

Annual Report

31 March 2025

St Leger Homes of Doncaster Ltd

Company Registration Number: 05564649

St Leger Homes of Doncaster Ltd

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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
Ms M Walusimbi
Mr B Keable
Ms K Leroy

Appointed: 20.09.23
Appointed: 01.10.22
Appointed: 20.09.23
Appointed: 17.09.24

Resigned 30.04.24

Resigned 31.03.25

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

Resigned 02.05.25

Resigned 02.05.25

Resigned 02.05.25

Independent Board Members

Mr T Mason
Mr S Booth
Mrs S Jones

Appointed: 29.11.17
Appointed: 01.01.20
Appointed: 13.01.20

Resigned 14.01.25

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	Resigned 31.05.25
Mr K Hanlon	Director of Corporate Services	Appointed 03.02.25
Mr M McEgan	Director of Housing and Customer Services	Resigned 31.10.24
Mrs J Davies	Director of Housing and Customer Services	Appointed 21.10.24
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 2025.

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 are involved in our decision making. These include City of Doncaster Council (CDC), employees, tenants and a number of active tenant groups, Department of Work & Pensions (DWP), Team Doncaster, Doncaster Chamber of Commerce, Doncaster College, health services, locality framework partnerships, 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 community agencies and groups. Involvement in these groups is fundamental in St Leger Homes understanding the challenges facing the City and developing our 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, 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 CDC and St Leger Homes 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 18).

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 People and Culture (P&C) team to support the recruitment, development and retention of our workforce. Our People Strategy has an action plan aligned with our strategic objectives and Corporate Plan (see pages 7 to 18).

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 (OVF), 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 18).

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 consortia frameworks.

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 deliver numerous initiatives and projects that complement 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, Communication, Housing Management, Asset Management, Customer Access, Homelessness and Building Safety & Compliance strategies.

In addition, the main objectives of an Environmental 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) which 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, which now includes a phased move to electric vehicles, and we 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. 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 18). 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 2024/25 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 18).

Principal decisions

The Code and Regulations do not define 'principal' or 'key' decisions but the Directors feel that were a number of principal decisions in 2024/25 relating to company operations and key stakeholder groups. These include:

- Appointment of new Board Members and new Chief Executive;
- Appointment of new Directors of Service;
- Implementation of the new Management Agreement and 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 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 is underpinned by a mission statement, a values, skills and behaviours framework and strategic objectives and was implemented in early 2024/25.

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

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.

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.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Vision, values and objectives (continued)

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 2024/25, and similar to the previous year, were:

- Reduce and prevent homelessness;
- Work with CDC and other partners to meet the changing needs of tenants and residents;
- Help tenants to sustain their tenancies;
- Develop and deliver an efficient and effective repairs and maintenance service;
- Develop and launch a new Asset Management Strategy;
- Data intelligence – collate, understand and utilise fully to develop services;
- Ensure health, safety and property compliance;
- Improve communication with tenants and residents;
- Digital transformation to modernise and transform the business and service delivery;
- Develop the workforce; 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 KPIs and TSMs, financial and operational reports, ADP progress reports, strategy updates and numerous other control documents.

Our values and behaviours framework is 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.

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	

These financial statements are for the 2024/25 financial year which ended on 31 March 2025. 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, as summarised below:

Year ended 31 March	2025	2024	2023	2022	2021
Tenanted dwellings	19,899	19,857	19,894	20,000	20,080
Leasehold dwellings	295	293	291	285	279
Totals	20,194	20,150	20,185	20,285	20,359

In addition, the company is responsible for the management of other CDC assets, 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.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Results and performance

Core services were unchanged and delivered in full. The main projects in the year were the ongoing work on developing ICT systems and processes, improving 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 2024/25 was £40.30m (2023/24: £37.00m) and other income was £19.99m (2023/24: £19.63m) giving a total of £60.29m (2023/24: £56.63m). 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 £47m and included external improvement schemes, environmental works, heating conversions and upgrades, estate works and structural repairs.

Building safety compliance investment, including fire risk assessment remediation works was delivered in properties under our management. This focussed on specialised low risk supported living properties. 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 planned 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. The 'One Repairs' programme continued throughout the year to ensure optimum utilisation of available systems to develop an efficient and cost-effective wider repairs service.

