

**To the Chair and Members of the
OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

SLHD Performance & Delivery Update: 2016/17 Quarter Two

EXECUTIVE SUMMARY

1. As part of the Management Agreement and governance arrangements for St Leger Homes of Doncaster (SLHD) an Annual Development Plan is produced in agreement with DMBC officers, the Housing Portfolio holder and the Mayor. This Annual Development Plan identified the key deliverables, outcomes, milestones and the measures by which performance is assessed. There is an agreed governance framework part of which is a quarterly report of key performance indicators to Overview and Scrutiny Management Committee.
2. This report provides an opportunity to feedback on performance successes and issues against the suite of 2016/17 key performance indicators.

EXEMPT REPORT

3. This report is not exempt

RECOMMENDATIONS

4. That Overview and Scrutiny Management Committee note the progress of SLHD performance outcomes and the contribution SLHD makes to supporting DMBC strategic priorities.

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

5. As this report includes the current progress on the St Leger Homes Performance indicators the implications of the contents may ultimately affect the delivery of services to the people of Doncaster.

BACKGROUND

6. Appendix A contains the SLHD 2016/17 Quarter 2 (July to September) Performance Management Report.

7. Key elements to note are:
- eight of the ten key performance indicators are on target (green),
 - two are within acceptable tolerance levels (amber), and
 - there are no performance indicators below target (red).

Further details explaining notable areas of performance is provided below. Commentary covering the performance against all ten indicators is provided at Appendix A.

8. **Performance measure:** Void Rent Loss – Percentage of rent loss through vacant dwellings (performing well against target – green)

At 0.96% for the year to date (£359,798), performance continues to be well within the end of year target of 1.19%, and shows an improvement on the 0.99% at the end of quarter one.

The performance for the first half of the year continues the improving trend from the latter part of 2015/16. Rent loss to the end of September in 2015/16 was 1.45% (£546,740), meaning performance this year has been almost £190,000 better.

The North and East areas of the Borough continued to perform well, and the South West continues to show the highest percentage of void rent loss. The average turnaround times for void properties remained steady at 48 days, which is the same as at the end of quarter one, an improvement compared with 56 days at the end of 2015/16. This can be clearly linked with the work to develop the new voids standard and process, which was piloted last year in the North and will be fully rolled out across the Borough during 2016. This new approach is expected to deliver a better quality product for tenants and a more predictable turnaround time.

Performance measure: Percentage of Current Rent Arrears against Annual Debit (performing well against target – green)

Quarter two (2.51%) showed a small increase in rent arrears compared to quarter one (2.49%), but this remains within the profiled target (2.58%) which would lead to delivering the year-end target (2.50%). This continues the positive trend from 2015/16 and is considered a good achievement bearing in mind the numbers of tenants impacted by the under-occupation charge and the recent introduction of Universal Credit.

The number of evictions remains at a similar level to last year, with 28 at the end of quarter two compared to 26 at the same point last year. Fewer evictions reduces former tenant arrears and void costs. The number of tenants with serious rent arrears (over £1,500) has also reduced from 143 cases at the end of quarter one to 138 cases at the end of quarter two, which is an improvement from the 170 cases at the end of April.

Over 3,500 tenants now choose to pay their rent via direct debit. Systems and processes are currently being tested in Q3 to make this a paperless process, which is anticipated to make it easier to encourage more tenants to pay their rent in this way.

Performance measure: Days Lost to Sickness per Full Time Equivalent (performing well against target – green)

It is pleasing to report that sickness levels have improved during the last quarter and are now predicted to meet the end of year target of 7.9 days per full time equivalent (FTE) employee.

Performance in quarter one was amber, with a good start to the year deteriorating during June. Performance improved month on month during July, August and September, resulting in the year to date sickness at the end of quarter two being 3.83 days per FTE.

Both short-term and long-term absence levels improved, with long-term sickness reducing from 0.45 days per FTE in June to 0.28 days per FTE in September. The top two reasons for both long and short term absence continue to be musculo/skeletal and stress/depression/anxiety. Our analysis of stress/depression/anxiety suggests that this is mostly as a result of issues outside of work.

