

**ST LEGER HOMES OF DONCASTER LIMITED
BOARD MEETING**

**To be held at 2pm on Thursday 1 August 2024
Civic Office, Floor 4 - Room 410 or via MS Teams (Hybrid Meeting)**

AGENDA

12.30 – 13.30 – Pre Board presentation on Tenant Satisfaction Measures

13:30 – 14:00 – Lunch

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|-----------|--|-------------|-------------------------|
| 1 | Apologies and Quorum | | Verbal |
| 2 | Declarations of Interest by Board Members | | Verbal |
| 3a | Matters arising and action log from previous meetings | D Wilkinson | Enclosed |
| 3b | Ratification of minutes of meeting held on 6 June 2024 | D Wilkinson | Enclosed |
| 4 | Chair and Chief Executive's update | D Wilkinson | To be circulated |

For Approval

- | | | | |
|----------|----------------------|---------|-----------------|
| 5 | Financial Statements | J Crook | Enclosed |
| 6 | EDI Policy | J Crook | Enclosed |

For Information

- | | | | |
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| 7 | KPI Performance | J Crook | Enclosed |
| 8 | Revenue Monitoring | J Crook | Enclosed |
| 9 | Capital Monitoring | J Crook | Enclosed |

Reports for noting only

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| 10 | Committee minutes: <ul style="list-style-type: none">- Employment & People Committee – 30 April 2024- Building Safety & Compliance Committee – 9 May 2024- Performance & Improvement Committee – 16 May 2024- Audit & Risk Committee – 8 July 2024 | | |
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Date of next meeting – 3 October 2024

Board Decision Summary

Meeting:	St Leger Homes Board
Date of meeting:	6 June 2024
Chair:	Dave Wilkinson
The Board approved:-	
<u>Agenda Item 7</u> – Modern Slavery Statement 2023/24	
<ul style="list-style-type: none">• Board agreed the statement and agreed further work on future years statements based on questions raised.	
<u>Agenda Item 9</u> – People Strategy	
<ul style="list-style-type: none">• Board noted end of 2020-24 strategy and approved the 2024-29 Strategy.	
The Board requested:-	
<u>Agenda Item 4</u> – Chair and Chief Executive’s Update	
<ul style="list-style-type: none">• Requested an updated tour of the Borough for new Board Members.• Requested more publicity of awards and achievements through social media.	
<u>Agenda Item 5</u> – Consumer Standards GAP analysis action plan	
<ul style="list-style-type: none">• Requested additional detail of when actions are completed in future updates to be able to better monitor progress.	
The Board received:-	
<u>Agenda Item 6</u> – Strategic Risk Register	
<u>Agenda Item 8</u> – Equality & Diversity Strategy – Annual update against action plan	
<u>Agenda Item 10</u> – Health and Safety Highlight and Dashboard update	
<u>Agenda Item 11</u> – Health and Safety Strategy – update against plan	
<u>Agenda Item 12</u> – Year end Capital Monitoring	
<u>Agenda Item 13</u> – Year end Revenue Monitoring	
<u>Agenda Item 14</u> – Year end KPI performance	
<u>Agenda Item 15</u> - Annual Development Plan – year end review	
<u>Agenda item 16</u> – Annual Complaint and Service Improvement Report, noting it would be sent to CDC for publication.	
<u>Agenda Item 17</u> – Board Expenses and Attendance Register	
<u>Agenda Item 18</u> – Board Forward Plan	

St Leger Homes of Doncaster Board - Action Log						
NO	Month	Ref	Action	Progress	Completed Y/N	Owner
76	Oct-23	10.5	ASSET MANAGEMENT STRATEGY Board requested that base line information is collated on a number of properties to compare energy performance before and after installation of EWI.	The Director of Property Services advised that there are plans to provide a response as part of the review of the Asset Management	Y	CM
91	Apr-24	5.6	Budget Approval Board suggested that the Director of Corporate Services to consider including information around the cost of regulation in HouseProud.	The Director of Corporate Services is exploring this.		JCr
92	Apr-24	6.5	2024/25 Annual Development Plan (ADP) and Key Performance Indicators The Chief Executive suggested that a rag rating could be incorporated into the report if this would be helpful, to ensure that it was transparent for Board Members. Members agreed this could be helpful. Sarah Vause suggested it could also be helpful if officers could articulate the impact of not meeting target, for example would there be a penalty attached, or legal issue of not meeting a KPI; this could potentially allow Board Members to hone in on issues.	The KPIs will not be rag highlighted but any penalties or financial impacts will be highlighted as required.	Y	JCr
93	Apr-24	9.3	CUSTOMER VOICE STRATEGY - Annual Update against action plan The Vice Chair commented that it would be helpful, looking at percentages for satisfaction, to have a baseline. The Director of Housing and Customer Services agreed to provide this.	The baseline information was provided on 5 June as required	Y	MMc
94	Apr-24	9.5	CUSTOMER VOICE STRATEGY - Annual Update against action plan The Chair was pleased to note that Tenant Board Members were planning on attending the One Voice Forum and Tenant Scrutiny Panel meeting during April and requested that they feed back to the next Board their views.	Completed as part of the June meeting	Y	BK

95	Apr-24	12.1	Committee Minutes Cllr Jones requested that he be allowed to attend the Building Safety Committee. The Chair acceded with the caveat that it would be as an observer only as the appointments to the Committee from Board had already been made.	Arrangements are in place for Cllr Jones to attend the September Committee meeting	Y	CM
96	Jun-24	4.4	CHIEF AND CHAIRS REPORT - ACQUISITIONS - The Chairman asked if another tour of the Borough including St George's Court could be organised? The Chief Executive agreed to organise this.	This will be organised after the AGM in September when new Board Members are likely to have been appointed to ensure they are involved as part of their induction programme	Y	LGH
97	Jun-24	4.5	CHIEF AND CHAIRS REPORT - REPUTATIONAL ISSUES - A Member asked about communications when celebrating our apprentices. It was agreed we should be done to publicise our awards and achievements through social media and local press.	Communications Team aware and will be publicising all apprentice achievements throughout the year.	Y	MMc
98	Jun-24	5.9	CONSUMER STANDARDS GAP ANALYSIS ACTION PLAN - The Board considered and noted the position statement, asking for additional detail of when actions are completed in any future updates to enable Board to monitor progress.	Will be included in the next report to Board	Y	JCR
99	Jun-24	6.3	STRATEGIC RISK REGISTER - The Chairman asked why loss of data is not a specific strategic risk? The Chairman asked for risk of loss of data is mentioned in the summary section.	This will be included as part of the next update to Board in January.	Y	JCR
100	Jun-24	7.5	MODERN SLAVERY STATEMENT - agreed further work for future years statements based on the queries raised.	Consideration will be given when future reports are being drawn up	Y	JCR

Company Number 05564649
A Company Limited by Guarantee
Registered in England

St. Leger Homes of Doncaster Limited
BOARD MEETING
Hybrid meeting

6 June 2024

Present:

Dave Wilkinson (Chair), Trevor Mason, Chris Margrave, Barry Keable, Cllr Richard Alan Jones, Cllr Sarah Smith, Susan Jones and Milcah Walusimbi.

Also In Attendance:

Mark McEgan (Director of Housing and Customer Services), Julie Crook (Director of Corporate Services), Daniel Boardman (Head of Building Safety) Leandra Graham-Hibling (minutes)

Members of the Public/Observers:

Sarah Vause (GS Insights), Yvonne Fox (Temporary Assistant Director of Housing, City of Doncaster Council)

		Action
1	Apologies and Quorum	
1.1	Apologies were received from Cllr Phil Cole and Stuart Booth.	
2	Declarations of Interest by Board Members	
2.1	There were no declarations of interest.	
3a	Matters arising and action log from previous meetings	
3a.1	<p>Board noted updates against outstanding actions.</p> <p>Action 93 – It was noted the monthly update arrangement is in place.</p> <p>Action 94 – Barry Keable updated Board by providing detail on his attendance at both the Once Voice Forum and Tenant Scrutiny Panel meetings in April. He advised he was very impressed with the structure of both meetings, along with content and challenging discussions held. He ended by offering to continue to be a link between both groups and Board.</p> <p>The Director of Housing and Customer Services confirmed to Board that one of the Tenant Board Member responsibilities is to attend the One Voice Forum and Tenant Scrutiny Panel meetings, listen to views and be the conduit between the tenant panels and Board with a view to improving links between them. To aid this, he advised of the</p>	

	quarterly meetings already in place with tenant Board Members and Chairs of both groups to help improve those links.	
3b	Ratification of minutes from the meeting held on 4 April 2024	
3b.1	The Board agreed the minutes from the meeting held on 4 April 2024 were an accurate reflection of discussions.	
3b.2	<p><u>Agenda Item 5 – Budget approval</u></p> <p>A Member asked about funding made available in the Capital Programme for Children Services to purchase properties, asking if he could be advised of the location of the properties?</p> <p>Board agreed that the location of these properties could not be released, however confirmed that City of Doncaster Council (CDC) own them, Children Services manage them with SLHD providing a repairs service.</p> <p>Discussions moved to acquisitions with the Chief Executive confirming that there are arrangements in place to purchase properties within communities we manage in order to increase CDC’s housing stock. A Member asked if these properties could be used to increase the number of temporary accommodation units in order to support Homeless demand? It was confirmed that properties can be bought for a specific purpose and protocols are in place.</p>	
4.	Chair and Chief Executive’s Update	
4.1	The Chief Executive presented the report that included updates in the following areas: Board Membership, a national update on the Complaints Handling Code, detail from the Housing Forum report on reforming Right to Buy, as well as operational and reputational updates.	
4.2	<p><u>Board Membership</u></p> <p>The Chief Executive advised the recruitment process had commented to replace Vicky Purnell who has stood down. He explained that since Barry Keable is due to stand down in 2025, a decision with full approval from the Chairman, has been made to advertise Vicky Purnell’s vacancy and extend Milcah Walusimbi’s appointment for a second term.</p> <p>The Vice Chair queried a previous Board agreement that every vacancy should be advertised rather than terms automatically rolling over. He asked if there should be some rationale to this change in policy and that it should be documented.</p> <p>There was agreement to note that Board are varying its stance due to the current situation to ensure we retain continuity and knowledge on Board.</p>	

4.3	<p><u>The Housing Forum report on reforming The Right to Buy (RTB)</u> The Chief Executive advised that the Housing Forum report recommends a 'Buyers Charter' removing the Right to Buy from new build homes as well as protecting some property types and also lengthening the time of residency before tenants have the right to buy.</p> <p>The Chairman asked if there was any indication from Political parties whether RTB will be part of any manifesto?</p> <p>It was noted we have not been made aware of any indication, however he is aware that currently both parties are committing to review the RTB process. He further commented that with the pressures we are under around homeless and lack of stock, it would be good to protect the stock we have and a change in policy would potentially stem that flow.</p>	
4.4	<p><u>Acquisitions</u> The Chief Executive advised that legal delays preventing the team from meeting its annual target, however the purchase of St George's Court has provided an excellent start to performance in 2024/25.</p> <p>The Vice Chair asked whether there were any void properties within St George's Court? The Chief Executive advised there were approximately 5-7 void properties along with a unit with severe fire damage all of which were reflected in the price at time of purchase.</p> <p>The Vice Chair asked, in terms of tenants, have new tenancy agreements been issued? It was noted that tenants have had to sign new tenancy agreements, with the estate team managing the process, undertaking a door knocking exercise to meet the new tenants and understand if there are any problems.</p> <p>The Chairman asked if another tour of the Borough including St George's Court could be organised? The Chief Executive agreed to organise this.</p>	LGH
4.5	<p><u>Reputational issues</u> Board acknowledged that Milcah Walusimbi had been approached to be involved in a tenant panel session at Housing Conference in June and wished her luck on the day.</p> <p>Board noted staff recognitions detailed in the update and asked that congratulations are extended to both Ethan Hall for being awarded Construction Apprentice of the Year and Connor Jackson for being awarded Advanced Apprentice of the Year at the in the South Yorkshire Apprentice Awards.</p>	

	A Member asked about communications when celebrating our apprentices. It was agreed we should be done to publicise our awards and achievements through social media and local press.	MMc
5	Consumer Standards GAP analysis action plan	
5.1	Board were updated on the gap analysis against the Regulator of Social Housing's Consumer Standards. They noted that the previously reported action plans have been consolidated into one that shows the overall picture of the gaps and actions at the current time.	
5.2	<p>The Director of Corporate Services advised that we continue to work with CDC, reviewing each Consumer Standard in turn and looking at how the Council meets the Standard and challenging progress against the action plan.</p> <p>It was noted that Cabinet Member for Housing and Business, Councillor Glyn Jones is the Chair of the Housing Inspection Board which is supported by Savills acting as a critical friend.</p>	
5.3	<p>The Chairman asked about the implications section of all Board reports and whether there should be an additional implication of 'impact on tenants' to enable Board to consider the impact on our customers when making decisions?</p> <p>The Director of Corporate Services advised that wherever tenants are involved, tenant consultation takes place and is well documented. She further advised one of the important areas being considered that affect tenants is how we use the data we collect and hold to drive our decisions and shape our services.</p> <p>The Director of Housing and Customer Services confirmed this is encompassed within the Transparency, Influence and Accountability standard. He advised the framework and structure in place to review policies and strategies includes 5 themes, one of which is about 'being everyone's business'. He explained, following the introduction of The One Voice Forum, the process for a policy and strategy review includes consultation with this group. Alongside this, the Tenant Scrutiny Panel are empowered to request a review of any policy & strategy at any time. He reminded Board that alongside this, there are stronger links with Board now that Tenant Board Members are meeting with the One Voice Forum and Tenant Scrutiny Panel chairs on a quarterly basis.</p> <p>He ended by stating that this new way of working will ensure we meet the standard, however offered to look at a new report implication if Board felt strongly about it.</p> <p>The Vice Chair asked how this new action plan fits in with the Annual Delivery Plan? It was noted that this overarching action plan is about</p>	

	<p>ensuring we meet the Consumer Standards, and where there is additional work as a result of the action plan, we are carefully considering what we are already doing and making changes to assimilate the actions into what we are already doing as we are conscious of demand on services and don't want to create more work when it may not be needed.</p> <p>The Vice Chair commented that it seems like culture management and that the relationship between both SLHD and CDC has to change to meet this new co-regulation way of working. He asked how we intend to make this happen?</p> <p>The Chief Executive responded that a change in culture has already happened, and we need to be reassured ourselves that we meet the standard, and where we don't, we need to determine what we need to do, to meet it. He advised that CDC have not been given notice of inspection yet, and until then we don't want to lose focus.</p> <p>It was agreed this is not about preparing for inspection, but about delivering excellent services to tenants.</p>	
5.4	<p>The Chairman asked about the percentage of evidence gathered, with 75% collected within Housing & Customer Services compared to 38% in Property Services, asking if this is something Board need to be concerned about? The Director of Corporate Services commented that this is not just about gathering evidence and keeping it safe, it is about embedding change to meet standards advising that the report was written at a place in time, and the %s have changed since.</p> <p>The Chairman asked if the teams are coming up against any obstacles? The Director of Corporate Services confirmed no, however some areas are much harder than others to evidence but teams continue to work on the action plans.</p>	
5.5	<p>A Member queried the action plan that states everything will be completed by Q4, asking if the timescales are realistic or will they need to be reassessed? The Chief Executive responded that the regulator is trying to move towards 'co-regulation' with organisations either meeting or partially meeting the standard. Once inspected, a score will be given along with an action plan. He advised EMT have consulted with all team members who feel the deadlines are realistic, however EMT are conscious operational teams are under pressure. He explained he expects we have completed the actions by Q4.</p>	
5.6	<p>A Member asked why this report was by exception? The Director of Corporate Services responded that the documents shared included the full action plan at the request of Board. She explained that this may change going forward as more actions become complete and we become more compliant.</p>	

5.7	The Vice Chair asked about the Regulator introduction meeting planned? The Chief Executive confirmed that an introductory meeting with the inspection team was arranged and both the CDC Chief Executive, Dan Swaine, Director of Place and himself will be present.	
5.8	A Member commented, that on reviewing the action plan, she has concerns that some of the actions were still not complete, including the implementation of a Domestic Abuse policy, although also commented it is pleasing to see we have some data collected about our customers. The Director of Housing and Customer Services reminded Board of the recent DAHA inspection and this action is about tying up some loose ends. He advised there is a document, but we just need to reflect it as a policy, and at present Domestic Violence intertwines within a number of strategic and policies including CDC's Tenancy Strategy.	
5.9	The Board considered and noted the position statement, asking for additional detail of when actions are completed in any future updates to enable Board to monitor progress.	JCr
6.	Strategic Risk Register	
6.1	Board received the updated Strategic Risk Register following a full review by Leadership Team. The report outlines that after the review the Risk Register still has 6 risks and all have updated descriptions, causes, effects, controls, assurances and actions. Ratings are based on existing and planned controls in place.	
6.2	The Director of Corporate Services introduced the report drawing Board's attention to the table at paragraph 2.5 which shows changes to the risks which have been assessed based on the actual risk to the business, and as a result there have not been major changes to the scoring. She asked Board to give particular attention to the risk relating to Homelessness and the pressures the service is currently under, advising it is recommended that the current residual risk is increased to 20 (16 in January) but the forecast residual risk reduces to 12 (same as January) based on the action plan in place, although it was recognised that demand and pressure in the service remains high..	
6.3	The Chairman asked why loss of data is not a specific strategic risk? The Director of Corporate Services responded that we have previously had a strategic risk on IT systems, however in terms of control and not owning our own IT network means our actions are limited and as a result we have a risk at operational level instead. The Chairman asked that this is re-assessed, acknowledging that it may not be a strategic risk for SLHD, there needs to be mention of it in the summary.	JCr

6.4	<p>A Member asked about risk 6 and why the inherent risk rating of 16 and why this is so high ? The Director of Corporate Services responded that this is about moving into a more regulated climate. She advised whilst it will be CDC who will be given the inspection score, SLHD will have made a massive contribution to this. She explained that if collectively we are scored below the threshold, this will be a risk for SLHD, however mitigation is in place and therefore the residual score is very low.. She further explained that now the consumer standards have been issued we know more about them.</p>	
6.5	<p>A Member asked whether cyber security should be included on the register, especially due to the human element involved?</p> <p>The Director of Corporate Services responded that fraud is specifically included as part of the internal audit plan as identified by CDC. She explained the audit will start between Q1 and Q2.</p>	
6.6	<p>The Vice Chair asked what more SLHD and partner agencies need to do to support the increase in homeless presentations?</p> <p>The Director of Housing and Customer Services responded that we are still seeing an enormous amount of people who are homeless or becoming homeless, but we don't have the properties to be able to move them into. He advised resources have been increased to help including maximising external grant funding. However, the default offer at present is the Private Rented Sector, although we are now starting to see less properties becoming available within that sector.</p> <p>He explained that we have seen the letting of Council house lettings down by 40% over the last 3 years demonstrating people have stopped moving, stopping the churn of stock. Further to this, there are more social problems being experienced with presentations doubling from 2,000 to 4,000 per month in 2023, with a slight decrease to 3/3,500 per month currently.</p> <p>He advised of some initiatives underway including a review of all case work, working on prevention to enable people to come to us before they find themselves in crisis, working on reducing temporary accommodation with an action plan and performance clinics.</p> <p>A Member asked if Board can present some of these issues to the Council for them to consider what more they can do to support this? The Director of Housing and Customer Services responded that CDC provide a huge amount of support already.</p> <p>We also receive grant funding from Government on an annual basis who want to see dispersed accommodation across the City and don't want a hostel type approach to housing homeless individuals. He advised local and national news portrays high temporary</p>	

	<p>accommodation costs, with SLHD forecasting £1.9m overspend on this current trajectory. Some councils are now looking how best they can manage by buying properties to increase stock or using a hostel approach and going against Government recommendations.</p> <p>The Member further asked how would Doncaster get to this point? The Director of Housing and Customer Services responded this is no longer a step change and we need to consider doing something significantly different, but this all hinges around available stock and the reason for us to continually reach out to the private sector.</p>	
6.7	Board noted the updated strategic risk register.	
7.	Modern Slavery Statement	
7.1	<p>The Director of Corporate Services presented the annual report and Modern Slavery statement for 2023/24, as required by the 2015 Modern Slavery Act.</p> <p>She advised that the report requires Board approval before it is published on our website.</p>	
7.2	<p>A Member asked, due to the greater risks of recruitment and vulnerable tenants, if we utilise Global Slavery Index to gather information and compare information? Director of Corporate Services responded no and agreed to note the suggestion.</p> <p>The Member asked in regards to the supply chain if we use a standard selection of questions for suppliers when they are onboarded? And whether we have anything in place for suppliers who work on longer term contracts? The Director of Corporate Services responded that contract checks are in place and suppliers have a duty to self-declare. She further advised that Internal Audit reviews take place on our supply chain and procurement exercises are managed through approved procurement processes.</p> <p>The Member asked, how SLHD can be assured if there is no auditing regime and undertaking regular checks? She asked how SLHD get or our audit assurance? The Director of Corporate Services advised that CDC procure all the big contracts with SLHD as the managing agent only.</p> <p>The Member ended by stating that there are concerns in the industry where supply chains have to self declare, and under legislation it is up to the procuring organisation to gain reassurance from the supply chain.</p>	
7.3	<p>A Member asked about KPIs to measure performance suggesting they could be smarter, asking how are we improving year on year? She gave an example of using the Government portal where all</p>	

	<p>modern slavery statements are published, with some reporting progress against KPIs. She further asked if we could consider, suggesting an example of having a KPI on staff training?</p> <p>The Director of Corporate Services responded that on the training element, we don't undertake specific modern slavery training as it is already embedded in other training.</p> <p>The Member advised that the Supply Chain Sustainability School offer some e-learning training packages and asked these are considered.</p> <p>The Chief Executive asked the Member if she could recommend an appropriate training package if we were to consider this route? The Member advised she has seen some areas of good practice where procurement, resourcing and site management teams undertake high level training with the rest of the workforce completing e-learning packages.</p>	
7.4	The Member asked that consideration is given to the signature on the document to be published suggesting a digital signature in order criminals cannot commit fraud using it. This suggestion was noted.	
7.5	The Board approved the statement but agreed further work for future years statements based on the queries raised.	JCr
8.	Equality and Diversity Strategy - Annual update against action plan	
8.1	Board received an update after the second year of the 4 year strategy. The Director of Corporate Services advised Board that the strategy sets out 5 overarching objectives with 8 measures underpinned by a series of actions detailed in appendix 1.	
8.2	She advised Board it is pleasing to see an increase in the information we hold in relation to our workforce, but can also see a decrease in the information we hold on our customers which is an area we need to understand the reasons for.	
8.3	The Board noted progress to date and approved the year 3 action plan.	
9.	People Strategy Update	
9.1	The Director of Corporate Services presented the report providing a performance and progress update at the end of the 4 year People Strategy (2020 – 24) as well as a request for Board to approve the new People Strategy 2024-2029.	

9.2	She advised that there were lots of actions completed this year with outcomes from Investors in People driving many of them.	
9.3	<p>The Chairman aired his disappointment in seeing we are not reporting 100% attendance to mandatory training courses asking what are the consequences of someone not completing the training? The Director of Corporate Services responded that there have been significant improvements in attendance since writing this report, however if non-attendance continues improvement notices will be issued with clear messages to staff if they are not able to attend for a good reason the OD team must be informed.</p> <p>The Chairman asked if we have Trade Union support if we take disciplinary action for non-attendance to training? The Chief Executive responded that discussions have taken place with Trade Unions who offer no resistance and support this wholly.</p> <p>The Chairman reminded Board of the professional standards soon to be introduced where there will be a requirement for all housing managers to undertake mandatory training. He commented the standards were still under consultation which we have contributed to, however there seems to be concern across the whole sector about the ageing workforce where there is lots of experience but either a shortfall in qualifications or an unwillingness to undertake further. He advised there has been lots of debate across the sector and we could see a significant migration of trained staff based on the introduction of the requirements.</p> <p>The Vice Chair commented on customer awareness training where the training was conducted by an external company asking for more detail? The Director of Corporate Services advised that this was the mandatory Customer Care training which has been completed by all staff. She advised this is now embedded into the induction process for new starters.</p> <p>The Vice Chair commented on the read across to customer satisfaction levels suggesting there seems to be more we should be doing in this area in terms of our own policy position? The Director of Corporate Service answered that this is about complaints not necessarily connected to staff actions but more about time taken to complete repairs or a decision taken based on a policy. She advised any staff related complaints are scrutinised at EMT on a monthly basis.</p>	
9.4	The Board noted the end of the 2020-24 People Strategy and approved the 2024-2029 People Strategy.	
10.	Health & Safety Highlight & Dashboard Update	

10.1	<p>The Head of Building Safety presented the above report which has been amended to reflect current compliance programmes and the recommendations from the Savills critical friend review.</p> <p>The Head of Building Safety provided headline figures from the report confirming that we only have 1 property that currently has an EICR that is over 10 years old and we are pursuing legal action in order to gain access. Board noted the incredible achievement of the team.</p>	
10.2	<p>A Member asked about emergency lights detailed on the dashboard as being red? He asked what effect this has on tenants? The Head of Building Safety advised that this is about how the information is collected and then evidenced on the compliance system. He advised that there is a delay in uploading onto the system with 87 records that still need to be updated meaning the performance should be reading green.</p> <p>The Head of Building Safety highlighted areas of work that are yet to start explaining that checks on doors, battery & light checks are all underway and will be updated and evidenced on the system by 1 April 2025.</p> <p>The Vice Chair asked about the reference to G&T sites and the issues with dialogue with the community asking what we are doing to improve this in terms of areas of compliance? The Head of Building Safety advised of the work we are doing to communicate with the community in order to explain the essential works needed. He further advised on the article being placed in Houseproud to as a way of raising awareness.</p> <p>The Chief Executive asked The Head of Building Safety to offer some assurance to Board of the progress to complete the EICR programme after serious pressure to complete in the last financial year.</p> <p>The Head of Building Safety advised of plans to complete 4,774 EICRs this year with 945 already complete through use of contractors and our own workforce. Of the 945, 544 have already been loaded onto the compliance system. He commented that delivery of the programme by the internal team has been exceptional.</p> <p>A Member asked we if we are working with partners to support the dialogue with the G&T community commenting that CDC have a really good relationship which SLHD could utilise? The Head of Building advised we have a specifically trained housing officer who has a really good relationship with residents, agreeing to pass the offer on.</p> <p>A Member asked for an explanation of the contract for Heartwood? The Head of Building Safety advised this contract relates to work on 12 X level 1 buildings (building of multiple occupants of more than 2 levels). He advised Heartwood is last of the programme where we are</p>	

	looking to deliver fire safety improvements this financial year. He advised residents have been contacted and engaged with and we are waiting for the contract to be signed for works to begin.	
10.3	Board noted the report.	
11.	Health and Safety Strategy - Update against plan	
11.1	The Head of Building Safety presented the update providing progress of the Health & Safety Strategy 2023-2028 and action plan. He confirmed that our Health and Safety approach is externally accredited by the British Safety Council (BSC) and through ISO45001. He also confirmed that 2025 will be the 14 th year the organisation will have been accredited by the BSC which is a credit to the Health and Safety team who support the accreditation.	
11.2	A Member asked about culture, suggesting there were good actions included in the strategy and plan about updating staff surveys to include culture, suggesting there is an opportunity to capture culture in the auditing regime section? The Head of Building Safety confirmed there was an opportunity as currently it is more anecdotal rather than evidenced. He explained as part of the accreditation assessment the assessor talks to staff which can be evidenced and including it in quantitative surveys also helps.	
11.3	A Member congratulated The Head of Building Safety on there being so many actions completed. She commented in relation to culture this is about setting the culture and people benchmarking against the culture as this is about how it can be systemically embedded on a day to day basis. The Head of Building Safety confirmed that we regularly encourage colleagues and update the website, as well as being out there and raising the profile of Health and Safety across the organisation, involving the workforce in the risk assessment process and engaging with staff teams with anything related to Health and Safety.	
11.4	The Board noted progress against the action plan.	
12.	Year-end Capital Monitoring	
12.1	The Director of Corporate Services presented the Capital Monitoring report advising that spend was almost £40m against a revised programme of £43m. She confirmed that programmes will roll into 2024/25 and continue to be delivered. It was noted that our own workforce were due to deliver £13m at Quarter 1, however this has increased to £14m and was delivered on budget. It was noted that whilst work delivered by the internal	

	workforce is on track, there are some areas of slippage with external contractors.	
12.2	<p>The Vice Chair asked at what level does discussions take place on when to review the Capital Programme in terms of level of dialogue and appetite to do something different to increase the level of housing stock? The Director of Corporate Services advised that Government rules changed in 2018 and at that point CDC identified a £100m budget for new council house builds.. Doncaster has commenced a delivery programme with acquisitions being part of this programme as it delivers better VFM.</p> <p>The Vice Chair asked if CDC would consider office / business building conversions? The Director of Corporate Services confirmed these would not be considered at this stage.</p> <p>A Member asked about RTB asking if there were any time limits in age of property for RTB? The Director of Corporate Services advised that RTB is dependent on the tenant, how long they have been a tenant. In terms of property cost, we cannot sell a property lower than the cost floor amount which is the property cost plus any money we have spent on it over the last 10 or 15 years.</p>	
12.3	Board received the report on Capital Expenditure for 2023/24.	
13.	Year-end Revenue Monitoring	
13.1	The Director of Corporate Services presented the Revenue Monitoring report advising that we have to return any surplus we make. She advised outturn is very similar to what has been forecast all year and we have seen savings on staffing vacancies which we invested back into the business.	
13.2	Board received the report on revenue income and expenditure for 2023/24.	
14.	Year-end KPI Performance	
14.1	The Director of Corporate Services presented year end performance information advising Board that the outturn position was very similar to what has been reported through the year.	
14.2	<p>She advised that a number of these Key Performance Indicators have been re-set for the new year.</p> <p>The Director of Corporate Services reassured Board they would continue to see weekly performance updates, but these would not be sent in the early weeks of the new financial year.</p>	

14.3	Board received Q4/year end performance information.	
15.	Annual Development Plan - Year End Review	
15.1	The Director of Corporate Services presented the end-of-year summary of the key activities relating to the strategic priorities within the 2023/24 Annual Development Plan (ADP) as at the end of March.	
15.2	<p>She drew Board's attention to paragraph 3.2 in the report which identified a number of actions that are either being carried forward or being removed as they now business as usual.</p> <p>She also identified the detail in paragraph 3.4 which lists a good number of achievements through delivery of the 2023/24 action plan. These included implementation of a new website and introduction of a new ASB and Safeguarding team along with introducing new procedures relating to the collection of Tenant Satisfaction Measures (TSM).</p>	
15.3	Board noted the update closing off the 2023/2024 ADP and Action plan.	
16.	Annual complaint performance and service improvement report	
16.1	Director of Housing and Customer Services presented the annual report to Board advising it is a statutory requirement that the Annual Report is reported to an organisation's Governing Body or equivalent, and that the report and the Governing Body's response are published on the section of the website relating to complaints. He explained that for this requirement the Annual Report will be submitted to CDC in order they can publish following the requirements he set out.	
16.2	<p>The Director of Housing and Customer Services highlighted key headline data for 2023/24 detailing all complaints received at Stage 1 and Stage 2 of our complaints process. He advised that the data shows that the majority of complaints are being resolved at Stage 1 which was pleasing to see.</p> <p>However, he explained that in terms of complaint numbers, SLHD seems to be an outlier with numbers being high but explained that Social Housing organisations are keeping a watchful eye on performance now everyone is working to the new code. As such the decision was made to not change the KPI target in 2024/25 as it is hoped improvements will be seen over the next 6 -9 months.</p> <p>He also highlighted response rate performance with a year end outturn of 89% compared to a quartile 1 target of 93% which demonstrates improvements are being made.</p>	

	<p>He advised that whilst the number of complaints are still high, the code requires a landlord to ensure their customers know how to complain. Our numbers demonstrate to the Ombudsman that our customers know how to make a complaint and it demonstrates we take complaints seriously, process them and respond accordingly.</p> <p>The Vice Chairman asked for an explanation of how a complaint is handled. The Director of Housing and Customer Services explained enquiries and complaints are received through a variety of means including letter, email or via telephone. They are logged and once determined the enquiry is a complaint it is recorded through the Customer Relations Team who manage cases to ensure they are appropriately investigated and responded to.</p> <p>The Vice Chairman further asked if we are using a process where we are opening ourselves up as a business to receiving more complaints by being so accessible? The Director of Housing and Customer Services responded that we have to follow the Housing Ombudsman Code of Practice.</p>	
16.3	<p>A Member stated, in relation to the 1215 complaints received, there is no detail of any outcomes from them? The Director of Housing and Customer Services responded that this annual report is providing performance and statistics for the organisation however there are other performance management documents used internally that provide detailed information about our outcomes and how we have listened to our customers.</p>	
16.4	<p>A Member queried the 11 maladministration cases asking if these get particular focus and why they are reported separately? The Director of Housing and Customer Services explained these are cases where the customer has exhausted our internal complaints procedure in the first instance, and there is a requirement for us to report these within the code along with our actions and any learning from them.</p> <p>The Member asked further about the rates of compensation being offered? The Director of Housing and Customer Services advised we offer between £100 - £1,000 depending on the case, but confirmed we have not seen a significant increase in offers of compensation and there is a small budget to manage these.</p> <p>The Member asked, in real terms, do we learn from maladministration cases? The Director of Housing and Customer Services confirmed that we always look to see what we can do better and learn from the outcomes and record changes to policies and process that are made as a consequence.</p> <p>The Member asked if SLHD arranges external customer care training as an opportunity to improve our customer experience? The Director of Housing and Customer Services responded that all staff have</p>	

	<p>recently attended company-wide Customer Satisfaction training with an external provider. This was mandatory training and to ensure the messages learned are embedded there are consistent messages to staff on a regular basis to remind staff of their role and responsibilities when it comes to customer care.</p> <p>The Vice Chairman asked for clarification that customers can approach the Housing Ombudsman directly with a complaint and the Housing Ombudsman will investigate it on the customer's behalf? The Director of Housing and Customer Services responded this is correct confirming the customer does not have to exhaust our complaints procedures first.</p> <p>He further explained that after the Housing Ombudsman investigation, if the Ombudsman are not happy with the outcome and see a systemic issue then they have the right to come into the organisation for further investigation.</p> <p>It was confirmed to Board that those 11 cases noted are maladministration cases and not severe maladministration cases however explained we are still disappointed these customers have been let down.</p>	
16.5	The Board noted the Annual Complaint and Service Improvement Report for 23/24 and acknowledged it would be sent to CDC in order it is published on their website as the Governing Body.	
17.	Board Expenses and Attendance Register	
17.1	The Director of Corporate Services presented the 6 monthly update on Board Member attendance and expenses. She advised there was no areas of concern with attendance or expenses.	
17.2	Board received the expenses and attendance register.	
18.	Board Forward Plan	
18.1	Board noted the current forward plan and the required changes since it was last reported.	
19.	Any Other Business	
19.1	No other business was raised.	
20.	Date of next meeting	
	<i>Date of next meeting – 1 August 2024</i>	

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 1 August 2024

Item : 04

Subject : Chief Executive and Chair's Update Report

Presented by : Chris Margrave

Prepared by : Chris Margrave, Chief Executive

Purpose : To provide an update to Board Members on recent significant activity.

