

**OPERATIONAL BOARD
7 DECEMBER 2017**

ITEM

PERFORMANCE MANAGEMENT – QUARTER TWO 2017/18

Report of the Finance Director and Company Secretary

1. SUMMARY

- 1.1 This report presents a summary of performance for quarter two 2017/18 from key performance measures reported to Derby City Council.
- 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 and identify actions that they are taking to address poor performance as shown at Appendix 1.
- 1.3 In specific circumstances targets can be revised during the reporting year providing a clear rationale for any revision is presented and appropriate approval sought. This report presents the Operational Board with proposed changes to the scorecard following a mid-year review. The changes have been agreed with Derby City Council.
- 1.4 At the end of quarter two (up to 30 September 2017), 92% of measures, where data was available, achieved or exceeded the quarterly target and 87% are forecast to meet or exceed their year-end target.

2. RECOMMENDATION

- 2.1 To discuss and note the quarter two 2017/18 performance results.
- 2.2 To approve the proposed changes to targets set out in Appendix 3.

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. The 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.

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- 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 2017/18. This incorporates 32 priority measures reported on a monthly / quarterly basis and 39 in total. 6 measures are not yet measureable as they are annual targets and 8 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 Four priority measures are included within the Council Scorecard (Appendix 1). The criteria used for identifying measures for the Council Scorecard reflects factors such as; corporate importance, previous and comparative performance levels, importance to external inspections, impact on the Council's reputation and budget implications.
- DH Local 62b Number of New Homes Delivered – see 4.7.5
 - YA&H PM05 Number of Homeless Preventions – see 4.7.6
 - YA&H PM06 Number of Homelessness Acceptances – see 4.7.6
 - DH Local 48a Number of new households placed in bed & breakfast in a month – see 4.7.6
- 4.5 **Mid-year target review**
- 4.5.1 A mid-year review of both measures and targets has been completed. The purpose of this exercise is to make sure that the performance report reflects the right measures and that the targets set for improvement are SMART.
- 4.5.2 Following a review of the performance measures with all service leads there are a number of proposed changes to targets, which have been determined using the criteria set out below:
1. Target is not sufficiently stretching based on latest performance results.
 2. The target is too stretching based on changing performance due to external factors (i.e. increasing demand, loss of capacity / resources etc.).
 3. There were no targets set for 2017 as there was insufficient information available to propose a SMART target.
- 4.5.3 All proposed changes to targets have been discussed and agreed at the Strategic Partnership Board with sign off from the Strategic Director.
- 4.5.4 The proposed changes to measures and targets are set out in Appendix 3.

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4.6 Performance Monitoring 2017/18 – Quarter Two

4.6.1 A detailed summary of the performance measures is shown in Appendix 1, together with a guidance sheet for the summary at Appendix 2.

4.6.2 Summary performance results for monthly / quarterly priority measures as approved by the Board and contained in the Delivery Plan are as follows:

Traffic Light Status	2017/18 performance Qtr. 2	Forecast against year-end target	2016/17 performance
Green / Blue – met or exceeded target	92% (22)	87% (26)	73% (22)
Amber - missed target by up to 5%	0% (0)	0% (0)	0% (0)
Red - missed target by more than 5%	8% (2)	13% (4)	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.

The performance measures highlighted as red are as follows:

- DH Local 74b –Percentage homelessness complaints responded to within timescale – Target 96%, Q2 Actual 80%.
- DH Local 76 – Average working days lost to sickness absence – Target 7.0 Q2 Actual 8.1.
- DH Local 62a Number of new homes started in-year (HRA and DH) – Year-end target 60, Projected Forecast – 50.
- DH Local 62b Number of new homes delivered in-year (HRA and DH) - Year-end target 60, Projected Forecast – 39.

4.7 Key areas to note

4.7.1 Rent Arrears

Performance in the rent arrears measures suite continues to be positive with all measures either meeting or exceeding their quarterly targets. Rent arrears for current tenants as a percentage of total rent is 2.5% at the end of quarter two and forecast to be 2.1% by the year-end. This represents excellent progress and performance is ahead of the same period last year. The team continue to focus on supporting tenants to maximise their income and sustain their tenancy including targeted campaigns of support to those tenants affected by the overall benefit cap and specialist officers managing Universal Credit cases.

