



Doncaster Council

Report

Date: 8 September 2021

To the Chair and Members of the Cabinet

St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22 Quarter One (Q1)

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 (KPIs) to Cabinet.
2. This report provides an opportunity to feedback on performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs).
3. Six of the nineteen KPIs did not meet target or were within tolerances as at the end of Quarter 1 2021/22 (30 June 2021). Commentary appears below

EXEMPT REPORT

4. This report is not exempt.

RECOMMENDATIONS

5. That Cabinet note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

6. As this report includes the current progress on the SLHD performance indicators, the implications of the contents may ultimately affect the delivery of services to the people of Doncaster.

7. BACKGROUND

- 7.1. **Appendix A** contains the SLHD 2021/22 Performance summary for Quarter 1. Commentary on the performance against all indicators is provided below.
- 7.2. Targets and measures were reviewed with DC officers and elected members prior to the start of the financial year. KPIs were agreed with DC and for 2021/22 :
- there are 19 KPIs;
 - two are measured quarterly – residents supported in training and employment;
 - four are measured annually - STAR survey (2), energy efficiency and Decent Homes Standard;
 - three KPIs relating to Homelessness do not yet have a target due to ongoing Covid19 requirements. Targets will be considered after the end of Q1; and
 - the only KPI change from 2020/21 is gas servicing; we now report properties with a valid safety certificate rather than properties attended.
- 7.3. This report provides an opportunity to feedback on performance successes and challenges against the 2021/22 Key Performance Indicators (KPIs).

8. 2021/22 QUARTER 1 PERFORMANCE

- 8.1. The table below summarises the KPI dashboard as at 30 June 2021. Comparatives have been included from 2020/21 as the KPIs are the same this year, apart from the gas servicing KPI. There are six KPIs not meeting target – data appears below

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Green (meeting target)	4	3	5	8	5	6	6
Amber (within tolerance)	2	2	1	2	3	1	1
Red (not meeting target)	6	5	4	7	7	8	8
No target until Q1 (homelessness)	3	3	3	0	0	0	0
Quarterly/Annual KPIs	4	6	6	0	4	4	4
Total	19	19	19	17 ¹	19	19	19

NB :

- ¹ For 2020/21, there were four annual KPIs. Two of these are related to STAR survey results for overall satisfaction and property condition satisfaction. STAR was originally planned for January 2021 but deferred until July 2021 as part of a wider programme of surveys.

- 8.2. The tolerances which determine the red, amber and green status are consistent with DC and Doncaster Children's Trust measures. Please note performance data is cumulative year to date (YTD) rather than performance in the quarter, as this can be misleading when comparing to target.

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

Year end target 21/22 **3.00%**
Profiled Target June 21 **3.16%**
Q1 21/22 Performance **2.64%**

BETTER THAN TARGET – GREEN

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21	Q4 19/20	Q3 19/20	Q2 19/20	Q1 19/20
Arrears %	2.64%	2.57%	2.56%	2.75%	3.39%	3.05%	3.12%	2.79%	3.29%	2.95%	2.77%

The exceptional performance in Q4 of 2020/21 continued throughout Q1 of 2021/22, with arrears below target throughout the first three months and ending the quarter at 2.64%, well below the 3.16% profiled target.

There have been no evictions since the ban was lifted and waiting times for court dates are still lengthy due to the backlog of cases being handled. The Eviction Panel is in operation and will be convened when required with representatives from Tenancy Sustainability, Home Options and Housing Management.

Arrangements for the introduction of Voicescape in Tenancy Sustainability and Income Management Teams are now in place, with training underway and a launch date of 19th July. Work amongst the Income Management and Tenancy Sustainability Teams continues to focus on early intervention and supporting tenants to maximise incomes in order to manage their rent accounts successfully.

8.4. KPI 2: Void Rent Loss (VRL) – Percentage of rent loss through vacant dwellings:

Target **0.50%**
Q1 21/22 YTD Performance **0.81%**

WORSE THAN TARGET – RED

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss %	0.81%	0.81%	0.86%	1.00%	1.02%	0.97%	0.97%
Voids at month / quarter end	142	139	162	159	216	195	209

Performance is still worse than target but void numbers are reducing slowly from the high levels in early 2020/21 that arose due to Covid19.