Recommendation:

That Board:

1. Note the report

Company Number 05564649
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**To the Chair and Members of the
ST LEGER HOMES OF DONCASTER BOARD**

**Agenda Item No. 04
Date: 1 August 2024**

1. Report Title

1.1 Chief Executive and Chair's Update Report

2. Executive Summary

2.1 This report updates Board Members on the key issues that have arisen since the last board meeting.

3. Purpose

3.1 To provide an update to Board Members on recent key issues.

4. Recommendations

4.1 That Board note the report.

5. Corporate and Governance issues

5.1 National Federation of ALMOs (NFA) Board

Throughout June and July, the NFA recruited to vacancies on their Board. All member ALMOs are approached and asked if they are interested in nominating from within their organisation. Our Chairman, Dave Wilkinson was approached and agreed to apply. After a voting process, Dave was successful in his application and attended the first NFA Board Away Day in Birmingham on Thursday 11th July.

5.2 Committees of the Board

Executive Management Team (EMT) have been reviewing how effective the Committees are, especially in relation to the Consumer Standards and would like to propose a number of minor changes to the Committee arrangements:-

Employment and People Committee

As agreed at Board Strategic Planning in November 2022, Employment and People committee (E&P) meetings have been held on an as required basis. One of the key reasons for this centred around a review of the governance framework and the availability of Board Members to service all committees effectively since the introduction of the Building Safety Committee. I would like to propose that E&P committee begin to meet again on a twice a year basis to give enhanced focus to that area of the business. Membership of the committee and the forward plan can be agreed outside of this meeting when Board Member recruitment is

finalised.

Performance & Improvement Committee (P&I)

As the focus on consumer regulation continues, I would like to propose that P&I becomes a more customer focused group providing the opportunity for customers to give their views and decision making whilst retaining the functions of monitoring delivery and performance changes. Detailed terms of reference and membership of the Committee will be discussed with the Chair and appropriate Members of the Committee. These discussions will also include a review of the name of the committee, potentially to something along the lines of Customer Committee.

To enable the effective succession planning for this Committee, I would ask that Board approves the co-opting of two members from One Voice Forum, the Tenant Scrutiny Panel or the Get Involved Group. This would allow greater contribution from tenants and hopefully create some succession planning for future tenant Board Members.

5.3 Board Member Recruitment

We updated Board in April that Susan Jones and Milcah Walusimbi are due to stand down on a rotational basis at the AGM this year.

We have started the recruitment process for tenant Board Members to replace Vicky Purnell and they will be appointed to fill the remainder of Vicky Purnell's term of appointment which is until the AGM in 2026.

As Barry Keable is due to stand down on a rotational basis next year, 2025, we have decided to only advertise for a replacement for Vicky Purnell and to extend Milcah Walusimbi's appointment for a second term of three years. A decision which was endorsed at Board in June. This will help us to have some continuity within the Tenant Board Member role.

The recruitment process for both Independent and Tenant Board Members are underway in order we can appoint in time for the Annual General Meeting on 17 September 2024.

5.4 Changes to Memorandum & Articles of Association (Mem & Arts)

It is proposed by the Shareholder that there will be a minor change to the Mem & Arts at the next Annual General Meeting (AGM). This change will see the maximum term for the Chair of the Board change from six years to nine years. The details are yet to be finalised, but it is likely that the change will allow the term to be extended on an annual basis by one year and be a maximum of nine in total.

At a time of increased regulation for the sector, it is key that there is a degree of continuity on the Board but that should also be balanced with the recommendations with the National Housing Federation (NHF) Code of Governance, which the Board has adopted and which states that the term for any Board member should be no longer than six years.

This is a Shareholder decision but it is good practice to consult with Board Members in advance of any changes.

6. National Issues

6.1 Emerging Priorities from new Government

Keir Starmer's new government, has outlined several key priorities that could impact St Leger Homes of Doncaster and the wider National housing sector.

Housing and Communities

Starmer's government aims to address housing issues, including affordable housing and community development. Local Authorities may receive increased funding for building more social housing units and policy support to improve housing conditions and tenant services. St Leger could play a crucial role in implementing housing policies, such as, improving energy efficiency, and ensuring safe and compliant living conditions for tenants. The new regulations on private sector landlords, introduced through the Renters' (Reform) Bill, will have several benefits for both tenants and ALMOs. It will increase security for tenants, by abolishing Section 21 notices, it will drive improvements in quality, safety and improvements and introduce much needed regulation to the private rented sector. It should create a more balanced and transparent rental sector for tenants.

Investment in Infrastructure

The government's commitment to growth and national renewal may lead to increased investment in infrastructure projects. ALMOs involved in housing development, regeneration, and maintenance could benefit from these initiatives. Subject to policy and funding St Leger might collaborate with CDC and private partners to deliver housing projects, contributing to economic growth and community well-being.

Energy Transition and Sustainability

Starmer's pledge to achieve 100% clean power by 2030 aligns with efforts to combat climate change through previous initiatives such as Carbon Zero and Green Deal. ALMOs may be encouraged to adopt sustainable practices, such as retrofitting existing housing stock with energy-efficient technologies. This is in line with SLHD's strategy when undertaking retrofit improvement programmes. St Leger could continue to receive support for green initiatives, which is already in place for specific environmental improvements. However, this could be made available under new funding arrangements that are easier to bid for and access. This could be for solar panels, insulation, and electric vehicle charging points, benefitting both residents and the environment.

Social Services and Welfare

The government's focus on national renewal includes improving public services. St Leger, being responsible for managing CDC's social housing estates, will continue to work in partnership and collaboration with all

public, private, and voluntary sector services to improve and enhance community well-being. St Leger could engage in more programs related to mental health support, youth services, and employment opportunities, benefiting tenants and residents and fostering stronger communities.

Regulation and Accountability

Starmer's administration may review regulations governing ALMOs. Stricter standards could be introduced to ensure transparency, tenant participation, and efficient management. St Leger are already well prepared for the regulatory environment working closely with Savills and CDC to give assurance to Board on SLHD's approach to meeting the Housing Regulatory Standards.

Local Authority Partnerships

The government's emphasis on collaboration and levelling up could strengthen partnerships between ALMOs and local authorities. Joint initiatives may address housing shortages, regeneration, and community empowerment. St Leger already works closely with CDC to align strategies, share resources, and achieve common goals.

In summary, Keir Starmer's government presents opportunities and challenges for St Leger. While increased funding and policy support may enhance our role in housing and community development, greater accountability and alignment with national priorities will be essential.

Right to buy

Whilst there has been significant and prolonged calls by the housing sector for changes in right to buy legislation, the Government are yet to release any updated guidance on this. The last significant changes to RTB came into effect in April 2012 and increased the maximum discounts that were available to tenants.

The proposed Employment Rights Bill

We are mindful of the changes which have been discussed by the new Labour government. Whilst we are told that changes will be announced within the first 100 days, we are also told that changes which would affect employment law will be subject to usual consultation and notice. We wouldn't expect any actual change will for 6 – 12 months.

Many of the provisions suggested are things which we already account for in our policies, which are in most cases more generous than statutory entitlements. This includes:

- Written notification of right to join a Trade Union and regular reminder of this right – this is already very clear in our contracts and our regular communications.
- Statutory Sick Pay to all and from day 1 – we already offer contractual sick pay for up to 1 month from day 1, to all employees apart from World Of Work colleagues.
- New right for bereavement leave for all – we already have this right to paid leave in our policy for between 5 and 10 days depending on the case.

Other changes which we expect to see are:

- Ban on fire and re hire; we avoid this practise as far as we possibly can and have not had the need to utilise this for some years. Typically, it is used where a business has a strong business case – often financial – to change terms and conditions, and are unable to reach agreement for this change.
- Removal of exploitative zero hours contracts; we do not currently utilise zero hours contracts, and if we did we would need to ensure that this met with future requirements which is likely to be a number of protections for the worker.
- Draft Equality (Race and Disability) Bill; to enshrine rights into law and introduce mandatory reporting of ethnicity and disability pay. This will increase our obligations in addition to gender pay gap reporting.
- Apprenticeship levy reform: this may involve the ability to spend levy funding on non-apprenticeship learning. SLHD already spend all our levy funds on apprenticeships so there would be little benefit to us in this change, unless we fundamentally change the way we deliver learning and move away from our apprenticeship programme.

There are many other changes being proposed which may impact our policies and practises to some degree depending on the scale of change:

- Green agenda in the north to deliver warm homes and potentially create 77,000 green jobs in the north; SLHD has accounted for new skills in our people strategy, and we need to continue to review what this may mean for us.
- Unfair dismissal rights from day 1 rather than after 2 years and an increase in time limit to bring Employment Tribunal claims from 3 – 6 months; we deal with relatively few claims.
- Right to parental leave from day 1 (reduced from 12 months) and further flexible working to make flexible working default from day 1, unless where it is not reasonably feasible; it remains to be seen what reasonably feasible would be but we are already ahead of the curve with flexible working.
- Sexual Harassment duty to take all reasonable steps to prevent; strengthening what is already being introduced on 26th October 2024.
- Unlawful to dismiss within 6 months of return from maternity leave; the aim is to reduce discrimination and this expands the protection that was introduced this year. We will need to await further guidance as to exactly what this means and how far this protection will span – in what circumstances.
- Right to switch off; full details are yet to be set out but the premise behind this will be to guard against the 'always on / always contactable' culture. We already pride ourselves on a flexible working and agile culture that supports colleagues to achieve a positive work life balance.

- Implementation of the socioeconomic duty for public bodies; this already exists within the equality act which means that public bodies would have a duty to adopt transparent and effective measures to address the inequalities that result from differences in occupation, education, place of residence or social class. Whilst it is already there, up until now government have refused to enact it as a law. This would likely mean as a minimum a greater focus for us on robust Equality Impact Assessments.
- Removal of age bans from National Minimum Wage – for us this would only affect our World Of Work cohort and Apprentices.
- Menopause action plans with over 250 employees; we already have an active wellbeing cohort and an established menopause group, and guidance which we can build on.

7. Operational issues

7.1 Policy Reviews

EMT approved the following policies following a review where it was determined changes were minor and did not require Board approval:-

ICT Acceptable Use Policy
 Stock Management Policy
 Driving Policy

These policies have been communicated to all staff through EMT key messages with links to the policy provided.

7.2 Repairs Backlog

The repairs excellence programme achieved one of its core priorities in October 2023, to combine responsive and scheduled repairs into the One Repairs Service.

Following implementation of the programme and the planned pause of scheduled repairs, we had a significant backlog of 6500 repairs to complete. We have been analysing all the remaining repairs to identify highest priority first and any duplicate orders, as we identified a significant number earlier in the programme.

It is pleasing to report that the backlog number has reduced significantly down to a more realistic 2,656 jobs and EMT have approved additional budget to clear the backlog completely.

7.3 Acquisitions

For the financial year 2023/24 The Council agreed that 1% of the rent increase would be pledged to fund housing acquisitions, focussing on preowned homes preferably on our estates as opposed to new builds. As a result, a target of 60 acquisitions a year was agreed. From a standing start in April 2023 SLHD completed 48 acquisitions by the end of March 2024 with a further 23 going through conveyancing.

The Council also agreed that 1% of the 2024/25 rent increase would be earmarked for further acquisitions. The year has got off to an excellent start with 72 properties acquired; the number comprising of 55 homes in St Georges Court (a former office conversion previously owned by Bolton At Home) and 17 other properties.

7.4 CDC Tenancy Agreement Review

Through 2024 St Leger conducted a review of CDC Tenancy Agreement to ensure the Tenancy Agreement was as comprehensive as it can be and was up to date with all legislation. The review is completed and the new Tenancy Agreement will progress through CDC reporting structure for final approval by Cabinet. This will be alongside the Tenancy Strategy which CDC have commented a review of. Cabinet dates for both are yet to be confirmed.

7.5 Safeguarding Update

During quarter 1 2024-25 we dealt with 83 safeguarding cases, an increase of 42% from the number of cases during the same period in 2023-24. 32% of the total cases were 'general safeguarding', customers who through discussion with our staff agree and accept additional support. Our commitment to improving early intervention and support to prevent escalation or the problems and issues children, young people and adults face is reflected in the continuous increase of the safeguarding cases we deal with. Our teams are well placed to identify individuals with care and support needs share information and work in partnership to coordinate responses and will continue to work alongside our customers, social care, health, and the police to keep people safe.

7.6 Colleague Festival

Our colleague festival was held over two days (four sessions) on 9 and 10 July. It was an excellent opportunity for us to update all staff on the Corporate Plan, the regulatory environment and Tenant Satisfaction Measures. We also tried to acknowledge that working in housing can be tough at the moment with a session on resilience.

The whole event had a horse racing theme and we raised £500 for charity (we will be asking staff shortly which charities they would like to donate to).

8. Reputational issues

8.1 We have been represented on the national stage at a number of events recently.

Housing 2024

Milcah Walusimbi was invited to be part of a panel session at Housing 2024, the annual national housing event held in Manchester on 24-27 June. Milcah was part of a Tenant & Residential Engagement panel who discussed *How can tenants add value to the governance of an organisation?* The panel discussion went really well and it was great to

see St Leger Homes of Doncaster represented.

Award for Resident Engagement at the AICO Community Awards

In April 2024, St Leger was recognised for the strength of its community engagement activity in respect of the refurbishment work that took place at Jubilee Court in Wheatley Hills, where the team and our partners worked with tenants to improve and install state of the art fire safety equipment in their homes.

The Resident Engagement Award presented by AICO the European leader in home life safety, recognised SLHD for their variety of programmes which educate and create discussions between their tenants and residents pioneering new technologies and offering high-quality domestic fire safety.

9. Procurement

9.1 There have been no contracts awarded over £1.0m since the last Board meeting.

10. VFM Considerations

10.1 VFM matters are considered as part of the appraisal process for any items mentioned above.

11. Financial Implications

11.1 Any financial implications will be addressed as issues progress.

12. Legal Implications

12.1 Legal matters are considered as part of the appraisal process for any items mentioned above.

13. Risks

13.1 Any risks arising from issues in this report will be considered as part of normal governance processes.

14. Health, Safety & Compliance Implication

14.1 Not applicable.

15. IT Implications

15.1 No specific implications

16. Consultation

16.1 Undertaken as required on specific projects.

17. Diversity

17.1 No specific implications arising from this report

18. Communication Requirements

18.1 Any communications requirements will be addressed as work on projects progresses.

19. Equality Analysis

19.1 None required.

20. Environmental Impact

20.1 Not Applicable.

21. Report Author, Position, Contact Details

21.1 Chris Margrave, Chief Executive
chris.margrave@stlegerhomes.co.uk

22. Background Papers

22.1 **Not Applicable**

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board

Report

Date : 01 August 2024

Item : 05

Subject : Annual Financial Statements

Presented by : Julie Crook
Director of Corporate Services

Prepared by : Nigel Feirn
Head of Finance and Business
Assurance

Purpose : The purpose of this report is present the Financial Statements of the Company and Letter of Representation for the year ended 31 March 2024 for approval and Auditors' Management Letter for noting by the Board.

Recommendation :

That Board approve the Financial Statements and Letter of Representation and note the contents of the Auditors' Management Letter for the year ended 31 March 2024.

Company Number 05564649
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**To the Chair and Members of the
ST LEGER HOMES OF DONCASTER BOARD**

**Agenda Item No: 05
Date: 01 August 2024**

1. Report Title

1.1. Annual Financial Statements.

2. Purpose

2.1. The purpose of this report is to present the Financial Statements of the Company and Letter of Representation for the year ended 31 March 2024 for approval by the Board and Auditors' Management Letter for noting by the Board. The Financial Statements underwent extensive review by Audit and Risk Committee on 8 July 2024 and were recommended to Board for approval.

3. Recommendation

3.1. That the Board approve the financial statements (**Appendix A**), Letter of Representation (**Appendix B**) and note the contents of the Auditors' Management Letter (**Appendix C**) for the year ended 31 March 2024.

4. Executive Summary

4.1. It is a requirement of the Companies Act 2006 to produce annual audited financial statements.

4.2. The draft financial statements have been prepared by St Leger Homes of Doncaster Limited (St Leger Homes) and audited by Beever and Struthers.

4.3. Within their Letter of Engagement, Beever and Struthers stated the following with regards to the responsibility of Directors:

“As Directors of the above company, you are responsible for maintaining adequate accounting records and preparing financial statements which give a true and fair view and comply with the Companies Act 2006. As Directors you must not approve the financial statements unless you are satisfied that they give a true and fair view of the assets, liabilities, financial position and surplus or deficit of the Company.”

4.4. The management accounts for the financial year 2023/24 presented to the Board in May 2024, reported that St Leger Homes made a surplus outturn of £0.343million against a £zero, balanced budget where original budgeted income and expenditure each totalled £60.774m, as summarised below:

Year ended 31 March 2024	Surplus	Budgeted Income	
	£million	£million	%
Housing Revenue Account (HRA) activities – (Surplus)	(0.353)	56.696	(0.6)
General Fund (GF) : Housing Options – Deficit	0.010	4.078	0.2
Overall (Surplus)	(0.343)	60.774	(0.6)

- 4.5. The year end deficit was funded by the GF and the surplus repaid to the HRA, therefore the year end position was £zero.
- 4.6. The accounts have been produced under Financial Reporting Standard (FRS) 102.
- 4.7. The External Auditors, Beever and Struthers, must also give an opinion on the Strategic Report within the Financial Statements (the narrative report in the front section). The report must therefore be correct and consistent with the financial statements and all other management information audited.
- 4.8. There were no major new reporting requirements for 2023/24 and the Strategic Report again includes a s172(1) statement which describes how the Directors have had regard to the matters set out in section 172(1) (a) to (f), which are the:
 - a) likely consequences of any decision in the long term;
 - b) interests of the company's employees;
 - c) need to foster the company's business relationships with suppliers, customers and others;
 - d) impact of the company's operations on the community and the environment;
 - e) desirability of the company maintaining a reputation for high standards of business conduct; and
 - f) need to act fairly as between members of the company.

5. Audit opinion

- 5.1. Beever and Struthers have not identified any adjustments which are necessary to the financial statements. In their audit report they present a clean audit report and that the accounts show a true and fair view of the financial position for the year.
- 5.2. Auditing Standards (ISA 260) require auditors to report to management on the findings of an audit and the Beever and Struthers' Management Letter is attached at **Appendix C**.
- 5.3. At the time of the issue of the management letter there were a number of outstanding queries, Bever and Struthers have confirmed that these have all been resolved and there are no issues to raise.

6. Pension fund valuation

- 6.1. St Leger Homes is a member of the South Yorkshire Pension Fund (SYPF).
- 6.2. The pension fund undergoes a full actuarial valuation every three years ('triennial valuation') and the contributions by Employers are adjusted, if necessary, in order to keep the fund in a fully funded position.
- 6.3. The last full triennial valuation report was at 31 March 2022 and results became available at the end of 2022. This shows the whole fund is now in surplus for the first time in many years, and the St Leger Homes element of the fund is again in surplus, as summarised below.

Whole fund			St Leger Homes element		
2016	2019	2022	2016	2019	2022
£m	£m	£m	£m	£m	£m

Assets	6,268	8,440	10,674	93.2	131.3	171.5
Liabilities	(7,293)	(8,503)	(8,988)	(93.8)	(120.0)	(134.7)
Surplus / (Deficit)	(1,025)	(63)	1,686	(0.6)	11.3	36.8
Funding level	86%	99%	119%	99%	109%	127%

- 6.4. The results of the triennial valuation determine the contribution rates for future years to ensure the fund is in surplus.
- 6.5. During 2023/24, St Leger Homes paid a contribution rate of 10.2%, which was a reduction on previous arrangements which combined contribution rates of 16.0% and a lump sum rebate of £772k making the net overall contribution rate 12.6%.
- 6.6. In addition to the triennial work, the actuary Hymans Robertson reviews the pension fund assets, liabilities and assumptions on an annual basis and provide an update report to enable any changes to be reflected the financial statements (please see section 7 – FRS 17 below).
- 6.7. The results from the triennial and annual reports have had a major impact on pension accounting disclosures for 2023/24, like they did in 2022/23, as explained below.

7. Accounting summary / FRS17 adjustments

- 7.1. Each year, the management accounts require adjustments of an accounting standard nature under Financial Reporting Standard (FRS)17 (accounting for pension schemes).
- 7.2. The objective of FRS17 is to show the financial position of the company if all St Leger Homes' pension commitments - for all existing pensioners and current employees - were to become payable at the year-end date. Although the likelihood of this actually materialising is extremely remote, the financial statements would show the most prudent, 'worst case scenario' position.
- 7.3. FRS17 adjustments reflect actuarial movements in the assets and liabilities of the company pension scheme in the year, as detailed on pages 35 to 38 of the financial statements. The accounting entries for FRS17 are treated as either Administrative Expenses or Finance Costs in the Statement of Comprehensive Income (Profit and Loss Account).
- 7.4. FRS17 adjustments will therefore ensure that:
- financial statements reflect at fair value the assets and liabilities arising from St Leger Homes' retirement benefit obligations;
 - the operating and finance costs of providing retirement benefits to employees and any other changes in value of the assets and liabilities are recognised in the accounting period;
 - the financial statements contain adequate disclosure of the cost of providing retirement benefits and the related gains, losses, assets and liabilities
- 7.5. There have been a number of changes to the assumptions used by Hymans Robertson in their annual report. These changes mean the St Leger Homes FRS17 pension deficit has fluctuated significantly in the past two years - moving into a surplus for the first time in twelve years in 2022/23 and reporting an increased

surplus in 2023/24. The table below shows the assets, liabilities and deficit as calculated by the actuary. Further details appear in the financial statements.

Year ended 31st March	Pension Assets £million	Pension Liabilities £million	Pension Surplus/ (Deficit) £million
2024	181.2	(146.1)	35.1
2023	167.4	(143.5)	23.9
2022	170.5	(213.4)	(42.9)
2021	154.4	(213.3)	(58.9)
2020	128.7	(171.3)	(42.6)
2019	131.3	(173.8)	(42.5)
2018	122.8	(154.4)	(31.6)
2017	115.5	(157.2)	(41.7)
2016	92.8	(111.9)	(19.1)
2015	90.2	(112.6)	(22.4)
2014	77.6	(85.2)	(7.6)
2013	69.9	(86.8)	(16.9)
2012	60.0	(71.1)	(11.1)

- 7.6. In summary, the 2023/24 Surplus of £35.1m shows an increase of £11.2m from the 2022/23 Surplus of £23.9m.
- 7.7. This in turn was after a large movement of £66.8m from the previous 2021/22 year end deficit of £42.9m. These changes over the past two years are significant and reflect the changes in the national and global economies and related assumptions, returns on investments, etc.
- 7.8. In terms of reporting this, the accounting disclosures in the Financial Statements are dictated by Accounting Standards, which dictate that the following must be considered:
- At 31 March 2024 the annual report showed a surplus of £35.1m;
 - At 31 March 2023 the annual report showed a surplus of £23.9m;
 - At 31 March 2022 the annual report showed a deficit of £42.9m;
 - The March 2022 triennial valuation showed a surplus of £36.8m;
 - Contribution rates in 2023/24 are reduced from 16.0% to 10.2%;
 - An 'Asset Ceiling' valuation based on a revised actuarial discount rate assumption; and
 - Unfunded obligations of £82k existed at 31 March 2024 and £83k at 31 March 2023.
- 7.9. The result of all the above is that St Leger Homes will not report the full Surplus of £35.1m but can report either :
- A Pension Surplus based on the Asset Ceiling, which at 31 March 2024 is £zero (no surplus or deficit); or
 - the unfunded obligations liability of £82k.

7.10. After consultation with Beever and Struthers and City of Doncaster Council, St Leger has chosen to disclose the unfunded obligations liability of £82k.

This approach is considered the most prudent and minimises the impact of the volatility in the assumptions.

7.11. In previous years where there was a deficit position, an agreement exists between St Leger Homes and CDC whereby CDC provide a pension related guarantee to cover all related pension costs, and additional commentary was required in the notes to the accounts. This was to highlight the negative position and that the accounting treatment did not impact on the day to day operations of St Leger.

7.12. Under FRS17, the accounting entries to reflect the pension changes must be transacted through the Statement of Comprehensive Income (SOCl) and Statement of Financial Position (SOFP), namely:

- Current service costs - the increase in the present value of the scheme liabilities expected to arise from employee service in the current and prior periods;
- Net return on assets (interest cost) – the expected increase during the period in the present value of the scheme liabilities because the benefits are one period closer to settlement; and
- The movement in pension surplus/deficit.

7.13. The table below summarises the pension accounting postings required under FRS17 and how these reconcile between the breakeven position as per the Company's outturn and financial statements for the past five years :

Year ended 31 March	2024	2023	2022	2021	2020
	£million	£million	£million	£million	£million
<u>FRS17 Pension adjustments</u>					
Management Accounts Outturn (after CDC payments)	0	0	0	0	0
<u>Statement of Comprehensive Income (SOCl)</u>					
Increase in Admin costs – current Service Costs	(2.588)	(5.590)	(5.554)	(3.868)	(3.869)
Net return on assets – Interest Receivable/(Payable)	965	(1.229)	(1.292)	(0.993)	(1.103)
(Loss) reported in the financial statements	(1.623)	(6.819)	(6.846)	(4.861)	(4.972)
<u>Statement of Financial Position (SOFP)</u>					
Opening pension deficit	(21.584)	(42.922)	(58.793)	(42.645)	(45.511)
Movement in pension deficit	56.689	66,884	15.871	(16.148)	2.866
Asset Ceiling / Unfunded liability adjustments	(35.187)	(2.378)	0	0	0
Closing Pension (deficit) / surplus	(82)	21.584	(42.922)	(58.793)	(42.645)

7.14. The information in the accounts on pages 35 to 38 is provided to St Leger Homes by Hymans Robertson and is in the format required under accounting standards.

7.15. St Leger Homes receive a written guarantee from CDC confirming the pension guarantee that covers all related pension transactions and deficits, subject to St Leger Homes continuing to make the necessary contributions as advised by SYPF.

8. Consultation

8.1. No specific implications arise from this report.

9. Legal Implications

- 9.1. It is a requirement of the Companies Act 2006 to produce annual audited financial statements.
- 9.2. The financial year ended 31 March 2024 was the final year of the current external audit contract which expires at the Annual General Meeting (AGM) in September 2024. A tendering exercise was undertaken between April and June 2024, in accordance with section 385 of the Companies Act 2006, and external auditors will be appointed at the AGM in readiness for the Financial Year ending 31 March 2025.
- 9.3. The full financial statements will be published on the St Leger Homes website and available to residents upon request.

10. Financial Implications

- 10.1. Beever and Struthers are paid a fee of £24k for the completion of an audit of the financial statements; a budget for this fee is included within the overall St Leger Homes budget.

11. Risk

- 11.1. A clean audit report and financial statements showing a true and fair view of the financial position for the year is a fundamental element of the governance framework, with a direct impact on the financial, operational and reputational risk of the company.

Report Author

Nigel Feirn
Head of Finance and Business Assurance
01302 737485

Appendix A – Draft Financial Statements
Appendix B – Letter of Representation
Appendix C – Auditors' Management Letter

Annual Report

31 March 2024

St Leger Homes of Doncaster Ltd

Company Registration Number: 05564649

St Leger Homes of Doncaster Ltd

Contents

Company Information	3
Strategic Report and Section 172(1) Statement.....	5
Directors' Report.....	18
Statement of Internal Control	19
Statement of Directors' Responsibilities	20
Independent Auditors' Report	21
Statement of Comprehensive Income.....	24
Statement of Financial Position	26
Statement of Cash Flows	27
Notes to the Accounts	28

St Leger Homes of Doncaster Limited

Company Information

Company registration number: 05564649

Registered office:

Civic Office
Waterdale
Doncaster
DN1 3BU

Bankers:

Lloyds Bank Plc
14 Church Street
Sheffield
S1 1HP

Solicitors:

Anthony Collins Solicitors
134 Edmund Street
Birmingham
B3 2ES

Auditors:

Beever and Struthers
1 George Leigh Street
St Ancoats
Manchester
M4 5DL

Internal Auditors:

City of Doncaster Council Internal Audit
Civic Office
Waterdale
Doncaster
DN1 3BU

Board of Directors

Mr A Richmond
Mr C Margrave

Appointed: 01.10.20
Appointed: 15.05.24

Resigned 06.05.24

Independent Chair

Mr D Wilkinson

Appointed: 11.11.19

Tenant Board Members

Ms V Purnell
Mr S Lyons
Mr S Bartle
Ms M Walusimbi
Mr B Keable

Appointed: 20.09.23
Appointed: 26.09.18
Appointed: 07.10.20
Appointed: 01.10.22
Appointed: 20.09.23

Resigned 30.04.24
Resigned 19.09.23
Resigned 19.09.23

Council Board Members

Cllr J Blackham
Cllr R A Jones
Cllr P Cole
Cllr S Smith

Appointed: 10.07.14
Appointed: 10.07.14
Appointed: 25.05.21
Appointed: 28.02.24

Resigned 27.02.24

Independent Board Members

Mr T Mason
Mr S Booth
Mrs S Jones

Appointed: 29.11.17
Appointed: 01.01.20
Appointed: 13.01.20

St Leger Homes of Doncaster Limited

Executive Management Team

Mr A Richmond	Chief Executive Officer	Resigned 05.05.24
Mr C Margrave	Chief Executive Officer	Appointed 06.05.24
Ms J Crook	Director of Corporate Services	
Mr M McEgan	Director of Housing and Customer Services	
Mr C Margrave	Director of Property Services	Resigned 05.05.24
Mr L Winterbottom	Director of Property Services	Appointed 05.08.24

St Leger Homes of Doncaster Limited

Strategic Report

The Directors present their strategic report St Leger Homes of Doncaster Limited (St Leger Homes) for the year ended 31 March 2024.

Statement by the Directors in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006

The Directors consider that they have acted in good faith, to promote the success of the organisation for the benefit of its stakeholders and matters set out in s172(1)(a-f) of the Act.

St Leger Homes has a wide ranging, large number of stakeholders and partner organisations, with strategic, operational and governance arrangements in place to ensure we optimise engagement and foster strong relationships with them and how they are considered in our decision making. These include City of Doncaster Council (CDC), employees, tenants, Department of Work & Pensions (DWP), Team Doncaster, Doncaster Chamber of Commerce, Doncaster College, health services, locality framework partnership groups, emergency services, procurement consortia, Citizens Advice Bureau (CAB), Community First Credit Union, suppliers, trade unions and others. We are members of many strategic boards as well as many community agencies and groups, involvement in these groups is fundamental in St Leger Homes understanding the challenges facing the City and also developing our own services.

