

**5 September 2017**

**To the Chair and Members of Cabinet**

**SLHD Performance & Delivery Update: 2017/18 Quarter One**

<b>Relevant Member(s)</b>	<b>Cabinet</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Mayor Ros Jones		All	None

### **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 contains the SLHD 2017/18 quarter 1 (April to June) performance management report.
7. Key elements to note are:
  - six of the eleven key performance indicators are on target (green),

- one is within acceptable tolerance levels (amber), and
- four are below target (red).

Targets have been adjusted for 2017/18 and are considered more challenging than those set in 2016/17. Further details explaining notable areas of performance is provided below. Commentary covering the performance against all eleven indicators is provided at Appendix A.

## **8. Notable areas of performance:**

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

The improving trend seen toward the end of 2016/17 has continued into 2017/18. Performance at the end of Q1 was 2.41% (£1.79m) against an end of year target of 2.50%, an improvement from 2.44% at the end of 2016/17 Q4. Performance for the same quarter in 2016/17 was 2.49% (£1.87m)

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 Universal Credit. Work is currently underway to change the way teams work to maximise rent collection and support tenants to sustain their tenancies in preparation for the wider roll out of Universal Credit from October 2017.

The number of evictions at the end of Q1 was 12, higher than the 9 evictions for the same period last year. Fewer evictions reduce former tenant arrears and void costs. Payment by direct debit continues to be encouraged, with almost 500 more tenants now paying by Direct Debit compared to the same time last year, although it is acknowledged that this is an area where we need to improve.

### **8.2 Performance measure:** Days Lost to Sickness per Full Time Equivalent (performing well against target – green)

Sickness levels improved during each month of Q1, continuing the trend seen toward the end of 2016/17. The year to date performance is 1.51 days lost per full time equivalent employee (FTE), which is better than the target of 1.92 days and an improvement of 0.49 days compared to the same time last year. This continues the improving trend seen over the last 3 years, and means we are forecasting a year-end outturn of 7.73 days against the target of 7.90 days.

However, there has been a 32% reduction in musculoskeletal absences over the last 12 months, and plans are in place through the Health, Safety and Wellbeing Strategy to reduce this further. Stress related absences have also reduced by 13% over the last 12 months (the majority of which is related to personal stressors).

Management of stress (both work and non-work related) continues to be a priority for St Leger Homes with education programmes, access to healthcare and reactive risk assessments when issues are identified. In addition the healthcare plan provided by Medicash Health from 1 April this year will help

us to respond positively to any stress related issues, by providing a 24 hour telephone helpline, access to 8 face to face counselling sessions and a management helpline.

**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 45 households supported to maintain or establish independent living, against the contractual target of 40. This is an improvement in performance compared to previous quarters.

During the last year there has been a significant increase in the level of homelessness and rough sleeping within the borough, including 'Tent City'. Staffing within this area of the business has been challenging due to these pressures and there have been issues with staff sickness and vacancies. The team have responded well and these issues are being addressed, resulting in improved performance, though there is still work to do and we hope to see this increase in the number of households receiving support being sustained.

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

As described above, there has been an increase in homelessness and rough sleeping within the borough which has had a significant impact on the numbers in temporary accommodation. We have responded to these pressures, and performance has been improving, with the number of households entering temporary accommodation being below the target of 10 each month since March, having been much higher in the previous six months.

The number of households who remained in temporary accommodation at the end of Q1 was 22, slightly lower than at the end of 2016/17 Q4, and considerably higher than the 9 households at the end of 2015/16.

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. Alternative measures of pathways from homeless to sustainable tenancy are currently being developed.

**8.5 Performance measure:** Void Rent Loss – Percentage of rent loss through vacant dwellings (below target – red)

The target for 2017/18 has been set at 0.97% reflecting the improved performance during 2016/17, which resulted in an outturn of 1%. However, performance during Q1 has been worse than target and stands at 1.16% for the year-to-date (£214,403). This is worse than the same period last year and continues the rising trend seen toward the end of 2016/17, although performance during June showed some improvement compared to April and May.

