



Doncaster Council

Report

Date: 27th June 2019

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

SLHD Performance & Delivery Update: 2018/19 Quarter Four (Q4) and End of Year

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 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 SLHD 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 Four (Q4), performance management report, for the period January to March 2019 (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) were agreed for 2018/19.
8. Performance elements to note are:
 - ten KPI have achieved or exceeded target (green);
 - one was within acceptable tolerance levels (amber);
 - two were below target (red); and,
 - one was not measured against a target (KPI 4).
9. It should be noted that during 2018/19 the tolerances which determine the red, amber and green status were 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 improved compared to Q3, when there were eight green, three amber and two red indicators.
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 (performing well – green)

Performance at the end of Q4 was 2.61% (£1.92m), which is an improvement on the previous three quarters and means the end of year target of 2.95% has been achieved. This is also an improvement on the previous year, when arrears were 2.63% (£1.95m).

This improvement was the result of investment in our Tenancy Sustainability and Income Collection Teams at the start of the year and considerable additional focus following the introduction of the Arrears Recovery Plan in October. The rate of transfer on to 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, there was approximately £9 million more rent to collect this financial year than last year.

We now have a total of 3,200 tenants who are claiming UC, 2,217 (69%) of these are in arrears. This is an increase of 1,790 tenants claiming UC compared to the same date last year where we had 1,410 tenants claiming UC, of which 79.2% were in arrears.

We continue to work closely with DWP colleagues and provide intensive support including applying for Alternative Payment Arrangement (APA) where appropriate for those on UC. Currently, 30% of UC cases have agreed an APA to have their rent paid direct from their UC payment. Of the 1,200 tenants who have accessed our Tenancy Sustainability team; receiving intensive support,

over £0.33m of financial gains have been achieved for these tenants since the team began in January 2018. This is as a result of support with benefit claims or appeals (e.g. personal independent payments – PIP), applying for grants, and accessing financial support to reduce debt etc. The team also worked with 273 families who are eligible to claim for the Stronger Families programme funding. In total, 81% of tenants who have received support from the team are still sustaining their tenancy 6 months after completing their programme of support.

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

Performance for Q4 was 0.51%, which is a decline compared to Q3 (0.42%). Cumulatively, performance for the year was 0.49%, which is an improvement on the previous year where the KPI was 0.78%. We are, therefore, pleased to report the end of year target of 0.60% has been exceeded.

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 21.3 days to re-let a property during Q4, against a target of 23 days. This is a slight decline in performance compared to Q3 (18.4 days) and Q2 (19.9 days), but is better than Q1 (25.5 days). Cumulatively, performance for the year was 20.9 days, which is almost half the time taken in 2017/18 (40.0 days) and means the target of 23.0 days has been achieved. This improvement has been achieved by a cross-organisational effort focused on reducing turnaround times whilst maintaining quality standards. In an effort to reduce the use of bed and breakfast accommodation, we have allocated more properties for temporary 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 75 households placed into B&B accommodation in Q4, compared to 58 during Q3, bringing the total for the year to 274. The total number of nights spent in B&B accommodation was 502 compared to 569 in Q3 and 1,166 in Q2. In Q4, 45 households with children were placed into B&B accommodation, compared with 43 in Q3, 50 in Q2 and 21 in Q1, meaning the total for the year was 159 households.

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.

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 130 cases up to the end of Q4, against the year-end target of 315 cases. There were 47 new cases in Q4, the highest of the year, compared to 26 in Q3, 16 in Q2 and 41 in Q1.

The target has been achieved by resolving outstanding legacy cases and 450 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 69 households supported to maintain or establish independent living, against a target of 46. This is an increase from 53 at the end of Q3 and means the target of 46 for the end of year performance has been exceeded.

This indicator is linked to KPI 4 and KPI 5 above.

12.7. KPI 7: 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.

The total number of interactions with tenants during December, January and February was over 88,500 compared to over 97,000 during September, October and November. There were 218 complaints in the period of which 49 were upheld, compared to the previous three months when there were 240 complaints of which 79 were upheld. This shows an improvement, but is higher than the same period last year (181). This means that performance for the three months was 0.078%, bringing performance for the year to 0.073%, which is better than the 0.08% target (lower is better).

