City of Doncaster Council

Date: 6 December 2023

To: Chair and Members of the Cabinet

Report Title: St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 2 ended 30 September 2023 (2023/24)

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

1. EXECUTIVE SUMMARY

1.1. 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 the City of Doncaster Council (CDC).

1.2. This report provides an opportunity to feedback on performance successes and challenges against the 2023/24 Key Performance Indicators (KPI).

1.3. Of the 22 KPIs measurable at end of Quarter 2 (Q2), eleven were met or were within agreed tolerances of target. Some KPIs are new for 2023/24 and some are from the suite of Tenant Satisfaction Measures (TSM) from the Social Housing Regulation Bill.

1.4. In relation to the TSMs, SLHD has undertaken a series of tenant perception surveys over a five month period and these have been included, along with other TSM data, for the first time in this report.

1.5. Commentary appears below as appropriate. Appendices are attached as follows:
- A : KPI dashboard as at 30 September 2023;
- B : TSM summary as at 30 September 2023; and
- C : latest monthly benchmarking

2. EXEMPT REPORT

2.1. This report is not exempt.

3. RECOMMENDATIONS

3.1. That Cabinet note the progress of SLHD's performance 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 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, an Annual Development Plan (ADP) and a suite of Key Performance Indicators (KPIs) are produced in agreement with Doncaster Council (DC) officers, the Housing Portfolio holder and the Mayor.

5.2. The ADP identifies the key deliverables, outcomes, milestones and performance measures. The suite of KPIs is aligned with the ADP and also forms a key role in evidencing that SLHD is delivering Value For Money (VFM).

6. 2023/24 QUARTER 2 (Q2) PERFORMANCE SUMMARY

6.1. In March 2023, eighteen KPIs were agreed with Doncaster Council (CDC) for 2023/24, and included some of the new Tenant Satisfaction Measures (TSMs) as KPIs.

6.2. In collecting the information during the first half of the year, performance data for the four additional Health and Safety measures (which are also TSMs) is now being captured and these have been added to the KPI schedule for Q2 onwards, to give a schedule of 22 KPIs for 2023/24.

6.3. Of the now 22 KPIs, four are measured annually - tenant surveys (two), energy efficiency and Decent Homes Standard numbers, the same as in 2022/23. The tenant survey information is also now available and two TSMs have been included in this report for the two annual satisfaction KPIs.

6.4. The table below summarises the KPI dashboard as at the end of Quarter 2 – 30 September 2023, with comparatives. The KPI dashboard is attached at **Appendix A**.

KPIs	**Q2 23/24**	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22
Green (meeting target)	**8**	4	6	7	5	6	7	7	6	6
Amber (within tolerance)	**3**	1	4	1	2	1	4	3	3	2
Red (not meeting target)	**9**	9	6	7	8	6	5	4	5	4
No target (homelessness)	**n/a**	n/a	2	2	2	2	3	3	3	3
Quarterly / Annual / unavailable	**2**	4	1	2	2	4	0	2	2	4
Total	**22**	18	19	19	19	19	19	19	19	19

6.5. 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 nationally lower social housing satisfaction levels as evidenced by national benchmarking.

6.6. We continue to benchmark our services nationally through Housemark, which provides timely information on how we are performing against other organisations. We continue to compare favourably with our peers and nationally with the majority of indicators submitted above median, but some indicators are in the lower quartiles.

6.7. The tolerances which determine the amber status are consistent with DC measures where possible. Performance data is cumulative year to date (YTD) unless otherwise indicated.

7. KPI DETAILED COMMENTARY

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

Profiled Target Q2 23/24   **3.00%**
Q2 23/24 Performance   **2.92%**   **BETTER THAN TARGET – GREEN**

	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22
Arrears %	**2.92%**	2.80%	2.74%	2.98%	2.80%	2.62%	2.55%	2.92%	2.57%	2.55%
Profiled target %	**3.00%**	2.85%	2.75%	3.00%	3.00%	2.85%	3.00%	3.42%	3.21%	3.16%

Arrears have stayed under target at 2.92% this quarter - this is however higher than September last year which was 2.80%.