The North area of the Borough continues to be the area performing best, with a year-to-date performance of 0.94%. The East area has seen the highest percentage of void rent loss, which is unusual compared to previous performance.

The average overall re-let times for void properties, which includes major works, stands at 50 days, which is at a similar level to the end of 2016/17. This is slightly higher than the 48 days for the same period last year, although an improvement compared with 56 days at the end of 2015/16. It is disappointing not to have reduced re-let times further during the year.

A review of the voids process is underway, which is intended to focus on how the turnaround time can be reduced, whilst maintaining the quality standard for void properties. This review will report in September and it is envisaged that there will be sustained improvement in the second half of the year.

**8.6 Performance Measure:** Percentage of Local Expenditure (below target – red)

This is a new KPI 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 for Q1 was 49%, which is below target and below the 60% achieved for 2016/17.

**8.7 Performance Measure:** Complaints – Percentage of Service Failure and Dissatisfaction (below target – red)

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 categorised as either 'service failure' or 'service dissatisfaction'. Complaints are considered 'service failure' when policies and procedures have not been followed.

The total number of complaints in Q1 (April, May and June) was 245, of which 76 (31%) were considered service failure and 169 (69%) were service dissatisfaction. The target is 19% service failure. There has been a 6% increase in complaints compared to the same period in 2016/17, when the total was 231. However, the number of complaints for service failure is 42% higher at 76 compared with 44 for the same period in 2016/17.

Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. These areas of the business have arguably the highest levels of visibility to tenants and the highest volume of jobs. The total number of jobs raised in Q1 was 16,106 meaning complaints are 1.5% of the total number of jobs. The nature of complaints varies, although there are themes around vehicle parking and staff actions, such as not returning calls or missed appointments.

## **OPTIONS CONSIDERED**

9. Not applicable

## REASONS FOR RECOMMENDED OPTION

10. Not applicable

## IMPACT ON THE COUNCIL'S KEY PRIORITIES

11.

	<b>Outcomes</b>	<b>Implications</b>
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Be a strong voice for our veterans</i></li> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	<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"> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Creating Jobs and Housing</i></li> <li>• <i>Mayoral Priority: Safeguarding our Communities</i></li> <li>• <i>Mayoral Priority: Bringing down the cost of living</i></li> </ul>	
	<p>All families thrive.</p> <ul style="list-style-type: none"> <li>• <i>Mayoral Priority: Protecting Doncaster's vital services</i></li> </ul>	
	<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 for this report.

## **FINANCIAL IMPLICATIONS**

14. In 2017/18 St. Leger Homes will receive a management fee 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**

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

## **TECHNOLOGY IMPLICATIONS**

16. There are no Technology Implications for this report.

## **EQUALITY IMPLICATIONS**

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

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

19. None

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## **Appendices Table of Contents**

Appendix A – SLHD 2017/18 Quarter 1 (April to June) Performance Management Report.

# Appendix A - SLHD 2017-18 Quarter 1 Performance Management Report

Cumulative performance April to end of June 2017

## Areas Performing Well

% Rent Arrears  
Against Annual Debit



2.41% (£1.79 million)

End of year target of 2.50%

Number of Households  
Maintaining or Established  
Independent Living



45

End of Year target of 40

Days Lost Through  
Sickness per Full Time  
Equivalent



1.51 days

End of year target 7.90 days

Right First Time



98.60%

End of Year target of 98%

Gas Servicing And Solid  
Fuel



100%

End of year target of 100%.

