

22 February 2022

Report of	Assistant Director Place and Client Services	Author	Geoff Beales ☎ 506514
Title	Colchester Borough Homes Performance Targets 2022/23		
Wards affected	All wards		

1. Executive Summary

- 1.1 This report presents the set of performance targets which Colchester Borough Homes (CBH) will be accountable to in 2022/23. This set of performance indicators was agreed with CBH as part of their Medium-Term Delivery Plan (MTDP) 2022 to 2027, which in turn forms part of the Management Agreement with the Council. This report is being brought to provide the Scrutiny Panel with greater detail on how the MTDP targets are set and the role they play in the performance management of CBH.
- 1.2 The MTDP includes performance targets for each of the five years of the plan. These targets were agreed by the Council and are reviewed annually by CBH and the Council to determine whether they remain appropriate or whether any changes in the operating environment mean they should be amended.
- 1.3 The targets proposed for 2022/23 have been amended to reflect the challenges faced during the lifetime of the Plan and incorporate changes to targets that reflect government policy changes and direction from the Regulator for Social Housing.

2. Action Required

- 2.1 The Scrutiny Panel is asked to note the draft performance targets for 2022/23, given as Appendix A.
- 2.2 The Scrutiny Panel is also invited to make any recommendations to the Portfolio Holder for Housing and Planning on CBH performance management arrangements for 2022/23 and beyond.

3. Reason for Scrutiny

- 3.1 Scrutiny Panel provides part of the oversight of the performance of CBH. CBH is a wholly owned arm's length management company of the Council and delivers the majority of the Council's housing functions, in particular those connected with the Council's housing stock and delivery of homelessness and housing advice services. As such CBH has a key role to play in contributing to the achievement of the Council's strategic objectives.
- 3.2 The Scrutiny Panel, at its meeting on 6 August 2019, considered CBH's annual performance review against the targets set for 2018/19. At that meeting the

Scrutiny Panel requested that it receive a further report setting out the proposed targets for 2020/21 and beyond.

4. Background Information

- 4.1 Colchester Borough Homes (CBH) is the Council's Arm's Length Management Organisation (ALMO). CBH's delivery of services on behalf of the Council is governed by a Management Agreement which was agreed and signed in 2013. This Agreement ends in 2023 and a 5 year extension was agreed by Cabinet in 2020, extending the Agreement to 2028. Integral to this Management Agreement is a five-year Medium Term Delivery Plan (MTDP). This plan sets out the detailed outcomes and targets which the Management Agreement requires CBH to deliver against. The Management Agreement also has a Liaison Protocol and Performance Framework appended to it, which was last reviewed in February 2020.
- 4.2 The MTDP for 2022-27 was developed jointly by CBH and the Council. As part of the development of the plan, the approach to setting performance targets was refined. The delivery plan now contains eight high-level performance indicators which provide a clearer focus and visibility of the service delivery required from CBH. Previous performance management arrangements were based around more than 20 detailed performance indicators and targets. CBH continue to share with Council officers a more detailed suite of performance data, the analysis and scrutiny of which forms part of the Liaison Protocol and Performance Framework under which the relationship with CBH is managed.
- 4.3 As well as taking a more focussed approach to key performance targets, the Council also agreed with CBH in 2017 that targets for each service area would be set for the five years of the MTDP.
- 4.4 When setting the targets, consideration was given to a number of factors, such as sector benchmarking data, the external operating environment, changes in demand and alignment with the Council's wider strategic objectives.
- 4.5 Three of CBH's performance indicators also form part of the Council's suite of corporate performance indicators, currently these are as follows:
- Rent collected from current tenants as a % of rent collectable plus arrears at the start of the year
 - Average number of days taken to re-let general needs properties
 - Homelessness applications, for 2021/22 homelessness has no target and is reported by the provision of 3 key metrics: full duty homelessness acceptances, homelessness preventions and homelessness relief.
- 4.6 The performance targets set in the MTDP mostly increase incrementally over the period of the plan but are reviewed annually by the Council and CBH to ensure they continue to deliver stretching targets. The performance targets for 2022/23 have been reviewed jointly by CBH and Council officers, and by CBH's Board, and have been amended taking into account levels of performance and the effect of the Covid 19 pandemic.

4.7 Covid 19 has had an impact on performance in 2021/22. It has affected our tenants and leaseholders and their ability to receive services such as repairs. It has affected the delivery of services through restrictions to accessing homes to carry out repairs, voids and delivering capital works to properties. Finally, it has affected contractor's capacity to deliver these works through sickness and supply chain issues.