Work is ongoing to understand the increase in the number of complaints compared to previous years and prevent similar complaints in the future. Whilst complaints are received across 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 Q4 was 99.3%, which is better than the 99.0% target. This is an improvement from Q3 (99.2%) and is in line with Q1 (99.4%) and Q2 (99.4%). Within the quarter over 17,000 jobs were completed of which just 119 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 Q4 improved to 99.6% compared to 98.1% in Q3, and is in line with Q2 (99.3%) and Q1 (99.6%). The outturn performance for the year

was therefore 99.1% against a target of 100.0%, which is a slight improvement on 2017/18 (99.0%).

The total number of jobs planned in Q4 was 2,800, of which just 12 were not completed on time. All 12 jobs out of target were in January, which saw the highest number of planned jobs in a month for the year (1,119). For the year, there were a total of 10,977 jobs planned of which just 104 were not completed within the target timescales. 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. All 19,316 properties were attended in line with the planned schedule. Access to approximately 14% of properties proved challenging due to a variety of customer related issues. Where necessary, access issues are managed using our legal process, however all properties have now had their annual gas service.

All properties which have solid fuel heating were also serviced during the year.

The programme for 2019 commenced in March 2019.

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

Sickness levels for the year were 8.9 days per FTE against a target of 7.9 days (lower is better). There was an improvement in Q4 to 2.2 days per FTE compared to Q3 (2.6 days).

During Q4, 73% of employees achieved 100% attendance, compared to 71% in Q3, 80% in Q2, and 79% in Q1. For the year, 44% of employees achieved 100% attendance, which is 1% better than the previous year.

The most common reasons for sickness absence continue to be:

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

Combined, these three reasons accounted for 58% of all absences in Q4 and 57% of all absences for the year as a whole.

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

Performance in Q4 was 99.6%, continuing the improving trend this financial year (Q3 was 98.9%, Q2 was 96.8% and Q1 was 94.4%). This means the year-end outturn performance was 97.1%, exceeding the target of 96.5%.

In Q4, 4,597 of the 4,672 invoices received were paid within the 30-day target (75 outside of target). For the year, 17,026 of the 17,529 invoices received were paid within the 30-day target (503 outside of 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 Q4 was £1.75m, representing 53.4% of the overall £3.29m contracted spend. A further 38.3% was spent in the wider Yorkshire region. The outturn for the year (since August 2018), was 58.0% of our expenditure has been with local suppliers in Doncaster, with a further 33.0% spent within the Yorkshire region.

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 90.0% target, which was agreed during Q3.

In Q4, 93.8% of ASB cases were completed, which is in line with Q3. This represents 356 completed cases, compared to 344 in Q3. The outturn for the year was, therefore, 93.0% exceeding the 90.0% target (higher is better).

OPTIONS CONSIDERED

13. Not applicable

REASONS FOR RECOMMENDED OPTION

14. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

15.

	Outcomes	Implications
	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; Better access to good fulfilling work Doncaster businesses are supported to flourish Inward Investment	Work of SLHD 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.
	Doncaster Living: Our vision is for Doncaster's people to live in a borough that is vibrant and full of opportunity, where people enjoy	

	<p>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

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

LEGAL IMPLICATIONS [Officer initials: NC Date: 28.05.19]

17. There are no legal implications for this report.

FINANCIAL IMPLICATIONS [Officer initials: DH Date: 14.05.19]

18. In 2018/19, SLHD received management fees of £29.9m from DMBC. This is made up of £28.6m from the Housing Revenue Account and £1.3m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS [Officer initials: AC Date: 29.05.19]

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

TECHNOLOGY IMPLICATIONS [Officer initials: PW Date: 28.05.19]

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

HEALTH IMPLICATIONS [Officer initials: KH Date: 03.06.19]

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 the majority of indicators in this report are on target.

It is encouraging to see that work undertaken to address rent arrears (KPI 1) as part of a partnership response to Universal Credit has been having a positive impact and that performance has improved in this final quarter. Homes should protect and promote good mental health: they should provide security of tenure, and a sense of safety and comfort. Having a secure tenancy can impact positively on health and wellbeing, thus it is good to see comprehensive and intensive work being undertaken with tenants to support them to sustain their tenancies.

