

# Corporate Plan 2020-2024 Performance Measure Report Index Housing and Community Services Committee

Team: Organisational Development and Performance

Date: May 2021



# Performance Measure Report Index

# Corporate Plan 2020-2024

# Summary

The Corporate Plan 2020-2024 has 35 Corporate Measures which underpin the Council's three priorities Our Environment, Our People, Our Future.

The following Committees are responsible for overseeing the delivery of the following key aims and outcomes:

Environmental and Development Services Committee (E&DS) are responsible for 12 Corporate measures under the key aims:

- E1. Improve the environment of the District
- E2. Tackle climate change
- E3. Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- F2. Support economic growth and infrastructure

Housing and Community Services Committee (H&CS) are responsible for seven Corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P1. Engage with our communities
- P2. Supporting and safeguarding the most vulnerable

Finance and Management Committee (F&M) are responsible for 16 corporate measures under the key aims:

- E3. Enhance the attractiveness of South Derbyshire
- P2. Supporting and safeguarding the most vulnerable
- P3. Deliver Excellent Services
- F1. Develop skills and careers
- F2. Support economic growth and infrastructure
- F3. Transforming the Council

# Housing and Community Services Committee (H&CS) are responsible for the following seven Corporate measures

# **Our Environment**

#### Measure

The number of Green Flag Awards for South Derbyshire parks

# Our People

#### Measure

- Number of new and existing community groups supported
- Number of Anti-social behaviour (ASB) interventions by type
- % of households prevented from homelessness
- Deliver the objectives identified in the South Derbyshire Health and Wellbeing Group
- Deliver the Planned Maintenance Housing programme over four years
- Average time taken to re-let Council homes

PRIORITY: OUR ENVIRONMENT										
	OUTCOME: E3.2 - Improve public spaces to create an environment for people to enjoy									
Measure and Ref	E3.2A - The number of Gr	een Flag Awards for Sou	th Derbyshire parks	Committee		H&CS				
Definition	Increase the Green Flag Aw so that there are four Green The Green Flag Award sche parks and green spaces, se management of recreational across the world.  The green spaces are judge a site visit by external Green criteria under the following external Green A Welcoming Place; Healthy Environmental Management Community Involvement; Management; Management	Flag Awards in South Dereme recognises and reward thing the benchmark stands outdoor spaces across the dannually through their man Flag Judges on the 27 dieight headings:  y Safe and Secure; Well Mat; Biodiversity; Landscape	rbyshire by 2024  ds well managed and for the e United Kingdom and hanagement plan and fferent Green Flag  aintained and Clean; and Heritage;	Why this is important	To ensure that everybody has access to quality attractive green and open spaces. Green Flag standard green spaces are important for mental and physical health and wellbeing, children's development and play, natural heritage including ecosystems and biodiversity and the economic benefits of adjacent residential and industrial premises. To ensure that these spaces are appropriately managed and meet the needs of the community they serve. To establish standards of good management and to promote and share best practice amongst the green space sector.					
What good looks like	The purpose of this PI is to the sites managed to Green will be reported annually in of the green spaces over the s	Flag standard by 100%. T quarter three of each year f	he Green Flag Awards	Mitigating actions	Judges rec each year, u the green sp	ns following the Green Flag commendations fully completed up to date management plans for paces written each year, support				
History with this indicator	At present there are two C Eureka Park and Maurice Le		in South Derbyshire,		a good st	nteers and Friends' Groups and tandard of management and the throughout the year.				
2019	/20 baseline data	<u></u>								
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Ou (Apr -		Q4 Outturn (Apr 20 - Mar 21)				
2020/21										



2021/22 2022/23 2023/24	4 Green Flag Parks by 2024							
Q4 - Swadlincot	Performance Overview – quarterly update  Q4 - Swadlincote Woodlands has been submitted for judging in 2021 taking the number of sites submitted in 2021 to three.				Actions to sustain or improve performance  Dialogue commenced about potential and preferred sites.  Park condition discussed and monitored at service meetings.			
Further applicati	ions including for Newhall Par	k are planned for next fina	•	Not applicable				