People (Employees)

St Leger Homes has a dedicated People and Culture(P&C) team, supporting high levels of business change and development.

Staff surveys were undertaken in the year as part of the programme that commenced in 2020/21. These again considered a number of areas, including assessment of employees' wellbeing and capturing thoughts for future working arrangements. The surveys again saw high levels of employee satisfaction and achieved 91% during 24/25, which is above target and an improvement exceeding the 89% in 23/24, and with over 70% of the workforce responding to the survey.

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

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 209 apprentices;
- for those trades apprentices who have completed their apprenticeship since 2020, 97% were offered a permanent trades position at SLHD;
- in 2024/25 we supported over 113 St Leger Homes Tenants or Doncaster residents into training or employment as part of World of Work activity, exceeding our annual target; and we received further external recognition for our program with an apprentice electrician winning the "advanced apprentice of the year award" at the South Yorkshire apprenticeship awards.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Employees) - (continued)

Engagement:

- we held a very successful and interactive Colleague Festival in 2024 that was attended by almost all employees. A further similar event is planned in 2025/26;
- we held 5 'Breakfast with Chris' events where employees nominated by managers received recognition for their work in line with our Values;
- we held a very well received annual employee St Leger 'Stars' awards in November 2024, an event which has grown in popularity annually and will continue; and
- Our twice-yearly Q&A sessions with the Executive Management Team (EMT) were held enabling all employees to engage directly.

Equality, Diversity and Inclusion:

- we maintained our accreditation by the Housing Diversity Network (HDN) for our commitment to Equality, Diversity and Inclusion activity and we continue to implement best practice suggestions. such as implementing an equality policy, to further enhance the support we offer to tenants and colleagues.
- in our pulse survey we asked colleagues their views around Equality, Diversity and Inclusion, and we developed our Equally Yours Training sessions to gain further understanding.
- we continue to use the data that we collect, through the EDI Dashboard, to monitor how representative we are as an organisation and we use this information to improve what we do, and provide support where it is most needed within the local community.
- we reduced our mean gender pay gap from the previous year to 4.26%; and
- we continue to increase our number of female trades apprentices, 1 in 4 of our successful trades' apprenticeships in 2024 were female.

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 2024/25 with an increasing number of surveys, which included new tenant perception surveys as part of the new regulatory Tenant Satisfaction Measures and also transactional surveys for a range of key services. 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. Our ongoing channel shift strategy aims 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.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Tenants) - continued

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), 2024/25 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 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 also introduced a TSP sub-group to review a sample selection of complaints to support improvements in complaint handling. 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. Our Tenancy Sustainability Team continues to grow and broaden the way in which we respond to the economic environment to support our tenants to be more financially resilient and sustain their tenancies.

In 2024/25 alone, the team received over 1,600 referrals for tenancy support and secured nearly £1.7m of financial gains for tenants. In addition, we assessed 166 tenants who reported damp, mould and condensation to ensure they could afford to adequately heat their homes and secured almost £19k of financial gains for those individuals. For tenants with long-term health conditions, we were successful in applying for Personal Independence Payments (PIP) to the value of nearly £220k.

We also reached out to almost 500 older tenants and assessed them for Pension Credit (PC), resulting in 139 successful claims for PC and securing a total of £725k of PC and other benefits for these people.

The team also took part in eight Cost of Living Hub events throughout the year with partners and held 25 of our own Pension Credit/benefits and rent advice drop-in sessions at the Civic. The Financial Inclusion arm of the team have verified over 30,000 individual UC claims and achieved at least £4m of financial gains for tenants since its creation in 2018.

In a challenging year, St Leger Homes collected almost £90 million in rent payments. The Income Management teams carried out 115,000 rent account reviews, taking action where required. Performance is best reflected in the current arrears KPI which ended the year at 2.76% against a target of 2.95% (reflecting the 53 UC week year). Our Mental Health Navigator (MHN) service continues to support tenants and have received 454 referrals. Of the tenants they directly supported, 75% reported improvement in mental health and sleep quality, almost half no longer felt isolated and the MHNs secured over £43k of financial gains - primarily disability benefit claims and grant applications.

