City of Doncaster Council

Date: 30 March 2023

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

Report Title: St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 3 ended 31 December 2022 (2022/23) and Value For Money Statement (VFM) for the year ending 31 March 2022 (2021/22)

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Cllr Glyn Jones	All	No

1. EXECUTIVE SUMMARY

1.1. 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. The Management Agreement also acknowledges the importance of Value For Money (VFM) and requires both Doncaster Council (DC) and SLHD to use reasonable endeavours to deliver the best possible VFM. Arrangements within the agreement require appropriate VFM reporting which includes a quarterly report of Key Performance Indicators (KPIs) and an annual VFM statement.

1.2. This report provides an opportunity to:

- feedback on performance successes and challenges against the 2022/23 Key Performance Indicators (KPIs) **Appendix A; and**
- present SLHD's VFM annual statement for the financial year ended 31 March 2022 (2021/22). **Appendix B**

1.3. At the end of December 2022, eight of the fifteen KPIs measured were met or were within agreed tolerances of target. Commentary appears below.

1.4. VFM performance for 2021/22 was very positive, in particular our benchmarking when compared with our peers and also all housing providers nationally. Benchmarking showed we had more cost and performance indicators in the upper quartiles (above median) and we had improved VFM dashboards, with most indicators in the low cost, high performance quarter of the dashboard.

2. EXEMPT REPORT

2.1. This report is not exempt

3. RECOMMENDATIONS

3.1. That Members note the progress of SLHD performance outcomes and Value For Money statement and the contribution SLHD makes to supporting Doncaster Council's (DC) strategic priorities.

4. WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

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

5. BACKGROUND

5.1. As part of the agreed governance framework detailed in the Management Agreement there is a requirement to provide a quarterly performance report for the Executive Board of Doncaster Council (DC). SLHD also presents annually to DC a review of its performance including a Value for Money assessment. This was the recommendation on VFM from the Cabinet report,3 July 2018.

6. 2022/23 QUARTER 3 (Q3) PERFORMANCE SUMMARY

6.1. There are 19 KPIs agreed with DC for 2022/23 and include :

- four measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers. **NB** : It should be noted here that the annual STAR survey for 2022/23 is now complete and the two annual KPIs have been included in this Q3 reporting; and
- two KPIs relating to Homelessness do not have targets this year.

6.2. The table below summarises the KPI dashboard as at 31 December 2022. Performance comparatives have been included from previous years. At the end of December 2022, eight KPIs were met or were within agreed tolerances of target.

KPIs	**Q3 22/23**	Q2 22/23	Q1 22/23	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**	5	6	7	7	6	6	8	5	6	6
Amber (within tolerance)	**1**	2	1	4	3	3	2	2	3	1	1
Red (not meeting target)	**7**	8	6	5	4	5	4	7	7	8	8
No target (homelessness)	**2**	2	2	3	3	3	3	0	0	0	0
Annual	**2**	2	4	0	2	2	4	0	4	4	4
Total	**19**	19	19	19	19	19	19	17	19	19	19

6.3. SLHD supports the Mayor's approach to setting challenging targets and is determined to continually improve performance, notwithstanding a background of higher demand for services and lower social housing performance as evidenced by national benchmarking.

6.4. The 2022/23 year to date (YTD) KPIs show a mix of excellent performance and areas for improvement. The KPI dashboard is attached at **Appendix A**.

6.5. We submit monthly pulse survey performance data to Housemark which allows us to constantly understand how we are performing against other organisations. As with

Quarter 2, we compare favourably with our peers and nationally with the majority of indicators submitted above median.

6.6. The tolerances which determine the amber status are consistent with DC measures where possible. Performance data is cumulative year to date (YTD) rather than performance in the quarter, as this can be misleading when comparing to target.

7. ANNUAL VFM PERFORMANCE SUMMARY

7.1. SLHD presents annually to Doncaster Council a review of its performance including a Value for Money assessment. The VFM statement for 2021/22 was approved by SLHD's Board in December 2022 and is attached at **Appendix B.**

7.2. 2021/22 operational performance against a suite of challenging targets was again good or improving, showing a mix of KPIs meeting, within tolerance of, or not meeting target, but with improving trends in most areas.

7.3. All were robustly managed and we operated within the challenging budget, and staffing levels and budgets and have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.

