



# Doncaster Council

## Report

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**Date: 23 June 2022**

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

**St Leger Homes of Doncaster Ltd (SLHD) Performance & Delivery Update: 2021/22  
Quarter Four (Q4)**

<b>Relevant Cabinet Member(s)</b>	<b>Wards Affected</b>	<b>Key Decision</b>
Councillor Glyn Jones, Cabinet Member for Housing and Business	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. Eleven of the nineteen KPIs measured were met or were within tolerances as at the end of Quarter 4 2021/22 / financial year ended 31 March 2022. Commentary appears below.

### **EXEMPT REPORT**

4. This report is not exempt.

### **RECOMMENDATIONS**

5. That Committee note the 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 KPI summary for Q4 2021/22. Commentary covering 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 there were 19 KPIs for 2021/22:

- two were measured quarterly – residents supported in training and residents supported in employment;
- four were measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers;
- three KPIs relating to Homelessness did not have a target this year due to ongoing Covid19 requirements.

7.3. The only KPI changes from 2020/21 were for:

- Local expenditure; where we now report against all spend, of both Revenue and Capital nature; and
- Gas servicing; we are now reporting properties with a valid safety certificate rather than properties attended.

7.4. 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 4 PERFORMANCE

8.1. The table below summarises the KPI dashboard as at 31 March 2022. Performance comparatives have been included from 2020/21.

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

**NB :** <sup>1</sup> For 2020/21, there were four annual KPIs. Two of these were for the planned January 2021 STAR survey but deferred until July 2021 as part of a wider programme.

## 8.2. KPI 1: Percentage of Current Rent Arrears against Annual rent debit

**Year end Target 3.00%**

**March 22 Year end Performance 2.55%**

**BETTER THAN TARGET – GREEN**

	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Arrears %	2.55%	2.92%	2.57%	2.55%	2.75%	3.39%	3.05%	3.12%
Profiled target %	3.00%	3.42%	3.21%	3.16%	2.80%	3.20%	3.00%	2.95%

The year end outturn for rent arrears was strong at 2.55% against a target of 3.00%.

This strong performance, which included collecting an additional £1.8m in Universal Credit (UC), came against a backdrop of challenges that have been experienced throughout the year, including court waiting times, the impacts of the cessation of the £20 UC uplift is now being felt as some claimants.

The Income Management Team and Tenancy Support team assisted residents with the Vulnerable Renters Fund and Discretionary Housing Payments, as well as other grants and initiatives such as the Household Support Fund. Work across 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. Over the coming months, we will continue to make contact with those in the lower rated EPC properties and pro-active work surrounding those potentially eligible for Pension Credit.

## 8.3. KPI 2 : Void rent loss (lettable voids)

**Target 0.50%**

**March 22 year end Performance 0.79%**

**WORSE THAN TARGET – RED**

	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss YTD %	0.79%	0.79%	0.79%	0.82%	1.00%	1.02%	0.97%	0.97%
Void numbers at quarter end	178	147	159	142	159	216	195	209

The number of voids held at the end of March is 178. This figure includes 13 non-lettable voids.

Of the 165 available to let, 26 were fully repaired and available, and 83 were under offer.

Ten of the fully repaired and available voids require an Occupational Therapist (OT) viewing. With the recent appointment of an OT, this work was being undertaken at the time of writing.

Year-end terminations total 1,182 and remains higher than the total number of re-lets at 1,034. AHR (accessible housing register) voids continue to accrue lengthy delays before re-let as a result of the availability for occupational therapist viewings.

There continues to be much activity within SLHD designed to improve voids performance. This includes:

- Regular 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 team co-location;
- Changed processes to manage asbestos containing materials;
- Working with area housing teams and partners on low demand areas to improve let-ability of hard to let properties;
- 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.

