

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

**To be held at 2pm on Thursday 5 December 2024
Civic Office, Floor 4 - Room 410 or via MS Teams (Hybrid Meeting)**

AGENDA

12.30 – 13.30 – Pre-Board presentation Procurement - Board member Awareness Raising

13.30 – 14.00 – Lunch with the playing of annual review videos

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

For Approval

5	Consumer Standards GAP analysis action plan	J Crook	Enclosed
6	Asset Management Strategy	L Winterbottom	Enclosed
7	Environmental Strategy	L Winterbottom	Enclosed
8	Re-charge Policy	L Winterbottom	Enclosed
9	Customer Access Strategy	J Davies	Enclosed
10	Value for Money Statement	J Crook	Enclosed
11	Compensation and Goodwill Policy	J Davies	Enclosed

For Information

12	Board Expenses, Attendance Register, 2024 Declarations of Interest	J Crook	Enclosed
13	Grenfell comprehensive review of the findings	L Winterbottom	Enclosed
14	Q2 Revenue Monitoring	J Crook	Enclosed
15	Q2 Capital Monitoring	J Crook	Enclosed
16	KPI Performance	C Margrave	Enclosed
17	Board Forward Plan	D Wilkinson	Enclosed

Committee Information for noting only

18	Committee Minutes		
	• Building Safety & Compliance Committee – 19 September 2024		Enclosed
	• Performance & Improvement Committee – 12 September 2024		Enclosed
	• Audit & Risk Committee – 4 November 2024		Enclosed
19	Date of next meeting – 6 February 2025		

Board Decision Summary

Meeting:	St Leger Homes Board
Date of meeting:	3 October 2024
Chair:	Dave Wilkinson
<p>The Board approved:-</p> <p><u>Agenda Item 4 – Chair and Chief Executive’s update</u></p> <ul style="list-style-type: none"> • <u>Recruitment of Director of Corporate Services</u> <ul style="list-style-type: none"> ○ Approved the main interview panel for the recruitment process • <u>Appointment of Director of Housing & Customer Services</u> <ul style="list-style-type: none"> ○ Approved the appointment of Jane Davies • <u>Committee Membership</u> <ul style="list-style-type: none"> ○ Approved membership to the Committee structure. • <u>Grenfell Inquiry final report</u> <ul style="list-style-type: none"> ○ Board approved to the approach and asked for a further update at December meeting <p><u>Agenda Item 5 – Data Smart Strategy</u></p> <ul style="list-style-type: none"> • Approved the strategy and 1 year action plan. <p><u>Agenda Item 7 – ICT Strategy Update</u></p> <ul style="list-style-type: none"> • Approved the 2024-29 strategy and 1 year action plan. 	
<p>The Board received:-</p> <p><u>Agenda Item 4 – Chair and Chief Executives update.</u></p> <p><u>Agenda Item 6 – Safeguarding Children and Adults Annual Report 2023-24.</u></p> <p><u>Agenda Item 8 – Health and Safety Highlight & Dashboard update.</u></p> <p><u>Agenda Item 9 – Annual report on 5 year programme of Electrical testing/re-wires.</u></p> <p><u>Agenda Item 10 – Annual Asset and Stock Condition Update.</u></p> <p><u>Agenda Item 11 – KPI Performance.</u></p> <p><u>Agenda Item 12 – Allocation & Mutual Exchange Update.</u></p> <p><u>Agenda Item 13 – Annual Development Plan Update.</u></p> <p><u>Agenda item 14 – Annual Committee reports.</u></p>	

NO	St Leger Homes of Doncaster Board - Action Log					Owner
	Month	Ref	Action	Progress	Completed Y/N	
101	Aug-24	4.2.2	P&I Cttee Board agreed the proposal for the co-opting of 2 members from OVF, TSP or GIG to enable effective succession planning of the Committee.	Progressing with discussions held with One Voice Forum with a proposal for tenant development and progression options		JDav
103	Aug-24	9.2	CAPITAL MONITORING Q1 - COUNCIL HOUSE NEW BUILD PROGRAMME One member asked for further detail of the Council House New Build Programme at future meetings; the number of builds with a detailed progress update. The Director of Corporate Services agreed to provide this information on the assumption it wasnt commercially sensitive.	Board were updated at October meeting that cash flow information had been provided however we are awaiting the schedule for handover of the properties from CDC.		JCR
104	Oct-24	4.8	CHAIR AND CHIEF EXECUTIVE UPDATE - The Member asked for an update to all Ward Members on the issues being experienced to help support tenants in their ward areas. The Chief Executive agreed to provide this.	We will include this as part of the Ward Member Forum meetings taking place throughout December	Y	CM
105	Oct-24	4.9	CHAIR AND CHIEF EXECUTIVE UPDATE - Acquisitions - The Chief Executive agreed to provide detail as part of the asset report to Board to show impacts of our approach as not as many properties are coming to market compared to when we started our acquisition programme.	Detail is included in the Asset reports going forward	Y	CM/LW
106	Oct-24	5.2	DATA SMART STRATEGY - The Vice Chair asked if these principles verbally advised to Board can be included in the strategy? The Head of ICT & Business Transformation agreed to make this change.	Changes are being made as required	Y	JCr/MH

107	Oct-24	6.3	SAFEGUARDING CHILDRENS AND ADULTS ANNUAL REPORT 2023-24 - A Member asked about the 1,054 cases heard at MARAC meetings asking how we can show outcomes of the cases linked to SLHD tenancies, if the outcomes worked, were they satisfactory and how we measure this? The Director of Housing and Customer Services responded that every case has its own individual outcome, agreeing to ensure outcomes are detailed in future reports, in the meantime, he agreed to circulate information in relation to this to Board Members by email.	On considering this action, Executive Management Team are proposing that we do not detail the outcomes of specific cases in a public report due to the confidential nature of these cases given this is a safeguarding report. However we can provide detail on the range of options at our disposal in MARAC cases in general terms.	Y	JDav
108	Oct-24	6.4	SAFEGUARDING CHILDRENS AND ADULTS ANNUAL REPORT 2023-24 -The Chairman and Councillor Sarah Smith asked for an opportunity to meet with members of the SLHD Safeguarding and ASB Team.	Dates confirmed in diaries	Y	LGH/JD
109	Oct-24	7.2	ICT Strategy Update - Members asked about the reference to exploring artificial intelligence (IA) and asked for a pre-board session to be able to explore this further and understand how AI can help support our customers. The Head of ICT & Business Transformation agreed to this	A 2025 pre-board session is being arranged	Y	JCr/LGH
110	Oct-24	12.3	ALLOCATION AND MUTUAL EXCHANGE UPDATE - The Vice Chair asked about success rates of people bidding? The Director of Housing and Customer Services agreed to include this detail in future reports.	This information will be included in future annual reports	Y	JD

Company Number 05564649
A Company Limited by Guarantee
Registered in England

St. Leger Homes of Doncaster Limited

BOARD MEETING

Hybrid meeting

**2pm, Thursday 3 October 2024,
Civic Office, Floor 4**

Present:

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

Also In Attendance:

Mark McEgan (Director of Housing and Customer Services), Lee Winterbottom, Director of Property Services), Mark Haughey (Head of ICT & Business Transformation), Christine Tolson (Head of Asset Management), Leandra Graham-Hibling – Minute taker

City of Doncaster Council (CDC)

Yvonne Fox – Interim Assistant Director of Housing, CDC.

Members of the Public/Observers:

Harry Wood, Brenda Lennon – Tenant Scrutiny Panel.

Savills

Maxine Loftus and Nick Atlay

		Action
1	Apologies and Quorum	
1.1	Apologies were received from Stuart Booth, Cllr Phil Cole and Sarah Vause.	
2	Declarations of Interest by Board Members	
2.1	There were no declarations of interest.	
3a	Matters arising and action log from previous meetings	
3a.1	Board noted updates against outstanding actions. No 101 – Customer & Performance (prev P&I) Committee Membership – The Director of Housing and Customer Services advised that this action had been completed and that 2 tenant members were being co-opted through either the Tenant Scrutiny Panel, One Voice Forum (OVF), or the Get Involved Group (GIG).	

	No 103 – Council House New Build Programme - The Chief Executive confirmed that cash flow information had been provided however we are awaiting the schedule for handover of the properties from CDC.	
3b	Ratification of minutes from the meeting held on 1 August 2024	
3b.1	The Board agreed the minutes from the meeting held on 1 August 2024 were an accurate reflection of discussions.	
4.	Chair and Chief Executive's Update	
4.1	The Chief Executive presented the report that included updates in the following areas: Current recruitment exercise updates, Committee Membership, Grenfell Enquiry update, disrepair cases and acquisitions. He also provided operational updates relating to the Tenant Celebration Event and the process to review the Council's Tenancy Agreement.	
4.2	<p><u>Recruitment of Director of Corporate Services</u></p> <p>The Chief Executive advised the process has commenced in order we have an appointed person in the role in the early part of 2025 to allow cross over with the current Director of Corporate Services. It was noted that Gatenby Sanderson have been appointed to assist with the recruitment due to complexities involved.</p> <p>He asked Board to approve the main interview panel for this recruitment</p> <p>Board considered the detail and approved the main interview panel, for the recruitment process, to include The Chairman, The Chief Executive, Members of Employment Committee along with a representative from CDC agreed by the Executive Management Team.</p>	
4.3	<p><u>Appointment of Director of Housing and Customer Services</u></p> <p>The Chief Executive provided an update on the robust and comprehensive recruitment process which has been concluded. He advised that Jane Davies, currently Head of Estate Management has been successfully appointed and asked for Board approval of this decision.</p> <p>Board approved to the appointment of Jane Davies.</p>	
4.4	<p><u>Board Recruitment</u></p> <p>Board noted the changes to Board appointments following the Annual General Meeting held in September and welcomed Karen Leroy to her first Board meeting.</p>	
4.5	Committee Membership	

	<p>Board agreed the proposed membership for the Committees of the Board with immediate effect.</p> <p>As part of the changes, Board also noted the re-naming of Performance and Improvement (P&I) Committee to Customer and Performance (C&P) Committee and that the Committee would have 2 co-optees, but these would not be voting members.</p> <p>Board approved the proposal.</p>	
4.6	<p><u>Grenfell Inquiry Final Report</u></p> <p>The Chief Executive presented an update on the Grenfell Enquiry, requested by Board at a previous meeting.</p> <p>He advised that he has asked the Compliance Team to produce a more comprehensive review of the findings which will be submitted through Building Safety & Compliance Committee and CDC Building Safety Group.</p> <p>The Vice Chair suggested this includes a position statement on CDC high rise properties.</p> <p>Board agreed with this approach, asking for a further update on the inquiry to December Board, once the Compliance Team have completed their review of the final report.</p>	
4.7	<p><u>Regulatory Inspection Outcomes</u></p> <p>The Chief Executive advised, in preparing for CDC being inspected through the new regulatory inspection regime, colleagues from both CDC and SLHD were reviewing outcomes of recent inspections as well as looking outwardly to determine any areas of best practice that could be adopted.</p> <p>He reassured Board that SLHD will continue on a journey of learning and improvement and continue to work alongside Savills who are undertaking a mock inspection in November as part of this.</p> <p>The Vice Chair asked if there had been any real surprises within the industry as inspection scores have been published, and whether any organisations have been awarded a C4 rating? The Chief Executive advised there had been some real surprises however it is clear that where providers can demonstrate there are plans in place that the Regulator can clearly see, then whilst it is detrimental and scored accordingly, it wouldn't be serious enough to be awarded a C4 judgement, however it is recognised we are still in the early days of an inspection regime.</p> <p>The Chairman asked Maxine Loftus for her opinion of the current approach of the Regulator. Maxine advised that it is thought that being awarded C4 would be rare and it is felt where there are serious</p>	

	concerns organisations are being awarded C3 outcomes. She explained that it is thought the Regulator is being really careful with inspections that have taken place so far.	
4.8	<p><u>Disrepair Cases</u></p> <p>The Chief Executive advised that disrepair cases continue to be a pressure and numbers are being monitored from both a national and local perspective.</p> <p>He explained we have recently worked with the Housing Ombudsman in relation to claims harvesters and after receiving evidence form us have agreed to take this case up on our behalf.</p> <p>He also advised Board that the team are looking to get an understanding of good practices from other organisations, especially when claim harvesters have approached tenants proclaiming to work for us.</p> <p>A Member asked if we have alerted tenants to these claim harvesters via letter or Houseproud? The Chief Executive advised of the actions taken so far including articles in houseproud and door knocking exercises targeted on specific estates. The Member asked for an update to all Ward Members on the issues being experienced to help support tenants in their ward areas. The Chief Executive agreed to provide this.</p> <p>He ended by confirming that Executive Management Team are updated on a regular basis on the number of cases being managed.</p>	CM
4.9	<p><u>Acquisitions</u></p> <p>The Chief Executive presented the 2024/25 cumulative position which shows 79 acquisitions have been completed to date.</p> <p>The Vice Chair asked about shortage of specific properties, and asked based on what is being acquired, how we are impacting on this?</p> <p>The Chief Executive agreed to provide detail as part of the asset report to Board to show impacts of our approach as not as many properties are coming to market compared to when we started our acquisition programme. He explained we are very much dependant on what is available, although we do have budget to continue with the current programme. He concluded by confirming we are viewing, evaluating and offering on all family accommodation across Doncaster that meets the criteria, but this is all dependant on what is coming available.</p>	CM/LW
4.10	<u>Prison Release</u>	

	<p>The Chief Executive presented detail of a multi-agency group of which we are part of to help support and tackle the ongoing overcrowding crisis in Prisons.</p> <p>The Chairman asked if SLHD worked closely with partners to provide a wrap-around support to these individuals?</p> <p>The Chief Executive explained of the partnership approach led by the Probation Service which SLHD are a member of, which is proving to be an excellent initiative with a good flow of information. He advised that every case worked on has been passed into the Home Options Team and whilst we have some learning from the first tranche, generally it went very well.</p>	
4.11	Board noted the report and its contents.	
5	Data Smart Strategy	
5.1	The Head of ICT & Business Transformation presented the strategy and overview of delivery which aims to improve both the quality of the data we hold as well as how we use it.	
5.2	<p>A Member asked if this is linked to GDPR or a way of improving our approach to data protection? The Head of ICT & Business Transformation responded that we do have a separate Data Protection and GDPR policy, which will be considered whenever we collect data.</p> <p>A Member asked if SLHD can consider better handover of cases, for example, be better at planning and handover of cases and enquiries when a colleague goes on leave? The Head of ICT & Business Transformation responded that part of this strategy is to ensure all data is stored in a single system which can be accessed by all relevant teams within the business.</p> <p>The Chairman asked what the major benefits were for tenants by having this strategy? The Head of ICT & Business Transformation responded that our customers will be asked for information only once, the strategy includes further development of 'self-service', where customers can retrieve information or report issues online. He further explained that customers will see improvements in services based on how we can use data to shape services to the benefit of our customers.</p> <p>The Vice Chair asked if these principles verbally advised to Board can be included in the strategy? The Head of ICT & Business Transformation agreed to make this change.</p> <p>The Vice Chair also suggested, whilst this is an internally focussed strategy that some form of customer consultation takes place as a</p>	MH

