



Doncaster Council

Report

Date: 1 December 2021

To the Chair and Members of the Cabinet

**St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22
Quarter Two (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 (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. Eight of the nineteen KPIs did not meet target or were within tolerances as at the end of Quarter 2 2021/22 (30 September 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 2 2021/22. 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 residents supported into employment;
- four are measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers. **NB** : It should be noted here that the annual STAR survey for 2021/22 is now complete and the two KPIs have been included in Q2 reporting;
- three KPIs relating to Homelessness do not have a target this year due to ongoing Covid19 requirements; and
- the only KPI change from 2020/21 is for gas servicing; we are now reporting 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) as agreed as part of the Annual Delivery Plan (ADP)

8. 2021/22 QUARTER 2 PERFORMANCE

- 8.1. The table below summarises the KPI dashboard as at 30 September 2021. Comparatives have been included from 2020/21 as the KPIs are the same, apart from the gas KPI. Data appears below.

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

NB :

- ¹ For 2020/21, there were four annual KPIs. Two of these were for the planned January 2021 STAR survey but this was deferred until July 2021 as part of a wider programme and the results are included here.

8.2. The tolerances which determine the amber status are 10% and 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 rent debit

Year end target 21/22 3.00%
Profiled Target September 21 3.21%
Q2 21/22 Performance 2.64% **BETTER THAN TARGET – GREEN**

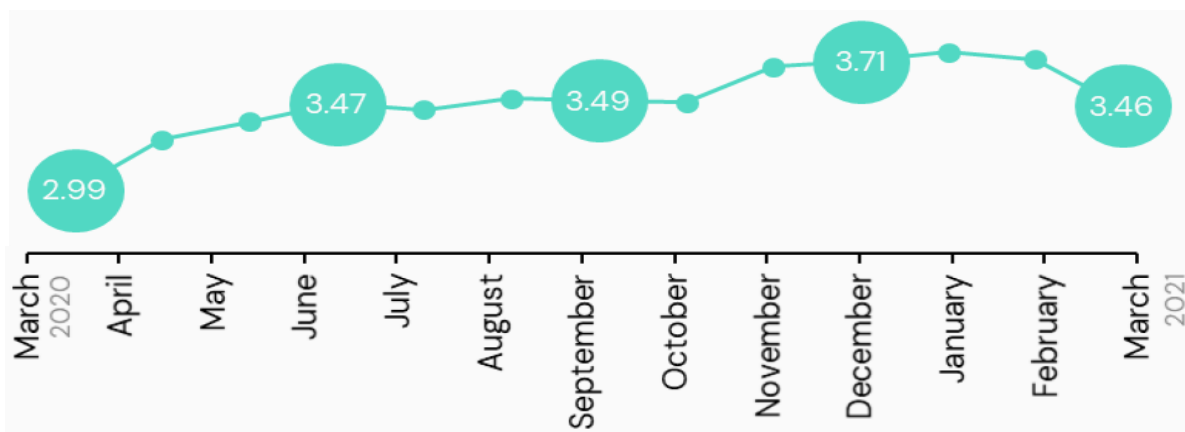
| | Q2 21/22 | Q1 21/22 | Q4 20/21 | Q3 20/21 | Q2 20/21 | Q1 20/21 | Q4 19/20 | Q3 19/20 | Q2 19/20 | Q1 19/20 |
|-----------|-----------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Arrears % | 2.64% | 2.64% | 2.75% | 3.39% | 3.05% | 3.12% | 2.79% | 3.29% | 2.95% | 2.77% |
| Target % | 3.21% | 3.16% | 3.00% | 3.20% | 3.00% | 2.95% | 3.22% | 2.95% | 2.95% | 2.95% |

Arrears performance remains strong, demonstrating the best quarterly performance in the last three years, with end of September reporting at 2.64% the lowest month end since May 2021, and remains significantly better than the profiled target for September of 3.21%.

Waiting times for court dates are still lengthy due to the backlog of cases being handled; it is an estimated two months for a pre hearing and a further two months for a further hearing. The £20 Universal Credit uplift has now reverted and communications have gone out to ensure tenants approach for support/help required. 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.

