



# Doncaster Council

## Report

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Date: 16<sup>th</sup> December 2020

To the Chair and Members of Overview and Scrutiny Management Committee

**St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update:  
2019/20 Quarter One (Q2)**

Relevant Cabinet Member(s)	Wards Affected	Key Decision
Councillor Glyn Jones, Cabinet Member for Housing and Equalities, Deputy Mayor	All	None

### EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of key performance indicators to the Executive Board.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2019/20 Key Performance Indicators (KPIs).

### EXEMPT REPORT

3. This report is not exempt.

### RECOMMENDATIONS

4. That Members of Overview and Scrutiny Management Committee note the progress of SLHD performance outcomes and the contribution SLHD makes  
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to supporting DC 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. As part of the Management Agreement and governance arrangements for SLHD, an Annual Development Plan (ADP) is produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor. The ADP identifies the key deliverables, outcomes, milestones and performance measures. Part of the agreed governance framework is a quarterly report of key performance indicators to the Executive Board
7. This report provides an opportunity to feedback on performance successes and challenges against the 2019/20 Key Performance Indicators (KPIs).

### 8. 2019/20 QUARTER 2 PERFORMANCE

- 8.1. **Appendix A** contains the SLHD 2019/20 Quarter 2 (April to September 2019) Performance Management summary. Commentary covering the performance against all indicators is provided below.
- 8.2. Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. Nineteen KPIs were agreed for 2019/20, although five of these are measured annually. During Q2 2019/20, KPI 14 was split in two - KPI14a KPI4b - to separately report performance on training and employment support, so there are now 20 KPIs for 2019/20 (see 4.18 below).

Elements to note as at the end of Quarter 2 are:

	Q2 19/20	Q1 19/20	Q4 18/19	Q3 18/19	Q2 18/19	Q1 18/19
Green (on target)	7	7	10	8	7	7
Amber (within tolerance)	4	1	1	3	2	3
Red (below target)	3	5	2	2	3	2
No target <sup>1</sup>	1	1	1	1	2 <sup>2</sup>	2
Annual KPIs	5	5				
Total	20	19	14	14	14	14

<sup>1</sup> One KPI does not have a target - KP4 : number of households placed in B&B accommodation.

<sup>2</sup> In Q3 2018/19, a target was developed for ASB cases resolved.

- 8.3. It should be noted that the tolerances which determine the red, amber and green status are now consistent with DC and Doncaster Children's Trust measures. It should also be noted that cumulative year to date (YTD) performance is now reported rather than performance in the quarter, as this can be misleading when comparing to target.
- 8.4. Overall, in terms of the 'direction of travel', performance has improved

slightly.

#### 8.5. KPI 1: Percentage of Current Rent Arrears against Annual Debit :

**Profiled Target**                      **3.10% \***                      **Year-end target 3.22% \***  
**Q2 YTD Performance**            **2.95%**                      **EXCEEDING TARGET – GREEN**

\* It should be noted that the target for 2019/20 (3.22%) is higher than the 2.95% target for 2018/19. This is to reflect the impact of Universal Credit (UC) not being paid for the 53<sup>rd</sup> rent week in 2019/20 for those claiming UC. The impact was estimated at £310k and the target therefore comprises:

	19/20	18/19
Base current arrears target	2.80%	2.95%
53rd week impact	0.42%	-
Total current arrears target	3.22%	2.95%

The 53<sup>rd</sup> week impact accrues throughout the year so the 2019/20 target has been profiled to reflect this and past experience of arrears fluctuations.

The table below shows current performance against profiled target and comparatives from 2018/19.

Quarter	Current rent arrears %	Profiled rent arrears target %
Q1 18/19	2.72%	2.74%
Q2 18/19	3.02%	2.84%
Q3 18/19	3.13%	2.95%
Q4 18/19	2.61%	2.95%
Q1 19/20	2.77%	2.77%
<b>Q2 19/20</b>	<b>2.95%</b>	<b>3.10%</b>
Q3 19/20		3.28%
Q4 19/20		3.22%

Focus continues on the Income Management Action plan and performance at the end of Q2 was 2.95% (£2.17m), which is better than the profiled target.