	<p>way to demonstrate how the strategy will benefit our customers. The Head of ICT & Business Transformation responded that whilst this is an internal strategy, within each data set project, tenants and partner consultation will be considered and included. The Director of Housing and Customer Services concurred with this proposal, giving an example of the Head of Customer Services being part of the working groups to ensure customer consultation and tenant groups who have protected characteristics are considered and included.</p> <p>A Member suggested when consulting on each of the data set projects, that alternative communication methods are considered for those who cannot read/do not have access to IT. The Director of Housing and Customer Services agreed to include this.</p>	
5.3	Subject to minor changes suggested, Board approved the strategy and 1 year action plan.	
6.	Safeguarding Children and Adults Annual Report 2023-24	
6.1	<p>The Director of Housing and Customer Services presented the report which provides information on safeguarding activity and demonstrates successful outcomes using a partnership approach.</p> <p>He advised that whilst the report details an increase in referrals, on reviewing the detail there seems to be no specific reason for this, however it is felt that by creating a new team who are more visible to our customers, it may be the reason for the increase.</p> <p>The Director of Housing and Customer Services took the opportunity to advise all staff undertake safeguarding training relevant to their role and SLHD has been asked to present at a HQN event on good practice arrangements in place.</p>	
6.2	<p>A Member asked, regarding sheltered accommodation, as far as safeguarding is concerned, are there any plans to have a caretaker in place? The Director of Customer confirmed Doncaster does not have sheltered accommodation and there is no plan for caretaking provision for properties managed by SLHD.</p> <p>A Member commented that CDC Adult Social Care are looking to provide additional supported living provision for those who need it. She advised there is a growing need for adapted housing for those with disabilities and older people through the Adult Social Care service within CDC. It was noted that SLHD is not a registered provider which would be needed for SLHD to undertake this role.</p>	
6.3	A Member asked about the 1,054 cases heard at MARAC meetings asking how we can show outcomes of the cases linked to SLHD tenancies, if the outcomes worked, were they satisfactory and how we measure this? The Director of Housing and Customer Services	

	responded that every case has its own individual outcome, agreeing to ensure outcomes are detailed in future reports, in the meantime, he agreed to circulate information in relation to this to Board Members by email.	MMc
6.4	<p>A Member asked about contact awareness for reporting issues and whether an article can be added in Houseproud to advise how issues are reported? The Director of Housing and Customer Services agreed to do this.</p> <p>The Chairman and Councillor Sarah Smith asked for an opportunity to meet with members of the SLHD Safeguarding and ASB Team.</p>	MMc/ LGH
6.5	Board noted the report.	
7.	ICT Strategy Update	
7.1	The Head of ICT & Business Transformation presented the new strategy for 2024-2029, advising that the strategy focusses on self service and making it easier for customers and our teams, appreciating there will be accessibility issues associated with this. He further advised that the year 1 action plan is dynamic and will change over the next 12 months to meet the needs of our customers as well as the business.	
7.2	<p>Members asked about the reference to exploring artificial intelligence (IA) and asked for a pre-board session to be able to explore this further and understand how AI can help support our customers. The Head of ICT & Business Transformation agreed to this, indicating that his teams have started exploring and utilising IA, giving an example of a Microsoft package called 'Co-pilot' for use of writing emails and reports. He explained that Co-Pilot is in use within the business, however there is a rider that checks need to be place but is a useful resource.</p> <p>A Member asked if IA will replace face to face visits and repairs call centre? The Head of ICT & Business Transformation advised that part of the ICT strategy determines how we will use and roll out IA to utilise some channels of communication such as chat bots, confirming AI will not replace channels, but enhance what we have to be able to provide a range of communication methods for our customers to use. The Chief Executive confirmed that utilising AI gives us opportunities to better analyse data and undertake tasks more quickly and provide a better support to our customers.</p> <p>The Vice Chair asked about our tenant demographic becoming older and potentially finding technology driven communication methods hard and whether our self-serve approach was receiving positive responses? The Director of Housing and Customer Services responded that it is too early to provide that information as SLHD is</p>	MH/ LGH

	<p>yet to fully publicise the new tenant portal. He advised that the current portal requires some development. In the meantime, if people do want to meet staff face to face, we do offer a home visit service, and this new approach is optimising resources we already have as well as having different methods of contact to suit the customer.</p> <p>The Head of ICT & Business Transformation also confirmed that the team are already looking at training materials to help customers use the systems available in order to contact us.</p>	
7.3	Board approved the 2024-29 strategy and 1 year action plan	
8.	Health & Safety Highlight & Dashboard Update	
8.1	<p>The Director of Property Services presented the Safety and Compliance dashboard advising board that paragraph 2.3 shows ongoing strong performance of the big 6 areas of compliance. He also advised that we are closely reviewing Gas Servicing performance and any case of no access will go through the no access process in order to gain access in a prompt manner.</p>	
8.2	<p>The Director of Property Services drew Board's attention to a series of updates within the report:</p> <p>There were 2 RIDDOR reportable accidents in August 2024. The issues related to policies and procedures that required changes and some training is required in some areas.</p> <p>Damp, Mould and Condensation continues to be a growing area of demand and is under review. The Tenant Scrutiny Panel have also committed to reviewing this area of business.</p> <p>HHSRS category 1 hazards are being identified through carrying out stock condition surveys. Through a triage process, we are able to safely tolerate some of the issues being identified, however there is a level of no access, when attempting to rectify the reported hazards, which is proving challenging. Attempts to gain access, along with letters to confirm the need to carry out the work are being issued.</p>	
8.3	<p>A Member raised concern that we are still struggling to gain access to Roma G&T sites, especially since we are unsure of the conditions on these sites and suggested a different approach be considered to try and gain access?</p> <p>The Director of Property Services advised that we are already seeking legal advice on how we can gain access and better support this tenant group. The Member suggested SLHD engage with</p>	

	<p>Health colleagues who seem to have built good relationships to see if we can address compliance and safety issues that are there.</p> <p>The Chair asked if using the legal route is the right route to take for this tenant group, suggesting relationships may break down even more? The Director of Housing and Customer Services advised we have two dedicated officers and the tenant group fall under different legislation and whilst the teams are working hard to build relationships there is a need to prioritise safety issues.</p> <p>The Chief Executive explained of work of the Sustainable Homes Poverty Group which has a specific theme around working with G&T families to create a connection with Housing and Health Teams which fits with the CDC THRIVE model.</p>	
8.4	<p>A Member asked if the Residential LOLER Thorough Inspection was a rolling programme? If there were risks and had we any access issues?</p> <p>The Chief Executive responded that any risks are captured within the organisational risk registers, that a rolling programme is in place and since this relates to such things as stairlifts and lifts there can be access issues experienced. The Chairman confirmed that data is reported into the Building Safety and Compliance Committee.</p> <p>In relation to passenger lifts, the Member asked if there is a legislative requirement to complete these and if we can train staff to complete this work internally? The Chief Executive responded that there is a legislative requirement and we have no option but to follow the legislation and the contractor is procured through a procurement framework. He continued that we could undertake the work internally, but was not sure we would want to take on this level of responsibility ourselves. The Board agreed with this approach.</p>	
8.5	Board noted the report.	
9.	Annual report on 5 year programme of Electrical testing/Re-wires	
9.1	The Director of Property Services presented the briefing which provides an update on our Electrical Inspection Condition Report (EICR) programme, as we move to a full 5-year cycle from 2024/25 from the previous 10-year programme as a 5-year timeframe is best practice in the sector.	
9.2	Board received the update and noted the current position.	
10.	Annual Asset and Stock Condition Update	

10.1	The Head of Asset Management presented the annual report providing an update on the current position of the stock condition surveying (SCS) programme and updating on outcomes and information arising.	
10.2	<p>The Head of Asset Management gave an overview advising that the current SCS programme for 2024/25 has been completed and that with 68% of stock now having a valid SCS, the team are on track to complete the overall programme by Summer 2028 as forecast.</p> <p>Board were advised that from the SCS carried out to date, findings tell us that if we want to maintain Decent Homes Standard over the next 30 years, we estimate an investment need of c£969m and if we were to achieve the ambition of net zero carbon, the investment forecast would increase to £1.433billion.</p> <p>The Head of Asset Management also advised of further information arising from the SCS, explaining that, excluding identified HHSRS Cat1 hazards, they show that less than 1% of overall stock is non-decent, however this rises to 5% (as at end June 2024) if identified HHSRS Cat1 hazards are included. She further advised Board that those Cat1 Hazards identified are all temporary hazards and being remedied quickly.</p> <p>The Head of Asset Management asked Board to note that from the properties surveyed by Savills, approximately 60% of housing stock has an EPC below C, however 57% of those are within 5 SAP points of achieving EPC C rating. She explained this is usually the margin of error through an energy performance assessment based on subjectivity of the surveyor. She further explained however that changes could vary from property to property.</p> <p>The Head of Asset Management provided further information in relation to Cat1 hazards being identified, explaining from the last round, 746 properties were identified as having a Cat1 hazard, with 83% identified as having issues in relation to carbon monoxide and smoke detectors. These being noted as missing, despite us having records showing they had been installed. It was noted that this is a national issue being experienced and some consideration is already being given on communication and education of our tenants around this issue.</p> <p>The Chair asked if there was a 'do not tamper' sticker showing on the equipment? The Head of Asset Management responded no, but something that will be looked at.</p> <p>A Member asked if consideration needs to be given to whether these devices were being removed and sold on? The Head of Asset Management responded that the devices are not necessarily being sold on, suggesting some tenant consultation needs to take place</p>	

	<p>about the reasons why they are being removed to see if we can do something differently.</p> <p>A Member asked if the devices were hardwired into the property? The Head of Asset Management responded the devices were hardwired but still being removed.</p> <p>The Head of Asset Management went on to explain that, apart from smoke and carbon monoxide alarms, there were no surprises coming out of the surveys in relation to what additional investment was needed and everything was within our expectations giving an example of us nearing the 20 year anniversary of Decent Homes 1, and an increased investment need in kitchens which has already been provided for in the 10 year capital programme.</p> <p>An additional example was around roofs, which did not receive any investment as part of Decent Homes 1, with the majority of stock still having their original roof which are coming to the end of their life cycle. She advised again this is in line with our expectations and provision has been made within the current capital programme.</p> <p>It was also noted that past energy efficiency programmes have focussed on heating replacements for non-traditional / solid wall properties. Focus needs move towards the rest of the stock, especially those with cavity wall insulation, as likely this is the majority of stock with an EPC below C.</p>	
10.3	<p>The Chair commented there seems to be a very small number of properties in the lowest EPC band, asking if this was correct? The Head of Asset Management responded yes, it is a very small number and includes our more challenging properties that are in conservation areas or are listed, that all still have solid fuel heating.</p>	
10.4	<p>The Director of Property Services advised Board that Savills have highlighted, due to the level of SCS we now hold on our stock, there is solid and robust evidence in order to develop accurate financial modelling.</p>	
10.5	<p>A Member asked about concerns raised from the surveys and the initiative of using in-house resources to complete them on void properties? The Head of Asset Management responded that we have committed to not being solely reliant on contractor resources to complete SCS and therefore currently looking to accelerate the programme in-house on void properties and something we have committed to introduce by the end of the financial year.</p>	
10.6	<p>A Member asked if repairs teams can complete minor surveys when in a property? The Head of Asset Management responded that all trades staff should identify issues and report them when in a property, but they would be unable to complete a full survey due to how labour</p>	

	intensive these are. She further advised that they also need to be undertaken by specially trained surveyors.	
10.7	<p>The Vice Chairman asked about the 6 year target to ensure all properties meet EPC C and whether this was a realistic target? The Chairman responded that the target is legislative.</p> <p>The Vice Chairman asked how many solid wall properties require work in order they are rated as meeting EPC C? The Head of Asset Management responded that there are approximately 700/800 solid wall properties to work on this financial year to bring up to EPC C, with a smaller programme next financial year to work on those properties that are in conservation areas. She further advised those that are listed will be problematic as they cannot be brought up to EPC C at the current time.</p> <p>Board noted that the target of achieving EPC C by 2030 was challenging, accepting there were a large proportion of properties within 1-5 points of achieving EPC C and it is hoped these issues will be resolved quickly and we need to progress as quickly as possible.</p> <p>The Chief Executive commented that the whole point of the SCS programme is for the surveys to provide us with the intelligence to make the right decisions.</p>	
10.8	The Head of Asset Management ended by reminding Board of the investment strategy which was around fabric first, however different conversations need to be held around solar energy and air source heat pumps and that this report highlights the budget required to achieve Decent Homes and Carbon zero.	
10.9	Board noted the latest position in relation to the stock condition surveying (SCS) programme and the findings arising from the surveys completed to date.	
11.	KPI Performance	
11.1	<p>The Chief Executive presented the Performance dashboard advising of the 21 KPIs, 14 are met or within tolerance.</p> <p><i>Relet for standard voids</i> – Board noted the first time this KPI has been within tolerance for a number of years.</p> <p><i>Void rent loss</i> – performance showing slight upward trajectory although it is expected this will soon drop again.</p> <p><i>Average nights in hotel accommodation</i> – performance is above target replicating the regional and national picture. Overall general fund services were forecasting £550k overspend and this is based on</p>	

	<p>the actions from the improvement plan to reduce average number of nights in hotel and TA accommodation.</p> <p><i>Complaints</i> – Although continues to be red, we encourage our tenants to report all areas of dissatisfaction which are treated as complaints under the ombudsman compliant handling code. Currently working with CDC on how we manage complaints and the reasons why the numbers are high.</p> <p><i>% of emergency and non-emergency repairs completed on time</i> – Emergency repairs currently have 2 response times (2hour and 24hour). Currently looking to consult and remove the 2hour response time, as there has been some areas of human error when reporting using the 2hour response time when in fact the repair is not a 2 hour repair requirement.</p> <p><i>Repairs</i> – There is more work to do on our repairs service including removal of backlog to improve the condition of diaries. The Chief Executive reminded Board of the decision to merge responsive and planned repairs services under 'one Repairs' and whilst all repairs are within calendars, there are approximately 700 in the backlog, however all tenants know when their repair is booked in.</p> <p><i>% of Local Revenue and Capital Expenditure</i> - Due to complexity of contracts, we are not able to source them within Doncaster and as such it counts against us.</p>	
11.2	<p>A Member asked about the numbers of repairs completed per 1000 being higher than projection?</p> <p>The Chief Executive responded performance is sustainable however higher than seen previously due to a significant increase in demand for repairs. He continued that currently we have 750 repairs in the backlog and need to consider outcomes from Damp, Mould & Condensation inspections as well as HHSRS repairs from SCS surveys. Whilst these are adding to repairs numbers, there is an advantage that everything we are doing contributes to reducing overall repairs in a property.</p>	
11.3	<p>A Member asked about Domestic properties EICR and when we will be at Q1? The Director of Property Services advised this is expected to be by the end of the financial year.</p>	
11.4	<p>The Vice Chair asked about staff sickness levels asking if we are being complacent or should we be considering a more assertive approach to managing sickness? The Chief Executive responded that there is potential we are being complacent however by tightening sickness triggers and aligning the target to match CDCs we are now amber with us nationally comparing at Q4. He advised the changes made are starting to filter through and management teams are</p>	

	incredibly busy managing stage 1 and 2 cases now coming through to stage 3. We continue to monitor performance closely and consider 'what next'.	
11.5	Board noted performance as at 31 August 2024.	
12.	Allocations & Mutual Exchange Update	
12.2	<p>The Director of Housing and Customer Services presented an annual report advising of Housing Allocation and Mutual Exchange data.</p> <p>He advised that there are approximately 7,651 people on the housing register which has reduced from 9,000 following a data cleanse as part of the change in IT systems in 2023. This clearly shows that demand outstrips supply and we cannot service the number of people approaching us for properties. He further advised that the number of properties becoming available has also reduced with teams under extreme pressure due to the increase in people approaching us who are in housing need. With 400 homeless duty cases that we will need to prioritise in the platinum band, there is a continuous problem with people having more complex needs who are approaching for support.</p>	
12.3	<p>The Chair asked if CDC sees this information highlighting the pressure SLHD is under? The Director of Housing and Customer Services advised we provide a standard paragraph in all Councillor enquiry responses that highlights the pressure as gently as possible. CDC's allocation policy review has also highlighted pressures. The Chief Executive also advised that we use Councillor Forum meetings to also provide the information.</p> <p>The Vice Chair asked why someone on the register would not be bidding? The Director of Housing and Customer Services responded that sometimes people are waiting for the right property in the right area to bid, giving an example of someone in homeless duty, but in this case if they do not bid, then we will bid for them in order to release the duty. He further advised that in Doncaster housing lists are reviewed every 3 years, but as part of new IT system in 2023, all 9,000 applicants were contacted to confirm whether they want to remain on the list.</p> <p>The Vice Chair asked about success rates of people bidding? The Director of Housing and Customer Services agreed to include this detail in future reports.</p>	MMc
12.4	A Member asked of there was an incentive to match private properties as provision for care leavers and those in need? The Director of Housing and Customer Services responded that CDC and SLHD teams liaise weekly to ensure we identify appropriate properties.	

	<p>The Member asked for an update on the purchase of St Georges Court. The Director of Housing and Customer Services responded that the property has been purchased and investment works have been planned in, advising Board that there are currently 8 void properties that require work, some of which are linked to the investment plan. It was noted these 8 properties were reported as part of voids performance.</p> <p>A Member asked about mutual exchanges and what causes a refusal? The Director of Housing and Customer Services responded we work to legislation, but areas of consideration are rent arrears and legal action being taken such as ASB and any collusion between parties, however there are some cases where people go through the process to a point and decided not to proceed due to personal circumstances.</p>	
12.5	Board noted the information provided.	
13.	Annual Development Plan Update	
13.1	Board noted the update of the Annual Development Plan (ADP) for 2024/25 , agreeing the ADP was challenging but the report positive.	
14.	Committee Annual Reports	
14.1	<u>Audit & Risk Committee</u> Board noted the annual report on work of the Committee.	
14.2	<u>Building Safety and Compliance Committee</u> Board noted the annual report on work of the Committee. The Chairman thanked members for their continued attendance and support. Board were asked to note that as part of the work of the committee the Terms of Reference for the committee were reviewed and accepted. The complaint report was debated and challenge was had on several key areas of the report. This included how HHSRS is being reported. The committee have asked for Cat 1 and 2s to be separated in the executive summary, for added clarity. The difficulties in gaining access for compliance works was also debated along with the reasons for this. It was reassuring to hear that officers are proposing to address the access issue in a more robust manner and a report will be going to EMT at the end of October with their proposals.	

