



Social Audit 2017



How we make a difference

stlegerhomes.co.uk

Introduction



We are pleased and proud that for the third year running we have had the externally verified seal of approval for our making a difference / social audit report.

As a brief reminder, social auditing is about measuring things that are not easily measured. It is an annual self-evaluation process that gives a picture of the business from the triple bottom line (environmental, economic, and social perspective). It identifies and engages with the people we affect in our day to day jobs.

By adopting the Social Accounting and Audit methodology, we seek to understand the value of the work that we do, the impact of our investment and to help us ensure that our limited resources are being best employed to make a difference to our customers.

This process and report complements our extensive existing reporting systems by focusing on our social impact and the activities that add value to our core business of providing quality housing for our tenants and their families.

We are a customer focused organisation and we keep the wellbeing and satisfaction of our customers and staff at the heart of everything we do. We have a company vision which captures our desire to aim high and provide the best possible services to all our customers.

Our Values are:

- **Fairness** – to ensure that we recognise and value people's difference
- **Excellence** – to ensure that we always provide the best possible service to our customers and that we are always looking to improve
- **Empowerment** – to create a culture where staff and customers are listened to and encouraged to shape future service delivery.
- **Local** – to recognise the value of being part of a strategic partnership

Our Vision is:

- **To deliver** excellent value for money services in all that we do
- **To ensure** we are customer focused by listening to our customers and involving them in decision making
- **To provide** quality homes in quality neighbourhoods where people want to live
- **To be a catalyst** for change and become a housing provider of choice, an employer of choice and a partner of choice.

Pictured below:
Doncaster Chamber
partners and patrons
event



Please see below a selection of our highlights from our 2016/17 Social Audit Report showing how we have made a difference.

Over the next few pages you will see a summary of some of the outcomes we have achieved over 2016/17 against our 4 social objectives, our tenants, our communities, our partners and our staff.

91%

Of our tenants are satisfied with the services we deliver.

1,300

We work with 1,300 stakeholders and partners

£576,240

has been contributed to the local economy with our back to work initiatives

60%

We have spent 60% of our contracted services spend in Doncaster and 89% in South Yorkshire.

28

people have found work as a result of our World of Work and apprenticeship schemes.

93%

Of our staff are satisfied with St Leger Homes as an employer



Social Objective 1:

Our tenants – To involve our tenants in the running of St Leger Homes and invest to enable their effective participation.

We now have a tenants takeover page in our tenant magazine HouseProud - where a member of our tenants and residents involvement panel (TRIP) write their own articles and promote how, when and where tenants can be involved or if they would like some further support.

For the third time in a row we were also awarded 'TPAS accreditation in Resident Involvement' which will continue to run until May 2019. The Chief Executive of TPAS, said: "TPAS are delighted to award this accreditation. By achieving this St Leger Homes demonstrates the high standard of service they offer their residents. Overall St Leger Homes has a very well resourced, valued and strategic approach to tenant involvement across the organisation with staff and tenants."

4 member of our Tenants and Residents Involvement Panel (TRIP) were all delighted to be asked to be part of the interview process for our new Chief Executive and Director of Housing Services. Lesley the chair of the panel said: "It was a great experience to meet the short-listed applicants. We were so impressed by their expertise and abilities and acknowledge that any one of them would have been a great asset to St Leger Homes. We all had our own questions for the candidates and I must admit that they were not easy to answer, but they gave us very good responses and every question was answered."

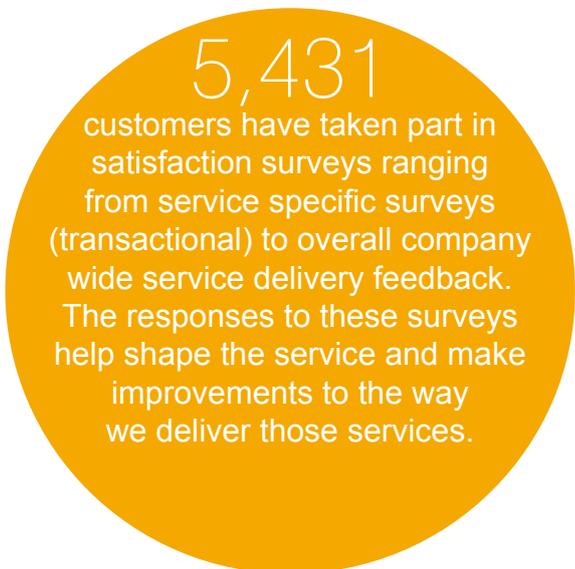


Through 2016/17 tenants have had input and helped us shape in excess of 15 different policies/ strategies or service reviews.