To put SLHD's recent performance in context it is worth considering data received from Housemark, the national social housing benchmarking organisation. Unfortunately, comparative data always lags behind our own performance reporting and hence the contextual data relates to the period up until April 2021. Nevertheless, this is still illuminating.

Housemark report that average current tenant arrears across the sector ended 2020/21 at 3.46% compared to SLHD performance of 2.75%. Around half the sector ended 2020/21 with better arrears balances than 2019/20, while 1 in 5 landlords are still struggling with increases of over 20%. The chart below plots the average arrears figures across the sector.



8.4. KPI 2 : Void rent loss (lettable voids)

Target **0.50%**
Q2 2021/22 YTD Performance **0.79%** **WORSE THAN TARGET – RED**

| | Q2 21/22 | Q1 21/22 | Q4 20/21 | Q3 20/21 | Q2 20/21 | Q1 20/21 |
|-----------------------------|---------------------|-------------|-------------|-------------|-------------|-------------|
| Void rent loss YTD % | 0.79% | 0.82% | 1.00% | 1.02% | 0.97% | 0.97% |
| Void numbers at quarter end | 159 | 142 | 159 | 216 | 195 | 209 |

Void rent loss shows an improving performance trend but remains off target. A wide range of actions are underway to reduce the numbers of voids and hence the associated rent loss.

Doncaster's performance up to the end of Quarter 2 had improved to 0.79%

The number of voids held at the end of September was 159. This figure includes 13 properties made up of five non-lettable voids and eight acquired properties.

A number of issues are contributing to targets not being achieved; increased delays waiting for R&D survey results, asbestos containing materials (ACM) removals, shortage of materials, delays waiting for the delivery of non-stock items. In addition to this, AHR (accessible housing register) voids continue to accrue lengthy delays as a result of the added complexity of assessing peoples' needs and ensure the property is suitably adapted.

Low demand properties contribute to an increase in the number of voids held. South Yorkshire Police (SYP) are moving into one of the vacant flats in one area and CCTV will soon be operational. This should have a positive effect on the area and contribute to improving the sustainability of tenancies there, where we currently have six properties proving difficult to let due to a past history of significant anti- social behaviour.

Having said that, there is much activity taking place within SLHD designed to improve voids performance. This includes:

- Regular fortnightly monitoring meeting chaired by the Chief Executive;
- The resolution of resourcing difficulties;
- Action to tackle material shortages;
- Data analysis of performance;
- Improved cross team communication including from 1.11.21 both teams being brought into Shaw Lane and co-located for a pilot period of 1 month;
- Changed processes to manage asbestos containing materials designed to expedite activity whilst still meeting regulatory safety duties;
- Working with area housing teams, Council and SYP on low demand areas to improve let ability of hard to let properties including using an empty property as a police base;
- Analysing refusal reasons and putting measures in place to reduce refusals;
- Additional advertising using Zoopla;
- Full review taking place of current process to identify any changes which will streamline and improve performance;
- Increase in operational void meetings from 2 to 3 times per week; and
- National and local benchmarking to compare performance and identify best practice (see 5.3 below).

We have selected a number of voids that require significant work. These are being passed to one of our private sector contractors to increase our capacity and support our commitment to reducing the void turn around time. This will allow our resource to focus on the other voids in the system and reduce the time taken to complete. Once complete we will assess this approach in terms of quality and value for money.

8.5. KPI 3 : Average Days to Re-let Standard Properties

Target 20.00 days
Q2 2021/22 YTD Performance 31.62 days **WORSE THAN TARGET – RED**