The number of voids held at the end of June at 142, includes 8 non lettable voids and 11 acquired properties, hence the baseline void number is 123 lettable properties. The Scheduled Repairs team are completing work on all acquisitions.

In-month (June) performance at 0.81% shows a slight decline when comparing to May's performance of 0.78%. Cumulative year to date (YTD) performance remains the same at 0.81%.

The number of terminations is showing an increase, totalling 353 YTD and exceeds the YTD number of re-lets at 274. The number of re-lets must be higher than the number of terminations to ensure a continued improvement in performance.

There are a number of issues contributing to the slight, recent increase in voids held; shortage of materials, delays waiting for the delivery of non-stock items, and a reduction in resources due to isolation or Covid-19 infection.

8.5. KPI 3: Average number of calendar days to re-let standard properties :

Target 20.00 days
Q1 21/22 YTD Performance 32.72 days **WORSE THAN TARGET – RED**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	32.72	32.81	34.61	46.11	48.27	49.32	55.05

In month performance for June stands at 32.54 days and shows a slight decline when comparing to May's 31.50 days.

Cumulative performance shows a slight improvement, standing 32.72 days but is still worse than target. At the end of June, the number of lettable voids held is 123, of which 108 require standard repair work. Of the 108 standard voids, 38 are above the 20 day target (35%), a slight increase when comparing to the previous month, with 42% of standard voids held above the target of 20 days.

Stringent monitoring remains in place across all teams involved in the key to key process to ensure work is completed in voids and all teams are working collectively to ensure that voids are re-let at the earliest opportunity to ensure a continued improvement in performance.

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

Target No target until Q2 (Covid19 restrictions dependent)
Q1 21/22 YTD 193

	no.
April	78
May	54
June	61
Total YTD	193

The number of nights remains high but is improving slowly. Progress is ahead of our projected milestones within the 'Roadmap' to reduce placements into hotels, aligned to the easing of restrictions and return to pre Covid levels by the end of September 2021.

8.7. KPI 5: Number of full duty homelessness acceptances :

Target **No target until Q2 (Covid19 restrictions dependent)**
Q1 21/22 YTD **112**

	no.
April	31
May	45
June	36
Total YTD	112

The number of cases reaching full duty decisions in June was lower than May, reflecting the high volume of cases opened during the last 3 months and the reduced opportunities to prevent and secure alternative accommodation, resulting in a Full Duty decision having to be made at the end of the 56 days of relief.

8.8. KPI 6: Number of homeless preventions :

Target **No target until Q2 (Covid19 restrictions dependent)**
Q1 21/22 YTD **154**

	no.
April	50
May	41
June	63
Total YTD	154

We successfully prevented or supported a successful intervention for 63 households during June compared with 41 in the previous month. Due to the reasons for homelessness continuing to be at the 'Relief' stage of homelessness the number of opportunities to prevent homelessness remain limited.

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

Target **0.070%**
Q1 21/22 YTD Performance **0.092%** **WORSE THAN TARGET – RED**

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

We analyse the % of complaints upheld against all customer transactions. This provides us with a picture of our customer's dissatisfaction and enables us to drill down further into the relevant service areas.

Volumes of both interactions and complaints continue to fluctuate each month, which makes comparisons to previous years unrepresentative due to restrictions placed on the organisation due to Covid-19.

In May 2021 we received 87 complaints. This is 24 more than we received compared to May 2020 due to the start of the Covid pandemic however, similar to last month, this is also the highest number received in the month of May over the past three years.

As with the overall number of complaints received, the number of complaints upheld has increased by 4 from 2020. 28 complaints were upheld in May 2021, compared to 24 in May 2020.

The information for May 2021 shows that we have not achieved our 0.070% target, achieving 0.090%. Cumulatively we are also over our target, achieving 0.092%.

The main themes for upheld complaints relate to time taken to complete a repair and lack of information / communication. Additional resources have been allocated to catch up on the backlog of repairs which should reduce the number of repairs going forward.

8.10. KPI 8: Number of tenancies sustained post support :

Target **90.00%**
Q1 21/22 YTD Performance **98.88%** **BETTER THAN TARGET- GREEN**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Tenancies sustained %	98.88%	98.04%	96.36%	97.25%	96.76%	96.67%	95.59%

An excellent performance in Q1 21/22, continuing the above target performance all year in 20/21. Tenancies sustained post support continue to perform well with June results showing for the 2nd month running that 100% of tenants are still in their tenancies 6 months after their support concluded. This gives a cumulative performance thus far of 98.88% against a target of 90%.