A Christmas communications campaign has commenced to ensure tenants still pay their rent over the festive period and also don't take on expensive credit.

We have secured from the court possession orders which the court granted in a suspended state to allow tenants time to improve their payments. If tenants do not improve their payment history we will apply for full possession, ensuring the action is proportionate and will be in the hands of the court whether possession is granted.

Performance continues to benchmark favourably. However, we know we need to reduce arrears to achieve our target and will be doing everything we can to hit our target again this year.

KPI 2: Void rent loss (lettable voids)

Target   **0.50%**
Q2 YTD 23/24 performance   **0.70%**   **WORSE THAN TARGET – RED**

The KPI of 0.50% equates to approximately 110 void properties. The number of voids held in the year to date has generally fluctuated between 120 and 140, but improved significantly in the latter part of Q2 and at the end of September is 98 This includes 19 non-lettable voids, as summarised below with comparatives.

	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Void rent loss YTD %	**0.70%**	0.73%	0.67%	0.67%	0.72%	0.76%
Target %	**0.50%**	0.50%	0.50%	0.50%	0.50%	0.50%
Void numbers incl. non lettable	**98**	132	133	126	110	151

The number of voids held at the end of September shows a significant reduction at 98, when comparing to the previous quarter (June) of 132.

The total figure of 98 includes 19 non lettable voids, consisting of the following:
- Three awaiting further investment
- Fifteen recently acquired properties undergoing refurbishment; and
- One receiving major adaptations by CDC.

Although the KPI is not meeting target, our void rent loss performance compares very favourably with our peers and also nationally. Annual benchmarking information for 2022/23 has just been published, which together with the monthly information for 2023/24, shows void rent loss, the percentage of properties vacant and available to let and the percentage of properties vacant but unavailable as all above median, and mainly top quartile.

Stringent monitoring remains in place to monitor all voids from keys in to re-let, to ensure that accurate planning and communication is shared between all teams. As a result of this; the number of voids held should continue to show a reduction and will contribute to the continued improvement in performance.

7.2. <u>KPI 3 : Average Days to Re-let Standard Properties</u>

Target   **20.0 days**
Q2 23/24 YTD performance   **25.8 days**   <mark>**WORSE THAN TARGET – RED**</mark>

	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Re-let days	**25.8**	25.6	26.7	26.9	29.1	33.6

Standard re-let performance for each week has consistently been around the 24 to 26 levels. The letting of some longer term voids in Q2 increased the YTD figure slightly to 25.8 from the Q1 position. The KPI remains worse than target.

Void properties receive continued and extensive focus as we work towards meeting this challenging target. Although the KPI is not meeting target, annual benchmarking information for 2022/23 recently published shows that the outturn of 26.7 days was top quartile. **Appendix C** shows that recent performance is also top quartile when benchmarked in the monthly pulse surveys.

7.3. <u>KPI 4: Number of Households placed in hotel accommodation at month end</u>

Profiled Target   **30**
Q2 23/24 performance   **42**   <mark>**WORSE THAN TARGET – RED**</mark>

There were 42 placements in hotels as at the end of September 2023.

There was a total of 1,255 total nights in September which is an 8.9% increase on August but a 35.4% reduction on September 2022.

Whilst the number of households placed has remained high, the team are continuing to minimise the number of nights they are staying in hotels which is showing a continual reduction, and there were no families placed in over two weeks.

Numbers placed has been impacted by the Council's Ending Rough Sleeping Action Plan and in particular the Government's Accelerated Migration Scheme which has agreed to give accommodation to people rough sleeping despite there being no statutory duty to do so and accounted for twelve placements at the month end.