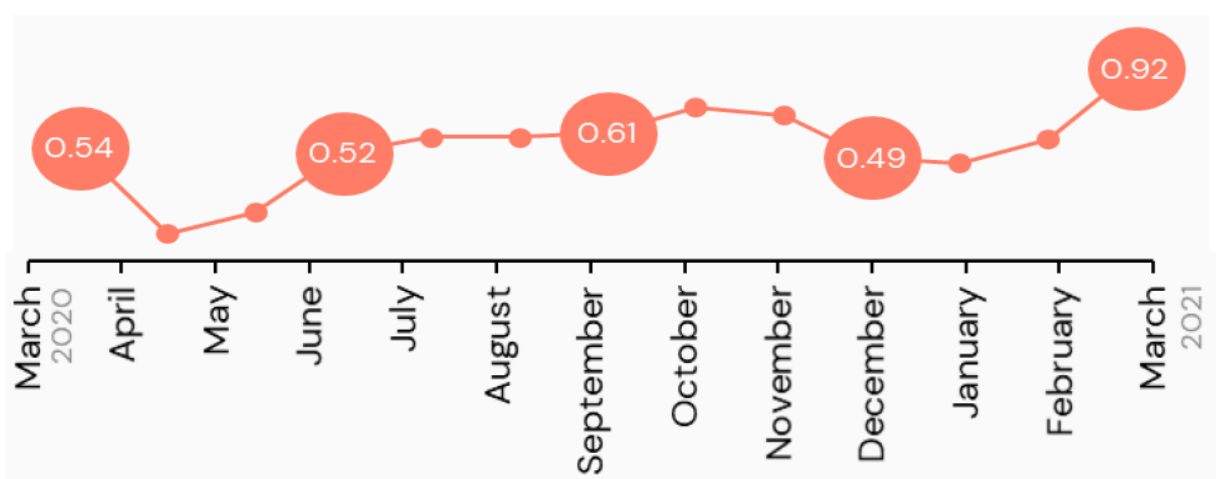
| | Q2 21/22 | Q1 21/22 | Q4 20/21 | Q3 20/21 | Q2 20/21 | Q1 20/21 |
|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Re-let days | 31.62 | 32.72 | 46.11 | 48.27 | 49.32 | 55.05 |

Cumulative performance has improved markedly from Q1 but is still significantly worse than target.

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. Some of the measures taken are described above.

Contextualising this information, a Housemark summary report for 2020/21 indicates the impact of Covid19 and provides the following information on the proportion of units let (%):

Since the first lockdown eased, the sector has been struggling to catch up. Twelve months on, vacancy rates are 46% higher despite increases in lettings activity. Lettings activity for the average landlord will need to be higher than 'normal' for some months to come to clear the backlog. The chart below plots the proportion of units let for each month from March 2020 to March 2021



This information is slightly out of date but indicates that the average housing organisation increased from 0.54% in March 2020 to 0.92% in March 2021.

SLHD's figures across the same period were 0.49% in March 2020, 0.58% in June and September 2020, 0.53% in December 2020 and increased to 0.81% in March 2021 significantly below the average of other organisations.

This represents a comparison against the whole of the social housing industry. Since some smaller housing associations and councils have markedly better performance as a result of their smaller scale and demographic differences with their client group this data is not an accurate like for like comparison.

If we were to compare purely with similar sized large local authorities we would see that in comparison our performance compares far more favourably. As an illustration of this, a neighbouring housing association, which manages primarily former local authority stock, is currently reporting Void Rent Loss of 1.87%, and several other chief executives in closed communication networks are reporting similar rates. SLHD's Void Rent Loss at the end of March 2021 was 1.00% and has reduced to 0.79% at the end of Quarter 2 2021/22.

8.6. KPI 4: Number of Households placed in B&B Accommodation

Target
Q2 2021/22 YTD

No target 2021/22
391

| | 21/22 | 20/21 |
|------------------|--------------|-------|
| | no. | no. |
| April | 78 | 78 |
| May | 54 | 83 |
| June | 61 | 82 |
| July | 73 | 64 |
| August | 57 | 35 |
| September | 68 | 35 |
| Total YTD | 391 | 377 |

Total number of nights in B&B remains high. The number of people moving on from Hotels remains consistent but during September we had a total of 68 placements, with 26 of these being in the last week, including 11 on one day.

There is additional resource within the team with vacant posts being filled and this will assist in recovering from the impact of the high levels of placements at the end of September. The length of stay has reduced with 62% of customers being placed within the last month and only 11 customers have been in Hotels for longer than two months.

