

ST LEGER HOMES OF DONCASTER LIMITED

ANNUAL GENERAL MEETING

To be held at 1:00pm Thursday 7 October 2021
Virtual via Microsoft Teams

AGENDA

Non Confidential Items – Open to the Press or Public

Annual General Meeting Agenda

1	Apologies and Quorum	J Crook	
2	Declarations of Interest	J Crook	
3	Minutes of the last Annual General Meeting held on 7 October 2020 and matters arising	J Crook	Enclosed
4	To receive the report of the directors and audited accounts for the year ended March 2021	J Crook	Enclosed
5	Re-appointment of External Auditors	J Crook	Verbal
6	Resignation and Appointment of Directors	J Crook	Verbal
7	Chair's Address and Review of Year	D Wilkinson	Verbal
8	Shareholder's Response	G Jones	Verbal
9	DMBC's Vision for Housing	Karen Lythe	Verbal

Note: Annual Review video to play in between AGM and Board Meeting

St. Leger Homes of Doncaster Limited
ANNUAL GENERAL MEETING
Remote via Microsoft Teams

7 October 2020

Present: Councillor Glyn Jones (Portfolio Holder – Housing), Julie Crook.

Also In Attendance: Dave Wilkinson (Chair of the Board), Dave Richmond (Chief Executive), Steve Waddington, Arturo Gulla, Karen Lythe, Mo Tennison, Sam Bartle, Steve Lyons, Anthony French, Cllr R. Allan Jones, Susan Jones, Stuart Booth, Max Johnson (minutes).

Members of the Public: Mo Tennison, Betty Clayton, Rodger Haldenby.

1 Apologies and Quorum

1.1 Apologies were received from Cllr Joe Blackham, Cllr Jane Nightingale and Trevor Mason.

2 Declarations of Interest by Board Members

2.1 There were no declarations of interest.

3. Minutes of the meeting held on 25 September 2019 and matters arising

3.1 The minutes of the Annual General Meeting held on 25 September 2019 were agreed as a true and accurate record.

4. To receive the report of the directors and audited accounts for the year ended March 2020

4.1 The Company Secretary presented the Report of the Directors and Audited Accounts for the year ended March 2020 and requested that the Shareholder accept the financial statements.

4.2 The Board had approved and endorsed the Report of the Directors and Audited Accounts for 2019/20. Councillor Glyn Jones, on behalf of Doncaster Metropolitan Borough Council (DMBC), accepted the financial statements.

5. Re-appointment of External Auditors

5.1 It was noted that the current external auditors, Beever and Struthers, have been reappointed for a period of up to four years in 2019.

5.2 Councillor Glyn Jones, on behalf of DMBC, accepted the re-appointment of External Auditors.

Action

6. Amendment to Memorandum & Articles of Association

- 6.1 Councillor Glyn Jones, on behalf of DMBC, approved the Amendment to Memorandum & Articles of Association and the attached special resolution to allow general and board meetings to be held virtually.

7. Resignations and Appointment of Directors

- 7.1 The following director(s) have resigned during the year:

- Paul Tanney, Chief Executive
- Maureen Tennison
- Trevor Mason
- Robert Mayo

The following director(s) have been appointed during the year:

- Alan David Richmond, Chief Executive
- David Wilkinson, Chair
- Susan Jones
- Stuart Booth
- Sam Bartle

The following director(s) have been re-appointed:

- Trevor Mason

- 7.2 Councillor Glyn Jones, on behalf of DMBC, accepted the resignations and appointment of Directors.

8. Chair's Address and Review of Year

- 8.1 The Chair welcomed everyone to the meeting, he noted this was his first AGM after being appointed Chairman in November 2019.

8.2 Floods and Covid-19

The Chair recalled being thrown almost immediately into the response to the November floods and being impressed by the support received. The team helped hand out 1,000 sandbags, knocked on over 1,000 doors, sorted out temporary rehousing for those who needed it and began the process of drying out and then repairing the 63 St Leger Homes properties affected by the floods.

Work on the properties along with everything other than emergency repair and homeless services came to a sudden halt on 23 March with the Governments Covid-19 lockdown announcement.

8.3 Year End Performance

The Chair said despite the impact of the floods and more latterly Covid-19, the year end performance for St Leger Homes remained very good and it continued to deliver excellent services.

He highlighted the organisation had received Customer Service excellence Accreditation for 10 years running.

8.4 Health Safety and Wellbeing

The Chair emphasised the importance the organisation placed on Health Safety and Wellbeing of its staff and customers, and recognised the following achievements and awards:

- British Safety Council 5 STAR award for 9th year running.
- ISO 45001 awarded accreditation.
- Wellbeing@work silver award achieved for our staff, with gold standard being currently worked towards.

8.5 Customer Satisfaction

The Chair commented that we continue to put tenants are the heart of what we do, he highlighted the continued customer satisfaction rates with 95.8% of customers satisfied with how helpful our staff are. He applauded the excellent work carried out by our scrutiny panel - TRIP (Tenants & Residents Improvement panel) and more recent Tenants Complaints Appeals panel.

He recognised the organisation had restructured in its response to welfare reform and its support and sustain model and has helped support 1470 tenants to sustain their tenancies.

8.6 Homelessness

The Chair commented homelessness has continued to grow despite the increased emphasis on prevention. He said despite this over the Christmas period there was a bed available for everyone and the organisation was able to respond positively to the Governments 'everyone in' decision as a result of the pandemic, again a bed was available for every rough sleeper.

8.7 Governance

The Chair recognised the positive contributions from Independent Board members that had started earlier in the year, Susan Jones and Stuart Booth.

He recognised the recent retirement of Paul Tanney, Chief Executive and welcomed Dave Richmond new Chief Executive who started with St Leger Homes on 1 October 2020.

The Chair then thanked Maureen Tennison, Tenant Board member for her significant contributions to the Board. He commented she had been a fantastic tenants champion and her contribution will be missed.

He then moved on to welcome Sam Bartle, new Tenant Board member to the Board.