7.4. Benchmarking is a key element of assessing VFM and for 2021/22 was very positive with more cost and performance indicators in the upper quartiles (above median). We had our best ever VFM dashboards when compared with our peers and also all housing providers nationally, with most indicators selected in the low cost, high performance 'green' quarter of the 2x2 dashboard (see below). The table below shows the cost and performance indicators selected with the dashboards for 2021/22 for our Peer Group.

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	Average days to respond to complaints
7	Neighbourhood m'ment	CPP of estate services	STAR satisfaction with neighbourhood as place to live
8	Community investment	CPP of community investment	Residents supported into employment

* CPP = Cost Per Property

Peer group 2021/22 - ALMOs, Metropolitan Boroughs and Unitary authorities

7.5. Benchmarking for 2021/22 shows St Leger is a **low cost, high performing organisation** when compared to our peers and housing providers nationally

7.6. Further VFM commentary appears at Section 10 below.

8. KPI DETAILED COMMENTARY

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

Profiled Target Dec 22 **3.00%**
Dec 22 YTD Performance **2.98%** **BETTER THAN TARGET – GREEN**

	Q3 22/23	Q2 22/23	Q1 22/23	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 %	**2.98%**	2.80%	2.62%	2.55%	2.92%	2.57%	2.55%	2.75%	3.39%	3.05%	3.12%
Profiled target %	**3.00%**	3.00%	2.85%	3.00%	3.42%	3.21%	3.16%	2.80%	3.20%	3.00%	2.95%

The rent arrears outturn at the end of December remains strong at 2.98% against a profiled target of 3.10%.

The cost of living impacts are now visible, particularly in relation to energy costs and food and it is evident this is proving challenging for tenants.

Over 6,000 text messages have now been delivered to those who have a rental liability shortfall, to advise where to find support with budgeting and money management as well as reminding customers to pay their rent over the Christmas period.

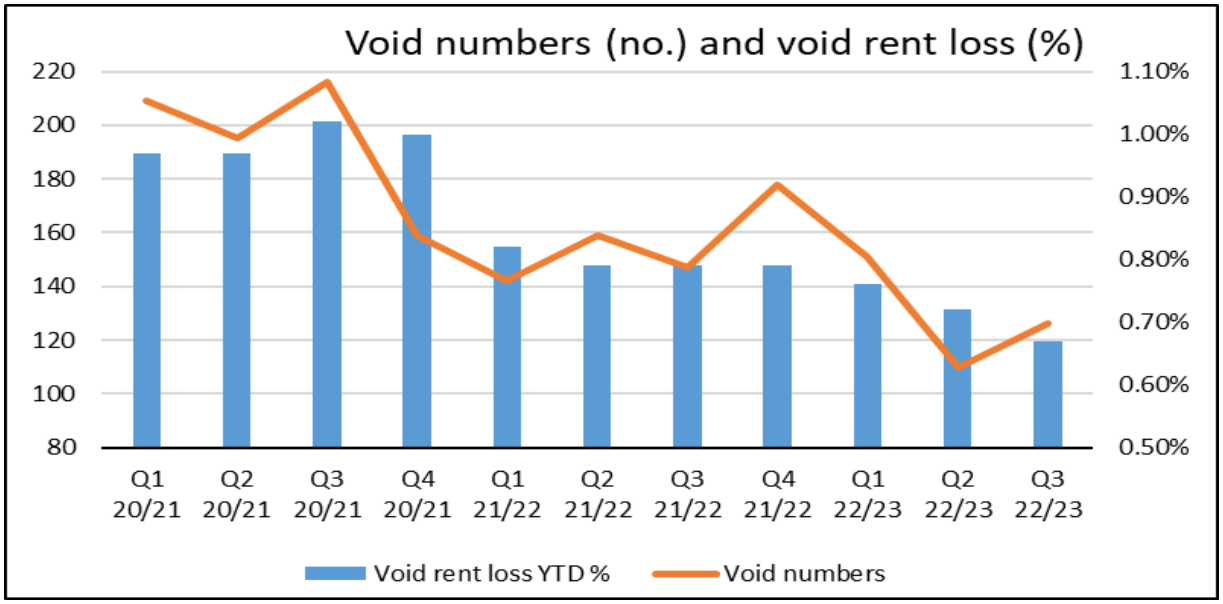
The Income Management Team and Tenancy Support team continue to work closely together to support tenants to maximise their income and address financial pressures. We are continuing to work with the Council, Citizens Advice Doncaster and DWP to support tenants and families across the Borough and to ensure the take-up of Government support is maximised.