7.4. <u>KPI 5: Number of Full Duty Homelessness Acceptances   (New KPI for 2023/24)</u>

Target	**60%**	
Q2 23/24 performance YTD	**28%**	**WORSE THAN TARGET – RED**

This is a new KPI for 2023/24 and measures the total number of households whose prevention duty ended during the month and resulted in accommodation secured for 6+months, expressed as a percentage.

32 prevention cases were closed within the month of which eleven were able to secure existing or alternative accommodation.

We met with the Department of Levelling Up, Housing and Communities (DHLUC) Homelessness Advisor who has agreed to support us a 'critical friend' to review in October potential missed opportunities to open cases under prevention duty and therefore to record positive outcomes when compared to other Local Authorities.

The target is being reviewed on this indicator. It was set at a time when the national picture was different and SLHD was advised by DLUHC. The official government figures for January to March 2023 show the national figure to be 45% and Yorkshire and Humberside to be 38%. Doncaster was performing at 38% for that same January to March 2023 period.

7.5. <u>KPI 6: Complaints relative to the size of the landlord per 1000 properties (New KPI for 2023/24)</u>

Profiled Target YTD	**25.0**	
Q2 23/24 performance YTD	**32.6**	**WORSE THAN TARGET – RED**

This is a new KPI for 23/24 and measures the number of Stage 1 and Stage 2 complaints per 1,000 properties under management.

For the target to have been met, less than 497 complaints should have been received.

For the six months to date, 649 complaints have been received. This equates to 32.6 complaints per 1,000 properties (32.1+0.5). The split is as follows:

Number of Stage 1 complaints received for the YTD is 639 complaints = 32.1
Number of Stage 2* complaints received for the YTD is 10 complaints) = 0.5

* Stage 2 complaints received in month could relate to previous months' complaints.

Nearly three quarters of all complaints are due to four main themes – policy, time taken, service delivery and staffing.

We have completed complaints training for all Service Investigating Officers (SIOs) on investigating and responding to complaints and are concluding development of the OpenHousing complaints management system.

This new way of working across the organisation will provide improved automation and support improvements to how quickly we process complaints and in turn should reduce the number of complaints.

7.6. <u>KPI 7: Percentage of complaints responded to within timescale (New KPI for 23/24)</u>

Target	**92.3%**	
Q2 23/24 performance YTD	**83.8%**	<mark>**WITHIN TOLERANCES - AMBER**</mark>

This is a new KPI for 2023/24 and is one of the new Regulatory TSMs. Complaints performance is measured one month in arrears.

In August 2023 we received 126 complaints, This is an increase of 37 complaints compared to August 2022. We responded to 101 of the 125 in timescale (80.8%). The YTD performance stands at 83.8%. Those not completed in timescale were due to various reasons, more information required from the Service Investigating Officers (SIOs) - holding responses sent, complex complaints requiring checking from Heads of Service, timescale to complete by the SIOs.

We have completed complaints training for all Service Investigating Officers (SIOs) on how to investigate and respond to complaints. This was completed at the beginning of September 2023. Mop up sessions are to be planned for SIOs who were unavailable for various reasons at the time. To be completed by the end of October 2023.

We are also in the final development stage of the OpenHousing (OH) complaints management system, this will go live imminently following training for all Service Investigating Officers. This new way of working across the organisation will provide improved automation and support improvements to how quickly we process complaints. This project has had recent delays due to other IT priorities.

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

Target   **97.3%**
Q2 23/24 performance YTD   **98.4%**   **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 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%
Q4 22/23	1,040	1,007	96.8%	97.3%
Q1 23/24	196	192	98.0%	97.3%
Q2 23/24	**435**	**428**	**98.4%**	**97.3%**

We are pleased that performance has improved again to 98.4% this quarter against a target of 97.3%. The team continue to work hard with our most vulnerable and high-risk tenants and have achieved £446k of financial gains so far this financial year for 252 tenants.

There were four tenancies ended after 6 months during quarter 1 and three during quarter 2, of the three during this second quarter, two tenants handed in keys without notice and didn't engage in support, and the third was due to affordability.