8.8 Finally, the Annual Review video was shown to Board that celebrated key achievements throughout the year.

9. Shareholder's Response

9.1 Councillor Glyn Jones, Portfolio Holder for Housing, advised that he was pleased to be representing DMBC as the Company's Shareholder for the fourth consecutive year.

9.2 He welcomed Dave Wilkinson, Chair to his first AGM and Dave Richmond to his first AGM as Chief Executive. He looked forward to working with both, continuing the successful partnership working. Additionally he welcomed the new board members.

9.3 The Housing Portfolio Holder reflected that the year 2019/20 was the first year of a new five year management agreement and once again the performance of the organisation was strong and the ALMO continues to be a low cost, mid to high performing organisation and a key partner of Team Doncaster.

He said the organisation has continued to provide excellent services to the tenants with an increased focus on health and safety since the Grenfell tragedy. He applauded St Leger Homes for being one of the first housing organisations in the country to install and make fully operational the sprinkler units in all of its high rise blocks. He also acknowledged the success of the key partnership working in relation to the floods and Covid-19 response.

9.4 As a result of the Doncaster Council deciding to strengthen the strategic housing function, he recognised the Council's appointment of Karen Lythe, Assistant Director for Strategic Housing.

9.5 Finally he thanked those members leaving the Board, Paul Tanney as Chief Executive who contributed to the success of the organisation during 2018/19 when it had seen its best ever year of performance. Also, Mo Tennison – Tenant Board Member who stands down after 7 years on the Board. He emphasised tenant contributions are vital to the continued success of the organisation.

10. DMBC's Vision for Housing

10.1 Karen Lythe, Assistant Director for Housing at DMBC, attended the meeting to share the Council's vision for Housing and how together DMBC and SLHD will continue to work together to improve the Borough's Housing offer.

10.2 She explained that the Council is currently working on a mid-term review of the 2015-25 Housing Strategy, to assess the 2020 strategic context, look forward to 2025 and to review its vision and priorities. She highlighted St Leger Homes (SLH) is instrumental to the delivery of many of the housing priorities.

10.3 Housing Growth

She said this will remain a priority for the Council, to continue to try and meet the need for all homes, including affordable homes. 2019-20 had seen 1,213 new homes built in the borough, 223 of which were affordable homes, and 112 of those being built through the Council House Build programme, and are now managed by SLH. The Council is currently producing a 5 Year New Homes Delivery Plan, which will set out the ambitions for the next phase of the Council House Build Programme, where we expect to invest £100m in more than 550 new homes, built to the highest energy efficiency standards.

10.4 Climate Change

This year the Doncaster Climate Change Commission has been meeting to develop a Plan for the borough to tackle all aspects of climate change. The findings make very clear the impact of both new and existing housing on carbon emissions and we will work with SLH to improve the energy efficiency of existing homes, helping not only to protect the environment but also to protect tenant's household budgets from the effects of rising fuel costs. SLH is already investing in energy efficiency, for example with a £12m four year Thermal Improvement programme, but there is much more to do.

10.5 Supporting Vulnerable People

She said the Council and SLH have worked together this year on the huge challenge to bring "Everyone In" and respond to the high level of homelessness presentations through the pandemic period. Moving forward, we'll work together on the implementation of the Imogen Blood review, building on the existing strong working relationships.

10.6 Protecting Tenant Safety

SLH has undertaken a great deal of work to enhance the safety of tenants living in high rise accommodation. The new Building Safety Bill and Fire Safety consultation signal the on-going priority of these issues, and we'll continue to work closely together to respond to all our new responsibilities.

The meeting ended at 14:00hrs.

Annual Report

31 March 2021

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:

St Leger Court
White Rose Way
Doncaster
DN4 5ND

Bankers:

Lloyds Bank Plc
14 Church Street
Sheffield
S1 1HP

Solicitors:

Anthony Collins Solicitors
134 Edmund Street
Birmingham
B3 2ES

Auditors:

Beever and Struthers
St George's House
215-219 Chester Road
Manchester
M15 4JE

Internal Auditors:

Doncaster Council (DC) Internal Audit
Civic Building
College Road
Doncaster
DN1 1BN

Board of Directors

Mr P Tanney
Mr A Richmond

Appointed: 09.01.17
Appointed: 01.10.20

Resigned 30.09.20

Independent Chair

Mr D Wilkinson

Appointed: 11.11.19

Tenant Board Members

Mrs M Tennison
Mr A French
Mr S Lyons
Mr S Bartle

Appointed: 28.02.13
Appointed: 26.09.18
Appointed: 26.09.18
Appointed: 07.10.20

Resigned 07.10.20

Council Board Members

Cllr J Blackham
Cllr R A Jones
Cllr J Nightingale
Cllr SP Wray
Cllr P Cole

Appointed: 10.07.14
Appointed: 10.07.14
Appointed: 02.10.17
Appointed: 19.01.21
Appointed: 25.05.21

Resigned: 18.01.21
Resigned: 06.05.21

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 P Tanney	Chief Executive Officer	Resigned 30.09.20
Mr A Richmond	Chief Executive Officer	Appointed 01.10.20
Ms J Crook	Director of Corporate Services	
Mr S Waddington	Director of Housing and Customer Services	
Mr A Gulla	Director of Property Services	Resigned 13.12.20
Mr C Margrave	Director of Property Services	Appointed 01.01.21

St Leger Homes of Doncaster Limited

Strategic Report

The Directors present their strategic report for the year ended 31 March 2021.

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 Doncaster Council (DC), employees, tenants, Doncaster Children's Trust, Department of Work & Pensions (DWP), Team Doncaster, Doncaster Chamber of Commerce, Doncaster College, health services, emergency services, procurement consortia, Citizens Advice Bureau (CAB) , Credit Union, suppliers, and trade unions, among many others. We are members of or lead on many strategic boards as well as many community agencies or groups, and involvement in these groups is fundamental in St Leger Homes understanding the challenges facing the borough 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 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 DC (see pages 6 to 15).

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 was reviewed, updated and approved by Board in the year, with an action plan aligned with our strategic objectives and Corporate Plan (see pages 6 to 15).