KPI 2: Void rent loss (lettable voids)

Target **0.50%**
Q3 22 YTD performance **0.67%** **WORSE THAN TARGET – RED**

	Q3 22/23	Q2 22/23	Q1 22/23	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 %	**0.67%**	0.72%	0.76%	0.79%	0.79%	0.79%	0.82%	1.00%	1.02%	0.97%	0.97%
Target %	**0.50%**	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Void numbers	**126**	110	151	178	147	159	142	159	216	195	209

The table above shows the KPI and void numbers by Quarter. The KPI target during this period has been 0.50%, equating to approximately 110 void properties. Although the KPI has been red since April 2020 (the start of the first lockdown period), it is considered a very challenging target and meeting it would have been top quartile performance when benchmarked nationally, not just with our peers. Improvements have been made steadily in the period since and the graph below plots the data to try to reflect this and shows that this is the best performance for some considerable time.



The number of voids held at the end of Quarter 3 shows a slight increase to 126 compared to the previous quarter. This figure includes eight non-lettable voids, consisting of the following:

- 3 awaiting further investment;
- 1 acquisition;
- 1 awaiting major work due to fire damage;
- 2 undergoing adaptations by DC; and
- 1 awaiting lease commencing for SY Police to use.

Cumulative performance remains the same as the previous month at 0.67%. The Christmas closure period has had an unavoidable negative impact on performance, which has contributed to the increase in the number of voids held. At the time of writing, the total number of relets at 922 continues to exceed the total number of terminations of 883, this is a key factor, to ensure an improvement in performance.

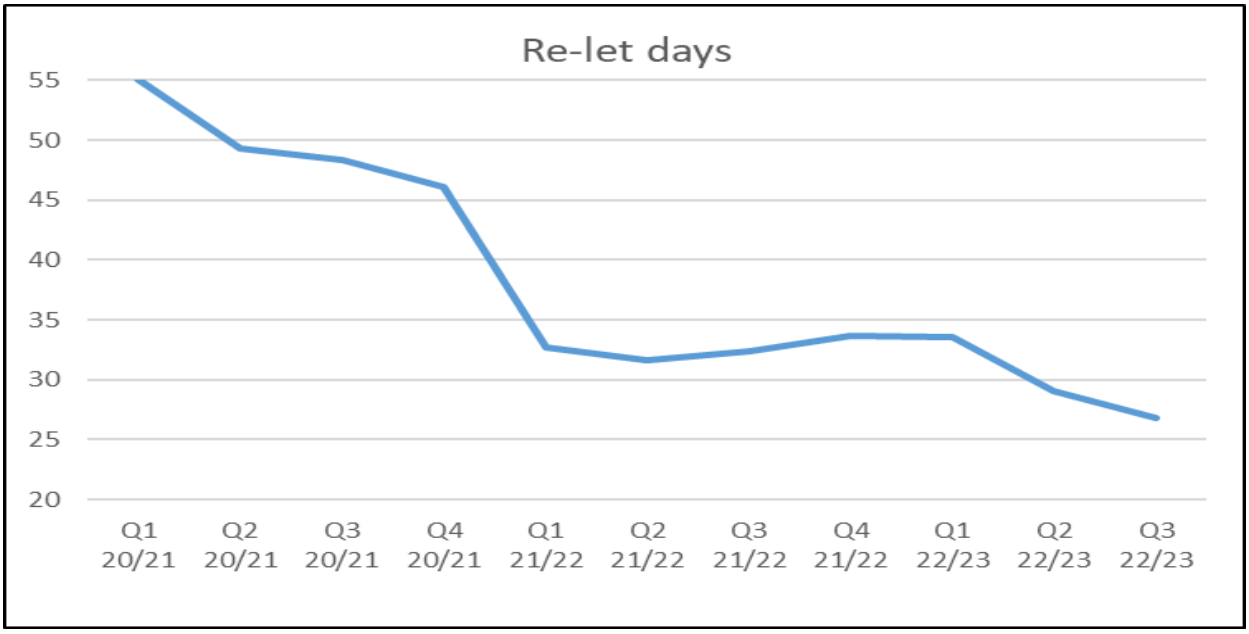
It is pleasing however to show that performance end for Q3 at 0.67% shows an improvement when comparing to the end of Q2 of 0.72%.

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

Target **20.0 days**
Dec 22 YTD performance **26.8 days** **WORSE THAN TARGET – RED**

	Q3 22/23	Q2 22/23	Q1 22/23	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	**26.8**	29.1	33.6	33.7	32.4	31.6	32.7	46.1	48.3	49.3	55.1

As with Void Rent Loss above, although the KPI has been red for some time, improvements are being made as the data is reflected graphically below and the move towards the 20 day target.