This was no exception for our permissions policy but instead of giving a 'tweak' at a focus group our tenants told us the whole policy didn't work for them – especially the name!

The focus group influenced many changes to the policy and even to the name of the policy itself which is now called the new 'Customers Own Improvements Policy'

Out of the full list of 20 suggestions, 11 were implemented, 5 are still being looked into or ongoing and 4 we explained why we couldn't make changes. A couple of randomly selected you said we did from the reviews are:



You said: The size of a shed/ structure could mean that it's considered as a major improvement, it's a bit confusing.	We did: Good point. The policy has now been made clearer and changed to reflect that. Thanks.
You said: The new form could have agreed time scales for customers to carry out their improvements	We did: Thank you, that's a really good suggestion and will be included in the guidance notes for the new form

Social Objective 2:

Our Communities – To engage people in our communities so that they become involved with St Leger Homes and to invest in information, learning and development activities and physical infrastructure that meet their needs.

We still continue to support the 24 TARAs we have but we have now started helping and supporting other local community groups to ensure that we don't lose the ties to local communities. Some of the outcomes achieved by attending these groups range from: Developing new skills / knowledge, Confidence building, Community cohesion and an increase of participation from hard to reach groups (young, isolated etc).

We continue to have a positive activities group who have a small amount of funding (£4,700) available from St Leger Homes to help with community initiatives

For this social accounting period we have delivered training within communities to support tenant involvement in St Leger Homes. In 2016/17 we have continued to run and support a wide variety of different training courses. Learn my way, as an example, (a focus project featured in last year's accounts) has grown from strength to strength.

This course has also expanded to give training on tablets and smart devices, not just laptops and standalone PC's.

118
In year one we had 118 attendees

462
In year two we had 462 attendees

781
In year three we had 781 attendees

The new 2017 year saw the launch of our first **"Move More session"**, a tailored programme of physical activity, free for our tenants for 12 weeks in partnership with our local NHS community trust.

The sessions are aimed at people 50+ doing simple light exercises with some of the benefits aimed to: help to reduce blood pressure, help with weight loss, improve wellbeing and help social isolation to meet like-minded people.

On a weekly basis approx. 20 people attended the sessions. 15 of these have enjoyed the sessions that much and have seen health benefits that they have now joined their local leisure centre to keep up their exercise and stay in touch with their new friends.

St Leger Homes and Doncaster Council have partnered with the Barnsley based charity **'Help 4 Homeless Veterans'**, responding to individual needs and assisting ex-armed forces personnel in Doncaster who are either homeless or living in poor quality accommodation.

Since November, 10 veterans have been helped to move forward, with 8 of the properties currently occupied and the ninth being prepared ready for occupation in the near future.

Successes include

An ex veteran with her 6 year old son are currently in one of the properties whilst she settles in to her new life, Following a period of sofa-surfing, a young ex veteran has been helped by the scheme, has recently secured employment, and is now able to have access to his child as he has a home, and an 80 year old veteran who was one of the first clients, may shortly be transferring from a temporary tenancy to a permanent tenancy as part of the agreement.

Doncaster has a significantly higher than national average rate of unemployment (8.6% compared to 6.2%) and St Leger Homes seeks to address this by supporting its customers in preparing for and securing employment, in so doing we are strengthening our core offer to tenants and forging links with influential community partners.

We have become more than just a landlord for our tenants by providing them with learning and job opportunities, and helping to break down barriers to employment.

The World of Work Academy and apprenticeship scheme has engaged 50 unemployed tenants and their families and 28 individuals have progressed into paid work.

Participants have indicated a significant increase in levels of skills, confidence, prospects and engagement as a result of the programme. Achievements and partner views indicate that the WOW Academy is an effective model for supporting unemployed people into work.