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 Tenants and Residents Improvement Panel (TRIP) and working closely with a number of Tenants and Residents Associations (TARAs). To maximise these relationships, we also have effective partnerships with numerous partnering organisations, such as the DWP, South Yorkshire Credit Union, and a number of local food banks, among others (see pages 6 to 15).

For suppliers, St Leger Homes has robust Financial Regulations and 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. Our dedicated Procurement team utilise Official Journal of the European Union (OJEU) compliant frameworks operated by procurement consortia and St Leger has a representative on the board of a procurement consortium, which enables robust benchmarking and sharing of best practice.

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)

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.

Alongside these, St Leger Homes has a range of strategies to support our tenants, residents and communities, in particular the Customer Involvement, Housing Management, Asset Management, Customer Access and Homelessness strategies.

Progress against all plans is monitored regularly by Board and DC and this includes a suite of Key Performance Indicators (KPIs). Many of the KPIs have a positive impact on the community and environment as they target energy efficiency of properties, homes maintaining Decent Homes standard, anti-social behaviour, homelessness, empty properties, local expenditure, and training and employment, among others.

St Leger Homes has had an Environmental Strategy in place since 2017 and the three main objectives of the strategy are to reduce fuel poverty, our carbon footprint and our waste. The strategy is currently under review and update and will be presented to Board in mid-2021/22.

For a number of years we have managed investment in a range of environmental improvements including Solar PV panels, external wall insulation (EWI) and Biomass boiler installations on district heating systems. In addition to these, we continue to install efficient heating systems as part of our ongoing improvement programmes, we are replacing our vehicle fleet with more fuel efficient 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, 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 6 to 15).

St Leger Homes is committed to preventing 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 fifth annual modern slavery statement, relating to the 2020/21 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 DC with clear lines of delegated authority and periodic monitoring and reporting (see pages 6 to 15).

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)

Principal decisions

The Code and Regulations do not define 'principal' or 'key' decisions, but following the development of the new five year Corporate Plan during 2018/19 and approved in March 2019, the Directors feel that were a number of principal decisions in 2020/21 relating to company operations and key stakeholder groups. These include :

- Appointment of new Board Members;
- Appointment of a new Chief Executive;
- Appointment of a new Director of Property Services;
- Responding to the Covid19 pandemic and related operating restrictions;
- Development and implementation of a new integrated housing management system whose phased implementation commenced in 2020/21 and will continue in 2021/22;
- Responding to Building Safer Futures consultation,
- Responding to extensive, localised flooding in the borough;
- Development and approval of three year budgets and the Annual Development Plan (ADP);
- Responding to the publication of the Social Housing White Paper; and
- Implementing reporting on the Regulator for Social Housing's Consumer Standards.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Business model and review of the financial year

St Leger Homes of Doncaster Ltd (St Leger Homes) was created and is wholly owned by Doncaster Council (DC) as an Arm's Length Management Organisation (ALMO). St Leger Homes was incorporated on 15 September 2005 and commenced trading on 1 October 2005 to manage, maintain, and improve DC's housing and related stock. On 3 July 2018, DC approved the renewal of the management agreement for the period 1 April 2019 to 31 March 2024, which was signed at the Board meeting on 27 March 2019.

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

St Leger Homes also receives other income in the form of management fees to deliver the housing options service and the capital investment programme in DC's housing stock, plus income from delivering property improvement services.

The St Leger Homes fees are based on the actual cost of service within agreed budget targets. A number of services are bought from DC 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

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

Our mission is underpinned by our values :

- **Fairness** ensure equality and diversity is integral to all we do;
- **Excellence** provide efficient, excellent services to all our customers;
- **Empowerment** empower and involve staff and tenants through meaningful consultation; and
- **Local** work in partnership with other local organisations.

Our strategic objectives are 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 DC to reflect current plans and risks.

An Annual Development Plan (ADP) is approved by the Board at the start of each financial year. The ADP is based on our strategic objectives and priorities and also Mayoral priorities, and key themes for 2020/21 were :

- Responding to emerging building and fire safety regulations;
- Using technology to modernise and transform the business and service delivery;
- Helping tenants to sustain their tenancies;
- Reviewing the Asset Management strategy and making best use of DC's assets;
- Customer access - engaging with tenants, residents and communities;
- Expanding our World of Work programme (WoW);
- Delivering the Environmental strategy;
- Delivering the ICT strategy and digital transformation;
- Reducing and preventing homelessness within the borough;
- Reducing the number of empty properties in the borough; and
- Embedding a positive health, safety and wellbeing culture.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

At every Board meeting the Members review, with the Directors, the 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.

Results and performance

These financial statements are for the 2020/21 financial year which ended on 31 March 2021. The Company's accounting reference date reflects the DC financial year.

Operations

The Company's principal activity during the year was the management and maintenance of the housing stock of DC, which numbered 20,359, of which 20,080 were tenanted dwellings and 279 leasehold dwellings as at 31 March 2021. In addition, the company is responsible for the management of DC's statutory duty to respond to homelessness within the borough and also management of the investment programme for the improvement of the housing stock.

Core services were unchanged in 2020/21, but were seriously disrupted in the first quarter as the Covid19 pandemic took hold and the first lockdown was put in place. Business critical services only were delivered in April and May and normal services started to resume from early June, following all government guidance, as lockdown restrictions were eased. Covid19 continued to influence our services as further lockdown and tier restrictions were put in place.

The other main project in the year was the development and implementation of a new integrated housing management ICT system, the first phase of which went live in November 2020. This project has a dedicated delivery team comprising secondees from core areas, which in turn impacts on those areas requiring posts to be backfilled. System development is ongoing and Phase Two implementation is scheduled for mid-2021/22.

As well as Covid19 and the new ICT system, services also had to consider further accelerated rollout of Universal Credit (UC), Building Safer Futures consultation and the publication of the social housing White Paper, and it is pleasing to report that overall, services were delivered within budget and the majority of key performance targets were met or exceeded, against a backdrop of these and a number of other drivers during the year.

Financial

HRA management fee income for 2020/21 was £31.733m (2019/20 : £30.032m) and other income was £13.610m (2019/20 : £12.698m) giving a total of £45.343m (2019/20 : £42.730m). This income is shown in the Company's Statement of Comprehensive Income under the heading "Turnover". This excludes the capital programme investment in DC's housing stock, which is managed by St Leger Homes and is accounted for within DC's financial statements.