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

**Target 20.0 days**  
**March 22 year end Performance 33.7 days** **WORSE THAN TARGET – RED**

	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	33.7	32.4	31.6	32.7	46.1	48.3	49.3	55.1

The month performance for March stands at 32.0 days and cumulative performance for the year outturns at 33.7 days.

A number of low demand properties are adversely impacting on performance as they become re-let.

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 our own performance and how this compares with other organisations.

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

**Target No target for 2021/22**  
**March 22 year end performance 787**

B&B placements out-turned the year at 73. However, we have provided successful move-ons for a number of households and continue to work hard to move every household on.

We do still have families in B&B and this is a priority to move these on as quickly as possible. We also had 86 households in temporary accommodation and shows that the team are much more focused on positive outcomes and are performance driven.

We are still experiencing a huge surge in demand for accommodation and have backlogs of cases which impacts on people becoming homeless and requiring emergency accommodation. We have plans in place to clear backlogs and turn the service into one of prevention focused rather than reactive.

8.6. KPI 5: Number of Full Duty Homelessness Acceptances

**Target** **No target for 2021/22**  
**March 22 year end performance** **384**

Total full duty acceptances for the year stands at 384, a slight reduction on 2020/21 which was 398. We have had much higher demand and this therefore shows that case management is improving.

We still struggle with accessing appropriate accommodation for households in relief stage and therefore still too many families move into full duty. We are looking to embark on a project to engage and access the private rented sector more effectively to help relieve homelessness at an earlier stage.

8.7. KPI 6: Number of homeless preventions

**Target** **No target for 2021/22**  
**March 22 year end performance** **566**

Homeless preventions are lower this year than last year. However, performance has increased between February and March and 50 preventions were achieved in March, which is back to the levels in 2020/21.

Our Private Rented Sector (PRS) project, case management, performance management framework and early advice using Advice Aid will stand us in good stead to achieve much higher prevention rates in 2022/23.

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

**Target** **0.07%**  
**28 February \* Year end Performance** **0.13% **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 eleven months to end of February for the past three financial years

	Interactions	Complaints	Upheld	% upheld
<b>21/22</b>	<b>314,277</b>	<b>1,064</b>	<b>403</b>	<b>0.13%</b>
20/21	328,175	945	214	0.07%
19/20	363,033	979	222	0.06%
18/19	319,671	1,057	233	0.07%

The information for February 2022 shows that we have not achieved our 0.07% target, in month achieving 0.15%. Cumulatively for the year we are over our target, achieving 0.13%.

In the previous three financial years, the percentage of complaints upheld to all complaints was consistently around 23%, but for 2021/22 this ratio increased to 38% of all complaints being upheld.

We analyse the number of complaints received and reasons for complaints on a monthly basis. Heads of Service review the data with Service Managers to identify lessons learnt and where appropriate to put in place revised procedures or to take corrective action.

The main themes for upheld complaints in the year relate to repairs - time taken to complete a repair, lack of information/communication and staff actions and behaviours.

The volumes and types of interactions are being analysed in detail as part of wider customer engagement work as there have been significant changes to ways of working over the past two years.

For repairs, there is increased monitoring of performance. The majority of complaints centre on the length of time taken to get repairs appointed. This is in part, due to the increased repairs demand we continue to see post pandemic and the added impact of depleting resources and recruitment issues across our sector, with limited trade availability. Some of the resource issues are short-term Covid related and include the availability of some materials. Repair volumes and types are being analysed in detail and resources being allocated as effectively as possible. Repairs related complaint reasons are also receiving increased focus to improve performance.

There are similar issues with our nominated sub-contractor, who is experiencing similar challenges.

We continue to focus on our availability for customer appointments and we are exploring additional "local" framework contractors especially in disciplines where we have a reduced trade presence.

The Repairs Excellence project is now underway, looking at a number of areas to improve all round performance. The initial 'no access' pilot launched in February in a specific area, with a new approach to communicating with our customers with text reminders, to confirm appointments and hopefully further reducing no-access, to free up resources to attend our appointments. 100% success was achieved in the first week of the pilot. The pilot has continued in the period since and full roll out is planned by mid June.