8.7. KPI 5: Number of Full Duty Homelessness Acceptances

Target
Q2 2021/22 YTD

No target 2021/22
225

| | 21/22 | 20/21 |
|------------------|--------------|-------|
| | no. | no. |
| April | 31 | 29 |
| May | 45 | 18 |
| June | 36 | 30 |
| July | 23 | 31 |
| August | 43 | 26 |
| September | 47 | 34 |
| Total YTD | 225 | 168 |

The number of cases reaching full duty decisions was 47 in September. This reflects 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
Q2 2021/22 YTD **No target 2021/22**
309

| | 21/22 | 20/21 |
|------------------|--------------|-------|
| | no. | no. |
| April | 50 | 68 |
| May | 41 | 47 |
| June | 63 | 44 |
| July | 47 | 44 |
| August | 33 | 55 |
| September | 75 | 57 |
| Total YTD | 309 | 315 |

We successfully prevented or supported a successful intervention for 75 households during September, which is the highest number this year. This reflects an increase in approaches at the 'prevention' stage; including an increase in private rented tenancies ending.

This is aligned to the lifting of the stay on evictions during the lockdown period and then initial requirement for 6 months' notice and then 4 months, allowing prevention work to be undertaken.

These are not at pre-pandemic levels and the majority of reasons for homelessness continue to be at the 'Relief' stage of homelessness whereby the opportunities to prevent homelessness remain limited.

8.9. KPI 7: Number of complaints upheld as a percentage of all interactions

Target **0.070%**
31 August* YTD Performance **0.096%** **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.

The table below summarises the interactions and complaints upheld in the four months to end of August for the past three financial years

| | Interactions | Complaints | Upheld | % upheld |
|--------------|----------------|------------|------------|---------------|
| 21/22 | 156,153 | 456 | 150 | 0.096% |
| 20/21 | 141,637 | 380 | 86 | 0.061% |
| 19/20 | 136,048 | 451 | 85 | 0.062% |

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.

The main themes for upheld complaints relate to time taken to complete a repair, lack of information / communication and staff actions. Complaint levels and details are reviewed on a monthly basis, and a number of actions are being taken to reduce the number of complaints, including extra funding in the financial year to catch up on the repairs backlog.

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

Target 90.00%
Q2 21/22 YTD Performance 98.20% **BETTER THAN TARGET- GREEN**

| | Q2 21/22 | Q1 21/22 | Q4 20/21 | Q3 20/21 | Q2 20/21 | Q1 20/21 |
|-----------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Tenancies sustained % | 98.20% | 98.88% | 97.25% | 96.76% | 96.67% | 95.59% |

An excellent performance in the first half of the 2021/22 year, continuing the above target performance all year in 2020/21.

Tenancies sustained post support continue to perform well with September results showing 98.78% of tenants are still in their tenancies 6 months after their support concluded, and three of the six months to date have achieved 100% in month. This gives a cumulative performance thus far of 98.20% against a target of 90%.

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

Target 92.00%
Q2 21/22 YTD Performance 90.80% **WITHIN TOLERANCES - AMBER**

| | Q2 21/22 | Q1 21/22 | Q4 20/21 | Q3 20/21 | Q2 20/21 | Q1 20/21 |
|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| First visit complete % | 90.80% | 90.93% | 90.92% | 90.80% | 91.24% | 93.38% |

September's in month performance was 92.10%, which is above the yearly target of 92% and is also an increase on August's performance of 90.44%. YTD cumulative performance has increased slightly from 90.54% in August to 90.80% in September.

Of the 3,115 completed repairs, which met the KPI criteria, 2,869 were completed on the first visit. Repairs volumes are currently around 20% up on pre Covid performance impacting on the indicator, in line with the sector. Additionally, the availability of materials has also been a contributing factor alongside contractor resource to support us in completing jobs first time.

8.12. KPI 10 : Gas Servicing - % of dwellings with a valid gas safety certificate

Target 100.00%
Q2 21/22 YTD Performance 99.92% **WITHIN TOLERANCES - AMBER**

SLHD are entirely compliant with regulatory standards relating to gas safety.

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.

At the end of September, there were 16 out of 18,978 properties without a valid gas certificate and as at mid-October this had reduced to 11. However, all are in the legal process for access during September and therefore 100% compliant with legislation.

8.13. KPI 11 : Days lost through sickness per FTE

| | | |
|-----------------------------------|------------------|--------------------------------|
| Profiled target | 3.75 days | |
| Q2 2021/22 YTD Performance | 5.09 days | WORSE THAN TARGET – RED |

September cumulative performance was also worse than target at 5.09 days per FTE. The data for September was only received on 3 November due to technical difficulties at Rotherham MBC, who provide the payroll and HR services under a Service Level Agreement.

