

To the Chair and Members of the OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

SLHD Performance & Delivery Update: 2016/17 Quarter Four

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for St. Leger Homes of Doncaster (SLHD) an Annual Development Plan is produced in agreement with DMBC officers, the Housing Portfolio holder and the Mayor. This Annual Development Plan identified the key deliverables, outcomes, milestones and the measures by which performance is assessed. There is an agreed governance framework part of which is a quarterly report of key performance indicators to Overview and Scrutiny Management Committee.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2016/17 key performance indicators.

EXEMPT REPORT

3. This report is not exempt

RECOMMENDATIONS

4. That Overview and Scrutiny Management Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. As this report includes the current progress on the St. Leger Homes Performance indicators the implications of the contents may ultimately affect the delivery of services to the people of Doncaster.

BACKGROUND

6. Appendix A contains the SLHD 2016/17 End of Year Performance Management Report.
7. Key elements to note are:
 - six of the ten key performance indicators are on target (green),
 - three are within acceptable tolerance levels (amber), and
 - one is below target (red).

Performance at the end of Quarter 4 has improved compared to Quarter 3, when there were six on target (green), two within acceptable tolerance (amber) and two below target (red). Further details explaining notable areas of performance is provided below. Commentary covering the performance against all ten indicators is provided at Appendix A.

8. Notable areas of performance:

8.1 Performance measure: Void Rent Loss – Percentage of rent loss through vacant dwellings (performing well against target – green)

Performance throughout the year has been good, continuing an improving trend seen toward the latter part of 2015/16. At 1.00% for the year (£751,812), performance was well within the target of 1.19% and was much improved compared to 1.37% (£1,031,346) for last year.

The North and East areas of the Borough continue to perform well, and the South West continues to show the highest percentage of void rent loss. The average overall re-let times for void properties, which includes major works, remains at 49 days. This has been consistent throughout the year and it is an improvement compared with 56 days at the end of 2015/16, although it is disappointing not to have reduced re-let times further during the year. The new voids standard and process, which was piloted last year in the North, has been fully rolled out across the Borough on schedule. This new approach provides a better quality product for tenants.

8.2 Performance measure: Percentage of Current Rent Arrears against Annual Debit (performing well against target – green)

Performance improved from 2.66% at the end of quarter three to 2.44% at the end of quarter four. Performance throughout the year has been good and within forecast, resulting in exceeding the year-end target of 2.50%. This is better than the outturn for the previous three financial years.

This is considered a particularly good achievement bearing in mind the numbers of tenants impacted by wider welfare reform changes including the under-occupation charge and the recent introduction of Universal Credit.

The number of evictions is slightly higher than last year, with 66 at the end of Quarter four compared to 60 at the same point last year. Fewer evictions reduce former tenant arrears and void costs. The total number of serious arrears cases (over £1,500) decreased from 170 to 137 cases and the intensive management of these cases will continue to be a priority. Where appropriate, payment by direct debit is encouraged. During 2016/17 we achieved a steady increase of just over 100 new direct debit payers each month resulting in 19% now paying by direct debit.

8.3 Performance measure: Number and % of households maintaining or established independent living (performing well against target – green)

This indicator is taken as a snap-shot at the end of the Quarter when there were 40 households supported to maintain or establish independent living,

which is the contractual target. This is an improvement in performance compared to previous quarters.

Staffing within this area of the business has been challenging due to pressures linked to 'Tent City' since Quarter 3, coupled with staff sickness and vacancies, though these issues are being addressed.

8.4 Performance measure: Scheduled repairs % of promises kept (near target - amber)

A total of 2,431 repair jobs were raised during Quarter 4, of which 39 were not completed within the target timeframe. Performance for the year was, therefore, 99.45% against a target of 100% and is an improvement on the 2015/16 performance of 98.85%.

Close monitoring and management of this KPI continues with detailed analysis undertaken to ascertain the reason why repair promises have not been made. Some delays have been as a result of delays to delivery of non-stock items.