The following paragraphs summarise how the Directors have fulfilled their duties in this regard and in doing so have regarded (amongst other matters):

The likely consequences of any decision in the long term

St Leger Homes operates a comprehensive and effective business planning framework, where the consequences of decisions over the short, medium and long term are considered. A five year Corporate Plan sets out strategic objectives which in turn sets out our service delivery plans and related measures. At the start of each year, and based on the Corporate Plan objectives, an Annual Development Plan (ADP) is approved by the Council and Board and sets out key corporate objectives, alongside an Annual Operating Budget.

Progress against the Corporate, Annual Development and all other plans is reviewed regularly with Board meetings six times per year and quarterly meetings with a number of strategic and management committees within CDC (see pages 7 to 16).

The interests of the organisation's employees

Employees of St Leger Homes have always been recognised as the company's most important asset, and we have a dedicated Human Resource and Organisational Development (HR&OD) team to support the recruitment, development and retention of our workforce. Corporately, the People Strategy has an action plan aligned with our strategic objectives and Corporate Plan (see pages 7 to 16).

The need to foster the organisation's business relationships with suppliers, customers and others

St Leger Homes places Customers' interests at the heart of everything we do and Customers are involved and relationships developed at every level, including representation on the Board, extensive consultation in the five year Corporate plan and Customer strategies, a One Voice Forum, a Tenant Scrutiny Panel (TSP) and working closely with a number of Tenants and Residents Associations (TARAs). We also have effective partnerships with numerous partnering organisations, including statutory, non-statutory and the voluntary sector. These include, DWP, Community First Credit Union, Age UK, South Yorkshire Police and a number of local food banks, among others (see pages 7 to 16).

For suppliers, St Leger Homes has robust Financial Regulations, Contract Standing Orders and a Procurement Strategy and these documents ensure we operate in a legal, ethical and inclusive manner whilst achieving best value for money. Procurement arrangements utilise compliant frameworks operated by procurement consortia.

The impact of the organisation's operations on the community and environment

It is our mission to provide homes in neighbourhoods that people are proud to live in and each of our four strategic objectives has plans and measures that have a positive impact on the community and environment. We have dedicated resources that work closely with partners to compliment and maximise the impact of our work on the wider communities and environment across the whole City.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Statement by the Directors in performance of their statutory duties in accordance with s172(1) of the Companies Act 2006 (continued)

St Leger Homes has a range of Strategies and Policies to support our tenants, residents and communities, in particular the Customer Voice, Housing Management, Asset Management, Customer Access, Homelessness and Building Safety & Compliance strategies.

St Leger Homes has an Environmental Strategy and the main objectives of the strategy are to reduce fuel poverty, our carbon footprint and our waste and we undertake enhanced stock condition surveys on the housing properties under our management.

Progress against all plans is monitored regularly by Board and CDC and this includes a suite of Key Performance Indicators (KPIs) and commencing in 2023/24, now include the Regulatory Tenant Satisfaction Measures (TSMs). Many of the KPIs and TSMs have a positive impact on the community and environment as they target the energy efficiency of properties, maintaining Decent Homes standard, anti-social behaviour, homelessness, empty properties, local expenditure and training and employment, among others.

For a number of years, we have invested in a range of environmental improvements and we continue to install efficient heating systems and insulation as part of our ongoing improvement programmes. We replace our vehicle fleet with more fuel efficient vehicles and use repair scheduling software to optimise travel.

We continually review our business premises and have reduced the number in use and energy usage and we source materials and services locally wherever possible.

The desirability of the organisation maintaining a reputation for high standards of business conduct

A fundamental aim for St Leger Homes is to maintain the highest standards of conduct, operating a robust governance framework and one of the four strategic objectives in the five year Corporate Plan is to be a nationally recognised housing services provider. We have a comprehensive range of strategies, policies and procedures designed to ensure compliance with legislation, regulations and best practice, including a range of fraud related policies for staff and a suite of appropriate Key Performance Indicators (KPIs) (see pages 7 to 16).

St Leger Homes is committed to preventing modern slavery and human trafficking and all other potential violation of human rights in all of its business activities. It has no place in St Leger Homes' business or supply chains and we take a zero tolerance approach to it. Our annual modern slavery statement for the 2023/24 financial year, sets out our activities and can be found on our website at www.stlegerhomes.co.uk

The need to act fairly as between members of the organisation

St Leger operates a robust approach to governance, with frameworks in place for the management of Strategic and Operational Risk, financial control, operating performance and procurement. These frameworks sit under an extensive, overarching Management Agreement with CDC with clear lines of delegated authority and periodic monitoring and reporting (see pages 7 to 16).

Principal decisions

The Code and Regulations do not define 'principal' or 'key' decisions but following the approval of the five year Corporate Plan in March 2019, the Directors feel that were a number of principal decisions in 2023/24 relating to company operations and key stakeholder groups. These include:

- Appointment of new Board Members and recruitment of a new Chief Executive;
- Development of the new Management Agreement;
- Development of the new Corporate Plan;
- Development of ICT systems;
- Responding to and implementing changing Building Safer Futures legislation;
- Development and approval of three year budgets and the Annual Development Plan (ADP); and
- Responding to the requirements of the Social Housing Regulation Bill.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Business model and review of the financial year

St Leger Homes is wholly owned by City of Doncaster Council (CDC) as an Arm's Length Management Organisation (ALMO). It was incorporated on 15 September 2005 and commenced trading on 1 October 2005 to manage, maintain and improve CDC's housing and related stock. On 16 August 2023, CDC approved the renewal of the management agreement for the period 1 April 2024 to 31 March 2029. This new agreement, which was approved by the Board on 7 March 2024 and succeeds the previous five year agreement that expired on 31 March 2024.

Under the management agreement with CDC, St Leger Homes receives a fee from CDC's Housing Revenue Account (HRA) to manage and maintain the HRA stock on their behalf.

Other income is also received in the form of management fees to deliver the housing options service and the capital investment programme in CDC's housing stock, plus income from delivering property improvement services.

The fees are based on the actual cost of service within agreed budget targets. A number of services are procured from CDC and these are each subject to Service Level Agreements (SLAs) which set out agreed service standards and costs for the service.

Vision, values and objectives

The five year corporate plan underpinned by a mission, a values, skills and behaviours framework and strategic objectives. Development of a new five year Corporate Plan commenced in the year just ended and was implemented in early 2024/25.

It is our mission to provide homes in neighbourhoods that people are proud to live in.

Our strategic objectives from April 2019 to March 2024 were to:

- Ensure all our homes are modern, decent and energy efficient;
- Support our tenants to lead successful and fulfilling lives;
- Be a nationally recognised housing services provider; and
- Deliver the aims of Doncaster Growing Together through innovation and partnership.

A balanced scorecard of priorities and targets has been developed for each objective and these are reviewed, updated and agreed annually with CDC to reflect current plans and risks.

An Annual Development Plan (ADP) is approved by CDC at the start of each financial year and is based on our strategic objectives and priorities and also Mayoral priorities. Key themes for 2023/24, and similar to the previous year, were:

- Reduce and prevent homelessness;
- Ensure the allocations policy reflects the changing needs of tenants and residents;
- Help tenants to sustain their tenancies;
- Improve communication with tenants and residents;
- Digital transformation to modernise and transform the business and service delivery;
- Develop the workforce;
- Deliver an efficient and effective repairs and maintenance service; and
- Invest in homes and neighbourhoods to improve condition and safety and reduce crime.

At every Board meeting, Members and Directors review progress against strategic priorities via timely and accurate reports, including Key Performance Indicators (KPIs), financial and operational reports, ADP progress reports, strategy updates and numerous other control documents.

Our new values and behaviours framework was implemented in the year, something that we see as essential for effective performance in any organisation and that can be measured and observed. The framework is made up of values, skills and behaviours, which are concerned with how we perform our roles, how we apply our knowledge and meet our performance objectives. The table below summarises the framework, which has four values, with two main skills linked to each value and every skill has a number of behaviours that should be in evidence at each level of the organisation.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Vision, values and objectives (continued)

Values	Skills	Behaviours :
People	Communication Collaboration	Level 1 : Core – all employees Level 2 : Managerial - First Line Managers and Team Leaders Level 3 : Leadership - Middle / Senior Management
Pride	Personal motivation and confidence Customer	
Performance	Managing development and performance Decision making	
Progress	Resilience and delivery change Problem solving	

Results and performance

These financial statements are for the 2023/24 financial year which ended on 31 March 2024. The Company's accounting reference date aligns with the CDC financial year.

Operations

The Company's principal activity during the year was the management and maintenance of the housing stock of CDC, which numbered 20,150, of which 19,857 were tenanted dwellings and 293 leasehold dwellings as at 31 March 2024. In addition, the company is responsible for the management of CDC's statutory duty to respond to homelessness within the City and also management of the investment programme for the improvement of the housing stock.

Core services were unchanged and delivered in full. The main projects in the year were the ongoing work of a number of 'Journeys to Excellence' projects around repairs, homelessness and customer access and planning for the regulatory inspection arrangements that come into force on 1 April 2024.

Services were delivered within budgets overall and the majority of key performance targets were met.

Financial

HRA management fee income for 2023/24 was £37.00m (2022/23: £35.64m) and other income was £19.63m (2022/23: £18.57m) giving a total of £56.63m (2022/23: £54.21m). This income is shown in the Company's Statement of Comprehensive Income under the heading "Turnover". This excludes the capital programme investment in CDC's housing stock, which is managed by St Leger Homes and is accounted for within CDC's financial statements.

Homes

Managing the CDC capital programme ensured continued investment in the housing stock. The property improvements programme totalled £35m and included external improvement schemes, environmental works, heating conversions and upgrades, estate works and structural repairs.

Building safety compliance investment, including fire safety and sprinkler works, was delivered in properties under our management.

Stock condition surveying continued in the year and results are being used in the long term investment planning.

We continue to carry out responsive and scheduled repair work and cyclical testing and servicing of heating and electrics to ensure the continued maintenance of our housing stock. We operate a 24/7 contact service.

Following the successful Repairs Excellence project in 2022/23, a 'One Repairs' programme commenced in the year to continue and extend this work, ensuring optimum utilisation of available systems to develop an efficient and cost effective wider repairs service.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Employees)

St Leger Homes has a dedicated Human Resource and Organisational Development (HR&OD) team, supporting high levels of business change, which has been considerable in recent years with realignments, restructures, demand on services and ways of working.

Two more staff surveys were undertaken in the year as part of the programme that commenced in 2020/21. These considered a number of areas, including the continued assessment of employees' wellbeing and capturing thoughts and ideas for future working arrangements. Results are used to drive improvement in the way that we work with our People. The surveys have consistently seen high levels of employee satisfaction, exceeding 80%, which is above target and reaching 89% in March 2024 with 71% of the workforce responding to the survey.

Key employee related points to note for the year are summarised below.

Wellbeing:

- achieved Investors In People (IIP) accreditation
- we achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the thirteenth year running,;
- retained accreditation to the international ISO45001 health and safety standard;
- achieved the Gold standard in our Public Health Bewell@Work activities, which continued throughout the year;
- the number of RIDDOR reportable injuries reduced in the year. A full evaluation of health and safety performance is provided to Board on a regular basis;
- delivered a comprehensive learning and development programme for all staff during 2023/24. The programme offered numerous training courses and learning events, either on site or virtually and
- embedding Personal Development Plans (PDPs) - training plans and learning needs analysis within our learning management system for all roles.

Career Start Activity and Apprenticeships:

- we continue to invest heavily in apprenticeships as part of succession planning and since 2005, St Leger Homes have trained over 180 apprentices;
- 83% of our apprentices were retained in a role post qualification;
- We supported over 100 St Leger Homes Tenants or Doncaster residents into training or employment as part of World of Work activity, exceeding our annual target; and
- 2023/24 saw continued external recognition for our program where we won Large Apprentice Employer of the year at Doncaster College Apprenticeship Awards and we supported one of our Degree Level Apprentices to win Apprentice of the Year at the Doncaster Chamber Awards and the National Direct Works Awards.

Engagement:

- We held our annual employee St Leger 'Stars' awards in December 2023, an event which has grown in popularity annually.
- Our twice yearly Q&A sessions with the Executive Management Team (EMT) were held enabling all employees to engage directly; and
- Carried out two engagement surveys (one being Investors in People)

Equality, Diversity and Inclusion:

- May 2023 saw us accredited by the Housing Diversity Network (HDN) for our commitment to Equality, Diversity and Inclusion Activity with eight areas of distinction.
- we continue to ask our staff for their views on how we approach Equality, Diversity and Inclusion;
- we monitor how representative our organisation is of the community that we serve, on the number of diverse employees that we employ and the number of diverse applicants applying for roles at St Leger and have seen a positive increase in both our workforce and customer measures over the last 2 years;
- decreased our gender pay gap over five years, achieving a 50/50 male to female SMT ratio and
- increased the number of women in our trade based roles and increased the number of female trade apprentices that are recruited year on year.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Tenants)

St Leger Homes maintained our commitment to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life.

Capturing the views of our tenants on all aspects of our operations is imperative and we continued this in 2023/24 with an increasing number of surveys, which included new tenant perception surveys as part of the new regulatory Tenant Satisfaction Measures, which replace the previous annual STAR surveys (see 'Customer satisfaction' below). These surveys are a vital source of information in developing our services.

We received external recognition with a number of people related awards during the year, most notably reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the fourteenth year running. The standard is awarded to public service organisations which meet strict criteria demonstrating that they focus on the needs and preferences of their customers and all elements are considered either 'Compliant' or 'Compliance Plus'. As part of this work, we delivered CSE training to all employees.

The year saw the introduction of a more user friendly and up to date website in October 2023, which forms part of our ongoing channel shift strategy to improve communications with tenants and we improved our performance in the time taken to respond to complaints.

The Access to Homes Service had another exceptionally busy year. There has been sustained, very high demand in general approaches for access to the housing register, housing advice and homeless applications, statutory rehousing and use of temporary homeless accommodation as a result of the Homelessness Reduction Act 2017, demands of, humanitarian responses, cost of living impacts and Government instructions.

Addressing homelessness is one of the key priorities of City of Doncaster Council and St Leger Homes, and is therefore within our Corporate Plan, ADP and SDPs. We work very closely with the Complex Lives (CL) Alliance, including CDC, NHS and Children's Services, to support vulnerable Doncaster residents.

The severe weather emergency protocol (SWEP) was activated on several occasions in the year. SWEP ensures normal operational service is maintained and increases measures to prevent rough sleeping and keep people safe during these periods. Working with our partners, we were able to ensure a bed was available for every rough sleeper who wanted one during the severe weather.

Effective partnership working is essential in delivering the required services to residents of the City and our work with the DWP, CAB, Doncaster Financial Inclusion Group (FIG), Doncaster Renewal Group and Community First Credit Union, among others, plays a key role in delivering solutions to our tenants.

Tenant involvement is also very important in monitoring and improving services. Following the previous year's approval of the Customer Voice Strategy and the introduction of a One Voice Forum (OVF), 2023/24 focussed on delivering the strategy and embedding OVF to ensure that St Leger Homes is kept informed of the changing views, needs, desires and aspirations of the Doncaster community. OVF is proving successful as a platform for consulting with customers on various policies, strategies and changes to key areas of service delivery. We have also introduced a high-rise forum and a specific resident engagement strategy for those residents of high-rise buildings in line with the requirements of the 2022 Building Safety Act.

We have an active Tenant Scrutiny Panel (TSP) and a One Voice Forum (OVF) who undertake a number of tasks and reviews each year. Both play key roles in our work on consultation, customer engagement, mystery shopping and reality checking. We work closely with 22 Tenants and Residents Associations (TARAs).

We are particularly proud of our work over the past few years in helping our tenants with sustaining their tenancies, minimising and supporting with the impact of benefit reform and more recently the cost of living crisis and the wider poverty agenda.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Our dedicated Tenancy Sustainability Team help our tenants sustain their tenancies, benefit reform requirements and the cost of living crisis. The Team has received nearly 5,000 service referrals, verified nearly 30,000 individual UC claims and achieved £4m of financial gains for tenants since its creation in 2018. Performance is best reflected in the current arrears KPI which ended the year at 2.72%, better than target and lower in percentage terms than the previous financial year.

The team works in partnership with various agencies to gain the best support for our tenants; DWP, CAB, Credit Union, HACT, Yorkshire Water and various external funding streams. A more recent development to the service has been the recruitment of Mental Health Navigators. Our navigators have so far received 267 referrals from tenants and 35% of these have successfully engaged in a programme of mental health support. The other tenants have either been escalated into specialist services or disengaged. Of the tenants successfully completing the programme, 73% of these stated that they had experienced significant improvement in their mental health.

Our robust safeguarding arrangements continued in the year. We are a member of both the Adult & Children Safeguarding Boards and play an important role with strategic partners across Doncaster. In addition, we have links with or are members of other partnership panels and boards, including the Health and Wellbeing Board, the Doncaster Integrated Care Partnership Board, Multi-Agency Risk Management Arrangements Conference (MARAC) and Domestic Abuse Housing Alliance (DAHA).

We receive feedback from our tenants on our Equality, Diversity and Inclusion (EDI) and maintain an EDI balanced scorecard which includes information about the diversity of our customer base. This is reported quarterly and is used to inform future action planning.

Our Communication Strategy 2022-2026 sets out our plans to build a strong company reputation and to ensure all our stakeholders are engaged, involved and informed about what we do and how we do it and that there are clear two way lines of communication to influence the services we deliver and how we deliver them.

Neighbourhoods

St Leger Homes has a proactive approach to anti-social behaviour and we continued to work effectively with our partners via the Doncaster Safer Partnership. We aim to ensure properties are empty for as short a period as possible as this has a positive impact on neighbourhoods, reducing anti-social behaviour (ASB) and crime, as well as having a positive impact on income to the HRA.

Multi-agency task force working is effective in combating crime and ASB and supporting victims. Wider investment on estates, to help enhance and improve neighbourhoods continued, with fencing and parking schemes delivered and improvements to garage sites as part of our environmental programme.

The Council's Locality Model provides the neighbourhood partnership framework via Local Solutions Groups and escalation Bronze and Silver place based groups. St Leger Homes are a key partner and play a key role in case management and place based strategic operations. Our partnership working arrangements provide support to tenants and the wider community, particularly those who are most vulnerable and we also use enforcement tools and powers in partnership with other statutory services to combat and resolve anti-social behaviour and crime.

St Leger is also part of an 'Environmental Pride' programme, designed to support communities to take action to improve their neighbourhoods.

Our Customer Voice strategy strengthens our outcome focussed customer involvement structure. Our neighbourhoods work continued extensively in the year, including estate caretaker work, positive activities expenditure and estate walks.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Modern slavery

Modern slavery is a potential risk to our tenants, employees, residents of the City, our suppliers and therefore to St Leger Homes.

It has no place in St Leger Homes' business or supply chains and we take a zero tolerance approach to it. Our commitment to all aspects of equality and diversity is inherent in our mission, vision, values and strategic objectives.

We are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere within our operations.

We are also committed to ensuring there is transparency in St Leger Homes and in our approach to tackling modern slavery throughout our supply chains and we demand the same high standards from all of our contractors, suppliers and business partners.

We publish our annual modern slavery statement, which sets out St Leger Homes' activities to ensure there is no slavery or human trafficking in our operations. The latest statement can be found on our website at www.stlegerhomes.co.uk and it is also registered on the government website www.gov.uk.

Employment Policy

In 2023/24, the Company employed on average 849 staff / 779 whole time equivalents (2022/23: 816 staff / 752 whole time equivalents).

We continued our commitment to developing our staff through the delivery of our People Strategy whose action plan is reviewed by the Board annually and EMT every six months.

A number of employee policies and related documents were considered by EMT and Board in the year, including but not limited to sickness, competitive pay, training, equality and diversity and behaviours. The new behaviours framework was embedded in the year after extensive employee consultation and involvement in 2022/23.

We met the commitments of the Disability Confident Scheme accredited by the Department for Work and Pensions. Achieving this accreditation means we can demonstrate that we make the most of the talents disabled people can bring to our workplace, enabling us to successfully recruit and retain disabled people and those with health conditions.

As part of our ongoing commitment to addressing any inequality issues in any form, we aim to ensure men and women are paid equally for doing equal work by determining their pay through an equality proofed job evaluation scheme. We published our Gender Pay Gap Report for 2022/23 in April 2023. This is available on our website.

Costs and Performance

The Transparency, Influence and Accountability Standard, one of the regulator's draft consumer standards from 1 April 2024, places a requirement on all registered providers to provide tenants with accessible information about:

- a) how they are performing in delivering landlord services and what actions they will take to improve performance where required;
- b) how they have taken tenants' views into account to improve landlord services, information and communication;
- c) how income is being spent; and
- d) directors' remuneration and management costs.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Costs and Performance (continued)

Although St Leger Homes is not a registered provider, the regulatory standards have always been recognised as best practice and performance information has always been reported in the Strategic Report within the Financial Statements. The information for CDC as the registered provider will be provided on the transparency section of their website. For 2023/24, Tenant Satisfaction Measures (TSMs) and additional cost information have also been included as a continuation of this.

Costs

Income for 2023/24 totalled £56.6m and was spent across the service areas as shown below, together with comparatives for 2022/23:

Service area	2023/24	2023/24	2022/23	2022/23
	Total	Per unit	Total	Per unit
	£m	£	£m	£
Housing Management	10.6	528	11.4	567
Routine Maintenance	17.0	842	15.9	787
Major Repairs expenditure	12.3	609	10.4	517
Asset Management	5.4	268	6.3	313
Housing Options incl. homelessness	5.3	263	4.8	240
Corporate Services	6.0	300	5.7	283
Total	56.6	2,811	54.5	2,707

In terms of Directors' remuneration and management costs, the table below summarises costs per unit managed for:

- the highest paid Director, who is the Chief Executive, excluding pension and National Insurance contributions; and
- all Directors remuneration including pension and National Insurance contributions.

	2023/24	2022/23
	Per unit	Per unit
	£	£
Chief Executive's remuneration (excl NI and Pension)	6.91	6.76
Total Directors' remuneration (incl NI and Pension)	26.32	27.06

Performance

At the start of each financial year, a suite of Key Performance Indicators (KPIs) is approved by Board and CDC. The suite is developed from strategic objectives, risks and Mayoral priorities, and is reported monthly at appropriate levels within St Leger Homes and CDC. St Leger Homes validates these KPIs as part of the annual Internal Audit programme, employee and customer surveys and also benchmarking.

In addition, 2023/24 saw the introduction of Tenant Satisfaction Measures (TSMs) as part of the changing regulatory environment, and St Leger Homes collected this information in line with these new requirements. There are 22 TSMs, comprising twelve related to customer satisfaction and measured by tenant perception surveys, and ten performance measures captured as part of St Leger Homes' management information.

For 2024/25, all of the 22 TSMs form part of the KPI suite.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Key Performance Indicators and Tenant Satisfaction Measures 2023/24:

The table below summarises KPI and TSM performance against targets and comparatives where possible.

Indicator Description	23/24 Target	23/24 Outturn	22/23 Outturn	21/22 Outturn	20/21 Outturn	19/20 Outturn
% of current rent arrears against annual debit	2.75%	2.72%	2.74%	2.55%	2.75%	2.79%
Void rent loss % through vacant dwellings	0.50%	0.68%	0.67%	0.79%	1.00%	0.59%
Average days to re-let standard properties	20.0	24.9	26.7	33.7	46.1	22.9
Number of tenancies sustained post support	97.3%	99.3%	96.8%	98.3%	97.3%	93.8%
Number of homeless preventions	n/a	850	850	566	604	965
Number of repairs first visit complete	94.0%	95.1%	94.8%	90.2%	90.9%	90.2%
Gas - % of properties with a valid landlord certificate	100%	100%	100%	100%	100%	100%
Fire: % homes all risk assessments have been carried out (New TSM)	100%	100%	Not applicable			
Asbestos: % homes surveys or re-inspections completed (New TSM)	100%	100%	Not applicable			
Legionella: % homes where all assessments completed (New TSM)	100%	100%	Not applicable			
Lifts: % homes all communal lifts safety checks completed (New TSM)	100%	100%	Not applicable			
Days lost through sickness per FTE	8.5	11.2	11.7	11.9	6.6	8.2
Percentage of local expenditure	70%	39%	67%	73%	69%	63%
Percentage of homes maintaining decent standard	100%	99.21%	99.69%	99.99%	99.99%	100%

Once again current rent arrears performance was exceptional, out-turning at 2.72% against the year-end target of 2.75%. The past few years have been particularly challenging with Universal Credit roll out fully across the city, Brexit, the Covid19 pandemic and the ongoing the added, substantial pressures of a cost of living crisis where tenants experienced high inflation and large increases in utility and fuel costs.

Performance on voids continued its steady improvement over recent years following the impact of Covid on repairs and lettings, primarily in 2020/21. It is also worth noting that although voids performance has not met targets in recent years, it is consistently in the top or upper quartiles when benchmarked with our peers and also all providers nationally.

Customer Satisfaction 2023/24

Historically, the main methods of assessing customer satisfaction levels have been through the annual Survey of Tenants and Residents (STAR), as well as a programme of responsive, bespoke transactional customer surveys throughout the year. These are used to inform our service delivery methods and respond effectively to emerging needs.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Performance (continued)

This changed in 2023/24 with the introduction of TSMs, so STAR was replaced by tenant perception surveys carried out over a five month period in the year. All twelve customer satisfaction TSMs are shown below:

TSM ref	Tenant Satisfaction Measure : “% Percentage of respondents who...”	St Leger Homes %
TP01	report that they are satisfied with the overall service from their landlord	76%
TP02	had a repair in last 12 months are satisfied with the overall repairs service	80%
TP03	had a repair in the last 12 months are satisfied with time taken to complete most recent	73%
TP04	are satisfied that their home is well maintained	76%
TP05	are satisfied that their home is safe	85%
TP06	are satisfied that their landlord listens to tenants views and acts upon them	72%
TP07	are satisfied that their landlord keeps them informed about things that matter to them	79%
TP08	agree their landlord treats them fairly and with respect	90%
TP09	report making a complaint in last 12 months are satisfied with the approach to complaints handling	30%
TP10	are satisfied that their landlord keeps communal areas clean and well maintained	67%
TP11	are satisfied that their landlord makes a positive contribution to the neighbourhood	77%
TP12	are satisfied with their landlord's approach to handling anti-social behaviour	69%

It is pleasing to report that all of the above twelve satisfaction measures were above Median when benchmarked with our peers in the year and only one was below Median (Quartile 3) when benchmarked nationally mid-year with all housing providers. Year end benchmarking information is not yet available.

In addition to the TSMs, we carried out transactional surveys throughout the year and in general these were very positive, highlighting areas of good performance and also areas where improvements were required.

Customer Charter and Service Standards

In addition to the KPIs, St Leger Homes reports on Customer Service Standards as part of its Customer Charter.

These are set in consultation with our customers, taking into account our Corporate Plan 2019-2024, KPIs and the Regulatory Consumer Standards, to ensure our customers are clear about the levels of service they can expect from us and we are clear about what we need to deliver.

The standards are reviewed periodically and approved by EMT and Board and performance is monitored on a quarterly basis. For 2023/24, there were 12 standards measured across four themes – People, Homes, Communities and Partnerships. The measures covered the following areas:

- Respectful and helpful
- Effective complaints handling
- Keeping properties in good repair
- Maintaining building safety
- Responsible neighbourhood management
- Informing, involving, consulting and collaborating on service delivery

The table below summarises our performance for the past five years:

Service standards	23/24	22/23	21/22	20/21	19/20
Compliant	4	7	6	7	8
Within target tolerance	4	2	3	1	3
Not compliant	4	4	6	3	2
Total	12	13	15	11	13

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Value For Money (VFM)

VFM is embedded in our mission, values and strategic objectives and our Annual Development Plan (ADP). Service Delivery Plans (SDP) for each Directorate are developed around these objectives and priorities. St Leger Homes has a good track record on VFM.

As in previous years, we produced and published our annual VFM self-assessment (based on the 2022/23 financial year) to capture all VFM achievements and work into one summary document. The self-assessment again shows that St Leger is, in general, a low cost, mid to high performing organisation when benchmarked with our peers (around 30 organisations) and also all housing providers nationally (around 110 organisations).

We also continue to benchmark on a monthly basis through national pulse surveys on around thirteen key indicators and we are consistently above median for the majority of these.

Principal Risks and Uncertainties

Effective risk management remains an integral part of our business processes. We have recognised that identifying and managing the risks we face is a critical element in achieving our wider vision.

All strategic risks are considered by their potential impact on the delivery of the company's aims, objectives and the provision of services together with the predicted likelihood of the actual event or occurrence and the score registered on a risk matrix. Each risk has a member of the Leadership Team as its owner and assumes the responsibility of ensuring effective mitigation actions are in place. Quarterly reviews and updates took place during the year and this will continue in 2023/24.

Review of the Risk Register

Strategic risks have been identified with varying degrees of probability and impact on the organisation. These are monitored on a regular basis by the Board, Audit and Risk Committee, EMT and Leadership. A full review of the risk format, content and methodology was undertaken in the year to ensure all risks were adequately recorded and the processes were still fit for purpose.

The key strategic risks in the register at year end and going forward are 'The failure to':

- manage the Homelessness issues and subsequent demand for housing within the city of Doncaster;
- to ensure customers and partners are aware of demands on services and what is achievable in a challenging climate (financial, operational, political, regulatory, legislative);
- recruit, retain and develop a workforce that is skilled, resilient, diligent, efficient and effective;
- manage all Building Safety related issues surrounding High Risk Residential Building and any emerging new requirements (HRRBs);
- manage corporate health, safety and compliance risks; and
- effectively govern and manage in an increasingly regulated climate.

Future Developments

Our Annual Development Plan for 2024/25 was approved by the Board in April 2024 and is available on our website, along with our new five year Corporate Plan, at www.stlegerhomes.co.uk.

These documents set out our future plans and targets in the short and medium term. These are cross-referenced to the City of Doncaster Council's strategy, confirming St Leger's commitment to working in partnership with CDC and key partners.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Future Developments (continued)

The Corporate Plan was created collaboratively with tenants and colleagues and outlines our strategic direction for the coming years. It is divided into four main themes – People, Homes, Communities and Partnerships – and focusses as follows .:

- People - focuses on the aim of 'getting it right for our customers and staff' .
- Homes - focuses on the aim of 'providing good quality, safe homes at a rent you can afford'.
- Communities - focuses on the aim of 'helping to build communities, not just houses'.
- Partnerships - focuses on the aim of 'working with others to deliver Doncaster's "thriving people, places and planet" ambitions'.

These four themes will help make sure we prioritise the things that our customers, stakeholders and staff members have said matter the most to them following extensive consultation.

The Corporate Plan details our commitment and aims, which in summary involves

- understanding, engaging effectively with and supporting our tenants;
- having a compassionate and skilled workforce;
- tackling homelessness;
- providing safe, hazard free, efficient and affordable homes and an effective maintenance service;
- working with partners to help and develop communities and deliver City wide strategies; and
- tackling climate change.

The ADP for 2024/25 has 21 detailed actions across eleven service areas that contribute to the above four main themes.

Cross cutting all of the ADP and Corporate Plan actions will be the continued essential work around governance and the requirements of the Social Housing Regulation Bill, new Tenant Satisfaction Measures, evidencing our compliance with the Regulator of Social Housing (RSH) standards, building safety, excellent customer service and preparing for regulatory inspection.

We will continue to work with our Tenants to assist them with the challenges that have emerged in recent years, in particular the cost of living crisis.

The challenging economic and political climates mean we must continue to be an organisation which delivers efficiencies and value for money services. The recent investment in a new Integrated Housing Management Solution is transforming the way the company operates and deliver further efficiencies and this will be developed further. We will continue to invest in our employees, deliver our People Strategy and build on the Investors In People accreditation achieved in 2023.

We continually monitor our services for impact and growth potential, respond to housing needs in the forward plan for capital projects and seek to further improve energy efficiency in our homes and our environmental footprint.

By order of the Board and signed on its behalf

St Leger Homes of Doncaster Limited
St Leger Court
White Rose Way
Doncaster DN1 3BU

Dave Wilkinson
Chair

St Leger Homes of Doncaster Limited

Directors' Report

Legal status of Company

The Company is limited by guarantee and does not have any Share Capital.

Status of Company and composition of the Board

CDC, the sole member of the Company, undertakes, in the event of the Company being wound up, to contribute such amount as may be required for the payment of the debts and liabilities of the Company. After the satisfaction of all the debts and liabilities the remaining assets will be transferred to the CDC Housing Revenue Account (as defined in the Local Government & Housing Act 1989).