Performance measure: Scheduled repairs % of promises kept (near target - amber)

A total of 2,680 repair jobs were raised during quarter two, of which 6 were not completed within the target timeframe, meaning performance for the quarter was 99.75% against a target of 100%. Although considered amber, this performance is an improvement on the 2015/16 year end position of 98.85% of promises kept, and is better than Q1 performance which was 99.65%.

Close monitoring and management of this KPI will continue. Detailed analysis is undertaken to ascertain the reason why repair promises have not been achieved. These are discussed with the Service Manager and Team Leaders to aid learning and improvement. However, because of the way this KPI is calculated it is not possible to achieve year-end target of 100%.

Performance measure: Number and % of households maintaining or established independent living (near target - amber)

This indicator is taken as a snap-shot at the end of the quarter when there were 38 households supported to maintain or establish independent living. Our contractual target for the service is 40 households, which was met in both July (46) and August (44) and close to target in September (38). The dip under target in September was due to two customers who were unable to commit to completing their first support visit before the 1st of the month. It is only when this first visit has been completed and a plan produced that we can count them as being in service. These are now complete and the customers being supported.

We are continuing to improve procedures and working practices within the service to ensure that we provide effective support. We are analysing the reasons for unplanned departures to see if there is any learning to take forward.

OPTIONS CONSIDERED

9. Not applicable

REASONS FOR RECOMMENDED OPTION

10. Not applicable

IMPACT ON THE COUNCIL'S KEY PRIORITIES

11.

	Outcomes	Implications
	<p>All people in Doncaster benefit from a thriving and resilient economy.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Be a strong voice for our veterans</i> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	<p>Work of St Leger Homes of Doncaster 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>People live safe, healthy, active and independent lives.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
	<p>People in Doncaster benefit from a high quality built and natural environment.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Creating Jobs and Housing</i> • <i>Mayoral Priority: Safeguarding our Communities</i> • <i>Mayoral Priority: Bringing down the cost of living</i> 	
	<p>All families thrive.</p> <ul style="list-style-type: none"> • <i>Mayoral Priority: Protecting Doncaster's vital services</i> 	
	<p>Council services are modern and value for money.</p>	
	<p>Working with our partners we will provide strong leadership and governance.</p>	

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RISKS AND ASSUMPTIONS

12. Specific risks and assumptions are included in the performance management report at Appendix A.

LEGAL IMPLICATIONS

13. There are no legal implications of this report.

FINANCIAL IMPLICATIONS

14. In 2016/17 St Leger Homes received a management fee of £28.445m from DMBC. This is made up of £27.452m from the Housing Revenue Account and £0.993m from the General Fund to pay for the general fund services managed by SLHD.

HUMAN RESOURCES IMPLICATIONS

15. Not applicable

EQUALITY IMPLICATIONS

16. Equality implications are considered in line with the Equality Act 2011 for the delivery of all St Leger Homes services.

CONSULTATION

17. Consultation has taken place with key managers within St Leger Homes, the Lead Member for Housing and Senior Officers within the Council.

BACKGROUND PAPERS

18. Appendix A – SLHD 2016-17 Quarter 2 Performance Management Report

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Appendix A – SLHD 2016-17 Quarter 2 Performance Management Report



Appendix A - SLHD 2016-17 Quarter 2 Performance Management Report

Areas Performing Well

% Rent Arrears Against Annual Debit



Rent arrears against annual debit is 2.51% (£1.89 million) with an end of year target of 2.50%

Void Rent Loss

0.96% (£359,798) with a year end target of 1.19%



Number of Households in Temporary Accommodation



10 households in temporary accommodation at the end of the month, with a year end target of 10

Complaints - % of Service Failure and Dissatisfaction



Performance is provided a month in arrears. At the end of August 18% of all complaints were service failures against a target of 20%



Right First Time



98.19% of repairs were Right First Time with a year end target of 98%

Gas Servicing And Solid Fuel



100% with an end of year target of 100%

98% of the Solid Fuel Service Programme is complete against an end of year target of 100%.