8.5 Performance measure: Days Lost to Sickness per Full Time Equivalent (near target - amber)

Sickness levels improved during each month of Quarter 4, having deteriorated in Quarter 3. The year to date performance is 8.26 days lost per full time equivalent employee (FTE), which is below the target of 7.9 days but an improvement on the 8.4 days lost per FTE last year. This continues the improving trend seen over the last 3 years.

The top reason for both long and short term absence during Quarter 4 was infection/virus, followed by stress/depression/anxiety and musculo/skeletal. Whilst these are consistently the top three reasons, it is interesting to see musculo/skeletal cases fall from the highest number of cases to the third highest number of cases.

8.6 Performance measure: Number of households in temporary accommodation (below target – red)

There was a significant effect on the numbers entering temporary accommodation during Quarter 3 as a result of 'Tent City' and the focus on homelessness in the town centre. The number of people moving into temporary accommodation increased to 62 during Quarter 4, compared to 50 during Quarter 3. However, the number of households who remained in temporary accommodation at the end of Quarter 4 was 25, slightly higher than at the end of Quarter 3, and considerably higher than the 9 households at the end of last year.

During 2016/17 we have seen a significant increase in the level of homelessness and rough sleeping within the borough. In the 12 months to 31st March we have seen a 34% increase in approaches to the homeless service for advice and assistance, a 131% increase in formal homeless presentations and a 63% increase in the number of Full Duty Homeless decisions. This has led to a reconsideration of how the use of temporary accommodation is targeted, specifically whether targeting a low number of

households in temporary accommodation is an appropriate measure for the future and driving the right behaviours. Consideration is being given to alternative measures of the pathway from homeless to sustainable tenancy.

OPTIONS CONSIDERED

9. Not applicable

REASONS FOR RECOMMENDED OPTION

10. Not applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

11.

| Outcomes | Implications |
|---|---|
| <p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> | <p>Work of St. Leger Homes of Doncaster impacts on Council key priorities, with implications on the quality of life for Doncaster Council's tenants and other residents and the communities they live in.</p> |
| <p>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> | |
| <p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> | |
| <p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> | |
| <p>Council services are modern and value for money.</p> | |
| <p>Working with our partners we will provide strong leadership and governance.</p> | |

RISKS AND ASSUMPTIONS

12. Specific risks and assumptions are included in the performance management report at Appendix A.

LEGAL IMPLICATIONS

13. There are no legal implications of this report.

FINANCIAL IMPLICATIONS

14. In 2016/17 St. Leger Homes received a management fee of £28.445m from DMBC. This is made up of £27.452m from the Housing Revenue Account and £0.993m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

15. There are no Human Resource Implications for this report.

EQUALITY IMPLICATIONS

16. Equality implications are considered in line with the Equality Act 2011 for the delivery of all St. Leger Homes services.

CONSULTATION

17. Consultation has taken place with key managers within St. Leger Homes, the Lead Member for Housing and Senior Officers within the Council.

BACKGROUND PAPERS

18. None

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Appendix A – SLHD 2016-17 End of Year Performance Management Report

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Cumulative performance April to end of March 2017

Areas Performing Well

% Rent Arrears Against Annual Debit



2.44% (£1.82 million)

End of year target of 2.50%

Void Rent Loss



1.00% (£751,812)

End of year target of 1.19%

Number of Households Maintaining or Established Independent Living



40

End of year target of 40

Right First Time



98.19%

End of year target of 98%

Gas Servicing And Solid Fuel



100% End of year target 100%

% of Invoices Paid within 30 Days



97.21% against a target of 95%

Areas Near to Target

Complaints - % of Service Failure and Dissatisfaction



24% against a target of 20%



Scheduled Repairs - Promises Kept



99.45%

End of year target of 100%

Days Lost Through Sickness per Full Time Equivalent



8.26 days

End of year target of 7.90 days

Requiring Improvement

Number of Households in Temporary Accommodation



25

End of year target of 10

St. Leger Homes Key Performance Indicator Summary

Direction of travel is against previous quarter performance.