8.11. KPI 9: Number of repairs complete on first visit :

Target **92.00%**
Q1 21/22 YTD Performance **90.93%** **WITHIN TOLERANCES - AMBER**

	June 21/22	May 21/22	April 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
First visit complete %	90.93%	91.10%	90.57%	90.92%	90.80%	91.24%	93.38%

In-month performance for June was 90.55% compared to target of 92% and slightly below May's performance of 91.80%. YTD cumulative performance is 90.93% and a consistent performance throughout Q1 at around the 91% level.

Of the 3,216 completed repairs, which met the criteria to be included in the right first visit report, 2,912 were completed on the first visit. Repairs volumes are currently around 20-25% up on pre Covid performance impacting on the indicator.

8.12. KPI 10: Gas servicing, % of dwellings with a valid gas safety certificate:

Target	100.00%	
Q1 21/22 YTD Performance	99.98%	WORSE THAN TARGET – RED

This is a changed KPI for 2021/22 and reports the percentage of dwellings with a valid gas safety certificate rather than percentage of properties attended (2020/21 KPI). This change offers clarity on the number of properties that are in the no access procedure. This process starts well before the anniversary of the gas service and allows time to gain access whilst still having an in date gas safety certificate. Once the certificate is out of date we can then start the legal process of gaining access to undertake the essential compliance work. As at end of June 2021, there were **four** properties that didn't have a valid gas safety certificate, however, these are still classed as compliant within the Gas safety regulations as they are being managed in our no access procedure.

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

Year end target	7.90 days	
Profiled Target YTD	1.82 days	
Q1 21/22 YTD Performance	1.98 days	WITHIN TOLERANCES - AMBER

Consistent sickness levels during Q1, with April (0.60), May (0.69) and June (0.69) days absence per FTE. The monthly target is 0.60 days. This drives the YTD attendance to 1.98 days per FTE against the target of 1.82.

Year end projections at this stage are 7.37 days per FTE which would be better than target. Property Services sees the highest absence per FTE at 0.70 days this month followed by Housing at 0.62 days and Corporate at 0.59 days.

The highest reason for absence continues to be stress, depression and anxiety accounting for 36.6% of all absence, a slight decrease on last month (38.4%), but with a continuing similar number of days lost 144.90 in comparison to 149.28. Cases of stress related absence are occurring primarily in Housing and Property Services.

For work related stress, appropriate stress risk assessments have been undertaken to facilitate return to work plans.

Quarter 1 has seen around 25% more stress related cases than the highest quarter last year, although remembering that last year was an exceptionally good year for absence overall. We also know that for those dealing with work related stressors we have had contact to our Employee Assistance Programme (EAP) provided through Mediacash with themes such as work life balance, workloads and control over work being themes raised.

Musculo-Skeletal remains the second highest reason for absence accounting for 29% of absence year to date. Covid related absence whilst not high on the list of absence reasons does account for 4.8% and a total of 67.5 days YTD.

In all cases absence continues to be managed in line with the attendance management policy. Some cases are now being impacted by NHS wait delays and

where possible we are looking for alternatives to achieve a return to work in some capacity whilst this wait is ongoing.

8.14. KPI 12: Percentage of Local Expenditure :

Target	70.00%	
Q1 21/22 YTD Performance	51.65%	WORSE THAN TARGET – RED

Local (revenue) spend during Quarter 1 was £1.56m (51.65%) of the overall £3.0m contracted (revenue) spend for the month. This is against the target of 70%. In monetary terms this under performance is £0.55m.

If capital spend was included, then the position would be 71% spent locally.

Changing the balance of local spend is only potentially possible at the point that contracts are renewed and if local suppliers are appointed as part of this process. This is not always possible if local suppliers do not exist, do not put forward bids or tender submissions, are not part of consortia frameworks being utilised, or are unable to demonstrate value for money through legally required, transparent procurement processes. To address this, SLHD continues to actively participate in supplier events to encourage local business engagement in as many new procurement exercises as possible, as they occur.

In addition, the Procurement Strategy and Contract Standing Orders have been developed to try and optimise local spend and social value.

However, despite all of this, based on the types of goods and services due to be procured over the next few months, for the reasons already specified above, it is not anticipated that SLHD will be able to increase local revenue spend much further than it is currently.