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

Target   **94.0%**
Q2 23/24 performance YTD   **95.6%**   **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 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	7,758	7,308	94.2%	92.0%
Q2 22/23	14,243	13,426	94.3%	92.0%
Q3 22/23	23,093	21,824	94.5%	92.0%
Q4 22/23	32,067	30,406	94.8%	92.0%
Q1 23/24	7,803	7,402	94.9%	94.0%
Q2 23/24	**14,899**	**14,240**	**95.6%**	**94.0%**

Performance for September was 95.8%, a slight decrease from August's figure of 96.6% but still well above the target of 94.50%, and YTD the performance is 95.6% and above target. Continued strong performance.

7.9. <u>KPI 10a : Gas Servicing - % of dwellings with a valid gas safety certificate</u>

Target   100.00%
Q2 23/24 performance YTD   99.96%   **WITHIN TOLERANCES - AMBER**

At the end of Q2, the 23/24 servicing programme had seven properties without a gas certificate, but all were within the no access process and therefore we are compliant with regulations. This is an improvement from Q2 last year when the figure was twelve.

7.10. <u>KPI 10b : Fire - % homes for which all required fire risk assessments have been carried out</u>

Target   100.00%
Q2 23/24 performance YTD   100.00%   **MEETING TARGET – GREEN**

At the end of Q2, all the required fire risk assessments have been carried out.

7.11. <u>KPI 10c : Asbestos - % homes for which all required asbestos management surveys or re-inspections have been carried out</u>

Target   100.00%
Q2 23/24 performance YTD   100.00%   **MEETING TARGET – GREEN**

At the end of Q2, all the required surveys and re-inspections have been carried out.

7.12. <u>KPI 10d : Legionella - % homes for which all required risk assessments have been carried out</u>

Target   **100.00%**
Q2 23/24 performance YTD   **100.00%**   **MEETING TARGET – GREEN**

At the end of Q2, all the required risk assessments have been carried out.

7.13. <u>KPI 10b : Lifts - % homes for which all required communal passenger lift safety checks have been carried out.</u>

Target   **100.00%**
Q2 23/24 performance YTD   **100.00%**   **MEETING TARGET – GREEN**

At the end of Q2, all the required safety checks have been carried out.

7.14. <u>KPI 11 : Days lost through sickness per WTE (Whole Time Equivalent)</u> *CDC calculation**

Target   **8.5 days**
Annualised performance *   **11.9 days**   **WORSE THAN TARGET – RED**

* Performance is now an annualised calculation and is consistent with CDC

The month of September saw 0.78 days absence per FTE against a monthly target of 0.72 days, and whilst still above target, it is significantly lower than August (1.05 days) and the lowest this financial year.

For the year this equates to a KPI of 11.9 days per FTE, consistent with the CDC calculation, and against an annual target of 8.5 days.

A deep dive review into sickness absence has now taken place with short term actions agreed.

September was consistent with previous months, with stress, depression and anxiety remaining the highest reason for absence YTD accounting for 32.3%. It reported a further decrease this month to the lowest level in the last 12 months. This is followed by MusculoSkeletal (MSK) contributing to 23.5% and back and shoulder related problems which now account for 13% of the absence YTD.

The new attendance management frequency triggers which were implemented in April 2023 are seeing an increased number of meetings at all stages including three stage 4 hearings planned in the coming weeks which may be an early sign that this change is having an impact and allowing those early intervention conversations.

7.15. KPI 12 : Local expenditure

Target   **70%**
Q2 23/24 performance YTD   **39%**   **WORSE THAN TARGET – RED**

September spend figures were very similar to August at £2.44m, but a slightly higher amount was spent in Doncaster £887k (36%) compared to 31% in August. £1.2m of the September spend was in Yorkshire & Humber and represents 66%, higher than the 51% in August.

Doncaster spend, both capital & revenue in nature, after half the financial year totals £4.97m out of total spend to all suppliers of £12.78m. This represents YTD KPI performance of 39% and still below target. Within Yorkshire and Humber the percentage is 64%.