Approximately 7,500 tenants are expected to be affected by Universal Credit (UC) over a four year rollout period and there are now 4,116 UC claimants. Of these, 3,134 (76%) are in current rent arrears. This is an average of about 35 new UC claimants per week over the period to date, but there have been times where new claimants have been at around the 50 per week level.

The total rent arrears for those who are claiming UC is £1.38m, however, it should be noted that prior to claiming UC the total arrears for the same 4,116 claims was £908k, meaning the impact of UC on arrears levels is an increase of £470k.

At this point last year there were 2,304 UC claimants, of which 1,840 (80%) of customers were in rent arrears.

The number of UC cases has therefore nearly doubled over the past year, but, the total amount of customers who are in rent arrears and in receipt of UC has decreased by 4% (from 80% to 76%)

Currently, 31.4% of all UC cases have Alternative Payment Arrangement (APA) for direct payment to St Leger Homes.

We continue to work collaboratively with the Department for Work and Pensions (DWP), Doncaster Council (DC) to ensure all customers are supported to make and maintain their Universal Credit claim.

Referrals to our Tenancy Sustainability Service for intensive support continue to grow from commencement in 2018, and we have supported 2,602 customers and secured in total over £854k of financial gains for supported clients. Financial gains have been as a result of support with benefit claims or appeals, applying for grants, and accessing financial support to reduce debt etc.

**8.6. KPI 2: Void Rent Loss – Percentage of rent loss through vacant dwellings:**

**Target 0.50%**  
**Q2 YTD Performance 0.64% ABOVE TARGET – RED**

For 2019/20, a reduced target of 0.50% was set (2018/19 : 0.60%), and performance for Q1 and Q2 was above target. Cumulative year to date performance is 0.64% equivalent to £243k of rent loss. This is a deterioration compared to performance in in 2018/19, but an improvement from Q1 2019/20, as summarised below:

Quarter	% Void rent loss	% void rent loss target
Q1 18/19	0.53%	0.60%
Q2 18/19	0.50%	0.60%
Q3 18/19	0.48%	0.60%
Q4 18/19	0.49%	0.60%
Q1 19/20	0.71%	0.50%
<b>Q2 19/20</b>	<b>0.64%</b>	<b>0.50%</b>
Q3 19/20		0.50%
Q4 19/20		0.50%

Void Rent Loss (VRL) performance continues to show an improving trend in 2019/20. September's VRL shows a reduction at 0.52% when compared to August (0.56%) and July (0.63%).

The number of voids held is showing a reduction each month from April 2019 (143) to September 2019 (104).

The time taken to re-let voids has also improved (see KPI 3 below), and this has impacted favourably on this KPI 2. A stringent action plan has been implemented to ensure the improvement in performance continues.

**8.7. KPI 3: AVERAGE NUMBER OF DAYS TO RE-LET STANDARD PROPERTIES :**

**Target 20.00 calendar days**  
**Q2 YTD Performance 23.83 calendar days ABOVE TARGET – RED**

This was a new KPI for 2018/19 to complement other void measures.

For 2019/20, a reduced target of 20 calendar days was set (2018/19: 23 days) and on average, it took 23.83 days to re-let a property during the period up to the end of Q2.

This is a deterioration compared to performance in 2018/19, but still considerably better than the time taken in 2017/18 (40 days). However, there has been improvement in performance since the end of Q1 2019/20, as summarised below:

Quarter	Void re-let time (days)	Void re-let time (days) target
Q1 18/19	25.50	23.00
Q2 18/19	21.89	23.00
Q3 18/19	20.80	23.00
Q4 18/19	20.92	23.00
Q1 19/20	26.65	20.00
<b>Q2 19/20</b>	<b>23.83</b>	<b>20.00</b>
Q3 19/20		20.00
Q4 19/20		20.00

Standard re-let Performance also shows an improving trend during this year. For September, standard re-lets show a reduction at 19.94 days when compared to August (20.74 days) and July (24.36 days).

Hard to let properties continue to have a negative impact on performance and when removing the oldest 3 standard re-lets the month end performance shows an improvement to 19.03 days. Additional repair work is completed in hard to let properties to improve the chance of re-let.

As with KPI 2, close monitoring and improved communication continues across all teams involved in the key to key process to ensure the target of 20 days is achieved.