For Housing, a number of complaints are related to ongoing ASB issues and complaints about neighbours etc. – sometimes complaining about issues we are already looking into and sometimes because they feel nothing is being done. We are using VoiceScape, a telecoms software package, to check in with complainants who have a live ASB case. Weekly messages will provide reassurance that we are working on the case and invites them to respond if they have any new information or want to speak to their housing officer.

Many of the complaints for Home Options are around the requests for service/enquiries and the length of time taken to respond. We are reviewing front end access into service to provide a quicker response at first point of contact and immediate allocation to an officer to case manage if required.

In Home Options we are also ensuring all homeless cases have an allocated and dedicated case manager so that customers have one person they deal with and can contact if they have a problem.

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

**Target 90.0%**  
**March 22 year end Performance 98.3%** **BETTER THAN TARGET – GREEN**

Period YTD	Cases closed 6 months previously	No. of tenancies sustained after 6 months	% of tenancies active 6 months after support ended	Target %
Q1 20/21	263	251	95.4%	90.0%
Q2 20/21	517	499	96.5%	90.0%
Q3 20/21	679	657	96.8%	90.0%
<b>Q4 20/21</b>	872	848	97.3%	90.0%
Q1 21/22	157	155	98.7%	90.0%
Q2 21/22	335	329	98.2%	90.0%
Q3 21/22	515	507	98.4%	90.0%
<b>Q4 21/22</b>	<b>657</b>	<b>646</b>	<b>98.3%</b>	<b>90.0%</b>

The strong performance in 2020/21 continued and improved for the 2021/22 financial year. The overall cumulative performance for the year is 98.3% of tenancies still sustaining six months after our support has ended, against a target of 90%. This is very strong performance in the context of the very challenging circumstances some of our tenants are facing.

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

**Target 92.0%**  
**March 22 Year end Performance 90.2%** **WITHIN TOLERANCES - AMBER**

This KPI measures the number of responsive repairs completed at the first visit without the need for the operative to return a second time because the repair was inaccurately diagnosed and/or did not fix the problem.

Period YTD	No. of repairs completed	No. of repairs completed first visit	% repairs completed first visit	Target %
Q1 20/21	7,165	6,701	93.5%	92.0%
Q2 20/21	18,485	16,892	91.4%	92.0%
Q3 20/21	30,685	27,866	90.8%	92.0%
Q4 20/21	42,464	38,609	90.9%	92.0%
Q1 21/22	9,839	8,941	90.9%	92.0%
Q2 21/22	18,547	16,841	90.8%	92.0%
Q3 21/22	26,252	23,759	90.5%	92.0%
<b>Q4 21/22</b>	<b>34,595</b>	<b>31,192</b>	<b>90.2%</b>	<b>92.0%</b>

The first quarter of 2020/21 was influenced by the lockdown and the table shows the reduction in volumes compared to the same quarter this year, but volumes later this year are lower than the same period last year. Outturn performance for the 2021/22 financial year was **90.2%**, therefore below target but within agreed tolerances

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

<b>Target</b>	<b>100.0%</b>	
<b>March 22 year end Performance</b>	<b>100.0%</b>	<b>TARGET MET – GREEN</b>

The 2021/22 programme concluded in early January 2022 and all properties were attended and all have a valid gas CP12 certificate.

#### 8.12. KPI 11 : Days lost through sickness per FTE

<b>Year end target</b>	<b>7.9 days</b>	
<b>March 22 year end Performance</b>	<b>11.9 days</b>	<b>WORSE THAN TARGET – RED</b>

March saw 0.98 days per WTE slightly higher than last month (0.91 days) and still significantly higher than the monthly target of 0.72 days. The year end position outturned at 11.9 days per WTE significantly higher than the annual target of 7.9 days per WTE. It should be noted that taking Covid19 sickness from the figures reduced this to 10.1 days per WTE.