A Board of non-executive Directors run the Company and is made up of representatives of the company, local community and independent members:

- One Independent Chair
- Three Council tenants
- Three Council nominees
- Three Independent members
- Chief Executive of St Leger Homes of Doncaster Limited

The composition of the Board reflects the range and mix of skills and experience required for the effective management of the Company. An Executive Management Team supports the Board; the Executive Management Team is responsible for the day-to-day running of the Company.

Proposed dividend

The Company has been set up as a non-profit making organisation, no dividends are paid. The Directors therefore do not recommend the payment of a dividend, or distribution of any surplus.

Directors and Directors' interests

The Directors who held office during the year are detailed on page 2.

Post Balance Sheet Events

There were no post balance sheet events to report.

Disclosure of information to auditors

The Directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's Directors are individually unaware; and each Director has taken all the steps that they ought to have taken as a Director to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

Auditors

Following the expiry of the existing External Auditors contract on the 30 September 2024, a tendering exercise will be carried out in 2024/25, in accordance with section 385 of the Companies Act 2006, to appoint external auditors at the Annual General Meeting for the Financial Year ending 31 March 2025.

By order of the Board and signed on its behalf

St Leger Homes of Doncaster Limited
Civic Office
Waterdale
Doncaster DN1 3BU

Dave Wilkinson

Chair

St Leger Homes of Doncaster Limited

Statement of Internal Control

The Board of Directors acknowledges its ultimate responsibility for ensuring that the Company has in place a system of controls that is appropriate to the various business environments in which it operates. These controls are designed to give reasonable assurance with respect to:

- The reliability of financial information used within the Company or for publication;
- The maintenance of proper accounting records; and
- The safeguarding of assets against unauthorised use or disposal.

It is the Board of Directors' responsibility to establish and maintain systems of internal financial control. Such systems can only provide reasonable and not absolute assurance against material financial misstatement or loss. The system of internal control includes the following key elements:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Company's assets;
- Experienced and suitably qualified staff to take responsibility for important business functions. Annual employee development review procedures have been established to maintain standards of performance;
- The establishment of written policies and procedures and a scheme of delegated authority designed to ensure that proper accounting records are maintained;
- A risk management framework in which priority risks are reviewed by the Board, Audit and Risk Committee, Executive Management Team and senior managers;
- Forecasts and budgets are prepared which allow the Board of Directors and management to monitor the key business risks and financial objectives and progress towards financial plans set for the year and the medium term. Regular management accounts are prepared promptly, providing relevant, reliable and up-to-date financial and other information and significant variances from budgets are investigated as appropriate;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board of Directors and officers of the Company;
- The internal audit programme is in place to review, appraise and report upon the adequacy of internal controls. Any actions necessary to correct any weaknesses identified by internal or external audit are incorporated within the action plan that is agreed and monitored by the Audit Committee. The annual report of the Internal Auditors for 2023/24 was received by Audit and Risk Committee in June 2024 and gave a positive opinion that the systems of internal control examined were generally sound with only a few exceptions.
- A full range of insurance has been put in place to safeguard assets.

On behalf of the Board, management has reviewed the effectiveness of systems of internal control in existence for the year ended 31 March 2024. No weaknesses were found in the internal controls, which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements. The Board of Directors is satisfied that this remains the case up to the signing of these documents.

The Board of Directors is also of the opinion that the Company has suitable internal controls for maintaining adequate accounting records, safeguarding the assets of the Company and for taking reasonable steps to prevent and detect fraud and other irregularities. These financial statements have been prepared on the basis that the Company is a going concern.

St Leger Homes of Doncaster Limited

Statement of Directors' Responsibilities

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

St Leger Homes of Doncaster Limited

Independent Auditor's Report to the Members of St Leger Homes of Doncaster

Opinion

We have audited the financial statements of St Leger Homes of Doncaster (the 'Company') for the year ended 31 March 2024 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2024 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's (FRC) Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

St Leger Homes of Doncaster Limited

Independent Auditor's Report to the Members of St Leger Homes of Doncaster (continued)

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page 18, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

St Leger Homes of Doncaster Limited

Independent Auditor's Report to the Members of St Leger Homes of Doncaster (continued)

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws, regulations and guidance that affect the Company, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws, regulations and guidance that we identified included the Companies Act 2006, tax legislation, health and safety legislation, and employment legislation.
- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud. We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations was discussed within the audit team and tests were planned and performed to address these risks.
- We reviewed financial statements disclosures and supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Richard Graham ACA (Senior Statutory Auditor)

**For and on behalf of
Beever and Struthers**

Statutory Auditor
1 George Leigh House
St Ancoats
Manchester
M4 5DL

Date: 1 August 2024

St Leger Homes of Doncaster Limited

Income Statement

For the year ended 31 March 2024

		Year Ended 31 March 2024	Year Ended 31 March 2023
	Note	£000	£000
Turnover	2	56,626	54,209
Cost of Sales		(52,537)	(53,137)
Gross Profit		4,089	1,072
Administrative Expenses		(6,677)	(6,662)
(Loss)		(2,588)	(5,590)
Interest Receivable/(payable)	13	965	(1,229)
(Loss) on Ordinary Activities before Taxation		(1,623)	(6,819)
Tax on (Loss) on Ordinary Activities	6	0	0
(Loss) on Ordinary Activities after Taxation		(1,623)	(6,819)

All of the activities of the company are classed as continuing.

The accounts are prepared on a historical cost basis.

Statement of Comprehensive Income

For the year ended 31 March 2024

		Year Ended 31 March 2024	Year Ended 31 March 2023
	Note	£000	£000
(Loss) attributable to the members of the Company		(1,623)	(6,819)
Actuarial gain/(loss) recognised in the pension scheme for the financial year	13	15,144	73,703
Pension surplus not recognised	13	(35,187)	(2,378)
Total comprehensive income for the financial year		(21,666)	64,506

The notes on pages 26 to 37 form part of these financial statements.

St Leger Homes of Doncaster Limited

Statement of changes in Revenue Reserve

As at 31 March 2024

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
Balance as at 1 April	21,584	(42,922)
Profit from Statement of Comprehensive Income for the year ended 31 March	(21,666)	64,506
Balance at 31 March 2024	(82)	21,584

St Leger Homes of Doncaster Limited

Statement of Financial Position

As at 31 March 2024

		As at 31 March 2024		As at 31 March 2023	
	Note	£000	£000	£000	£000
Current Assets					
Inventories	7		2,437		2,385
Debtors	8		5,869		3,931
Cash and cash equivalents			1,321		78
			<u>9,627</u>		<u>6,394</u>
Creditors: amounts falling due within one year					
Bank Overdraft	9		(9,557)		(6,324)
			<u>0</u>		<u>0</u>
Net Current Assets			70		70
Provisions for liabilities and charges	10		(70)		(70)
			<u>0</u>		<u>0</u>
Net assets excluding pension assets/(liabilities)			0		0
Pension assets/(liabilities)					
Pension asset/(liability)	13	<u>(82)</u>	(82)	<u>21,584</u>	21,584
Net assets/(liabilities) including pension assets/(liabilities)			<u>(82)</u>		<u>21,584</u>
Capital and reserves					
Profit and loss account			<u>(82)</u>		<u>21,584</u>

These financial statements were approved by the Board of Directors on 1 August 2024 and were signed on its behalf by:

Dave Wilkinson
Chair

Company registration number 05564649

The notes on pages 26 to 37 form part of these financial statements

St Leger Homes of Doncaster Limited

Statement of Cash Flows

For the year ended 31 March 2024

		Year Ended 31 March 2024	Year Ended 31 March 2023
	Note	£000	£000
Cash flow from operating activities		1,243	(2,449)
Profit for the financial year		0	0
Adjustments for:			
Depreciation of property plant, & equipment		0	0
(Increase) in debtors	8	(1,938)	(4)
(Increase) in work in progress and stock	7	(51)	(300)
(Decrease) / increase in creditors	9	3,232	(2,145)
Net cash outflow from operating activities		1,243	(2,449)
Cash flow from investing activities			
Purchase of property plant, & equipment		0	0
Net decrease in cash and cash equivalents		1,243	(2,449)
Cash and cash equivalents at the beginning of the year		78	2,527
Cash and cash equivalents at the end of the year		1,321	78

The notes on pages 26 to 37 form part of these financial statements

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements)

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Company's financial statements. The prior year results are for the year ended 31 March 2023. St Leger Homes was incorporated in the United Kingdom and its registered office is Civic Office, Waterdale, Doncaster, DN1 3BU.

Basis of Accounting

The financial statements have been prepared in accordance with applicable accounting standards and under historical cost accounting rules. The financial statements are presented in £ sterling and rounded to the nearest thousand pounds.

These financial statements are for the year ended 31 March 2024 and comply with FRS102.

St Leger Homes undertakes the management and maintenance of the housing stock of Doncaster Council (CDC) and the management of the investment programme for the modernisation of the housing stock.

The Management Agreement is in place whereby CDC will take back the assets and liabilities of St Leger Homes at the end of its life or if the operations move elsewhere.

It has been declared by HMRC that ALMOs have been adjudged to be "non-trading" with regards to the business that is conducted between the ALMO and its parent council and thus ALMOs are exempt from corporation tax on any surpluses generated through this relationship.

Turnover

Turnover represents the amounts derived from the provision of goods and services in the normal course of business, net of trade discounts, VAT and other sales related taxes.

Post-retirement Benefits

The Company participates in the Local Government Pension Scheme (LGPS). The scheme is a defined benefit pension scheme. The assets of the scheme are held separately from those of the Company in an independently administered fund. Pension scheme assets are measured at fair value and pension scheme liabilities are measured on the actuarial basis using the projected unit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the scheme liabilities.

When a pension scheme is in deficit, the requirement of Section 28 of Financial Reporting Standard (FRS) 102 is to show the pension scheme as a liability on the balance sheet. When a pension scheme is in surplus, the level of surplus disclosed is based on a number of underlying assumptions and conditions.

The last full triennial valuation was carried out as at 31 March 2022 and the pension scheme is now in surplus.

As a result of the agreements that exist between St Leger Homes and CDC, a pension related guarantee from CDC to cover all related pension costs exists.

For defined benefit schemes the amounts charged to the profit are the current service costs and gains and losses on settlements and curtailments. They are included as part of staff costs. Past service costs are recognised immediately in the profit and loss account if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs.

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Post-retirement Benefits (continued)

The interest cost and expected return on investments are shown as a net amount of other finance costs or credits adjacent to interest. Actuarial gains and losses are recognised immediately in the statement of total recognised gains and losses.

Judgements in applying accounting policies and key sources of estimation uncertainty.

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the balance sheet date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Going Concern

The accounts have been prepared on a going concern basis.

The pension scheme in the Statement of Financial Position for St Leger shows an overall surplus, comprising a pension asset and positive revenue reserves at 31 March 2024 and 31 March 2023. The accounting treatment does not impact on the day to day operations of St Leger Homes and the accounts have been prepared on a going concern basis since the Directors believe the company will continue to operate for the foreseeable future.

Provisions for bad debts

Provision is made against debts to the extent that they are considered potentially irrecoverable. Debtor balances are reviewed individually for recoverability.

Provisions for liabilities

FRS 102 requires that a liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods and that this is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date. No accrual has been made for holiday pay on the grounds of materiality. This area is reviewed on an annual basis.

Pension liability

The critical underlying assumptions in relation to the estimate of the pension defined benefit scheme obligation such as standard rates of inflation, property valuations, mortality, discount rate and anticipated future salary increases. Variations in these assumptions have the ability to significantly influence the value of the asset or liability recorded and annual defined benefit expense.

Operating Leases

Operating lease rentals are charged to the profit and loss account on a straight line basis over the period of the lease.

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Taxation

The charge for taxation is based on the result for the year and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting purposes. Except where otherwise required, full provision is made, without discounting, for all timing differences which have arisen but not reversed at the balance sheet date except as required by FRS 102 Section 29.

Cash

Cash, for the purpose of the statement of cash flows, comprises cash in hand and deposits repayable within three months, less overdrafts payable on demand.

Inventories

Stock is stated at the estimated selling price less cost to sell. WIP is attributable to finished goods that include labour, materials and direct/indirect overheads.

2. Analysis of turnover

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
By Activity		
Housing and support services	23,688	22,567
Repairs and technical services	32,938	31,642
	<hr/> 56,626	<hr/> 54,209

3. Profit/Loss on ordinary activities before taxation

Turnover and profit/loss on ordinary activities all arose in the United Kingdom and are attributable to the principal activity of the business.

Profit/loss and profit/loss on activities before taxation is stated after charging:

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
Auditors' Remuneration	24	22
Internal Audit	37	30
Staff Costs (see note 4)	30,298	28,579
Operating lease rentals		
- Buildings (see note 13)	165	133
	<hr/> 165	<hr/> 133

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

4. Staff numbers and costs

The average monthly number of whole time equivalent (WTE) employees was:

	Year Ended 31 March 2024	Year Ended 31 March 2023
	No. of employees	No. of employees
Housing and support services	313	318
Repair and technical services	462	430
Directors	4	4
	779	752

Their aggregate remuneration comprised:

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
Wages and salaries	25,301	23,356
Social Security costs	2,433	2,298
Pension Contributions	2,564	2,925
	30,298	28,579

Aggregate number of full time equivalent staff whose remuneration (including compensation for loss of office) exceeded £50,000 in the period:

	Year Ended 31 March 2024	Year Ended 31 March 2023
	No. of employees	No. of employees
£50,001 to £60,000	11.0	11.0
£60,001 to £70,000	11.0	11.0
£70,001 to £80,000	1.0	1.0
£90,001 to £100,000	3.0	3.0
£130,001 to £140,000	1.0	1.0

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

5. Remuneration of Directors

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
Members of the Board of Directors		
Directors' emoluments (excl. Chief Executive)	26	25
None of the Directors are members of the defined benefit pension scheme	0	0
Members of the Executive Management Team		
The Executive Management Team, including the Chief Executive Officer, received emoluments as follows:		
Aggregate emoluments (wages and salary) payable to the Executive Management Team. (Including pension contributions. No benefits in kind were received.)	476	490
<hr/>		
	No. of Board Members	No. of Board Members
£1,001 to £2,000	4	2
£2,001 to £3,000	3	4
£3,001 to £4,000	1	1
£9,001 to £10,000	1	1

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

6. Taxation

Analysis of charge in period

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
UK Corporation Tax	0	0
	<hr/>	<hr/>
	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
(Loss) on ordinary activities before tax	(1,623)	(6,827)
	<hr/>	<hr/>
Specific activities within the scope of corporation tax	203	572
	<hr/>	<hr/>
Total current tax charge	0	0
	<hr/>	<hr/>

The tax liability for 2023/24 is £Nil (2022/23 £Nil). St Leger Homes provides a number of services that fall within the scope of corporation tax, but the cost of providing these specific activities exceeds the income generated.

7. Inventories

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
Work in Progress	1,335	1,345
Stock	1,102	1,040
	<hr/>	<hr/>
	2,437	2,385
	<hr/>	<hr/>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

8. Debtors

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
Amounts owed by group undertakings	4,312	2,410
Trade Debtors	70	67
Other tax and social security	980	982
Prepayments and accrued income	507	472
	<u>5,869</u>	<u>3,931</u>

9. Creditors: amounts falling due within one year

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
Amounts owed to group undertakings	6,800	3,516
Trade creditors	15	320
Accruals and deferred income	2,742	2,488
	<u>9,557</u>	<u>6,324</u>

10. Provisions for liabilities and charges

	Year ended 31 March 2024	Year ended 31 March 2023
	£000	£000
On-going cases	<u>(70)</u>	<u>(70)</u>
	<u>(70)</u>	<u>(70)</u>

11. Called up share capital

The Company is limited by guarantee and does not have any called-up share capital.

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

12. Financial Commitments

The payments which the company is committed to make in the next year and beyond under operating leases are as follows:

	Year Ended 31 March 2024	Year Ended 31 March 2024
	£000	£000
Land and Building leases expiring:		
In one year	165	133
In 2 to 5 years	0	133
In more than 5 years	0	0
	<hr/>	<hr/>
	165	266
	<hr/>	<hr/>

13. Pension scheme

The Company participates in the South Yorkshire Pension Authority (Local Government) Pension Fund. The pension contributions payable by the Company to the scheme amounted to £2.6m.

There were no outstanding or prepaid contributions at either the beginning or end of the financial year.

The pension scheme provides benefits based on pay, contributions being charged to the profit and loss account so as to spread the cost of pensions over employees' working lives in the Company. The contributions are determined by a qualified actuary.

The pension fund and actuaries will keep the level of employers' contributions under review to allow the fund to balance in the medium term. It has been agreed that an employer rate of 10.2% of pensionable pay will apply in the 2023/24 financial year.

The most recent published valuation was at 31 March 2022. This valuation was for the entire South Yorkshire Pension Authority (Local Government) pension fund. The applicable financial assumptions underlying the 31 March 2022 valuation were:

	Year Ended 31 March 2024	Year Ended 31 March 2023
Current rate of employers' contributions	10.2%	16.0%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

Demographic assumptions – life expectancy	Year Ended 31 March 2024	Year Ended 31 March 2023
Current Pensioners - Male	20.6 years	20.5 years
Current Pensioners – Female	23.6 years	23.7 years
Future Pensioners - Male	21.4 years	21.5 years
Future Pensioners – Female	25.0 years	25.2 years

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Actuarial Assumptions

	31 March 2024		31 March 2023	
Rate of increase in salaries	3.35%		3.55%	
Rate of increase of pensions in payment	2.75%		2.95%	
Discount rate	4.85%		4.75%	
Value of assets	£000	%	£000	%
Equities	83,325	46.0	75,633	45.2
Bonds	27,210	15.0	27,980	16.7
Property	14,450	8.0	14,180	8.5
Cash	2,530	1.4	1,600	1.0
Other	53,720	29.6	48,040	28.7
Total market value of assets	<u>181,235</u>		<u>167,433</u>	
Actuarial value of liability	<u>(146,130)</u>		<u>(143,471)</u>	
Net pension Asset/(Liability)	<u>35,105</u>		<u>23,962</u>	

Defined Benefit Obligation

	Year ended 31 March 2024	Year ended 31 March 2023
	£000	£000
Opening Benefit Obligation	143,471	213,392
Current service cost	4,957	8,514
Interest Cost	6,891	5,852
Contributions by Members	1,620	1,538
Actuarial (Gain) on Liabilities	(7,487)	(82,788)
Past Service Cost	200	0
Impact of Losses settlements and curtailments	0	0
Unfunded benefits paid	(5)	(4)
Benefits/transfers Paid	<u>(3,517)</u>	<u>(3,033)</u>
Closing Benefit Obligation	<u>146,130</u>	<u>143,471</u>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Fair value of employer assets

	Year ended 31 March 2024	Year ended 31 March 2023
	£000	£000
Opening Fair Value of Employer Assets	167,433	170,470
Expected Return on Assets	7,969	4,623
Contributions by Members	1,620	1,538
Contributions by Employer	2,564	2,920
Contribution to unfunded benefits paid	0	0
Administration expenses	0	0
Actuarial Gain on Assets	5,166	(9,085)
Benefits/transfers Paid	(3,517)	(3,033)
Closing Fair Value of Employer Assets	<u>181,235</u>	<u>167,433</u>

Movements in surplus/(deficit) during the year

	Year ended 31 March 2024	Year ended 31 March 2023
	£000	£000
Opening Surplus(Deficit) in the Scheme	21,584	(42,922)
Movement in year:		
Current service cost	(4,957)	(8,514)
Past Service Cost	(200)	0
Employer Contributions	2,564	2,920
Contribution to unfunded benefits paid	5	4
Impact of settlements and curtailments	0	0
Net returns on interest received/(cost)	965	(1,229)
Actuarial gain	15,144	73,703
Surplus/(Deficit) in scheme at end of year	<u>35,105</u>	<u>23,962</u>
Asset Ceiling Adjustment	(35,187)	(2,378)
Recognised Surplus/(Deficit) in scheme at end of year	<u>(82)</u>	<u>21,584</u>

The plan has a gross surplus at the reporting date of £35.105m. St. Leger Homes has recognised an asset to the Statement of Financial Position to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan.

The plan surplus (asset ceiling) has been calculated by the scheme actuary to be zero.

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Amounts charged to profit/(loss)	Year ended 31 March 2024	Year ended 31 March 2023
	£000	£000
Current service cost	4,957	8,514
Past Service cost	200	0
Impact of settlement and curtailments	0	0
Total charge	5,157	8,514

14. Analysis of net funds

Cash at bank and in hand	Year ended 31 March 2024	Year ended 31 March 2023
	£000	£000
At the beginning of the year	78	2,527
Cash flow	1,243	(2,449)
At end of the year	1,321	78

15. Related Party Transactions

Details as to the status of the Company and composition of the Board of Directors is given in the Directors' Report. The ultimate controlling party is CDC.

Total Company turnover in 2023/24 was £56.6m including £39.7m from CDC in management fees, £13.8m relating to capital works and £3.1m. Service level agreements amounted to £6.2m.

	Year Ended 31 March 2024	Year Ended 31 March 2023
	£000	£000
Debtors (monies owed by CDC)	5,647	3,747
Creditors (monies owed to CDC)	6,799	3,516

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

16. Contingent Liabilities

The Company had no contingent liabilities at 31 March 2024 (2023: £Nil).

17. Ultimate controlling body

The Company is a subsidiary undertaking of City of Doncaster Council, a local government organisation.



Beever and Struthers
Chartered Accountants
One Express
1 George Leigh Street
Manchester
M4 5DL

Contact Dave Wilkinson, Chairman
Address St Leger Homes, Civic Office
Waterdale, Doncaster DN1 3BU
Email c/o Leandra.graham-hibling@stlegerhomes.co.uk
Tel 01302 862700
Ref
Date August 2024

Dear Sirs

This representation letter is provided in connection with your audit of the financial statements of St Leger Homes of Doncaster Limited ("the Company") for the year ended 31 March 2024 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the results and financial position of the Company in accordance with The Companies Act 2006 and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

We confirm, to the best of our knowledge and belief the following representations:

1. We are responsible for the preparation of financial statements in accordance with The Companies Act 2006 and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), which give a true and fair view of the financial position of the company as of 31 March 2024 and of the results of its operations and its cash flows for the year then ended and for making accurate representations to you.
2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
3. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.
4. We have disclosed all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been disclosed in accordance with the requirements of accounting standards.
5. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of accounting standards.



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6. All events since the balance sheet date which require disclosure or which would materially affect the amounts in the financial statements have been adjusted or disclosed in the financial statements.
7. We confirm that the financial statements are free of material misstatements, including omissions. We believe that any uncorrected misstatements identified during the audit are immaterial both individually and in aggregate to the financial statements as a whole.
8. We confirm that, having considered our expectations and intentions for the next twelve months, and the availability of working capital, the company is a going concern. We confirm that the disclosures in the accounting policies are an accurate reflection of the reasons for our consideration that the financial statements should be drawn up on a going concern basis.
9. All accounting records and relevant information have been made available to you for the purpose of your audit. We have provided to you all other information requested and given unrestricted access to persons within the entity from whom you have deemed it necessary to obtain audit evidence / request information. All other records and related information including minutes of all management and shareholders' meetings have been made available to you.
10. All transactions undertaken by the company have been properly reflected in the accounting records and are reflected in the financial statements.
11. We acknowledge our responsibility for the design, implementation and maintenance of controls to prevent and detect fraud. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
12. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves management or employees who have significant roles in internal control, or others, where fraud could have a material effect on the financial statements.
13. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
14. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the company conducts its business and which could affect the financial statements. The company has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance.





- 15. We confirm that we have disclosed to you the identity of the company's related parties and all related party relationships and transactions relevant to the Company that we are aware of.
- 16. The company has satisfactory title to all assets, and there are no liens or encumbrances on the assets except for those disclosed in the financial statements.
- 17. There are no liabilities, contingent liabilities or guarantees to third parties other than those disclosed in the financial statements.
- 18. The Company has at no time during the year entered into any arrangement, transaction or agreement to provide credit facilities (including loans, quasi loans or credit transactions) for directors, nor to guarantee or provide security for such matters, except as disclosed in the financial statements.
- 19. We consider that the pension asset position meets the criteria for recognition under FRS 102 and have provided to you all the information, including details from the scheme actuary, to support the accounting treatment to recognise the recoverable element of the pension asset on the Statement of Financial Position and that the appropriate disclosures have been made.

We confirm to the best of our knowledge and belief that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation sufficient to satisfy ourselves that we can properly make each of the above representations to you.

We acknowledge our legal responsibilities regarding disclosure of information to you as auditors and confirm that so far as we are aware, there is no relevant audit information needed by you in connection with preparing your audit report of which you are unaware. Each director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that you are aware of that information.

Yours faithfully

Signed on behalf of the Board of Directors by:

.....(Signature)

.....(Director)

.....(Date)





AUDIT MANAGEMENT LETTER

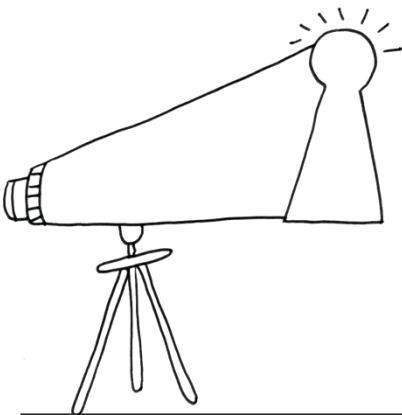
Year ending 31 March 2024

**BEEVER
AND
STRUTHERS**

CHARTERED ACCOUNTANTS
AND BUSINESS ADVISORS

CONTENTS

Introduction	1
Key Audit Areas	2 - 4
Overview of Financial Statements	5 - 6
Independence	7
Qualitative Aspects of Accounting Practices and Financial Reporting.....	8 - 9
Management Representation Letters and Audit Opinion	10
Materiality and audit findings	11 - 12
Accounting and Internal Control Systems	13



INTRODUCTION

Our audit of the financial statements of St Leger Homes of Doncaster is substantially complete. The purpose of this letter is to bring to your attention the findings from our audit.

In order to comply with the provisions of the International Standard on Auditing (ISA) 260 – ‘Communication with those Charged with Governance’ we report to management on the findings of our audit, with particular reference to:

- views about the qualitative aspects of the Company’s accounting practices and financial reporting;
- adjusted and unadjusted misstatements, apart from those which fall below the threshold for reporting to the Audit and Risk Committee ((the ‘Committee’) as they are clearly trivial;
- matters specifically required by other Auditing Standards to be communicated to those charged with governance (such as fraud and error);
- expected modifications to the auditor’s report;
- the letters of representation;
- significant deficiencies in the accounting and internal control systems; and
- any other relevant and material matters relating to the audit.

We also take this opportunity to comment on the Company’s performance for the year and to confirm our professional integrity, objectivity and independence.

We see effective communication with the the Committee as being a key part of our audit, and it is important that there is effective two way communication. We welcome any feedback or questions regarding the conduct of the audit process.

This report is not intended to cover every matter which came to our attention during the audit. We do not accept any responsibility for any reliance placed on it by third parties. Our procedures are designed to support our audit opinion and cannot be relied upon to identify any weakness in systems or controls which may exist.

We would like to take this opportunity to formally record our appreciation for the assistance and co-operation provided to us by the Finance Team which assisted us during the course of our audit.

Beever and Struthers

Date: 10 June 2024

OVERVIEW OF FINANCIAL STATEMENTS

The following table summarises the key audit issues we identified as requiring specific consideration and the audit procedures we undertook in relation to them.

Audit Issue per Audit Plan Overview (presented in March 2024)	Audit Procedures and Results
<p>Assessment of Fraud Risk</p> <p>ISA 240 “The Auditor’s responsibility to consider fraud” requires us to consider the risk of fraud and the impact that this has on our audit approach. In addition, ISA 700 “Forming an Opinion and Reporting on Financial Statements”, means auditors are required to explain in the auditor’s report to what extent the audit was considered capable of detecting irregularities, including fraud. There is a presumed significant risk of fraud in two areas:</p> <p>Revenue Recognition <i>(Management Fee – Other audit risk)</i> <i>(Other income – significant risk)</i></p> <p>Material misstatements due to fraudulent reporting often result from an overstatement of revenues, for example through premature revenue recognition or recording fictitious revenues. The auditor therefore presumes that there are risks of fraud in revenue recognition and considers which types of revenue may give rise to fraud risks.</p> <p>For the Company the main income stream is a management fee from the Council. We therefore have initially assessed the risk of fraud in the recognition of management as low and expect to rebut the assumption that this area is a significant risk.</p> <p>Management Override (Significant Risk)</p> <p>Under ISA 240 there is a presumed risk of management override of the system of internal controls.</p> <p>Material misstatements can arise from management overriding the controls which are in place or by manipulating the results to achieve targets and the expectations of the stakeholders.</p>	<p>Revenue Recognition</p> <p>Our audit is designed to provide reasonable assurance that the accounts are free from material misstatement whether caused by fraud or error. In particular we reviewed revenue recognition and management control override.</p> <p>As part of the audit planning:</p> <ul style="list-style-type: none">• We met management to discuss fraud related risks and the risk of material misstatement in the financial statements; and• We reviewed the fraud register. <p>During the audit fieldwork, we assessed and tested the management fee from the Council and other material sources of income. We also performed analytical review on the material income streams and tested the cut-off on the other income.</p> <p>We are awaiting some evidence to complete our testing but at the time of reporting the audit work has not highlighted any errors in relation to revenue recognition.</p> <p>Management Override</p> <p>As part of our year-end audit work we used data analytics in our review of manual journals posted in the year and reviewed material year end journals. Our review of key estimates and judgements in the financial statements indicated that they had been made on a reasonable basis and showed no evidence of management bias.</p> <p>The journals testing is currently ongoing.</p>

OVERVIEW OF FINANCIAL STATEMENTS

Audit Issue per Audit Plan Overview (presented in March 2024)	Audit Procedures and Results
<p>Valuation of the Defined Benefit pension liability (Significant risk)</p> <p>The Company participates in the South Yorkshire defined benefit Local Government Pension scheme (LGPS). As at 31 March 2023 the LGPS defined benefit pension liability was £21,584K (2022: £42,922K).</p> <p>Accounting for defined benefit pension schemes involves significant estimation and judgements. Management engages actuaries to undertake calculations on their behalf. The actuaries of the schemes will value the pension liabilities for Section 28 of FRS 102 purposes, and these will be included in the financial statements at 31 March 2024.</p> <p>ISAs 500 and 540 require us to undertake procedures on the use of management experts and the assumptions underlying the fair value estimates</p>	<p>The actuarial valuation identified a net asset position of £35m. An asset ceiling calculation has measured the recoverable amount of this as £nil, as the projected service contributions were higher than the projected service costs (service contributions are considered to be the minimum funding requirement). The £82K liability relates to the unfunded obligations.</p> <p>We have completed some procedures which includes reviewing the disclosures included within the financial statements were appropriate and in line with the actuarial report.</p> <p>However, our work on this risk is not fully completed. At the time of writing we are awaiting independent reports on pension assumptions from our own actuaries on whether the assumptions are within a reasonable range for the Local Government Pension Scheme.</p>

OVERVIEW OF FINANCIAL STATEMENTS

Audit Issue per Audit Plan Overview (presented in March 2024)	Audit Procedures and Results
<p>Going-concern (Other Audit risk)</p> <p>Under the going concern assumption, a Company is viewed as continuing in business for the foreseeable future. Accounting requirements indicate that any material uncertainties about the appropriateness of the going concern assumption are disclosed adequately in the financial statements.</p> <p>The current economic and political climate continues to be challenging. Our assessment of the Company as going concern needs to take into account the position for the 12 month period from the date the Auditor Report is issued.</p> <p>The Council decided to extend the management agreement in August 2023, and the actual agreement was signed in March 2024. We have received confirmation that the Council's cabinet meeting on 16 August 2023 ratified the decision to agree to a new five-year extension starting from 2024/25.</p>	<p>We have reviewed the directors' assessment of the going concern assumption and are content that this is an appropriate basis on which to prepare the financial statements.</p> <p>This work has yet to be finalised but we acknowledge that the financial statements have been prepared on a going concern basis</p>

OVERVIEW OF FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME

	2024 £'000	2023 £'000		
Turnover	56,626	54,209	➤➤	Turnover has increased by £2.4M, with an increase of £1.1M in Housing and Support Services and an increase of £1.3M in Repairs and Technical Services.
Cost of Sales	(52,537)	(53,137)	➤➤	Cost of sales has decreased by £600K. The main decrease is related to effective management of cost of sales despite inflationary pressures in key areas of the business, including staff costs due to the pay award and new posts, as well as price increases in utility charges and supplies and services.
Administrative expenses	(6,677)	(6,662)	➤➤	Only a £15K increase on the prior year.
Interest Receivable/(payable)	965	(1,229)	➤➤	A £2,194K increase which wholly relates to the actuarial valuation.
(Loss)/Profit on Ordinary activities	(1,623)	(6,819)		
Pension Actuarial gain/(loss)	(20,043)	71,325	➤➤	An overall actuarial loss of £20M has been recognised to restrict the pension to £82k deficit
Total comprehensive Income	(21,666)	64,506		

OVERVIEW OF FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION

	2024 £'000	2023 £'000		
Fixed assets	0	0	➤➤	The company have made no additions in fixed assets which is in line with expectations.
Current assets	9,627	6,394	➤➤	Current assets comprise debtors, stock, and cash. There has been increase of £52K in inventories, increase of £1,938K in debtors and an increase in cash of £1,243K in cash.
Creditors: amounts falling due within one year	(9,557)	(6,324)	➤➤	Creditors less than one year have increased by £3.23M, primarily due to increase in amounts owed to the Council of £3.2M.
Provisions	(70)	(70)	➤➤	The provision relates to potential costs to rectify dilapidations in relation to St Leger Court and St Leger House. The position remains unchanged as the Council have not finalised whether the company is liable for any works.
Pension	(82)	21,584	➤➤	The scheme position is a liability position of £82K in 23/24 from an asset position of £21.58M in 22/23. This is inline with the asset ceiling calculation provided by the scheme's actuary.
Capital and reserves	(82)	21,584	➤➤	The reserve position reflects the pension liability

INDEPENDENCE

Ethics and Independence

In the UK and Ireland, auditors are subject to the ethical requirements of the Financial Reporting Council's 2019 Revised Ethical Standard for Auditors.