In reference to homelessness acceptances (KPI 5), it is good to see that successful preventative work is being undertaken. Preventative work to tackle homelessness can have a positive impact on the health and wellbeing of the most vulnerable people in our communities. Homelessness is more likely to affect those in society who are most at risk of experiencing other inequalities, including, BME young people, LGBT young people, gypsies and travellers, people with long term illnesses or a disability (LGA, 2017). 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 (KPI 6) has exceeded its target.

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 to address the number of placements in B&B accommodation. However, figures still remain high and the number of people in B&B has risen over the year. Of particular concern is the number of families: 45 families with children were placed in B&B in Q4. We recommend that work to place people elsewhere is continued and preventative work is undertaken to understand current systems of support and to prevent placements in B&B accommodation wherever possible.

KPIs 7, 8 and 9

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.

KPI 11: Days Lost to Sickness per Full Time Equivalent

Although there has been an improvement in sickness rates from Q3, for Q4 this KPI is red and the target is not being achieved.

Over the last 10 years there has been a growing body of evidence supporting the business case for improving health and wellbeing in the workplace. There are many benefits to employers for having improved health and wellbeing in the workplace – reduced sickness absence, increased productivity, improved morale and generally happier staff that stay with the business.

Poor employee health can cost huge amounts of money through sickness absence, relief cover costs, loss of productivity, time to attend hospital appointments, and loss of reputation and image.

Employers are key players in being able to deliver public health messages as they have a captive audience – their staff. As well as reducing sickness absence and turnover, this can also lead to enhanced productivity, improved performance, a higher company profile and enhanced reputation. By promoting a healthy workplace and engaging with a workplace health award, businesses can work towards building good practice, promoting a culture that promotes health and wellbeing.

EQUALITY IMPLICATIONS

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

CONSULTATION

23. Consultation has taken place with key managers within SLHD, 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 Q4 and End of Year

KPI	Indicator	Q1	Q2	Q3	Q4	YTD / Year-End	YTD Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	2.72%	3.02%	3.13%	2.61%	2.61%	2.95%	↑	✓
2	Void rent loss (lettable voids)	0.55%	0.48%	0.42%	0.51%	0.49%	0.60%	↓	✓
3	Average Days to Re-let Standard Properties	25.5	19.8	18.8	21.3	20.9	23.0	↓	✓
4	Number of Households Placed in B&B Accommodation	60	81	58	75	274	No Target		
5	Number of Full Duty Homelessness Acceptances	41	16	26	47	130	315	↓	✓
6	Number of households maintaining or established independent living (snapshot at end of period)	41	59	53	69	69	46	↑	✓
7	Analysis of complaints received – percentage of complaints upheld against customer interactions	0.04%	0.07%	0.08%	0.08%	0.07%	0.08%	↑	✓
8	Right first time	99.5%	99.3%	99.1%	99.3%	99.2%	99.0%	↑	✓
9	Scheduled repairs – percentage of promises kept	99.46%	99.05%	98.08%	99.57%	99.05%	100.0%	↑	⚠
10	Gas servicing – percentage of properties attended against target	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	↔	✓
11	Days lost through sickness per FTE	1.88	2.23	2.58	2.22	8.90	7.90	↑	●
12	Percentage of invoices paid within 30 days	94.4%	96.8%	98.9%	98.4%	97.1%	96.5%	↓	✓
13	Percentage of Local Expenditure	40.7%	56.4%	66.2%	53.4%	57.9%	66.0%	↓	●
14	ASB Cases Resolved as a % of All Cases Closed	86.8%	96.1%	94.2%	93.8%	93.0%	90.0%	↓	✓

Notes:

- Direction of travel (DoT) is against performance in the previous quarter. ↑= Improving, ↔= No Change, ↓= Declining.
- Year to date (YTD) is performance since April 2018.
- Targets are for the end of the year performance.
- R/A/G status is against the cumulative year-end / YTD target, meaning performance could be better than target in a quarter but below target for the year-to-date or vice-versa.