	<p>Disrepair was another area of focus, given the high profile nature and the increase that the sector is experiencing, the committee have asked for more information at the next meeting, so they can undertake a scrutiny piece of work.</p> <p>Good progress continues with the transition to digital documentation and having all compliance data in one system and the committee recognised the importance of this and the accuracy of data and reporting this then allows for.</p> <p>Barry Keable continues to provide useful insight in to his and other's views on the subject of compliance works. Barry has agreed to partake in the production of a short video or interview to help increase the awareness and importance of getting involved to help shape services and allowing access for this essential part of property compliance.</p>	
14.3	<p><u>Employment and People Committee</u></p> <p>Board noted the annual report on work of the Committee.</p>	
14.4	<p><u>Performance and Improvement Committee</u></p> <p>Board noted the annual report on work of the Committee.</p> <p>The Committee has continued to support and challenge officers on the performance on sustainability, engaging tenants, complaints handling and anti-social behaviour. They have also taken reviews by the tenant scrutiny panel on metroclean performance and monitored recommendations.</p> <p>The Committee have always wanted to focus on services that tenants receive first hand, taking reports on the repairs backlog and the repairs excellence project. Improvements on outcomes for tenants across these areas have been documented.</p> <p>The Committee's future challenges are going to be to keep driving improved services for tenants in a more difficult operating environment. The Committee will become even more customer focused with the name changing to "Customer and Performance Committee" and co-opting two more tenants to the committee to provide even more tenant insight</p>	
15.	Date of Next Meeting- 5 December 2024	

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 05 December 2024

Item : 05

Subject : Review of compliance with The Regulator of Social Housing's Consumer Standards.

Presented by : Julie Crook
Director of Corporate Services

Prepared by : Louise Robson
Governance Service Manager

Purpose : To update Board on the gap analysis against The Regulator of Social Housing's Consumer Standards.

Recommendation: That Board note the update and progress against actions.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

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

**Agenda Item No. 05
Date: 05 December 2024**

1. Report Title

- 1.1 Review of compliance with The Regulator of Social Housing's consumer standards.

2. Executive Summary

- 2.1 The new Regulatory framework for social housing came into effect on 1st April 2024. This report is an update following on from the gap analysis and action plan presented to Board in June 2024. This shows where St Leger Homes currently complies with the new consumer standards.
- 2.2 The Regulator of Social Housing (RSH) will be seeking assurance that both the service outcomes tenants experience and accountability arrangements are consistent with the expectations in the consumer standards. City of Doncaster Council (CDC) is the landlord and will be inspected, with St Leger Homes supporting them. If CDC do not comply with the consumer standards when inspected, the RSH could impose sanctions.
- 2.3 **Appendix A** is an updated action plan which was built from our self-assessment gap analysis and combined with the recommendations from our critical friend assessment from Savills. It also contains recommendations from the Housing Quality Network (HQN). It focuses on the service areas that St Leger Homes is responsible for and where we can strengthen, not those where CDC is responsible (such as aids and adaptations as an example).
- 2.4 We assessed that we are compliant for all the standards however we identified areas and actions where we needed to strengthen and thus marked these sections as 'partially compliant'. **Appendix A** shows the gaps and actions needed to strengthen our position. As of November 2024, we have made good progress, with 24 more actions becoming completed when compared to the position reported in June 2024:

	Jun-24	Nov-24			Total
	Partially Compliant	Partially Compliant	Changed to Completed	Removed	
Housing and Customer	32	20	11	1	32
Property	35	21	13	1	35
Cross Cutting	2	2			2
	69	43	24	2	69

- 2.5 Alongside the action plan at **Appendix A**, we are continuing to gather evidence against those sections where we feel we can demonstrate strong compliance. This is an evolving document and evidence is being stored / saved on a regular basis to give assurance against each section.

3. Purpose

- 3.1 To update Board on the gap analysis against The Regulator of Social Housing's consumer standards.

4. Recommendation

- 4.1 That Board note the update and progress against actions.

5. Background

- 5.1 In June 2022 the Social Housing (Regulation) Bill was published and the Bill passed into law in July 2023. The Regulator of Social Housing (RSH) then published its new regulatory framework which came into force in April 2024, with the final four consumer standards listed below:
- Safety and quality.
 - Transparency, influence, and accountability (including TSMs)
 - Neighbourhood and community; and
 - Tenancy.
- 5.2 The first wave of inspections by the RSH also started in April 2024.
- 5.3 A self-assessment / gap analysis on the four consumer standards was presented to Board in March 2024 and June 2024 and is split into two plans:
- **Appendix A** attached, is an overarching action plan built from our original self-assessment and combined with the recommendations from our critical friend assessment from Savills and another document on consumer standards preparation from the Housing Quality Network (HQN). It focuses on the service areas that St Leger Homes are responsible for, not those where CDC are responsible (such as aids and adaptations).
 - Our evidence list, showing all the 256 areas we feel we can demonstrate strong compliance and where we are gathering and storing the evidence in a central place, to give assurance against each section.

6. Update for November 2024.

- 6.1 Since the inspection regime began in April 2024, the regulator, as at the start of November, has published **42** gradings / judgements against the consumer standards. A summary can be seen below:

	For Profit	Housing Association	Local Authority	Overall
C1	0	9	1	10
C2	0	12	5	17
C3	0	2	12	14
C4	0	0	1	1

- 6.2 The latest Local Authority to be inspected and the first to receive a C1 grade was Barnsley, whose stock is managed by Berneslai Homes, an ALMO set up with similar responsibilities that St Leger Homes shares with CDC. We are already in discussions and have meetings planned with our counterparts at Berneslai Homes to understand the process and to see

what we can learn in terms of how they evidenced they met the standards and the inspection process itself.

- 6.3 **Appendix A** is an update of the gaps presented to Board in June 2024 and shows the progress made against each section, highlighting the updates presented in June and updates as at the end of October. There may be multiple actions for each section however, these are all separated so each one can be tracked individually.
- 6.4 Meetings are being held on a monthly basis with the Governance Service Manager and each Director and their Heads of Service to review and update on each action.
- 6.5 For **Appendix A**, the gaps and actions needed to strengthen our position, as of November 2024, compared to June 2024 shows:

	Jun-24	Nov-24			Total
	Partially Compliant	Partially Compliant	Changed to Completed	Removed	
Housing and Customer	32	20	11	1	32
Property	35	21	13	1	35
Cross Cutting	2	2			2
	69	43	24	2	69

- 6.6 Progress has been made in a number of areas however, some target dates have been changed. Where this has happened, these have been highlighted on the action plan. Some of the 24 areas that have been changed to compliant are highlighted below:

- **Performance reporting:**

The following areas have new reporting frameworks and reports enhancing oversight, assurance, and governance frameworks:

- Health and safety;
- Assets (including HHSRS hazards, stock condition surveys, EPC information and decent homes information);
- Access to homes;
- Anti-social behaviour.

- **Website enhancements:**

The following areas of the St Leger Homes website have been updated where gaps had been identified or more information was needed:

- Access to homes (including demand information, local lettings policies, information on mutual exchange and rights of appeal);
- Anti-social behaviour (more information on how to contact us and how we are performing).
- Repairs, highlighting more information on tenants' rights and responsibilities.

- **Tenant consultation:**

The following areas have been consulted on with our tenants:

- Performance reporting (what, when, who and how);
- Complaint handling (understanding our performance and how they can be more involved).

- 6.7 Two actions have been removed. One following further advice and updates from Savills around external validation of stock condition surveys that are already being completed externally. The second was about exploring software to translate meetings. Trials were held but participants didn't find this useful so this is not being progressed further.
- 6.8 Seven of the actions still outstanding for Housing Services are reliant on the update of CDC's Tenancy Strategy. Discussions are progressing on the update of this strategy and meetings are being held with the council and elected members to progress.

7. Ongoing Monitoring and next steps

- 7.1 It was agreed that the action plan attached at **Appendix A** will be reviewed:
- By Directors and their Heads of Service on a monthly basis
 - By EMT on a six monthly basis
 - By the portfolio holder, every quarter
 - By St Leger Homes Board, every six months
- 7.2 CDC have also set up an '**Inspection Ready Board**' which includes key members across the Council and St Leger Homes. This is to give assure that CDC is compliant with the standards. Terms Of Reference have been established and the board meets monthly, the first meeting was held in May 2024. At each meeting one standard at a time is discussed in detail, showing areas of compliance and what can be provided to evidence these alongside actions being taken on those areas that need strengthening.
- 7.3 Currently Savills (our critical friend), are also conducting a 'mock inspection'. Some meetings have already been observed (Board, Tenant Scrutiny Panel), some meetings have been arranged for late November and a list of documents has been sent. The results of this inspection will be reported to Board in early 2025.

8. Procurement

- 8.1 There are no procurement implications arising from this report.

9. VFM Considerations

- 9.1 There are no VFM implications arising from this report.

10. Financial Implications

- 10.1 There are no financial implications arising from this report, other than where funding for some of the actions have already been identified.
- 10.2 There could also be significant financial implications if CDC do not comply with the consumer standards. Delivering the new consumer regulation will mean that the costs of regulation will increase with an increase in fees proposed by the RSH as well.

11. Legal Implications

- 11.1 The RSH will be seeking assurance that both the service outcomes tenants experience and accountability arrangements are consistent with the expectations in the consumer standards. If CDC do not comply with the consumer standards when inspected, The RSH could impose sanctions.

12. Risks

- 12.1 If CDC do not comply with the consumer standards when inspected, The RSH could impose sanctions.
- 12.2 All gaps identified could be seen as a risk to non-compliance.

13. Health, Safety & Compliance Implication

- 13.1 There are no Health and Safety implications arising from this report however some may be included in the action plan included in **Appendix A**.

14. IT Implications

- 14.1 There are no IT implications arising from this report however some may be included in the action plan included in **Appendix A**.

15. Consultation

- 15.1 As this is mainly a self-assessment, consultation has taken place across the Leadership Team only alongside observations from Savills. These action plans are also being presented at the Inspection Ready Board so CDC can also challenge if needed.

16. Diversity

- 16.1 The Regulator emphasises that for all the new standards, providers must ensure that they meet the diverse needs of residents. The new regulatory framework is designed to ensure landlords deliver fair access to services, as well as equitable outcomes for their residents. Landlords will need to know their residents so that they can respond to their needs.
- 16.2 Meeting the diverse needs of residents also links to the important principle that sits across all the Regulator's themes – that landlords must treat residents with fairness and respect. If residents are treated fairly, listened to and respected then the quality of homes and the services landlords provide will better meet residents' needs.

17. Communication Requirements

- 17.1 There are no communication requirements arising from this report however some may be included in the action plan included in **Appendix A**.

18. Equality Analysis (new/revised Policies)

- 18.1 An Equality Analysis is not required as part of this report however may be required for some of the actions included in the action plan included in **Appendix A**.

19. Environmental Impact

- 19.1 There are no Environmental Impacts associated with this report.