The Tenancy Sustainability 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. The team was shortlisted for the 2025 Northern Housing Awards for the Tenancy Support service, the Pension Credit Project and the Mental Health Navigator services.

We maintained strong safeguarding arrangements throughout the year. As active members of both the Adult and Children Safeguarding Boards, we continue to play a key role in strategic partnerships across Doncaster. Our involvement also extends to several other multi-agency forums, including the Health and Wellbeing Board, the Doncaster Integrated Care Partnership Board, the Multi-Agency Risk Management Arrangements Conference (MARAC), and the Domestic Abuse Housing Alliance (DAHA).

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Tenants) - continued

St Leger Homes takes a proactive stance on ASB, working closely with partners through the Safer Doncaster Partnership. We remain committed to minimising the time properties are left empty, recognising the positive impact this has on neighbourhood stability, crime reduction, and income collection.

We have enhanced our offer to tenants with hoarding tendencies, by the establishment of the 'Space To Breathe' support group. Run by Safeguarding & ASB Officers, in conjunction with our Mental Health Navigators, we now provide a space in which tenants with hoarding tendencies can discuss their situations with each other and support each other through the process of tackling the issues within their homes. This is helping generate lifestyle changes and lasting improvements in the homes of the group members.

2024/25 saw SLHD join Resolve, which is the leading community safety body in the UK, with over 200 housing providers, police services and local authorities in their membership. This enables us to share good practice and keep abreast of innovations in the sector.

We continue to deliver good outcomes in ASB cases reported and have seen a reduction in reports for 2024/25 compared with the prior year. The Safeguarding & ASB service met its KPI target of 60 reports per 1,000 dwellings managed, by out turning for 2024/25 at 55.1/1000. Use of the available tools and powers has increased in 2024/25 compared with 2023/24, which has also helped contribute to a reduction in ASB reports made during 2024/25.

We continue to work closely with CDC and other partners to shape the Thrive locality working model and deliver improved information flow and outcomes for our communities.

In 2024/2025, our area teams have demonstrated remarkable achievements and positive outcomes, such as:

- Tenancy Breach and ASB low level/medium cases: we successfully resolved 2,643 cases across all areas, showcasing our commitment to maintaining harmony and safety in our communities.
- Estate Inspections: a total of 349 estate inspections were completed, ensuring that our neighbourhoods are well-maintained and any issues are promptly addressed.
- Keeping In Touch (KIT) Visits: we conducted 3,820 Keeping In Touch (KIT) visits, strengthening our connection with residents and addressing their needs effectively, which includes the introduction of some community activities.
- Action days: we have taken a proactive lead in organising and delivering a series of highly successful Action Days across our communities. These events have gone beyond traditional engagement, bringing tenants together, strengthening local connections, and directly addressing community priorities. They have tackled everything from litter picking to grounds maintenance, transforming shared spaces and fostering a real sense of pride and ownership in our neighbourhoods.

We continue to have a proactive approach to anti-social behaviour and we 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.

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.

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 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 2024/25, the Company employed on average 887 staff / 802 whole time equivalents (2023/24: 849 staff / 779 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.

We met the commitments of the Disability Confident Scheme accredited by the DWP 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 Reports 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.

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 2024/25, Tenant Satisfaction Measures (TSMs) and additional cost information have also been included as a continuation of this.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Costs

Income for 2024/25 totalled £60.3m and was spent across the service areas as shown below, together with comparatives for 2023/24:

Service area	2024/25	2024/25	2023/24	2023/24
	Total £m	Per unit £	Total £m	Per unit £
Housing Management	11.5	569	10.6	528
Routine Maintenance	18.2	901	17.0	842
Major Repairs expenditure	11.6	574	12.3	609
Asset Management	6.0	297	5.4	268
Housing Options incl. homelessness	6.5	322	5.3	263
Corporate Services	6.5	322	6.0	300
Total	60.3	2,986	56.6	2,811

For Directors' remuneration and management costs, the table below summarises costs per unit managed:

- 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.