		PRIORITY: OUR PEOPLE						
OUTCOME: P1.1 - Support and celebrate volunteering, community groups and the voluntary sector								
Measure and Ref	P1.1A - Number	of new and existing Community Groups supported	Committee	H&CS				
Definition	include:  Assistance with Providing advice seeking externa Referrals to other Providing Finance Safer Neighbour Assisting with execution of the Services that are at those that will regularly Environmental Formulation of Communities Telesconomic Developmental Environmental Environme	rents and initiatives through attending meetings, helping with promotion or arty support for group. Planning sked to record their support with Community Groups are work with Community groups, namely: lealth unity Engagement / Tenants Participation) am s ties and Health opment evelopment / Education bourhood Planning)	Why this is important	The Service offers support to Community Groups however this is not always recorded to gauge the level of impact on the Community.				
What good looks like	First year will be benchi supported.	marking and then see an increase in the numbers of groups	Mitigating	Communities Team Manager to contact relevant staff to remind to				
History with this indicator		N/A Mitigating actions						
2019/20	) baseline data	N/A	•	,				



	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)
2020/21	Proxy	28	66	113	153
2021/22	Upward trend				
2022/23	Upward trend				
2023/24	Upward trend				

### Performance Overview – quarterly update

During Q4 – 40 Community Groups were Supported Providing support to the following areas.

- 1. Advice / Support with delivering an Event / Initiative
- 2. Advice / Support with setting up a Community Group
- 3. Advice/ Support with finding External Funding
- 4. Advice/ Support with Project Development
- 5. Advice/ Support with setting up Constitution
- 6. Community and Environmental Partnership Grant
- 7. General assisting i.e.: attendance at meetings
- 8. Neighbourhood Planning
- 9. Other: please provide information
- 10. Referral to 3rd Party Organisation
- 11. Safer and Stronger Neighbourhoods Grant
- 12. Support with Training / Coaching

Community groups to receive support Q4 included:

Aston on Trent Church

Aston on Trent Parish Council

**Butterfly Volunteer Group** 

Castle Gresley Parish Council

Coton in the Elms Parish Council

Egginton Parish Council

**Elvaston CC** 

**Etwall Parish Council** 

Eureka Park Bowls Club

### Actions to sustain or improve performance

4<sup>th</sup> Quarter figure (40) slightly down on Q3 (47) but nine of the Community Organisations were assisted by more than one Service on separate issues. This was also during a full Lockdown for the entirety of Q4.



FairMeadows school Findern Parish Council **Grow Outside CIC** Hartshorne Parish Council Hilton Parish Council Hatton Parish Council Melbourne Parish Council Melbourne Wildcats Centre Melbourne Arts **Natioanl Forest Company** Netherseal Parish Council Newhall Litter Picking Group Newton Solney Parish Council Old Post Centre Newhall Overseal PC People Express Pingle Academy Prince Trust Rosliston Forestry Centre Community Group Repton Parish Council Senior Tennis Group - Maurice Lea Park **Smsiby Parish Council** South Derbyshire Cricket Development Group St Wilfreds Youth Group Stenson Fields Parish Council Sustrans

Swad Joggers

Walton on Trent Parish Council

Weston on Trent Parish Council

Willington Parish Council

Woodville Parish Council

Benchmarking Not applicable



					PRIORIT	TY: OUR PEOPLE				
	OU	TCOME: P1	l.2 - Help	tackle anti	-social beha	viour & crime throug	h strong and propo	ortionate action		
Measure	P1.2A - Number of ASB interventions by type compared to the overa reported incidents of various forms of anti-social behaviour.						Measure Ref	H&CS		
Definition	The effectiveness of the delivery of the services will be assessed as High, Moderate, Minor or Minimal based on a comparison of the changes in numbers of anti-social behaviour complaints and relevant interventions						Why this is important	This is intended to show the service activity around interventions and the result of the interventions		
				l on the mati published m		d calculated in				
		Number of		nent Actions c aseline	·					
What good	ASB Dec Incidents N compared signi		ncreasing Actions	Same Level of Actions	Decreasing Actions			Type of Interventions to help tackle		
looks like		> 10% Decrease	High	High	Moderate		Mitigating	<ul><li>anti – social behaviour includes:</li><li>Penalty notice</li></ul>		
			Moderate	Moderate	Moderate		actions	<ul><li>Legal notice</li><li>Prosecution / injunction</li></ul>		
		> 10% Increase	Moderate	Minor	Minimal					
History with this indicator	No histori	ical monitori	ng of this	indicator						
2019/20	baseline o	lata				ilable. In 2018/19 an es and an estimated 47 fo		s of relevant forms of Anti-social ions were made.		
	Annual target Q1 Outturn Q2 Outturn (Apr-June) (Apr - Sept)					Q3 Outturn (Apr - Dec)	Q4 Outturn (Apr 20 - Mar 21)			
2020/21	'Moderat	e' or 'High'		Minimal		Minimal.	Minimal	Minimal		
2021/22	'Moderat	e' or 'High'								
2022/23	'Moderat	e' or 'High'								