Homes

Despite the early Covid19 disruptions, investment in the housing stock continued during 2020/21 to sustain and further enhance decency works already carried out. Improvements to over 5,000 homes were delivered and included an external improvement programme, heating conversions and upgrades, communal hall works, estate works and structural repairs.

The year saw continued investment in health and safety compliance works in all properties under our management and also saw continued focus on strengthening and improving fire safety in our high rise buildings. This included delivering a range of fire safety improvements identified from extensive intrusive fire surveys and fire risk assessments.

The remaining remediation works on the properties affected by the flooding event in November 2019 were completed in the year.

As well as our programme of capital works we continue to carry out responsive and scheduled repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock. We operate a 24/7 contact service.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Employees)

The main change for employees in the year was for the large majority of office based staff to have to work from home for the entire year following the government lockdown announcement on 23 March 2020. Within a week of the announcement almost all staff were working effectively from home, and a key focus in year has been the monitoring and management of employees' health and wellbeing following these changes.

Three staff pulse surveys were undertaken in the year specifically aimed at assessing employees' wellbeing, any issues with the new home working arrangements and capturing thoughts and ideas for possible changes when restrictions are partially and fully removed. They have now become the regular ongoing way we monitor employee voice and opinion across the whole organisation, ensuring that we are as up to date as possible and able to act in a timely manner. The results have been analysed and considered at Leadership and Board, and are being used to define the vision and principles that will underpin the organisation's agile working approach and lead the implementation of policy change and associated guidance and learning, and facilitate plans to embed the new ways of working.

There were some realignments in year, most notably in HR and OD, and strengthening the Health and Safety Compliance Team commenced in the year, which will conclude in 2021/22.

The new Customer Access Team (CAT), implemented in 2019/20, continued its phased development. The CAT deals with first point of contact enquiries, including by phone, email, video and in person at our office receptions. The CAT brings together all our customer access channels to deliver a single, whole organisation customer access service.

This is changing the way customers access our services for first point of contact enquiries and, means we are able to deal with enquiries at the first point of contact without passing the customer on to other teams, providing a better service for tenants.

St Leger Homes again achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the last ten years and achieved the international ISO45001 health and safety standard during 2019/20.

In 2020/21 we continued our wellbeing activity, following achievement of the Silver level in the Public Health Bewell@Work Award in 2019/20, and are developing our plan to achieve Gold by March 2022.

The number of RIDDOR reportable injuries to our staff reduced again during the year, meeting target. A full evaluation of health and safety performance is provided to Board on a regular basis.

Despite the enforced new working arrangements, we continue to involve and invest in our staff, delivering a comprehensive learning and development programme for all staff during 2020/21 offering over 200 training courses and learning events, providing over seven learning hours per full time equivalent employee.

Since 2005, St Leger Homes have trained over 111 trades apprentices – with over 96% of those who completed their placement getting jobs locally, and many staying working within St Leger Homes. It is pleasing to report that an apprentice in the St Leger Homes Gas Team has been named Apprentice of the Year at the Doncaster Business Awards in March 2021.

St Leger Homes usually hold annual staff conferences at a large venue, so the 2020/21 restrictions provided new challenges to enable this key interaction with all employees takes place. Successful 'virtual' staff conferences were held in October 2020, with employees able to 'attend' one of a number of events using meeting software. Employees received updates on the Covid19 situation and related recovery plans, core service development plans for 2020/21 and longer term planning.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Tenants)

Despite the numerous constraints resulting from the Covid19 pandemic, 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.

External recognition of our work is always welcome and St Leger Homes achieved a number of people related awards during the year.

We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the eleventh 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'.

Our Access to Homes Service had an exceptionally busy year, primarily as a result of responding to Covid19 and the government's 'everyone in' instruction in March 2020, ensuring a bed for the night for everyone presenting as homeless during the pandemic. This placed considerable additional pressure on workloads and budgets, and understandably had an unavoidable, adverse impact on some KPIs which could not be met (see below).

This was in addition to the usual high demand in general service approaches for access to the housing register, housing advice and homeless applications, statutory rehousing and use of homeless temporary accommodation. The introduction of the Homelessness Reduction Act 2017 saw a significant increase in the number of households placed into temporary accommodation, in particular placed into bed and breakfast accommodation, and normal demand had been high for two years before the pandemic.

Addressing homelessness is one of the key priorities of Doncaster Growing Together, and therefore within our Corporate Plan, and three of the KPIs for the past three years are related to this. We continued to strengthen work with the Complex Lives (CL) Alliance, including DC, NHS and Children's Services, to support vulnerable Doncaster residents.

Successful bids to Government in recent years for funding initiatives such as the Rapid Rehousing Pathway, Private Rented and Rough Sleeper Initiative, secured funding for 2020/21 and this provided much needed resources and capacity to further reduce homelessness in Doncaster.

The severe weather emergency protocol (SWEP) remained in place during the year was activated on several occasions, most notably from end of December 2020 to mid-February 2021 during a sustained period of cold weather.

SWEP ensures normal operational service is maintained and increased measures to prevent rough sleeping during these periods. In conjunction with our partners, we were able to ensure a bed was available for every rough sleeper who wanted one during the severe weather. SWEP was again supported by funds made available by the Ministry of Housing, Communities and Local Government (MHCLG) and also Health funding.

Wherever possible we involve tenants in improving services and have a Tenants and Residents Improvement Panel (TRIP) who undertake a number of tasks and reviews each year. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking. We work closely with 24 Tenants and Residents Associations (TARAs).

We recognise that we maximise our effectiveness through joint working, and have effective partnerships with numerous partnering organisations, in particular the DWP, CAB, and South Yorkshire Credit Union to deliver solutions to our tenants.