20. Report Author, Position, Contact Details

20.1 Louise Robson
Governance Service Manager 862866

21. Background Papers

21.1 **Appendix A** – Consumer Standards action plan

Assessment standard		Action Required	Owner	Date of Completion	May 24 update	Nov 24 update	1. Compliant 2. Partially
The Transparency, Influence & Accountability Standard							
2b.1	Do you deliver fair access to your housing services for all residents? (CS)	Consultation for the new Customer Access strategy will commence soon and this question will be asked during this review.	HoCS	Q3 24/25	Consultation undertaken with OVF. Consultation currently taking place with TAAAs and community groups. Survey has been shared on FB and the website. LGBT+ involvement group meeting was cancelled and requested another meeting. CAS presentation presented to Disability Involvement Group.	Remain as Partial Consultation completed and new and updated strategy going to Board for approval in December 2024. Once approved this can change to compliant as there will be an action plan accompanying the strategy. TSM feedback for 24/25 is 86.5% satisfied we deliver fair and accessible services.	Partially
2b.5	Are your communications with and information for residents clear, accessible, relevant, timely and appropriate to their diverse needs? (CS)	The letter writing guide needs publicising across the organisation. Include something in next edition of Staff Focus and to arrange insert in Payroll Manager channel with access to the document. Create a new group for tenants to review letters or documents being sent from us	HoCS	Q4 24/25	Updated and just needs communicating to all staff We are working with our GIG members to identify a cohort of tenants who we can use to review key documents we either send to our customers or which customers can assess. Draft guidance document for customer has been produced. Ongoing. Drafting the terms of reference of roles and responsibilities to replace the editorial group.	Changed to Compliant This is all updated and has been communicated to staff and is on the intranet. Remain as Partial A new group called 'Tenant Review Hub' has been set up. The aim of the Tenant Review Hub (which will operate digitally in the main) will be to support SLHD (St Leger Homes) with helping to review and improve tenant communications by: • When requested, to review and casting a critical eye over any key documents which impact on groups or large numbers of tenants such as letters, leaflets and other publications ensuring the content is tenant reader friendly and is easy to understand. • Working with SLHD to make any further improvements to the website regarding the ease of the read and tone of the content. • Taking part in any communications related reviews of HouseProud and website for example. The process and name has been agreed with the Hub members and we will be promoting this Hub internally in the coming weeks so services know they can approach the Hub should they need any tenant related communications reviewing from them. We will also promote this group on our website and other comms channels in due course. 10 tenants have signed up to this new initiative	Compliant
2b.7	Do you support residents and prospective residents to use online landlord services if necessary? (CS)	Some need more promotion such as reporting of ASB - HoHM aware and producing comms in Houseproud and working on digital plan for tenant portal	HoCS / HoHM	Q4 24/25	Wider than the portal and portal is still work in progress. Comms team will be producing a video that showcases the My Access Portal, how customers can access and the services they can access via the Portal. This is not specific for ASB but helping tenants to access on-line services using My Access. This is a fairly big project as will need to involve tenants in the final product. More analysis needed as to why people aren't accessing our services online.	Remain as Partial A new group called 'Tenant Review Hub' has been set up. The aim of the Tenant Review Hub (which will operate digitally in the main) will be to support SLHD (St Leger Homes) with helping to review and improve tenant communications by: • When requested, to review and casting a critical eye over any key documents which impact on groups or large numbers of tenants such as letters, leaflets and other publications ensuring the content is tenant reader friendly and is easy to understand. • Working with SLHD to make any further improvements to the website regarding the ease of the read and tone of the content. • Taking part in any communications related reviews of HouseProud and website for example. The process and name has been agreed with the Hub members and we will be promoting this Hub internally in the coming weeks so services know they can approach the Hub should they need any tenant related communications reviewing from them. We will also promote this group on our website and other comms channels in due course. 10 tenants have signed up to this new initiative Date of completion changed from Q2 to Q4 24/24	Partially
2c.4	Do you provide accessible support that meets the diverse needs of residents so they can engage with the opportunities available to them? (CS) (list of compliant actions in the evidence spreadsheet)	Make more use of the speech to text facility on Teams to engage with the deaf community.	All HoS	Q2 24/25	This will be trialled at the next OVF and if works we will publicise.	Remove the Action The technology was tested but didn't work. There is a full list of where we can show compliance for this standard already collected, this was just an additional action we wanted to explore.	REMOVED
2e.6	Do you provide your residents with information about (CS): How you are performing in delivering landlord services and what actions you will take to improve performance where required	Performance information to be reviewed with tenants to ensure they know what it means and understands what we are doing to improve.			Attending the OVF meeting on the May 30th and the TSP on 19th June.	Changed to Compliant All completed and being presented at TSP quarterly moving forwards along with complaints and also TSM's. website is also updated on a monthly basis based on feedback.	Compliant
The Neighbourhood & Community Standard							
3c.2	Do you have a policy on how you work with relevant organisations to deter and tackle ASB in the neighbourhoods where you provide social housing? (CS)	Included in the Housing Management policy but now creating a separate stand alone policy	HoHM	Q4 24/25	Cannot start this until CDC Tenancy Strategy reviewed.	Remain as Partial ASB is still included in housing management policy so we have one but want a stand alone one. Further discussions happening with the council to progress tenancy strategy further but due to the delays in the tenancy strategy we make take the decision to review before and present to Board in the new year. Date of completion moved from Q3 to Q4 24/25	Partially
3c.7	Have you complied with the requirement to publish data on the number of ASB cases at your organisation and resident satisfaction with your approach to handling them (as set out in the Transparency, Influence and Accountability Standard)? (CS)	Outcome reporting for ASB is not something we currently do, look at where and how we report and ensure there is context to the information being publicised			Need to publish ASB cases and satisfaction. Now in comms plan to do following 1. half yearly article in Hproud Oct and April 2. half yearly on website 3. quarterly social media posts with numbers of cases reported and resolved and how to report.	Changed to Compliant Publish the presentation that went to OLB on the website - all compliant and website updated.	Compliant
The Tenancy Standard							
4a.6	Do you have a fair, reasonable, simple and accessible appeals process for allocation decisions? (CS)	Document the process for appeals as we currently don't have this			Still on track to deliver	Changed to Compliant Process agreed and updated internally and externally on the web for tenants to see: https://www.stlegerhomes.co.uk/find-a-home/doncaster-homechoice/what-happens-next/	Compliant
4c.3	Do you publish clear and accessible policies which outline your approach to tenancy management, including interventions to sustain tenancies and prevent unnecessary evictions, and tackling tenancy fraud, and set out (CS): f) The way in which a resident or prospective resident may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term	Write new flexible tenancies procedure and communicate	HoHM	Q2 25/26	Review Housing Management Policy but need to review flexible tenancies and appeals process first. Need the Tenancy strategy to be done first.	Remain as Partial Review Housing Management Policy but need to review flexible tenancies and appeals process first. Need the Tenancy strategy to be done first. Date of completion moved from Q3 24/25 to Q2 25/26	Partially
4c.5	Before a fixed term tenancy ends, do you provide notice in writing to the resident stating either that you propose to grant another tenancy on the expiry of the existing fixed term or that you propose to end the tenancy? (CS)	Write new flexible tenancies procedure and communicate	HoHM	Q2 25/26	Review Housing Management Policy but need to review flexible tenancies and appeals process first. Need the Tenancy strategy to be done first.	Remain as Partial Review Housing Management Policy but need to review flexible tenancies and appeals process first. Need the Tenancy strategy to be done first. Date of completion moved from Q3 24/25 to Q2 25/26	Partially
4d.1	Do you support relevant residents living in eligible housing to mutually exchange their homes? (CS)	We do however we do not advertise/ publicise or report on this anywhere - the website needs updating			Working with the comms team should be online by the end of May / beginning of June. Information already updated in the Civic Office in customer waiting area and on rotating screens.	Changed to compliant website now updated - https://www.stlegerhomes.co.uk/find-a-home/doncaster-homechoice/	Compliant
4d.3	Do you publicise the availability of any mutual exchange service(s) you offer to relevant residents? (CS)	We do however we do not advertise/ publicise or report on this anywhere - the website needs updating			Working with the comms team should be online by the end of May / beginning of June	Changed to compliant Website now updated - https://www.stlegerhomes.co.uk/find-a-home/doncaster-homechoice/	Compliant
4d.4	Do you provide support for accessing mutual exchange services to relevant residents who might otherwise be unable to use them? (CS)	Would need to sit down and be an advocate for someone if they didn't have access - promote digital hubs, Schedule in an article in HP for this			Added to July Houseproud story list and article being written	Changed to Compliant Website all updated and article went in the october edition of Houseproud for all tenants	Compliant
Swifts actions							
51	We understand that several local lettings policies are in place and have recently been reviewed. However, we have not seen evidence of the policies or their review and no information is available on the SLH website.	Update the SLHD and CDC website with the policies	HoHM		Working with comms to update and also link to the allocations policy. In Draft final review and update from comms to launch in June 2024	Changed to Compliant Website now updated - https://www.stlegerhomes.co.uk/find-a-home/doncaster-homechoice/allocations/	Compliant
52	The Housing Management Policy (2023) does not address the following requirements: o (e) it describes the factors which will influence a decision to renew a fixed term tenancy, but not how a decision will be taken. o (f) It does not state that a tenant or prospective tenant may appeal against or complain about the length of fixed term tenancy offered and the type of tenancy offered, and against a decision not to grant another tenancy on the expiry of the fixed term. o (l) it does not state SLH's policy on granting discretionary succession rights, taking account of the needs of vulnerable household members (only relatives are referred to)	Update the policy	HoHM	Q2 25/26	Review and update the Housing Management policy	Remain as Partial - still progressing Reliant on review and update of Tenancy strategy before can Review and update the Housing Management policy - Date of completion moved from Q3 24/25 to Q2 25/26	Partially

S3	We understand that fixed term tenancies for larger family homes are for a minimum of 5 years, though this is not stated in the Housing Management Policy.	Update the policy once Tenancy strategy has been updated by CDC	HoHM	Q2 25/26	Awaiting update on Tenancy Strategy from CDC	Remain as Partial - Still progressing Reliant on review and update of Tenancy strategy before can Review and update the Housing Management policy - Date of completion moved from Q4 24/25 to Q2 25/26	Partially
S4	We understand that fixed term tenancies for larger family homes are for a minimum of 5 years, though this is not explicitly stated in the Housing Management Policy. The policy states that the length of the fixed term tenancy will be determined by the period when the youngest child is 19 years old.	Update the policy once Tenancy strategy has been updated by CDC	HoHM	Q2 25/26	Awaiting update on Tenancy Strategy from CDC	Remain as Partial - Still progressing Reliant on review and update of Tenancy strategy before can Review and update the Housing Management policy - Date of completion moved from Q4 24/25 to Q2 25/26	Partially
S5	The Housing Management Policy does not state that SLH will provide notice in writing stating its decision about whether or not to extend the tenancy.	Update the policy	HoHM	Q2 25/26	Review and update the Housing Management policy	Remain as Partial - Still progressing Reliant on review and update of Tenancy strategy before can Review and update the Housing Management policy - Date of completion moved from Q4 24/25 to Q2 25/26	Partially
S7	The Housing Management Policy and Housing Allocation Policy do not state that a secure or assured tenant whose tenancy commenced before 1 April 2012 will retain their security of tenure if they move home.	Update the policies	HoHM	Q2 25/26	Update the Housing Management policy	Remain as Partial - Still progressing Reliant on review and update of Tenancy strategy before can Review and update the Housing Management policy - Date of completion moved from Q4 24/25 to Q2 25/26	Partially
S9	It is not clear from the reporting framework how poor performance of estate management services would be visible to the SLH Board or CDC. Tenant Satisfaction Measure TP10 will assist, but only if reported more than annually. Service standards reported to the P&I Committee do not include the detailed communal area service standards stated on the website – there is no communal area target in the service standards reviewed by P&I Committee	Consider how we can build PIs into Power BI and performance framework, how, who and where these are reported in line with the meeting framework / CDC assurance framework	HoHM	Q4 24/25	ASB quarterly, expand the report to include other housing management indicators to EMT and P&I.	Remain as Partial ASB has now been implemented but further consideration is being given to the housing / estate management indicators. Date of completion moved from Q2 24/25 to Q4 25/26	Partially
S10	SLH's housing system is unable to accommodate fixed term tenancies of variable length making management difficult.	See what we can do within OH for better / easier reporting and management of fixed term tenancies	HoHM /HoIBT	Q2 25/26	Can do this manually but is an ongoing action and has been raised in housing management task and finish group and DTB	Remains as Partial This is also linked to tenancy strategy changes - proposing to move to 5 year fixed term renewable. Currently we can download a report but triggers are not in place for when a review is needed. Once the strategy is agreed this would resolve and a rule can be set - historic ones still not able to report on other than manual. Still progressing and once decision made ICT progress will follow - Date of completion moved from Q2 24/25 to Q2 25/26	Partially
S11	The ASB section of the Housing Management Policy does not detail steps SLH will take to prevent ASB – it focuses on dealing with issues that arise.	Update the Policy	HoHM	Q4 24/25	part of policy review work. ASB will now become a stand alone policy.	Remain as Partial - Still progressing ASB is still included in housing management policy so we have one but want a stand alone one. Further discussions happening with the council to progress tenancy strategy further but due to the delays in the tenancy strategy we make take the decision to review before and present to Board in the new year.	Partially
S12	The Domestic Abuse Policy sets out a very detailed approach that is focused on person-centred prevention of harm, but this policy is not referred to in the Housing Management Policy sections on ASB or safeguarding.	Update the Policy	HoHM	Q4 24/25	as per work on policy	Remain as Partial - Still progressing ASB is still included in housing management policy so we have one but want a stand alone one. Further discussions happening with the council to progress tenancy strategy further but due to the delays in the tenancy strategy we make take the decision to review before and present to Board in the new year.	Partially
S14	Website content could be strengthened to provide clearer information about tenants' rights and responsibilities – for example, the repairs section only explains what repairs SLH will do and not what tenants are expected to do. The ASB section talks about how SLH will respond to different types of ASB but not what tenants' responsibilities are or how it could affect their tenancy.	Update the web pages to include this information	HoRM / HoHM	Q4 24/25	Clearly in the tenancy agreement. Will update ASB section of website	Remains as Partial The content for this is currently being drafted, once finalised a focus group with tenants will be arranged to discuss to ensure it is written in a way tenants understand. Date of completion moved from Q2 24/25 to Q4 24/25	Partially
HQN suggested actions							
H2 (TIA)	Do you make performance information/TSMs available for residents through new technology such as mobile apps? How will you revise these methods so that they better meet the needs of your residents? How have you involved your residents when considering their interest in communications using new technology?	Re consider app in consultation for updated Customer Access Strategy maybe yes or no based on what tenants tell us.	HoCS	Q4 24/25	The use of a mobile app for customers to access our services is being considered as part of the ADP action on channel shift/digital access. Feedback is being received from customers about the use of digital access as part of the consultation on the CAS and this will be used to inform the final strategy. Channel shift and consulting on this as part of the new Customer Access Strategy and in ADP	Remains Partial Consultation completed and new and updated strategy going to Board for approval in December 2024, once approved this can change to compliant as there will be an action plan accompanying the strategy.	Partially
H3 (TIA)	Do you talk to frontline staff and operatives about why common complaints arise? How do you deal with issues raised in this way?	Charter approved and to be turned into a video and training programme early 2024.			CX training covered complaints and feedback was gathered as part of this exercise. Charter in the process of being amended following changes to the HO Complaints Code. Video completed being slightly amended and will be rolled out once updated. Training programme, working on the scope with HR/OD to ensure this is mandatory training on FLO	Changed to Compliant Completed and launched in PS and H- on intranet and news item sent out. Property and Housing services away days focused on complaints. Charter is on the Intranet and has been launched.	Compliant
H4 (TIA)	Do you know enough about the specific households making complaints? Does this show a match to data about house conditions? How do you use this information to improve services?	Look at how we can use this information and develop a routine report	HoCS	Q4 24/25	Report being devised but will then look at who does the analysis and drawing out the information.	Remain as Partial - Still progressing This is still ongoing - looking at an overarching report that brings all the analysis together as well. Date of completion moved from Q3 24/25 to Q4 24/25	Partially
H5 (TIA)	Do complaints vary by area, stock type and/or ethnicity? If so, why? What do you do about this?	Look at how we can use this information and develop a routine report	HoCS	Q4 24/25	Report being devised but will then look at who does the analysis and drawing out the information.	Changed to Partially Report has been produced to show analysis by area and diversity information but not stock type. This part to be finalised and then used to see if there any trends / analysis that can be used to change any services. Date of completion moved from Q3 24/25 to Q4 24/25	Partially
H7 (TIA)	In what ways have you consulted with your residents about the ways they want to be informed about the handling of complaints?	Consult with OVF about a communications plan			Forward plan for OVF, Statutory way of informing them but restricted.	Changed to Compliant This has been discussed and agreed with OVF and TSP	Compliant
H10 (T)	Do you know who is moving into your homes? Who is being allocated the new homes? Who is being allocated the homes in more popular areas?	Performance framework being drawn up for Access to Homes	HoAH	Q4 24/25	Still on track to deliver	Changed to Partially This new framework was presented to October Board. It needs to be presented to CDC now it has been finalised. Date of completion moved from Q1 24/25 to Q4 24/25	Partially
H11 (T)	Do you effectively communicate and consult with your residents and other stakeholders about your allocations and lettings service?	Need to do more communication on recent review and ensure both CDC and SLHD websites are consistent and promoted			Turn compliant when we have done more communication. Compliant for consultation, HP articles and Allocations policy review	Changed to Compliant Website Improvement s made with new supporting information to empower customers to make informed applications	Compliant