International Standard on Auditing (ISA) 260 – Communication with those Charged with Governance and good practice require us to confirm the following to those charged with governance:

- Details of all relationships between the auditor and the client.
- Total fees charged for the provision of other services.
- Related safeguards in place to eliminate identified threats to independence.
- Confirmation that the auditor complies with Ethical Standards.

The Audit and Risk Committee should take an active role in considering whether the external auditor's independence might be impaired by the provision of non-audit services.

Non-Audit Services

We have undertaken Corporation Tax compliance services for St Leger Homes. This non-audit service has been provided by a separate team of staff who are not directly involved in the audit work. We therefore consider that appropriate safeguards are in place to mitigate the threat to our independence.

Independence Declaration

We confirm that:

- We are not aware of any personal or professional relationships between Beever and Struthers and the Company.
- We have not undertaken any non-audit services for the Company in the year.
- We therefore conclude that we comply with Ethical Standards and in our opinion the firm is independent within the meaning of regulatory and professional requirements and the objectivity of the engagement partner and the audit staff is not impaired.

We have reviewed our independence and confirm that, in our professional judgement, this firm is independent within the meaning of regulatory and professional requirements and the objectivity of the audit engagement Director, Richard Graham, and the audit staff is not impaired.

QUALITATIVE ASPECTS OF ACCOUNTING PRACTICES AND FINANCIAL REPORTING

Accounting Policies

FRS 102 requires that entities should review their accounting policies regularly to ensure that they are appropriate to its particular circumstances for the purposes of giving a true and fair view. The Company's Audit Committee plays a key role in this process.

We have reviewed the Company's accounting policies and key judgement areas as stated in the financial statements in detail and confirm that we judge them to be appropriate to provide relevant, reliable, comparable and understandable information.

Accounting Estimates

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities at the year-end and the amounts reported for revenues and expenses during the year.

ISA 540 "Auditing Accounting Estimates and Related Disclosures" also places additional emphasis on scepticism in the audit process, with its importance increasing when accounting estimates are subject to a greater degree of estimation uncertainty or are affected to a greater degree by complexity, subjectivity, or other inherent risk factors.

Key accounting estimates and judgements in the financial statements include:

- valuation of the pension fund scheme assets;
- Accruals
- Provisions for liabilities
- Provision for doubtful debts

We confirm that these estimates have been made appropriately in line with our knowledge of the Company and the industry and are disclosed satisfactorily in the financial statements.

Financial Statement Disclosures

We confirm that we judge the disclosures throughout the financial statements to be neutral, consistent and provide sufficient clarity to the user.

QUALITATIVE ASPECTS OF ACCOUNTING PRACTICES AND FINANCIAL REPORTING

Significant Matters Arising from the Audit

There were no significant matters arising from the audit that were discussed, or subject to correspondence with management.

Significant Difficulties Encountered During the Audit

There were no significant difficulties encountered during the audit.

Timing of Transactions

Our audit work confirmed that material transactions were recorded in the correct accounting periods.

Going Concern

This work has yet to be finalised but we acknowledge that the financial statements have been prepared on a going concern basis.

Strategic Report and Report of the Directors

We reviewed other information in the narrative reporting sections of the financial statements provided.

We have reviewed the version to confirm that there is no material inconsistency between the reports and the financial statements.

MANAGEMENT REPRESENTATION LETTERS AND AUDIT OPINION

Management Representation Letter

In accordance with ISA 580, we obtain written representation from management that they acknowledge their responsibility for preparing the accounts and have made all information available to us.

We will present our management representation letter for signing at the same time as the financial statements.

There are no specific matters on which we have requested Board representation to support the conclusions and evidence provided for our audit opinion..

Audit Opinion

We expect to provide an unqualified audit opinion on the financial statements for the Company for the year ended 31 March 2024.

We require the following to complete our work;

1. Pensions – accounting treatment of the asset/liability position
2. Journals testing
3. Finalisation procedures including the review of the going-concern, subsequent events, review of the strategic report, cash flow statement and final checks to the statements for approval.

MATERIALITY AND AUDIT FINDINGS

Materiality

Our audit work is based upon an assessment of materiality to ensure there is no material misstatement contained in the financial statements. In assessing materiality we take into account both the materiality of the class to which the balance belongs and the overall impact of the balance on the income and expenditure account and balance sheet.

ISA 260 requires us to report to management on all uncorrected misstatements identified during the audit, and to include in this report how we have calculated materiality, and any misstatements identified during the audit which have been corrected.

Materiality may be revised throughout the course of the audit, where we become aware of information during the audit that would have resulted in a different determination of materiality at the outset. There were no adjustments identified during the audit which impacted our initial assessment.

We are not required to report on corrected or uncorrected misstatements we believe are clearly trivial. Triviality is the value above which we report errors to you. A summary of the final assessment of materiality is as follows:

Entity	Method of calculation	Materiality £000	Triviality £000
St Leger Homes	3% of turnover	1,698	85

MATERIALITY AND AUDIT FINDINGS

Corrected Misstatements

The financial statements presented for audit were of high quality, compliant with FRS 102 and the Companies Act 2006.

Audit adjustments

At the time of writing we have not identified any audit adjustments for the financial statements.

Uncorrected Misstatements

We have not identified any uncorrected misstatements.

ACCOUNTING AND INTERNAL CONTROL SYSTEMS

ISA 265 requires that we report to those charged with governance any significant deficiencies in internal control that we identify in the course of our audit work. Significant deficiencies are those deficiencies that we have identified during the audit and concluded are of sufficient importance to merit being communicated to those charged with governance.

The audit considered internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.

We are pleased to report that overall we found that the Company's systems and internal financial controls were operating effectively. There were no significant deficiencies identified as a result of our work.



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ST LEGER HOMES OF DONCASTER

Board Meeting Briefing Note

Title:	Equality, Diversity and Inclusion (EDI) Policy
Action Required:	Board Approval
Item:	06
Prepared by:	Sarah Moore, Head of HR and OD Dan Debenham, EDI Manager
Date:	01 August 2024

1. Background

- 1.1 St Leger Homes does not currently have in place an EDI policy. Some years ago, the decision was taken to remove the policy in favour of a fairness and inclusion statement.
- 1.2 During the Housing Diversity Network (HND) peer review in May 2023 a recommendation was made to introduce a policy. As this time the recommendation was not accepted but work began to review best practise in this area. Since this time, further information from the Housing Ombudsman has made it clear that there is an expectation for organisations to have a policy in place, and whilst in reality the content of the policy is not entirely dissimilar to the commitments set out in the fairness statement, it is right that we introduce a policy.
- 1.3 Once the policy is agreed, the intention is to review the statement and potentially look to remove this so as to not have unnecessary amounts of documentation.

2. EDI Policy

- 2.1 As this is a brand-new policy it requires board approval.

The policy clearly sets out the definitions of EDI, the legal and regulatory framework which underpins the policy, namely the Equality Act, the Consumer Standards and Public Sector Equality Duty.

The policy is applicable to customers, and employees and clearly sets out our commitments as an organisation, which aligns with the EDI Strategy. The Strategy will end in 2026 and for this reason the proposal is that this policy is also reviewed at this point to ensure that there remains synergy between the two documents.

The Policy refers to the commitment of Board, as well as the training that will be provided to colleagues to ensure that the policy is implemented fairly and consistently.

3. Consultation and Policy Development

- 3.1 The policy was developed taking account of the best practise version as provided by the HDN and has been adapted to meet our specific needs in SLHD.

Consultation has taken place through early 2024 with Heads of Service in the writing of the first draft of the policy, Further consultation took place throughout June and July with the following groups:

- Trade Unions
- One Voice forum
- Internal and External Equality Involvement Groups
- Line Managers across the organisation

A range of feedback was received in particular from our disability involvement group which saw a number of additions made to the policy to bolster the sections specifically related to meeting housing need, service to our tenants, and training. Full details of the specific feedback is available on request.

General support for the policy has been positive.

4 Next Steps

- 4.1 Board is asked to approve the policy, and once approved the policy will be launched to colleagues and customers and made available on our website.



POLICY DOCUMENT

Equality Diversity and Inclusion Policy

POLICY TITLE:	Equality Diversity and Inclusion Policy
LEAD OFFICER:	Equality and Diversity Manager
DATE APPROVED:	August 2024
APPROVED BY:	St Leger Homes, Board
IMPLEMENTATION DATE:	August 2024
DATE FOR NEXT REVIEW:	August 2026
ADDITIONAL GUIDANCE:	Equality Strategy 2022-2026
ASSOCIATED CUSTOMER PUBLICATIONS:	
TEAMS AFFECTED:	All Employees, Contractors, Board Members and St Leger Homes Customers
THIS POLICY REPLACES WITH IMMEDIATE EFFECT:	NA

DOCUMENT CONTROL

For guidance on completing this section please refer to the document version control guidance notes

Revision History

Date of this revision:	July 2024
Date of next review:	August 2026
Responsible Officer:	Head of HR and OD

Version Number	Version Date	Author/Group commenting	Summary of Changes
1	11/04/24	Equality, Diversity and Inclusion (EDI) Manager	First Draft
1.1		Trade Unions, One Voice Forum, Internal and external Equality Involvement Groups, SLHD Line managers	More detail included to clearly show how we meet our obligations under the consumer standards. Further detail added in sections related to meeting housing need and customers need as a result of feedback from equality groups and one voice forum
1.2	15/07/24	EMT	Minor changes to ensure consistency of wording
1.3	23/07/24	Board	

Page	Version	Date	Author
Page 1 of 11	1.3	July 2024	Equality and Diversity Manager

Policy Creation and Review Checklist

ACTION	RESPONSIBLE OFFICER	DATE COMPLETED
Best practice researched (HouseMark, HQN, Audit Commission, general websites)	EDI Manager	April 2024
Review current practices from similar organisations	EDI Manager	April 2024
Review customer satisfaction data from the area the policy relates to	EDI Manager	April 2024
Undertake customer consultation if applicable	EDI Manager	July 2024
Staff consultation through Trade Unions if applicable	Head of HR&OD and EDI Manager	July 2024
Trade Union consultation if applicable	Head of HR&OD and EDI Manager	July 2024
Stakeholder consultation if applicable	Head of HR&OD and EDI Manager	May 2024
Equality analysis carried out through the intranet for all new policies or fundamental changes	EDI Manager	July 2024

NB. The above table must be completed on all occasions. The policy will not be accepted or approved by EMT without this information completed.

Page	Version	Date	Author
Page 2 of 11	1.3	July 2024	Equality and Diversity Manager



POLICY DOCUMENT EQUALITY DIVERSITY AND INCLUSION POLICY

1 Introduction / Background

1.1 St Leger Homes of Doncaster is actively committed to promoting and embedding a culture of equality, diversity and inclusion. We are an organisation which values differences where individuals can be their authentic selves. Our aim is for our organisation to be truly representative of all sections of the society and communities we serve and for each customer, employee, contractor, visitor and other stakeholders to feel respected and valued.

1.2 St Leger Homes of Doncaster also has responsibilities under legislation, regulation and codes of governance including, but not limited to

- the Equality Act 2010 (incorporating the Public Sector Equality Duty);
- the Human Rights Act 1998;
- the National Housing Federation Code of Governance 2020 and any relevant amendments to such legislation or further codes/frameworks of practice.

1.3 The Equality Act 2010 and the Public Sector Equality Duty places important duties on landlords of all properties to ensure legislation with regards to protected characteristics is understood and included in services that the business offer. These duties also include reporting on progress and analysis of strategies and policies to ensure compliance with equality legislation.

2 Purpose

2.1 The purpose of this document is to demonstrate our commitment to embedding equality, diversity and inclusion across the organisation.

3 Scope

3.1 This policy applies to all, all Employees, Contractors, Board Members and St Leger Homes Customers.

Page	Version	Date	Author
Page 3 of 11	1.3	July 2024	Equality and Diversity Manager

4 Ownership and Responsibilities

- 4.1 **The Board** is committed to taking a clear and *active* lead to achieve equality of opportunity, diversity and inclusion. This is in all of the activities of our organisation, including understanding the needs of our residents and communities, as well as the composition of the Board and committee(s).
- 4.2 St Leger Homes of Doncaster recognise a clear commitment is needed from the Board to ensure equality, diversity and inclusion is embedded throughout the organisation. The Board establishes effective leadership and implements robust governance arrangements to support the organisation in meeting its equality, diversity and inclusion objectives and commitments. The Board shall provide leadership on this policy and, working with the Executive Management Team, ensure that it is implemented.
- 4.3 The Board is also responsible for overseeing the organisation's compliance with all legal and regulatory requirements. It shall seek regular updates on how St Leger Homes is meeting its commitments and objectives in relation to equality, diversity and inclusion and how these are being delivered in practice and at least once every 12 months will review the continuing relevance and appropriateness of the commitments and objectives set by the organisation. The Board's review will be supported and informed, in part, by the review and monitoring data and information collected by the organisation as set out at Section 6, below.
- 4.4 All reports to the Board shall include appropriate and robust considerations of equality, diversity and inclusion issues. Equality, diversity and inclusion shall regularly feature as an agenda item for Board meetings and decisions shall be made with effective equality, diversity and inclusion analysis.
- 4.5 Our Colleagues and Customers with direct lived experience of (or particular insight into) the communities we serve shall also be meaningfully engaged in our governance structures.
- 4.6 **All colleagues and Board members** of St Leger Homes of Doncaster are expected to pay due regard to this policy and are responsible for ensuring compliance with it when undertaking their jobs or representing St Leger Homes of Doncaster. All our employees have a responsibility to champion our organisational values which are underpinned by our commitment to equality, diversity and inclusion.
- 4.7 **Any external contractors, sub-contractors, agents or third parties** providing services to, for or on behalf of St Leger Homes of Doncaster are responsible for complying with this policy and we shall take action against behaviours of non-compliance as appropriate
- 4.8 In summary our board will:
- Build an inclusive board culture
 - provide support and challenge to executive colleagues
 - Ensure that EDI is embedded within the business strategy

Page	Version	Date	Author
Page 4 of 11	1.3	July 2024	Equality and Diversity Manager

- regularly review how the Board embeds EDI in its work

5 Policy

5.1 Defining equality, diversity and inclusion

5.1.1 **Equality** is the fair and unbiased treatment of others, taking into account systemic and structural inequalities. This ensures equal opportunity and access for all groups which are protected by legislation.

5.1.2 **Diversity** refers to the presence of people who, as a group, have a wide range of characteristics, seen and unseen, which they were born with or have acquired. These differences can go beyond the protected groups set out in legislation.

5.1.3 **Inclusion** goes further and is where people's differences are valued and used to enable everyone to thrive at work. An inclusive working environment is one in which everyone feels that they belong without having to conform, that their contribution matters and they are able to perform to their full potential, no matter their background, identity or circumstances. An inclusive workplace has fair policies and practices in place and enables a diverse range of people to work together effectively.

5.1.4 These terms are interdependent and go hand in hand in promoting a culture that is actively equal, diverse and inclusive.

5.2 Duties under the Equality Act 2010

5.2.1 St Leger Homes of Doncaster is committed to meeting its obligations and duties under the Equality Act 2010 and to promoting equal opportunities both in the provision of services and in our employment practices. The Equality Act 2010 protects people with 'protected characteristics' from unlawful discrimination, harassment and victimisation (as defined in the Equality Act 2010). The protected characteristics are:

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

As an arm's length management organisation of City of Doncaster Council we are mindful of the additional protected characteristics of 'care leavers' which has been adopted. St Leger Homes has not adopted this protected characteristic however we will be mindful of this group when assessing our decisions and delivering our services.

Page	Version	Date	Author
Page 5 of 11	1.3	July 2024	Equality and Diversity Manager

5.3 Duties under the Public Sector Equality Duty

5.31 St Leger Homes of Doncaster is mindful of its duties under the Public Sector Equality Duty (section 149 of the Equality Act 2010) so far as it should apply to our organisation as a Registered Provider of Social Housing. We continue to have regard to the need to achieve the objectives set out under section 149 of the Equality Act 2010 to:

(a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010;

(b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and

(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.4 Other Duties

5.4.1 St Leger Homes of Doncaster also understands that diversity and risks of discrimination go beyond the protected characteristics set out in the Equality Act 2010 and that it has a moral duty to address discrimination as an employer, a landlord and as a provider of services. We are committed to tackling inequality in its widest sense and challenging discrimination based on a variety of social and cultural characteristics such as the protected characteristics above, but also including:

- Socio-economic background
- Class
- Appearance
- Language
- Accents
- Education
- Learning styles
- Political affiliation

5.4.2 Consumer Standards

The 2024 Social Housing Consumer standards are as follows:

- The Safety and Quality Standard – requires landlords to provide safe and good quality homes and landlord services to tenants.
- The Transparency, Influence and Accountability Standard – requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints when necessary, influence decision-making and hold their landlord to account. Within this standard Tenant Satisfaction Methods (TSMs) require landlords to provide certain information to the Regulator of Social Housing based on resident feedback, such as repairs, safety checks and complaints.

Page	Version	Date	Author
Page 6 of 11	1.3	July 2024	Equality and Diversity Manager

- The Neighbourhood and Community Standard – requires landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.
- The Tenancy Standard – sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by landlords.

We have the following duty under the consumer standards:

- Listen and understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.
- ensure that communication with and information (including policies) for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.
- ensure that our landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required.
- ensure a simple and effective process for tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.
- Ensure the information we collect about our tenants and prospective tenants is robust and up-to-date, sharing how it will be used with tenants.

Above all, we want to foster good relationships, promote equal opportunities and build trust, delivering services with respect, to ensure no one feels disadvantaged by their individuality or by being themselves. We want to go on meeting more than our statutory obligations to promote an inclusive culture that will deliver better engagement and improved service delivery.

In addition to this policy our commitment to ensure that tenants are treated fairly is set out in each of our customer specific policies including the Housing Management Policy, Repairs Policy and the Compliments, Complaints and Comments Policy.

5.5 Strategy Objectives

5.5.1 St Leger Homes of Doncaster has agreed a set of objectives and commitments that reflect our strategy for embedding an equal, diverse and inclusive culture in the organisation for 2022-2026.

- Understand our customers and support their needs
- To ensure the organisation is a leader in inclusion and fairness
- To engage customers effectively, foster good relations and advance equality in local communities
- To fulfil our safeguarding to the highest standards
- To develop a progressive and diverse workforce, in a workplace free from discrimination and harassment

Page	Version	Date	Author
Page 7 of 11	1.3	July 2024	Equality and Diversity Manager

The strategy is our long-term commitment to equality, diversity and inclusion and progress is reported regularly to board as in section 6 below.

5.6 Our Commitments

5.6.1 St Leger Homes of Doncaster is committed to ensuring that our Board's composition comprises people with diverse backgrounds and attributes, having regard to the diversity of the communities that we serve.

5.6.2 Our Commitments to Colleagues and Prospective Colleagues

All St Leger Homes of Doncaster colleagues and job applicants shall be treated in an equal and fair manner, free from any forms of unlawful discrimination, harassment, bullying or victimisation with regard to the protected characteristics set out in the Equality Act 2010 as well as membership or non-membership of a trade union, spent convictions, any caring responsibilities or part-time employment. We shall also make reasonable adjustments using support such as Access to Work where necessary to overcome any potential barriers.

All our workforce related codes of conduct, policies, practices and procedures reflect our values and commitments to equality, diversity and inclusion and our aims to recruit and retain a diverse and inclusive workforce reflecting the communities we serve.

St Leger Homes of Doncaster will not tolerate any forms of unlawful discrimination, harassment, victimisation or bullying. Acts of discrimination or harassment by employees or Board members or committee members of St Leger Homes of Doncaster will result in disciplinary action, in line with the Disciplinary Policy. Failure to comply with this policy will be treated in a similar fashion. Reporting potential incidents should be done in line with current reporting procedures.

5.6.2 Our Commitments to Customers and Tenants

St Leger Homes of Doncaster is committed to ensuring equality of opportunities in the provision of its housing services. Further details of these commitments are set out below.

5.6.3 Meeting Housing Need

We will ensure equality of opportunities, tackle discrimination and promote fair access to our housing services. We will do this by:

- Liaising with statutory agencies to share assessments of the housing needs of local communities and any groups facing discrimination
- Reviewing how our organisation can contribute to meeting these needs
- Strengthening our digital offer and supporting skills to enable access for all and that no one is left behind.

Page	Version	Date	Author
Page 8 of 11	1.3	July 2024	Equality and Diversity Manager

- Partnering with specialist agencies where appropriate to meet the needs of disadvantaged groups
- Ensuring new homes are suitable for people with disabilities and following approved guidance on this.
- Work in partnership with other services including the use of intelligence and data to tackle inequalities, promote equalities and good community relations that have a positive impact.
- Improve the use of Equality Analysis in service design and delivery, capturing challenges and opportunities at the very beginning, ensuring barriers are considered and mitigated where possible

5.6.4 Access to Housing

We will ensure equality of opportunities and promoting fair access to housing by:

- Ensuring a fair and robust Allocations Policy and Housing Management policy, monitoring allocations to ensure direct or indirect discrimination is not occurring
- Working with City of Doncaster Council to eliminate direct or indirect discrimination in the nominations processes and
- Ensuring systems for housing or rehousing residents reflects our equality principles.

5.6.5 Services to Our Tenants

We will ensure equality of opportunities, tackle discrimination and promote fair access to our housing services by:

- Ensuring all residents are treated with fairness and respect;
- Ensuring staff receive appropriate equality, diversity and inclusion training [including unconscious bias training] in relation to the provision of housing services
- Communicating and engaging with residents so that they feel informed about our services and how to access these aligning with our Communications Strategy.
- Listening to service users through consultations and complaints to produce evidence-based analysis that informs service design and delivery aligning with our Tenant Voice Strategy.
- Consulting with residents and obtaining their views particularly in relation to our equality, diversity and inclusion commitments
- Seek to enhance the way that we engage with communities including those with protected characteristics using a flexible menu of engagement, to ensure as many voices are heard and feedback is given to them.
- Collect and update data around our customers so we have a better understanding of their needs such as our vulnerable customers so we can overcome any barriers and tailor services to meet their needs.

Page	Version	Date	Author
Page 9 of 11	1.3	July 2024	Equality and Diversity Manager

- Strengthening our digital offer and supporting skills to enable access for all and that no one is left behind.
- Ensuring any resident involvement and participation activities promote involvement from all groups of residents
- Ensuring procedures e.g., complaints procedures are clear, simple accessible to all, including using alternative languages where appropriate
- Taking a zero tolerance approach on harassment of residents and pro-active working with other agencies to tackle all forms of harassment with clear avenues through complaints processes to report discrimination, harassment and racism.
- Ensuring all forms of information and communication are accessible to residents (e.g., large print, audio tapes, translation or interpretation services)
- Ensuring housing and associated services take into account the sensitivities and needs of different groups including in relation to the equality strands, social and cultural and religious needs and residents with additional support needs
- Work in partnership with other services including the use of intelligence and data to tackle inequalities, promote equalities and good community relations that have a positive impact.
- Improve the use of Equality Analysis in service design and delivery, capturing challenges and opportunities at the very beginning, ensuring barriers are considered and mitigated where possible

5.7 Training

St Leger Homes of Doncaster is committed to ensuring all staff receive appropriate equality, diversity and inclusion training through their induction and every 2 years following this. All new members of staff will be made aware of this policy as part of their induction.

Colleagues will be supported and enabled to access personal and career development in line with our learning and organisational development policy, with support to address barriers that may arise.

5.8 Recruitment

Line managers involved in recruitment of new colleagues are required to attend recruitment training and this includes a focus on unconscious bias.

6 Monitoring, Compliance and Effectiveness

6.1 St Leger Homes of Doncaster have developed and continually review and report against a set of metrics to enable us to track progress against our equality, diversity and inclusion commitments and objectives.

Page	Version	Date	Author
Page 10 of 11	1.3	July 2024	Equality and Diversity Manager

- 6.2 Regularly, and at least once every 12 months, we review and monitor our progress against our equality, diversity and inclusion commitments and objectives in order to ensure we are meeting organisational, legal, regulatory and best practice requirements publishing a progress ‘snapshot’ report each quarter and a forward look each 12 months.
- 6.3 We shall regularly, and at least once every 12 months, ensure that our employee pulse surveys enable us to gather data from the workforce to measure the impact of our activity on the working environment to ensure all data is as up to date as possible and to gain the views of all staff. These surveys will help to inform our progress against our commitments and objectives.
- 6.4 We collect data from our customers upon application and at other times to understand the different needs of our customers. Much of this information forms part of our regular reporting to the Board. It is also used effectively to identify best practice as well as gaps or shortcomings within our organisation and to tailor our approach in correcting these.
- 6.4 Where barriers to collecting data exist, we will take action to identify, understand and remove these to ensure St Leger Homes of Doncaster has the best quality of data to inform our progress on our objectives and commitments and also to aid better decision making.
- 6.4 We are committed to utilising a range of methods and forms of insight to gather data, customer feedback and involve our employees, partners and stakeholders in our work to champion our equality, diversity and inclusion commitments these include but are not limited to :
- Customer and Employee Involvement Groups
 - Surveys and Questionnaires
 - Colleague customer interactions (such as visits and calls)
 - Attendance and involvement on local and national networking groups such as Housing Diversity Network, Minority Partnership Board, Ethnic Culture Fusion Network

Page	Version	Date	Author
Page 11 of 11	1.3	July 2024	Equality and Diversity Manager

ST LEGER HOMES OF DONCASTER LTD

Board Briefing Note

Title:	Quarter 1 ended 30 June 2024 KPI dashboard
Action Required:	For information
Item:	07
Prepared by:	Nigel Feirn Head of Finance and Business Assurance
Date:	01 August 2024

1. Purpose

- 1.1. To provide Board members with the KPI dashboard as at the end of Quarter 1 (Q1) 30 June 2024, and brief commentary for those KPIs where their target are not being met.
- 1.2. Appendices are attached as follows:
 - A : KPI dashboard 30 June 2024; and
 - B : Latest Housemark monthly pulse surveys.

2. Executive summary

- 2.1. 40 KPIs were agreed with City of Doncaster Council (CDC) at the start of the 2024/25 financial year, comprising the Tenant Satisfaction Measures (TSM) that are required by the Regulator for Social Housing, plus other SLHD operational KPIs. **Appendix A** details each measure.
- 2.2. Of the 40 KPIs, thirteen are measured annually – one being the energy efficiency KPI and the other twelve are the customer satisfaction TSMs that we undertake through tenant perception surveys throughout the year.
- 2.3. The table below summarises the KPIs at the end of Q1, with comparatives from earlier years. At the end of Q1, sixteen of the 27 KPIs being measured at quarter end were met or were within agreed tolerances of target.

KPIs	Q1 24/25	Q4 23/24	Q3 23/24	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Green (meeting target)	13	9	9	8	4	6	7	5	6
Amber (within tolerance)	3	6	3	3	1	4	1	2	1
Red (not meeting target)	11	6	8	9	9	6	7	8	6
No target (homelessness)	-	-	-	-	-	2	2	2	2
Annual	13	1*	2	2	4	1*	2	2	4
Total	40	22	22	22	18	19	19	19	19

* data unavailable

- 2.4. In addition to the above 40 KPIs agreed with CDC, two further SLHD Board annual KPIs have been set to measure (1) employee satisfaction with SLHD as an employer – target 80%, and (2) employee turnover – target 15%. Employee satisfaction will be measured through staff surveys at various points in the year and reported when results become available. Employee turnover will be reported quarterly for Q1 stands at 1.2%, better than the YTD target of 3.75%.

3. KPI commentary

3.1. KPI 2 : Void rent loss (lettable voids)

Target **0.70%**
Q1 24/25 performance **0.82%** **WORSE THAN TARGET – RED**

The KPI of 0.70% equates to approximately 140 lettable void properties.

	Q1 24/25	Q4 23/24	Q3 23/24	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Void rent loss YTD %	0.82%	0.68%	0.68%	0.70%	0.73%	0.67%	0.67%	0.72%	0.76%
Target %	0.70%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Lettable Void numbers	127	102	108	79	122	127	118	92	133

The total number of voids held at the end of June shows an increase at 162 when comparing to year end of 125. The total figure of 162 consists of the following;

- 127 lettable voids;
- 30 acquisitions, of which, eight are properties at St George's Court; and
- five non-lettable voids.

Void Rent Loss (VRL) in-month performance for June shows a slight decline at 0.94% when compared to May's 0.92% and April's 0.81%.

As a result, the YTD KPI shows a decline at 0.82% compared to previous months.

An increase in the number of acquisitions and eight of the properties recently purchased at St George's Court have contributed to the increase. The number of voids received which require major work is also showing an increase.

Bi-weekly voids meeting take place with colleagues from HomeChoice and Housing Management. All voids are reviewed and information is shared to ensure properties can be repaired and re-let at the earliest opportunity.

3.2. KPI4 : Average number of nights in hotel accommodation

Target **21 days**
Q1 24/25 performance **39 days** **WORSE THAN TARGET – RED**

This is a new KPI for 24/25 replacing the number of placements in hotels at the end of the month.

The average number of nights is high which is skewed by a small number of long-standing cases. For example, the exclusion of the eight cases over 100 nights the average number of nights would reduce the average to 31 nights.

- 21 cases who left stayed over 50 nights.
- 34 cases stayed between 29-49 nights.
- 7 cases stayed between 15-28 nights.
- 25 cases stayed less than 14 nights.

An action plan is in place to reduce Temporary Accommodation (TA), including weekly performance clinics chaired by service managers, with an escalation to HOS to remove any blockages. This will reduce the number of nights as the more challenging cases are placed.

3.3. KPI 6 : Stage 1 and 2 Complaints relative to the size of the landlord (per 1000 properties)

This was a new KPI in 2023/24 and part of the new Tenant Satisfaction Measures required by the Regulator.

The Housing Ombudsman code quotes: 'High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.'

It should be noted here that the TSM reports complaints from 'residents' who are tenants and leaseholders only. SLHD also measures all complaints received, regardless of who the complainant is. The table below therefore reports both the TSM KPI and the SLHD indicator for all complaints to show the differences and to also indicate how they compare to target.

	KPI target Q1 24/25	TSM Q1 24/25	<u>'Residents' only</u>	SLHD Q1 24/25	<u>All</u> complaints
Stage 1 complaints	11.1	14.5	WORSE THAN TARGET	18.4	WORSE THAN TARGET
Stage 2 complaints	0.9	1.7	WORSE THAN TARGET	1.8	WORSE THAN TARGET
Stage 1&2 complaints	12.0	16.2	WORSE THAN TARGET	20.2	WORSE THAN TARGET

For the TSM KPI, a total of 319 complaints were received from residents - 286 Stage 1 and 33 Stage 2. All complaints totalled 403, comprising 367 Stage 1 and 36 Stage 2, and all were received fairly evenly throughout the quarter.

For the KPI target to have been met at the end of Q1, less than 250 complaints should have been received.

There are a number of possible reasons why complaints are high.

- We have increased publicity on how to complain via social media, posters in communal areas and TV screen in Civic reception;
- Changes in regulation - Housing Ombudsman Code. We log complaints where customers express any dissatisfaction, they do not have to say the word 'complaint';
- We now log member enquiries that express a dissatisfaction or have previously been raised, as a Stage 1 complaint.

For Stage 2, we have increased awareness on how to escalate to the next stage if the complainant is not satisfied.

We have had an increase in pre-determination enquiries from the Housing Ombudsman requesting that we investigated a referred complaint to their office from the complainant under our Stage 2 procedures.

As of this month we have engaged with the Tenant Scrutiny Panel to scrutinise complaint responses and whether we are dealing with complaints in accordance with our policy and the Housing Ombudsman's Complaints Code.