	2024/25 Per unit £	2023/24 Per unit £
Chief Executive's remuneration (excl NI and Pension)	7.53	6.91
Total Directors' remuneration (incl NI and Pension)	26.06	26.32

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 benchmarking. The introduction of Tenant Satisfaction Measures (TSMs) in 2023/24 as part of the changing regulatory environment saw St Leger Homes collect 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 Regulatory TSMs form part of the KPI suite.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Performance (continued)

Key Performance Indicators and Tenant Satisfaction Measures 2023/24:

The table below summarises KPIs and TSMs against targets and comparatives where possible.

Indicator Description	24/25 Target	24/25 Outturn	23/24 Outturn	22/23 Outturn	21/22 Outturn	20/21 Outturn
% of current rent arrears against annual debit	2.79%	2.76%	2.72%	2.74%	2.55%	2.75%
Void rent loss % through vacant dwellings	0.70%	0.96%	0.68%	0.67%	0.79%	1.00%
Average days to re-let standard properties	24.0	27.4	24.9	26.7	33.7	46.1
Number of tenancies sustained post support	97.3%	99.0%	99.3%	96.8%	98.3%	97.3%
% of Stages 1 & 2 Complaints responded to within timescale (TSM)	92.3%	99.1%	89.3%	Not applicable		
Number of repairs first visit complete	94.0%	95.3%	95.1%	94.8%	90.2%	90.9%
Gas - % of properties with a valid landlord certificate (TSM)	100%	100%	100%	100%	100%	100%
Fire: % homes all risk assessments have been carried out (TSM)	100%	100%	100%	Not applicable		
Asbestos: % homes surveys or re-inspections completed (TSM)	100%	100%	100%	Not applicable		
Legionella: % homes where all assessments completed (TSM)	100%	100%	100%	Not applicable		
Lifts: % homes all communal lifts safety checks completed (TSM)	100%	100%	100%	Not applicable		
Days lost through sickness per FTE	10.0	12.2	11.2	11.7	11.9	6.6
Percentage of local expenditure	70%	59%	59%	67%	73%	69%
Percentage of homes NOT maintaining decent standard (TSM)	0%	0.79%	0.79%	0.31%	0.01%	0.01%
Number of residents in training, education or employment	97	113	108	97	81	58

Given that 2024/25 was a 53-rent week year and the resulting Universal Credit impact, current rent arrears performance was once again exceptional, out-turning at 2.76% against the year-end target of 2.95%.

Performance on voids was again challenging and although performance did not meet target overall, one of the main reasons was the increasing number of voids from the planned acquisition programme and bringing these properties into use. Performance on core existing void stock was just outside the targets. It is also worth noting that although voids performance has not met targets in recent years, it is consistently in the top quartile or above median when benchmarked with our peers and also all providers nationally.

Customer Satisfaction 2024/25

Customer satisfaction measurement from 2023/24 onwards is mainly via the TSMs as part of the new regulatory requirements, and St Leger Homes carried out Tenant Perception Surveys over five month periods in both 2023/24 and 2024/25.

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.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Performance (continued)

The table below shows the TSM Tenant Perception Survey results for both survey years to date and shows that eleven of the twelve TSMs improved in 2024/25.

TSM ref	Tenant Satisfaction Measure : “% Percentage of respondents who...”	2024/25 %	2023/24 %
TP01	report that they are satisfied with the overall service from their landlord	81%	76%
TP02	had a repair in last 12 months are satisfied with the overall repairs service	82%	80%
TP03	had a repair in the last 12 months are satisfied with time taken to complete most recent	76%	73%
TP04	are satisfied that their home is well maintained	82%	76%
TP05	are satisfied that their home is safe	86%	85%
TP06	are satisfied that their landlord listens to tenants views and acts upon them	75%	72%
TP07	are satisfied that their landlord keeps them informed about things that matter to them	81%	79%
TP08	agree their landlord treats them fairly and with respect	88%	90%
TP09	report making a complaint in last 12 months are satisfied with the approach to complaints handling	37%	30%
TP10	are satisfied that their landlord keeps communal areas clean and well maintained	72%	67%
TP11	are satisfied that their landlord makes a positive contribution to the neighbourhood	81%	77%
TP12	are satisfied with their landlord's approach to handling anti-social behaviour	73%	69%

It is pleasing to report that SLHD is in a very positive position for the Tenant Perception surveys for both years, with only two measures below Median across three benchmarking groups - all housing providers, local authorities and our peer group.