**8.8. KPI 4: Number of households placed in bed and breakfast (B&B) accommodation (NO TARGET)**

The table below summarises activity over the past 18 months:

	Households placed in B&B accommodation	Total number of nights in B&B accommodation	Households with children placed in B&B accommodation
Q1 18/19	60	n/k	21
Q2 18/19	81	1,166	50
Q3 18/19	58	569	43
Q4 18/19	75	502	45
Q1 19/20	28	67	15
<b>Q2 19/20</b>	<b>18</b>	<b>41</b>	<b>10</b>

The table shows a continued, big reduction in activity in 2019/20 after the small increase in Q4 of 2018/19, which overall was a year with the highest activity levels ever experienced.

Increasing preventions and interventions together with the additional resources from MHCLG Grants to assist with accessing the private rented sector provides an alternative to a placement in temporary accommodation as well as an opportunity to move on more quickly from it.

Although the number of nights in B&B increased in July from June 2019, it decreased again in August, and September, with just one night, was the lowest in-month number since reporting began in October 2017.

The total number of nights households spent in B&B during the first half of this year was 108 nights compared with 1,044 nights over the same period last year.

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 Q2, there were 80 properties in use for temporary accommodation and is higher than the 60 budgeted for 2019/20.

**8.9. KPI 5: Number of full duty homelessness acceptances :**

**Target YTD 66**  
**Q2 YTD Performance 106** **ABOVE TARGET – RED**

This was a new key performance indicator for 2018/19 to reflect the implementation of the Homelessness Reduction Act (HRA), which came into force in April 2018.

During the first half of this year, there were 106 acceptances, higher than the year to date target of 66 (annual target 130). The table below summarises the trends since this measure was introduced :

Quarter	No. of acceptances	Cumulative no. of acceptances	Cumulative target
Q1 18/19	41	41	78
Q2 18/19	16	57	156
Q3 18/19	26	83	236
Q4 18/19	47	130	315
Q1 19/20	40	40	33
<b>Q2 19/20</b>	<b>66</b>	<b>106</b>	<b>66</b>

The number of Full Duty decisions averaged 15 per month for the first five months, however September saw an increase to 30 decisions. The target is 11 per month.

The challenging, reduced target of 130 was set in April 2019 based upon the first year's data following the introduction of the HRA 2017.

#### 8.10. KPI 6: Number of homeless preventions :

**Target YTD 305**  
**Q2 YTD Performance 451** **EXCEEDING TARGET – GREEN**

This is a new key performance indicator for 2019/20 and replaces the number of households maintaining or established independent living.

Quarter	No. of preventions	Cumulative no. of preventions	Cumulative target
Q1 19/20	207	207	153
<b>Q2 19/20</b>	<b>244</b>	<b>451</b>	<b>305</b>
Q3 19/20			458
Q4 19/20			610

With the Team almost at full capacity, applicants are receiving assessment on their first contact with the service. This is providing more opportunity to work more proactively with customers to explore a range of housing options.

This is being rewarded with an increase in successful interventions to both relieve and prevent homelessness and will exceed the target of 605. This is also reflected in the reduced number of placements into temporary accommodation

#### 8.11. KPI 7: Complaints – Percentage of complaints upheld against customer interactions :

**Target 0.08%**  
**Q2 YTD Performance 0.05%** **EXCEEDING TARGET – 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 target for the year is to be below 0.08%

Period	Interactions	Complaints	Upheld	% Upheld	% Target
Feb, Mar, Apr 18	83,189	197	31	0.04%	0.08%
Jun, Jul, Aug 18	80,705	223	54	0.07%	0.08%
Sep, Oct, Nov 18	95,039	240	79	0.08%	0.08%
Dec18, Jan, Feb 19	88,713	218	69	0.08%	0.08%
<b>Totals 2018/19</b>	<b>347,646</b>	<b>878</b>	<b>242</b>	<b>0.07%</b>	<b>0.08%</b>
Mar, Apr, May 19	125,712	209	53	0.05%	0.08%
Jun, Jul, Aug 19	99,052	195	59	0.06%	0.08%
<b>Totals 2019/20 YTD</b>	<b>225,095</b>	<b>304</b>	<b>112</b>	<b>0.05%</b>	<b>0.08%</b>

Complaints are reported one month in arrears to ensure that the complaints are closed down within our service standard of 10 working days.