As with previous months, figures were mainly affected by large payments to one contractor in relation to high rise improvements, which in September were £463k, the largest amounts paid to any supplier in the month and equates to 19% of all payments in month. This contractor is still classed as South East currently so this also affected the Y&H figure.

The number of suppliers receiving payments in the month at 137 was almost identical to August, but only four were above £100k and totalled £1.25m, 51% of the total spend. Again, three were outside of Doncaster and totalled £1.0m.

Local suppliers and contractors will always be targeted wherever possible as part of re-procurement exercises

7.16. KPI 13 : Number of ASB cases per 1,000 properties (New KPI for 2023/24)

Profiled Target YTD   **30.0**
Q2 23/24 performance YTD   **36.1**   **WORSE THAN TARGET – RED**

This is a new KPI for 23/24 and is also part of the new Tenant Satisfaction Measures required by the Regulator.

A year to date target of 30 per 1,000 properties equates to 597 ASB cases. The number of actual cases was 718.

Cumulative performance was therefore 36.1 at the end of September 2023. Although it is worse than target, it is lower than the 37.1 recorded as at the end of September 2022.

	23/24	22/23
April	**86**	120
May	**126**	146
June	**158**	115
July	**107**	120
Aug	**115**	132
Sep	**126**	107
YTD total	**718**	740

ASB activity is normally higher in the first half of the financial year (summer months) and therefore if volumes in the second half reduce as they have in previous years, then the KPI may become green by year end, which equates to 1,200 ASB cases in the year.

The graph below shows these ASB trends.

7.17. KPI 14 : Number of residents undertaking training, education or employment

Profiled Target YTD   **53**
Q2 23/24 performance YTD   **53**   **MEETING TARGET – GREEN**

In Q2 we had fourteen new Apprentices (twelve Trades and two Customer Service) start employment with SLHD as well as two Student Placements who will be with us for twelve months.

A new World of Work support and Learn Multi-skills course was run in September and we are pleased to report we had a record number of 17 participants start the course. A higher number of participants has been the trend since the courses were opened up to other non SLHD tenants who are unemployed and living in the Doncaster area. Furthermore, the Job Centre who fund the actual course have expressed the advantage of being able to offer the course to a wider reach of claimants. It can also be reported that following the course, nine participants applied for a guaranteed interview for a six months paid role with SLHD and five of the applicants have now been offered a role.

We are also pleased to report that in July we facilitated eight individual work placements at SLHD, providing young people with various training opportunities to come in and learn, observe and assist with the work of St leger Homes. And lastly, we had two participants on the World of Work scheme who had been receiving our general employment help, advise they had now secured new employment, one as a labourer and one at B&Q.

Given the above, we are now on target for year to date.

8. Annual KPIs

8.1. For 2023/24, there are four annual KPIs. These are shown below with the most recent performance - 2023/24 TSM or March 2023 year end - included for reference

8.2. KPI 16 : Tenant satisfaction with overall service

Target 2023/24   **85.0%**
March 23 year end Performance *81.3%*

Q2 YTD 2023/24 performance   **76.0% new TSM**   WORSE THAN TARGET – RED

The TSM tenant perception surveys undertaken over a five month period from May to September 2023 contain a measure "TP01 % respondents who report that they are satisfied with the overall service from their landlord" and this reported 76%. This is an entirely different KPI and indications are that we are median performance compared to all other ALMOs.

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

Target 2023/24   **100.00%**
March 23 year end Performance   *99.69%*

0.31% of homes were categorised as non-decent at the end of 2022/23. This equates to 62 properties where the roof is in a poor condition as identified through recent stock condition surveys. Where a major component, such as a roof, is in poor condition and requires replacement or major repair, this automatically makes the property non-decent.

The properties identified form part of a dedicated external investment scheme, with the aim to carry out the necessary improvements during the 2023/24 programme.