Analysis of the reasons for sickness is being undertaken now the September data has been received.

This KPI was also worse than target at end of August and for the first five months of the year :

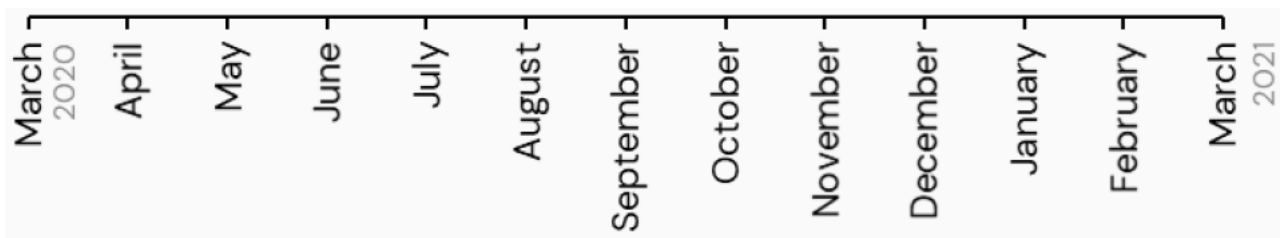
- Property Services had the highest high levels of absence accounting for nearly 50%;
- The highest cause of absence was stress, depression and anxiety, accounting for a 40% of absences; and
- the second highest reason for absence remains Musculo Skeletal accounting for 26%, followed by Coronavirus accounting for 11% of all absences.

A number of long-term cases continue to be managed with a small number of Stage 4 attendance hearings in progress. NHS waiting times continue to impact on absence levels and where possible we are looking for alternatives to achieve a return in some capacity whilst this wait is ongoing.

Benchmarking against other organisations for 2020/21 provides the following contextual information (taken from Housemark) for staff sickness levels.

While sickness levels remain 14% higher than expected in an average year, absentee rates are now lower than when Housemark first collected this measure in November 2020. This shows the effect of the second COVID wave, with the peak in January 5.6%.





SLHD performed favourably when compared to the above Housemark data. For the last two indicators on the above chart – Proportion of days lost due to sickness - SLHD’s comparative figures were lower at 4.60% for December 2020 and 3.27% for March 2021.

8.14. KPI 12 : Local expenditure

Target **70.0%**
Q2 21/22 YTD Performance **57.4%** **WORSE THAN TARGET – RED**

The table below summarises the total and Doncaster spend for the six months to end of September with comparatives from previous financial years.

| | Doncaster spend YTD | Total spend YTD | KPI% | Including Capital spend % |
|--------------|---------------------|-----------------|--------------|---------------------------|
| 21/22 | £3,420k | £5,961k | 57.4% | 72.0% |
| 20/21 | £2,351k | £4,355k | 54.0% | tba |
| 19/20 | £2,586k | £4,349k | 59.0% | tba |

Cumulatively, YTD performance stands at 57% and an under-performance of £752k.

The KPI is based on spend of a Revenue nature within SLHD, but it should be noted that if capital spend were to be included, rather than just revenue, this would include an additional £3m of spend, cumulative performance for the year to date would be 72% and meeting target. Comparative information for previous years is being calculated and will be reported as standard in future reports.

The Procurement Strategy and Contract Standing Orders have been developed to try to optimise local spend and social value, but 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 tender, are not part of consortia frameworks or are unable to demonstrate value for money. SLHD continues to actively participate in supplier events to encourage local business engagement in as many new procurement exercises as possible.

The procurement service will transfer to Doncaster Council later in the year. This presents an opportunity for further joined up procurement. The impact this will have on the ability to buy local is not yet clear, but is one of the factors that will be built into the service level agreement as the service transfers.

However, 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 : ASB Cases Resolved as a % of All Cases Closed

| | | |
|---------------------------------|---------------|-----------------------------------|
| Target | 95.00% | |
| Q2 21/22 YTD Performance | 96.68% | BETTER THAN TARGET – GREEN |

No specific issues at this stage.

Following a review of case closures, we are performing above target with a YTD figure of 96.68%. The September month's performance was 96.73% with only four cases out of 153 closed as not resolved. We currently have 437 cases open.

Once again, noise and verbal abuse make up over 50% of the cases between them.