2023/24	'Moderate' or 'High'								
Performance O	Performance Overview – quarterly update				Actions to sustain or improve performance				
Q2 target for rep Q3 target for rep Q4 target for rep The data for 202 of COVID-19 an	ports of ASB < 849, actured by a second source of ASB < 800, actured by a second source of ASB < 704, actured by a second source of ASB < 704, actured the second source of ASB s	al reports 1084 al reports 960 al reports 1413 atire year, been signific		circumstances of COVID proportionate or sustainal by the circumstances will Council officers involved embed the positive changles forced upon services.	change in response to the unique -19 is not considered to be able. Many of the issues created I never recur. Nevertheless, in these services will look to ges and impacts which COVID- into how they are delivered in				
ASB in South Derbyshire.  future.									
Benchmarking	Benchmarking Level of crime rate (per 1,000 population) and Number of ASB Police calls for Service (per 1,000 population)								

	PRIORITY: OUR PEOPLE									
0	OUTCOME: P2.1 - With partners encourage independent living and keep residents healthy and happy in their homes.									
Measure	P2.1A - Number of households prevented from Homelessness	Committee	H&CS							
Definition	The purpose of the performance indicator is to measure the total number of homeless cases whereby homelessness was prevented or relieved. The Homelessness Reduction Act 2017 places duties on local authorities to take reasonable steps to assist households to ensure that accommodation does not cease to become available. These are known as <i>Prevention cases</i> . It also places duties on local authorities to take reasonable steps to assist households to secure suitable accommodation when it becomes available. These are known as <i>relief cases</i> .	Why this is important	To demonstrate the effectiveness of the Councils services in preventing homelessness from occurring.							
What good looks like	Good performance would be to increase the level of prevention work to prevent households from becoming homeless and have a reduced level of relief work which focuses on supporting households in secure accommodation after they have become homeless.									
History with this indicator	This is a new performance indicator which is guided by the Homeless Reduction Act 2017.	Mitigating actions	Not all B&B's have fully re-opened, there is a slow phased return to normal operation. This has meant sourcing alternative provision. During Christmas pressure provision was made directly with the IBIS at Willington and a provider in Nottingham. People approaching can have pets and not all providers will accept placements. The Council made extra use of its own stock to build in resilience.  In line with Government advice not to have any households sleeping rough, issued in the last week of March 2020 the Council immediately identified three further units of accommodation from its general needs stock that could be made readily available for rough sleepers, hospital discharge or early prison released. This number							

2019/20	baseline data	During O4 a total of 103 cc	ases were either prevented	or relieved	demand. The Coare currently be  Discussions we Officer Group (Ineighbouring au and alternative proconclusion was	eing closely monitored to match ouncil has incurred costs which ing managed.  The held with Derbyshire Housing DHOG) members and athorities regarding collaboration provision, although the to make a block booking of five and Breakfast in Burton on
2013/20	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)		Q4 Outturn (Apr 20 - Mar 21)
2020/21	Proxy measure to show service activity	64 cases 19 cases ended in prevention and 45 cases ended in relief	63 cases 21 cases ended in Prevention and 42 cases ended in Relief (YTD 127 cases – 40 cases ended in Prevention and 87 cases ended in relief)	76 Cases 19 cases ended in Prevention and 57 Cases ended in relief. (YTD=203 cases – 59 cases ended in Prevention and 144 cases ended in relief)		62 cases -16 ended in prevention - 46 ended in relief (YTD = 265 cases -75 cases ended in prevention and 190 in relief)
2021/22	Proxy measure to show service activity					
2022/23	Proxy measure to show service activity					
2023/24	Proxy measure to show service activity					

## Performance Overview - quarterly update

Q4 Overview 16 cases ended in Prevention.