The majority of complaints are again due to four main themes, in order; policy, time taken, staffing and service delivery.

3.4. KPI 7 : Complaints responded to within target timescale

	Target	Q1 24/25 Performance	
Stage 1 complaints	92.3%	99.6%	BETTER THAN TARGET
Stage 2 complaints	92.3%	80.0%	WORSE THAN TARGET
Stage 1 & 2 complaints	92.3%	97.8%	BETTER THAN TARGET

For reference, target timescales are full responses within 10 working days for Stage 1 and 20 working days for Stage 2.

At this early stage, strong performance on Stage 1 complaints but below target on Stage 2 matters.

Heads of Service now investigate all Stage 2 complaints which will make the process more efficient. This has enabled efficiencies across the Customer Relations Team and reduced delays in investigating Stage 2 complaints.

We are currently in the process of automating our Stage 2 processes to streamline processing and have commenced a review of the information provided to HOS to support their review of the complaint at Stage 2.

3.5. KPI 10 : Percentage of Emergency and Non Emergency Repairs completed within target timescales

	Target	Q1 24/25 Performance	
Emergency repairs	95%	63.3%	WORSE THAN TARGET
Non-emergency repairs	85%	77.6%	WORSE THAN TARGET
Emergency & Non-emergency repairs	88%	68.0%	WORSE THAN TARGET

Depending on the nature of the repair, SLHD has two targets for:

- Emergency Repairs – 2 hours and 24 hours: and
- Non-Emergency Repairs – 5 working days and 20 working days.

Month on month performance remains disappointing but stable. Due to demand on the repairs service and the volume of work already in calendars there is very little immediate availability to re-arrange follow on works or appoint works when first contacted. This leads to work often being planned beyond the required completion dates with no possibility of completing within timescale.

Whilst ever our next available appointment date remains further away than required timescales there will not be a dramatic improvement in performance.

There has however been encouraging signs seen in the next available appointment information, especially in the plumbing and electrical calendars, however this would be expected during the quieter summer period and may not be maintained into the busier winter period. Presently cleansing the backlog of repairs, these don't impact on performance as they are not yet in calendar but when completed will allow for improved planning.

There are five trade vacancies which are in various stages of the recruitment process that when completed should provide further availability. A report is going to EMT shortly around the backlog options and consideration needs to be given on the option of removing some already appointed repairs to create availability before the increase in demand that comes with the winter months.

Daily analysis is being undertaken by the R&M improvement manager and shared with CAT and ARC in an attempt to reduce the number of 'attend today' (A2D) and call out repairs.

3.6. KPI7 : % of Local Revenue and Capital Expenditure

Target	70%	
Q1 24/25 performance	37%	WORSE THAN TARGET – RED

142 suppliers received payment in the month. June's in-month KPI fell back to 33% from a higher May figure. The YTD KPI fell as result to 37% and still well below target. Yorkshire & Humber spend in month and YTD figures are 54% and 62% respectively.

This is largely because of £1.5m of payments to Wates, accounting for 40% of the spend in the month, and similar percentages throughout the quarter. After Wates, the next six suppliers received payments between £100k and £200k in June, totalling a further £1m, and two of these were not local. The top seven suppliers therefore accounted for nearly three quarters of the total spend in the month and this is consistent with levels in May and April.

At the end of Quarter 1, 305 different suppliers have received payments totalling £9.9m, over a third of which have been to Wates and is outside of the region. For this one contractor alone, had it been within Doncaster the YTD KPI would be 70%. The other main 'works' contractors are a mix of Doncaster, Y&H and outside of the region, and the timing and value of their monthly payments also influence the KPI.

The main actions for this KPI are to source, wherever possible, Doncaster based suppliers, and if not, then Yorkshire based. This isn't always possible and for 23/24 and 24/25 YTD the KPI not meeting target is primarily due to one contractor, but this is unavoidable due to the nature of the works on the high-rise buildings.

3.7. KPI 21 : % of properties not meeting the Decent Home Standard

Target	0.00%	
Q1 24/25 performance	5.03%	WORSE THAN TARGET – RED

The number of properties failing to meet the Decent Homes Standard has increased during Q1 and now stands at 5.03% (1,002 properties compared to 829 at the end of Q4).

This is mainly due to more properties having been identified as having a category 1 hazard through the stock condition surveying process. Any properties with a category 1 hazard cannot be classified as decent, even if the hazard is just for example, a single cracked socket.

At the end of Q1, 785 of the 1,002 properties that are non-decent is due to there being a category 1 hazard present, compared with 673 properties in Q4.

Whilst some category 1 hazards that were outstanding at the end of Q4 have since been addressed during Q1, there are some that remain outstanding at the end of the quarter. In addition, 493 new category 1 hazards have been identified in Q1 through the stock condition surveying process.

Action has been taken to resolve all outstanding category 1 hazards, and in the main this has involved raising repairs as required. However, the volume of repairs needed, coupled with high ongoing day-to-day repair demand, and a pre-existing repairs backlog, means that there has been insufficient operative capacity to complete all the repairs required as quickly as we would have liked.

During Q2, work is ongoing to reallocate internal staffing resources from planned investment schemes to responsive repairs to help address the outstanding category 1 hazards and wider backlog of repairs. This should help reduce the number of outstanding category 1 hazards, and in turn the number of non-decent properties.

Report author
Nigel Feirn

Appendix A KPI Dashboard Q1 ending 30 June 2024
Appendix B Latest Housemark monthly pulse surveys

KPI	TSM	Indicator	23/24 Outturn	24/25 Q1	24/25 Q2	24/25 Q3	24/25 Q4	Target Q1	Target Year end	DoT
1		Percentage of current rent arrears against annual debit %	2.72%	2.74%				3.05%	2.95%	↓
2		Void rent loss (lettable voids) %	0.68%	0.82%				0.70%	0.70%	↓
3		Average Days to Re-let Standard Properties ytd (days)	24.9	24.2				24.0	24.0	↑
4		Average no. of nights in hotel accommodation (nights)	n/a	39.1				21.0	21.0	n/a
5		% of settled accommodation at Prevention stage (New)	32.0%	45.4%				30.0%	30.0%	↑
6a	CH01a	Number of stage 1 complaints per 1,000 properties (New)	50.7	14.5				11.3	47.0	↓
6b	CH01b	Number of stage 2 complaints per 1,000 properties (New)	3.1	1.7				0.7	3.0	↓
6	CH01	Number of stage 1 and 2 complaints per 1,000 properties (New)	53.8	16.2				12.0	50.0	↓
7a	CH02a	% of Stage 1 Complaints responded to within timescale (New)	91.9%	99.6%				92.3%	92.3%	↑
7b	CH02b	% of Stage 2 Complaints responded to within timescale (New)	86.9%	80.0%				92.3%	92.3%	↓
7	CH02	% of Complaints responded to within timescale (New)	89.3%	97.8%				92.3%	92.3%	↑
8		Number of tenancies sustained post support	99.3%	98.9%				97.3%	97.3%	↓
9		Number of repairs first visit complete	95.1%	94.3%				94.0%	94.0%	↓
10a	RP02a	% of emergency responsive repairs completed within timescale.	81.5%	63.3%				95.0%	95.0%	↓
10b	RP02b	% of non-emergency responsive repairs completed target timescale.	62.8%	77.5%				85.0%	85.0%	↑
10	RP02	% of non-emergency & emergency responsive within timescale.	69.5%	68.0%				88.0%	88.0%	↓
11	BS01	Gas: % of properties with a valid gas servicing certificate	100.00%	99.8%				100.0%	100.0%	↓
12	BS02	Fire: % homes all risk assessments have been carried out (New)	100.00%	100.00%				100.0%	100.0%	↔
13	BS03	Asbestos: % homes surveys or re-inspections completed (New)	100.00%	100.00%				100.0%	100.0%	↔
14	BS04	Legionella: % homes where all assessments completed (New)	100.00%	100.00%				100.0%	100.0%	↔
15	BS05	Lifts: % homes all communal lifts safety checks completed (New)	100.00%	100.00%				100.0%	100.0%	↔
16		Days lost through sickness per FTE (annualised)	11.2	10.9				10.0	10.0	↑
17		Percentage of Local Expenditure % Revenue and Capital	39.7%	36.7%				70.0%	70.0%	↓
18	NM01a	No. of ASB Cases per 1,000 properties	62.2	16.3				17.8	60.0	↓
18a	NM01b	No. of ASB Cases that involve hate crimes per 1,000 properties	0.7	0.2				2.5	10.0	↑
19		Number of residents in training, education or employment	108	29				26	97	↑
21	RP01	Percentage of homes not maintaining decent standard %	3.05%	5.03%				0%	0%	↓

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 tolerance of target	Not meeting/worse than target
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Month	Housemark pulse survey benchmarking - IN MONTH performance	Q1	Median	Q3	SLHD	quartile
May-24	Voluntary staff turnover (%)	0.49%	0.80%	1.17%	0.37%	Q1
May-24	Average re-let time in days (standard re-lets)	30.0	48.0	74.9	21.9	Q1
May-24	Stage 1 and Stage 2 complaints resolved within timescale (%)	100.0%	91.7%	72.1%	95.7%	Q2
May-24	Responsive repairs completed per 1,000 properties	215.24	264.54	311.00	292.88	Q3
May-24	'True' current tenant arrears (%)	2.00%	2.81%	3.79%	2.85%	Q3
May-24	Dwellings vacant but available to let (%)	0.30%	0.49%	1.00%	0.74%	Q3
May-24	Formal Stage 1 and Stage 2 complaints received per 1,000 properties	2.63	4.56	7.37	7.00	Q3
May-24	Homes with a valid gas safety certificate (%)	100.00%	99.96%	99.80%	99.79%	Q4
May-24	New ASB cases reported per 1,000 properties	1.49	3.30	5.75	6.50	Q4
May-24	Responsive repairs completed within target timescale (%)	90.0%	83.1%	73.5%	67.9%	Q4
May-24	Working days lost to sickness absence (%)	2.6%	3.6%	4.5%	4.6%	Q4
May-24	Domestic properties with EICR certificates up to five years old (%)	99.81%	99.05%	96.24%	91.90%	Q4
May-24	Customer contact received via digital channels (%)	44.8%	35.8%	21.0%	no data	
May-24	Satisfaction with the overall service their landlord provides - perception (%)	82.1%	76.3%	69.0%	no data	
May-24	Satisfaction with repairs - transactional (%)	93.1%	88.7%	83.2%	no data	
Apr-24	Voluntary staff turnover (%)	0.45%	0.85%	1.30%	0.24%	Q1
Apr-24	Average re-let time in days (standard re-lets)	29.7	41.7	73.6	27.5	Q1
Apr-24	Stage 1 and Stage 2 complaints resolved within timescale (%)	100.0%	88.7%	67.2%	100.0%	Q1
Apr-24	Homes with a valid gas safety certificate (%)	100.00%	99.97%	99.87%	99.97%	Q2
Apr-24	Responsive repairs completed per 1,000 properties	327.49	270.79	208.82	301.30	Q2
Apr-24	'True' current tenant arrears (%)	2.13%	2.76%	3.74%	2.86%	Q3
Apr-24	Dwellings vacant but available to let (%)	0.29%	0.55%	0.90%	0.75%	Q3
Apr-24	New ASB cases reported per 1,000 properties	1.56	2.97	5.08	4.80	Q3
Apr-24	Formal Stage 1 and Stage 2 complaints received per 1,000 properties	2.99	4.38	7.79	6.60	Q3
Apr-24	Responsive repairs completed within target timescale (%)	91.4%	83.2%	73.2%	66.5%	Q4
Apr-24	Working days lost to sickness absence (%)	2.6%	3.4%	4.5%	4.8%	Q4
Apr-24	Domestic properties with EICR certificates up to five years old (%)	99.80%	99.05%	96.37%	88.99%	Q4
Apr-24	Customer contact received via digital channels (%)	42.1%	33.1%	20.1%	no data	
Apr-24	Satisfaction with the overall service their landlord provides - perception (%)	81.9%	75.9%	69.6%	no data	
Apr-24	Satisfaction with repairs - transactional (%)	92.8%	88.6%	82.7%	no data	

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 1 August 2024

Item : 08

Subject : Q1 Revenue Monitoring Report
2024/25

Presented by : Julie Crook
Director of Corporate Services

Prepared by : Nigel Feirn, Head of Finance and
Business Assurance

Purpose : To inform St Leger Homes of
Doncaster (SLHD) Board of the
projected revenue income and
expenditure for 2024/25 and the actual
and committed income and
expenditure to date as at 30 June 2024.

Recommendation :

For Board to note the Revenue Monitoring report as at 30 June 2024 and the projected outturn for the financial year 2024/25.

Company Number 05564649

A Company Limited by Guarantee Registered in England

To : SLHD Board

Agenda Item No. 08

Date: 1 August 2024

1. **Report title**

1.1. Q1 Revenue Monitoring Report 2024/25.

2. **Purpose**

2.1. To report income and expenditure to 30 June 2024, projected for 2024/25, variances to the approved budget and related commentary.

3. **Executive Summary**

3.1. At the end of the first Quarter of 2024/25, there are a number of variances to budget to note in the projected outturn to 31 March 2025, largely due to budget assumptions and higher than anticipated activity in certain areas. These are commented on below.

3.2. An **overall Deficit** is projected for the year of **£304k**, comprising a **Surplus** on HRA activities of **£235k** and a **Deficit** of **£539k** on General Fund activities.

3.3. However, it should be noted that the projections include the projected positive impact of the pay award (see below) which has been projected at £251k. This will need to be repaid to CDC and therefore the projected **overall Deficit would be £555k**. All of this is General Fund related as HRA activities are projecting a breakeven position, as summarised in the table below:

	HRA £k	GF £k	SLHD £k
Initial projected Surplus(-) / Deficit	-235	539	304
Pay award impact – to be repaid to CDC	-235	-16	-251
Projected Surplus(-) / Deficit after repayment	0	555	555

3.4. The pay award offer for 24/25 is at £1,290 per person for employees up to Grade 9, equivalent to a 4.24% increase. Above Grade 9 the offer is 2.5%. A final agreement on the pay award has not been reached, but our projections are based on the current offer being accepted. The budget assumed a 5% increase for all employees, so the lower offer has been estimated at this stage to be a £251k saving. This is split £235k HRA and £16k GF as shown in the table above.

3.5. For the HRA, additional Management Fee of £260k has also been approved and projected and this is specifically for EICR testing works to be undertaken by an external contractor, which sees an equivalent overspend to budget (see below).

4. **Budget pressures / projected variances**

4.1. The table below summarises the main variances projected at Q1 and why these are expected to occur. Further comments appear below

	HRA	GF	Comments
<u>Variences</u>	Q1 projected variance	Q1 projected variance	
	£k	£k	
<i>Salaries - excl Call Out</i>	-493	-87	<i>Vacant posts</i>
<i>Salaries - Call Out</i>	340	0	<i>Budget £662k, Projection £1,002k</i>
<i>Salaries - Pay award</i>	-235	-16	<i>Pay award - over budgeted (see 3.3 above)</i>
Salaries total	-388	-103	Total impact of the above
Temporary staff	14	10	Vacant post cover
Premises	0	142	Increased Temporary Accommodation usage -see below
Supplies and Services	217	2,017	HRA disrepair, high rise cladding / GF hotels and security
Building Materials	48	0	Primarily related to additional capital income - see below
External Contractors	437	0	Primarily EICR testing
Addl. Management Fee	-260	0	Additional fee for EICR contracts works - see below
Capital Income	-261	0	Primarily Milton Court and planned electrical works
Other Income	0	-1,526	HB - higher hotel costs and TA usage, lower recovery
Net Others	-7	-1	
Deficit	0	539	

Key assumptions applied and additional commentary on main variances

- 4.2. The table above shows the main projected variances at this early stage which are commented on below.
- 4.3. Salary costs – vacant posts. A full review of budgeted posts that are currently vacant has been undertaken and incorporated into the projections.
- 4.4. Salary costs – Call out costs are already projecting to be £340k (52%) over budget. Analysis of recent call outs and related processes has been undertaken and this will hopefully bring this projection down over the next few months.
- 4.5. Salary costs pay award – the projections are based on the current offer to staff as detailed in paragraph 3.4 : Impact is £251k budget savings and will require repayment to CDC.
- 4.6. Additional Management Fee and External Contractors – For the HRA, additional Management Fee of £260k has been projected and is specifically for EICR testing works undertaken by an external contractor, which sees an equivalent overspend to budget.
- 4.7. Capital income – additional works to be completed : £100k Milton Court roof, £91k Planned Electrical works, £50k M&E communal blocks, £20k CO detector slippage.
- 4.8. Homelessness : Temporary Accommodation (TA) and Hotel costs – activity and spend are currently higher than budgeted and expected to continue. Related Housing Benefit (HB) income recovery rates are lower than budgeted but have started to improve in late May and early June (see detailed analysis below). Section 8 below details the budgeted and projected numbers and related costs and income in the Quarter 1 projections.

- 4.9. In summary, the TA budget assumes 165 properties and a HB recovery rate of 95%. Projections are based on current operations and 170 properties have been assumed for the rest of the year, with a HB recovery rate of 88%
- 4.10. For hotels, numbers and costs, plus related security are also much higher and recovery rates are much lower than budgeted, with actions in place to address. The projections assume :
- 110 placements per night for the rest of the year;
 - higher security costs (double the budget); and
 - improving HB recovery rate – increasing to 83% by March 2025 but below budget.
- 4.11. No additional funding, ie grant income, has been assumed other than what has been reported above.
- 4.12. All other budget lines have been projected to be in line or broadly in line with their respective budgets.

Employees

- 4.13. Commentary appears throughout this report about staffing levels and vacant posts. Vacancies continue to exist in all Directorates throughout the year as a result of employee turnover and difficulties in recruiting.
- 4.14. The table below summarises the budgeted number posts for the year together with the number of vacant posts each area by quarter. The budget assumed a Vacancy Factor of 4% which equates to approximately 34 Whole Time Equivalents (WTEs).

		24/25	Vacant posts 23/24				Vacant posts 22/23			
Budgeted		Q1	Q4	Q3	Q2	Q1	Q4	Q3	Q2	Q1
24/25		24/25	23/24	23/24	23/24	23/24	22/23	22/23	22/23	22/23
WTEs	<u>Directorate</u>	WTE	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>
212.7	Housing and Customer	3.9	5.6	7.6	9.0	19.0	9.6	15.1	6.5	11.7
65.0	Corporate	2.6	2.5	4.5	5.5	5.7	2.0	3.5	3.0	6.0
89.2	Asset Management	10.6	8.0	7.6	9.0	11.0	12.6	13.1	17.8	22.4
446.0	Property	41.0	38.1	42.5	42.0	45.5	42.5	44.0	44.4	55.2
50.0	Home Options (GF)	4.5	2.5	10.0	11.0	4.0	*1.0	*1.0	*2.5	*23.0
853.3	Totals	62.6	56.7	72.2	76.5	85.2	67.7	76.7	74.2	118.3

* includes temporary posts agreed as part of the 22/23 recovery plan and were not included in the budgeted establishment

Operations – HOS commentary on year to date key operational points and Risks/Key issues/Actions

5. Housing Services:

- 5.1. The Directorate is projecting an end of year underspend of £51k and no major issues at this early stage.

Housing Management

- 5.2. The staffing budget underspend is mainly due to a couple of vacant admin posts that we are looking to recruit imminently. One vacancy is currently out to advert and the other is proposed to be used to increase housing officer resource.
- 5.3. There are no major concerns regarding budgets, some pressures exist around additional expenditure on St Georges Court, the newly acquired single persons development and also on security screening on tenanted properties.
- 5.4. We are also experiencing a shortage of caretaker resources, due to the volume and difficulty of the work on void gardens.

Customer Services:

- 5.5. No major issues at this early stage.

6. Corporate Services: HR&OD, Finance and ICT

- 6.1. The Directorate is projecting a very small overspend of £7k and there are no major issues or budget pressures at this early stage.

7. Property Services:

Property Services: Asset Management Services

- 7.1. At the end of Quarter 1, the service area is forecasting an end of year underspend of £116k. This is a reduction on the forecast last month.
- 7.2. Vacancies within the team continue to be the main contributing factor to the forecast underspend, although the situation is improving with more recent appointments having been made and staff due to start in post over the coming months.
- 7.3. The overall forecast overspend position does mask pressures in other parts of the budget which have arisen due to:
- Skip usage and refuse collection costs at Shaw Lane continues to be high. It is already anticipated that spend by year end will exceed budgets as a result of changes to waste regulations.
 - The number of active disrepair cases continues to rise (currently 207 live cases, with 75 new cases received in Q1), with 12 cases approaching court stage. Defending cases is becoming more problematic due to delays in repairs being completed, leading to more settlements being made. In Q1 settlement costs were £43k – almost half the annual budget.

- HRA play area repairs and maintenance costs are expected to be approximately double usual costs this year (from around £5k per year to £11k), due to health and safety issues and damage that needs to be repaired.

Property Services: Building Safety

- 7.4. No major issues at this early stage. Staffing team fully resourced other budgets currently on track to spend with budget for this year, no issues with vehicles.

Property Services: Building Services

- 7.5. Employee expenses; These are now forecasting a £91k saving, reduced from £116k at period 2. This includes the £116k pay award adjustment. A one-off Call Out Holiday Pay annual payment is £43k over budget due to the higher volume of call outs. Further savings on vacancies of £38k were partially offset by an additional £20k projected overtime costs on Void works due to continued high demand.
- 7.6. Transport; Fuel savings of £25k have been projected at Q1 due to lower price per litre than average in 23/24. Usage is slightly higher, but this is driven by the backlog of repairs being addressed and the revised one repairs areas bedding in.
- 7.7. Materials; Currently projects a £48k overspend based on additional Capital Income (see below) offset with £34k credits from boilers where the £120k additional costs for clean heat legislation was consequently scrapped.
- 7.8. External Contractors; Show an overspend largely due to the £260k EICR tests (slippage from last year and this year's programme) this is funded from an additional £260k management fee from CDC. Some other under and overspends are projected at this stage from carrying out ad-hoc works that have no specific budget for.
- 7.9. Risks : The main risks continue around repair volumes/backlogs/CAT 1 hazards and the impact on performance as we add older jobs into diaries, resource levels including contractors where we have no outlet, and call out charges with around 305 attend todays that cannot fit into daily diaries. Continued risks are also around volume of works, priority works and resource to carry out all outstanding logged jobs.

7.10. Repairs and voids volumes to date with comparatives are as follows :

<u>Year to date repairs orders</u> – 3 months	Jun-24	Jun-23	Jun-22	Jun-21	Jun-20	Jun-19
	no.	no.	no.	no.	no.	no.
Emergency Orders	5,775	5,296	5,365	2,027	1,848	1,982
Urgent Orders	5,389	5,331	6,026	8,472	5,531	7,983
Routine Orders	6,886	7,072	3,824	4,195	1,012	4,099
Scheduled Orders	99	211	2,582	2,797	2,762	2,785
Total	18,149	17,910	17,797	17,491	11,153	16,849
<u>Voids</u>						
Terminations – <u>Year to date</u>	282	307	281	351	219	378
Lettings – <u>Year to date</u>	250	318	315	277	n/k	n/k
Lettable voids <u>at month end</u>	127	122	134	125	194	134
Non lettable/aquisitions <u>at month end</u>	* 35	10	10	8	0	0
Earmarked for demolition	0	0	8	0	0	0
Gross voids <u>at month end</u>	162	132	152	133	194	134

* 30 of the 35 are acquisitions, eight of which are at St George's Court

8. General Fund : Housing Options

- 8.1. The Housing Options service is currently projecting a Deficit of £539k before the pay award repayment of the £16k to CDC. By far the main contributors to the Deficit are (1) continued high demand on hotel placements, (2) related security, (3) higher than budgeted TA properties and (4) lower than budgeted recovery of Housing Benefit.
- 8.2. The table at 8.4 below shows that the impact of these four activities is a net overspend to budget of £610k. Projected savings of £93k on staff costs offset this slightly to return the projected £539k Deficit.
- 8.3. Despite a reduction in total hotel nights during June compared to May, April and March, hotel placements remain high compared to the first quarter of 2023/24 and hotel costs remain the main budget pressure.
- 8.4. The table below summarises the budgeted and projected costs, related income and net positions of hotel and temporary accommodation placements from three months this year. The table reflects the increased demand and also the volatility in the financial projections when assumptions change.

	Budget 24/25	Projected June	Projected variance
Costs	£k	£k	£k
Hotels	1,147	3,014	1,868
Security	145	294	149
TA	666	807	142
Riverside	23	23	0
Costs total	1,980	4,139	2,158
Income	£k	£k	£k
Hotels	-1,032	-2,503	-1,471
Security	0	0	0
TA	-632	-710	-77
Riverside	-23	-23	0
Income total	-1,687	-3,236	-1,549
Net cost	£k	£k	£k
Hotels	115	511	396
Security	145	294	149
TA	33	98	64
Riverside	0	0	0
Net total	293	903	610

- 8.5. For the remainder of the year, the projected average number of hotel placements per night is 110 and 170 TA properties in use, compared to budget levels of 45 per night and 165 properties respectively.
- 8.6. Housing Benefit income recovery rates are improving for hotel placements and TA, but is expected to be slightly below the 90% and 95% budgeted levels by year end.

- 8.7. A Temporary Accommodation Action Plan is in place and a deep dive into HB process to address why recovery rates were low, and this is now on an upward trajectory and is a much-improved projection for income since the beginning of Q1. Projections remain prudent and are subject to scrutiny by the Council each month.
- 8.8. Whilst we anticipate a reduction in placements into hotels and have weekly performance clinics in place to challenge and escalate difficult cases to remove blockages in the system, moving people on remains challenging and therefore forecasts are prudent at this stage.
- 8.9. Recruitment for two vacant posts is being progressed.

9. Recommendation

- 9.1. For Board to note the Revenue Monitoring report as at 30 June 2024 and the projected outturn for the financial year 2024/25.

10. Procurement

- 10.1. Procurement implications are referenced as appropriate in the body of the report.

11. Value For Money

- 11.1. Implications are referenced in this report as appropriate. Close budgetary control is imperative. Finance staff are working closely with budget holders to ensure use of timely and accurate information, achieving VFM and robust procurement.

12. Financial Implications

- 12.1. Financial implications are considered within the body of the report.

13. Legal implications

- 13.1. There are no legal implications arising from this report.

14. Risks

- 14.1. Financial and Operational risks are detailed in the report.

15. IT Implications

- 15.1. IT implications are referenced in this report as appropriate.

16. Consultation

- 16.1. No specific implications arising and references are implicit within the report where appropriate. Customer involvement and consultation were built in to the budget setting process and budget holders have been directly involved in the revenue monitoring process.

17. Equality and Diversity

- 17.1. There are no diversity issues arising from this report.

18. Communication

18.1. There are no communication requirements arising from this report.

19. Environmental

19.1. There is no environmental impact resulting from the proposals in this report.

Report author

Nigel Feirn

Budget Monitoring Working Papers 2024/25 Budget

Appendices – Revenue summaries for SLHD, HRA and General Fund

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 June 2024

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 June 2024 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	32,097	8,360	7,807	-553	32,967	-467	-1%
Premises Expenses	2,239	570	-394	-964	2,431	150	7%
Transport	2,576	640	655	15	2,495	-52	-2%
Supplies & Services	4,385	1,300	1,725	425	7,431	2,234	51%
Materials-Buildings Services	7,667	2,100	1,813	-287	8,457	48	1%
Service Level Agreements	4,234	1,220	1,322	102	4,866	0	0%
Total Management Expenditure	53,197	14,190	12,928	-1,262	58,648	1,914	4%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,576	440	464	24	2,185	437	28%
Total Maintenance Expenditure	1,576	440	464	24	2,185	437	28%
Gross Expenditure	54,774	14,630	13,393	-1,237	60,832	2,351	4%
Income							
Management Fee - HRA	-36,687	-10,060	-10,057	3	-40,489	-260	1%
Management Fee - General Fund	-2,503	-690	-688	3	-2,750	0	0%
Recharges to Capital Schemes (In House)	-12,837	-3,200	-3,816	-616	-13,063	-261	2%
Other Income	-2,747	-680	-245	435	-4,226	-1,526	56%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-54,774	-14,630	-14,806	-176	-60,528	-2,047	4%
Surplus(-) / Deficit	0	0	-1,413	-1,413	304	304	-

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 June 2024 - Home Options (General Fund)

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 June 2024 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	1,957	490	457	-33	1,863	-93	-5%
Premises Expenses	872	270	-636	-906	1,233	142	16%
Transport	0	0	0	0	0	0	-
Supplies & Services	1,207	470	827	357	3,909	2,017	167%
Materials-Buildings Services	0	0	0	0	0	0	-
Service Level Agreements	43	10	0	-10	45	0	0%
Total Management Expenditure	4,078	1,240	647	-593	7,050	2,065	51%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	0	0	0	0	0	0	-
Total Maintenance Expenditure	0	0	0	0	0	0	-
Gross Expenditure	4,078	1,240	647	-593	7,050	2,065	51%
Income							
Management Fee - HRA	0	0	0	0	0	0	-
Management Fee - General Fund	-2,503	-690	-688	3	-2,750	0	0%
Recharges to Capital Schemes (In House)	0	0	0	0	0	0	-
Other Income	-1,575	-560	57	617	-3,761	-1,526	97%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-4,078	-1,250	-630	620	-6,511	-1,526	37%
Surplus(-) / Deficit	0	-10	17	27	539	539	-

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 June 2024 - HRA ONLY

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 June 2024 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	30,140	7,870	7,351	-519	31,104	-373	-1%
Premises Expenses	1,367	300	243	-57	1,198	8	1%
Transport	2,576	640	655	15	2,495	-52	-2%
Supplies & Services	3,178	830	897	67	3,522	218	7%
Materials-Buildings Services	7,667	2,100	1,813	-287	8,457	48	1%
Service Level Agreements	4,191	1,210	1,322	112	4,820	0	0%
Total Management Expenditure	49,119	12,950	12,281	-669	51,597	-152	0%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,576	440	464	24	2,185	437	28%
Total Maintenance Expenditure	1,576	440	464	24	2,185	437	28%
Gross Expenditure	50,696	13,390	12,745	-645	53,782	286	1%
Income							
Management Fee - HRA	-36,687	-10,060	-10,057	3	-40,489	-260	1%
Management Fee - General Fund	0	0	0	0	0	0	-
Recharges to Capital Schemes (In House)	-12,837	-3,200	-3,816	-616	-13,063	-261	2%
Other Income	-1,172	-120	-302	-182	-465	0	0%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-50,696	-13,380	-14,176	-796	-54,017	-521	1%
Surplus(-) / Deficit	0	10	-1,431	-1,441	-235	-235	-

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 01 August 2024

Item : 09

Subject : Q1 Capital Monitoring Report 2024/25

Presented by : Julie Crook
Director of Corporate Services

Prepared by : David Henderson
Management Accountant

Purpose : To inform Board of the projected capital expenditure for 2024/25, the funding available and the actual and committed expenditure to date as at 30th June 2024.

Recommendation :

For Board to acknowledge the Capital Monitoring Report and the projected outturn for the financial year 2024/25.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

**To the Chair and Members of the
ST LEGER HOMES OF DONCASTER BOARD**

**Agenda Item No: 09
Date: 01 August 2024**

1. Report Title

1.1 Q1 Capital Monitoring Report 2024/25 as at 30th June 2024.

2. Executive Summary

2.1 The reported projections at Q1 show the planned, in-year spend on the Housing Capital Programme would be £61.74m, a variance of £9.29m against the £52.45m revised budget.

2.2 The vast majority of this overspend, £9.03m is not an overspend but accelerated delivery of the Council House New Build Programme and the funding has been brought forward from 2025/26 to fund this.

3. Purpose

3.1 To inform Board of the projected capital expenditure for 2024/25, the funding available and the actual and committed expenditure to date as at 30th June 2024.

4. Recommendation

4.1 Board is asked to acknowledge the Capital Monitoring Report and the forecast outturn for the financial year 2024/25.

5. Background

5.1 The Housing Capital Programme for 2024/25, for which SLHD has overall financial management is summarised at **Appendix A**. The projected in year spend of £61.74m is an over-spend of £9.29m from the budgeted spend of £52.45m.

5.2 Further analysis of the Housing Capital Programme can be found at **Appendices B&C:-**

1. **Appendix B**. Public Sector Housing Capital Programme.
2. **Appendix C**. Private Sector Housing Capital Programme.

5.3 SLHD manage the finances for the whole of the housing capital programme.

5.4 The Council approved a four-year Housing Capital Programme on 26th February 2024, totalling £236m across the four years.