4.8 There are three changes to the performance indicators for the new MTDP 2022-27.

- Homeless Indicator – It is proposed to have a new indicator on homelessness. CBC and CBH continue to explore homeless prevention initiatives to prevent people from becoming homeless and work to encourage private sector landlords to accommodate homeless applicants. The grant funding for the Housing Options service from the Department for Levelling Up, Housing and Communities leads us to focus on the prevention and relief of homelessness. Key priorities are to reduce the number of households living in temporary accommodation, and the period of time spent in temporary accommodation by continuing to focus on improving our access to alternative accommodation and move-on accommodation. To do this it is proposed to use a national indicator that measures the number in temporary accommodation per thousand of the population, this number can then be used to benchmark against other local authorities, as well as monitoring the demand for the service.
- Gas servicing target – this target has been removed. To continue to ensure CBC meets all of the regulatory and legislative obligations, including the new ones arising from the Social Housing White Paper, a separate suite of indicators is to be provided to monitor all aspects of compliance. This information and a report highlighting any issues will be shared with the PFH and Cabinet members. The compliance indicators include: Gas Safety, Legionella, Asbestos, Lifts, Electrical Safety, Fire Risk, Safeguarding and Data Protection. The Scrutiny Panel will also have the opportunity to review this when CBH attend the Panel for their annual review during the year.
- Sustainable homes - the Council's new Asset Management Strategy 2022-26 sets a target of 100% of stock with an Energy Performance Certificate (EPC) rating of Band C by 2030. This new target will show that we are delivering on the aim of environmental improvements, improving the energy efficiency of our stock and meeting the Government target. It should be noted that delivery is planned on dealing with the worst performing assets first and this is reflected in the profile of the target.

5. Strategic Plan References

5.1 The services and projects delivered by CBH contribute directly to the Strategic Plan 2021-2023 priority areas:

- **Responding to the Climate Emergency**
 - Reduce carbon emissions to help achieve a zero-carbon footprint for Council services for 2030
 - Environment and sustainability imbedded in all Council decision making and the adaption and recovery from Covid-19

- **Tackling the causes of inequality and support our most vulnerable people**
 - Support people to live in healthy homes that meet their needs
- **Increase the number, quality and types of homes**
 - Improve existing Council homes to keep them in good repair and improve energy efficiency
 - Continue to improve and modernise available housing for older people
- **Prevent households from experiencing homelessness**
 - Work with partners to deliver the 2020-23 Homelessness and Rough Sleeping Action Plan
 - Intervene early to prevent homelessness and work in partnership with other organisations to sustain people's accommodation
 - Tackle rough sleeping in the Borough
- **Enable economic recovery from Covid 19 ensuring all residents benefit from growth**
 - Ensure our Borough becomes stronger post Covid 19 by supporting businesses to recover, adapt and build resilience
 - Develop opportunities to ensure the new economy is greener, sustainable and more resilient
- **Create an environment that attracts inward investment to Colchester to help businesses to flourish**
 - Encourage green technologies and innovative solutions to the Climate Emergency
 - Maximise the social value benefits derived from third party contracts
 - Ensure the Council's assets continue to contribute to economic growth and opportunity

6. Consultation

- 6.1 The performance information and monitoring framework was developed in conjunction with CBH Board Members, Council Officers and the Portfolio Holder for Housing. As part of its development, it was subject to scrutiny by tenant and leaseholder representatives.

7. Publicity Considerations

- 7.1 The MTDP 2022-27 will be distributed and placed on the CBH website.

8. Standard References

- 8.1 Having considered equality, diversity and human rights; financial, health, well-being and community safety, health and safety and risk management, there are no significant matters in this report. However, CBH's success in meeting their delivery plan targets will positively impact all these areas, benefitting parts of our more vulnerable communities, aligned with planned financial management of the HRA.

Appendix - Appendix A – Colchester Borough Homes Performance Targets 2022-23.

Appendix A – Colchester Borough Homes Medium Term Delivery Plan Performance Targets 2022-27.