We are still working to extend the number and range of employment opportunities available by building links and encouraging other Doncaster businesses and employers to become involved.

We ran 2 sets of 6 **Healthy Wealthy and Wise** training sessions. Taking part were 10 to 12 young mums aged between 17 and 24. Each week we allowed a maximum spend of £15 but when you consider this fed at least 20 people with a 2 course meal it worked out at only 75p per head.

The outcomes achieved were

Confident young Mums able to provide nutritionally balanced meals for their family at a low cost, Knowledge of key health messages – Lower Salt / Sugar and Fat foods, and Basic budgeting skills – understanding how it is possible to eat well on a budget.



Social Objective 3:

Our local environment - To involve local organisations and businesses in providing quality services and invest time to improve the social and economic environment for our customers and the wider Doncaster community.

Working with Keepmoat – the sky's the limit

Silverwood House stands 17 storeys high and is 150 feet from top to bottom, making it one of the tallest buildings in Doncaster. It contains 129 flats. The block, which was constructed in the 1960s, was named after one of the mines in the area and is a well-known prominent feature.

The £1.88 Million refurbishment scheme, which completed in February 2017 included external wall insulation, replacement windows, improvements to the communal staircases, ramp access and new communal doors. The tenants also had their balconies painted and improved. The expectation is that all the flats will be warmer and quieter, and gas usage will be reduced.

After consultation with tenants and residents, we have given the Darlington Estate, Moorends, a facelift.

Problems identified included youth nuisance, litter, uneven surfaces, and overgrown footpaths. The estate was litter-picked and grounds maintenance work carried out. 'Intruder Excluder' strips were placed on fencing to improve security and window/shed alarms given to vulnerable tenants. Gates and fencing have been erected and open plan areas have been fenced off. Some areas of the estate have been re-surfaced and overgrown alleyways cleared.

We have worked in close partnership with Efficiency North for a number of years now. Since the formation of the consortium in 2006 Efficiency North has delivered over £100m of efficiencies for its members whilst maintaining a strong focus on other core themes of workforce development, community investment, and environmental sustainability. In 2016/17 St. Leger Homes spent around 60% of its monies on contracted services in the Doncaster region

and around 89% in the Yorkshire and Humber Region. We also attend regular 'meet the buyer' sessions to help new and local businesses join our procurement framework. Our Executive Management Team contributed to 26 strategic partnership forums with focused on providing the best service and value for money for the residents of Doncaster.

Some of these partnership groups include Safeguarding, and anti-poverty, tackling some of the largest problems across the borough. Thanks to our commitment to investing in and updating our properties, an estate of 93 bungalows in Balby now have new verandas and porches which were all ready for tenants to enjoy the spring weather in 2017.

The open verandas fitted, now provide an external covered seating area to encourage tenant interaction and give tenants a useful sheltered area. The enclosed parts of the porches are now also more thermally efficient than the old ones and provide a useful internal space with plenty of natural light.

The Environmental Strategy was updated in the 2016/17 financial year and considers how we can understand the impact of climate change and the inherent impact that this will have upon our communities and relationships with other-likeminded businesses and, most importantly, our tenants.

Project for 2016/17 include:

- Solar PV for 684 homes saving an average £175 per household per year and saved 889 tonnes of carbon per year
- 1,660 solid wall properties had external walls insulated saving an average £260 per household per year and saved 1,862 tonnes of carbon per year
- Fleet vehicles reduced by 13% since 2009 saving £37k, including replacements that produce half the emissions of those they replace.

Social Objective 4:

Our organisation - To involve and invest in our staff team so that we can provide services that meet the needs of our customers.

St Leger Homes' Chief Executive, Executive Team and the Board lead the organisation in continually working towards improving customer experiences and putting customers at the heart of everything they do.

They have invested in creating and maintaining this culture by undertaking actions that range from sharing organisational vision, values, strategic objectives and priorities in person at induction training, doing a staff survey, making regular site visits to meet with staff on-the-job, doing back to the floor exercises and hosting an annual staff conference for all employees.