We have pro-active roles in the Doncaster Financial Inclusion Group (FIG) and the Doncaster Anti-Poverty Strategy Group and highlight the effect of welfare reform to national Government through statistics and case studies.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Tenants) – (continued)

Helping our tenants with the impact of benefit reform is key to sustaining tenancies. We responded positively and effectively to benefit reform with action plans in place since 2015. We have looked in detail and subsequently monitored the impact of Universal Credit (UC) and provided additional resources for front line services, most notably with a dedicated tenancy sustainment team. This has been fully embedded for some time and ensures tenants have the financial capability and skills to manage their money.

Full roll-out of UC is expected to conclude in 2021/22, affecting over 7,500 St Leger Homes tenants by then and totalling over £24million of income per annum. For 2020/21, this meant approximately £4million more rent to collect than the previous financial year. We continued to work strategically with partner organisations to minimise the impact of UC and welfare reform and also work closely on an operational level with our tenants to provide intensive support where necessary. This proved very effective in 2020/21, despite the numerous constraints resulting from the Covid19 pandemic, and an exceptional performance was recorded in managing rent arrears, being better than target and comparing favourably with other housing providers.

St Leger Homes has a strong safeguarding culture and 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 and also the Multi-Agency Risk Management Arrangements Conference (MARAC).

Neighbourhoods

We have an outcome focussed Customer Involvement structure that resulting from a full review of tenant engagement operations and work in our neighbourhoods continued extensively in the year, using Covid19 secure working arrangements, including estate caretaker work, positive activity expenditure, estate walks and new fencing.

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.

Considerable focus on voids was again applied in the year to improve turn around and re-let times. 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.

We attended monthly Neighbourhood Action Groups and Case Identification Meetings across the borough in all of our four geographical areas. As well as low level enforcement and support we successfully carried out enforcement sanctions on Notice of Seeking Possessions (Secure Tenancies), Notice of Possession Proceedings (Introductory Tenancies), Injunctions, Demoted Tenancy Orders, Evictions and Closure Orders.

In high level ASB hot spot areas, 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 also continued, with fencing and parking schemes delivered and improvements to garage sites as part of our environmental programme.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Modern slavery

Modern slavery is a potential risk to our tenants, employees, residents of the borough, 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 have published our fifth annual modern slavery statement, relating to the 2020/21 financial year, and it sets out St Leger Homes' activities to ensure there is no slavery or human trafficking in our operations. The statement can be found on our website at www.stlegerhomes.co.uk

Value For Money (VFM)

VFM is embedded in our mission, values and strategic objectives. Our Annual Development Plan (ADP) and Directorate Service Delivery Plans (SDP) are developed around these objectives and priorities.

St Leger has a good track record on VFM, with improving performance in recent years against a backdrop of the on-going, challenging economic climate and new Government legislation.

We recognise the Regulator of Social Housing's Regulatory Standards as good practice and during the year, published our fourth VFM self-assessment (based on the 2019/20 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 100 organisations). Benchmarking shows there are areas of good performance and also areas for improvement, with actions developed to improve these.

Employment Policy

In 2020/21, the Company employed on average 813 staff / 737 whole time equivalents (2019/20 : 820 staff / 740 whole time equivalents). During the year 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. This is delivered within the business through our New Directions Guide, one of the key themes being around the delivery of career conversations to retain the talents of our employees throughout their working life.

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 Executive Management Team (EMT) every six months

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 in 2020 and this is available on our web-site at www.stlegerhomes.co.uk

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Performance

St Leger Homes has dedicated Business Transformation (BTT) and Performance Teams (PT).

The BTT focus for 2020/21 was working with another dedicated team on the development and implementation of the new integrated housing management solution, with Phase One successfully launched in November 2020 and Phase Two on track for mid-2021/22.

The PT further developed our Business Intelligence Tool that interrogates core systems by mapping existing reporting to the new integrated housing management system, and continuing to provide timely and accurate performance information to Service Managers, enabling prompt, effective decision making.

Part of the remit of St Leger Homes' Organisational Development (OD) service area is to offer a wide range of mandatory, essential and desirable training and learning opportunities to ensure we develop our employees and optimise their own and the company's performance.

At the start of each financial year, a suite of Key Performance Indicators (KPIs) is approved by Board and DC. The suite is developed using a range of sources such as Mayoral priorities, strategic objectives and strategic risks, and is reported monthly to EMT, to every Board meeting, and also periodically to Officer Liaison Board (OLB), which comprises Senior Officers from both St Leger Homes and DC. St Leger Homes validates these KPIs with a number of employee and customer surveys.

A STAR survey was originally planned for 2020/21, but a decision was made to defer it until mid-2021/22 as part of a wider programme of more responsive, bespoke customer surveys throughout each year and use these to inform our service delivery methods and respond effectively to emerging needs.

As well as numerous specific service area questions, STAR has core satisfaction questions and compared with other organisations, both nationally, with our peers and also more specifically with those in the North and of a similar size, St Leger Homes scores are within the upper quartiles of each group.

Key Performance Indicators 2020/21:

2020/21 saw the introduction of new KPIs, so there are no comparatives for some KPIs in the table below.

Indicator Description	20/21 Outturn	20/21 Target	19/20 Outturn	18/19 Outturn	17/18 Outturn	16/17 Outturn
% of current rent arrears against annual debit	2.75%	2.80%	2.79%	2.61%	2.62%	2.44%
Void rent loss % through vacant dwellings	1.00%	0.50%	0.59%	0.49%	0.78%	1.00%
Number of tenancies sustained post support	97.3%	90.0%	93.8%	n/a	n/a	n/a
Number of homeless preventions	604	800	965	n/a	n/a	n/a
Number of repairs first visit complete	90.9%	92.0%	90.2%	n/a	n/a	n/a
Gas servicing - % of properties with a valid landlord certificate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number of complaints upheld as a % of all interactions	0.065%	0.070%	0.061%	0.070%	0.06%	no data
<i>Complaints upheld</i>	233		240	250	208	219
<i>Complaints not upheld</i>	570		581	638	679	692
<i>Total complaints</i>	803		821	888	887	911
Days lost through sickness per FTE	6.60	7.90	8.22	8.90	8.04	8.26
ASB % of cases resolved	95.2%	95.0%	95.56%	93.0%	n/a	n/a
Percentage of local expenditure	52%	70%	59%	58%	58%	n/a
Percentage of homes maintaining decent standard	99.99%	100.00%	100.00%	n/a	n/a	n/a
Energy efficiency : EPC Level C by 2030	64.74%	41.53%	n/a	n/a	n/a	n/a

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Performance (continued)

It is particularly pleasing to report that current rent arrears performance out-turned at 2.75% against the year-end target of 2.80%. An exceptional performance in a very challenging year that saw approximately 25% more tenants on UC this year than last, all staff working mainly from home due to Covid19, restrictions on enforcement action, an eviction ban, tenants on furlough or not working, the Mayoral option of a three month rent holiday in quarter one and the introduction of new housing management IT system in November 2020.