Monthly performance for December shows a slight decline at 23.9 days, when comparing to November at 23.7 days, this remains below target. However, it is pleasing

to see that cumulative performance shows an improvement for the 7th consecutive month standing at 26.9 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 collaboratively to ensure that voids are re-let at the earliest opportunity. This will assure a continued improvement in performance.

8.3. KPI 4: Number of Households placed in B&B Accommodation at month end

Profiled Target Dec 22	**60**	
Dec 22 performance	**48**	**BETTER THAN TARGET – GREEN**

This is a new KPI for 2022/23 and measures the number of placements in Bed and Breakfast / Hotel accommodation at month end. The March 2023 year-end target is 30 but has a profiled target throughout the year as shown below, with month end actual performance.

Month end	Placements no.	Target no.
April	66	55
May	60	50
June	76	45
July	66	40
August	63	35
September	62	40
October	56	45
November	38	50
December	**48**	**60**

Household placed in B&B have fallen steadily throughout the year to date and Q3 was lower than this time last year. The table shows these trends and that month end positions at end of November and December were below target for the first times this year.

The number of approaches into the service remains high and the number of placements made in December into hotels was 61, (54 households moved on). However, the total number of nights in hotels shows a reduction of 30.5% on the same month last year, reflecting the work of the Housing Solutions Team to improve turnover and move on options.

The total for Quarter 3 2022 is also 10% lower when compared with same period last year..

Whilst the number of households placed in hotels at the end of December increased to 48, this reflected the 13 nights that SWEP was triggered during the month. Despite this, the number of households placed in hotels at the end of December was 16% lower than last year and we are pleased to report no children accommodated by Home Options spent Christmas in a hotel or were placed in a hotel at the end of the month.

8.4. KPI 5: Number of Full Duty Homelessness Acceptances

Target **No target for 2022/23**
Dec 22 YTD performance **364**

	Actual no.	Target no.
April	30	n/a
May	34	n/a
June	32	n/a
July	37	n/a
August	21	n/a
September	39	n/a
October	42	n/a
November	76	n/a
December	49	n/a

The number of full duty homeless acceptances has reduced in December to 49 from 76 last month. Whilst this is a significant reduction, following the purge on out of date cases and clearing backlogs reported last month, this will remain high in the short term. Performance will start to see full duty acceptances decrease and preventions increase over the coming months

8.5. KPI 6: Number of homeless preventions

Target **No target for 2022/23**
Dec 22 YTD performance 600

	Actual no.	Target no.
April	69	n/a
May	39	n/a
June	42	n/a
July	62	n/a
August	47	n/a
September	46	n/a
October	71	n/a
November	120	n/a
December	81	n/a

The number of preventions and successful interventions to relieve homelessness continues on an upward trajectory with December's outturn of 81 building on the record month of 120 in November. Bringing the total for Quarter 3 to 272, a 108% increase when compared with the same period last year.

Successful interventions are a huge focus now, with ambitious targets to open cases and achieve a greater number of these solutions in the prevention stage.

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

Target	**0.070%**	
Nov 22 * performance	**0.103%**	**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 percentage 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.

The table below summarises the interactions and complaints upheld to the end of November for five financial years:

	Interactions	Complaints	Upheld	% upheld against interactions	Not upheld as % of all complaints	Upheld as % of all complaints
22/23	**243,249**	**872**	**250**	**0.103%**	**72%**	**28%**
21/22	248,317	769	280	0.113%	64%	36%
20/21	238,662	681	160	0.067%	61%	19%
19/20	269,926	707	158	0.059%	78%	22%
18/19	231,087	770	164	0.071%	79%	21%

In November 2022, we received 146 complaints, which is an increase in the number of complaints received compared to November last year (+10). Volumes of complaints have increased in November by 37.7% on the previous month, this trend follows the previous year where there was a 51.1% increase in complaints from October to November 2021, but is reducing. Whilst there is a rise in complaint numbers nationally this is nevertheless a key issue which we need to address.

In-month, the number of complaints upheld has decreased by 35 from 2021. 63 complaints were upheld in November 2021, compared to 28 in November 2022. Upheld complaints have increased by seven compared to the previous month of October 2022.

The main theme for upheld complaints in November relate to time taken to complete a repair (36).