8.4. KPI 18 : Tenant satisfaction with property condition %

Target 2023/24   **83.0%**
March 23 year end Performance *79.7%*

Q2 YTD 2023/24 performance   **80.0% new TSM** WITHIN TOLERANCES - AMBER

The TSM tenant perception surveys undertaken over a five month period from May to September 2023 contain a measure "TP02: % respondents who report that they are satisfied with the overall repairs service" and this reported 80%. Information from the National Federation of ALMOs benchmarking indicates this is median performance.

8.5. <u>KPI 19: Energy efficiency ANNUAL KPI :</u>

Target 2023/24   **73.5%**
March 23 year end Performance Data not available

This was a new KPI from 2020/21 and requires all properties to achieve EPC Level C by 2030. Data was not available at the year end and is still being analysed and validated.

9.   BACKGROUND PAPERS

9.1. None

10.   OPTIONS CONSIDERED

10.1. Not applicable

11.   REASONS FOR RECOMMENDED OPTION

11.1. Not applicable

12.   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 indicator.				
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 with previous quarter ends, one was exceeding target and one was below target. However, the two are closely linked and when combined performance overall would have exceeded the combined target.				
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. Local spend was below target but is being addressed. Residents supported into training education or employment is below target but should improve as the year progresses as a result of a number of initiatives.				
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.				

13.   Legal Implications [Scott Fawcus 20.11.23]

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

14. Financial Implications [Julie Crook, Director of Corporate Services SLHD, 20.11.23]

14.1. In 2023/24 SLHD will receive management fees of £39.3m from DC. This is made up of £36.8m from the Housing Revenue Account and £2.5m from the General Fund to pay for the general fund services managed by SLHD.

15. Human Resources Implications [Ayesha Ahmed, Senior HR & OD Officer, 22.11.23.]

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

16. Technology Implications [Elaine Thompson, Technology Governance Officer, 20.11.23]

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

RISKS AND ASSUMPTIONS

17. IMPACT ON THE COUNCIL'S KEY OUTCOMES

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

18. CONSULTATION

Not applicable

19. BACKGROUND PAPERS

None

20. GLOSSARY OF ACRONYMS AND ABBREVIATIONS

See below

ADP	Annual Development Plan
ASB	Anti- Social Behaviour
DC	Doncaster Council
DHP	Discretionary Housing Payment
DWP	Department for Work and Pensions
EPM	External Property Maintenance
FTE	Full Time Equivalent
KPI	Key Performance Indicator
MSK	Musculo-Skeletal
SLHD	St Leger Homes of Doncaster
STAR	Survey of Tenants and Residents
STF	Sustainable Tenancy Fund
SWEP	Severe Weather Emergency Protocol
TSM	Tenant Satisfaction Measure
WOW	World of Work
YTD	Year to date
PRS	Private Rented Sector

REPORT AUTHOR & CONTRIBUTORS

Report Author
Nigel Feirn,
Head of Finance and Business Assurance, St. Leger Homes of Doncaster
01302 737485
Nigel.Feirn@stlegerhomes.co.uk

Dave Richmond
Chief Executive Officer, St. Leger Homes of Doncaster
01302 862700
Dave.Richmond@stlegerhomes.co.uk

Appendix A SLHD Key Performance Indicator Summary Q2 2022/23
Appendix B Tenant Satisfaction Measures
Appendix C Benchmarking - Housemark monthly pulse survey – July and August 2023 (**in month** performance)