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 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 2024/25, there were 13 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	24/25	23/24	22/23	21/22	20/21	19/20
Compliant	4	4	7	6	7	8
Within target tolerance	4	4	2	3	1	3
Not compliant	3	4	4	6	3	2
No target	2	-	-	-	-	-
Total	13	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 2023/24 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 (ALMOs, Local Authorities, Unitary Authorities and Metropolitan Councils) and also all housing providers nationally. We also continue to benchmark on a monthly basis through national pulse surveys on around fourteen 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 2025/26.

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 during 2024/25 were unchanged and 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 2025/26 was approved by the Board in March 2025 and is available on our website, along with our 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 CDC's strategy, confirming St Leger's commitment to working in partnership with CDC and key partners. 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, 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.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Principal Risk and Uncertainties - (continued)

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



Dave Wilkinson

Chair

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

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

In accordance with section 385 of the Companies Act 2006 a tendering exercise was carried out following the expiry of the existing External Auditors contract on the 30 September 2024. Following the tendering exercise, the contract for our external auditor service was awarded to Beever and Struthers for the period October 2024 to September 2026 with the annual option to extend for a further year for two years. 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 2024/25 was received by the Audit and Risk Committee in May 2025 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 2025. 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 2025 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: 10 September 2025

St Leger Homes of Doncaster Limited

Income Statement

For the year ended 31 March 2025

		Year Ended 31 March 2025	Year Ended 31 March 2024
	Note	£000	£000
Turnover	2	60,289	56,626
Cost of Sales		(54,945)	(52,537)
Gross Profit		<u>5,344</u>	<u>4,089</u>
Administrative Expenses (Loss)		<u>(7,295)</u> (1,951)	<u>(6,677)</u> (2,588)
Interest Receivable/(payable)	13	(52)	965
(Loss) on Ordinary Activities before Taxation		<u>(2,003)</u>	<u>(1,623)</u>
Tax on (Loss) on Ordinary Activities	6	0	0
(Loss) on Ordinary Activities after Taxation		<u><u>(2,003)</u></u>	<u><u>(1,623)</u></u>

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 2025

		Year Ended 31 March 2025	Year Ended 31 March 2024
	Note	£000	£000
(Loss) attributable to the members of the Company		(2,003)	(1,623)
Actuarial gain/(loss) recognised in the pension scheme for the financial year	13	62,117	15,144
Pension surplus not recognised	13	(60,105)	(35,187)
Total comprehensive income for the financial year		<u>9</u>	<u>(21,666)</u>

The notes on pages 29 to 40 form part of these financial statements.

St Leger Homes of Doncaster Limited

Statement of changes in Revenue Reserve

As at 31 March 2025

	Year Ended 31 March 2025	Year Ended 31 March 2024
	£000	£000
Balance as at 1 April	(82)	21,584
Profit from Statement of Comprehensive Income for the year ended 31 March	9	(21,666)
Balance at 31 March 2025	(73)	(82)

St Leger Homes of Doncaster Limited

Statement of Financial Position

As at 31 March 2025

		As at 31 March 2025		As at 31 March 2024	
	Note	£000	£000	£000	£000
Current Assets					
Inventories	7		2,013		2,437
Debtors	8		4,484		5,869
Cash and cash equivalents			846		1,321
			<u>7,343</u>		<u>9,627</u>
Creditors: amounts falling due within one year	9		(7,343)		(9,557)
Bank Overdraft			<u>0</u>		<u>0</u>
Net Current Assets			0		70
Provisions for liabilities and charges	10		0		(70)
			<u>0</u>		<u>0</u>
Net assets excluding pension assets/(liabilities)			0		0
Pension assets/(liabilities)					
Pension asset/(liability)	13	<u>(73)</u>	(73)	<u>(82)</u>	(82)
Net assets/(liabilities) including pension assets/(liabilities)			<u>(73)</u>		<u>(82)</u>
Capital and reserves					
Profit and loss account			<u>(73)</u>		<u>(82)</u>

These financial statements were approved by the Board of Directors on 7th August 2025 and were signed on its behalf by:



Dave Wilkinson
Chair

Company registration number 05564649

The notes on pages 29 to 40 form part of these financial statements

St Leger Homes of Doncaster Limited

Statement of Cash Flows

For the year ended 31 March 2025

		Year Ended 31 March 2025	Year Ended 31 March 2024
	Note	£000	£000
Cash flow from operating activities		(475)	1,243
Profit for the financial year		0	0
Adjustments for:			
Depreciation of property plant, & equipment		0	0
(Increase) in debtors	8	1,385	(1,938)
(Increase) in work in progress and stock	7	424	(51)
(Decrease) / increase in creditors	9	(2,284)	3,232
Net cash outflow from operating activities		(475)	1,243
Cash flow from investing activities			
Purchase of property plant, & equipment		0	0
Net decrease in cash and cash equivalents		(475)	1,243
Cash and cash equivalents at the beginning of the year		1,321	78
Cash and cash equivalents at the end of the year		846	1,321

The notes on pages 29 to 40 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 2024. 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 2025 and comply with FRS102.

St Leger Homes undertakes the management and maintenance of the housing stock of 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 2025 and 31 March 2024. 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.

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.

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

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 2025	Year Ended 31 March 2024
	£000	£000
By Activity		
Housing and support services	26,149	23,688
Repairs and technical services	34,140	32,938
	<u>60,289</u>	<u>56,626</u>

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 2025	Year Ended 31 March 2024
	£000	£000
Auditors' Remuneration	28	24
Internal Audit	44	37
Staff Costs (see note 4)	32,936	30,298
Operating lease rentals		
- Land & Buildings (see note 12)	86	165
	<u>86</u>	<u>165</u>

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 2025	Year Ended 31 March 2024
	No. of employees	No. of employees
Housing and support services	316	313
Repair and technical services	482	462
Directors	4	4
	<hr/> 802	<hr/> 779

Their aggregate remuneration comprised:

	Year Ended 31 March 2025	Year Ended 31 March 2024
	£000	£000
Wages and salaries	27,559	25,301
Social Security costs	2,682	2,433
Pension Contributions	2,695	2,564
	<hr/> 32,936	<hr/> 30,298

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

	Year Ended 31 March 2025	Year Ended 31 March 2024
	No. of employees	No. of employees
£50,001 to £60,000	20.0	11.0
£60,001 to £70,000	13.0	11.0
£70,001 to £80,000	1.0	1.0
£80,001 to £90,000	2.0	0.0
£90,001 to £100,000	1.0	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 2025	Year Ended 31 March 2024
	£000	£000
Members of the Board of Directors		
Directors' emoluments (excl. Chief Executive)	25	26
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.)	473	476
	_____	_____
	No. of Board Members	No. of Board Members
£1-£1,000	1	0
£1,001 to £2,000	1	4
£2,001 to £3,000	4	3
£3,001 to £4,000	1	1
£10,001 to £11,000	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 2025	Year Ended 31 March 2024
	£000	£000
UK Corporation Tax	0	0
	<hr/>	<hr/>
	Year Ended 31 March 2025	Year Ended 31 March 2024
	£000	£000
(Loss) on ordinary activities before tax	(2,003)	(1,623)
	<hr/>	<hr/>
Specific activities within the scope of corporation tax	183	203
	<hr/>	<hr/>
Total current tax charge	0	0
	<hr/>	<hr/>

The tax liability for 2024/25 is £Nil (2023/24 £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 2025	Year Ended 31 March 2024
	£000	£000
Work in Progress	942	1,335
Stock	1,071	1,102
	<hr/>	<hr/>
	2,013	2,437
	<hr/>	<hr/>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

8. Debtors

	Year Ended 31 March 2025	Year Ended 31 March 2024
	£000	£000
Amounts owed by group undertakings	3,977	4,312
Trade Debtors	21	70
Other tax and social security	0	980
Prepayments and accrued income	486	507
	<u>4,484</u>	<u>5,869</u>

9. Creditors: amounts falling due within one year

	Year Ended 31 March 2025	Year Ended 31 March 2024
	£000	£000
Amounts owed to group undertakings	3,802	6,800
Trade creditors	0	15
Other Tax and social security	953	0
Accruals and deferred income	2,588	2,742
	<u>7,343</u>	<u>9,557</u>

