



Doncaster Council

Report

Date: 20 February 2018

To the Chair and Members of Cabinet

SLHD Performance & Delivery Update: 2017/18 Quarter Three

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 identifies 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 Cabinet.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2017/18 key performance indicators.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. That Cabinet 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 summarises the SLHD 2017/18 Quarter Three (Q3) performance management report.
 7. There are now twelve indicators. Two new indicators have been added to measure performance around homelessness, following consultation with DMBC colleagues. These replace the previous indicator of 'the number of households in temporary accommodation', they are:
 - the percentage of homeless decisions made within statutory timescales around homelessness; and,
 - the number of households placed into bed and breakfast (B&B) accommodation.
- The indicator measuring complaints has been changed to 'the percentage of complaints upheld against customer interactions' from 'percentage of complaints deemed service failure'.
8. Key performance elements to note are:
 - eight of the twelve key performance indicators are on target (green),
 - one is within acceptable tolerance levels (amber),
 - two are below target (red), and
 - one is a new indicator with targets to be agreed during Q4.
 9. Overall, this shows improved performance compared to Quarter 2, when there were six green indicators, two amber and three red, out of a total of eleven indicators.
 10. Targets were updated for 2017/18 and are considered more challenging than those set in 2016/17. Commentary covering the performance against all twelve indicators is provided below and summarised in the table at Appendix A. Targets for all indicators will be reviewed at the end of the year.

11. Performance

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

Performance at the end of Q3 was 2.62% (£1.95m) against the end of year target of 2.50%, which is within the expected profiled target of 2.78%. Performance improved during October and November, but deteriorated in December. This is a seasonal trend in line with previous years. Whilst Q3 performance has declined compared with the end of Q2 (2.52%) and Q1 (2.41%), it remains within the profiled forecast to meet the year-end target. Performance for the same quarter in 2016/17 was similar at 2.66% (£1.99m).

This is considered a good achievement bearing in mind the numbers of tenants impacted by wider welfare reform changes including the under-occupation charge and the roll out of Universal Credit (UC) 'full service' which started in October. At the end of Q3 there were 695 UC cases, of which 584 (84%) are in

rent arrears. Work is underway with tenants and Department for Work and Pensions (DWP) to provide intensive support including applying for Alternative Payment Arrangements (APAs) where appropriate.

11.2. Performance measure: Void Rent Loss – Percentage of rent loss through vacant dwellings (performing well – green)

Performance at the end of Q3 was 0.83%, which is well within the target of 0.97% and continues the improving trend seen throughout the year (0.98% at the end of Q2 and 1.16% at the end of Q1). This is a cumulative target, meaning performance in Q3 was particularly good. Rent loss for the year to date is £464,013, which is over £80,000 better than at the same point last year.

Whilst all areas of the Borough are performing well and within target, the North continues to be the area performing best, with a year-to-date performance of 0.69%.

The average overall re-let times for void properties, which includes major works, stands at 41 days, which is 4 days less than at the end of Q2 and 7 days less than at the same time last year. In December, the re-let time for standard re-lets, as benchmarked with other organisations, was 29.79 days. This improvement has been achieved by a cross-organisational effort focused on reducing turnaround times whilst maintaining quality standards. Further process improvements are planned.

11.3. Performance measure: Number of households placed in bed and breakfast (B&B) accommodation (new indicator)

The increase in the level of homelessness and rough sleeping 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. This new indicator, together with other indicators, intends to provide a clearer measure of the pathway from homeless to sustainable tenancy.

We always aim to have nobody in B&B accommodation, but there are exceptions where that is the most appropriate outcome. There were 20 households placed into B&B accommodation in Q3, for a total of 58 nights, an average of 3 nights per household. Using B&B is a last resort and tends to be where temporary accommodation and hostel placements are unavailable or unsuitable (e.g. Families). In Q3, 4 households with children were placed into B&B. The stock of temporary accommodation increased during December as part of the winter provision, which meant no-one spent Christmas in B&B accommodation.

11.4. Performance measure: Percentage of decisions made within statutory timescales (33 days) (below target – red)

Homelessness cases have become more and more complex with individuals often having many mutually reinforcing dependencies which can delay the assessment process. This new indicator, again, reflects the increased focus on homelessness and processing homeless applications faster. Performance is 76%, which is below the provisional target of 90%. This reflects 130 out of a total of 171 decisions being made within the 33 working day statutory

timescales.

A daily decision 'clinic' has been established to improve the timeliness of decisions on homeless applications. Monthly supervision and prioritisation of cases have also been improved.

Whilst this indicator is new (from October 2017 onwards), the final guidance regarding the implementation of the Homelessness Reduction Act, which comes into force in April 2018, has changed the legal framework around statutory homelessness decision. It will therefore be necessary to agree a replacement indicator from April 2018.

