent out this quarter, we have received only 34 negative responses. A total of 23,685 text surveys have been sent out this financial year, with only 85 (0.4%) responding that they are dissatisfied with the

service.

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.

4.7.4 Customer Services

All complaints measures have either met or exceeded their year-end targets, with 98.5% of complaints resolved at Stage One. 10 complaints have been investigated and resolved at Stage Two this financial year and no complaints were escalated to Stage Three. 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.

4,714 customers have registered on My Account against the target of 5,000. The 'Get on Line' incentive scheme is in its second year with a new campaign ('24/7 initiative') launched in August 2018 to promote registering and accessing services via My Account.

4.7.5 New Homes

A total of 406 new affordable homes have been delivered since 2013 in partnership with Derby City Council, with 52 completions this financial year. In total 460 new affordable homes have been delivered since 2008.

A total of 49 new homes started on site during 2018/19. While we have not achieved the year-end start on site target of 60, we have exceeded our quarter three year-end forecast of 40 units (DH Local 62a); we are now seeing some more land becoming available for future homes which should help in future years.

4.7.6 Homelessness

The local authority has a statutory duty to give advice to anyone who is homeless or at risk of homelessness. The introduction of the homelessness reduction act (HRA) 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 HRA has significantly increased, with 2,326 approaching for assistance in comparison to 1,024 for the previous year. Due to the increased volume of approaches, and the introduction of enhanced prevention and relief duties we have expanded our team and hope to steadily increase the number of successful homeless preventions as we work to prioritise preventions further.

119 cases have been resolved under 'prevention duty' during quarter four and a total of 389 cases have been resolved since April 2018. The greater resources in terms of staffing, including the introduction of the Rehousing, Engagement and Support Team (REST) and Private Rented Sector Team has given more opportunities to prevent homelessness, rather than dealing with the crisis of actual homelessness.

266 cases were resolved under 'relief duty' in quarter four giving an overall total of 817 since April 2018. This figure reflects the number of households for whom a positive resolution was found for their homelessness. It should be noted that both the 'prevention' and 'relief' duty measures are new for 2018/19, introduced under the HRA, and as such there are no historical comparisons. As we further develop our response to wider preventative duties we anticipate these figures will increase.

There were 127 Main Duty Homelessness acceptances in quarter four. The nature of the new legislation 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. The new legislation has been in operation for 12 months and a greater number of homeless households have moved through both prevention and relief duties (or at least the latter) and reached the main duty. 266 households have received a Main Duty Homelessness acceptance this financial year.

There were 40 new positive private rented sector (PRS) accommodation options secured during quarter four, giving an overall total of 138 since April 2018. This is accommodation in the private sector with a reasonable prospect of being available for 6 months or more. Although this is below the annual target it represents an outstanding start for Derby. Prior to April we did not have the resource to work to develop relationships with the private sector in responding to housing need. The year-end target of 160 was based on a projection of need following the implementation of the Homelessness Reduction Act

The HRA requires placements into temporary accommodation for certain homeless individuals and families who are owed an interim accommodation duty. 113 new households have been placed in local authority owned temporary accommodation since April 2018. This is a 35% increase when compared to the same period last year (113 compared to 84) and was anticipated as the requirements of the new legislation are actioned. The average stay in this type of temporary accommodating is 124 days.

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 to rely on making temporary placements in bed and breakfast establishments for some who are owed interim accommodation duties. During 2018/19 there have been 246 household placements compared to 137 in 2017/18. 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.

4.7.7 Empty Homes

The average time to re-let local authority homes during 2018/19 was 23.72 days, and within the year-end target. This is particularly pleasing as we started in April with a re-let figure of 31.06 and have worked throughout the year to reach our target of 24 days. We continue to work closely with other teams to ensure that vacant properties are let in a timely manner.

The percentage of rent lost through dwellings becoming vacant continues to remain positive at 0.74%, against a target of 0.8%.

4.7.8 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 (8.4 days in 2018/19 compared to 8.2 days in 2017/18). 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.

4.7.9 Asset Management

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

We are currently moving 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 75.2.

The average SAP for new build homes is currently below target; however our new build properties are built to current building regulations, with high levels of thermal insulation. The outturn figure is still well above the average for the housing stock.

4.7.10 Governance & Corporate Services

There has been an increase in the number of data protection breaches with a total of 34 breaches compared to 6 at the same period last year. This increase may appear high however it should be noted that we are also recording breaches that other organisations would class as a 'near miss'. Secure email awareness has taken place with a number of teams and training is made available for other teams as necessary. This has resulted in an understanding of the requirement to report incidences to the Information Governance Team.

A new measure was introduced this year to monitor the percentage of Councillor and MP enquiries that are responded to on time. 179 enquiries were received during quarter four with 93.9% of those responded to within timescale. A total of 762 enquiries have been received since April 2018 with 91.5% responded to within timescale.

11 apprentices have completed their apprenticeship this year, all of which have gained further employment at Derby Homes. We currently have 24 apprentices and plan to recruit up to 15 new apprentices during 2019.

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 – Year End Performance Report

This report has been approved by the following officers:

Finance Director/Derby Homes Accountant	David Enticott	28/05/2019
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