Void performance was worse than target for both void rent loss and re-let times, due to the lockdown in quarter one, when all lettings were suspended, and subsequent Tier related restrictions throughout the year. Performance improved steadily throughout the year and void numbers at year end were improving and moving back to pre-pandemic levels.

Despite the quarter one cessation of all but business critical services, the repairs performance was strong and consistent with the previous financial year.

In a challenging and unsettling year for our employees, with numerous changes to established, normal working practices, it is also pleasing to report that sickness levels were better than target and the lowest level ever.

Complaint levels were very similar to previous years but the number of interactions fell slightly which in turn caused the KPI to increase to 0.065%, but still better than target.

Customer Service Standards

In addition to the KPIs, St Leger Homes reports on seven Customer Service Standards. These are set in consultation with our customers, taking into account our Corporate Plan 2019-2024, KPIs and the Regulatory Consumer Standard, to ensure our customers are clear about the levels of service they can expect from us and we are clear about to what we need to deliver.

The standards are reviewed periodically and approved by EMT and Board. Performance against the standards is monitored by EMT and Performance and Improvement Committee on a quarterly basis.

There are currently 11 measures across the seven standards, and cover four areas, as follows:-

- We have friendly and polite staff;
- We provide safe and secure homes;
- We are easy to do business with; and
- We keep our promises.

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

Service standards	20/21	19/20	18/19	17/18
Compliant	7	8	8	9
Within target tolerance	1	3	2	4
Not compliant	3	2	3	0
Total	11	13	13	13

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Principal Risks and Uncertainties

Effective risk management has always been an integral part of our business planning process. 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. A member of the Leadership Team is assigned as being the risk owner and assumes the responsibility of ensuring effective mitigation actions are in place. As in previous years, quarterly reviews and updates of the risk register took place during the year and this will continue in 2021/22.

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 within the Doncaster borough;
- develop, maintain and optimize use of ICT systems;
- manage political and local expectations of St Leger Homes;
- deliver the digital transformation programme;
- recruit, develop and retain a skilled, efficient and effective workforce
- manage all issues surrounding property compliance risks, including high risk residential accommodation and any emerging requirements;
- manage corporate health, safety and compliance risks;
- deliver on performance and value for money as measured by DC;
- effectively govern and manage in an increasingly regulated and uncertain economic climate; and
- manage all issues surrounding the impact of the Covid19 pandemic'.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Future Developments

Our Annual Development Plan for 2021/22 was approved by the Board in March 2021 and is available on our web-site, 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 Doncaster's Growing Together (DGT) corporate strategy confirming St Leger's commitment to working in partnership with DC and key partners, St Leger Homes will continue to grow the World of Work employability programme which is delivered with support from Doncaster College and Job Centre Plus.

We are reviewing our Corporate Plan in 2021/22, we will be approving a new Asset Management strategy and Environmental strategy and a completely new structure for Property Services. The Board are working work on the Code of Governance and strengthening our approach to monitoring and evidencing our compliance with the Regulator of Social Housing (RSH) standards.

One of the key future challenges continues to be around health, safety and compliance, responding to the White Paper and whatever comes into force following further rounds of consultation and responses to the Building Safer Futures consultation.

We will continue to work with our Tenants to assist them with the changes which have already been made under welfare benefit reform and we will continue to help them prepare for and manage UC.

UC is the only working-age benefit that people in Doncaster will be able to claim if they are unemployed or on a low income, and we will continue to support our tenants. The full roll-out of UC is expected to affect over 7,500 St Leger Homes tenants by the end of the 2021/22 financial year, and totalling over £24million of income per annum. We have worked extensively with partners and customers since UC was first implemented in Doncaster, with positive outcomes, and we must continue our focus on managing and minimising the impact of Welfare Reform.

We must also continue to be an organisation which delivers efficiencies and value for money services. Development and implementation of the new Integrated Housing Management Solution continues and the first phase of implementation completed successfully in November 2020. Phase Two is scheduled for mid-2021/22 and once fully implemented will transform the way company operates.

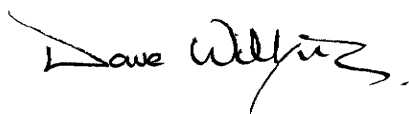
The economic and political climates continue to provide high levels of uncertainty and challenge and we will continue to monitor these closely to ensure we are able to respond quickly and plan accordingly.

We continue to review the actual and potential impact of the Covid19 pandemic on our Corporate Plan and the changes to working arrangements implemented and planned as part of our response to date.

We continually monitor our portfolio of commercial and community support services for impact and growth potential, respond to the DC commissioned Housing Needs Assessment 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 DN4 5ND



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

DC, 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 DC 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

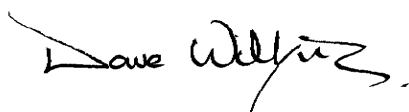
The Directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's Directors are individually unaware; and each Director has taken all the steps that they ought to have taken as a Director to make himself 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 2019. Following the tendering exercise, the contract for our external auditor service was awarded to Beever and Struthers for the period October 2019 to September 2021 with the annual option to extend for a further year for two years. The Directors propose to appoint Beever and Struthers for a further year in line with the contract.