Complaints in Q2 and those upheld were at similar levels to Q1. The general trend is of improving performance but work is on-going to understand the reasons for the number of complaints and prevent similar complaints in the future. 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.

#### 8.12. KPI 8: Number of tenancies sustained post support :

**Target 85.00%**  
**Q2 YTD Performance 92.79% EXCEEDING TARGET – GREEN**

This is a new KPI for 2019/20 to measure the success of the support provided to tenants by our tenancy sustainment service.

Period	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	% Target
Q1 19/20	213	196	92.00%	85.00%
Q2 19/20	203	190	93.60%	85.00%
<b>2019/20 YTD</b>	<b>416</b>	<b>386</b>	<b>92.79%</b>	<b>85.00%</b>

At the end of Q2, 416 tenancies have been closed for 6 months following their period of support. Of these, 386 are still being sustained, representing a year to date success rate to 92.79% against a target of 85.00%.

### 8.13. KPI 9: Number of repairs complete on first visit :

<b>Target</b>	<b>92.00%</b>	
<b>Q2 YTD Performance</b>	<b>87.71%</b>	<b>BELOW TARGET – RED</b>

This is a new KPI for 2019/20 to measure the number of responsive repairs completed without the need for the operative to return a second time because the repair was inaccurately diagnosed and / or did not fix the problem.

**NB :** In the period since Q1, figures for 2019/20 have been restated to exclude certain repairs where it would not be possible to complete at first visit, eg. some glazing repairs where measuring up is required for replacement parts.

Performance overall as at the end of Q2 was 87.71% and therefore below target. The table below shows that performance is almost identical for both quarters to date. Further analysis is on-going to understand the reasons and ensure this improves.

Period	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	% Target
Q1 19/20	10,612	9,310	87.73%	92.00%
Q2 19/20	11,027	9,670	87.69%	92.00%
<b>2019/20 YTD</b>	<b>21,639</b>	<b>18,980</b>	<b>87.71%</b>	<b>92.00%</b>

### 8.14. KPI 10: Gas servicing, percentage of properties attended against planned:

<b>Target</b>	<b>100.00%</b>	
<b>Q2 YTD Performance</b>	<b>100.00%</b>	<b>MEETING TARGET – GREEN</b>

The target for the six months to end of September was to attend 15,873 properties and we visited all these properties on the set appointment date, therefore gas servicing appointments made and kept remains at 100%.

There has been an increase in the number of properties where access could not be gained at the first visit. These are being managed through our legal access process. The way the programme is managed in future years will change to increase the time we have to gain access to complete the gas service prior to the expiry date.

### 8.15. KPI 11: Days Lost to Sickness per Full Time Equivalent (FTE) :

<b>Target YTD</b>	<b>3.75</b>	
<b>Q2 YTD Performance</b>	<b>4.00</b>	<b>WITHIN TOLERANCE LEVELS – AMBER</b>

The number of days lost to sickness absence during quarter 2 is 4.00 days per Full Time Equivalent (FTE), this is higher than the YTD target for Q2

(3.75). At the same point last year the comparative figure was 4.04 days per FTE.

The number of days lost to sickness absence is showing an improving trend in quarter 2 with sickness levels falling in August and September. The month of September was better than target.

Quarter	Cumulative Long term days lost per FTE	Cumulative Short term days lost per FTE	Cumulative Total days lost per FTE	Profiled target
Q1 18/19	1.04	0.83	1.87	1.92
Q2 18/19	2.20	1.84	4.04	3.75
Q3 18/19	3.39	3.29	6.68	5.79
Q4 18/19	4.51	4.39	8.90	7.89
Q1 19/20	1.22	0.63	1.85	1.92
Q2 19/20	2.41	1.59	4.00	3.75

The cumulative 4.00 days per FTE is made up of 2.41 days per FTE of long term sickness and 1.59 days per FTE of short term sickness absence. Cases are being managed through the Managing Attendance Policy.

The top five most common reasons for sickness absence are:

Sickness Reason	Days Lost
Other Musculo/Skeletal	140.6
Infection/Virus	81.8
Stomach/Liver/Kidney/Digestion	56.0
Stress/Depression/Anxiety	51.9
Back/Shoulder	33.0

#### 8.16. KPI 12: Percentage of Local Expenditure :

<b>Target</b>	<b>66.00%</b>	
<b>Q2 YTD Performance</b>	<b>59.46%</b>	<b>WITHIN TOLERANCE LEVELS – AMBER</b>

In the six months to end of September 2019/20, cumulative local spend was £2.586m (59%) of the overall £4.349m contracted spend, with a target of 66%. In monetary terms this under performance is £284k.