Appendix A - St. Leger Homes Key Performance Indicator Summary Q2 2023/24

KPI	Indicator	22/23 Outturn	23/24 Q1	23/24 Q2	23/24 Q3	23/24 Q4	23/24 Target	DoT
1	Percentage of current rent arrears against annual debit %	2.74%	2.80%	2.92%			3.00% ytd 2.75% y/e	↓
2	Void rent loss (lettable voids) %	0.67%	0.73%	0.70%			0.50%	↑
3	Average Days to Re-let Standard Properties ytd days	26.7	25.4	25.8			20.0	↓
4	Number.of Households placed in B&B accommodation **at month end**	16	50	42			30 Q2 30 y/e	↑
5	% of settled accommodation at Prevention stage (New)	n/a	33%	28%			60%	↓
6	Number of stage 1 and 2 complaints per 1,000 properties (New)	n/a	15.4	32.6 TSM			25 Q2 50.0 y/e	↓
7	% of Complaints responded to within timescale (New)	n/a	92.5%	83.8% TSM			92.3%	↓
8	Number of tenancies sustained post support	96.8%	98.0%	98.4%			97.3%	↑
9	Number of repairs first visit complete	94.8%	94.8%	95.6%			94.0%	↑
10a	Gas: % of properties with a valid gas servicing certificate	100.00%	99.97%	99.96% TSM			100.0%	↓
10b	Fire: % homes where all risk assessments have been carried out (New)	n/a	not reported	100.0% TSM			100.0%	n/a
10c	Asbestos: % homes asbestos surveys or re-inspections completed (New)	n/a	not reported	100.0% TSM			100.0%	n/a
10d	Legionella: % homes where all legionella assessments completed (New)	n/a	not reported	100.0% TSM			100.0%	n/a
10e	Lifts: % homes all communal passenger lift safety checks completed	n/a	not reported	100.0% TSM			100.0%	n/a
11	Days lost through sickness per FTE **CDC calculation**	11.7	11.7	11.9			8.5 y/e	↓
12	Percentage of Local Expenditure % Revenue and Capital	67.6%	49.0%	38.9%			70.0%	↓
13	Number of ASB Cases per 1,000 properties (New)	n/a	22.0	36.1 TSM			30 Q2 60 y/e	↑
14	Number of residents in training, education or employment	58	9	53			53 Q2 97 y/e	↑
15	Tenant satisfaction levels overall %	81.3%	Annual KPI	76% TSM			85.0%	↓
16	Percentage of homes maintaining decent standard %	99.69%	Annual KPI	Annual KPI TSM			100.00%	n/a
17	Tenant satisfaction with satisfied with the overall repairs service %	75.7%	Annual KPI	80% TSM			83.0%	↑
18	Energy efficiency. Target: achieve EPC Level C by 2030	69.22%	Annual KPI	Annual KPI			73.50%	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. Key

Meeting / better than target	Within tolerances of target	Not meeting / worse than target

	TENANT SATISFACTION MEASURES	
		Sep-23
Ref.	**Overall satisfaction**	
TP01	% respondents who report that they are satisfied with the overall service from their landlord. (KPI above)	**76%**
	Keeping properties in good repair	
TP02	% respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service. (KPI above)	**80%**
TP03	% respondents who have received a repair in the last 12 months who report that they are satisfied with time taken to complete most recent repair	**73%**
TP04	% respondents who report that they are satisfied that their home is well maintained	**76%**
RP01	% homes that do not meet the Decent Homes Standard (KPI above)	**n/a**
RP02	% non-emergency responsive repairs completed within the landlord's target timescale.	**62.6%**
RP02	% emergency responsive repairs completed within the landlord's target timescale.	**85.7%**
RP02	% non-emergency and emergency responsive repairs completed within the landlord's target timescale.	**69.7%**
	Maintaining building safety	
TP05	% respondents who report that they are satisfied that their home is safe	**85%**
	Safety checks	
BS01	% homes for which all required gas safety checks have been carried out. (KPI above)	**99.96%**
BS02	% homes for which all required fire risk assessments have been carried out. (KPI above)	**100.00%**
BS03	% homes for which all required asbestos management surveys or re-inspections have been carried out. (KPI above)	**100.00%**
BS04	% homes for which all required legionella risk assessments have been carried out. (KPI above)	**100.00%**
BS05	% homes for which all required communal passenger lift safety checks have been carried out. (KPI above)	**100.00%**
	Respectful and helpful engagement	
TP06	% respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	**72%**
TP07	% respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	**79%**
TP08	% respondents who report that they agree their landlord treats them fairly and with respect	**90%**
	Effective handling of complaints	
TP09	% respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	**30%**
CH01	Number of stage one complaints per 1,000 homes:	**32.1**
CH01	Number of stage two complaints received per 1,000 homes:	**0.5**
CH01	Number of: stage one and stage two complaints received per 1,000 homes: (KPI above)	**32.6**
CH02	% stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	**tba**
CH02	% stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	**tba**
CH02	% stage one and stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales. (KPI above)	**83.8%**
	Responsible neighbourhood management	
TP10	% respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	**67%**
TP11	% respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	**77%**
TP12	% respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	**69%**
NM01	Number of:1.anti-social behaviour cases, of which 2.anti-social behaviour cases that involve hate incidents opened per 1,000 homes. (KPIabove)	**36.1**