KPI	Notes						
Satisfaction with latest repair - % Satisfaction at the point of service to ensure customers are satisfied with the service they have received, whether the repairs are carried out by our in-house team or by a subcontractor.	Customer feedback collected via the Survey of Tenants and Residents (STAR) and complaints tells us that satisfaction with repairs is a key driver for overall satisfaction with services, both for our tenants and across the sector in general. As the sector moves towards a mandatory, benchmarked approach it is worth considering replacing transactional satisfaction with a perception measure of overall satisfaction with the landlord, which is a well-established metric in the sector and appears in the draft measures in the Social Housing White Paper. Further consideration will be given to this as the regulatory requirements are confirmed.						
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Target	92	90	90.5	91	91.5	92
	Result	86.3 (Q3 YTD)					
Repairs completed on time - % Percentage of repairs which are completed within agreed timeframes: 20 working days for routine repairs, 24 hours for emergency repairs and 5 working days for urgent repairs.	We continue to operate in a challenging environment due to supply issues with materials and labour both in-house and for contractors. These issues are sector-wide and are expected to last well into 2022.						
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Target	97.75	97.75	97.75	97.75	97.75	97.75
	Result	97.5 (Q3)					

Households in temporary accommodation per 1,000 households of the population (based on the latest available government estimates) Number of residents in temporary accommodation per thousand of the population.	<table><tr><th></th><th>2021/22</th><th>2022/23</th><th>2023/24</th><th>2024/25</th><th>2025/26</th><th>2026/27</th></tr><tr><td>Target</td><td>New</td><td>2.9</td><td>2.9</td><td>2.9</td><td>2.9</td><td>2.9</td></tr><tr><td>Households in temporary accommodation</td><td>2.55 (Q3)</td><td></td><td></td><td></td><td></td><td></td></tr></table>		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Target	New	2.9	2.9	2.9	2.9	2.9	Households in temporary accommodation	2.55 (Q3)					
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27																
Target	New	2.9	2.9	2.9	2.9	2.9																
Households in temporary accommodation	2.55 (Q3)																					
	<p>This new measure gives contextual information on current pressures as well as costs within the homelessness service. We expect a period of rising demand for housing options and homelessness services; increased interest rates, increases in energy bills and reductions in benefits will impact on the residents of Colchester and increase the number of people threatened with homelessness. There is a shortage of suitable, affordable, family accommodation available, for both temporary accommodation and more permanent solutions either in the private sector or social housing.</p>																					
Capital program elements completed on time % Progress against the capital programme delivery schedule agreed at the start of each year.	<p>Continuing difficulty due to rising prices within the construction industry and failed procurement exercises (which are linked to rising prices). CBC and CBH have explored opportunities to extend existing contractual arrangements during the pandemic. A number of these contracts will come to an end during 2022/23 and new procurement exercises will need to be completed.</p> <table><tr><th></th><th>2021/22</th><th>2022/23</th><th>2023/24</th><th>2024/25</th><th>2025/26</th><th>2026/27</th></tr><tr><td>Target</td><td>85</td><td>80</td><td>85</td><td>90</td><td>95</td><td>96</td></tr><tr><td>Result</td><td>45.7 (Q3)</td><td></td><td></td><td></td><td></td><td></td></tr></table>		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Target	85	80	85	90	95	96	Result	45.7 (Q3)					
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27																
Target	85	80	85	90	95	96																
Result	45.7 (Q3)																					
Rent collection - % Rent collected from current tenants as a percentage of the rent	<p>The outlook remains challenging, with cost-of-living pressures contributing to difficulties in paying rent. Court delays continue to impact on arrears management.</p>																					

collectable plus any arrears at the start of the year.		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Target	98	98	98	98	98	98
	Result	97.6 (Q3)					
Average days to re-let general needs properties Number of days taken to re-let vacant general needs homes, including any days spent in capital works. (Excludes Sheltered housing and properties where Major works are required)	We continue to operate in a challenging environment due to supply issues with materials and labour both in-house and contractor. These issues are sector-wide and are expected to last well into 2022.						
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Target	25	28	25	25	25	25
	Result	26.7 (Q3)					
Properties with an EPC rating of Band C or above - % Percentage of Council-owned housing stock with an Energy Performance Certificate rating of Band C or above.	To reflect the Council's focus on the energy efficiency of properties, we will monitor the percentage of properties with an EPC of C or above. The ultimate target is to have all properties at an EPC Band C or above by 2030. Delivery of the works will be on a worst first approach. Therefore, progress towards the 100% target is expected to be slower in the initial years and to accelerate as 2030 approaches, due to the way the programmes of work will be profiled.						
		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
	Target	New	85.5	86.5	87.5	89	90.5
	Result	84.6					