The cumulative under performance is mainly down to the Engie Responsive works contract, which when procured was a Doncaster based organisation, however during the term of the contract they have relocated and their nearest office is now in Rotherham. So far this year we have paid just over £413k to Engie, which is now not classed as Doncaster spend.

SLHD has to comply with legislation, where contract opportunities cannot be ring-fenced to organisations in the Borough of Doncaster. The Procurement Strategy and Contract Standing Orders have been developed to try and

optimise local spend and social value. SLHD's Financial Regulations and Contract Standing Orders are currently under review.

**8.17. KPI 13: Anti-social behaviour (ASB) cases resolved as a percentage of all cases completed :**

**Target 90.00%**  
**Q2 YTD Performance 95.50% EXCEEDING TARGET – GREEN**

This was a new key performance indicator for 2018/19. The table below summarises the year to date performances throughout 2018/19 and year to date to end of Q2 2019/20.

Quarter	% ASB cases resolved	% target
Q1 18/19	86.75%	90.00%
Q2 18/19	91.37%	90.00%
Q3 18/19	92.22%	90.00%
Q4 18/19	92.99%	90.00%
Q1 19/20	96.47%	90.00%
<b>Q2 19/20</b>	<b>95.50%</b>	<b>90.00%</b>

Case volumes are slightly higher for Q1 and Q2 2019/20 compared to 2018/19, and this is being monitored closely.

Performance has been generally consistent over the first six months of 2019/20 and reflects strong performance in dealing with ASB cases.

**8.18. KPI 14 – NUMBER OF TENANTS AND RESIDENTS HELPED IN TO TRAINING AND/OR EMPLOYMENT**

During Q2, this KPI was separated into two to measure :

- **KPI14 a - Number of tenants and residents in to training and education; and**
- **KPI14 b - Number of tenants and residents in to employment**

This was to ensure clarity of reporting and prevent double counting and also time considerations. This will also enable more accurate benchmarking.

**8.19. KPI 14 a : Number of tenants and residents helped in to training and education:**

**Target YTD 28**  
**Q2 YTD Performance 24 WITHIN TOLERANCE LEVELS – AMBER**

The outturn of 24 at the end of September is slightly under the YTD target of 28, due to a reduction in those applying for the cleaning course. We allocate 10-12 places, but only had 7 applicants.

If this becomes a pattern when we next advertise the course we will investigate further.

**8.20. KPI 14 b : Number of tenants and residents helped in to employment:**

<b>Target YTD</b>	<b>8</b>	
<b>Q2 YTD Performance</b>	<b>14</b>	<b>EXCEEDING TARGET – GREEN</b>

The outturn of 14 at the end of September has exceeded the YTD target of 8. This is due to the World of Work (WoW) Co-ordinator following up on those on our database and finding some have obtained employment but hadn't notified us.

**9. ANNUAL KPIS**

9.1. There are a number of annual KPIs that will be reported at the end of the financial year. Figures shown are based on most recent information.

**9.2. KPI 15: Tenant satisfaction levels :**

<b>Target</b>	<b>89.00%</b>
<b>Performance</b>	<b>88.80%</b>

The main satisfaction level will be monitored through the bi-annual STAR Survey. A local, transactional, operational indicator is being developed to monitor satisfaction levels of some key transactional services to enable proactive management

**9.3. KPI 16: Percentage of homes meeting Decent Homes standard ANNUAL KPI:**

<b>Target</b>	<b>100.00%</b>
<b>Performance</b>	<b>100.00%</b>

This is a new KPI for 2019/20 and will be reported annually.

**9.4. KPI 17: Tenant satisfaction with property condition ANNUAL KPI :**

<b>Target</b>	<b>89.00%</b>
<b>Performance</b>	<b>89.20%</b>

This is a new KPI for 2019/20 and will be reported annually.

**9.5. KPI 18: Energy efficiency ANNUAL KPI :**

<b>Target</b>	<b>92.00%</b>
<b>Performance</b>	<b>88.00%</b>

This is a new KPI for 2019/20 and will be reported annually.