We analyse the percentage 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. The YTD information to end of November 2022 shows that we are over our 0.07% target, achieving 0.103%.

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

Target **97.3%**
Dec 22 YTD performance **96.6%** **WITHIN TOLERANCES - AMBER**

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%
Q4 20/21	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%
Q4 21/22	657	646	98.3%	90.0%
Q1 22/23	267	263	98.5%	97.3%
Q2 22/23	500	484	96.8%	97.3%
Q3 22/23	**739**	**714**	**96.6%**	**97.3%**

With five tenancies terminating, tenancies sustained post support in-month for December dipped slightly to 92%, having averaged nearly 97% for the preceding eight months. This has resulted in the cumulative proportion of tenancies sustained six months after support also falling slightly and ending at 96.6% for the nine months to date. (Cumulatively 25 terminating in line with 739 cases closing).

Performance has been above 95% for the past two and a half years and remains only marginally below the increased 2022/23 target at the end of Quarter 3. Caseload volumes are increasing and analysis of these is ongoing to identify themes and actions required.

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

Target **92.0%**
Dec 22 YTD performance **94.5%** **BETTER THAN TARGET – GREEN**

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%
Q4 21/22	34,595	31,192	90.2%	92.0%
Q1 22/23	7,659	7,214	94.2%	92.0%
Q2 22/23	14,037	13,237	94.3%	92.0%
Q3 22/23	**22,779**	**21,535**	**94.5%**	**92.0%**

In-month performance for December was 95.8%, which is an improvement on November's figure of 95.2%.

Cumulative performance is above target at 94.5% and better than November's figure of 94.4%, Quarter 2's figure of 94.3% and Quarter 1's 94.2%, showing steady improvement through the year.

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

Target	**100.00%**	
Dec 22 YTD performance	**100.00%**	**MEETING TARGET – GREEN**

The 2022/23 servicing programme is now complete and 100% of all properties that require a valid gas certificate have one.

8.10. KPI 11 : Days lost through sickness per FTE (Full Time Equivalent)

Profiled target	**5.80 days**	
Dec 22 YTD performance	**8.41 days**	**WORSE THAN TARGET – RED**

December saw 1.31 days absence per FTE against a target of 0.65. This represents an increase on last month (which saw 1.13 days) and the highest monthly absence of this financial year. This provides a YTD figure of 8.41 days per FTE and a projected year

end outturn of 11.69 days per FTE which is marginally better than last month's figure (11.80).

This month Housing and Customer Services account for the highest proportion of absence with 1.60 days per FTE followed by Property Services with 1.27 days. Corporate and Exec Services remain under target.

YTD Stress, depression and anxiety remain the highest reason for absence accounting for 29% of all absence followed by Musculo-Skeletal (MSK) (18.8% YTD and 174.52 days this month) and then infection and virus (18.5% and 171.07 days this month). Covid related absence saw another all-time low this month accounting for only 16.95 days (1.8%) which is the lowest number in 12 months. Potentially this could be due to a lack of testing and symptoms requiring time off work being considered infection and virus which given the shift in national guidance to respiratory illness would be entirely likely and appropriate.

December's stress related absence accounts for a total of 252.9 days (27.3%) which is marginally lower than November's figure, which was the highest in twelve months. This is linked to a number of specific long-term cases all of which are being carefully managed.

Short Term sickness continues to drive up the number of sickness cases. All cases continue to be managed in line with the attendance management procedures. EMT have now signed off in principle changes for the attendance management policy, which went for consultation and closed in January.

8.11. KPI 12 : Local expenditure

Target	**70.0%**	
Dec 22 YTD Performance	**72.1%**	**BETTER THAN TARGET – GREEN**

For the KPI, cumulative local spend (capital & revenue) to end of December totalled £13.1m out of total spend to all suppliers of £18.2m. This represents KPI performance above target at 72%.

Cumulative spend (capital & revenue) within Yorkshire & Humberside totalled £16.3m and equates to 90% of all YTD spend.

Local suppliers and contractors will always be targeted wherever possible as part of re-procurement exercises. Changes to contract standing orders during 2022 allowing for quotation exercises to higher values may also help increase use of local companies.

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

Target	**95.6%**	
Dec 22 YTD Performance	**97.0%**	**BETTER THAN TARGET – GREEN**

We once again achieved target throughout Quarter 3. December was the 10th month in a row we have been above target.

We had 293 ASB cases open and 400 tenancy breach cases open at the end of December. 164 were garden breach, 80 property condition and 78 were noise related.