In this financial year positive Covid cases have accounted for 15.3% of all absences, with more than double the number of days in comparison to the last financial year. It is also helpful to remember this is only the direct Covid related absence.

Absence increases such as mental health and other infection and virus have also increased significantly and may be attributed to an indirect impact of the pandemic.

March saw an increase again in Covid related absence with 134 days resulting in this being the 4th highest month for Covid related absence in the year.

The highest cause of absence this financial year remains stress depression and anxiety accounting for a 37.4% of all absence. At year-end this equates to 3,317 working days lost in comparison to 1,802 for the same reasons last year (Non work related stress remains the biggest contributors with work related stress accounting for just 3.7% of this total and a total of 26 days within the month accounting for specific cases which are being directly managed).

This month has seen a decrease in the actual number of days absent for all forms of stress with the exception of depression and anxiety which increased by three days. It should be noted that whilst stress related absence is high for the year we are now beginning to see a downward trend.

The second highest reason for absence remains Musculo-Skeletal (MSK) accounting for 19.9% of the absence (no significant difference from last quarter) and only a small different in the total number of days seen against the previous year, followed by Covid19. It should also be noted that at year end, infection and virus is the fourth highest reason for absence has seen an increase of over 100 days on the previous financial year.

All cases continue to be managed in line with the attendance management procedures.



8.13. KPI 12 : Local expenditure

<b>Target</b>	<b>70.0%</b>	
<b>March 22 year end Performance</b>	<b>73.0%</b>	<b>BETTER THAN TARGET – GREEN</b>

Cumulatively, outturn performance was 73.0%, with £13.1m out of a total of £17.9m spent within the borough

8.14. KPI 13 : ASB Cases Resolved as a % of All Cases Closed

<b>Target</b>	<b>95.0%</b>	
<b>March 22 year end Performance</b>	<b>97.6%</b>	<b>BETTER THAN TARGET – GREEN</b>

March 2022 performance was 98.6%, bringing the cumulative performance to 97.6%, well above target. We currently have 355 cases open - an increase of 23 on last month but slightly down on the same time last year.

The top two categories are still noise and verbal abuse and harassment. However, complaints regarding drugs are increasing with 48 cases currently open. 23 of these are in the Central area with a further 18 in the South West.

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

<b>Target</b>	<b>67</b>	
<b>March 22 year end Performance</b>	<b>30</b>	<b>WORSE THAN TARGET – RED</b>

Across the year, the target for assisting residents into training has not been met for several reasons. Firstly, the jobs market is very buoyant at present (unemployment rate down to 3.8% as of 12/04/22) and so we have seen less participants look for help with training. As an example, when recruiting for the recent World of Work cleaning course, it took four different information sessions spread across two months before we were able to reach the required minimum number of participants for the College to begin teaching.

This was the first group of participants that included non-SLHD tenants and thanks to them, the course was able to run. With more and more people either starting work or withdrawing from the jobs market in general, there has also been a reduced demand for our general one to one employment training and this too impacted materially on the KPI figure.

It is only recently for example that we were able to restart face-to-face training meetings in local libraries with participants. Going forward, there are already some new initiatives being discussed around Traineeships, work experience and T-levels, which should help to increase numbers in 2022/23. We are also reviewing the current WOW support and learn offer to make them more attractive to potential participants.

## 8.16. KPI 15 : Number of residents supported into employment

<b>Target</b>	<b>30</b>	
<b>March 22 year end Performance</b>	<b>51</b>	<b>BETTER THAN TARGET – GREEN</b>

This year we have assisted 51 individuals into employment. This includes WOW support & Learn, Apprenticeships, Student Placements and Kickstart as well as those we have supported to find employment elsewhere. What is especially pleasing is the number of WOW support and learn participants who have secured permanent jobs with SLHD as a result of being on the WOW scheme in the first instance.