The main priorities of the programme in 2024/25 are:

- Council House Build Programme.
- Council House Acquisitions.
- Council House Improvement and Maintenance Programme.
- Fire Safety Improvements.
- Electrical Works.
- External Planned Maintenance Including Thermal and Energy Efficiency Works.
- Residential Site Improvements.
- Net Zero Carbon

6. Expenditure Variances

6.1 The following paragraphs give explanations of expenditure variances as shown in Appendix A. Following consultation with Audit Committee, only variances in excess of £250k or 20% of scheme costs are detailed in the report. (Under) / Overspends and %s are summarised below.

SLHD Managed Schemes

6.2 The element of the capital programme managed by SLHD is forecast to outturn at £45.51m against the revised budget of £45.25m, an over-spend of £0.26m.

6.3 (£0.80m, 26% under budget), Internal Works

(£0.90m) Contractor Internal Works.

The anticipated in year spend on high rise flooring and communal upgrade works are expected to be minimal. The exterior cladding works to the Firbeck and Sandbeck high rise buildings have been delayed and the interior works will commence following these works being completed.

£0.10m Scheduled Elemental Works.

The forecast spend has been revised to reflect the costs associated with the roofing works at Milton Court and this work being completed in the 2024/25 financial year.

6.4 £1.04m, 10% over budget, Acquisitions

The planned completion of the remaining six properties, acquired following the successful bid for Local Authority Housing Funding (LAHF) slipped into this year. Four of the properties have now been completed with the remaining two expected to complete shortly. The funding for these properties has also slipped into the 2024/25 financial year.

7. CDC Managed Schemes

7.1 The element of the capital programme managed by CDC is forecast to outturn at £16.23m against a revised budget of £7.20m, an over-spend of £9.03m.

7.2 £9.03m, 178% over budget, Council House New Build

£8.81m, Council House New Build.

The formal contract award of four sites associated with Phase 2 of the new build programme has now been granted which upon completion will deliver eighty-three new units across the Borough. The revised forecasts are based on the cashflow information provided by the Contractor and exceed the £5m budget estimate assumed prior to the contract award.

£0.22m, S106 Opportunities.

The Council has agreed to purchase five new build properties at Doncaster Road Harlington, to help meet the local affordable housing need where the Council had limited land to develop Council housing. The final payment and handover of the properties is scheduled for 2025/26.

8. Future Plans / Work in Progress

8.1 Expenditure and the associated in-house income will be closely monitored throughout the year to ensure that the budgeted levels are achieved.

8.2 Acquisitions.

The programme includes funding of £34.02m for acquisitions to deliver 241 properties across the four-year period (2024/25 - 2027/28), funded from rent increases and retained right to buy receipts.

The current position is detailed below.

2024/25 Cumulative position	W/e 28th June
Number of properties completed to date	70
Purchase price of properties completed	£5.06m
Number of properties in legal process (offer submitted and accepted)	19
Purchase price of properties in legal process	£2.36m
Number of property offers submitted but awaiting feedback/decision	0
Number of properties awaiting valuation	5
Number of properties with viewings booked	2

9. Procurement

- 9.1 All the work delivered through the CDC capital programme were procured in line with the requirements of CDC's financial procedure rules and contract standing orders.
- 9.2 Delivery of the projected programme for 2024/25 will be subject to the availability of St leger homes employees, building materials and contractors as the whole sector is experiencing issues post Covid.

10. VFM Considerations

- 10.1 Efficiency and Value for Money principles have been adopted throughout the capital monitoring process.

11. Financial Implications

- 11.1 All the financial implications are considered within the body of the report.

12. Legal Implications

- 12.1 There are no legal implications arising from this report.

13. Risks

- 13.1 Risk implications are implicit in the report. CDC's Capital Programme budget for Housing was £52.09m to deliver several priorities, primarily building new affordable homes and improving and maintaining existing housing stock.
- 13.2 Adaptations for the Disabled.
The forecast spend has not been revised for this report however, there is a significant risk that the budget figure may be exceeded due to an increased demand for the service and referrals passed on from the occupational therapists.
- 13.3 Damp / Mould.
The demand for damp and mould related works has increased which, should it continue will result in some of the approved funding in future years being accelerated.
- 13.4 Other noteworthy risks which will potentially have a financial impact are;
- Inflation;
 - Changes to regulations and standards and
 - Ongoing investigations of the render on high rise blocks.

14. Health, Safety & Compliance Implications

- 14.1 Not applicable.

15. IT Implications

15.1 Not applicable.

16. Consultation

16.1 All Budget holders and EMT.

17. Diversity

17.1 There are no diversity issues arising from this report.

18. Communication Requirements

18.1 There are no communication requirements arising from this report.

19. Equality Analysis (new/revised Policies)

19.1 Not Applicable

20. Environmental Impact

20.1 There are no environmental impact resulting from the proposals in this report.

21. Report Author, Position, Contact Details

21.1 David Henderson
Management Accountant 01302 737987

22. Background Papers

22.1 Capital Programme (2024/25-2027/28) budget report 26 February 2024

Summary of Housing Capital Programme 2024/25 as at 30 June 2024

	Original Estimate - Approved Programme	Revised Budget	Forecast Outturn	Variance Outturn to Revised Budget
	£000	£000	£000	£000
SLHD Managed Schemes				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	3,290	3,290	3,290	0
Mechanical and Electrical Improvements	5,444	5,444	5,468	24
Fire Safety Works	1,583	1,583	1,583	0
Internal Works	3,010	3,101	2,301	(800)
External Works	13,026	13,356	13,356	0
Environmental Works	1,375	1,375	1,375	0
IT Improvements	40	47	47	0
Acquisitions	10,944	10,944	11,979	1,035
Acquisition Refurbishments	1,376	1,376	1,376	0
Caravan Site Improvements	2,800	2,922	2,922	0
Assistance Loans	-	11	11	0
Appropriated Properties	300	300	300	0
Sub-Total	44,688	45,249	45,508	259
CDC Managed Schemes				
Adaptations for the Disabled	2,230	1,931	1,931	0
Council House New Build	5,000	5,076	14,109	9,033
Empty Homes Scheme	170	197	197	0
Sub-Total	7,400	7,204	16,237	9,033
Overall Housing Programme Total	52,088	52,453	61,745	9,292
Funding				
Major Repairs Reserve / Depreciation	22,180	22,385	22,724	339
Revenue Contribution - HRA	11,658	11,658	10,748	(910)
Usable Capital Receipts	9,188	9,348	9,348	0
Section 106		-	491	491
Prudential Borrowing	9,062	9,062	17,875	8,813
Grants	-	-	559	559
Under(-) / Over Commitments	52,088	52,453	61,745	9,292
Percentage Funded	100%	100%	100%	

Summary of Housing Capital Programme 2024/25 as at 30 June 2024

	Original Estimate - Approved Programme	Revised Budget	Forecast Outturn	Variance Outturn to Revised Budget
	£000	£000	£000	£000
SLHD Managed Schemes				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	3,290	3,290	3,290	0
Mechanical and Electrical Improvements	5,444	5,444	5,468	24
Fire Safety Works	1,583	1,583	1,583	0
Internal Works	3,010	3,101	2,301	(800)
External Works	13,026	13,356	13,356	0
Environmental Works	1,375	1,375	1,375	0
IT Improvements	40	47	47	0
Acquisitions	10,944	10,944	11,979	1,035
Acquisition Refurbishment	1,376	1,376	1,376	0
Appropriated Properties	300	300	300	0
Sub-Total	41,888	42,316	42,575	259
DMBC Managed Schemes				
Adaptations for the Disabled	2,230	1,931	1,931	0
Council House New Build	5,000	5,076	14,109	9,033
Sub-Total	7,230	7,007	16,040	9,033
Overall Housing Programme Total	49,118	49,323	58,615	9,292
Funding				
Major Repairs Reserve / Depreciation	22,180	22,385	22,724	339
Revenue Contribution - HRA	11,658	11,658	10,748	(910)
Usable Capital Receipts	6,218	6,218	6,218	0
Section 106	0	0	491	491
Prudential Borrowing	9,062	9,062	17,875	8,813
Grants	0	0	559	559
Under(-) / Over Commitments	49,118	49,323	58,615	9,292
Percentage Funded	100%	100%	100%	

Summary of Housing Capital Programme 2024/25 as at 30 June 2024

	Original Estimate - Approved Programme £000	Revised Budget £000	Forecast Outturn £000	Variance Outturn to Revised Budget £000
SLHD Managed Schemes				
Caravan Site Improvements	2,800	2,922	2,922	0
Assistance Loans	0	11	11	0
Empty Homes Scheme	170	197	197	0
Sub-Total	2,970	3,130	3,130	0
DMBC Managed Schemes				
N/A				0
Sub-Total	0	0	0	0
Overall Housing Programme Total	2,970	3,130	3,130	0
Funding				
Usable Capital Receipts	2,970	3,130	3,130	0
Under(-) / Over Commitments	2,970	3,130	3,130	0
Percentage Funded	100%	100%	100%	

Governance Summary Communications

Report from:	<i>Employment and People Committee</i>	
Date of meeting:	30 April 2024	
Report author:	<i>Dave Wilkinson</i>	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
An update was provided on plans in place to ensure continuous improvements following liP accreditation.	Committee were assured of the plans in place in order we improve to ensure we achieve re-accreditation in 3 years' time.	
Committee received a scoping document to set out how the new 2024-29 People Strategy would be developed.	Committee asked that the strategy is more aspirational rather than transactional and approved to progress the final strategy for Board approval in June.	
Committee considered an update on vacancies.	Committee noted the report which presented examples and progress of filling vacancies we have struggled to full in the past. Members asked for 6 monthly updates from now on.	
Additional notes for communication to governance:		
None		

**St. Leger Homes of Doncaster Limited
EMPLOYMENT & PEOPLE COMMITTEE**

Tuesday 30 April 2024 at 10.00am

Present

Dave Wilkinson (Chair), Susan Jones, Councillor Phil Cole.

In Attendance

Dave Richmond (Chief Executive), Chris Margrave (Director of Property Services), Sarah Moore (Head of HR and OD) and Leandra Graham-Hibling (EA to CEO)

		ACTION
1.	Apologies and Quorum	
1.1	Apologies were received from Milcah Walusimbi. The meeting was quorate.	
2.	Declarations of Interest by Board Members	
2.1	There were no declarations made.	
3.	Minutes of the previous meeting held on 29 November 2022 and matters arising	
3.1	The minutes of the previous meeting were agreed as a true record with no matters arising.	
4.	<u>Investors in People Update</u>	
4.1	<p>The Head of HR and OD provided an update of the plans in place to ensure there is continuous improvement throughout the accreditation following IIP accreditation in November 2023.</p> <p>It was noted that in terms of benchmarking, against all other organisations, and the housing and public sector organisations, we are below the IIP benchmark which demonstrates there is lots to do to make sure we improve as an organisation.</p> <p>A Member asked about the tenure of the organisations in the group we were benchmarking against, commenting that it is important to recognise tenure of those organisations as they will learn how to improve their scores year on year and we need to understand this. The Head of HR & OD commented that whilst she is not sure, from SLHD's point of view, we were not expecting to achieve gold straight away.</p>	
4.2	<p>The Head of HR & OD advised Committee that the accreditation lasts for 3 years and there are reviews within that period where we can demonstrate improvements.</p> <p>She turned Committee attention to Housing Management Scores which</p>	

were low in some areas, explaining that some focus groups with an assessor has already taken place to understand what we need to change. It was confirmed that some actions from the action plan was already underway.

It was noted that there will be a re-assessment at the 12month point, which will be with an assessor, with a further assessment at 24 months and we will then have an opportunity for re-accreditation in the 3rd year which gives opportunity to work on areas where improvement is needed.

4.3 The Head of HR & OD advised that the outcomes from the accreditation has given us some really good information to work on and we can utilise some questions within the pulse survey to see how we are progressing over time.

4.4 The Head of HR & OD provided more detail from the accreditation

Areas of strength

Managing performance – we demonstrated that this is embedded through the Check ins and 1:1 processes.

Delivering continuous improvement – use of external data sources to drive improvement

Structuring work

Areas where significantly more work is required

Reward and recognising performance – there is a need to shout out about when and where things are going really well. We need to consider how else we can recognise our workforce on a more regular basis and complement St Leger Stars, i.e non-financial rewards.

She stressed to the Committee that whilst we were accredited, we wanted to be realistic with ourselves and measure employee satisfaction on an annual basis. She confirmed we have relatively high engagement and satisfaction scores, but need to understand this and why.

4.5 What have we done so far?

- Communicated across the workforce about the accreditation.
- Detailed feedback from the assessor with Leadership Team.
- Action planning sessions with IIP and the HR and Comms teams.
- Housing Management planning sessions and focus groups have been held. Held a session with Senior Management Team (SMT) on key areas that are standing out. Focussed on reward and recognition, with SMT agreeing to take away actions for their areas of the workforce.
- Pulse survey will be able to check on progress and improvements.

4.6 The Chairman asked if the Employee Satisfaction Score of 89% in 2023/24 is the highest it has ever been? The Head of HR and OD confirmed it was, and with the highest response rate of 71% with a Member commenting this is an incredible score showing really good participation.

4.7 Next Steps

The Head of HR and OD explained what we have in place explaining we will continue to work on actions and focus on reward & recognition and housing management where there is the lowest response rate.

The Chairman asked what the main actions will centre around? The Head of HR & OD confirmed it was reward and recognition and for staff to feel valued day to day with thank yous and shout outs about particular pieces of work with hard copy thank you cards which could be really effective. Ideas for this include keeping St Leger Stars, introducing shout outs utilising sharepoint, peer to peer recognition using hard copy thank you cards and potentially a 'breakfast with Chris' event.

The Director of Property Services explained that the culture, especially within Property Services has shifted, with better engagement that has resulted in the team asking for more information.

The Chairman asked for Board Member involvement in staff thank you events.

There was general agreement that events already in place such as retirement events should be communicated and celebrated better.

4.8 **Committee noted progress since accreditation and actions in place to improve over the next 3 years.**

5. **People Strategy**

5.1 The Head of HR and OD advised she was looking at scoping out the new People Strategy and this meeting was an opportunity to gain feedback and views from E&P committee before the scoping document was finalised.

She confirmed that a report detailing delivery of the last strategy will be presented at Board in June which will demonstrate improvements and delivery.

5.2 It was noted that the strategy will continue to be realistic as well as be aspirational. A Member commented that the strategy needs to be aspiration, but that can be captured within the actions.

5.3 Committee were asked to consider the 3 themes being proposed and whether they fit, or if there was something missing?

A Member commented that the 3 themes felt very transactional rather than aspirational which is what a people strategy should be. The Member stated consideration needs to be given about what type of organisation we want to aspire to be that includes organisational design, development, culture and include how hard we have worked in these areas already. The Member ended by stating we need to include intent.

5.4 The Head of HR and OD explained the activities detailed within each of the themes, advising it is not an exhaustive list at this stage.

A Member stated that particularly within the Support and Develop Theme,

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whilst we need to support the activities listed, they don't feel very dynamic and we need to be aspirational.

SM

5.5 It was explained that the measurable people metrics will need to be overlaid with business objectives.

A Member asked if there was a cost to hire the metrics? The Head of HR and OD agreed to consider this as an option.

The Chairman asked if we can better consider equality and diversity, acknowledging the potential link and cross over with the EDI Strategy already in place.

SM

A Member asked about what was meant by the action of 'Embed the CIH professional Standards? The Head of HR and OD responded that these are the professional standards set by CIH, we have aligned our own values and behaviours with the CIH standards we now want to embed them. In addition to this, the government has introduced the conduct and competency standard and part of this will require embedding of professional standards.

The Chairman commented of the need to ensure there is a golden thread and a link to the future regarding inspection/consumer standards, although this is captured somewhat within CIH professional standards.

SM

A Member asked about measures of success and employee retention, stating the strategy seems to be designed just for new recruits asking what would happen if we lost a large number of these at the same time? He asked if there was a clear split of both long servers and new starters in the churn of leavers. Further asking if we have a problem with retaining our staff?

The Head of HR & OD confirmed SLHD has a very low turnover rate, approximately 9-10% at end of last financial year which is incredibly good. She explained we do not have a specific demographic of those leaving but have certain pockets in areas of the business where we have had leavers and struggle to recruit.

The Member asked if we need to address the fact we have an ageing workforce? The Director of Property Services advised this is something being addressed as part of this strategy along with ensuring the longevity of our Apprenticeship programme.

The Chairman asked about succession planning and specifically succession to achieve workforce diversity and if Board need to be involved? The Head of HR & OD confirmed this is something measured at Senior Management level, however something we don't specifically address in the strategy, but it is covered in the EDI strategy.

A Member asked if we see any current or future skills gaps for the organisation? Asking if we are planning for new skills that we may need for the future? The Director of Property Services commented that a lot of work has been done around succession planning in terms of skills and some

more recent, analysis has been undertaken to determine where there has been a shift. There was agreement that further thought is needed in terms of AI and how it can be utilised across the organisation, however agreed consideration is required in terms of the potential need to be cautious around AI in these early stages, but also make sure we get into a position of being ahead of the game in some areas rather than being a follower.

The Head of HR & OD confirmed to Members that we continue to offer sponsored study support, but further consideration is required to determine how we expand on this.

5.6 **Committee noted next steps for development of the strategy including union consultation with Board to note the closing off the current strategy as well as approving the new strategy at the June Meeting.**

Susan Jones offered additional support to the development of the new Strategy if required.

6. **Pulse Survey**

6.1 The Head of HR and OD shared the high-level raw data from the pulse survey carried out in March 2024.

6.2 The Head of HR & OD advised the response rate is the highest we've ever had, specifically highlighting the rate within property services which is a significant move forward for us when we benchmark against other organisations. She advised there is work to do to improve the response rate within Housing & Customer Services which is linked to the feedback and areas of development with IIP. She advised we need to understand why we have low response rates in this area and that it may be linked to the large number of changes taking place within that Directorate at present. She further advised that The Director of Housing & Customer Services is considering an away day in September which will help address this in the next pulse survey.

The Director of Property Services advised of a significant piece of work within his directorate to consider the reasons for the survey and how important it is we get the feedback, with an ask for the workforce to be honest and for them to tell us how they feel. He ended by explaining it has taken some time, but now it feels embedded and something for Housing & Customer Services to take away and consider.

6.3 'Do you feel connected to your co-workers and part of the team' - The Head of HR & OD asked Committee to consider the responses to this question, stating that as we now work in a more agile way, we would expect a dip in this particular area. She advised there is an option to add text, and on reading the response it feels there are more opportunities to improve in this area and the team was looking at how we can bring teams together better. She further advised on the flip side, everyone values agile working, so need to consider this and showcase opportunities we can offer for teams to come together more.

A Member asked if those who feel excluded from their team can be

identified? The Head of HR & OD advised whilst the survey is anonymised there is a free text box should a colleague wish to add their name, however there has been some feedback from the workforce asking for the employee to have the option to have their response anonymised, and something this is being considered for the next survey.

The Member commented he would be interested to learn about those who work alone but want slightly more engagement with a larger group of people on a semi-regular basis in a manageable group of people. He agreed that it is quite a challenge to achieve a happy medium, especially for a workforce not based in the same place every day. The Director of Property Services commented there is a specific comment in one of the responses including reference to previous working arrangements and feels that it is a reasonable request to ask staff groups to get together on a fairly regular basis, however he agreed there is a balance to be had, and we need to take the response serious.

6.4 A Member asked about training for managers to manage in a hybrid working environment? The Head of HR & OD explained that there is a module within the First Line Manager training programme for leading hybrid teams.

6.5 Committee considered specific responses as:-
Employee satisfaction – whilst high, the response shows there are definitely areas of the business where people are not satisfied and Committee agreed there is a need to get under the skin of the reasons for this.

Training and development - Committee noted there are lots of actions taking place as outcomes of IIP accreditation.

Line manager is great role model – Committee praised the great result to this question agreeing this is a great place position for us to be in.

6.6 The Head of HR and OD explained that both questions around EDI are measured within the EDI strategy, explaining this is a positive place for us to be in and shows positive progress.

A Member asked about the question ‘I am happy and comfortable talking about by background....’ Commenting that we would want people to feel comfortable talking about their background and experiences and feel safe to do so, however we also need to appreciate that people have a right to be private if they want to be. The Head of HR and OD advised that this question is about perception. Committee Members agreed with this comment and that the question should really be ‘Would you be comfortable talking about your background’

6.7 A Member asked if these two questions are really relevant and meaningful based on the demographic of the workforce, and whether we are asking the question to be able to extract data for people who are from ethnic groups in order to see if their reaction is different to those who are referring as white British and is this informative data? The Head of HR and OD advised that this is something we need to consider in terms of why we are

collecting the data.

6.8 The Chief Executive asked if there was anything provided in the free text boxes that we need to understand? The Head of HR and OD responded that there were a small number of comments about pay and manager visibility at Service Manager level which are being picked up.

6.9 **Committee noted the data provided and next steps where The Head of HR & OD will be sharing the detail with Executive and Senior Management Teams, along with more communications and sharing good work and performance and what we have learned.**

7. Vacancies

7.1 Committee considered the most recently reported position on vacancies across the organisation following a request by Board. Members noted the progression and improvement over a specific timeframe as well as a range of steps taken to reduce vacancies in the face of a challenging labour market.

7.2 The Director of Property Services gave a specific example of how successful we have been in recruiting to some posts, confirming we continue to populate structures. However he advised that we continue to struggle in some areas with salary scales being prohibitive, although initiatives are being used to try and overcome this including focus groups and 'come & chat' sessions to explain about staff benefits.

7.3 A Member commented on the ageing workforce, especially those who have traditional skills, and asked if we are finding it difficult to recruit to certain skills? And if there is a policy where our ageing workforce can look to reduce hours or step down their responsibilities towards the end of their career which means we can retain their skill?

The Head of HR & OD explained that Executive Management Team (EMT) approve a significant number of flexible retirement requests most of which are from within the trades area of the business. She explained there is a high volume of flexible working arrangements within Property Services, and we try and encourage these such as agile working, although this is more difficult to organise when the use of vehicles are involved.

The Chief Executive commented that this links with succession planning and our approach to having an ageing workforce along with the introduction of the new standards for Social Housing where there will be a requirement for additional upskilling of qualifications which may mean we see people aged between 55-60 leave rather than taking on more learning. In this case, current salary levels may mean we will have a real issue recruiting to some managerial positions when competing with housing associations. He explained that despite this, we have some good managers at junior level who could potentially step up but they may be slightly bereft of skills and experience. The Director of Property Services advised we may get into a position where we could see lots of internal candidates stepping up as an opportunity to enhance their CV and then move on to other organisations.

7.4 The Committee considered comments submitted by Trevor Mason and Sarah Vause who had raised the original query at Board and who had been provided with copies of the report.

Timescales for objectives – The Strategy will include an action plan with timescales with some of the development relation actions being detailed within the 2024/25 Annual Development Plan. All work to be completed by Jan 2025.

Updates to Board – The Head of HR & OD agreed to consider how Board can be more regularly updated on outcomes of the strategy. Committee asked that the 6 monthly update to EMT is submitted to Board as well.

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LGH**

Recruitment Manager – Committee agreed this is shared out with the People Operations team with a People Operations Manager who co-ordinates the work.

Talent pooling – It was confirmed that talent pooling is being considered as part of the project.

Being pro-active – Committee agreed we do a lot of the suggestions but not actively updating Board. The Head of HR & OD further advised we do a lot by way of building our profile and keep a database of people interested in our vacancies updated. It was noted that we also have incredibly good links to education and training providers as we all as local armed forces offices.

More structured approach to overtime planning – Committee agreed there is lots more work needed in this area as we are currently reacting based on demand and absences.

7.5 **Committee noted the update.**

8. **Outcome of CEO Appraisal**

8.1 **Committee noted the appraisal of the CEO took place and is recorded.**

9. **Any Other Business**

9.1 There was no other business raised.

10. **Date and Time of Next Meeting**

As required

Governance Summary Communications Template

Report from:	Building Safety & Compliance Committee	
Date of meeting:	9 May 2024	
Report author:	Dave Wilkinson	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
<p>1. <u>Assets Performance report</u></p> <p>Members received this first dedicated Asset Management activity report summarising the position on key areas and issues affecting the service. Members noted going forward the report will be updated on a quarterly basis and will be adopted as the key performance reporting tool for both internal and external governance purposes.</p> <p>2. <u>British Safety Council Audit</u></p> <p>Members received the briefing note which advised that SLHD had been awarded the maximum five star safety audit rating for the 13th successive year.</p> <p>3. <u>Deactivation of Automatic Fire Detection Systems (AFDS)</u></p> <p>Members received the report which set out a proposal to deactivate automatic fire detection systems in specific buildings</p>		
<p>Report to be submitted on a quarterly basis.</p> <p>Members asked for additional information to be included in the report prior to submission to Building Safety Group:</p> <ol style="list-style-type: none"> 1. The costs that the fire brigade could charge SLHD for attending properties. 2. Explain the audit checks carried out by Housing Services and Health & Safety staff, mitigating any risks/actions. 		
Additional notes for communication to governance:		
None.		

St. Leger Homes of Doncaster Limited
BUILDING SAFETY & COMPLIANCE COMMITTEE MEETING

Thursday 9 May 2024 at 10am

Present

Dave Wilkinson (DW), Trevor Mason (TM), Barry Keable (BK), Cllr Phil Cole (PC).

In Attendance

Chris Margrave (CM) - Director of Property Services, Danny Boardman (DB) - Head of Building Safety, Christine Tolson – Head of Asset Management, Max Johnson (MJ) - Executive Support Officer.

ACTION

- | | |
|---|--|
| <p>1. Apologies and Quorum</p> <p>1.1 No apologies were received and the meeting was quorate.</p> <p>2. Declarations of Interest by Board Members</p> <p>2.1 There were no declarations made.</p> <p>3. Minutes of the meeting held on 25 January 2024 and matters arising</p> <p>3.1 The minutes of the meeting held on 25 January 2024 were approved.</p> <p>4. Awaab's Law Consultation Paper (presentation)</p> <p>4.1 CT explained that government launched consultation on 9 January 2024, which closed on 5 March 2024.</p> <p>Currently, there was no indication of when the final proposals will be published and St Leger Homes of Doncaster (SLHD) should plan and proceed on the basis of the proposals put forward. It was noted that the proposals would have a significant impact for SLHD/CDC, with existing resources struggling to meet the proposed requirements.</p> <p>4.2 Key points from the consultation proposals:</p> <ul style="list-style-type: none">• Includes all 29 HHSRS (The Housing Health and Safety Rating System) hazards – not just damp and mould.• 14 calendar days to investigate initial reports of a potential hazard.• Investigation does not need to include a physical inspection.• Written summary to be issued to tenant following conclusion of the investigation (within 48 hours) and confirm if significant hazard has been found or not.• Where 'significant' hazard identified works should commence within 7 days and be completed in a reasonable timeframe.• Emergency repairs identified should be completed within 24 hours. | |
|---|--|

- No definition of a significant hazard, or reasonable timescale.
- No implementation date given.

4.3 One member asked – is it safe to assume ‘significant hazards’ are those classed as category 1 hazards?

CT advised, in the main you would like to link ‘significant hazards’ to those classed as category 1 hazards under the HHSRS system. However, there does appear to be some indication that some category 2 hazards do fall within this scope. She welcomed further guidance from government regarding the categorising of significant hazards, however current indications are it will likely be down to SLHD to make an assessment.

4.4 The same member asked if staff used a checklist to assess hazards?

CT advised that Inspectors use a damp and mould checklist during inspections to ensure a consistent approach, in addition to receiving training. The same approach will be cascaded to include all hazards.

4.5 One member asked who are SLHD accountable to?

CT explained the HHSRS gives guidance on ‘identifying and categorising’ hazards, Awaabs Law gives guidance on how local authorities should ‘respond’ to those hazards.

Awaabs Law is regulated by the Social Housing (Regulation) Act and came into force in July 2023. Michael Gove led on the consultation through the Department for Levelling Up, Housing and Communities (DLUHC). The Regulator for Social Housing (RSH) will expect SLHD to self-regulate and self-refer if it falls out of the remits. It was noted the law only applies to social housing.

CT summarised that she was very supportive in principle of the proposals which were around driving up standards, however highlighted the practicalities are going to be a challenge for SLHD in terms of timescales, resources and finances.

4.6 One member asked if there were any costs implications?

CT explained the organisation hadn’t mapped out any resource cost implications as yet. She advised the government did come up with some figures, she was unsure they would be similar. What was clear is that the organisation wouldn’t be able to respond to required timescales ie to carrying out investigations within 14 days, with the current structure.

4.7 Members noted the content of the presentation and asked to be kept up to date should there be any significant changes.

5. **Assets Performance Report**

5.1 CT presented the report the purpose of which was to provide an update on key Asset Management activity up to the end of Quarter 4, 2023/2024.

Members noted this was the first dedicated asset management activity report, going forward the report would be updated on a quarterly basis and adopted as the key performance reporting tool for both internal and external governance purposes. Externally it would be shared with Building Safety Group and or Officer Liaison Board.

5.2 Stock Condition Survey Status

CT raised as of 31 March 2024, 56% (11,131) properties within the housing stock had received a stock condition survey within the last 5 financial years. Members noted the plan to achieve 100%, by completing 4,000 each financial year with an anticipated completion date of 2028/2029. For the current financial year it was noted that approximately 1,500 had been completed within the first 5/6 weeks.

One member asked, why the surveys were not profiled throughout the year?

CT advised that it was better for Savills operationally by using surveyors over a condensed period of time, and SLHD financially in that they were done at the beginning of the financial year with data shaping budget setting for the next financial year.

The same member asked if there were any access issues?

CT advised we do have 'no access' issues, which is less of an issue at the beginning of the programme but more further down the line in the programme. She added we don't have the same legal rights as the 'no access' procedure for gas and electrical safety, but it is a stipulation built into the tenancy agreement.

5.3 Decent Homes Standards

Referring to point 6.9 of the report CT explained by increasing the stock condition surveys completed by Savills, its been inevitable we might discover further issues with properties. She drew members attention to the number of properties failing decency because of the roof (79), and explained when the decent homes programme was delivered the main areas of focus was kitchens and bathrooms, leaving a lot of our current stock with their original roofs.

She added its vitally important that stock condition survey data is strengthened in order to target future investment appropriately and shape the capital programme going forward.

Additionally, members noted that SLHD needed to reach agreement with colleagues at CDC on the reporting of Decent Homes hazards.

5.4 Disrepair

CT advised like many housing providers, SLHD has seen a significant increase in the number of incoming disrepair cases over the past two years, with the working practices of many claims farmers coming into

question. Housing providers, including SLHD, are currently working with DLUHC regarding this issue, and government is being urged to introduce changes and further regulation to curb the significant increase in inappropriate disrepair claims being made across the housing sector.

Members were drawn to point 6.28 of the report which gave the number of disrepair cases over the past two years.

5.5 Members noted the report and asked for disrepair costs to be included in future reporting.

CT

6. Safety & Compliance Activity report – March 2024

6.1 DB presented the report which gave an update and performance monitoring on all areas of compliance, occupational health and safety and building safety as at 31 March 2024.

DB advised that the report had once again been tweaked, reporting where there are exceptions to full compliance or areas of specific interest.

He then referred members to the table at 2.3 of the report:

6.2 EICR Programme– Common Areas 5 year

Currently at 98.75% - five are currently out of compliance. They are Shaw Lane, 198, 200, 202 and 204 Sandringham Road (low rise blocks). Facilities Management are working to complete Shaw Lane as soon as possible with CDC. Doors to electrical cupboards in the blocks have been renewed and keys not available. Lock changes are being arranged to facilitate the electrical test.

6.3 EICR Programme – Domestics 5 year

Currently at 83.01%. There were 7,410 domestic properties which required the EICR to be completed between April 1st 2023 and March 31st, 2024. As of 3rd April 2024, 4,968 have been completed, leaving 2,422 not complete during 2023/24. These will be reprofiled with the 2024/25 programme. Three External Service Providers are in place to deliver this programme.

6.4 Fire Risk Assessments

Currently at 99.80% - one property out of compliance. Block 10-11 The Oval, Woodlands (low rise block) was unable to be accessed. This was completed on 5th April 2024.

6.5 Gypsy & Traveller (G&T) Sockets – currently at 4.29%

The Chair asked when can we expect to see some movement on this indicator? Are we linking into the G&T site investment?

It was noted inspection was due imminently. CT explained the G&T site investment was a large investment programme taking approximately 2 years to complete, therefore perhaps this was not the best route.

6.6 FRA Action Delivery

A member referred to the table at 4.4 of the report and highlighted the 153 actions on the work plan for year 2. He asked if the 10 year action plan could be appended to future reports, to help put some context around the actions.

It was agreed for the action plan to be appended to the report at every other committee meeting.

The six actions remaining from work plan year 1 relating to Childrens Services properties were noted.

6.4 Residential Site Fire Barriers

Work has commenced with an anticipated completion of July 2024.

6.5 Building Safety External Façade Update

Anticipated completion of May 2025.