Cumulative performance at the end of Quarter 3 stays above target at 97.0% an improvement on performance for Quarter 1 and Quarter 2.

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

Profiled target	**59**	
Q3 22 YTD performance	**35**	**WORSE THAN TARGET – RED**

This KPI remains significantly under target at the end of Q3 with 35 participants vs a target of 59.

We have reported previously that the scheme is facing challenges due to the buoyant employment market – those who normally may have signed up are not doing so and are instead going straight into employment. We are also facing challenges with converting the attendance of those at the information sessions (which are typically oversubscribed and high) to those attending for day one of the course. This could be due to a raft of reasons but could also link back to the high employment rates and ready availability of entry-level jobs. Overall, we are seeing an all-time low in sign up to our WOW scheme offer similar to levels we saw during Covid, for context the last 5 years figures are below:

Year	Numbers
2018/19	125
2019/20	123
2020/21 (Covid)	64
2021/22	71
2022/23 YTD	47

November saw one multiskill course start with 13 participants (out of a possible 33 participants who came along for the information day). In September, we started a WOW cleaning course with nine participants out a possible 24 who expressed an interest.

For the remainder of the financial year we expect to run one further WOW cohort including in the region of 11 attendees, we should see total participation for the WOW support and learn courses at 46 for the financial year which is still predicted below target but these figures should be read alongside the employment figures in the next KPI.

For 2023/24, we will merge the two KPIs for ‘residents into employment’ and ‘residents undertaking training or education’ into one KPI for ‘residents undertaking training, education or employment’. This gives us further flexibility to provide the right support where it is needed (i.e. where the employment market is high then our focus can be more tailored to employment offers and support rather than training, and vice versa in the event that the market shifts).

These figures are despite the fact we have widened out criteria for those we accept to the scheme to non SLHD tenants.

8.14. KPI 15 : Number of residents supported into employment

Profiled Target	**24**	
Dec 22 YTD Performance	**34**	**MEETING TARGET – GREEN**

This figure remains above target at 34 vs a YTD target of 24 and also exceeds the target for the year.

This reflects the increased focus we have placed on apprenticeship activity with increased numbers, the buoyant employment market, and relatively low numbers on the WOW support and learn courses which has a knock on impact on employment.

Had the support and learn courses been better attended then we had more paid offers of employment available that we could have made - four cleaning roles remained unoffered. Not only have we seen a lower than usual take up of our support and learn courses but we have also seen a number of participants give backword or reject the offer of the paid placement, five out of six multi skills roles offered gave backword for a range of reasons including securing 'better' work elsewhere.

The intention is to offer a further five paid employment roles in the final quarter.

Going forward a review of our offering in keeping with the changes in the economy and changing employment market is essential to ensure that our offering is appropriate and meets the changing demands.

In the last quarter, we have assisted 23 ‘Doncaster’ residents into employment, the majority of which were through the new Apprenticeships that started in September. Disappointingly, the number of new employment starts on the WOW support and learn scheme was lower than expected, given we had offered six participants the paid training roles on the External Property Maintenance Scheme, but due to various reasons, only one participant has actually started on the scheme.

The ongoing buoyant jobs market in the Doncaster area has also meant fewer WOW participants signing up to the WOW scheme for employment help; we are therefore looking at a fresh promotional campaign to raise new awareness of our offer.

9. Annual KPIs

9.1. For 2022/23, there are four annual KPIs.

Two of these relate to the annual STAR survey, which for 2022/23 is now complete and results were received in September 2022. All of the survey results were analysed in detail and presented to numerous groups from September 2022 onwards, including P&I Committee, EMT, Heads of Service (HOS) and Senior Management Team (SMT). Numerous actions have been developed to address the fall in performance. The two indicators have been included in Q2 and Q3 reporting.

9.2. The other two KPIs are shown below with the most recent performance (March 2022 year-end) included for reference.

9.3. KPI 16 : Tenant satisfaction with overall service

Target	**87.0%**	
2022/23 Performance	**81.3%**	**WORSE THAN TARGET – RED**

The Overall satisfaction results have fallen to 81.3% from the previous year's survey result of 84.8%. Detailed analysis of comments received from the survey has been undertaken and numerous actions developed. This includes Customer Excellence training, introduction of a new 'One Voice' Forum to effectively listen to tenant views and a TRIP review of Anti-Social Behaviour (ASB), among others.

Recent benchmarking reports show that tenant satisfaction levels across the country have seen falls in general compared to previous year, and are now at 81%, so our results are just above this.