11.5. Performance measure: Number of households maintaining or established independent living (performing well – green)

This indicator is taken as a snap-shot at the end of the quarter when there were 46 households supported to maintain or establish independent living, against the contractual target of 40. This is an increase compared to previous quarters and higher than the 38 households at the end of Q3 last year.

An increase in referrals to the service has meant the number of tenancies being supported continues to increase. In Q3, all referrals were accepted into the service following assessment, and all cases are actively engaging with the support programme, with one exception.

Linked to 11.3 above, the increase in homelessness and rough sleeping within the borough has increased the pressures on staffing within this area of the business as previously reported.

11.6. Performance Measure: Complaints – Percentage of complaints upheld against customer interactions (performing well – green)

Complaints are reported one month in arrears to allow time for the complaint to be investigated and closed in line with our service standards. All complaints are investigated and either 'upheld' or not. Complaints are upheld where policies and procedures have not been followed.

This new way of reporting, introduced from October, places complaints in the context of the number of interactions with customers. The total number of interactions with tenants during October and November was over 57,500. There were 150 complaints in the period of which 45 were upheld. This means that performance in Q3 was 0.08%, which is the target level.

The total number of complaints for September, October and November was 218, which is lower than the previous three months (273) and similar to the same period last year (216).

Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. This is not surprising given that these areas of the business have the highest levels of visibility to tenants and the highest volume of interactions.

11.7. Performance measure: Right first time (performing well – green)

Year to date performance at the end of Q3 was 99.30%, which is an improvement from 98.83% at the end of Q2 and better than the 98% target

level.

Failure against this indicator is where a re-visit is needed within a 9 month guarantee period.

11.8. Performance measure: Scheduled repairs, percentage of promises kept (within tolerance – amber)

Year to date performance is 98.83%, which is an improvement as a result of over 99% of promises kept during Q3, although this is below the 100% target.

The total number of jobs raised in Q3 was 2,811, of which just 15 were not on target. Q3 tends to be a quieter month as tenants are reluctant to have significant or potentially disruptive works undertaken before Christmas. The reasons for jobs not being completed on target in the quarter include delays in the delivery of materials. All jobs deemed not complete within target have subsequently been completed.

11.9. Performance measure: Gas servicing, percentage of properties attended against planned (performing well – green)

The annual gas servicing programme commenced in April and completed during Q3. All 19,383 properties requiring a service were visited and all have a valid landlord certificate, also all solid fuel services are complete. Access to almost 2,500 properties proved challenging due to a variety of customer related issues, but were completed using our managed legal process.

11.10. Performance measure: Days Lost to Sickness per Full Time Equivalent (FTE) (performing well – green)

Sickness levels continue to be better than target, and improved month on month during Q3, resulting in year to date performance of 5.70 days per FTE. This is an improvement of 0.44 days per FTE compared to the same time last year. The forecast for the end of the year is 7.74 days against the target of 7.90 days.

Sickness for the 12 months to the end of December is 7.74 days per FTE.

11.11. Performance measure: Percentage of invoices paid within 30 days (performing well – green)

Performance for Q3 is 96.93%, which is below Q2 (97.50%) and Q1 (97.57%), but remains within the target of 96%. This is also slightly below the same period last year (97.4%). For the year to date, 14,374 of 14,830 invoices received were paid within 30 days.

There was a significant increase in the number of invoices outstanding and there were fewer invoices processed and paid towards the end of Q3 due to staff absence around the Christmas holiday period. The increase in outstanding invoices has created a backlog, which is likely to lead to more invoices being paid late in January.

11.12. Performance Measure: Percentage of Local Expenditure (below target – red)

This KPI was introduced in 2017/18 to reflect the Mayoral priority for the

proportion of money spent with local businesses and other local organisations. The target is for at least £2 out of every £3, or 66%, to be spent locally in Doncaster. Performance improved during Q3, achieving 70% in October, 64% in November and 61% in December. This brings the year-to-date spend to 57%. Whilst this is below target and below the 60% achieved for 2016/17, it does equate to £4,008,074 spent locally.

Whilst our policies and procedures have been developed to optimise local spend and social value, legislative requirements prevent contract opportunities from being ring-fenced for Doncaster suppliers. A successful ‘meet the buyer’ event was held during the quarter to improve local suppliers’ awareness and understanding of our needs, and encourage them to tender for business.

OPTIONS CONSIDERED

12. Not applicable

REASONS FOR RECOMMENDED OPTION

13. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

14.