The number of new employment starts could have been higher given several of our World of Work support and learn opportunities remained unfilled during the year, and an error by the DWP also meant a kick start gardening opportunity was not filled as expected. Given the reduction in WTEs following the merging of the WOW and Apprentice coordinating roles, we have also not been able to focus as much attention as we would have wanted to for the World of Work participants looking for work but not with SLHD. As such, there was reduced assisting with application forms, CVs and interview preparation (affected also by Covid19 and the closing of libraries etc.), this work normally assisting us with additional employment starts. Going forward, as the potential number of unemployed tenants reduces (given the current jobs market), we need to focus on being more efficient in reaching our residents who do require our assistance and in ensuring we fill as many of the WOW opportunities as possible.

## 9. Annual KPIs

9.1. For 2021/22, there were four annual KPIs.

9.2. KPI 16 : Tenant satisfaction with overall service

<b>Target 2021/22</b>	<b>87.0%</b>	
<b>March 22 year end Performance</b>	<b>84.8%</b>	<b>WITHIN TOLERANCES - AMBER</b>

Results for the 2021/22 survey have been analysed and actions generated. Results from the 2021/22 survey are slightly down on the previous STAR survey but Housemark, the national benchmarking organisation, have recently reported that a drop in satisfaction levels are being evidenced nationally.

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

<b>Target 2021/22</b>	<b>100.00%</b>	
<b>March 22 year end Performance</b>	<b>99.99%</b>	<b>WITHIN TOLERANCES - AMBER</b>

There were two properties out of 20,000 that were non-decent at year end. These properties are included in the capital re-inclusion programme for the 2022/23 financial year.

9.4. KPI 18 : Tenant satisfaction with property condition %

<b>Target 2021/22</b>	<b>89.0%</b>	
<b>March 22 year end Performance</b>	<b>86.5%</b>	<b>WITHIN TOLERANCES - AMBER</b>

As with KPI 16, results for the 2021/22 survey have been analysed and actions planned to improve performance built in to the ADP and departmental Service Delivery Plans (SDP).

9.5. KPI 19: Energy efficiency ANNUAL KPI :

**Target 2021/22** **68.4%**  
**March 22 year end Performance** **70.3%**

**BETTER THAN TARGET – GREEN**

This was a new KPI for 2020/21, which requires all properties to achieve EPC Level C by 2030. The outturn performance of 70.3% for 2021/22 exceeded the target. SLHD are currently reviewing investment needs as part of a new environmental strategy.

**10. Background Papers**

10.1. None

**OPTIONS CONSIDERED**

11. Not applicable

**REASONS FOR RECOMMENDED OPTION**

12. Not applicable

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

	<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 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><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> <li>• Healthy and Vibrant Communities through Physical Activity and Sport</li> </ul>	

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

**Scott Fawcus, Assistant Director, Legal and Democratic Services, 23.05.22**

14. 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, 26.05.22**

15. In 2021/22 SLHD received management fees of £35.5m from DC. This is made up of £33.5m from the Housing Revenue Account and £2.0m from the General Fund to pay for the general fund services managed by SLHD.

## **HUMAN RESOURCES IMPLICATIONS**

**Angela Cotton, HR & OD Business Manager, 26.05.22**

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

## **TECHNOLOGY IMPLICATIONS**

**Peter Ward, Technology and Governance Support Manager, 26.05.22**

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

## **HEALTH IMPLICATIONS**

**Maisie Mattocks, Public Health Project Support Officer, 24.05.22**

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. There continues to be lasting impact from the pandemic, most notably the continued bed and breakfast placements, upheld customer complaints and limited opportunities to proactively prevent homelessness.
19. It is encouraging to see that the Income Management and Tenancy Sustainability teams continue to focus on early intervention and supporting tenants, ensuring they maximise incomes to manage rent successfully. It is also encouraging to see that the teams are continuing to support those in lower EPC properties, as well as those potentially eligible for Pension Credit. Given the context of the cost of living crisis, it is extremely important to proactively support tenants to maximise their income wherever possible.
20. 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 4 performance in regards to complaints is below target and the main themes include delays to completing a repair, lack of information/communication and staff actions and behaviours. It is positive to see that all properties held a valid gas safety certificate at the end of Q4, supporting tenants' health, wellbeing and safety at home.
21. 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.