9.6. **KPI 19: Our overall operational and financial performance against comparable organisations ANNUAL KPI :**

<b>Target</b>	<b>Upper quartile</b>
<b>Performance</b>	<b>Median / Upper quartile</b>

This is a new KPI for 2019/20 and will be reported annually

**OPTIONS CONSIDERED**

10. Not applicable

**REASONS FOR RECOMMENDED OPTION**

11. Not applicable

**IMPACT ON THE COUNCIL'S KEY OUTCOMES**

12.

	<b>Outcomes</b>	<b>Implications</b>
	<p><b>Doncaster Working:</b> 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> <ul style="list-style-type: none"> <li>• Better access to good fulfilling work</li> <li>• Doncaster businesses are supported to flourish</li> <li>• Inward Investment</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><b>Doncaster Living:</b> 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> <ul style="list-style-type: none"> <li>• The town centres are the beating heart of Doncaster</li> <li>• More people can live in a good quality, affordable home</li> </ul>	

	<ul style="list-style-type: none"> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> <li>• Everyone takes responsibility for keeping Doncaster Clean</li> <li>• Building on our cultural, artistic and sporting heritage</li> </ul>	
	<p><b>Doncaster Learning:</b> Our vision is for learning that prepares all children, young people and adults for a life that is fulfilling;</p> <ul style="list-style-type: none"> <li>• Every child has life-changing learning experiences within and beyond school</li> <li>• Many more great teachers work in Doncaster Schools that are good or better</li> <li>• Learning in Doncaster prepares young people for the world of work</li> </ul>	
	<p><b>Doncaster Caring:</b> Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> <li>• Children have the best start in life</li> <li>• Vulnerable families and individuals have support from someone they trust</li> <li>• Older people can live well and independently in their own homes</li> </ul>	
	<p><b>Connected Council:</b></p> <ul style="list-style-type: none"> <li>• A modern, efficient and flexible workforce</li> <li>• Modern, accessible customer interactions</li> <li>• Operating within our resources and delivering value for money</li> <li>• A co-ordinated, whole person, whole life focus on the needs and aspirations of residents</li> <li>• Building community resilience and self-reliance by connecting community assets and strengths</li> <li>• Working with our partners and residents to provide effective leadership and governance</li> </ul>	

## RISKS AND ASSUMPTIONS

13. Specific risks and assumptions are included in section 12 of this report

## **LEGAL IMPLICATIONS**

**Neil Concannon, Head of Service Legal & Democratic Services, 11/11/19**

14. There are no legal implications for this report.

## **FINANCIAL IMPLICATIONS**

**Nigel Feirn, SLHD Head of Finance and Business Assurance, 04.11.19**

15. In 2019/20 St. Leger Homes will receive management fees of £32.1m from DC. This is made up of £30.9m from the Housing Revenue Account and £1.2m from the General Fund to pay for the general fund services managed by SLHD.

## **HUMAN RESOURCES IMPLICATIONS**

**Angela Cotton, HR & OD Business Manager, 04.11.19**

16. There are no specific Human Resource Implications for this report.

## **TECHNOLOGY IMPLICATIONS**

**Peter Ward, Technology Governance & Support Manager 06.11.19**

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

## **HEALTH IMPLICATIONS**

**Karen Horrocks, Public Health Improvement Coordinator, 06.11.19**

18. The home environment is an important contributor to health and wellbeing and a healthy community supports residents to thrive, be independent and contribute. Access to decent and appropriate housing is critically important in terms of health and wellbeing and our social housing has the potential to provide safe, secure and healthy homes for some of our most vulnerable residents, who may also experience health inequalities.

It is encouraging to see that work undertaken to support tenants and address rent arrears (**KPI 1 & KPI 8**) as part of a partnership response to Universal Credit, has been having a positive impact and that the Tenancy Sustainability Service continues to grow, leading to improvements in the financial situations of the tenants involved. 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 this preventative approach continue.

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

It is good to see a significant decrease in the numbers of households placed in B&B, especially in the numbers of families placed in B&B. Providing a safe, secure home can have a positive effect 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. 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.