8.16. KPI 14 : Number of residents undertaking training or education

| | | |
|---------------------------------|-----------|--------------------------------|
| Target YTD | 37 | |
| Q2 21/22 YTD Performance | 12 | WORSE THAN TARGET – RED |

The number of Residents helped in to Education and Training over the period is low for several reasons.

- Firstly, the Apprenticeships stats have been included in the employment stats KPI as opposed to the training KPI to avoid double counting;
- Secondly, the number of external courses and training available to Career Start Participants has continued to be low given the position around Covid; it is only now that Doncaster College and other training providers are able to offer courses again; and
- Thirdly, we have had a reduced demand for our own in-house training, i.e. improving employability skills.

There was a lower number than expected cohort in the last support and learn courses and we are already seeing reduced interest in the two new courses starting in November. This is partly due to the Job Centre previously relaxing various claimant commitments during the pandemic and this may be a consequence of the high number of vacancies in the Doncaster area at present.

Given this picture, we are looking at ways of increasing the take up of our offers around training and employment and have engaged with a wider spread of stakeholders to bring the figures back in line with expectations.

8.17. KPI 15 : Number of residents supported into employment

| | | |
|---------------------------------|-----------|-----------------------------------|
| Target YTD | 16 | |
| Q1 21/22 YTD Performance | 33 | BETTER THAN TARGET – GREEN |

No issues at this stage and target achieved for Quarter 2. The KPI target has been exceeded given the number of new employment starts we saw in the last three months, especially in September when our new Apprentices and Kick Start Participants began employment with SLHD.

The job vacancies market in Doncaster is now both large and competitive and on the plus side, more participants are securing work with our assistance. In the longer term, this may have an impact on the numbers coming through the scheme.

9. Annual KPIs

- 9.1. For 2021/22, there are four annual KPIs that would normally be reported at the end of the financial year.
- 9.2. Two of these relate to the annual STAR survey. The survey for 2021/22 is now complete and results were received in September. These are currently being analysed in detail and action plans will be developed as required. The two indicators have been included in Q2 reporting.
- 9.3. The other two KPIs below show the most recent performance data which is from Q4 2020/21.

9.4. KPI 16 : Tenant satisfaction with overall service

| | | |
|----------------------------|---------------|--------------------------------|
| Target 2021/22 | 87.00% | |
| 2021/22 Performance | 84.80% | WORSE THAN TARGET – RED |

Results for the 2021/22 survey are currently being analysed

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

| | | |
|-----------------------|----------------|---------------------|
| Target 2021/22 | 100.00% | |
| Performance | 99.99% | (Q4 2020/21) |

There were eight properties out of 20,080 that were non-decent at year end. All these properties are included in the capital re-inclusion programme for this financial year.

9.6. KPI 18 : Tenant satisfaction with property condition %

| | | |
|----------------------------|---------------|--------------------------------|
| Target 2021/22 | 89.00% | |
| 2021/22 Performance | 86.50% | WORSE THAN TARGET – RED |

Results for the 2021/22 survey are currently being analysed

9.7. KPI 19: Energy efficiency ANNUAL KPI :

| | | |
|-----------------------|---------------|-----------------------------|
| Target 2021/22 | 68.37% | |
| Performance | 64.74% | (Q4 Outturn 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 for that year 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 | <p>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> |
| | <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 • 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, 15.11.21

13. There are no specific legal implications arising from this report. Advice can be provided on any matters arising at the meeting.

FINANCIAL IMPLICATIONS

Julie Crook, Director of Corporate Services SLHD, 15.11.21

14. In 2021/22 SLHD will receive management fees of £36.7m from DC. This is made up of £34.9m from the Housing Revenue Account and £1.8m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

Angela Cotton, HR & OD Business Manager, 16.11.21

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

TECHNOLOGY IMPLICATIONS

Nigel Riley – Head of Digital Strategy & Support, 22,11,21

16. There are no specific technology implications for Doncaster Council arising directly from this report. Work between DMBC and SLHD is ongoing to ensure that technology effectively supports integrated working.