The prevention action is detailed below:

6 ended in prevention

6 Registered providers

1 lost contact

1 Friend & Family

1 relief

1 withdrew

1 went to SDDC

5 Private rent

46 cases were ended in relief.

5 went to full duty

4 had a non priority

2 Friends & Family

11 Registered providers

2 private rent

1 HMO

6 lost contact9 supported housing -

1 accepted by another LA

1 went to secure hospital

1 withdrew

3 went to SDDC

## Actions to sustain or improve performance

Covid-19 is still impacting on the service.

The Council is continuing to see a high number of households accessing supported accommodation which reflects a high number of households that require this support.

Owing to Covid-19 a decision has been taken that it is not appropriate for night shelters to operate. This may well place additional demand and resource on the service. The Travelodge has re-opened, but planning is difficult at present owing to rises in localised pockets of Covid-19 cases and national changes in management of the virus at local levels.

Legislation remains in place regarding evictions, and as yet, there is no confirmation of a date from the Government. Dates keep being extended and therefore this is somewhat "openended" at present. There is also a massive court backlog of cases to be dealt with. When eviction hearings do restart and Warrants enforced, the Council may face a significant increase in approaches. The Council has expanded its temporary accommodation due to ongoing demand because of the pandemic and winter pressures. The Council has already experienced a spell when Severe Weather Emergency Protocol (SWEP) was introduced. There is a reduced number of appropriate local bed and breakfast accommodation. A high number of cases are being supported. It should also be noted that owing to ongoing legal restrictions in relation to evictions that concern is being expressed that once lifted, there will be a high level of demand for this service. The Council has retained and expanded with the addition of a further three Emergency Temporary Accommodation properties over this Quarter to build in resilience for Covid and winter pressures. It is envisaged that the Housing Solutions team shall start to return

some of the Emergency Temporary Accommodation to stock as it becomes available. The Council's retention of its own housing stock has proved invaluable to meet its legal duties during Covid. The Council has also had winter pressures during this quarter which means that households that may not ordinarily be accommodated would be in adverse weather accommodated until the weather improves. The Council is still working with "everyone in "considerations under priority need. YTD the Council has closed 265 cases and has 135 active cases being supported and considered. SWEP has now ended as of 31 March 2021. Figures are currently running at a relative parallel; there is a minimal decreased. However, trends are exceedingly difficult to anticipate at present. The Council is currently exploring partnership working to find solutions for long-term complex needs / revolving door cohorts who approach the Housing Service for support. The team has had some great wins over this quarter / the past year in joint working with other professionals in finding supported placements i.e. finding appropriate accommodation some of which has been out of area, but it should be noted this is time-intensive. The service was benchmarked against other Derbyshire Councils as part of the review of Homelessness and Rough **Benchmarking** Sleeping which was presented to Housing and Community Services Committee in January 2021

	PRIORITY: OUR PEOPLE									
OUTCOME: P2.2 - Promote health and wellbeing across the District										
Measure and Ref	P2.2A - Deliver the objectives in Wellbeing Group	lentified in the South Derbyshi	re Health and	Committee	H&CS					
	Delivery against the key themes in Action Plan as appropriate to the	eing Group	Why this is important	To support the overall health and wellbeing of South Derbyshire residents.						
Project detail	<ul> <li>The current key themes are:</li> <li>Health inequalities between di</li> <li>People make choices in their I mental wellbeing</li> <li>Older people, people with den carers have a good quality of possible, and receive the supp</li> <li>(Note these will be updated in</li> <li>Deliver 100% of the actions id</li> </ul>	chysical and tions and their as long as	Mitigating actions	The action plan for the Health and Wellbeing Group will be developed before the end of the 2019/20 financial year and then presented to the wider group in the next scheduled meeting in 2020/21.  Actions achieved in each quarter will be reported.						
Project Action Plan	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Oı (Apr	utturn Q4 Outturn Dec) (Apr 20 - Mar 21)						
2020/21	Action plan developed and adopted	Ongoing delivery of the action plan by partners		livery of the by partners	Ongoing delivery of plan					
Project Overview:  Quarterly update  SAIL Officer in post and started at the start of Q4. Winter Wellbeing booklet produced and distributed to most vulnerable.  Work taking place around Covid-19 recovery planning across partners and a mental health partnership group is working collectively to connect preventative and primary care work, and an action plan is being developed.  Actions to sustain or improve performance  Ongoing assessment and work to identify the opportunities for the Health and Wellbeing Gro and action plan during Covid-19 pandemic.										