Assessment standard		Action Required	Owner	Date of Completion	May 24 Update	Nov 24 Update	1. Compliant 2. Partially 3. Not Compliant
The Safety & Quality Standard							
1a.1.1		Ensure there is a robust and accurate programme in place to carry out SCS every 5 years, identifying those properties that haven't had a recent one and work needs to progress. (Plan / paper of how we will carry them out.) Paper / report for EMT.	HoAM	Ongoing	Paper taken to EMT in April 2024. This showed that as at end of March 2024, 56% of the housing stock had received a SCS in the last 5 years. Plans are now in place to carry out 4,000 SCS per year using an external provider. This will ensure that 100% of properties are on a five year surveying cycle by 2028/29. Annual targets = 2024/25 - 67% - so far in 2024/25 - 1,472/4,000 surveys have been completed 2025/26 - 84% 2026/27 - 86% 2027/28 - 91% 2028/29 - 100%	Remains Partial based on progress made so far and assurance and plans in place to address: As at 13/8 SCS is 68% complete and there is a plan in place to update the remaining 32% This is an ongoing action so the target date has been removed	Partially
1a.1.2	Have you an accurate record at an individual property level of the condition of your stock, based on a physical assessment of all homes and do you keep this up to date? (CS)	HHSRS hazards identified through stock condition surveys need to be recorded appropriately. Further development required on this, working with ICT to establish requirements	HoAM / HoIBT	Q2 25/26	Monitoring of hazards currently undertaken via spreadsheet and focus is being given on addressing the actual hazards in the first instance, rather than the IT system.	Remains Partial Still monitoring but still on spreadsheets. Date of completion changed from Q3 24/25 to Q2 25/26 once we have moved to one housing.	Partially
1a.1.3		Ensure SCS and HHSRS information is reported quarterly so there is governance and oversight			Data currently being prepared for first round of reporting in Q1. BSC received first report 9.5.24	Changed to Compliant Quarterly reporting now in place for all asset related information.	Compliant
1a.1.4		HHSRS hazards identified need to be addressed in a more timely manner and the outcome recorded.	HoAM	Q4 24/25	Issue is mainly resources and capacity to both administer the incoming hazards as well as then carry out the works. By the end of May it is anticipated that all cat 1 hazards will either be completed or the works raised. During June and July all cat 2 hazards will then be tackled.	Remains Partial Completed more than half of identified hazards. Number of no access has reduced, biggest challenge are those that need inspecting. This will be ongoing and will hopefully reduce year on year and a plan is in place. Date of completion changed from Q2 24/25 to Q4 24/25	Partially
1a.1.5		Mechanism for reporting / recording hazards identified through other means needs to be put in place.	HoAM	Q3 24/25	Not yet progressed - focus / priority being given to addressing hazards identified.	Remains Partial There is now a process in place with our main contractor but we need to be broadened out to internal staff and smaller contractors.	Partially
1a.2	Do you use data from your records on stock condition to inform your provision of good quality, well-maintained and safe homes for tenants that meets the requirements of this standard? You must ensure (CS) :						
	a) Compliance with health and safety legal requirements	No remedial actions detailing target dates/completion dates/overdue reasons for any of the 'Big 6' are reported to the Executive Team for assurance enhanced visibility and awareness of these is a key, additional feature of the new Safety and Quality Standard. Need to update the Building safety report to include awareness of these (Consider reporting by exception for B6 other PI that's are monitored highlighting any risks)			Initial draft of performance report including other areas of compliance presented to EMT 18/03/2025 and Revised report to BSC to 9.5.24. Awaiting approval of format by Building Safety Group in May	Change to Compliant as monthly reporting now in place. Reporting is now in place for Health and safety, HHSRS hazards, SCS and Decent homes.	Compliant
	b) Compliance with the Decent Homes Standard	Ensure that decent homes reporting is automated and reported quarterly in addition to the annual KPI reporting.			Manually reporting for Q4 23/24. Reported to BSC 9.5.24 Still to be progressed. Can become complaint once reported in Q1 24/25	Change to Compliant as monthly reporting now in place. 3.25% not decent at the moment and there is a plan progressing to ensure these are reducing.	Compliant
		Work with housing management on properties where no repairs have been reported. Review properties where repeat/multiple repairs are being reported to identify any larger repairs or investment that is needed (or indeed tenant support required). Identify where these originate from HM / Repairs system / SCS Complaints. Where is it drawn from, how quickly and who feeds into it and how frequently do we run it? procedure needs to be put in place to evidence.	HoAM/ HoIRM / HoRM	Q4 24/25	End to end process needs to be put in place which details when, who, what and what do we do with the information and how do we use it.	Remains Partial Still need to firm up the end to end process between any visit to a tenant home and the identification and reporting of a repair. Date of completion changed from Q3 24/25 to Q4 24/25	Partially
	c) Delivery of repairs, maintenance and planned improvements to stock	Need to formally record how asset data has influenced and shape service provision / investment via the golden thread consider documenting in capital budget setting report and any other reports that commit investment expenditure (show that the data is driving the decision).Procedures/Processes Process maps require further detail around reconciliation of data (i.e. frequency of reconciliation/ Who and how) and to outline the frequency of QC/QA checks.	HoAM /HoIRM	Q1 25/26	Cultural shift may be needed. Planned on demand or more strategic. This will start in June once updated report received from Savills based on stock condition information.	Remains Partial Still need to formally record how asset data has influenced and shape service provision / investment via the golden thread. Overarching report received, still awaiting the detailed data on an address by address basis. Meeting being held with Savills to agree the format so we can upload into OH. (hopefully something mid November). Can then run reports to see what properties we need to invest in for which components. Other work completed from repairs that have been referred to assets and now categorising to help build the new programme. Summary then to be pulled together to give the storyboard of how we have planned the programme. Date of completion changed from Q3 24/25 to Q1 25/26	Partially
1b.1.2	Does all your housing stock meet the existing Decent Homes Standard, specifically as set out in section five of those standards? If not, what percentage of your stock meets the DHS? (CS)	Ensure clarity / definition of DH calculation includes recording of category 1 hazards.			Currently not included and still needs to be progressed.	Changed to Compliant We now include them in decency calculation and are reported on with a plan to address	Compliant
1b.1.3		Ensure HHSRS information is reported quarterly in performance and compliance report so there is governance and oversight. (refer to row 6)			Data currently being prepared for first round of reporting in Q1. BSC received first report 9.5.24	Changed to Compliant Quarterly reporting is now in place	Compliant
1b.1.4		Identify and start collating data we don't currently hold that would be needed for the new standard	HoAM	Q4 24/25	Already started with latest stock condition surveys on what we know so far.	Remains Partial Already started with latest stock condition surveys on what we know so far and still waiting to see what the new standard will contain.	Partially
1b.2	Are all your homes free from category one hazards as defined by the Housing Health and Safety Rating System? (CoP)	Ensure all identified hazards (starting with Cat 1, then moving to cat 2) are assessed, recorded and remedied within set timescales (refer to row 7)	HoAM / HoBS	Q4 24/25	Issue is mainly resources and capacity to both administer the incoming hazards as well as then carry out the works. By the end of May it is anticipated that all cat 1 hazards will either be completed or the works raised. During June and July all cat 2 hazards will then be tackled.	Remains Partial More SCS have been completed so numbers do increase and decrease. They have reduced significantly and there are plans in place to address the ones still outstanding all assessed on a risk basis. Date of completion changed from Q3 24/25 to Q4 25/26	Partially
1d.3.1		Continue to deliver the 24/25 repairs excellence programme / action plan and ensure this is monitored and reported on	HoRM	Q4 24/25	Progress against the programme monitored through the repairs board	Remains Partial Scoping voids started and backlog has significantly reduced - struggling to recruit for plasterers. Phase 4 plans underway as well	Partially
1d.3.2	Do you set timescales for the completion of repairs, maintenance and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver to them? (CS)	Ongoing review and monitoring of repairs demand to ensure highest priority repairs continue to be prioritised - process needs to be documented to demonstrate we do this daily	HoRM	Q4 24/25	This is monitored monthly - consider what evidence can be sent to give assurance or compliance. OH reports can provide assurance we are attending to the highest priority jobs first. Checking what reports we can use to evidence compliance with this.	Remains Partial 300+ attend to day. Can show we paused we non urgent to focus on urgent and now back to reducing the non urgent. Scripts to show how repairs are attended / prioritised are needed to show decision making process. leave as partially until all backlog repairs have been completed. Date of completion changed from Q2 24/25 to Q4 24/25	Partially
1d.3.2		Further consultation with tenants needed in terms of timescales for repairs (following conversations about urgent repairs)	HoRM	Q4 24/25	Need to consult with tenants maybe tie in with consultation on recharge policy and fencing policy. Need more work on definitions for what falls under each heading.	Remains Partial Still need to consult on timescales, Date of completion changed from Q2 24/25 to Q4 24/25	Partially
1d.3.3		Publicise future planned investment programmes- this years is now on the website, (https://www.stegerhomes.co.uk/my-home/improvements-to-your-home/our-investment-programme/) need to publicise more details (i.e. address search to see what is being done and when - more tailored approach but will need support from ICT)	HoAM / HoIBT	Q4 24/25	Basic programme info already on website. Need to look to make this more sophisticated if possible.	Remains Partial Tie in with New investment programme for 25/26	Partially
Savills actions							
S1	No External/Independent validation of stock condition data which has been gathered re its continued fitness for Investment Planning purposes – this is of even greater concern and priority when Survey Programme is predominantly delivered by Internal Surveying resources.	Decide if this is needed and give consideration as to how this could be delivered	DoPS	Q1 24/25	Speak to Savills for more guidance.	Remove from action plan This is no longer needed and is removed as an action following discussions with Savills (who already do our SCS) and CDC.	REMOVED
S2	EPC/SAP data is not available via Internal ICT systems for the Asset Team to review and make informed decisions, the data is requested from the Council.	CDC are intending on purchasing a new system (Parity) which we will also have access to. This has been approved by the council's TGB. This will enable us to monitor SAP/EPC performance, but will also enable us to have the ability to model and run scenarios.			System is still being developed	Change to Compliant Can report now. Current performance is 55.212% of properties are at EPC C or above. High proportion of properties (5,560 within 2 SAP point of EPC C and 7,800 of 5 SAP points) small margin or error when these are calculated and some can easily be moved over.	Compliant
S3	There was no visibility within any reports or KPI environment on the progress against target or VFM in terms of cost, for any component programmes being delivered	Strengthen reporting on what we get for the money we spend - maybe include in the Asset Report. Maybe see what other housemark scores we can use. Report that goes to EMT 3 times a year (Capital programme report, April, mid year, end of year)	HoAM / HoFABA	Q4 24/25	Significant piece of work. Can we pull out any quick wins as a starter for 10? Need to give this some more thought - perhaps can include something in the stock condition report.	Remains Partial Maybe resurrect the ad hoc VFM report that used to be completed? Speaking to Savills as to what a good process would look like. Date of completion changed from Q3 24/25 to Q4 24/25	Partially
S5	Rechargeable Repairs Policy is in need of updating in line with the new 'One Repair Service'.	Update and promote new policy	HoRM	Q3 24/25	This will involve Housing, Finance and wider consultation	Remains Partial Consultation is completed and new policy is at Board in December for approval. Date of completion changed from Q2 24/25 to Q3 24/25	Partially

S6	Policy content - in all policies there was little or no detail on the reconciliation of data between systems. Clear KPI measures were also missing in the (Water, Lifts, Electrical and Fire policies).	Update the policies - Remove and add to CDC on compliance strategy	HoB5	Q3 24/25	Will review the policies when they are up for review - draft compliance framework needs presenting and council approval	Remains Partial Compliance strategy has been drafted and is with CDC for comments and feedback	Partially
S7	All policies (excluding Fire) were lacking in detail on remedial works (i.e. electrical remedials, water remedials and lift remedials) in terms of how and when these would	Update the policies - Remove and add to CDC on compliance strategy	HoB5	Q3 24/25	Will review the policies when they are up for review - draft compliance framework needs presenting and council approval	Remains Partial Compliance strategy has been drafted and is with CDC for comments and feedback	Partially
S8	Procedures/Processes Process maps require further detail around reconciliation of data (i.e. frequency of reconciliation/ Who and how) and to outline the frequency of QC/QA checks.	Write the procedures - Need time to determine responsibilities and methodology, reconciliation is daily and automated between major systems OH & C365 Evidence Mandate template			Building safety assurance group looking into this further	Changed to Compliant Internal audit doing the check to ensure data reconciles - Change to compliant	Compliant
S10	C365 is still in the implementation stages and therefore some of the 'Big 6' remedial works (i.e. electrical) are still yet to be moved to C365	Complete full implementation of (C365 There are over 5,000 properties which need to be migrated hence the time it will take to migrate the records from IOW to C365.)			Electrical compliance Officer and Service Manager Compliance migrating all EICRs onto C365 to evidence compliance at property level. Cross checking documents to migrate	Change to Compliant Complete all now in C365	Compliant
S11	No remedial actions detailing target dates/completion dates/overdue reasons for any of the 'Big 6' are reported to the Executive Team for assurance – enhanced visibility and awareness of these is a key, additional feature of the new Safety and Quality Standard	Include section in the Building safety report (Need to be careful performance report will grow in length which is not what the committees and groups want?)			Now included in the Safety and Performance report by exception. Once the format is agreed this will be reported each quarter. Awaiting approval by Building Safety group in May.	Change to compliant as regular reporting now in place	Compliant
S12	Assurance – consideration for Fire and Water safety 3rd party specialists to provide assurance measures in terms of good practice. Ensure that in all areas of landlord compliance QC/QA checks	This needs further consideration - ? budget needed for this for other areas	HoB5	Q1 25/26	Initial meeting with external auditors for Asbestos and Water awaiting quotes for works and scope of audit to be designed.	Remains partial Quotes and scope received, now looking to appoint contractor. Budget now needs finding. Just need approving for 2025/26 budget. Date of completion changed from Q2 24/25 to Q1 25/26	Partially
S14	Needs a specific building safety section on the website - new pages need designing so information can be easily accessed	Update the web pages to include this information			Already in place on the intranet Mirror this	Changed to compliant This has been updated https://www.stiegehomes.co.uk/my-home/safety-in-the-home/	Compliant
S15	Need to put information about the fire and structural protections of the buildings where tenants live on the website	Update the web pages to include this information			Already in place on the intranet Mirror this	Changed to compliant This has been updated https://www.stiegehomes.co.uk/my-home/safety-in-the-home/	Compliant
HQN suggested actions							
H.1	For higher risk buildings, have you produced a resident engagement strategy in conjunction with your residents that ensures they are involved in the management of the building where they live?	Update the strategy and promote as an appendix to the Customer involvement Strategy	HoB5	Q4 24/25	Out for consultation with High Rise Forum in April. Need to review feedback and update as appropriate and then communicate.	Remains Partial This has been updated and will be presented at OVF and Building safety forum in November for feedback. Date of completion changed from Q2 24/25 to Q4 24/25	Partially
H.2	Do you know what your residents' priorities are on safety issues?	Need to do more to understand priorities and how these might change - work with Customer involvement team to define 'safety' and priorities. What is TSM? Maybe explore what voicescape can offer too help and ask a question on a survey to close this off and look at the feedback to ensure we are focusing on the right areas.	HoB5 / HoCS	Q1 25/26	Feedback will be wider than Property services - review TSM feedback once received.	Remains Partial Explore Voicescape - Speak to Customer involvement to help. Date of completion changed from Q2 24/25 to Q1 25/26	Partially
H.3	Is it easy for residents to obtain information about the fire and structural protections of the buildings where they live?	Develop a system for sharing safety relevant information with tenants (using our tenant portal). Tenancy assurance document wider than fire and structural.			Leaflets given out to high rise and multiple dwellings (oct 23) won an award for tenant engagement	Changed to Compliant This has been updated https://www.stiegehomes.co.uk/my-home/safety-in-the-home/	Compliant
H.4	Have you reviewed your complaints policy (and associated procedures) so that residents can easily raise issues about the safety of their homes?	Ensure this is considered and updated as and where needed. If it doesn't fit in the complaints policy, a new procedure will need writing.			Resident engagement strategy will cover this at H1	Change to Compliant This is covered and referenced in the overarching Complaint policy	Compliant
H.5	Do you have a standalone policy/procedure for dealing with DMC issues which have been subject to recent review?	Have a policy in place, Document the procedures	HoAM	Q1 25/26	Governance team can help when DMC team have capacity	Remains Partial TSP looking at this as well. Governance team to help document when team has more capacity. Date of completion changed from Q2 24/25 to Q1 25/26	Partially
H.6	Do your staff/operators see every home visit as an opportunity to identify DMC issues?	Develop an eLearning package with a referral process at the back end so there is a process where staff can easily follow and report.	HoAM	Q1 25/26	Partially developed e-learning module - planned to roll out over summer.	Remains Partial Drafted but not launched -more capacity in the team needed as above. Date of completion changed from Q2 24/25 to Q1 25/26	Partially

Assessment standard		Action Required	Lead HOS	Date of Completion	May 24 update	Nov 24 update	1. Compliant 2. Partially 3. Not Compliant
The Transparency, Influence & Accountability Standard							
2b.3	Do you have the relevant information you need to understand the diverse needs of your residents, including those arising from protected characteristics, language barriers, and additional support needs? (CS)	Action plan will be put in place to plug the gaps along with a new data smart strategy and KIT visit schedule. Potential scope of utilising Voicescape to be explored	HoHM	Q1 25/26	Strategy still being developed. KIT visits are underway	Remains Partial Datasmart strategy approved and actions underway to address this standard under a new tenant data project board. Date of completion changed from Q3 24/25 to Q1 25/26	Partially
2b.10	Have you explored a range of different solutions to ensure you maximise the response rate for collecting information about the characteristics of your residents? (CoP)	Implement the new data smart strategy and accompanying action plan	HoHM	Q1 25/26	Strategy still being developed. KIT visits are underway	Remains Partial Datasmart strategy approved and actions underway to address this standard under a new tenant data project board. Date of completion changed from Q3 24/25 to Q1 25/26	Partially

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 05 December 2024

Item : 06

Subject : Asset Management Strategy
2025- 2028

Presented by : Lee Winterbottom
Director of Property Services

Prepared by : Christine Tolson
Head of Asset Management

Purpose : To present the newly developed Asset
Management Strategy for
consideration and approval.

Recommendation :

Board members are asked to consider and approve the newly developed Asset Management Strategy attached at Appendix 1.

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

**Agenda Item No. 06
Date: 05 December 2024**

1. Report Title

1.1 Asset Management Strategy 2025 - 2028

2. Executive Summary

2.1 This new Asset Management Strategy will cover the period January 2025 to January 2028 and sets out seven key asset related priorities that will enable St Leger Homes to ensure that the properties it manages on behalf of the City of Doncaster Council remain modern, decent and safe.

3. Purpose

3.1 The purpose of this report is to present the newly developed Asset Management Strategy for consideration and approval.

4. Recommendation

4.1 Board members are asked to consider and approve the newly developed Asset Management Strategy attached at Appendix 1.

5. Background

5.1 The current Asset Management Strategy approved in 2021 will expire at the end of 2024.

5.2 A new, updated strategy has now been developed, which will cover a three-year period from January 2025 until January 2028.

6. Asset Management Strategy 2025 - 2028

6.1 The new strategy sets out the key asset management priorities over the next three years, the outcomes and outputs we expect to achieve, and the actions we intend to take to realise this ambition.

6.2 The strategy will focus on the delivery of seven key priorities:

- Understanding our Stock
- Effective Planned Investment

- Focus on Energy Efficiency
- Statutory Compliance, Cyclical Maintenance and Repairs
- Active Asset Management
- Financial Planning and Value for Money
- Governance and Scrutiny

6.3 The successful delivery of the strategy over the next three years will see the achievement of several key outputs and outcomes that will benefit our tenants. It will also ensure that the assets we manage on behalf of the City of Doncaster Council remain decent and safe and offer modern standards of accommodation. Some of the benefits we expect to achieve include:

- 100% stock condition data for the domestic housing stock, ensuring we understand the condition of the properties we manage.
- Clear and transparent investment programmes, developed based on asset data and other intelligence, ensuring best use of resources.
- 100% of homes meeting the decent homes standard (in relation to component condition and replacement cycles).
- All properties fully compliant with statutory testing and maintenance requirements.
- A strengthened approach to managing Housing, Health and Safety Rating System (HHSRS) hazards.
- Further, significant progress towards achieving 100% of properties with an EPC C or above by 2030.
- Further roll out of energy efficiency investment, including piloting of whole house retrofit.
- Better use of active asset management to assess viability and longer-term sustainability of assets prior to investment.