Evictions are marginally higher compared to the same period last year (20 compared to 17) however this is well within the six-month target of 30.

4.7.2 Voids & Relets

All measures in the voids and relets suite of measures have either met or exceeded their quarterly target.

The average re-let time (standard re-lets) during quarter two was 21.3 days, an improvement when compared to the same period last year (23.2 days).

Rent lost through dwellings becoming vacant continues to be an area of strength for Derby Homes at 0.7%. To reflect the positive profile of performance at the end of quarter two it is being recommended that the target is revised from 1.0% to 0.8%.

4.7.3 Housing Maintenance

Performance in completing responsive repairs across tenants' homes continues to remain consistent, with 100% of emergency and very urgent repairs being completed within target timescales.

In total, 14,485 repair jobs have been completed to date this year with only 36 out of timescale. Of the 7,236 appointable jobs to date this year only 9 appointments have been missed. Tenant satisfaction with repairs remains high and above target at 99.5%.

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 have maintained our 100% compliance in relation to electrical and gas safety, with all homes having a yearly gas safety check carried out.

4.7.4 Satisfaction

Four of the five satisfaction measures have met or exceeded their targets.

During quarter two a total of 318 responses were received to satisfaction surveys with 94% of tenants reporting that they are satisfied overall with the services provided by Derby Homes giving a cumulative satisfaction figure of 92.9% to date this year. A door knocking campaign started in September 2017 (these figures will be reported at Q3).

88.7% of respondents were satisfied that their views are taken into account, which is exceeding the target. At this mid-year point, it is proposed to amend the target from 83% to 85% to reflect this.

We have also achieved a satisfaction figure of 91% so far this year with the way ASB cases were handled, which is above the target of 90%.

Data continues to be unavailable for 'DH Local 30 Customer satisfaction with the Customer Service Team'. It has been agreed that this will be removed from the scorecard for 2017/18.

4.7.5 Investment

The total number of new homes delivered as at 30 September 2017, in partnership with Derby City Council, stands at 336 with 24 units delivered this financial year so far (2 during the last quarter).

The projected number of new homes to be started by March 2018 is 50, with 39 expected to be completed by the year-end. Both measures fall short of their targets due to a continued shortage of available sites. We are proactively working with the Council to ensure a steady flow of new site feasibilities and to initiate the transfer of suitable land to the HRA for further housing development.

4.7.6 Homelessness

The Local Authority has a statutory duty to give advice to anyone who is homeless or at risk of homelessness. In quarter two, there were 174 prevention cases, an increase on 139 at quarter one. It is proposed to uplift the annual target in line with the latest forecast of 660 which is positive and reflects the continued focus on prevention activity despite very high demands.

Homeless approaches have remained steady with 257 in the second quarter of the financial year. Statutory homelessness is high and the number of homelessness acceptances (under Housing Act 1996) in quarter two was 128. This reflects the national picture with welfare changes, reductions in Government funding and legislative changes all contributing factors.

The total number of households in temporary accommodation is dependent on two factors; the number of households approaching the authority who are actually homeless and the ability to discharge our duties both to those for whom we have a main duty but also those for whom we have a limited housing duty such as intentionally homeless. 48 new households have been placed in temporary accommodation (other than bed and breakfast) since April 2017.

Bed and breakfast for families should only be used in emergencies and then for no more than 6 weeks. We continue to see a large number of families in B&B due to a shortage of temporary accommodation. There have been 70 placements so far this year. No children under 18 have been placed in B&B accommodation.

4.7.7 Sickness Absence

At the end of Quarter 2, sickness absence is 8.1 days per Full Time Equivalent (FTE) which exceeds the target of 7 days. The September staff briefing was devoted to mental health and well-being to raise awareness. Management continue to analyse trends amongst the workforce and take prompt actions in relation to triggers.

5. OTHER OPTIONS CONSIDERED

5.1 Not applicable.

IMPLICATIONS

6. COUNCIL IMPLICATIONS

- 6.1 Four of the measures are included in the Council Scorecard and are reported to Council Cabinet on a quarterly basis (highlighted in Appendix 1).

7. EQUALITIES IMPLICATIONS

- 7.1 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
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