6.6 Members noted the report.

7. **Air Source Heat Pumps (ASHP) update briefing note**

7.1 DB reminded members of the briefing note in January 2024 with information on the properties with an air source heating system. This report is to provide the results of the survey carried in January 2024 identifying any significant finding and actions required by SLHD.

7.2 Results of the Survey – Significant Findings

- Overall 75% (9) felt the systems were extremely easy or somewhat easy to use.
- 75% (9) felt their bills were much more or a little more expensive.
- 59% (7) were neutral or found it difficult to use the systems
- Question 11 around how well the system heats the property had a poor positive response of 16% (2)
- 91% (11) felt the system was safe to use
- 83% (10) were clear on how to report issues.

DB highlighted that 75% of tenants completing the survey felt their bills were much more or a little more expensive, in relation to heating costs. It was noted the systems were not high heat output.

7.3 Having considered all survey results, a discussion took place which favoured investment in the fabric of the building to increase energy efficiency in homes as well as work on new build properties, as opposed to investment in ASHPs.

7.4 Members noted the contents of the briefing note.

8. British Safety Council Audit BN

8.1 DB presented the report that advised SLHD has been awarded the maximum five star safety audit rating for the thirteenth successive year. He commented on the magnitude of work required by the team.

8.2 Members queried the reasons for the slight dip in the overall score of 94.73%? It was thought this was likely due to a change of assessor on the previous year.

8.3 The Chair asked how are we managing 'Organisational leadership, commitment and planning'? An area identified by the auditors which would benefit from further focus.

DB advised this could be improved by developing a formalised process, such as a procedure, to review the entire Health & Safety management system. Additionally, senior management involved in safety tour type activity could be developed more.

8.4 Members noted the contents of the briefing note and thanked the team for their hard work.

9. Deactivation of Automatic Fire Detection Systems (AFDS)

9.1 DB presented the report which set out a proposal at point 6.5 to deactivate automatic fire detection systems in specific buildings.

Members considered the report and asked for the following information to be included prior to submission to Building Safety Group:

1. The costs that the fire brigade could charge SLHD for attending properties.
2. Explain the audit checks carried out by Housing Services and Health & Safety staff, mitigating any risks/actions.

9.2 Members approved the proposal at point 6.5 of the report subject to the above inclusions.

10. AOB

10.1 No items were raised.

11. Date and Time of Next Meeting

Thursday 19 September 2024, 10am

DB

Matters Arising from the previous minutes

Building Safety & Compliance - Action Log						
NO	Month	Ref	Action	Progress	Completed Y/N	Owner
1.	Sep-22	3.2	<p>Safety & Compliance Activity Report</p> <p><u>No Access - Court Costs</u> Review court costs so they are passed onto tenants and not picked up by SLH.</p>	<p><u>Update 17.05.23</u> Currently being reviewed by Housing Management teams.</p> <p><u>Update 23.11.23</u> Going to be part of the recharge policy.</p>	In progress	MME/DB
2.	Jan-24	4.10	<p>Safety & Compliance report</p> <p>Next report to include plans around a more robust external audit in relation to water & fire.</p>		In progress	DB
3.	Jan-24	7.2	<p>Building Safety Cases</p> <p>DW noted Sandbeck House would be coming up to its 60th anniversary year since being built, and ask if consideration could to be given to recognising this milestone.</p>	Work is taking place with Sally from Rightupourstreet who is planning something for later in the year around October.	In progress	CM
4.	Jan-24	7.4	<p>Building Safety Cases</p> <p>One member asked if it was possible to establish current and future costs for each of the High Rise buildings?</p>		In progress	DB
5.	May'24	5.5	<p>Asset Performance Report</p> <p>Future reporting to include disrepair costs.</p>		In progress	CT
6.	May'24	6.6	<p>Safety & Compliance report - FRA – 10Yr Action Plan</p> <p>It was agreed for the action plan to be appended to the report at every other committee meeting.</p>		Complete	DB

7.	May'24	9.1	<p>Deactivation of Automatic Fire Detection Systems (AFDS)</p> <p>Report to include the following information prior to submission to BSGrp:</p> <ol style="list-style-type: none"> 1. The costs that the fire brigade could charge SLHD for attending properties. 2. Explain the audit checks carried out by Housing Services and Health & Safety staff, mitigating any risks/actions. 	<p>Cost to SYFR of approximately £350 per fire appliance attending Unwanted Fire Signals.</p>	Complete	DB
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DRAFT

Governance Summary Communications Template

Report from:	Performance and Improvement Committee	
Date of meeting:	27 May 2024	
Report author:	Stuart Booth	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
<u>1.Customer Access Team Improvement Plan</u> <u>2.Performance Spotlight – Grounds Maintenance SLA</u>	<p>The Committee noted the Customer Access Team Improvement Plan and the incremental improvements to reduce call numbers and the time staff were on each call. Members asked for a briefing to give narrative around the impact of the plan.</p> <p>Members queried who was responsible in areas for grounds maintenance and where complaints should be directed. They also asked for an update on the City of Doncaster mapping system, and overall performance, at the next Performance and Improvement Committee in September.</p>	
Additional notes for communication to governance:		
None.		

**St. Leger Homes of Doncaster Limited
PERFORMANCE & IMPROVEMENT COMMITTEE**

16 May 2024

Present

Stuart Booth (SB)(Chair), Milcah Walusimbi (MW), Barry Keable (BK)

In Attendance

Mark McEgan (MMc) Director of Housing and Customer Services, Chris Margrave, Chief Executive, (CM), Jane Davies (JD), Head of Housing Services, Jackie Linacre (JL), Head of Customer Services, Jessica Wood (JW), Anne Tighe (minutes)

	ACTION
1. Apologies and Quorum	
1.1 Apologies were received by Cllr Sarah Smith and the meeting noted as quorate.	
2. Declarations of Interest by Committee Members	
2.1 No declarations of interest were received.	
3. Minutes of the meeting held on 22 February 2024 and matters arising	
3.1 The minutes of the meeting held on 22 February 2024 were agreed as an accurate reflection of discussions held.	
4. Performance Information	
4.1 <u>Number of days to relet void properties</u> CM reported incremental improvements, and that he had asked the team not just to look at processes, he's asked them to consider would it be feasible to provide tenants with skips to clear their own household items as this could potentially save a couple of days driving down time to turn around voids. 'Keep in touch' visits carried out by Housing Services colleagues to ensure properties were in a reasonable condition would help also.	
4.2 Members acknowledged the team were working hard towards a challenging target of 20 days.	
4.3 <u>Number of Households Placed in B&B at Month End</u> It was noted there was rising demand across the service which were showing, nationally, the worst figures since 1998 when records began. South Yorkshire were performing badly against national indicators but SLHD were performing better than Sheffield. MMc reported that people were presenting to the services far too late, presenting when 'roofless'. The team were	

making every effort to go out to the community to give out the message to make contacts with services earlier as help could be provided to stay in their properties.

4.4 Number of Stage 1 & 2 Complaints per 1,000 Properties

Members were advised that officers were keeping a watching brief on other organisations as there is a new Ombudsman code and all organisations are now accounting for complaints in the same way. Responding within target was 92% with upper quartile target not far off that figure.

4.5 ASB Cases per 1,000 Properties

This KPI was on amber and not far off target; this target would remain for the following year. The new ASB Team were in situ.

4.6 Days Lost to Sickness Per Full Time Equivalent

Members queried if sickness during or post-Covid had been higher than current performance. It was explained that there had actually been a reduction in absence during Covid and an increase post-Covid. Triggers have been changed for staff which generated stages a lot quicker, however this was not reducing the number of days staff were taking off.

4.7 Members noted the tightened criteria of triggers, and expressed an interest on how the changes in triggers were impacting on performance. They requested a spotlight on sickness for the September P&I Committee. This should take the form of a short briefing note from the HR HOS which showed officers confidence in the new procedures, and any other pertinent changes which may impact on the KPI.

4.8 % of Local Revenue & Capital Expenditure

It was noted that the organisation could encourage local companies to bid, however if they didn't have the skills and/or ability then officers in procurement had to go elsewhere.

4.9 Tenant Satisfaction Levels – Overall Satisfaction with Service Provided

MW requested an update on the KPI as it was in the red. MMc reported that next year's target would be 76%. He further explained that he suspected that our performance would be top performance once all the results are published.

5. Customer Focus Update

5.1 The Committee received and noted the Customer Focus Update. They were pleased to note the decrease in complaints per 1,000 of properties, and improving response times.

6. Service Standards

6.1 JL presented the Service Standards update and pointed out the overall improvement in performance. It was pointed out, however

that call answering performance had worsened; this had been discussed at the previous Committee meeting and members had noted there were a number of new members of staff in the team which has impacted performance. At a point during last quarter there were 7 vacancies.

6.2 In response to a question from the Chair, it was explained that more calls with complex issues, which took longer to log and answer, were also impacting on performance.

7. Homeless Journey to Excellence Update

7.1 MMc presented the Homeless Journey to Excellence Update and highlighted:

- National figures were high and we were replicating that with temporary accommodation
- CDC were quoting temporary accommodation as their biggest spend and this was also being reflected in what other Councils are quoting in the national press
- Council spend on temporary accommodation was predicting a £1.7-1.9m overspend
- Monthly contacts coming through to team went from 2k-4k from October 2023 onwards
- 'homeless tonight' presentations were increasing and coming to the team far too late
- A campaign was being launched to promote the assistance that can be provided by the team to prevent homelessness; this included advice and assistance including mortgage payments and mediation assistance
- Good progress around temporary accommodation, and officers were looking at reviewing the offer of temporary accommodation to families

7.2 Members noted the presentation, in particular the increase in approaches since October 2023, and asked what the timeline was for improvements. MMc responded that it was an individual and sensitive service and he would not want to try and predict when or if it would improve. He had raised it as a risk with the Executive Management Team (EMT) and managers were having to put mitigations and more resources into the service to cope with demand.

7.3 In response to being advised that a significant number of small landlords were selling their properties, and sales under Right to Buy were ongoing, members asked if there was a plan for increasing properties in Doncaster. MMc reported that St Leger Lettings (SLL) were planning a relaunch for the next quarter and making more efforts to engage private landlords. Officers were looking at current stock and being proactive asking if anyone in larger property wants to move to smaller property and giving the best incentive. An acquisition programme was also underway.

8. Communication Strategy Action Update

- 8.1 The Committee received and noted the Communication Strategy Action Update and queried the feedback received from both customers and staff. JL explained that from staff there had been good feedback from staff Pulse Surveys about issues that were publicised. From customers, there had been good feedback around the internet and level of feedback was good when compared to other organisations.

9. Tenant Voice Outcomes

- 9.1 JL presented the Tenant Voice Outcomes and was pleased to report the increase in engagement with 176 members now involved in the 'Get Involved Group'.
- 9.2 BK advised he had recently attended One Voice Forum and the Tenancy Scrutiny Panel. He reported that the detail and the subject matter was excellent and there clearly a lot of team work. Tenants were able to raise anything and get good feedback.

10. Repairs Backlog

- 10.1 CM gave the presentation on the Repairs Backlog and reported all teams were now working within the principle of one repair; responsive and scheduled together working with Total Mobile. The information suite performance management tool was now fully operational, and Team Leaders can get a fleet of report and use them efficiently.
- 10.2 It was noted that the previous total of 5,954 paused repairs had reduced significantly to 4180 and continues to reduce on a weekly basis which was good news. In addition to this, if a repair was reported then tenants would be asked if there were any other repairs already reported then all jobs would be completed together, even if they were on the paused list. Although this was pleasing to note, CM advised he was concerned about Autumn and would request a briefing note to EMT around potential issues.
- 10.3 Members noted the plans to reduce the backlog further, and the consideration that may need EMT approval funding to clear the backlog before going into Autumn. The Chair asked when EMT was going to consider funding the issue and when would Board be informed. CM advised his team were still doing further analysis on performance and this was a manual exercise, and not as simple as producing a spreadsheet or Qlik report.
- 10.4 The Committee asked for a definition of a backlog repair, and it was explained that these were repairs that had been reported on the old scheduled repairs programme, if it didn't meet the criteria of a responsive repair.

10.5 The Chair queried the costs of the backlog and was advised that the costs were unknown as tenants could report a repair however until the operative attended and diagnosed the repair staff wouldn't know what the repair was required and any additional works needed. Members asked how EMT could consider a report without costs, and CM responded his team were planning to pull out the big repairs that were more complex and high costs, and potentially used contractors to progress as this would not be counted as Capital repairs.

11. Briefing Note – Customer Access Team Improvement Plan

11.1 The Committee received and noted the Customer Access Team Improvement Plan and commented it was helpful to see the work in progress. Members were also pleased to note the incremental improvements to reduce calls numbers and time staff were on each call.

11.2 Members asked for a briefing to give narrative around the impact of the plan, and was it having the overall impact on performance that management expected.

JL

12. Performance Spotlight – Grounds Maintenance SLA

12.1 JW attended for this item and was introduced to the Committee. JD asked members to note the Service Level Agreement and reported there were some questions around performance and JW would be focussed on this as we could make improvement based on value for money (VFM). Staff will have access to a live system so performance can be checked and monitored more closely.

12.2 With regards to costs, these were included in the report; it was a huge amount of money but also a huge volume of work. The Council delivered this along with the Council's own land.

12.3 Members queried initial thought processes on VFM and were advised that area teams knowing they could inspect and monitor the cuts would mean they were able to do proactive work in other areas. Members further queried if tenants could potentially be our eyes and ears. It was explained that JW had met with Voicescape to discuss satisfaction surveys, and further surveys could be undertaken using JL's teams to do so.

12.4 Members were pleased to hear this was being promoted well so tenants could feed back, and good to hear Housing Officers and staff were going to scrutinise the work and then this would be reported back to Council officers.

12.5 A member asked who was responsible in areas for grounds maintenance and who should they report to when something was not right. JD responded they should report either direct to their Housing Officer who was on the SLHD website, or through the Customer Access Team.

12.6 CM referred to the Council led programme of updating their mapping system and asked if they had been transparent and shared that with the organisation. JD advised that they had not yet done so however had indicated they were going to share it. JD agreed to provide a verbal update on the mapping system and performance information at the September meeting.

JD

12.7 A member reported that although regular grass cuttings took place around his and neighbouring blocks, there were several bungalows nearby where the open plan areas were particularly unkempt. BK agreed to provide the address to JW to feed back and update for the next meeting.

BK/JW

13. Tenancy Sustainability Update

13.1 JD provided narrative to the Tenancy Sustainability Update and highlighted that the managed migration is the final phase of the UC roll out – moving claimants onto Universal Credit (UC). The number of UC tenants has increased and will keep increasing. In response to a question around what happened following the managed migration, it was explained that the roll out has now begun for those on legacy benefits starting with those on income support.

13.2 The Committee were pleased to note the positive outcomes over the last year, including achieving £894,379 in financial gains for customers which went straight into their pockets, and 99.2% of cases managed were still in their tenancies 6 months after their support had ended. Members asked that their thanks be given to the manager and staff of the team it was a huge success story with social value added to it.

14. Any Other Business

14.1 No other business was raised.

15. Date and time of next meeting
Thursday 12 September 2024 at 3pm

Governance Summary Communications Template

Report from:	Audit & Risk Committee	
Date of meeting:	8 July 2024	
Report author:	Trevor Mason	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
<p><u>Internal Audit Reports- RTB Arrangements</u></p> <p>The Internal Audit Manager reported that the timescales for improvements set out within the report were reasonable and the findings of the report were as anticipated.</p>	<p>The Chair requested that a further update be provided to the next meeting to check progress.</p>	
<p><u>2023-24 Procurement Update</u></p> <p>A member commented that in his opinion a breach was a breach, with all being handled and resolved consistently. How could re-assurance be provided, showing improvements in a transparent way?</p>	<p>The Committee thanked HW for her attendance and the work completed thus far, however concerns were expressed with the ongoing delays and re-assurance was sought that they would be actioned promptly.</p>	
<p><u>Annual Report of the Committee</u></p> <p>The Committee discussed the work during the year.</p>	<p>It was agreed that the report would be updated to ensure that it fully reflected the excellent work of the Committee.</p>	
Additional notes for communication to governance:		
None.		

St. Leger Homes of Doncaster Limited

AUDIT & RISK COMMITTEE MEETING

8th July 2024

Present

Trevor Mason (Chair) (TM), Cllr R A Jones (RAJ) and Milcah Walusimbi (MW)

In Attendance

Julie Crook - Director of Corporate Services (JCr), Nigel Feirn - Head of Finance and Business Assurance (NF), Louise Robson - Governance Manager (LR), Sharon Ashurst - Business Assurance Officer (SA), Nicci Frost-Wilson - Doncaster Council's Internal Audit Manager (NFW), Julie Lyon (JL) Doncaster Council's Internal Audit Manager, Holly Wilson (HW) Doncaster Council's Head of Procurement, Sarah Vause (SV), Gatenby Sanderson, Richard Graham (RG) (Beever & Struthers) (Items 1-5) and Shauna Brady (SB) – Executive Support Officer (minutes).

	<u>Apologies and Quorum</u>	ACTION
1.		
1.1	Susan Jones (SJ)	
2.	<u>Time for Board Member and Auditors without officers being present.</u>	
2.1	The Chair reported that this was a private section of the meeting between ourselves and the Internal and External Auditors and introductions were made.	
2.2	R Graham reported that all had gone smoothly and as expected with the recent Audit.	
2.3	A member commented about dates in the action plans that keep getting extended. Clarification was provided that this comment related to internal Audit.	
2.4	The Chair questioned did it affect Richard Graham's work and cause them delays? R Graham confirmed that it had not impacted on the work that he was carrying out.	
2.5	The Internal Audit Manager reported that they had been efficient at clearing recommendations and a further look would need to be undertaken to ascertain why the information was delayed.	
2.6	A member reported that the overdue item that he was referring to had gone overdue by over a year.	

The Internal Audit Manager reported that she would need to look at the specifics to see why the slip had occurred.

NFW

3. Declarations of Interest by Board Members

3.1 There were no declarations of interest.

4. Financial Statements (including Management Letter)

4.1 The Director of Corporate Services reported that the purpose of this report was for the Committee to undertake a full and detailed review of the financial statements of the Company for the year ended 31 March 2024 and to recommend to Board for approval at its meeting in August 2024.

4.2 Richard Graham (RG), External Audit Director from Beever and Struthers reported that Pensions was a key area and an external expert had been utilised, this work had concluded, and he was satisfied with the outcome.

4.3 RG reported that there was a small amount of work to still be completed and they had not identified any errors or control measure issues, therefore a good result was expected.

4.4 The Director of Corporate Services referred back to a query in the minutes of the last meeting relating to ISA240 and other sources of income being classed as an Audit Risk.
RG reported that they had completed the work on the income side and reviewed all files, therefore this action was complete and no issues had been identified.

4.5 A member sought clarification as to the process of highlighting any issues or areas of concern that may be identified in the work that was outstanding to the members of the Committee.
RG reported that if there were any material issues identified in the work that was outstanding, they would notify the Committee of such.

4.6 A member sought clarification as to the three outstanding journals that were required in order for the Auditors to complete their work.
The Head of Finance and Business Assurance reported that he had been in touch with Sana Mumtaz at Beever & Struthers and she would confirm if there were any issues.

4.7 The Director of Corporate Services reported that as we had a new managements agreement in place there was no risk from the going concern point of view.

4.8 The Director of Corporate Services reported there was a bit of outstanding work that would be tidied up prior to submission to board.

4.9 **The Audit and Risk Committee thanked RG for his attendance and recommended the Annual Financial Statements for presentation to the Board.**

5. **Previous Minutes and Matters Arising – 8 March 2024**

5.1 The minutes of the meeting held on 8 March 2024 were agreed as a correct record.

5.2 ***From Agenda Item: - 5.6 – External Audit Strategy*** – As referred to in the earlier item it was noted that Beaver & Struthers had carried out all the required testing and no issues had been identified.

5.3 ***From Agenda Item: - 13.1 – Forward Plan*** – It was noted that the revised date had been arranged.

6. **Internal Audit Reports**

6.1 ***RTB Arrangements***

6.2 The Internal Audit Manager reported that that this was a standard report and the assurance level was partial assurance, this was partly due to it was very difficult to totally avoid fraud in this area. It was also explained that there were four general levels of opinion ranging from substantial assurance, partial assurance, limited assurance and lastly, no assurance.

6.3 The Internal Audit Manager reported that there was some weakness in checking documents within the RTB team. Further training sessions had been arranged within the team to drive improvements.

6.4 The Director of Corporate Services provided some background of the team and it was noted that the team was originally based within the Property Services Directorate before moving to sit within Corporate Services as this seemed a better fit.

6.5 The team moved over to Corporate Services with two people, one member of staff then left so we were unfortunately left with one member of staff for a period of time, this had an adverse effect.

6.6 It was noted that a number of actions would be complete by the end of this month.

6.7 The Internal Audit Manager reported that this was a manageable process although the verification of funding was becoming more complex.

6.8 A member queried if someone could inherit a RTB?
The Internal Audit Manager reported that someone could not inherit a RTB. They would be permitted to be on the application if they had been living in the property for the past 12 months. Proof that an

	individual lives in property would be required and we use a credit reference agency for such purposes.	
6.9	<p>A member queried if we were always able to obtain 3rd Party Verification?</p> <p>The Internal Audit Manager reported that this isn't always forthcoming and there was legislation available for social housing fraud but not RTB fraud. Utility companies are contacted along with information from Bank Statements. These are used in conjunction with credit referencing checks to try and collaborate facts.</p>	
6.10	<p>A member queried if we were aware of the likelihood of someone trying to defraud us due to the high risk to the organisation?</p> <p>The Internal Audit Manager reported that was very difficult to quantify and gauge the risk, although there was obviously a greater risk within the London area due to the higher value properties.</p>	
6.11	<p>A member thanked the Internal Audit Manager reported that for the user friendliness of the report and she asked had we considered outsourcing the checking of documents to companies specialised in this work?</p> <p>The Director of Corporate Services reported that this was not something that had been considered. It was reported that initial checks are carried out within our team prior to handing over to the Council. The Internal Audit Manager reported that her team also carry out checks on the metadata of reports and QR/Barcodes and immigration if required. A guarantee couldn't be given that she would be able to identify every fraudulent document although she had identified a significant number of rogue documents in the past.</p>	
6.12	<p>A member queried if we advertised the fact that delay notices can attract compensation as detailed in 6.2 of the report?</p> <p>The Director of Corporate Services reported that she was unsure of this therefore she would check as we need to be open and transparent in our correspondence.</p>	JCr
6.13	As the Internal Audit Manager was regularly involved in the RTB process, it was clarified that the Audit was carried out by two different officers and presented by herself and we hadn't audited ourselves.	
6.14	The Internal Audit Manager reported that the timescales for improvements set out within the report were reasonable and the findings of the report were as anticipated.	
6.15	The Chair requested that a further update be provided to the next meeting to check progress.	NF
6.16	<p><i>Validation of KPIs/TSMs</i></p> <p>The Internal Audit Manager reported that they had reviewed the KPI calculations of both the percentage of current arrears against annual debit and Void Rent Loss, the targets that had been set and agreed</p>	

between SLHD and CDC. The findings of both reflected a true and fair value of performance with no concerns identified.

6.17 **The Committee noted the Internal Audit Reports.**

7. **Internal Audit Annual Report**

7.1 The Internal Audit Manager presented the findings of the Annual Internal Audit reporting that it was pleasing to note that SLHD had been awarded a clean bill of health, although there were some low-level risks identified.

7.2 The Chair suggested that it was now timely to raise a member's earlier comments with regards to timescales and his issue with delays sometimes being over a year.

7.3 The Director of Corporate Services reported that she had requested all Managers set realistic timescales to Audit & Risk actions, to ensure that they are actioned and resolved in a timely manner.

7.4 The Chair reported that we had made significant progress in the actioning of outstanding recommendations, although there was, as always further work to do.

7.5 A member queried if there was any value in compiling a briefing note to provide Committee members with comfort and re-assurance about what actions were being taken if planned audits were delayed. The Director of Corporate Services confirmed that a report on the progress against the audit plan and progress against outstanding actions was presented to this committee twice a year (March and November meetings) and would ensure that sufficient detail was included for any audits that weren't on track.

JCr

7.6 A member queried did the IA team record the number of CPD hours, as detailed in section 3.3 of the report and if so, could this be added to the report?

The Internal Audit Manager reported that we are required to do this, and the hours were recorded, therefore she would add this information to future reports.

NFW

7.7 **The Committee noted the contents of the report.**

8. **Update from Data Protection Officer (DPO)**

8.1 The Governance Manager addressed the regular report and it was noted that with regards to Data Protection there had been a slight decrease in timescales to respond to requests with an increase in the number of enquiries received.

8.2 The amount of FOI enquiries had also increased and pleasingly timescales to respond had increased to 93% being responded to within timescale.

- 8.3 It was reported that there had been 17 Data protection breaches, an increase of 6 on the previous year, pleasingly none had been referred further.
- 8.4 The Chair requested an example of a typical Data Protection breach. The Governance Manager responded that emails sent to the wrong person featured in the most common breaches.
- 8.5 A member queried how concerning was it that we are not hitting the 100% response target?
The Governance Manager reported that we should be meeting targets and occasionally it was taking us too long to respond, frustratingly missing targets by only a small number of days.
- 8.6 The Governance Manager reported that with regards to Data Protection we are starting to undertake face to face training, and we had dates arranged for this. With regards to Freedom of Information requests we are updating our website, clarifying and refreshing the information and this should bring some quick wins for FOI requests.
- 8.7 The Director of Corporate Services reported that she attends CDC's SIRO Board and they are better at responding to information requests in a more timely manner, directing many requests to the website etc. Therefore, we needed to get smarter in our approach. It was noted that the Data breaches that CDC experience are of a similar nature to ourselves.
- 8.8 **The Committee noted the contents of the report.**
9. **2023-24 Procurement Update**
- 9.1 Holly Wilson, Doncaster Council's Head of Procurement (HW) provided an overview on Procurement governance, compliance and activity for the 2023/2024 financial year. It was noted that it had been a very positive year and the organisations were working well together.
- 9.2 HW reported that we have now put in place contracts for emergency accommodation that went live in February 2024, therefore the use of purchase cards was decreasing, off-contract spend should therefore drop further in 24/25.
- 9.3 It was pleasing to note that there had been no breaches for 23/24 although there were 5 historic breaches still to be resolved.
- 9.4 HW detailed the breaches, commenting that Breach 1 – Tools, Plant and Equipment should be resolved in the near future in working with the Stores Manager.
- 9.5 Breach 2 – Repairs, Maintenance & Installation of Door Entry Access Systems, was unfortunately not an easy one to rectify and

this has been ongoing for a while, although a short-term solution has been introduced.

- 9.6 Breach 3 – Digital/TV Aerial Maintenance – It was noted that this was a low value breach, therefore this had been delayed due to others taking priority.
- 9.7 Breach 4 – Security Services (Emergency Accommodation) – It was noted that this was a joint tender that should be awarded imminently.
- 9.8 Breach 5 – Heating Pump Supplies – It was noted that other contracts had being prioritised due to a relatively low spend.
- 9.9 HW concluded that the 5 breaches would be progressed in accordance with the reported timescales.
- 9.10 HW reported that the new procurement act would come into force in October 2024, causing a greater administrative burden.
- 9.11 Consideration was given to Appendix A – Procurement Breaches up to 31 March 2024.
- 9.12 HW clarified that anticipated resolution date was when the anticipated resolution date was agreed, these were complex issues to resolve and not straightforward, however they were approaching the partly resolved stage now.
- 9.13 A member queried why did it take three years from the anticipated resolution date to the actual resolved date?
HW reported that we have had to unpick a lot of data since we commenced working as one procurement service, however she agreed that in hindsight the initial date given versus the resolution date was not appropriate, although measures had been in place.
- 9.14 The Director of Corporate Services reported that there has been delays to some of the historic ones due to value and the key was chipping away at to resolve the historic ones, whilst not adding any new ones.
- 9.15 A member commented that in his opinion a breach was a breach, with all being handled and resolved consistently. How could re-assurance be provided, showing improvements in a transparent way?
- 9.16 HW reported that we have not had any new breaches during 23/24, due to the liaison between her team and SLHD, although she agreed with the sentiment that a breach was a breach. Unfortunately due to capacity issues we had to focus on higher value items, although it was important to note that none of the breaches had just been pushed to one side.

- 9.17 **The Committee thanked HW for her attendance and the work completed thus far, however concerns were expressed with the ongoing delays and re-assurance was sought that they would be actioned promptly.** HW
- 10. Supplies & Logistics Update**
- 10.1 The Director of Corporate Services provided an overview of the stockholding and associated risks for the 2023/24 financial year.
- 10.2 It was noted that there had been an improvement with regards to the number of van checks undertaken. Improvement notices had been given to staff who fail to turn up to van checks, although there was recently an issue around the capacity of stores staff to undertake the checks.
- 10.3 A member queried, with regards to paragraph 5.11 was there any categories with higher discrepancy rates?
The Director of Corporate Services reported that boxes of tiles were a prime example, as this issue mainly related to quantities and variances with stock lines.
- 10.4 A member queried with regards to paragraph 10.2 was there any common reasons for stock adjustments?
The Director of Corporate Services reported that this was as per the earlier question around discrepancy rates and added that high value items are stored within cages as an extra level of security.
- 10.5 The Director of Corporate Services concluded that it was an improved position from last year which was pleasing to see, and Auditors had not raised any concerns.
- 10.6 **The Committee noted the contents of the report.**
- 11. Pension Annual Report**
- 11.1 The Director of Corporate Services presented a report to Committee regarding Exit Payments, Pension Discretion Policy Decisions and Ill health Retirements 2023/24 which was previously considered by the Employment and People Committee. This was the 2nd year that this committee had received the report.
- 11.2 It was noted that the report was for information and the company welcomed and encouraged flexible retirements as long as it was in keeping with the needs of the Business as it was a significant measure in supporting our ageing workforce.
- 11.3 The Director of Corporate Services reported that our Pension Discretion policy was due for renewal shortly and the scheme rule to permit absence contributions would be amended going forward.
- 11.4 A member queried how long was the period of unpaid leave for?

	The Director of Corporate Services confirmed that it was for 2 Months.	
11.5	The Committee noted the contents of the report.	
12.	<u>Gifts & Hospitality Register</u>	
12.1	The Director of Corporate Services presented a report to Committee of the gifts & hospitality, which had been accepted and declined in the 2023/24 financial year, depicted in Appendix A of the report.	
12.2	A member queried was there a minimal level of items to declare? The Director of Corporate Services reported that staff could accept pens and other small items of stationery and very low value items are not required to be registered.	
12.3	A member queried how confident are you that everything was being declared and captured accordingly? The Director of Corporate Services reported that staff are reminded regularly of the need to declare gifts and hospitality, although we do rely on trust to a certain degree.	
12.4	The Committee noted the contents of the report.	
13.	<u>Committee Annual Report</u>	
13.1	The Director of Corporate Services presented the draft report which provided an annual overview of the activities undertaken by the Committee and would provide assurance to Board that the Committee had fulfilled its Terms of Reference.	
13.2	The Chair reported that we had seen many improvements going forward which was pleasing to see.	
13.3	JCr reported that in terms of Board Members, 4 had been allocated as members of each Committee, with three members needing to be in attendance for the meeting to be quorate (from at least 2 different categories of Board Member).	
13.4	The Director of Corporate Services reported that a few amendments were required to the report prior to submission to Board as assumptions for example around attendance at this meeting had been made.	JCr
13.5	The Chair agreed to review the report further to ensure that it reflected the excellent work of the Committee.	JCr/TM
13.6	The Committee noted the contents of the report.	
14.	<u>Fraud Register & Related Activities</u>	

- 14.1 The Director of Corporate Services reported that the briefing note provided an update on the potential cases of fraud, which are currently ongoing within the organisation and any other relevant updates.
- 14.2 No new instances of fraud had occurred since the last meeting. Investigations were ongoing to the allegations of fraud (timekeeping) with one member of staff.
- 14.3 The Internal Audit Manager reported that she had delivered Fraud Training and it also featured in the plan for this year.
- 14.4 New legislation (Failure to Prevent Fraud) also featured in the Audit Plan for this year.
- 14.5 The Chair requested that values are included for the RTB information. JCr
- 14.5 NFW reported that the main risk was with Private Landlords, however this was in hand.
- 14.6 **The Committee noted the contents of the report.**
15. **External Audit Update (Verbal)**
- 15.1 The Director of Corporate Services reported that we had recently been out to tender for a company to provide External Audit Services. Three Audit firms were approached, although only one firm actually applied.
- 15.2 Beever & Struthers would be re-appointed at the forthcoming AGM for a further 3 years with the option to extend. It was noted that their fees had increased by 28%.
16. **Forward Plan**
- 16.1 Consideration was given to the forward plan.
- 16.2 **The Committee noted the contents of the report.**
17. **Any Other Business**
- 17.1 Nothing to note.
18. **Date and Time of Next meeting**
Monday 4 November 2024 2.00 – 4.00pm.