10. Provisions for liabilities and charges

	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
On-going cases	<u>0</u>	<u>(70)</u>
	<u>0</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 2025	Year Ended 31 March 2024
	£000	£000
Land and Building leases expiring:		
In one year	12	165
In 2 to 5 years	49	0
In more than 5 years	25	0
	<hr/>	<hr/>
	86	165
	<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 £2.7m. 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 2024/25 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 2025	Year Ended 31 March 2024
Current rate of employers' contributions	10.2%	10.2%

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 2025	Year Ended 31 March 2024
Current Pensioners - Male	20.5 years	20.6 years
Current Pensioners – Female	23.6 years	23.6 years
Future Pensioners - Male	21.3 years	21.4 years
Future Pensioners – Female	25.0 years	25.0 years

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Actuarial Assumptions

	31 March 2025		31 March 2024	
Rate of increase in salaries	3.35%		3.35%	
Rate of increase of pensions in payment	2.75%		2.75%	
Discount rate	5.80%		4.85%	
Value of assets	£000	%	£000	%
Equities	80,321	43.0	83,325	46.0
Bonds	28,214	15.1	27,210	15.0
Property	15,151	8.1	14,450	8.0
Cash	2,332	1.2	2,530	1.4
Other	60,791	32.5	53,720	29.6
Total market value of assets	<u>186,809</u>		<u>181,235</u>	
Actuarial value of liability	<u>(126,704)</u>		<u>(146,130)</u>	
Net pension Asset/(Liability)	<u>60,105</u>		<u>35,105</u>	

Defined Benefit Obligation

	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
Opening Benefit Obligation	146,130	143,471
Current service cost	4,651	4,957
Interest Cost	7,150	6,891
Contributions by Members	1,728	1,620
Actuarial (Gain) on Liabilities	(29,404)	(7,487)
Past Service Cost	0	200
Impact of Losses settlements and curtailments	0	0
Unfunded benefits paid	(5)	(5)
Benefits/transfers Paid	<u>(3,546)</u>	<u>(3,517)</u>
Closing Benefit Obligation	<u>126,704</u>	<u>146,130</u>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Fair value of employer assets

	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
Opening Fair Value of Employer Assets	181,235	167,433
Expected Return on Assets	8,805	7,969
Contributions by Members	1,728	1,620
Contributions by Employer	2,695	2,564
Contribution to unfunded benefits paid	0	0
Administration expenses	0	0
Actuarial Gain on Assets	(4,108)	5,166
Benefits/transfers Paid	(3,546)	(3,517)
Closing Fair Value of Employer Assets	<u>186,809</u>	<u>181,235</u>

Movements in surplus/(deficit) during the year

	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
Opening Surplus (Deficit) in the Scheme	(82)	21,584
Movement in year:		
Current service cost	(4,651)	(4,957)
Past Service Cost	0	(200)
Employer Contributions	2,695	2,564
Contribution to unfunded benefits paid	5	5
Impact of settlements and curtailments	0	0
Net returns on interest received/(cost)	(52)	965
Actuarial gain	62,117	15,144
Surplus/(Deficit) in scheme at end of year	<u>60,032</u>	<u>35,105</u>
Asset Ceiling Adjustment	(60,105)	(35,187)
Recognised Surplus/(Deficit) in scheme at end of year	<u>(73)</u>	<u>(82)</u>

The plan has a gross surplus at the reporting date of £60.032m. 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 2025	Year ended 31 March 2024
	£000	£000
Current service cost	4,651	4,957
Past Service cost	0	200
Impact of settlement and curtailments	0	0
Total charge	<u>4,651</u>	<u>5,157</u>

14. Analysis of net funds

Cash at bank and in hand	Year ended 31 March 2025	Year ended 31 March 2024
	£000	£000
At the beginning of the year	1,321	78
Cash flow	<u>(475)</u>	<u>1,243</u>
At end of the year	<u>846</u>	<u>1,321</u>

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 2024/25 was £60.3m including £43.1m from CDC in management fees, £13.1m relating to capital works and £3.8m other income. Service level agreements amounted to £6.7m.

	Year Ended 31 March 2025	Year Ended 31 March 2024
	£000	£000
Debtors (monies owed by CDC)	4,919	5,647
Creditors (monies owed to CDC)	3,802	6,799

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 2025 (2024: £Nil).

17. Ultimate controlling body

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