



Doncaster Council

Report

Date: 28th February 2019

**To the Chair and Members of the
Overview and Scrutiny Management Committee**

SLHD Performance & Delivery Update: 2018/19 Quarter Three (Q3)

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 2018/19 key performance indicators.

EXEMPT REPORT

3. This report is not exempt.

RECOMMENDATIONS

4. That Committee considers the progress of SLHD performance outcomes and the contribution SLHD makes to supporting Doncaster Council's 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 2018/19 Quarter Three (Q3), performance management report, for the period October to December 2018 (unless otherwise indicated).
7. Targets and measures were reviewed with DMBC officers and elected members prior to the start of the financial year, and revised during Q3 based on performance in the first six months of the year. Fourteen key performance indicators (KPI) have been agreed for 2018/19.
8. Performance elements to note are:
 - eight KPI are on target (green);
 - three are within acceptable tolerance levels (amber);
 - two are below target (red); and,
 - one are not measured against a target (KPI4).
9. It should be noted that the tolerances which determine the red, amber and green status are calculated differently for each indicator and may differ from similar DMBC or Doncaster Children's Trust measures. These will be aligned, where possible, for reporting in 2019/20 to avoid confusion.
10. In terms of the 'direction of travel', performance has improved against four indicators compared to the previous quarter, declined in eight areas and remained the same for one indicator. One indicator has no target.
11. Targets were updated at the start of 2018/19 and revised during Q3. These are considered more challenging than those set in 2017/18. Performance is summarised in the table at Appendix A and commentary covering the performance against all indicators is provided below.

12. Performance

12.1. KPI 1: Percentage of Current Rent Arrears against Annual Debit (below target – red)

Performance at the end of Q3 was 3.13% (£2.3million), which is worse than the profiled target of 2.95% and below performance for both Q1 (2.72% £2million) and Q2 (3.03% £2.22million). This continues the declining trend we have seen throughout the last year. At the same point in 2017/18 performance was 2.78% (£1.94million).

An increase in arrears is forecast around Christmas time and a number of actions were undertaken in an effort to minimise this, including sending over 4,500 letters, text messages and emails to tenants who did not make a payment at the same time last year. For the first time, tenants were able to make debit-card payments over the phone whilst offices were closed over the Christmas period. This resulted in an additional 97 transactions, worth £22k, that may otherwise have been delayed.

The rate of transfer onto Universal Credit (UC) has been greater than the forecast provided by the Department for Work and Pensions (DWP), meaning the amount of rent we had to collect, rather than being paid directly via Housing Benefit, is higher at this stage than originally anticipated. To place this in context, as a result of UC being paid direct to tenants, this financial year we will have to collect £9 million more than last year. We now have a total of 2,926

UC cases and 77.5% of these are in arrears. This is an increase of 576 since Q2 and over 1,000 in the last 6 months.

Work continues with tenants and DWP to provide intensive support including applying for Alternative Payment Arrangement (APA) where appropriate for those on UC. Currently, 31.3% of UC cases have agreed an APA. With our support, tenants have increased their income by a combined total of over £207,000 since April 2018. This is as a result of support with benefit claims or appeals (e.g. personal independent payments – PIP), applying for grants, and accessing support to reduce debt.

12.2. KPI 2: Void Rent Loss – Percentage of rent loss through vacant dwellings (performing well – green)

Performance for Q3 was 0.42%, continuing the improving trend of the last year Q2 was 0.51% and Q1 was 0.54%. The target was revised from 0.75% to 0.6% for the second half of the year, and it is pleasing to report that we are on track to achieve this target, with a cumulative year-to-date performance of 0.47%.

12.3. KPI 3: average number of days to re-let standard properties (performing well – green)

This is a new key performance indicator for 2018/19, but has been reported on in previous years as part of our presentation of void rent loss.

On average, it took 18.41 days to re-let a property during Q3, against a target of 23 days. This is an improvement from Q1 (25.5 days) and Q2 (19.94 days) and continues the improving trend of the last year. Performance for the year-to-date is 20.8 days, whereas performance at the same point last year was 41 days. This improvement has been achieved by a cross-organisational effort focused on reducing turnaround times whilst maintaining quality standards. We have allocated more properties for temporary accommodation, in an effort to reduce the use of bed and breakfast accommodation, which has reduced the overall number of void properties.

12.4. KPI 4: Number of households placed in bed and breakfast (B&B) accommodation (no target)

There were 58 households placed into B&B accommodation in Q3, compared to 81 during Q2. The total number of nights spent in B&B accommodation also decreased to 569 in Q3 from 1,166 in Q2. In Q3, 43 households with children were placed into B&B accommodation, compared with 50 in Q2 and 21 in Q1.

B&B is only used as a last resort where no other suitable property is available. To reduce the use of B&B, we have increased the use of general needs stock for temporary accommodation. At the end of Q3, 82 general needs properties throughout the borough were used as temporary accommodation

12.5. KPI 5: Number of full duty homelessness acceptances (performing well – green)

This is a new key performance indicator for 2018/19, replacing the previous measure of the percentage of decisions made within statutory timescales. This reflects the implementation of the Homelessness Reduction Act, which came into force in April 2018 and changed the legal framework around statutory homelessness decisions.