6.4 Further details of the anticipated benefits from the new strategy, alongside how we intend to achieve these can be found in the full strategy document at Appendix 1.

6.5 An annual update summarising progress against the action plan contained within the strategy will be provided to Board.

7. Procurement

7.1 There are no direct procurement related implications arising from this report. However, indirectly, the Asset Management Strategy will facilitate the development and delivery of significant investment programmes across the housing stock. As described in the strategy, the appointment of any contractors to deliver this investment will be undertaken in accordance with

all relevant statutory and internal financial regulations and rules to ensure value for money is achieved.

8. VFM Considerations

- 8.1 As described in the strategy, the appointment of any contractors to deliver this investment will be undertaken in accordance with all relevant statutory and internal financial regulations and rules to ensure value for money is achieved.
- 8.2 Regular benchmarking will be undertaken to ensure that contracted works and services continue to be competitive, offer value for money and are reflective of current market rates.

9. Financial Implications

- 9.1 Financial implications are explicit and implicit throughout the Asset Management Strategy. At the highest level, achieving and maintaining Decent Homes over the next 30 years will require investment of £969m, and achieving Decency and Net Zero will require £1.43bn. Driving these investment figures is stock condition data and as part of the action plan, nearly 14,000 properties will be surveyed over the next three years at a cost of £2.3m. These surveys will also inform the investment required to achieve EPC rating by 2030.

10. Legal Implications

- 10.1 St Leger Homes has a duty to ensure that the properties it manages on behalf of the City of Doncaster Council remain decent and free from significant hazards. This forms an integral part of the new Asset Management Strategy and will be delivered through our ongoing capital investment programmes, cyclical maintenance and day to day repairs service.
- 10.2 St Leger Homes has a duty to ensure that the properties it manages on behalf of the City of Doncaster Council complies with all relevant health, building safety and wider compliance statutory requirements. This forms an integral part of the new Asset Management Strategy and will be delivered through our ongoing cyclical testing and maintenance regime.

11. Risks

- 11.1 The risks that could impact on the successful delivery of this strategy are noted in detail at section 11 of the strategy document, including the proposed measures that will be taken to mitigate against them.
- 11.2 The risks identified include:
 - Changing policy and legislation
 - Affordability

- Capacity and resources
- Managing expectations
- Longer-term sustainability
- Aging housing stock
- Non-traditional housing stock

12. Health, Safety & Compliance Implications

- 12.1 St Leger Homes has a duty to ensure that the properties it manages on behalf of the City of Doncaster Council complies with all relevant health, building safety and wider compliance statutory requirements. This forms an integral part of the new Asset Management Strategy and will be delivered through our ongoing cyclical testing and maintenance regime.

13. IT Implications

- 13.1 There are no direct IT implications arising from this report. However, indirectly, the use of IT technology will continue to play an integral role in the delivery of this strategy given the reliance upon various software and systems to manage asset data (such as Open Housing and Parity) and carry out modelling (such as SHAPE).

14. Consultation

- 14.1 In developing the new Asset Management Strategy, consultation has been undertaken with a range of key stakeholders including:
- City of Doncaster Council
 - Board (through feedback from meetings on asset related topics)
 - Tenants (through the One Voice Forum and Get Involved Group)
 - St Leger Homes staff (through meetings and a survey)

- 14.2 Positive practice has also been taken on board from across the social housing sector when developing this strategy.

15. Diversity

- 15.1 As acknowledged in the strategy, our tenants are diverse and so are their needs in relation to housing. These needs have been considered when developing this strategy and through the equality impact assessment.
- 15.2 Housing needs will continue to be reviewed throughout the duration of this strategy, including taking into account any changes in relation to tenant diversity.

16. Communication Requirements

- 16.1 Following approval of the new strategy, it will be published and made available on our website. A simplified, 'summary version' will also be produced and made publicly available. The document will be specifically

shared with City of Doncaster Council and elected members.

17. Equality Analysis (new/revised Policies)

17.1 An equality analysis has been completed for this new strategy.

18. Environmental Impact

18.1 A key part of the new Asset Management Strategy is around improving the energy efficiency of the housing stock and through a fabric first approach initially, moving forward with the overall ambition of net zero carbon. Delivery of this priority should make a positive environmental impact and support the City of Doncaster Council in its ambitious plan to tackle the Climate Emergency.

19. Report Author, Position, Contact Details

19.1 Christine Tolson, Head of Asset Management
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20. Background Papers

21.1 Appendix 1 – Asset Management Strategy 2025 - 2027

St Leger Homes of Doncaster

Asset Management Strategy

January 2025 – January 2028

1. Introduction and Purpose

This strategy sets out our vision and ambition for managing the City of Doncaster Council's social housing portfolio over the next four years. It outlines our key priorities in relation to managing the council's Housing Revenue Account assets, how we intend to achieve these priorities, and the results we aim to deliver for the benefit of tenants, residents, and wider Doncaster community.

2. Our Starting (Baseline) Position

The delivery of our previous Asset Management Strategy has seen some great achievements and at the start of this strategy our position is as follows:

- ✓ We have directly delivered £73.8m of capital investment to the existing housing stock between April 2021 and March 2024. This in addition to investment we have made in acquisitions on behalf of City of Doncaster Council, and the investment they have overseen directly in relation to council house new builds and adaptations.
- ✓ We hold good asset data, but there are further improvements that can be made to enhance this data and introduce additional validity checks and fill any minor gaps in information to strengthen our decision making and investment planning.
- ✓ Previous and current investment decisions have been based on condition and repairs data, but there is an opportunity to strengthen this further and ensure this is recorded and evidenced.
- ✓ Use of sustainability modelling and option appraisals is limited, with opportunities to expand the application of active asset management.
- ✓ Governance arrangements relating to asset management have been significantly enhanced during 2024, with regular asset updates provided. We want to continue to build on this.
- ✓ Tenant and resident engagement in investment decisions has been undertaken, although there are opportunities to enhance this further.
- ✓ 68% of the domestic housing stock has received a physical stock condition survey in the last 5 years.
- ✓ 96.75% of the domestic housing stock meets the current decent homes standard.
- ✓ Around 5,000 hazards identified through stock condition surveys have already been addressed. However, there are 4,611 outstanding category 1 and 2

Housing Health and Safety Rating System Hazards across the domestic stock that are in the process of being rectified.

- ✓ We have been reasonably successful in defending disrepair claims and are currently dealing with 207 live disrepair cases.
- ✓ We are seeing a sustained high demand for condensation, damp and mould inspections from our customers.
- ✓ 55.212% of the domestic housing stock is at EPC C or above, although over 7,000 properties are within 5 SAP points of achieving EPC C.
- ✓ As measured through our Tenant Satisfaction Measures, 81% of our tenant's surveyed were satisfied with repairs to their home in the last 12 months.
- ✓ As measured through our Tenant Satisfaction Measures, 82% of our tenant's surveyed felt that their home is well maintained.
- ✓ As measured through our Tenant Satisfaction Measures, 86% of our tenant's surveyed felt their home is safe.
- ✓ We have directly acquired 141 properties through the capital programme since 2021 to add to the housing portfolio. This is in addition to council house new builds.
- ✓ Forecast investment needed to maintain decent homes over the next 30 years is £969m.
- ✓ Forecast investment needed to maintain decent homes over the next 30 years and deliver net zero carbon is £1.433bn.

A summary of the asset portfolio and our customer profile at the commencement of this strategy can be found at Appendix 1.

3. Where we want to be: Our Future Ambition

To deliver our assets ambition, we will focus on delivering seven key asset related priorities:

- Understanding our Stock
- Effective Planned Investment
- Focus on Energy Efficiency
- Statutory Compliance, Cyclical Maintenance and Repairs
- Active Asset Management
- Financial Planning and Value for Money
- Governance and Scrutiny

By the end of this strategy, our aim is that we will have achieved the following outcomes and outputs across each of these seven key priorities:

	OUTCOMES	OUTPUTS
Understanding our Stock	<ul style="list-style-type: none">• Have up to date, comprehensive, quality stock condition data across the whole domestic housing portfolio, gathered through physical on- site surveys.	<ul style="list-style-type: none">• 100% of the domestic housing stock has received a physical stock condition survey within the last 5 years.
	<ul style="list-style-type: none">• To support the collation of asset data, to have in place a continuous programme of stock condition surveys, delivered through a combination of approaches (in-house and external).	
	<ul style="list-style-type: none">• Have robust processes and mechanisms in place to sense check and validate our asset data and ensure any gaps are actively addressed.	

	OUTCOMES	OUTPUTS
Effective Investment Planning	<ul style="list-style-type: none"> Utilised the asset data and intelligence gathered to develop short, medium, and longer-term investment plans. 	
	<ul style="list-style-type: none"> Engaged with tenants and residents around the development of our future investment plans, ensuring these meet our statutory obligations, but also takes into account tenant views and aspirations. 	
	<ul style="list-style-type: none"> Broadly shared and communicated our investment plans to key stakeholders, including tenants, in an open and transparent way. 	
Focus on Energy Efficiency	<ul style="list-style-type: none"> Delivered a programme of further energy efficiency investment to ensure all properties achieve EPC C or above by December 2030. 	<ul style="list-style-type: none"> 75.39% of the domestic housing stock is at EPC C or above by the end of 2027 to support the journey to 100% by December 2030.
	<ul style="list-style-type: none"> Piloted whole house retrofit including low carbon heating to learn and inform future energy efficiency and potential net zero carbon investment. 	
	<ul style="list-style-type: none"> Complete feasibility study on removal of gas from 3 x high rise blocks. 	

	OUTCOMES	OUTPUTS
Active Asset Management	<ul style="list-style-type: none"> From our asset data, fully understand the housing stock we manage; what condition it is in, what investment it needs, how the stock is performing, and which assets are most and least sustainable going forward. 	
	<ul style="list-style-type: none"> Embraced active asset management, in particular asset modelling to identify both good and poor performing assets. 	
	<ul style="list-style-type: none"> Embraced option appraisals for poorer performing assets, and in conjunction with the City of Doncaster Council, be prepared to make difficult choices for these assets. 	
	<ul style="list-style-type: none"> Completed an options appraisal of high-rise accommodation in Doncaster, taking into consideration future building safety and net zero carbon investment needs. 	
	<ul style="list-style-type: none"> Continued to review stock make-up to ensure assets across the portfolio continue to meet housing needs in terms of size, location and functionality. 	
	<ul style="list-style-type: none"> Continued with the acquisitions programme to provide additional homes to help meet housing need and demand. 	

	OUTCOMES	OUTPUTS
Statutory Compliance, Cyclical Maintenance and Repairs	<ul style="list-style-type: none"> Continued to develop and roll out further enhancements to our repairs service and cyclical maintenance programmes, ensuring an efficient and timely service offer. 	
	<ul style="list-style-type: none"> All properties will be compliant with the statutory compliance requirements. 	<ul style="list-style-type: none"> 100% of properties will have had an electrical installation condition report in the last five years. 100% of properties with a gas supply will have been visited every year and the appliances serviced. 100% of properties will have working smoke detection and where required CO detection. 100% of properties with portable fire suppression systems due to tenant vulnerabilities will have had these devices properly maintained.
	<ul style="list-style-type: none"> All properties are modern, decent and free from significant hazards. 	<ul style="list-style-type: none"> 100% of the domestic housing stock meets the decent homes standard. All HHSRS hazards identified are addressed in a reasonable timescale depending upon their severity. That the number of live disrepair cases is below 50.
	<ul style="list-style-type: none"> Tenants and residents will feel safe in their homes. 	<ul style="list-style-type: none"> Increase in the percentage of tenants who feel safe in their homes (from 86%).

	OUTCOMES	OUTPUTS
Financial Planning and Value for Money	<ul style="list-style-type: none"> Continued to ensure value for money in all aspects of our planned capital investment through effective procurement, management, and delivery of improvement schemes. 	
Governance and Scrutiny	<ul style="list-style-type: none"> Further strengthened our governance arrangements around asset management through ongoing training and regular reporting and challenge in relation to the delivery of this strategy. 	

4. How we will achieve our ambition

The specific activities we will undertake to achieve the ambition, outcomes and outputs outlined in this strategy include:

Understanding our Stock

Understanding our stock and having robust data through on-going stock condition surveys underpins our whole approach to asset management. In addition to planned re-survey frequencies, we will add to these using opportunities to gather data such as during capital works and when a property becomes empty. Supporting this is the rich information we gather from 'Keep in Touch' visits, repairs and inspection visits and customer feedback. The combination of this robust, up to date information about the housing stock enables us to target and prioritise future investment where it is most needed and at just the right time. It provides ongoing assurance that the homes we manage remain decent, modern, free from hazards and are fit for purpose.

Effective Planned Investment

Targeting investment where it is most needed and ensuring this is delivered 'just in time' is how future investment will be planned. For operational efficiency, we will seek to 'cluster' works in geographic locations where possible, whilst also ensuring a fair and equitable distribution across the city and to different property types. To minimise impact on customers, where possible, individual component replacements will be grouped together. Investment in safety related issues will continue to take priority over all other elements of investment. Our stock condition data, alongside other intelligence gathered through our repairs and housing services will drive our investment decisions, although customer feedback will also be carefully considered and incorporated.

Where feasible, opportunities to draw down external funding will be explored, which may necessitate the rescheduling of some investment to maximise funding opportunities.

Planned investment will work hand in hand with active asset management to ensure investment is only made in assets that are sustainable and have a long-term future.

Focus on Energy Efficiency

We are committed to improving the energy efficiency of our housing stock and reducing our carbon footprint. This includes retrofitting existing homes with energy-efficient technologies, such as insulation, double glazing, and where possible introducing low carbon renewable energy sources. We will also support the council in exploring opportunities for new, sustainable council housing developments that meet the highest environmental standards. In line with City of Doncaster aspirations, the

goal is to achieve net-zero carbon emissions by 2040, accepting that current funding arrangements cannot support this. Through these efforts, we are committed to providing high-quality, energy-efficient homes that not only reduce environmental impact but also improve the quality of life for our residents.

Statutory Compliance, Cyclical Maintenance and Repairs

Our approach emphasises adherence to all statutory and regulatory mandates, such as gas and electrical safety, legionella control, lift safety, asbestos management, fire safety, and prevention of damp and mould. We plan to enforce rigorous cyclical maintenance and planned investment programmes to ensure compliance throughout our housing portfolio. Furthermore, we aim to enhance our repairs and maintenance services to provide prompt and effective solutions to any problems, prioritising the safety and satisfaction of tenants.

Active Asset Management

When planning improvements, we want to ensure we are investing in housing stock that has a longer-term future and that the investment is sound. To help support our investment decisions we will strengthen our approach to Active Asset Management. This means carefully scrutinising the cost of maintaining, improving and managing each asset against the income generated through rent collection. In addition, we will consider the community and social impact the assets we manage have and will utilise carefully selected social indicators to assess the performance of each property alongside financial data. Consideration will also be given to current and emerging additional requirements, such as building safety and net zero carbon, that may require additional investment and in turn make some assets less sustainable in the longer-term. This will enable us to 'RAG' rate every property and provide the starting point for consideration of the longer-term future of those assets that are categorised as 'Red'. This will help ensure that any investment decisions are sound and carefully thought through.

Where assets or groups of assets are categorised as 'Red', these will be assessed in more detail through a planned programme of options appraisal and where necessary, the adoption of a master planning approach.

We will also continue to keep under review the overall housing portfolio make-up and compare this with existing and emerging housing need data. This will help inform the ongoing acquisitions programme, alongside planned investment and any planned asset disposals or demolitions, ensuring that changes to the housing stock continue to reflect housing latest needs.

High rise accommodation will be one of the first areas of housing stock to be explored through this revised approach.

Financing Planning and Value for Money

With growing pressures on budgets, particularly due to inflationary increases and new requirements, it is more important than ever to ensure that we continue to robustly financially plan ahead for investment and ensure value for money. Failure to effectively plan or manage costs effectively could lead to the maintenance of the decent home standard becoming unaffordable.