% of Invoices Paid  
within 30 Days



97.59%

End of Year target of 96%

## Areas Near to Target

Scheduled Repairs -  
Promises Kept



97.83%

Year end target of 100%

## Requiring Improvement

Complaints - % of Service  
Failure and Dissatisfaction



32% against a target of 19%



% of Local Expenditure



49%

Year end target of 66%

Void Rent Loss



1.16% (£214,403)

Year end target of 0.97%

Number of Households in  
Temporary  
Accommodation



22

year end 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 one, performance was 2.41% (£1.79m), well within the profiled target of 2.50% and 0.08% less than at quarter one in 2016/17. In monetary terms, this was a decrease of £36,306 against quarter four and a reduction of £72,420 against the previous year's quarter one. 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 quarter one stands at 12, compared to 9 in 2016/17.

### Key Performance Indicator 2

Void rent loss (lettable voids)

Direction of Travel - ↓

Traffic Light 



Quarter one performance increased from 1.00% in March to 1.16% in June. This is outside the new target of 0.97% and in monetary terms equates to £214,403.

Positively, June's monthly performance saw an improvement from 1.26% in May to 1.05%. This is 0.12% higher than the same time last year.

#### Void Relet Times

Cumulative void relet time for quarter one is 50 days. This is 1 day more than at the end of quarter four and 2 days more than the same time last year.

### Key Performance Indicator 3

Number of households in temporary accommodation

Direction of Travel - ↑

Traffic Light 



The snapshot of people in temporary accommodation at the end of the quarter has reduced from 25 at the end of March to 22 at the end of June. However, compared to the same time last year this is 12 more households.

### 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 one to 45 which exceeds 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 5 more households than the same time last year and also 5 more than at the end of quarter 4.

### Key Performance Indicator 5

Analysis of complaints received (month in arrears)

Direction of Travel - ↑

Traffic Light 



Although performance in this area is still outside the target of 19% at 32%, monthly performance in May is 11% lower than March's monthly performance at 31% and 42% respectively.



**Key Performance Indicator 6**

Right first time

Direction of Travel - ↑

Traffic Light 

Quarter one performance is 98.60% against a target of 98%. Compared to quarter four's performance this is an increase of 0.41%. This is also an improvement of 0.57% compared to the same time last year.

**Key Performance Indicator 7**

Scheduled repairs - % of promises kept

Direction of Travel - ↓

Traffic Light 

Quarter one performance is at 97.83%, which is down 1.62% compared to quarter four. However, after a difficult start in April and May, June's performance has improved to 99.51%, with just 4 jobs not meeting target.

**Key Performance Indicator 8**

Gas servicing - % of programme completed against plan

Direction of Travel - ↔

Traffic Light 

The yearly gas servicing programme commenced in April 2017. All of the 8,280 properties due to receive a gas service in this quarter have been visited by St. Leger Homes. At the end of June, 138 properties do not have an up to date landlord certificate and are currently being managed within the 'no access' procedure.

**Key Performance Indicator 8a**

Solid Fuel Servicing - The solid fuel service commenced in April 2017. 82% of the annual programme is now complete (121 properties).

**Key Performance Indicator 9**

Days lost through sickness per FTE

Direction of Travel - ↑

Traffic Light 

Quarter one performance is at 1.51 days per FTE against a target of 1.92. This is an improvement of 0.49 days compared to the same time last year and an improvement of 0.56 days against quarter four's performance.

Year-end projection currently stands at 7.73 days per fte and within the target of 7.90. Figure for the same time last year was 8.02 days.

**Key Performance Indicator 10**

Percentage of invoices paid within 30 days

Direction of Travel - ↑

Traffic Light 

Quarter one performance for 2017/18 is 97.59% slightly above quarter four's performance of 97.21% and well within the target of 95%. This is also an improvement of 0.14% compared to the same time last year.

**Key Performance Indicator 11**

Percentage of Local Expenditure

Direction of Travel - ↓

Traffic Light 

This is a new KPI and is a Mayoral Priority, where £2 of every £3 spent by the Council is to go to Doncaster companies. At the end of 2016/17 performance reached 60% against a target of 66%. Performance for quarter one is at 49%.