Housemark pulse survey benchmarking - IN MONTH performance **Appendix C**

AUGUST 23 Housemark pulse survey benchmarking

Measure	Q1	Median	Q3	SLHD	quartile	Polarity
'True' current tenant arrears at the end of the month (%)	3.63%	4.26%	6.28%	2.95%	Q1	Higher is Better
Average re-let time in days (standard re-lets in month)	31.81	49.49	72.30	26.43	Q1	Lower is Better
Percentage of homes with a valid gas safety certificate	100.00%	99.97%	99.85%	99.95%	Q2	Lower is Better
Percentage of dwellings vacant but available to let at the end of the month	0.47%	0.93%	1.23%	0.60%	Q2	Lower is Better
Percentage of Stage 1 and Stage 2 complaints resolved within timescale in month	84.95%	74.80%	57.40%	83.82%	Q2	Higher is Better
Responsive repairs completed in month per 1,000 properties	226.68	252.80	286.39	254.28	Q3	Lower is Better
New ASB cases reported in month per 1,000 properties	2.52	4.56	6.77	5.90	Q3	Lower is Better
Formal Stage 1 and Stage 2 complaints received in month per 1,000 properties	2.92	3.24	7.29	6.40	Q3	Higher is Better
Percentage of working days lost to sickness absence in month	3.72%	5.10%	5.35%	5.28%	Q3	Higher is Better
Percentage of responsive repairs completed within target timescale	97.40%	88.99%	82.07%	69.28%	Q4	Lower is Better
Percentage of voluntary staff turnover in month	0.50%	0.64%	0.91%	1.27%	Q4	Higher is Better

JULY 23 Housemark pulse survey benchmarking

Measure	Q1	Median	Q3	SLHD	quartile	Polarity
Average re-let time in days (standard re-lets)	35.8	46.5	85.5	25.8	Q1	Lower is Better
Current tenant arrears at the end of the month (%)	3.47%	4.03%	5.35%	2.78%	Q1	Lower is Better
% voluntary staff turnover	0.32%	0.83%	1.03%	0.38%	Q2	Lower is Better
No. of dwellings vacant but available to let at m/end as % of units	0.47%	0.73%	1.10%	0.71%	Q2	Lower is Better
Responsive repairs completed in month per 1,000 units	206.8	236.2	314.8	238.5	Q3	Lower is Better
% of homes with a valid gas safety certificate	100.00%	99.98%	99.79%	99.96%	Q3	Higher is Better
Formal stage 1 and 2 complaints received per 1,000 units	2.96	4.24	6.04	4.70	Q3	Lower is Better
% of working days lost to sickness absence in month	4.34%	4.94%	5.39%	5.37%	Q3	Lower is Better
New ASB cases reported per 1000 units	2.25	5.20	6.66	5.20	Q3	Lower is Better
& of stage 1 and 2 complaints resolved within timescale in month	94.0%	87.8%	79.1%	75.5%	Q4	Higher is Better
% of Responsive repairs within target timescale	98.33%	89.40%	81.80%	72.78%	Q4	Higher is Better