Governance and Scrutiny

Failure to oversee, govern and scrutinise investment and key asset decision-making could lead to a position where investment is being made in areas or to address issues that are not regarded by the landlord (City of Doncaster Council) as being a priority. Equally, without transparency, tenants may not understand what investment is being prioritised and the reasons for this.

The key actions relating to each of these priorities in year one are summarised in the Action Plan at Appendix 2. This action plan will be reviewed and updated annually, with progress against it also reported annually to our Board.

5. Potential Risks and challenges to the successful delivery of this strategy

The risks that could prevent the successful delivery of this ambitious strategy are:

Changing policy and legislation

There are further legislative, and policy changes expected during the lifetime of this strategy, including the introduction of Awaab's Law and the roll out of 'Decent Homes 2'. The final detail of both is still to be confirmed, but their implementation could potentially require the re-allocation of investment resources to meet the new requirements.

We will continue to monitor these developments and will review and update our approach as needed as requirements are clarified and confirmed. Any fundamental changes to our investment plans will be shared with and agreed by City of Doncaster Council and will be openly communicated with tenants.

Affordability

We review affordability of maintaining decent homes annually as part of our ongoing stock condition surveying programme, annual update to board and annual refresh of the business plan. Currently, maintenance of the decent home standard over the next 30 years is affordable. However, changes to the standard through decent homes 2, could potentially change this position if extensive new requirements are introduced, requiring investment plans to be revisited and investment prioritised. We will continue to monitor these developments and will review the impact of any changes on investment affordability as part of our embedded annual review process.

The ambition to achieve net zero carbon by 2040 (local ambition) or even 2050 (national ambition) is currently not affordable without significant changes to the existing funding regime. We will continue to work in partnership with the Council to access external funding opportunities when they arise to maximise our resources and investment.

Capacity and Resources

As we approach twenty years since the last decent homes programme commenced, some asset components, in particular kitchens, will be reaching the end of their expected lifespan. This will potentially lead to a peak in required investment delivery, potentially placing pressure on both in-house and contractor resources to deliver increased volumes of investment in comparison with recent years.

To mitigate against this risk, work is already underway to bolster contractor resources and increase available capacity to carry out increased volumes of work. Additionally, a review of internal resources and capacity will be undertaken to ensure

there is the ability within St Leger Homes to meet the expected increased volume of work.

Externally, as the sector all looks to move towards achieving similar targets in the same relatively short time period, such as EPC C, contractor capacity and availability could also become more challenging, as housing providers compete for the same resources. To mitigate against this risk, we are already working on securing contractors now to safeguard investment delivery over the period of this strategy and beyond.

Managing Expectations

Quite rightly, our tenants have high expectations in relation to the condition of their homes and the investment that is required to maintain good, decent, modern housing. As part of this, our tenants expect that investment will be delivered in a timely manner, and that their individual homes will be prioritised. Our aging stock where many components such as roofs are all coming to the end of their expected life at the same time, alongside key changes in national policy, for example on building safety, means that there can often be a conflict in priorities and insufficient resources to deliver all priorities at the same time. This can lead to tenants becoming dissatisfied at the need to wait for some improvements to take place.

To help manage expectations, during this strategy period, more work will be undertaken to ensure investment programmes are better publicised through digital channels to ensure there is greater transparency of where investment is being made and why.

Longer-term sustainability

In comparison with other parts of the country, Doncaster has relatively low housing market values. Equally, a large proportion of the current housing stock is over 60 years old. With inflationary pressures, undertaking investment in any property has become increasingly expensive, even more so for older properties. Given the desire to achieve EPC C alongside decarbonising the housing stock longer term, investment costs are anticipated to be exceptionally high to achieve this, and in many cases could come close or even exceed property values. It is likely that for some properties, it will not be possible to retrofit and achieve EPC C. There is therefore a question about the longer-term viability of some of the current housing stock and whether alternate uses, or demolition and re-provision would be more appropriate than investing in stock which is not sustainable.

To mitigate against this, we will embark upon active asset management using specialised software to assess the sustainability of the housing stock. Using both financial and social indicator data, an assessment of each property will be undertaken, and properties RAG rated accordingly. Those properties falling into the red category will be considered for more detailed options appraisal prior to large

scale investment decisions being made. This will ensure that investment is only being made to stock that has longer-term sustainability.

Aging housing stock

Over half of the existing housing stock is more- than 60 years old. The majority of these properties still have the original roofs, paths and potentially internal wall finishes. This presents an investment challenge as these components approach the end of their expected lifespan in a relatively short period of time.

To mitigate against this risk, we will continue to use the intelligence and data gathered from stock condition surveys, along with repairs data and customer feedback, to inform and prioritise future investment. This will ensure that investment is prioritised for the properties and components in most need on a 'just in time' basis.

Non-traditional housing stock

Just under 15% of the current housing stock is of 'non-traditional' construction. This can present additional investment challenges and may impact upon the ability to achieve EPC C and decarbonisation in the longer-term. Many non-traditional properties have known structural defects that can be complex and expensive to resolve.

To mitigate against this risk, we will continue to undertake ongoing stock condition surveys to monitor and understand the condition of all properties, and track changes over time. This will enable early intervention should issues arise. Where required, the services of qualified structural engineers will be utilised and structural remediation will continue to form an integral part of our investment programme to safeguard this type of housing. Consideration of the longer-term future of non-traditionally constructed homes will also be factored into our approach to active asset management and sustainability modelling.

High-rise accommodation

Whilst significant improvements have made to these blocks over recent years further, likely considerable, investment will be required to ensure ongoing building safety. Removal of the gas infrastructure within three blocks, alongside wider improvements on the journey to carbon neutrality will also require substantial investment. As part of our approach to active asset management, a sustainability assessment of these assets will need to be undertaken to ensure that any investment made represents value for money.

6. Governance, Monitoring and Review

Our Board will retain oversight and responsibility for ensuring the continued effective delivery of this strategy and the wider asset management service. Through the management agreement they will be accountable to the City of Doncaster Council for the successful achievement of the ambition and targets as set out in this strategy.

Ongoing monitoring and progress reviews will be achieved through the provision of regular updates as follows:

When	What	Who
Quarterly (After each Q)	Progress against the performance indicators contained within this strategy.	St Leger Homes Building Safety Committee City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (December)	Progress against the Asset Management Strategy Action Plan.	St Leger Homes Board City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (October / November)	Summary of findings from latest stock condition surveys & Asset Modelling Update	St Leger Homes Board City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (February/March)	Annual Planned Investment Programme (Forward Look)	St Leger Homes Executive Management Team City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (May)	Annual Planned Investment Programme (End of year review)	St Leger Homes Executive Management Team City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group).

A summary of the reporting timetable can be found at Appendix 3.

APPENDICES

APPENDIX 1: OUR ASSETS AND OUR TENANTS

Our Assets

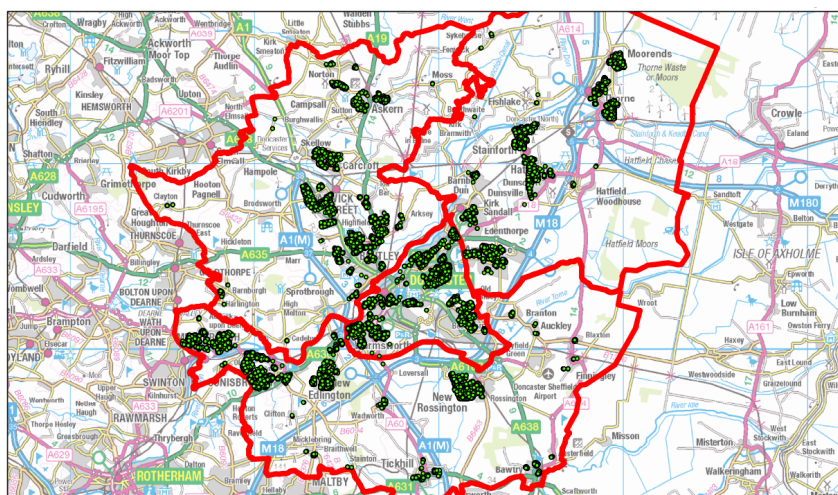
This Asset Management Strategy is applicable to all assets that we manage on behalf of the City of Doncaster Council.

We currently manage a broad range of Housing Revenue Account Assets. As of October 2024, this includes:

- 19,907 domestic dwellings.
- 273 garage sites, incorporating 1,085 garages and 703 plots.
- 51 communal halls and community houses.
- 94 shops across 21 locations.

Housing Stock Location

The housing stock is distributed across the city:



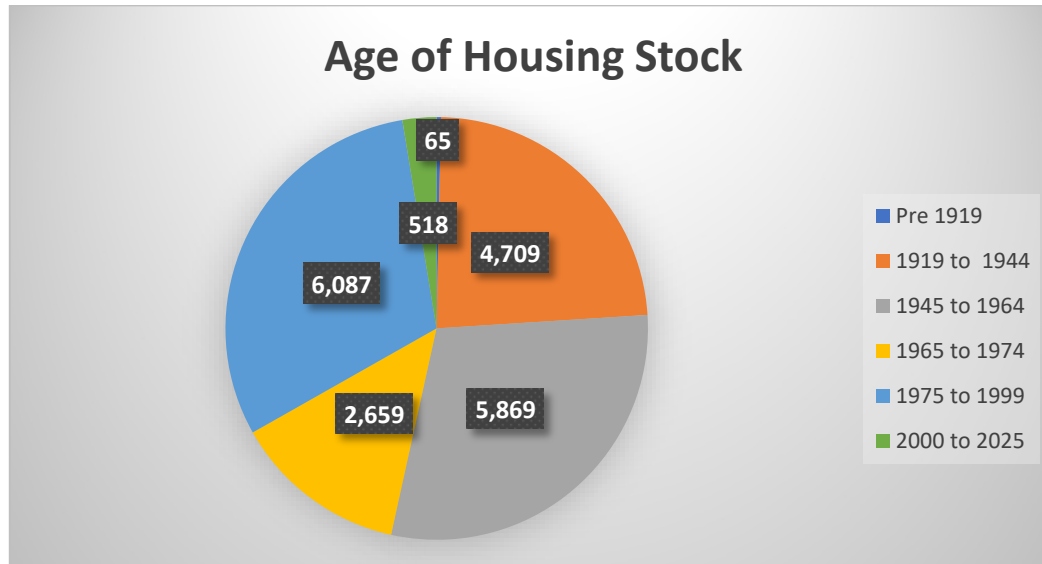
Type of Housing within the housing stock

Naturally, the biggest proportion of assets that we manage is domestic housing. The type of housing we manage on behalf of the City of Doncaster Council is as follows:

Property Type	No. of Bedrooms							Total
	0	1	2	3	4	5	6	
Bedsit	32							32
Bungalow		3,274	2,602	68	2			5,946
Flat / Maisonette		1,743	1,657	318	11			3,729
House		8	1,993	7,810	383	3	3	10,200
Total	32	5,025	6,252	8,196	396	3	3	19,907

Age profile of the housing stock

Whilst significant investment has been made over recent years to build new, additional council housing, the majority (54%) of the housing stock is now over 60 years old as shown below.



Property Construction Types

The domestic housing portfolio includes both traditional and non-traditional construction types. 14% of the housing portfolio is of non-traditional construction which can present additional challenges in terms of ongoing maintenance and modernisation. A breakdown of non-traditional construction types is summarised below.

Non-Traditional Construction Type	Number of Properties	Non-Traditional Construction Type	Number of Properties
Myton	134	Tarran	94
Dorman Long	95	Reema	256
Bisf	119	Unitys	108
Wimpey 1	779	Spooner	79
Easiform	240	Cross Wall	27
Tower Block	590	Trust steel	48
Hawksley	5	Parkinson	39
Airey	241	Swedish Timber	11
Grand Total		2,865	

Energy Performance of the Housing Stock

In terms of the energy efficiency performance of the housing stock, at the start of this strategy 65% of the stock has an in-date Energy Performance Certificate. From this we know that 55.212% of the housing stock currently meets EPC C or above, as shown in the table below:

EPC Banding	No. of Properties	Percentage of Properties per EPC Banding	Percentage of Properties above and below EPC C
B	7	0.035%	55.212%
C	10,984	55.177%	
D	8,882	44.617%	44.788%
E	33	0.166%	
F	1	0.005%	
Total	19,857	100.00%	100%

However, the vast majority of those properties below EPC C are within 5 SAP points of achieving this as shown in the table below.

Points From SAP C	Number of Properties	Percentage of Stock
1	3,250	16%
2	5,560	28%
3	6,680	34%
4	7,600	38%
5	7,800	39%

Housing Adaptations

Across the housing stock, there are approximately 4,500 properties that have some form of adaptation. This can range from a basic 'minor' adaptation, such as ramped access or level access bathing, through to more significantly, purpose-built adaptations such as full extensions, hoists and lifts. Adaptations to the housing stock are delivered by the City of Doncaster Council's Adaptations Team and investment in adaptations is therefore not covered under this strategy.

Non-Housing Revenue Account Managed Assets

In addition to Housing Revenue Account assets, we also managed a small number of General Fund assets on behalf of the City of Doncaster Council. This includes:

- 3 x Gypsy & Traveller Sites
- 1 x New Age Traveller Site
- 3 x Residential Sites

Whilst not Housing Revenue Account assets, the principles outlined in this strategy will also be applied to these assets.

Our Tenants

Our tenants are diverse, as too are their housing needs and aspirations. Our current customer profile, as of July 2024, is summarised below:

- 19.41% of our tenants report they have a disability.
- 8.66% of our tenants are Minority Ethnic.
- 1.13% of our tenants identify as LGBTQ.
- 5.87% of our tenants report they have mental health needs.
- 1.98% of our tenants report they have communication needs.

We have tenants ranging from 18 to 102 years old. The breakdown across different age groups is as follows:

Age Bracket	% of tenants
18-24	1.87%
25-34	11.58%
35-44	18.22%
45-54	16.69%
55-59	9.67%
60-64	10.04%
65-74	16.18%
75+	15.75%

Almost 42% of our tenants are aged over 60.

Feedback from our tenants shows that they value improvements inside their home, such as new kitchens and bathrooms, the most. This is followed by external improvements and then energy efficiency enhancements.

For external improvements, upgrades to windows and doors were cited as being the most important to our tenants, closely followed by enhancements to fascia, soffits and guttering.

In terms of energy efficiency enhancements, improved insulation was the number one priority for tenants, closely followed by solar panels and battery storage. Low carbon heating and electric vehicle charging points were regarded as less important to tenants than these other measures

APPENDIX 2: ASSET MANAGEMENT STRATEGY 2025-2028 – YEAR 1 ACTION PLAN (JANUARY – DECEMBER 2025)

ASSET MANAGEMENT PRIORITY	ACTION TO BE TAKEN	AS A RESULT WE WILL	TIMESCALE	LEAD OFFICER
Understanding our Stock	Complete 5,500 stock condition surveys.	Bring the % of stock that has received a physical survey in the last 5 years to 92%.	August 2025	Head of Asset Mgt.
	Formalise approach to capturing and utilising other data and intelligence to inform stock condition (such as KIT visits and repairs data).	Be able to triangulate stock condition data by having multiple sources of intelligence.	August 2025	Head of Asset Mgt.
	Develop and introduce a formal data validation process.	Have an agreed, documented process, for sense checking and validating asset data.	May 2025	Head of Asset Mgt.
	Complete gap analysis to identify any gaps in asset data.	Have a clear picture of if, and where there are gaps in asset data.	June 2025	Head of Asset Mgt.
	Put in place plan to fill any gaps in data identified through the gap analysis.	Have a clear, resourced plan of how any gaps in data will be filled.	September 2025	Head of Asset Mgt.
	Production and presentation of annual 'stock condition' status report to SLHD Board.	Have an up-to-date picture of the condition of the stock following the surveys carried out earlier in the year.	October 2025	Head of Asset Mgt.
Effective Planned Investment	Review and update 30-year investment plan and affordability based on SCS data and wider business intelligence.	Understand the housing stock investment needed over the next 30-	October 2025	Head of Asset Mgt.

		years and whether this remains affordable.		
	Develop and publish 1 year investment plan for following year.	Have an open and transparent detailed investment plan enabling tenants to see what is planned, when and where.	December 2025	Head of Asset Mgt.
	Develop indicative 4 and 10 year investment plan.	Have an indicative longer-term investment plan to assist with financial and resource planning.	December 2025	Head of Asset Mgt.
Focus on Energy Efficiency	Develop and commence delivery of wider energy efficiency investment programme to achieve EPC C across all stock by 2030.	Be actively carrying out energy efficiency investment, and increasing the number of properties meeting EPC C.	July 2025	Head of Asset Mgt.
	Complete delivery of Gainshare deep retrofit to 21 pilot properties across the City.	Have successfully piloted whole house retrofit to 21 properties across the city utilising external funding opportunities.	December 2025	Env. & Sustainability Mgr.
	Complete feasibility study of installation of low carbon heating to 3 High Rise Blocks.	Know what options are available and feasible to remove the gas supply and introduce low carbon heating, and at what indicative cost.	February 2025	Env. & Sustainability Mgr.
	Explore additional retrofit approaches and technologies to achieve EPC C across all stock and support the journey to Net Zero Carbon.	Better understand the range of technologies available to improve energy efficiency and move towards carbon neutrality.	December 2025	Env. & Sustainability Mgr.