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

Target	95.00%	
Q1 21/22 YTD Performance	96.65%	BETTER THAN TARGET – GREEN

No specific issues at this stage. Monthly performance has been above target all quarter and the YTD performance stands at 96.65%. In June, we opened a further 152 cases and we currently have 930 cases open across the borough, comprising 386 ASB, 492 tenancy breach and 52 are safeguarding related.

In terms of ASB, we currently have 93 noise cases open, 80 verbal abuse and harassment cases open and 59 garden cases.

8.16. KPI 14: Number of tenants and residents helped in to training and education:

Target YTD	19	
Q1 21/22 YTD Performance	10	WORSE THAN TARGET – RED

Despite the same number of opportunities made available as planned, due to fewer initial enquiries to SLHD and Job Centre Plus, which resulted in fewer course participants than planned this target has not been met for this quarter.

Work continues in the coming months, strengthened by the agreement of the revised Early Careers Frameworks which identifies further opportunities to expand the support and learn cohorts and introduce traineeships, it is hoped that there will be increased opportunity introduced appealing to a wider audience.

8.17. KPI 15 : Number of tenants and residents helped in to employment:

Target YTD	7	
Q1 21/22 YTD Performance	7	ON TARGET – GREEN

No issues at this stage and target achieved for Quarter 1.

9. Annual KPIs

9.1. For 2021/22, there are four annual KPIs that will be reported at the end of the financial year. Performance figures shown are based on most recent information.

9.2. KPI 16: Tenant satisfaction levels :

Target	89.00%	
Performance	87.00%	(2019/20 STAR survey)

The main satisfaction level will be monitored through the bi-annual STAR Survey which will be undertaken in July 2021. A local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management and results will be reported throughout the year as appropriate.

9.3. KPI 17: Percentage of homes meeting Decent Homes standard ANNUAL KPI:

Target	100.00%	
Performance	99.99%	(Q4 2020/21)

There were 8 properties that were non-decent at year end. All these properties are included in the capital re-inclusion programme for this financial year.

9.4. KPI 18: Tenant satisfaction with property condition ANNUAL KPI :

Target	89.00%	
Performance	89.40%	(2019/20 STAR survey)

This was a new KPI for 2019/20 and is reported annually. As with KPI 16, a local, transactional, operational indicator has been developed to monitor satisfaction levels of some key transactional services to enable proactive management, and results will be reported throughout the year as appropriate

9.5. KPI 19: Energy efficiency ANNUAL KPI :

Target	68.37%	
Performance	64.74%	(Q4 2020/21)

This was a new KPI for 2020/21, which requires all properties to achieve EPC Level C by 2030. The outturn performance of 64.74% for 2020/21 exceeded the target of 41.53%. SLHD are currently reviewing investment needs as part of a new environmental strategy. This indicator will be reported annually.

OPTIONS CONSIDERED

10. Not applicable

REASONS FOR RECOMMENDED OPTION

11. Not applicable

IMPACT ON THE COUNCIL'S KEY OUTCOMES

	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> <ul style="list-style-type: none">• 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.
	<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> <ul style="list-style-type: none">• 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	

	<ul style="list-style-type: none"> • Building on our cultural, artistic and sporting heritage 	
	<p>Doncaster Learning: 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"> • 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>Doncaster Caring: Our vision is for a borough that cares together for its most vulnerable residents;</p> <ul style="list-style-type: none"> • 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>Connected Council:</p> <ul style="list-style-type: none"> • 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 	

RISKS AND ASSUMPTIONS

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

LEGAL IMPLICATIONS

Scott Fawcus, Asst. Director Legal & Democratic Services, 16.08.21

13. There are no specific legal implications arising from this report.

FINANCIAL IMPLICATIONS

Julie Crook, Director of Corporate Services SLHD, 18.08.21

14. In 2021/22 SLHD will receive management fees of £34.4m from DC. This is made up of £32.9m from the Housing Revenue Account and £1.5m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 16.08.21