By order of the Board and signed on its behalf

St Leger Homes of Doncaster Limited
St Leger Court
White Rose Way
Doncaster DN4 5ND



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, 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 2020/21 was received by Audit and Risk Committee in March 2021 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 including Fidelity Guarantee 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 2021. 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 2021 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 2021 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 FRC's 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 web-site 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
St George's House
215-219 Chester Road
Manchester

M15 4JE

Date:

St Leger Homes of Doncaster Limited

Income Statement

For the year ended 31 March 2021

		Year Ended 31 March 2021	Year Ended 31 March 2020
	Note	£000	£000
Turnover	2	45,343	42,730
Cost of Sales		(42,646)	(40,532)
Gross Profit		<u>2,697</u>	<u>2,198</u>
Administrative Expenses		(6,565)	(6,067)
(Loss)		<u>(3,868)</u>	<u>(3,869)</u>
Interest payable	14	(993)	(1,103)
(Loss) on Ordinary Activities before Taxation		<u>(4,861)</u>	<u>(4,972)</u>
Tax on (Loss) on Ordinary Activities	6	0	0
(Loss) on Ordinary Activities after Taxation		<u><u>(4,861)</u></u>	<u><u>(4,972)</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 2021

		Year Ended 31 March 2021	Year Ended 31 March 2020
	Note	£000	£000
(Loss) attributable to the members of the Company		(4,861)	(4,972)
Actuarial (loss)/gain recognised in the pension scheme for the financial year	14	(11,287)	7,838
Total comprehensive income for the financial year		<u><u>(16,148)</u></u>	<u><u>2,866</u></u>

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 2021

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000
Balance as at 1 April	(42,645)	(45,511)
Profit/(Loss) from Statement of Comprehensive Income for the year ended 31 March	(16,148)	2,866
Balance at 31 March	(58,793)	(42,645)

St Leger Homes of Doncaster Limited

Statement of Financial Position

As at 31 March 2021

		As at 31 March 2021		As at 31 March 2020	
	Note	£000	£000	£000	£000
Property, Plant and Equipment	7		28		42
Current Assets					
Inventories	8	1,776		1,744	
Debtors	9 & 19	3,693		4,521	
Cash and cash equivalents		1,260		2	
		<u>6,729</u>		<u>6,267</u>	
Creditors: amounts falling due within one year	10 & 19		(6,697)		(5,608)
Bank Overdraft			<u>0</u>		<u>(387)</u>
Net Current Assets					272
Provisions for liabilities and charges	11		(60)		(314)
Net assets excluding pension liabilities			0		0
Pension liabilities					
Pension liability	14	<u>(58,793)</u>		<u>(42,645)</u>	
			(58,793)		(42,645)
Net liabilities including pension liabilities			<u>(58,793)</u>		<u>(42,645)</u>
Capital and reserves					
Profit and loss account			<u>(58,793)</u>		<u>(42,645)</u>

These financial statements were approved by the Board of Directors on 6 July 2021 and were signed on its behalf by:

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 2021

		Year Ended 31 March 2021	Year Ended 31 March 2020
	Note	£000	£000
Cash flow from operating activities		1,645	(905)
Profit for the financial year		0	0
Adjustments for :			
Depreciation of property plant, & equipment	7	14	108
Decrease / (increase) in debtors	9 & 19	828	(906)
(Increase) / decrease in work in progress and stock	8	(32)	(72)
Increase / (decrease) in creditors	10 & 19	835	(35)
Net cash inflow from operating activities		1,645	(905)
Cash flow from investing activities			
Purchase of property plant, & equipment		0	0
Net decrease in cash and cash equivalents		1,645	(905)
Cash and cash equivalents at the beginning of the year		(385)	520
Cash and cash equivalents at the end of the year		1,260	(385)

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 2020. St Leger Homes was incorporated in the United Kingdom and its registered office is St Leger Court, White Rose Way, Doncaster, DN4 5ND.

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 2021 and comply with FRS102.

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

The Management Agreement is in place whereby DC 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.

The pension scheme, like a number of such schemes, has a deficit. Measures are in place to address this deficit, by increasing employer's contributions in the medium term and fundamental changes which have been in place since 1 April 2014. However, the requirement of Section 28 of Financial Reporting Standard (FRS) 102 is to show the pension scheme as a liability on the balance sheet. As a result of the agreements that exist between St Leger Homes and DC, a pension related guarantee from DC 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

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.

Although a pension guarantee from DC exists, this pension related asset is shown as a Contingent Asset at Note 18 to these financial statements. The pension deficit in the Statement of Financial Position for St Leger shows an overall negative position, comprising a liability and negative revenue reserves at 31 March 2021 and 31 March 2020. This 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.

Estimates

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

For Financial Standards Reporting purposes, the pension liability as at 31 March is calculated using a range of assumptions and also asset values of equities, bonds and property. The long term impact of the Covid19 pandemic is not yet known and these assumptions values may be subject to change.

Property Plant & Equipment

The capitalised improvements to St Leger House and St Leger Court premises in Doncaster will be written off over the life of the lease.

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 2021	Year Ended 31 March 2020
	£000	£000
By Activity		
Housing and support services	20,212	18,216
Repairs and technical services	25,131	24,514
	<hr/> 45,343	<hr/> 42,730

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 2021	Year Ended 31 March 2020
	£000	£000
Auditors' Remuneration	18	18
Internal Audit	28	27
Staff Costs (see note 4)	25,468	24,939
Operating lease rentals		
- Buildings (see note 13)	368	568
	<hr/> 368	<hr/> 568

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 2021	Year Ended 31 March 2020
	No. of employees	No. of employees
Housing and support services	310	302
Repair and technical services	423	434
Directors	4	4
	737	740

Their aggregate remuneration comprised:

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000
Wages and salaries	21,009	20,332
Social Security costs	1,906	1,815
Pension Contributions	2,553	2,792
	25,468	24,939

5. Remuneration of Directors

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000

Members of the Board of Directors

Directors' emoluments	21	18
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.)	472	448
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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 2021	Year Ended 31 March 2020
	£000	£000
UK Corporation Tax	0	0
	<hr/>	<hr/>
	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000
(Loss) on ordinary activities before tax	(4,861)	(4,972)
	<hr/>	<hr/>
Specific activities within the scope of corporation tax	506	493
	<hr/>	<hr/>
Total current tax charge	0	0
	<hr/>	<hr/>

The tax liability for 2020/21 is £Nil (2019/20 £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. Property Plant & Equipment