Days Lost Through Sickness per Full Time Equivalent



3.83 days with an end of year target of 7.90 days

% of Invoices Paid within 30 Days



97.16% of invoices paid within 30 days against a target of 95%

Areas Near to Target

Number of Households Maintaining or Established Independent Living



38 households maintaining or have established independent living with a year end target of 40

Scheduled Repairs - Promises Kept



99.75% of promises kept with a year end target of 100%

St. Leger Homes Key Performance Indicator Summary

Key Performance Indicator 1

Percentage of current rent arrears against annual debit

Direction of Travel - ↓

Traffic Light 



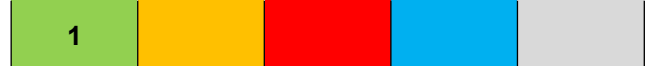
At the end of quarter two, performance was 2.51% (£1.89m), well within the profiled target of 2.58% and just slightly above the year-end target of 2.50%. In monetary terms, this was an increase of £19,876 against quarter one. Additionally, the number of tenants paying by direct debit is increasing with almost 500 more tenants paying by Direct Debit than this time last year. The number of evictions at the end of quarter two stands at 28 compared to 26 for the same period last year.

Key Performance Indicator 2

Void rent loss (lettable voids)

Direction of Travel - ↑

Traffic Light 



There has been a big reduction of 0.49% in void rent loss in quarter two compared to the same time last year from 1.45% (£546,740) in September 2015/16 to 0.96% (£359,798) in September 2016/17. This is well within the end of year target of 1.19%.

Key Performance Indicator 3

Number of households in temporary accommodation

Direction of Travel - ↔

Traffic Light 



The number of people moving into temporary accommodation throughout the quarter has increased since last quarter to 18. However the snapshot of people in temporary accommodation at the end of the quarter has remained the same at 10.

Key Performance Indicator 4

Number and % of households maintaining or established independent living

Direction of Travel - ↓

Traffic Light 



The number we are supporting has slightly reduced at the end of quarter two to 38 which is just slightly below our contractual level of 40; this is a reduction of 2 since the end of quarter one.

Key Performance Indicator 5

Analysis of complaints received (month in arrears)

Direction of Travel - ↑

Traffic Light 



Performance in this area remains positive. 68 complaints were logged in August; this is 3 less than were logged in August 2015. Year to date service failure levels is at 18% and currently meets the year-end target of 20%. 16 of the complaints received in August were assessed as service failure.

Key Performance Indicator 6

Right first time

Direction of Travel - ↑

Traffic Light 



Performance this quarter is slightly above the 98% target at 98.19%. This is 0.2% better than the same time last year.

Key Performance Indicator 7

Scheduled repairs - % of promises kept

Direction of Travel - ↑

Traffic Light 🟡



This indicator has been amended to include a tolerance level of 5 working days at the end of each month. This quarter performance was 99.75%. A total of 5,498 jobs have been raised for the year to date (quarter one and quarter two) and of these, 14 were not completed within target.

Key Performance Indicator 8

Gas servicing - % of programme completed against plan

Direction of Travel - ↔

Traffic Light 🟢



The yearly Gas Servicing programme commenced in April 2016. All of the 15,956 properties due to be visited between April and the end of September have received a visit. 2,287 properties out of the 15,956 that were visited resulted in no access on the first visit. Subsequent visits have been made to all these properties and at the end of the quarter, there were 74 properties where we still could not gain access, all of which are being managed through the No Access process.

Key Performance Indicator 8a

Solid Fuel Servicing

The solid fuel servicing programme runs from April to September. At the end of quarter two 165 solid fuel services were carried out resulting in 98% of the programme complete. This is slightly lower performance than the same time last year. All properties have been visited and at the end of September 99.86% of properties had a valid HETAS certificate. The one property that has not had a solid fuel service will be processed through our no access procedures.

Key Performance Indicator 9

Days lost through sickness per FTE

Direction of Travel - ↑

Traffic Light 🟢



The year to date performance for quarter two is 3.83 days lost per FTE. This is an improved performance compared to quarter two last year (4.04 days).

September's performance saw a reduction in days lost per FTE in both long term and short term sickness cases compared to June. Long term sickness reduced from 0.45 days in June to 0.28 days in September, and short term sickness reduced from 0.29 days in June to 0.24 days in September.

End of year straight line projection currently stands at 7.65 days and within end of year target of 7.9 days.

Key Performance Indicator 10

Percentage of invoices paid within 30 days

Direction of Travel - ↓

Traffic Light 🟢



Performance at quarter two is 97.16% against a target of 95%.

An average of 400 invoices a week are received into SLHD at the end of September.