Leaflet produced on support available and distributed through vaccination centres and with council tax letters to every household.

Recognition of Community Heroes supporting the Covid-19 response will take place through the South Derbyshire Awards which was launched in Q4, due to take place in Q1 of 2021-22.

Covid Information Connectors being recruited and supported through CVS across the District.

Some projects unable to be delivered due to Covid-19.

Food bank and digital learning support through Citizens' Advice has been provided.

Various groups in South Derbyshire have accessed Public Health Covid-19 emergency funding.

Review of small grants scheme administered by CVS.

#### **PRIORITY: OUR PEOPLE OUTCOME:** P2.3 - Improve the condition of housing stock and public buildings. P2.3A - Deliver the Planned Maintenance Housing programme over four years Measure and Ref Committee H&CS To ensure that Council properties are being Deliver 100% of the planned maintenance project over four years maintained through a Each financial year a programme of planned maintenance will be drawn up which Why this is programme of planned and addresses statutory and other guidance for maintaining homes up to any regulatory important contracted works standard and safety standard. These works can be funded through either capital or Contracts for the revenue and will all be either procured appropriately as contracted work or completed maintenance of dwellings in **Project detail** by the in-house Direct Labour Organisation. order to comply with all relevant legislation and The plan will change annually subject to stock condition surveys and any other quidance **Mitigating** property fitness assessment. actions Programme revised to set The annual maintenance and expenditure plan will be reported to Housing and deliverable targets based Community Services Committee and progress measured against this plan. on current environment /supply chain **Project Action** Q1 (Apr-June) Q2 (Apr - Sept) Q3 (Apr - Dec) Q4 (Apr 20 - Mar 21) Plan 2020/21 Projected £680,525.00 £1,361,050.00 £2,041,575.00 £2,722,100 Spend 2020/21 Actual £239.752.99 £1,210,720.32 £1,951974.16 £3,104,732 Spend **Project Overview: Quarterly update** Actions to sustain or improve performance During Q4, £1,152,757 in guarter spend against a target of £680,525, which represents an 169% of target in guarter spend. Negotiations with contractors have ensured (Note: these values at Year End now include new kitchens or bathrooms identified and fitted as part of the VOID programme). that they have capacity to meet spend targets by



YTD progress stands at 114% due to the commencement of the delayed Fire Door programme and Replacement Doors programmes at properties on Midland Road, Swadlincote. The majority of live programmes have progressed at a sufficient pace to regain and in some instances, exceed the planned position. The inclusion of the value of Kitchen and Bathroom replacements on VOID properties has led to a significant increase in spend.

switching programmes from internal to external works where necessary.

COVID-19 restrictions that were in place have impacted on the ability to obtain access to properties and has had significant impact on the materials supply chain and the availability of contractors', staff and tradespeople. As these have become less restrictive work has progressed at a near normal pace, and additional resources have been utilised to allow programmes to continue.

Additional workstreams have been added to the Planned programme during the year.

Programme for 2020/2021.

Kitchens	C1107	KRCT	MRA	£4,500.00	95	£	427,500.00	Melbourne
Bathrooms	C1107	BARP	MRA	£3,700.00	40	£	148,000.00	Midway, Newhall
Roof Coverings	C1107	ROOF	MRA	£7,000.00	100	£	700,000.00	Midway
Windows	C1107	PVCU	MRA	£3,800.00	30	£	114,000.00	District wide
Doors	C1107	DRRN	MRA	£580.00	20	£	11,600.00	ADHOC
Rewires	C1107	DER	MRA	£2,800.00	121	£	340,000.00	District wide
Active Fire Protection - Installs	C1107	AFP	MRA	£2,083.33	24	£	50,000.00	District wide
Passive Fire Protection - Fire Doors	C1107	PFP	MRA	£8,000.00	100	£	800,000.00	District wide
Heating Installs	C1107	HIAU	MRA	£3,100.00	110	£	341,000.00	District wide
Communal Doors (Bamford)	C1107	COMDR	MRA	£40,000.00	2	£	80,000.00	Urban Swadlincote
Conversions	C1107	CONV	MRA	£20,000.00	3	£	60,000.00	Etwall & Swadlincote
Home from Home	C1107	HFM	MRA	£90,000.00	1	£	90,000.00	Newhall