Cumulatively, there were 81 cases up to the end of Q3, an increase of 26 from Q2 against a year-end target of 315. There were 41 cases during Q1 and 14 cases during Q2.

The number of full duty acceptances continues to be better than the target due to resolving outstanding legacy cases and successful interventions during the prevention or relief stages

12.6. KPI 6: Number of households maintaining or established independent living (performing well – green)

This indicator is taken as a snapshot at the end of the quarter when there were 53 households supported to maintain or establish independent living, against a target of 46. This is a decrease from the 59 at the end of Q2, but an increase from the 41 at the end of Q1.

This indicator is linked to the previous indicators at 12.4 and 12.5.

12.7. KPI 7: Complaints – Percentage of complaints upheld against customer interactions (within tolerance – amber)

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.

The total number of interactions with tenants during September, October and November was over 97,000 an increase of 20% compared to 81,000 in June, July and August. There were 240 complaints in the period of which 79 were upheld, compared to the previous three months when there were 223 complaints of which 55 were upheld. This shows an increasing trend for the year, and is higher than the same period last year (218). This means that performance for the three months was 0.081%, marginally above the 0.08% target (lower is better) and at the same levels as the same period last year (0.10%). Further work is to be undertaken with teams regarding this increase, but we remain on track to achieve the year-end target.

Whilst complaints are received in a variety of service areas, the main areas are repairs and maintenance, and tenancy and estate management. This is expected given that these areas of the business have the highest levels of visibility to tenants and the highest volume of interactions.

12.8. KPI 8: Right first time (performing well – green)

Performance in Q3 was 99.15%, which is better than the 99% target level. This is marginally worse from Q1 (99.39%) and Q2 (99.41%). Within the quarter over 15,400 jobs were completed of which just 135 were not right first time.

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

12.9. KPI 9: Scheduled repairs, percentage of promises kept (within tolerance – amber)

Performance during Q3 declined at 98.08% against a target of 100%. This is down from 99.25% at the end of Q2 and 99.57% at the end of Q1, and is below the same point last year (Q3 2017/18).

The total number of jobs planned in Q3 was 2,865 (134 more than Q2), of which just 55 were not on target. All jobs deemed not complete within target have subsequently been completed

12.10. KPI 10: Gas servicing, percentage of properties attended against planned (performing well – green)

The annual gas servicing programme commenced in April and completed in December. During Q3, the remaining 3,524 properties requiring a gas or solid fuel service were visited. Access to approximately 19% of properties proved challenging due to a variety of customer related issues, which is slightly higher than during Q2. Where necessary, access issues are managed using our legal process, however all properties have now had their annual gas service.

12.11. KPI 11: Days Lost to Sickness per Full Time Equivalent (FTE) (below target – red)

Year-to-date sickness levels for the 9 months from April to December 2018 were 6.69 days lost per FTE. Overall sickness levels deteriorated in Q3 to 2.58 days lost per FTE compared to 2.23 days in Q2 and 1.88 days in Q1.

This means that for the 12 months up to the end of December, sickness levels were 9.04 days lost per FTE against a profiled target of 7.89 days. As a result, we are forecasting an end of year result of 9.05 days per FTE against the end of year target of 7.9 days.

The most common reasons for sickness absence continue to be:

- stress/depression/anxiety;
- infection/virus; and,
- musculo/skeletal.

Combined, these three reasons accounted for 61% of all absences in Q3.

71% of employees achieved 100% attendance in Q3, compared to 80% of employees during Q2 and 79% in Q1.

12.12. KPI 12: Percentage of invoices paid within 30 days (performing well – green)

Performance in Q3 was 98.91%, continuing the improving trend this financial year (Q2 was 96.83% and Q1 was 94.35%). This means year-to-date performance is 96.67%, exceeding the target of 96.5%. In Q3, 4,248 of the 4,295 invoices received were paid within the 30-day target.

12.13. KPI 13: Percentage of Local Expenditure (within tolerance – amber)

During Q2, it was agreed to change the way in which this is calculated, to bring it in line with DMBC reporting methods. Because of this change, data is only available from August 2018. Local expenditure in Q3 was almost £1.4million, representing 66.18% of the overall £2.11million contracted spend. A further 25% was spent in the wider Yorkshire region. For the year-to-date 62% of our expenditure has been with local suppliers.

We will continue to maximise local spend where possible within the domains of The Public Contracts Regulations 2015 which precludes the restricting of opportunities to organisations in the Borough of Doncaster.

12.14. KPI 14: Anti-social behaviour (ASB) cases resolved as a percentage of all cases completed (no target)

This is a new key performance indicator for 2018/19. Data was gathered and analysed in the first half of the year and was used to inform the 90% target, which was agreed during Q3.