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

TECHNOLOGY IMPLICATIONS

Peter Ward, Technology and Governance Support Manager, 19.08.21

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

HEALTH IMPLICATIONS

Karen Horrocks, Public Health Improvement Coordinator 16.08.21

17. The pandemic continues to impact on the delivery of the service. Most notably the continued bed and breakfast placements, upheld customer complaints and limited opportunities to proactively prevent homelessness. It is encouraging to see that the tenancy sustainability team are maintaining their focus on early intervention and support, and that the number of tenancies sustained post-support exceeds target.
18. A suitable, safe and good quality home is essential for good mental and physical health, as are communities that support people and enable them to thrive. Work to resolve antisocial behaviour is exceeding target. Effectively reducing antisocial behaviour can be expected to have a positive impact individual wellbeing and potentially on community cohesion. Quarter 1 performance in regards to complaints is below target and the main themes include delays to completing a repair and lack of communication/information. In addition to this, a number of properties do not have a gas safety certificate which highlights a safety risk, however, the report states that these are being dealt with through a no access procedure. It is important to ensure that everything is done to ensure that tenants' homes support their health, wellbeing and safety.
19. As a key local organisation, St Leger Homes of Doncaster has the opportunity to improve health and wellbeing by maximising local social, environmental and economic benefits. This can be done in a number of ways, including good working conditions, local purchasing and training and development opportunities. It is positive to see the number of tenants and residents helped into employment is meeting target, although the number of tenants and residents helped into training and education is lower than the target currently. Understanding the causes of employee sickness absence and improving the working environment has the potential to improve employee health and wellbeing and reduce preventable days lost to sickness, which is currently within tolerances. In addition to this, further benefits can be realised by continuing to explore opportunities to increase social

value through local revenue expenditure.

20. As a stable and secure home is an essential contributor to good health and wellbeing Public Health would like to see a renewed focus on homeless preventions and less reliance on bed and breakfast placements as we move forward into the recovery stage of the pandemic.

EQUALITY IMPLICATIONS

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

CONSULTATION

22. Consultation has taken place with key managers within SLHD, the Lead Member for Housing and Senior Officers within the Council.

BACKGROUND PAPERS

23. None

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ADP	Annual Development Plan
ASB	Anti-Social Behaviour
DC	Doncaster Council
FTE	Full Time Equivalent
KPI	Key Performance Indicator
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
VRL	Void rent loss
YTD	Year to date

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BACKGROUND PAPERS

24. None

Appendix A - St. Leger Homes Key Performance Indicator summary Q1 2021/22

KPI	Indicator	20/21 Outturn	Q1	Q2	Q3	Q4	Target	DoT	R/A/ G
1	Percentage of current rent arrears against annual debit %	2.75%	2.64%				3.16% ytd 3.00% year	↑	✓
2	Void rent loss (lettable voids) %	1.00%	0.81%				0.50%	↑	●
3	Average Days to Re-let Standard Properties ytd days	46.11	32.72				20.00	↑	●
4	Number of Households placed in B&B Accommodation ytd	831	193				tbc Q1	n/a	n/a
5	Number of Full Duty Homelessness Acceptances ytd	398	112				tbc Q1	n/a	n/a
6	Number of homeless preventions ytd	604	154				tbc Q1	n/a	n/a
7	Complaints upheld as a % of customer interactions %	0.065%	0.092%				0.070%	↓	●
8	Number of tenancies sustained post support	97.25%	98.88%				90.00%	↑	✓
9	Number of repairs first visit complete	90.92%	90.93%				92.00%	↑	⚠
10	Gas servicing: % of properties with a valid gas certificate	n/a	99.98%				100.00%	↓	●
11	Days lost through sickness per FTE	6.60	1.98				1.82 ytd 7.90 full year	↓	⚠
12	Percentage of Local Expenditure %	52.07%	51.65%				70.00%	↓	●
13	ASB Cases Resolved as a % of All Cases Closed	95.19%	96.65%				95.00%	↑	✓
14	Number of residents undertaking training or education ytd	30	10				19 ytd 67 full year	↑	●
15	Number of residents supported into employment ytd	28	7				7 ytd 30 full year	↑	✓
16	Tenant satisfaction levels %	87.00%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.00%	n/a	n/a
17	Percentage of homes maintaining decent standard %	99.99%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	100.00%	n/a	n/a
18	Tenant satisfaction with property condition %	89.40%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	89.00%	n/a	n/a
19	Energy efficiency. Target: achieve EPC Level C by 2030	64.74%	Annual KPI	Annual KPI	Annual KPI	Annual KPI	68.37%	n/a	n/a

Notes :

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