As part of St Leger Homes continuous improvement approach to how it operates, thematic working groups are set up to provide opportunities for colleagues from different teams with different experiences to work together to explore issues and develop solutions. During 2016/17, some of the active thematic working groups were Framework for Fairness group, Support and Challenge groups and Social Accounting Champions group

We have spent the same amount of money in 2016/17 as in the previous year for staff training and development however we have delivered more courses, showing more Value for Money. This is due to courses being run by our own training team without the use of external consultants, further increasing the skills of our staff and achieving the same benefits.

Our 2016 'Making a difference' conference was our biggest conference to date! Every staff member attended and had the choice of attending two out of five workshops that were being run by various staff members.

Feedback from a staff survey we did after the conference showed: Overall enjoyment at attending this year's staff conference was 79% (41% weren't looking forward to it at the outset, so a net 'shift' of 20%). In our 2016 equality survey it showed that over 90% of staff feel they make a difference to the people the work with and go the extra mile to ensure the wellbeing of their colleagues and customers.

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93%

Said "I currently feel I have all the skills and knowledge to do my job".

94%

Said "I know where to get help and support for most of the challenges I face at work".

90%

Said "I feel the work I do really makes a difference".

100%

Of those surveyed feel that we make a positive difference to our customers lives

93%

Of our staff are 'very', 'fairly' or 'satisfied' with St Leger Homes as an employer

93%

Of our staff surveyed would recommend us as an employer to friends and family

Conclusions and Recommendations:

Overall, our consultation with stakeholders provides a sense that we are constantly improving year on year and achieving our social objectives and that we are doing well. There are 'don't knows' across some objective and analysis shows us that this is generally from stakeholders who are not familiar with that area of work.

Our Social Accounts show that our involvement in our community and the activities we are undertaking is adding value in terms of aspirations and self-belief across Doncaster, this in the context of one of the most deprived communities in the UK where some families have experienced three generations of benefit dependency, skills levels are low and quality employment opportunities.

Our social accounts evidence that we are contributing to strengthening cohesion in our communities through the relationships, trust and understanding we are developing with tenants, communities and partners. Through establishing shared values and recognising the interconnectedness of people we are impacting on how organisations work together and will assist families in our communities to become more stable.

Through our Apprentice programme and World of Work Academy we have supported 28 people into paid employment and significantly contributed to the economy. The savings to the national exchequer of 30 people having a first year in employment could be approximately, £0.3 million and increased expenditure in the local economy may equate to over £0.57 million. There is a combined value of £0.88 million in 2016/17.

Pictured right
The Staff 'Making
a Difference'
Conference



We will aim in the next year to improve our services delivered by St Leger by developing our practices in the following ways.

- We are progressing our overall 'Customer Insight' programme for the organisation.
- Now in phase two, more insight on our customers is being gathered to ensure our data is accurate and robust. This then also feeds into two other large transformation projects due to commence in 2017/18. These are our business intelligence project, drawing on the insights and data collected to help those in more need of support. Finally our Customer Relations Management (CRM) project, giving us a single view of our customer contact throughout the organisation. Digitally transforming our organisation for ease of contact and more self service areas for our customers, responding to their needs and way of life.
- We will Continue to support TRIP to increase their numbers onto the panel to ensure the group is representative of our communities and tenant base, encouraging progression routes and development opportunities (once the panel has more experienced members) for example shadowing of Board / Committee members.
- We will implement and embed our new tenancy sustainability model ensuring we are giving the most appropriate support to the ones who need it the most, maximising the use of our welfare support fund and working with other local support agencies.
- We review our customer engagement structure and customer involvement strategy to ensure our resources are placed in the areas that need it the most and the voice of our customers are representative.
- We will continue to build on the success of our World of Work Academy by widening the pool of local employers to increase and diversify the job opportunities and to ensure equality of opportunity for participants.
- We will continue to map existing and potential partnerships, assess the value and our role within existing partnerships and develop and implement a partnership strategy following the outcome of the mapping exercise. Alongside this we will clarify roles, contribution and expected outcomes of all partnerships, ensuring effective contribution and outcomes from all of our partnership working.

Pictured right:
Tenants' Awards
2017 winners



We would like to take this opportunity to thank everyone who was involved in our 2016/17 social auditing process, highlighting how we make a difference day in day out.



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Of our staff are satisfied with St Leger Homes as an employer



Pictured above: Dancing Group Wheatley Community Hub, left: Some of our apprentices.

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