HEALTH IMPLICATIONS

Kirsty Tunnicliffe, Public Health Improvement Coordinator 17.11.21

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 on individual wellbeing and potentially on community cohesion. Quarter 2 performance in regards to complaints is below target and the main themes include delays to completing a repair, lack of communication/information and staff actions. In addition to this, the increase in the number of properties which do not have a gas safety certificate 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 being 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 exceeding target, although the number of tenants and residents helped into training and education remains lower than the target. 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 below target. 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 wishes to see a continued focus on homeless preventions and less reliance on bed and breakfast placements as we navigate 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 |
| APA | Alternative Payment Arrangement (for Universal Credit benefit) |
| ASB | Anti-Social Behaviour |
| CIPD | Chartered Institute of Personnel and Development |
| CV | Curriculum Vitae |
| DC | Doncaster Council |
| DWP | Department for Work and Pensions |
| FTE | Full Time Equivalent |
| HRA | Homelessness Reduction Act |
| HSE | Health and Safety Executive |
| 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 |

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BACKGROUND PAPERS

24. None

Appendix A - St. Leger Homes Key Performance Indicator summary Q2 2021/22

| KPI | Indicator | 20/21 Outturn | 20/21 Quartile | 21/22 Quarter 1 | 21/22 Quarter 2 | 21/22 Quarter 3 | 21/22 Quarter 4 | 21/22 Target | DoT | R/A/G |
|-----|------------------------------------------------------------|------------------|-------------------|--------------------|--------------------|--------------------|--------------------|----------------------------|-----|-------|
| 1 | Percentage of current rent arrears against annual debit % | 2.75% | Quartile 2 | 2.64% | 2.64% | | | 3.21% ytd 3.00% year | ↔ | |
| 2 | Void rent loss (lettable voids) % | 1.00% | Quartile 1 | 0.81% | 0.79% | | | 0.50% | ↑ | |
| 3 | Average Days to Re-let Standard Properties ytd days | 46.11 | Quartile 2 | 32.72 | 31.62 | | | 20.00 | ↑ | |
| 4 | Number of Households placed in B&B Accommodation ytd | 831 | n/a | 193 | 391 | | | n/a | n/a | n/a |
| 5 | Number of Full Duty Homelessness Acceptances ytd | 398 | n/a | 112 | 225 | | | n/a | n/a | n/a |
| 6 | Number of homeless preventions ytd | 604 | n/a | 154 | 309 | | | n/a | n/a | n/a |
| 7 | Complaints upheld as a % of customer interactions % | 0.065% | n/a | 0.092% | 0.096% | | | 0.070% | ↓ | |
| 8 | Number of tenancies sustained post support | 97.25% | n/a | 98.88% | 98.20% | | | 90.00% | ↓ | |
| 9 | Number of repairs first visit complete | 90.92% | Quartile 3 | 90.93% | 90.80% | | | 92.00% | ↓ | |
| 10 | Gas servicing:% of properties with a valid gas certificate | 100.00% | Quartile 1 | 99.98% | 99.92% | | | 100.00% | ↓ | |
| 11 | Days lost through sickness per FTE | 6.60 | Quartile 2 | 1.98 | 5.09 | | | 3.75 ytd 7.90 full year | ↓ | |
| 12 | Percentage of Local Expenditure % | 52.07% | n/a | 51.65% | 57.39% | | | 70.00% | ↑ | |
| 13 | ASB Cases Resolved as a % of All Cases Closed | 95.19% | n/a | 96.65% | 96.68% | | | 95.00% | ↑ | |
| 14 | Number of residents undertaking training or education ytd | 30 | n/a | 10 | 12 | | | 37 ytd 67 full year | ↓ | |
| 15 | Number of residents supported into employment ytd | 28 | n/a | 7 | 33 | | | 12 ytd 30 full year | ↑ | |
| 16 | Tenant satisfaction levels % (STAR) | 87.00% | Quartile 2 | Annual KPI | 84.80% | 84.80% | 84.80% | 89.00% | ↓ | |
| 17 | Percentage of homes maintaining decent standard % | 99.99% | Quartile 2 | Annual KPI | Annual KPI | Annual KPI | Annual KPI | 100.00% | n/a | n/a |
| 18 | Tenant satisfaction with property condition % (STAR) | 89.40% | Quartile 1 | Annual KPI | 86.50% | 86.50% | 86.50% | 89.00% | ↓ | |
| 19 | Energy efficiency. Target: achieve EPC Level C by 2030 | 64.74% | n/a | 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