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000
Cost		
At 1 April 2020	1,275	1,275
Additions	0	0
At 31 March 2021	<hr/> 1,275	<hr/> 1,275
Depreciation		
At 1 April 2020	1,233	1,125
Charge for the year	14	108
At 31 March 2021	<hr/> 1,247	<hr/> 1,233
Net Book Value	<hr/> 28	<hr/> 42

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

8. Inventories

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000
Work in Progress	968	1,025
Stock	808	719
	<u>1,776</u>	<u>1,744</u>

9. Debtors

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000
Amounts owed by group undertakings	2,532	2,740
Trade Debtors	47	76
Other tax and social security	788	1,261
Prepayments and accrued income	326	444
	<u>3,693</u>	<u>4,521</u>

10. Creditors: amounts falling due within one year

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000
Bank Overdrafts	0	387
Amounts owed to group undertakings	4,408	3,819
Trade creditors	0	2
Accruals and deferred income	2,289	1,787
	<u>6,697</u>	<u>5,995</u>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

11. Provisions for liabilities and charges

	Year ended 31 March 2021	Year ended 31 March 2020
	£000	£000
On-going cases	(60)	(314)
	<u>(60)</u>	<u>(314)</u>

12. Called up share capital

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

13. 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 2021	Year Ended 31 March 2020
	£000	£000
Land and Building leases expiring:		
In one year	200	200
In 2 to 5 years	168	368
In more than 5 years	0	0
	<u>368</u>	<u>568</u>

14. 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 £2.553m.

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 16.0% of pensionable pay will apply in the 2021/22 financial year.

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

The most recent published valuation was at 31 March 2019. This valuation was for the entire South Yorkshire Pension Authority (Local Government) pension fund. The applicable financial assumptions underlying the 31 March 2019 valuation were:

	Year Ended 31 March 2021	Year Ended 31 March 2020
Current rate of employers' contributions	16.0%	13.9%
Market value of the Scheme assets	£8.819m	£8.819m

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Actuarial Assumptions

	31 March 2021		31 March 2020	
Rate of increase in salaries	3.95%		3.35%	
Rate of increase of pensions in payment	2.80%		2.20%	
Discount rate	2.10%		2.40%	
Rate of inflation	2.70%		2.10%	
Value of assets	£000	%	£000	%
Equities	75,941	49.2	66,603	51.8
Bonds	33,486	21.7	26,694	20.7
Property	13,985	9.1	11,527	9.0
Cash	2,128	1.4	3,872	3.0
Other	28,880	18.7	19,954	15.5
Total market value of assets	<u>154,420</u>		<u>128,650</u>	
Actuarial value of liability	<u>(213,213)</u>		<u>(171,295)</u>	
Net pension liability	<u>(58,793)</u>		<u>(42,645)</u>	
Expected rate of return				
Equities (UK)	6.5%		6.5%	
Bonds	5.1%		5.1%	
Property	5.9%		5.9%	
Cash	0.5%		0.5%	
Other	6.5%		6.5%	

Defined Benefit Obligation

	Year ended 31 March 2021	Year ended 31 March 2020
	£000	£000
Opening Benefit Obligation	171,295	176,847
Current service cost	6,203	6,308
Interest Cost	4,089	4,403
Contributions by Members	1,309	1,255
Actuarial Losses/(Gain) on Liabilities	33,348	(15,084)
Past Service Cost	0	167
Impact of Losses settlements and curtailments	118	89
Benefits/transfers Paid	<u>(3,149)</u>	<u>(2,690)</u>
Closing Benefit Obligation	<u>213,213</u>	<u>171,295</u>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Fair value of employer assets

	Year ended 31 March 2021	Year ended 31 March 2020
	£000	£000
Opening Fair Value of Employer Assets	128,650	131,336
Expected Return on Assets	3,096	3,300
Contributions by Members	1,309	1,255
Contributions by Employer	2,553	2,792
Administration expenses	(100)	(97)
Actuarial Gain on Assets	22,061	(7,246)
Benefits/transfers Paid	(3,149)	(2,690)
Closing Fair Value of Employer Assets	<u>154,420</u>	<u>128,650</u>

Movements in surplus/(deficit) during the year

	Year ended 31 March 2021	Year ended 31 March 2020
	£000	£000
Opening Deficit in the Scheme	(42,645)	(45,511)
Movement in year:		
Current service cost	(6,303)	(6,405)
Past Service (Cost)	0	(167)
Employer Contributions	2,553	2,792
Impact of settlements and curtailments	(118)	(89)
Net returns on (interest cost)	(993)	(1,103)
Actuarial (loss)/gain	(11,287)	7,838
Deficit in scheme at end of year	<u>(58,793)</u>	<u>(42,645)</u>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Amounts charged to profit/(loss)	Year ended 31 March 2021	Year ended 31 March 2020
	£000	£000
Current service cost	6,303	6,405
Impact of settlement and curtailments	118	89
Past Service Cost	0	167
Total charge	<u>6,421</u>	<u>6,661</u>

15. Analysis of net funds

Cash at bank and in hand	Year ended 31 March 2021	Year ended 31 March 2020
	£000	£000
At the beginning of the year	(385)	520
Cash flow	<u>2,145</u>	<u>(905)</u>
At end of the year	<u>1,760</u>	<u>(385)</u>

16. 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 DC.

Total Company turnover in 2020/21 was £45.3m including £34.9m from DC in management fees and £6.6m relating to capital works. Service level agreements amounted to £4.8m.

	Year Ended 31 March 2021	Year Ended 31 March 2020
	£000	£000
Debtors (monies owed by DC)	3,500	3,765
Creditors (monies owed to DC)	4,408	3,819

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

17. Contingent Liabilities

The Company had no contingent liabilities at 31 March 2021 (2020: £Nil).

18. Contingent Assets

As a result of the agreement that exist between St Leger Homes and DC, a pension related guarantee from DC to cover all related pension costs exists. The pension related asset, equal to the value of the liability reported in the Statement of Financial Position, is therefore considered a Contingent Asset under FRS102 and has not been recognised in these financial statements.

19. Ultimate controlling body

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