	Outcomes	Implications
	<p>Doncaster Working: Our vision is for more people to be able to pursue their ambitions through work that gives them and Doncaster a brighter and prosperous future;</p> <p>Better access to good fulfilling work Doncaster businesses are supported to flourish Inward Investment</p>	<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>Doncaster Living: Our vision is for Doncaster’s people to live in a borough that is vibrant and full of opportunity, where people enjoy spending time;</p> <p>The town centres are the beating heart of Doncaster More people can live in a good quality, affordable home Healthy and Vibrant Communities through Physical Activity and Sport Everyone takes responsibility for keeping Doncaster Clean Building on our cultural, artistic and sporting heritage</p>	

	<p>Doncaster Learning: Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <p>Every child has life-changing learning experiences within and beyond school Many more great teachers work in Doncaster Schools that are good or better Learning in Doncaster prepares young people for the world of work</p>	
	<p>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <p>Children have the best start in life Vulnerable families and individuals have support from someone they trust Older people can live well and independently in their own homes</p>	
	<p>Connected Council: A modern, efficient and flexible workforce Modern, accessible customer interactions Operating within our resources and delivering value for money A co-ordinated, whole person, whole life focus on the needs and aspirations of residents Building community resilience and self-reliance by connecting community assets and strengths Working with our partners and residents to provide effective leadership and governance</p>	

RISKS AND ASSUMPTIONS

15. Specific risks and assumptions are included in Section 8 of this report.

LEGAL IMPLICATIONS (SF, Asst. Director Legal & Democratic Services, Feb-18)

16. There are no legal implications for this report.

FINANCIAL IMPLICATIONS (NF, SLHD Head of Finance, Feb-18)

17. In 2017/18 St. Leger Homes will receive management fees of £28.7m from DMBC. This is made up of £27.7m from the Housing Revenue Account and £1.0m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS (AC, HR & OD Business Manager, Feb-18)

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

TECHNOLOGY IMPLICATIONS (PW, Governance & Support Manager, Feb-18)

19. There are no specific Technology Implications for this report.

HEALTH IMPLICATIONS (CT, Feb-18)

20. A home environment is important in enabling access to other health improving opportunities, for example employment, social networks, essential services and amenities such as green space. Access to decent and adequate housing is critically important in terms of health and wellbeing and it is positive to see that majority of indicators are on target to achieve the desired outcomes. However, those in relation to the following indicators can impact negatively on health and wellbeing of some of our most disadvantages and vulnerable residents.

11.3. Performance measure: Number of households placed in bed and breakfast (B&B) accommodation

11.4 Performance measure: Percentage of decisions made within statutory timescales (33 days)

The first 1001 days are critical to a child's development therefore a stable, consistent home that is safe and comfortable is important and is reflected in the 1001 days Place Plan. Therefore any measures to reduce the number of people and families living in bed and breakfasts and temporary accommodation should provide a positive impact on their health and wellbeing.

The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness experienced by single people to the NHS and social care is considerable. A recent audit found that 41 per cent of homeless people reported a long term physical health problem and 45 per cent had a diagnosed mental health problem, compared with 28 per cent and 25 per cent, respectively, in the general population. It is positive to see that plans are being put in place to address the shortfall in achieving that statutory timescale.

21. Continued regular monitoring of performance will ensure that improvements to the indicators are tracked and measures put in place to manage the situation.

EQUALITY IMPLICATIONS

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

CONSULTATION

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

BACKGROUND PAPERS

24. None

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Appendix A - St. Leger Homes Key Performance Indicator Summary

KPI	Indicator	Period	Value	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	Q3	2.62%	2.50%	↓	🟢
2	Void rent loss (lettable voids)	Q3	0.83%	0.97%	↑	🟢
3	Number of households placed in B&B accommodation	Q3	20 (58 nights)	New KPI	New KPI	New KPI
4	Percentage of Homeless decisions made within statutory timescales (33 days)	Q3	76%	90%	New KPI	🔴
5	Number of households maintaining or established independent living	Q3	46	40	↑	🟢
6	Analysis of complaints received – percentage of complaints upheld against customer interactions	YTD	0.08%	0.08%	New KPI	🟢
7	Percentage of repairs completed 'right first time'	Q3	99.30%	98%	↑	🟢
8	Scheduled repairs – percentage of promises kept	Q3	98.83%	100%	↑	⚠️
9	Gas servicing - percentage of programme completed against plan	YTD	100%	100%	↔️	🟢
10	Days lost through sickness per FTE	YTD	5.70	5.80	↓	🟢
10a	Rolling 12 months sickness per FTE	Q3	7.74	7.90	↑	🟢
11	Percentage of invoices paid within 30 days	Q3	96.93%	96%	↓	🟢
12	Percentage of Local Expenditure	YTD	56.71% £4,008,074	66%	↑	🔴

Notes:

- Direction of travel (DoT) is against performance in the previous quarter.

↑ = improving

↔️ = no change

↓ = declining

- Year to Date (YTD) is performance since April 2017.