Key Performance Indicator 1

Percentage of current rent arrears against annual debit

Direction of Travel - ↑

Traffic Light 



At the end of quarter four, performance was 2.44% (£1.83m), well within the profiled target of 2.50% and 0.12% less than at the end of 2015/16. In monetary terms, this was a decrease of £164,832 against quarter three and a reduction of £106,731 against the previous year. Additionally, the number of tenants paying by direct debit is still increasing with almost 500 more tenants paying by Direct Debit than this time last year. The number of evictions at the end of 2016/17 stands at 66, compared to 60 in 2015/16.

Key Performance Indicator 2

Void rent loss (lettable voids)

Direction of Travel - ↓

Traffic Light 



Quarter four performance reduced slightly from 0.97% in December to 1.00% in March. Positively, overall there has been a big reduction in void rent loss in 2016/17. From 1.37% (£1,031,346) in 2015/16 to 1.00% (£751,812) in 2016/17. This is well within the end of year target of 1.19%.

Key Performance Indicator 3

Number of households in temporary accommodation

Direction of Travel - ↓

Traffic Light 



The number of people moving into temporary accommodation throughout the quarter has reduced slightly since last quarter from 62 to 60, however compared to the same time last year this is an increase of 45. The snapshot of people in temporary accommodation at the end of the quarter has increased from 21 to 25. Again this is a big increase compared to 9 at the end of 2015/16. The circumstances surrounding the 'Tent City' situation has had a big impact on this service area since quarter three.

Key Performance Indicator 4

Number and % of households maintaining or established independent living

Direction of Travel - ↑

Traffic Light 



The number of households we are supporting has increased in quarter four to 40 which meets our contractual target level of 40. This is a snapshot at the end of the period and the number fluctuates throughout the quarter. This is also one more than the same time last year.

Key Performance Indicator 5

Analysis of complaints received (month in arrears)

Direction of Travel - ↓

Traffic Light 



There were 216 complaints logged in quarter four (Dec-Feb), which is the same as quarter three (Sep-Nov). Complaints are measured one month in arrears compared to other performance measures to allow time for complaints to be reviewed and categorised. There were 92 complaints in March, which is above the monthly average. Performance for the year 2016/17 has declined compared to 2015/16, with service failure at 24% which is below the 20% target. The number of complaints deemed service failure increased from 188 in 2015/16 to 219 in 2016/17, although the overall number of complaints reduced slightly from 932 in 2015/16 to 911 in 2016/17.

Key Performance Indicator 6

Right first time

Direction of Travel - ↑**Traffic Light** 

End of year performance is 98.19% against a target of 98%. Compared to quarter three's performance this is an increase of 0.07%. This is also an improvement of 0.34% compared to the same time last year.

Key Performance Indicator 7

Scheduled repairs - % of promises kept

Direction of Travel - ↓**Traffic Light** 

This indicator has been amended to include a tolerance level of 5 working days at the end of each month. End of year performance is at 99.45%, which is a down 0.17% compared to quarter three but is an improvement of 0.60% compared to the same time last year.

Key Performance Indicator 8

Gas servicing - % of programme completed against plan

Direction of Travel - ↔**Traffic Light** 

The yearly Gas Servicing programme commenced in April 2016. All of the 19,428 properties due to receive a gas service in this financial year have and the programme is complete.

Key Performance Indicator 8a

Solid Fuel Servicing

The Solid Fuel Servicing programme is now complete and all 168 properties have received a solid fuel service.

Key Performance Indicator 9

Days lost through sickness per FTE

Direction of Travel - ↑**Traffic Light** 

March's performance saw a reduction in days lost per FTE in both long term and short term sickness cases compared to December. Long term sickness reduced from 0.36 days in December to 0.30 days in March, and short term sickness reduced from 0.39 days in December to 0.36 days in March.

The year to date performance is 8.26 days lost per FTE and although this has not met the target of 7.90 days, it is an improvement of 0.14 days compared to 2015/16's outturn (8.40 days).

Key Performance Indicator 10

Percentage of invoices paid within 30 days

Direction of Travel - ↑**Traffic Light** 

End of year performance for 2016/17 is 97.21% slightly below quarter three's performance of 97.25% but well within the target of 95%. This is also an end of year improvement of 4.41% compared to 2015/16.