22. 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 continues to be below target. In addition to this, further benefits can be realised by continuing to explore opportunities to increase social value through local revenue expenditure.
23. As a stable and secure home is an essential contributor to good health and wellbeing, Public Health wishes to see a reduction in the number of households placed in B&B accommodation, alongside a continued focus on homeless preventions including proactively supporting residents where possible

## **EQUALITY IMPLICATIONS**

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

## **CONSULTATION**

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

## **BACKGROUND PAPERS**

26. 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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## Appendix A – SLHD Key Performance Indicator Summary Q4 2021/22

KPI	Indicator	20/21 Outturn	20/21 Quartile	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit %	2.75%	Quartile 2	2.64%	2.64%	3.01%	<b>2.55%</b>	3.00%	↑	
2	Void rent loss (lettable voids) %	1.00%	Quartile 1	0.81%	0.79%	0.79%	<b>0.79%</b>	0.50%	↔	
3	Average Days to Re-let Standard Properties ytd days	46.1	Quartile 2	32.7	31.6	32.4	<b>33.7</b>	20.0	↓	
4	Number of Households placed in B&B Accommodation ytd	831	n/a	193	391	571	<b>787</b>	no target	n/a	n/a
5	Number of Full Duty Homelessness Acceptances ytd	398	n/a	112	225	292	<b>384</b>	no target	n/a	n/a
6	Number of homeless preventions ytd	604	n/a	154	309	439	<b>566</b>	no target	n/a	n/a
7	Complaints upheld as a % of customer interactions %	0.07%	n/a	0.09%	0.10%	0.12%	<b>0.13%</b>	0.07%	↓	
8	Number of tenancies sustained post support	97.3%	n/a	98.9%	98.2%	98.4%	<b>98.3%</b>	90.0%	↓	
9	Number of repairs first visit complete	90.9%	Quartile 3	90.9%	90.8%	89.4%	<b>90.2%</b>	92.0%	↑	
10	Gas servicing: % of properties with a valid gas certificate	100.0%	Quartile 1	99.98%	99.92%	100.00%	<b>100.00%</b>	100.00%	↔	
11	Days lost through sickness per WTE	6.6	Quartile 2	2.0	data not available	8.6	<b>11.9</b>	7.9	↓	
12	Percentage of Local Expenditure % Revenue and Capital	n/a	n/a	70.8%	72.0%	71.0%	<b>73.0%</b>	70.0%	↑	
13	ASB Cases Resolved as a % of All Cases Closed	95.2%	n/a	96.7%	96.7%	97.3%	<b>97.6%</b>	95.0%	↑	
14	Number of residents undertaking training or education ytd	30	n/a	10	12	20	<b>30</b>	67	↑	
15	Number of residents supported into employment ytd	28	n/a	7	33	45	<b>51</b>	30	↓	
16	Tenant satisfaction levels % (STAR)	87.0%	Quartile 2	Annual KPI	84.8%	84.8%	<b>84.8%</b>	89.0%	↓	
17	Percentage of homes maintaining decent standard %	99.99%	Quartile 2	Annual KPI	Annual KPI	Annual KPI	<b>99.99%</b>	100.00%	↔	
18	Tenant satisfaction with property condition % (STAR)	89.4%	Quartile 1	Annual KPI	86.5%	86.5%	<b>86.5%</b>	89.0%	↓	
19	Energy efficiency. Target: achieve EPC Level C by 2030	64.7%	n/a	Annual KPI	Annual KPI	Annual KPI	<b>70.3%</b>	68.4%	↑	

- 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