It is positive to see that number homelessness preventions (**KPI 6**) has exceeded its target and is working proactively with customers in relation to their housing options. Preventative work to tackle homelessness can have a positive impact on the health and wellbeing of the most vulnerable people in our communities. 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. 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). 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.

In reference to **KPIs 7 (Green) and 9 (red) (and annual performance indicators 16-18)**: 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** relates to days lost to sickness and is currently performing worse than targeted. 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. 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 create a healthy work environment and deliver public health messages as they have a captive audience – their staff. By promoting a healthy workplace and engaging with a workplace health award, businesses can work towards building good practice and promoting a culture that promotes health and wellbeing

## **EQUALITY IMPLICATIONS**

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

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

21. None

## **GLOSSARY OF ACRONYMS AND ABBREVIATIONS**

ADP	Annual Development Plan
APA	Alternative Payment Arrangement (for Universal Credit benefit)
ASB	Anti- Social Behaviour
DC	Doncaster Council
DWP	Department for Work and Pensions
FTE	Full Time Equivalent
HRA	Homelessness Reduction Act
KPI	Key Performance Indicator
MHCLG	Ministry of Housing, Communities and Local Government
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
UC	Universal Credit
VRL	Void rent loss
WOW	World of Work
YTD	Year to date

## **REPORT AUTHOR & CONTRIBUTORS**

Nigel Feirn,  
Head of Finance and Business Assurance, St. Leger Homes of Doncaster  
01302 737485  
[Nigel.Feirn@stlegerhomes.co.uk](mailto:Nigel.Feirn@stlegerhomes.co.uk)

Paul Tanney  
Chief Executive Officer, St. Leger Homes of Doncaster  
01302 862700  
[Paul.Tanney@stlegerhomes.co.uk](mailto:Paul.Tanney@stlegerhomes.co.uk)



## Appendix A - St. Leger Homes Key Performance Indicator Summary Q2 2019/20

KPI	Indicator	18/19 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit	2.61%	2.77%	2.95%			3.10%	↓	🟢
2	Void rent loss (lettable voids)	0.49%	0.71%	0.64%			0.50%	↑	🔴
3	Average Days to Re-let Standard Properties	20.92	26.65	23.83			20	↑	🔴
4	Number of Households Placed in B&B Accommodation	12	9	1			No Target ↑		
5	Number of Full Duty Homelessness Acceptances	130	40	106			66 ytd	↓	🔴
6	Number of homeless preventions	New KPI	160	451			305 ytd	↑	🟢
7	Complaints upheld as a % of customer interactions	0.070%	0.050%	0.060%			0.075%	↓	🟢
8	Number of tenancies sustained post support	New KPI	86.26%	92.79%			85.00%	↑	🟢
9	Number of repairs first visit complete	New KPI	80.82%	87.71%			92.00%	↑	🟡
10	Gas servicing – % of properties attended against target	100%	100.00%	100.00%			100.00%	↔	🟢
11	Days lost through sickness per FTE	8.90	2.08	4.00			3.76 ytd	↑	🟡
12	Percentage of Local Expenditure	57.94%	58.69%	59.46%			66.00%	↑	🟡
13	ASB Cases Resolved as a % of All Cases Closed	92.99%	96.47%	95.50%			90.00%	↓	🟢
14a	Number of residents undertaking training or education	New KPI	3	24			28 ytd	↑	🟡
14b	Number of residents supported into employment	New KPI	6	14			8 ytd	↑	🟢
15	Tenant satisfaction levels	New KPI	Annual KPI	Annual KPI	Annual KPI		89.00%		
16	Percentage of homes maintaining decent standard	New KPI	Annual KPI	Annual KPI	Annual KPI		100.00%		
17	Tenant satisfaction with property condition	New KPI	Annual KPI	Annual KPI	Annual KPI		100.00%		
18	Energy efficiency	New KPI	Annual KPI	Annual KPI	Annual KPI		92.00%		
19	Our performance against comparable organisations	New KPI	Annual KPI	Annual KPI	Annual KPI		No Target		

Notes :

- Direction of travel (DoT) is against performance in the previous quarter. ↑ = Improving, ↔ = No Change, ↓ = Declining.
- Year to date (YTD) is performance since April 2019. For some KPIs, this is a snapshot at the end of the period.
- Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date).

- R/A/G status is against the cumulative year to date (ytd) or year-end target. R/A/G   