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

Target 2022/23	**100.00%**
March 22 year end Performance	***99.99%***

There were two properties out of 20,000 that were non-decent at March 2022 year end. These two properties are included in the capital works programme for the 2022/23 to address the non-decency.

9.5. KPI 18 : Tenant satisfaction with property condition %

Target	**89.0%**	
2022/23 Performance	**75.7%**	**WORSE THAN TARGET – RED**

The satisfaction with property condition results have fallen to 75.7% from the previous year's survey result of 86.5%.

As with KPI16 and all other survey results, detailed analysis of comments received has been undertaken and actions developed. This includes numerous actions, some of which have been incorporated in to the work of the ongoing Repairs Excellence Board, and includes changes to categories of repairs, new ways of working and new performance measures.

9.6. KPI 19: Energy efficiency ANNUAL KPI :

Target 2022/23	**71.0%**
March 22 year end Performance	***70.3%***

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

10. Annual Value For Money (VFM) statement for 2021/22

10.1. In the Cabinet decision of 3 July 2018 there is a requirement for SLHD to report annually to DC on Value For Money (VFM) performance. The main vehicle for this is an annual VFM statement, which includes details of costs and performance of each of SLHD's service areas against budgets and targets, and how these compare with other organisations.

10.2. The VFM statement for 2021/22 was approved by SLHD's Board in December 2022 and is attached at **Appendix B.**

10.3. The 2021/22 financial year was a 'normal' year after the disruptions of 2020/21. Operationally, it was about returning to pre pandemic core services, to develop and implement a new integrated housing management system, further rollout of Universal Credit (UC), Building Safer Futures consultation and social housing White Paper requirements.

10.4. Doncaster has the lowest rents within South Yorkshire, and 9th lowest nationally (England) of all Housing Revenue Accounts (HRAs), which drives our management fee income and therefore provides many budget challenges to the services we strive to deliver.

10.5. 2021/22 operational performance against a suite of challenging targets was again good with improving trends in most areas. All were robustly managed within the challenging budget, and staffing levels and budgets and have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.

10.6. Benchmarking is a key element of assessing VFM. For 2021/22, this was positive overall with more cost and performance indicators in the upper quartiles (above median). We also have improved VFM dashboards when benchmarked with our peers (ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all housing providers nationally (90 organisations).

10.7. Benchmarking for 2021/22 shows St Leger is a **low cost, high performing organisation** when compared to our peers and housing providers nationally.

10.8. At an overview level, VFM 'dashboards' can be produced to give a VFM snapshot by plotting a selection of the main cost and performance indicators in a 2x2 matrix to show how an organisation compares with others for core service areas.

10.9. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area (see paragraph 7.4).

10.10. As in previous years, within the full suite cost and performance indicators, there are areas for improvement or further investigation, which will be addressed.

11. BACKGROUND PAPERS

11.1. None

12. OPTIONS CONSIDERED

12.1. Not applicable

13. REASONS FOR RECOMMENDED OPTION

13.1. Not applicable

14. IMPACT ON THE COUNCIL'S KEY OUTCOMES

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
Tackling Climate Change	✓			
Comments: The main related KPI is for energy efficiency of properties and is an annual target, so not applicable for this Q3 report. The 2021/22 outturn performance exceeded target.				
Developing the skills to thrive in life and in work		✓		
Comments: SLHD work 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. There are two specific KPIs related to this priority and as at Q3, like Q2, one was exceeding target and one was below target. Actions are planned for both KPIs with the aim of both be improving by year end.				
Making Doncaster the best place to do business and create good jobs		✓		
Comments: KPIs relate to target spending locally within Doncaster and also within South Yorkshire where possible, and around supporting residents in training and employment. Two of the three are meeting target currently..				
Building opportunities for healthier, happier and longer lives for all		✓		
Comments: All of the KPIs have an influence on opportunities for healthier, happier and longer lives, by maintaining tenancies, providing secure, warm, safe homes, safe neighbourhoods, training and employment targets, and addressing homelessness issues in the borough.				

Creating safer, stronger, greener and cleaner communities where everyone belongs		✓		
Comments: A number of the KPIs as reported above and at Appendix A have been established to have a positive influence on this priority.				
Nurturing a child and family-friendly borough	✓			
Comments: A number of the KPIs as reported above and at Appendix A will have a positive influence on this priority.				
Building Transport and digital connections fit for the future				✓
Comments: Not applicable				
Promoting the borough and its cultural, sporting, and heritage opportunities				✓
Comments: Not applicable				
Fair & Inclusive		✓		
Comments: SLHD has its own Equality and Diversity strategy and fair and inclusive considerations are implicit in all of the service provided, and therefore KPIs.				