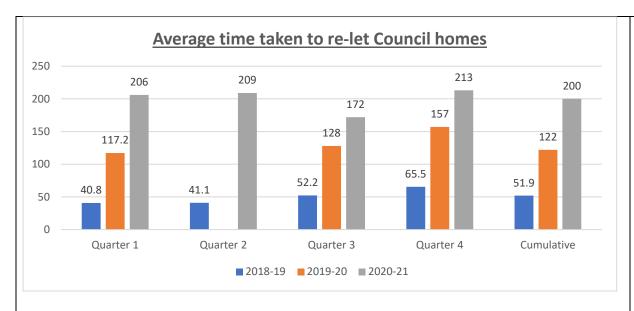
Overall HRA Budget	£2,584,550.00
Annual HRA Forcasted Spend	£2,591,400.00
Variation to Budget	£6,850.00
Overall MRA Budget	£2,535,000.00
Annual MRA Forcasted Spend	£2,722,100.00
Variation to Budget	£187,100.00

Spend 20/21								
	Apri	l - June	Ар	ril- Sept	Ар	ril - Dec	Arp	oil - Mar
HRA	£	647,850.00	£	1,295,700.00	£	1,943,550.00	£	2,591,400.00
MRA	£	680,525.00	£	1,361,050.00	£	2,041,575.00	£	2,722,100.00
DFG's	£	198,093.75	£	396,187.50	£	594,281.25	£	792,375.00

There is currently £258,500 in the pipeline for Disabled Facilities Grants.

		PI	RIORITY: OUR PEOPLE			
		P2.3C OUTCOME: A	verage time taken to re-let	Council homes		
Measure	P2.3C Average time taken to re-let Council homes			Committee	H&CS	
Definition	This indicator me vacant Council pr		Re-letting Council homes in a timely manner reduces the amount of rent loss (£) and ensures stock is available to allocate to applicants on the waiting list.			
What good looks like	This measure will provider for Hous 'Median Quartile' group.	Why this is important				
History with this indicator	This is a new indi- reported for day-t which had underg bathroom or a re-	This is a new indicator, in the previous Corporate Plan performance was reported for day-to-day responsive properties and excluded properties which had undergone major works, for example a new kitchen, new bathroom or a re-wire. For the current Corporate Plan (2020-24) this indicator will report against the average time to re-let all Council homes.				
2019/20 b	aseline data	During Q4 the average re-let minor repair work was carried				irrespective of whether major or s.
	Annual target	Q1 Outturn (Apr-June)	Q2 Outturn (Apr - Sept)	Q3 Outturn (Apr - Dec)		Q4 Outturn (Apr 20 - Mar 21)
2020/21	Median Quartile Performance	206 days average all properties (COVID-19)	209 days average all properties (Covid-19)	192 average all properties (Covid-19)		200 average all properties (Covid-19)
2021/22	Median Quartile Performance					
2022/23	Median Quartile Performance					
2023/24	Median Quartile Performance					
Performance Overview – quarterly update				Actions to sustain or improve performance The easing of restrictions in Q4 has allowed for NOVUS to		
Total no of properties let during Q4: 48				accelerate its work on properties and also for the Council to		
Quarter 4 = 48 properties over 10,234 days = average 213 days				let properties to general need applicants rather than just in emergencies. The Council and NOVUS have redeployed resources to complete work on properties and to relet the		





greater number of properties that are being completed. Improvement in quality of older properties being returned by the Council's contractor does mean a longer void period. Failed damp proof courses are being identified. 90-95% of all void property has undergone a full re-decoration. Noticeable improvement in quality of returned properties. The most recent lockdown impacted on the amount of property delivered during Q4. With the exception of four Batch 50 properties which are awaiting inspection for confirmation of re-wire, all identified Batch 50 properties were returned at the end of the financial year. Allocations Team continue to work through void properties to have them advertised, matched and offered to enable property to be simultaneously viewed and signed up when returned from the contractor. Five new build houses were handed over at Tithebarn Drive, Overseal and two at Cross Close, Overseal at the end of March 2021.

Benchmarking

This performance indicator will be benchmarked with Housemark once performance data has been validated.