In Q3 344 ASB cases were completed of which 323 were resolved, representing 93.90%. This is slightly below performance in Q2 (95.49%), but an improvement compared to Q1 (87.40%).

OPTIONS CONSIDERED

13. Not applicable

REASONS FOR RECOMMENDED OPTION

14. Not applicable

IMPACT ON THE COUNCIL’S KEY OUTCOMES

15.

	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,</p>	

	<p>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

16. Specific risks and assumptions are included in Section 12 of this report.

LEGAL IMPLICATIONS

(SF, Asst. Director Legal & Democratic Services, 01.02.19)

17. There are no legal implications for this report.

FINANCIAL IMPLICATIONS

(NF, SLHD Head of Finance, 31.01.19)

18. In 2018/19 St. Leger Homes will receive management fees of £29.9m from

DMBC. This is made up of £28.8m from the Housing Revenue Account and £1.1m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS (AC, HR & OD Business Manager, 01.02.19)

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

TECHNOLOGY IMPLICATIONS (PW, Technology Governance & Support Manager 01.02.19)

20. There are no specific technology implications for this report.

HEALTH IMPLICATIONS (KH, Public Health Improvement Coordinator, 01.02.19)

21. The home environment is an important contributor to health and wellbeing and a healthy community helps residents to thrive, be independent and contribute. Access to decent and appropriate 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.

- Despite the rise in current rent arrears, it is encouraging to see that partnership working with the DWP and tenants continue, including arranging Alternative Payment Arrangements where appropriate.
- In reference to Homelessness Acceptances, it is good to see that successful preventative work is being undertaken. The health of people experiencing homelessness is significantly worse than that of the general population, and the cost of homelessness to the NHS and social care is considerable. A recent audit found that 41% of homeless people reported a long term physical health problem and 45% had a diagnosed mental health problem, compared with 28% and 25%, respectively, in the general population. A preventative, upstream approach can not only have a positive effect on the health and wellbeing of people at risk of, or experiencing homelessness, but can also be more cost effective in the long term.
- It is positive to see that number of households are maintaining or establishing independent living continue to meet targets.

KPI 4: Number of households placed in bed and breakfast (B&B) accommodation.

Providing a safe, secure home can have a positive impact on a child's physical and mental health and can lay the foundations for a healthy future. Therefore any measures to reduce the number of people, especially families, living in bed and breakfast accommodation should improve health and wellbeing.

It is encouraging to see that work has taken place to utilise general needs stock and the number of placements in B&B accommodation has decreased this quarter compared to last quarter. However, figures still remain high for numbers of households placed in B&B when compared over a longer period. In Quarter 1 2018/19 there were 60 households in B&B, 21 with children and in Quarter 4 of 2017/18 there were 28 households in B&B,

13 with children. We recommend that work to place people elsewhere is continued and preventative work is undertaken to understand and prevent the placement of families especially in B&B accommodation.

Performance measures: KPIs 8, 9 and 10

The condition of a home can have a significant impact on the health and wellbeing of the people that live there. A healthy home is in good repair, warm and comfortable and free from hazards. Poor quality housing is associated with a range of physical and mental health problems and the King's Fund suggest that £1 spent on improving homes saves the NHS £70 over 10 years. It is essential that social housing is well maintained and kept in good repair in order to promote the health of the families living there.

EQUALITY IMPLICATIONS (PT, Chief Executive, 13.02.19)

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	Performance	Target	DoT	R/AG
1	Percentage of current rent arrears against annual debit	Q3	3.13%	2.95%	↓	
2	Void rent loss (lettable voids)	Q3	0.42%	0.60%	↑	
3	Average Days to Re-let Standard Properties	Q3	18.41	23	↑	
4	Number of Households Placed in B&B Accommodation	Q3	20	No Target		
5	Number of Full Duty Homelessness Acceptances	YTD	81	315	↓	
6	Number of households maintaining or established independent living	Q3	53	46	↑	
7	Analysis of complaints received – percentage of complaints upheld against customer interactions	Q3	0.081%	0.08%	↓	
8	Right first time	Q3	99.15%	99%	↓	
9	Scheduled repairs – percentage of promises kept	Q3	98.08%	100%	↓	
10	Gas servicing – percentage of properties attended against target	YTD	100.00%	100%	↔	
11	Days lost through sickness per FTE	YTD	6.69	7.90	↓	
12	Percentage of invoices paid within 30 days	Q3	98.91%	96.5%	↑	
13	Percentage of Local Expenditure	Q3	66.18%	66%	↓	
14	ASB Cases Resolved as a % of All Cases Closed	Q3	93.90%	90%	↓	

Notes:

- Performance is in the period indicated i.e. Q3 is performance in the 3 months, whereas YTD (year to date) is performance since April 2018.
- Direction of travel (DoT) is against performance in the previous quarter.

↑ = improving

↔ = no change

↓ = declining

- Targets are for the end of the year performance unless indicated otherwise.
- R/A/G status is against the cumulative target, meaning performance could be better than target in the quarter but below target for the year-to-date.