15. Legal Implications [Nicky Dobson 17.02.23]

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

16. Financial Implications [Julie Crook, Director of Corporate Services SLHD, 15.02.23]

16.1. In 2022/23 SLHD will receive management fees of £36.9m from DC. This is made up of £34.2m from the Housing Revenue Account and £2.7m from the General Fund to pay for the general fund services managed by SLHD.

17. Human Resources Implications [Ayesha Ahmed, Senior HR & OD Officer, 15.02.23.]

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

18. Technology Implications [Nigel Riley, Head of Digital and ICT, 14.02.23]

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

RISKS AND ASSUMPTIONS

19. IMPACT ON THE COUNCIL'S KEY OUTCOMES

Specific risks and assumptions are included in the body of this report

20. CONSULTATION

Not applicable

21. BACKGROUND PAPERS

None

22. GLOSSARY OF ACRONYMS AND ABBREVIATIONS

See below

ADP	Annual Development Plan
ASB	Anti- Social Behaviour
DC	Doncaster Council
DWP	Department for Work and Pensions
FTE	Full Time Equivalent
KPI	Key Performance Indicator
MSK	Musculo-Skeletal
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
SWEP	Severe Weather Emergency Protocol
WOW	World of Work
YTD	Year to date
PRS	Private Rented Sector

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Appendix A SLHD Key Performance Indicator Summary Q3 2022/23
Appendix B SLHD Annual VFM Statement for 2021/22

Appendix A - St. Leger Homes Key Performance Indicator Summary Q3 2022/23

KPI	Indicator	*21/22 Outturn*	Q1	Q2	Q3	Q4	Target	DoT	R/A/G
1	Percentage of current rent arrears against annual debit %	***2.55%***	2.62%	2.80%	**2.98%**		3.10% ytd 2.75% y/e	↓	
2	Void rent loss (lettable voids) %	***0.79%***	0.76%	0.72%	**0.67%**		0.50%	↑	
3	Average Days to Re-let Standard Properties ytd days	***33.7***	33.6	29.12	**26.85**		20.0	↑	
4	Number of Households placed in B&B Accommodation **at month end** (new KPI 2022/23)	***n/a***	76	62	**48**		60 ytd 30 y/e	↑	
5	Number of Full Duty Homelessness Acceptances ytd	***384***	96	193	**364**		no target	↓	n/a
6	Number of homeless preventions ytd	***566***	150	305	**600**		no target	↑	n/a
7	Complaints upheld as a % of customer interactions %	***0.13%***	0.12%	0.09%	**0.103%**		0.07%	↓	
8	Number of tenancies sustained post support	***98.3%***	98.5%	96.8%	**96.6%**		97.3%	↓	
9	Number of repairs first visit complete	***90.2%***	94.3%	94.3%	**94.5%**		92.0%	↑	
10	Gas servicing: % of properties with a valid gas certificate	***100.00%***	99.94%	99.94%	**100.00%**		100.00%	↑	
11	Days lost through sickness per FTE	***11.90***	2.35	5.01	**8.41**		5.80 ytd 7.90 y/e	↓	
12	Percentage of Local Expenditure % Revenue and Capital	***73.0%***	74.6%	73.3%	**72.1%**		70.0%	↓	
13	ASB Cases Resolved as a % of All Cases Closed	***97.6%***	96.1%	96.4%	**96.9%**		95.6%	↑	
14	Number of residents undertaking training or education ytd	***30***	0	22	**35**		59 ytd 67 y/e	↑	
15	Number of residents supported into employment ytd	***51***	7	30	**34**		24 ytd 30 y/e	↑	
16	Tenant satisfaction levels overall % (STAR)	***84.8%***	Annual KPI	81.3%	**81.3%**	Annual KPI	87.0%	↓	
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 % (STAR)	***86.5%***	Annual KPI	75.7%	**75.7%**	Annual KPI	89.4%	↓	
19	Energy efficiency. Target: achieve EPC Level C by 2030	***70.32%***	Annual KPI	Annual KPI	**Annual KPI**	Annual KPI	71.0%	n/a	n/a

Notes : 1. Direction of travel (DoT) is against performance in the previous quarter. ↑= Improving, ↔= No Change, ↓= Declining

2. Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date)

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