Statutory Compliance, Cyclical Maintenance and Repairs	Review resident engagement strategy for all high-rise buildings.	Have an approved and endorsed resident engagement strategy for all nine high rise buildings.	March 2025	Head of Major Projects
	Prepare and submit Building Safety Case Reports for 5 x High Rise Residential Building.	Have building assurance certificates for these 5 buildings.	April 2025	Head of Major Projects
	Address hazards identified during Stock Condition Surveys.	Ensured that hazards identified have been addressed in a timely manner, ensuring tenants homes are safe.	November 2025	Head of Asset Mgt.
	Continue Delivery of the Repairs Excellence Programme (Voids).	Have made further improvements to the delivery of our wider repairs and maintenance service.	December 2025	Head of Repairs & Maintenance
Active Asset Management	Update Active Asset Management system (SHAPE), present findings and agree year 1 'option appraisal' programme.	Have a clear understanding of which assets are performing well and which are not, and a plan for reviewing the poorer performance assets.	October 2025	Head of Asset Mgt.
	Continue delivery of Acquisitions Programme.	Added to the housing stock to help meet ongoing housing need.	Ongoing	Asset & Sustainability Mgr.
Value for Money	Complete annual review of component costs as part of stock condition survey report.	Understand how our component costs compare with that of other housing providers.	September 2025	Commercial Mgr.
Governance and Scrutiny	Complete annual cycle of reporting as outlined in Appendix 3.	Have assurance that our approach to asset management is transparent and well scrutinised and governed.	December 2025	Head of Asset Mgt.

	Provide annual update on strategy progress to One Voice Forum.	Be able to demonstrate accountability to our tenants for progress against the strategy.	December 2025	Asset & Sustainability Mgr.
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APPENDIX 3: Asset Management Annual Data Collection, Analysis, Planning and Reporting Cycle

[illegible]

APPENDIX 4: SUPPORTING STRATEGIES AND POLICIES

This strategy will complement and support our existing policies and strategies, specifically:

- Repairs and Maintenance Policy
- Damp and Mould Policy
- Environmental Strategy
- Compliance Related Policies (Fire, Electrical, Asbestos, Lifting Equipment, Gas, Water)
- Health & Safety Policy
- Health, Safety & Wellbeing Strategy
- Resident Engagement Strategy
- Mandatory Occurrence Reporting
- Mechanical Policy

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 05 December 2024

Item : 07

Subject : Environmental Strategy
2025- 2028

Presented by : Lee Winterbottom
Director of Property Services

Prepared by : Dean Leggott
Asset and Sustainability Service
Manager

Purpose : To present the newly developed
Environmental Strategy for
consideration and approval.

Recommendation :

Board members are asked to consider and approve the newly developed Environmental Strategy attached at Appendix 1.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

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

**Agenda Item No. 07
Date: 05 December 2024**

1. Report Title

1.1 Environmental Strategy 2025 – 2027

2. Executive Summary

2.1 This new Environmental Strategy will cover the period January 2025 to December 2027 and follows on from the existing strategy which expires at the end of 2024. The strategy sets out St Leger Homes' key environmental and sustainability related priorities over the next 3 years, alongside detail of how we intend on delivering against these priorities. The strategy will complement the new Asset Management Strategy, and in particular will support St Leger Homes in improving the energy efficiency of the housing stock through a fabric first approach as the pre-cursor to decarbonising the housing stock in the longer-term.

3. Purpose

3.1 The purpose of this report is to present the newly developed Environmental Strategy for consideration and approval.

4. Recommendation

4.1 Board members are asked to consider and approve the newly developed Environmental Strategy attached at Appendix 1.

5. Background

5.1 The current Strategy which was approved in 2021 will expire at the end of 2024.

5.2 A new, updated strategy has now been developed, which will cover a three-year period from January 2025 until December 2027.

6. Asset Management Strategy 2025 – 2027

6.1 The new strategy sets out the key environment and sustainability priorities over the next three years, the outcomes and outputs we expect to achieve, and the actions we intend to take to realise this ambition.

6.2 The strategy will focus on the delivery of five key headings:

- Investment in our Stock
- Operations
- Biodiversity and Ecology
- Climate Change Adaptation
- Raising Awareness

6.3 The successful delivery of the strategy over the next three years will see the achievement of several key outputs and outcomes that will benefit our tenants. It will also ensure that the investment in the assets we manage on behalf of the City of Doncaster Council deliver homes that not only offer a safe, comfortable and more affordable standard of accommodation but that our actions also contribute to enable wider benefits to the environment and citizens of Doncaster as a whole. Some of the benefits we expect to achieve include:

- Significant progress towards all Housing Revenue Account stock to have achieved EPC C by 2030.
- Target of net zero carbon emissions for all stock by 2040. This target is unfunded in the current capital programme and therefore its implementation will rely on future budget decisions.
- 100% of homes meeting the decent homes standard.
- Awareness and Engagement to ensure the investment is correct, suitable and can be operated successfully.
- Climate Change Adaptation - addressing extremes of temperature high and low and well as flood risk.
- Roll out of energy efficiency investment, including piloting of whole house retrofit via gainshare and other funding streams.
- Better use of active asset management to assess viability and longer-term sustainability of assets prior to investment.
- Further and continued improvements in waste management and reduction in land fill items.

6.4 Further details of the anticipated benefits from the new strategy, alongside how we intend to achieve these can be found in the full strategy document at Appendix 1.

6.5 An annual update summarising progress against the Year 1 action plan will be provided to Board with years 2 and 3 to follow annually

6.6 Whilst the strategy relates to the management of the City of Doncaster Council's Housing Revenue Account assets, who will be given sight of the

document, following endorsement by this Board, final Council approval is not required prior to its formal launch and roll out.

7. Procurement

- 7.1 There are no direct procurement related implications arising from this report. However, indirectly, the Environmental strategy will inform the development and delivery of significant energy efficiency and retrofit investment programmes across the housing stock. As described in the strategy, the appointment of any contractors to deliver this investment will be undertaken in accordance with all relevant statutory and internal financial regulations and rules to ensure value for money is achieved.

8. VFM Considerations

- 8.1 As described in the strategy, the appointment of any contractors to deliver this investment will be undertaken in accordance with all relevant statutory and internal financial regulations and rules to ensure value for money is achieved.
- 8.2 Regular benchmarking will be undertaken to ensure that contracted works and services continue to be competitive, offer value for money and are reflective of current market rates.

9. Financial Implications Nigel Feirn 22/11/24

- 9.1 Detailed financial implications are not known at this stage. Objectives and actions within the strategy will influence works being undertaken in a wide number of operational areas - insulation, decent homes, district heating, solar panels, vehicle fleet, etc. Specific environmental costs related to each project will be identified at the time these works are being planned or assets are being replaced/renewed. However, whilst work is ongoing towards achieving Decent Homes and EPC targets, delivering the full strategy will require significant, unaffordable levels of funding, and there isn't sufficient funding currently available to achieve all of the items within the strategy, such as Net Zero, and climate change adaptations, among others.

10. Legal Implications

- 10.1 Not applicable.

11. Risks

- 11.1 The risks that could impact on the successful delivery of this strategy are noted in detail at section 11 of the strategy document, including the proposed measures that will be taken to mitigate against them.

11.2 The risks identified include:

- Changing policy and legislation
- Affordability
- Capacity and resources
- Managing expectations
- Longer-term sustainability
- Aging housing stock
- Non-traditional housing stock

12. Health, Safety & Compliance Implications

- 12.1 St Leger Homes has a duty to ensure that the properties it manages on behalf of the City of Doncaster Council complies with all relevant health, building safety and wider compliance statutory requirements. This will be delivered through our ongoing cyclical testing and maintenance regime.

13. IT Implications

- 13.1 There are no direct IT implications arising from this report. However, indirectly, the use of IT technology will continue to play an integral role in the delivery of this strategy given the reliance upon various software and systems to manage asset data (such as Open Housing and Parity) and carry out modelling (such as SHAPE).

14. Consultation

- 14.1 In developing the new Environmental Strategy, consultation has been undertaken with a range of key stakeholders including:
- City of Doncaster Council
 - Tenants (through the One Voice Forum and project feedback)
 - St Leger Homes staff via feedback on works and investment
- 14.2 Tenant input ensures that we are addressing the issues that matter to them, learning from pilot programmes where investment in technology has not been equally supported practically for the end user , or where the fabric of the building has not enabled the projected savings and comfort levels to be transformed into reality. Positive practice has also been taken on board from across the social housing sector when developing this strategy.

15. Diversity

- 15.1 As acknowledged in the strategy, our tenants are diverse and so are their needs in relation to housing. These needs have been considered when developing this strategy and through the equality impact assessment.
- 15.2 The needs and makeup of our tenants will continue to be reviewed throughout the duration of this strategy, including adapting to any changes in relation to tenant diversity should it be needed.

16. Communication Requirements

- 16.1 Following approval of the new strategy, the full document will be published and made available on our website. A simplified, 'summary version' will also be produced and made publicly available.

17. Equality Analysis (new/revised Policies)

- 17.1 An equality analysis has been completed and submitted for this new strategy.

18. Environmental Impact

- 18.1 A key part of the new strategy is around improving the energy efficiency of the housing stock and through a fabric first approach initially, moving forward with the overall ambition of net zero carbon. Delivery of this priority should make a positive environmental impact and support the City of Doncaster Council in its ambitious plan to tackle the Climate Emergency.

19. Report Author, Position, Contact Details

- 19.1 Dean Leggott, Asset and Sustainability Service Manager
Email: Dean.Leggott@stlegerhomes.co.uk

20. Background Papers

- 21.1 Appendix 1 Environmental Strategy 2025 – 2028
- 21.2 Appendix 2 Action Plan

St Leger Homes of Doncaster

Environmental Strategy

January 2025 – January 2028

Introduction and Purpose

This three-year strategy sets out our vision and ambitions for reducing the environmental impacts of the City of Doncaster Council's social housing portfolio as well as those arising from St Leger's operations and business activities and is a key step in our long-term ambitions to achieve carbon neutrality. It outlines our key environmental priorities, how we intend to achieve these priorities, and the results we aim to deliver for the benefit of tenants, residents, and wider Doncaster community as well as contributing towards mitigating the global challenges faced by climate change.

In developing this strategy, we have considered our statutory and regulatory obligations, taken on board positive practice within the social housing sector, considered anticipated forthcoming policy changes and requirements, and most importantly listened to and taken on board what matters and is most important to our tenants.

Strategy Outcomes and Commitments

Our vision is to make our homes more energy efficient and on our transition to net zero carbon, reduce the risk of fuel poverty. We want to operate as a responsible business with excellent and continuously improving environmental practices, policies and procedures.

The following sections of the strategy layout our rationale for change and our commitments for improvement as we strive for greater sustainability. These are grouped into the following areas:

- Managed Properties
- Operations
- Biodiversity and Ecology
- Climate Change Adaptation
- Raising Awareness

Managed Properties

Existing Housing Stock:

In line with St Leger’s previous Environmental and City of Doncaster’s strategic objectives our target remains to achieve 100% of all properties being EPC C rated or better by 2030 and housing stock to be carbon neutral by 2040.

Achieving EPC C

The below table outlines our annual targets to achieve 100% of all properties being EPC C rated or higher by 2030.

Financial Year	Properties to be worked on	Total at EPC C by end of year	% of properties at EPC C
2025/26	600	11,584	58.20%
2026/27	1,955	13,539	68.02%
2027/28	1,955	15,494	77.85%
2028/29	1,954	17,448	87.67%
2029/30	1,954	19,402	97.49%
2030/31	500	19,902	100%
Total	8,918		

Table: Target for properties to achieve EPC C up to 2030

While continuing to target difficult to treat properties, such as those with restrictions i.e. due to conservation or Planning limitations, or non-traditional properties with design constraints we will also focus on developing a plan for the high proportion of borderline C properties that may require very minor intervention to achieve a C rating. We will utilise the recently implemented *Parity Projects* platform for undertaking detailed analysis using latest asset data and develop efficient and cost-effective plans for up-rating these properties.

As the accuracy of rdSAP calculations is dependent on our stock condition data being both accurate and comprehensive, we aim that 100% of properties will have received a physical stock condition survey within a 5-year window by the end of the strategy period. This is critical to understanding improvement measures required and associated financial costs.

Expanding on our current performance indicator, measuring percentage of properties above achieving EPC C or above we will also formalise the monitoring and target setting of supplementary metrics which offer greater visibility of our performance in improving energy performance of our stock and ensure. This will ensure we capture the impact of outlying properties on overall performance and quantify our actual impacts. We propose to expand our current performance indicator (PI) monitoring to include:

- Average EPC rating across stock

- Number of properties D or below
- Number of SAP points gained per year
- CO2 emissions / kWh consumption reductions (per SAP estimates)

We will also review the specification for replacement building elements that have an impact on energy performance and ultimately SAP score as well as water consumption, including boilers, windows, doors, toilets, taps, showers.

Our Stock

During the strategy period we will undertake detailed design surveys across the stock to identify technical suitability for zero carbon measures in different building archetypes with all archetypes surveyed and modelled.

We recognise that, owing the diversity of our customers, that there is no one size fits all solution when considering options for energy efficiency and low carbon enhancements to our properties. Implementing solutions which consider the needs of individuals and proactively seeking their opinions and feedback is critical to avoid imposing solutions which run the risk of being unsuitable for their needs or increasing the possibility of higher utilities bills. We will make tenant feedback a key factor of this strategy and identify opportunities to involve tenants wherever suitable. We will also, where delivering pilot programmes or trials, ensure that we cover a cross section of our customer base to gain insight into the suitability of measures across demographics.

Owing to our diversity across both properties and tenants we will undertake monitoring and survey mix of properties across various types and demographics to better understand the real-life use and performance of our properties. EPC and SAP calculations while very useful are based on high level assumptions but fail to take into account many real life variables; this data could be used to complement, corroborate or disprove SAP data and assumptions and gain a better understanding of the real impact of our properties while identify limiting factors prior to large scale roll out new technologies.

Net Zero Carbon Planning

Our approach to retrofitting and implanting energy efficiency measures to ultimately achieve net zero carbon remains in line with our previous strategy, adopting a three-stage plan to decarbonise housing stock, which would reduce carbon production to an estimated 10,075 tonnes per annum, which represents an 86% reduction, relative to 2005 levels.

Stage 1 Reduction of Energy Demand – Fabric First Improvements 2021 to 2035/40

Reducing heat demand will require upgrading building insulation and the introduction of improved air tightness and ventilation. In most cases it will be necessary to insulate the whole building envelope including walls, roofs, windows and doors. Ventilation systems will be required to minimise any condensation/mould arising from sealing up the building. Within this stage we will ensure that all homes below EPC are upgraded to the C standard by 2030.

Stage 2 Technological Solutions to Building Services 2030 to 2045

The removal of fossil fuel appliances and the introduction of electric heating and hot water forms the next stage of the strategy, most likely through the introduction of air source and ground source heat pumps. Other forms of low carbon heating, such as hydrogen may be an alternative to gas but presently the technology is not as advanced as the electric options proposed. Nevertheless, this is something we will keep under review over the coming years. While roll out of stage two measures on mass are expected following this strategy period, we have commenced installation as part of pilot schemes and will continue this across the next three years.

Stage 3 Achieving Net Zero Carbon 2040 or 2050

This stage involves the introduction of low and zero carbon renewable technology to homes in order to offset residual carbon based upon known decarbonisation rates of the electric grid. Following implementation of stages 1 and 2 and depending on archetype, in the region of 40% - 60% of future energy consumption and residual CO2 emissions comes from hot water generation and the use of solar thermal hot water systems where practicable would help mitigate this. The strategy assumes the BEIS projections for a fully decarbonised electricity grid will be achieved by 2050. If that is the case stages 1 and 2 will be sufficient to get the housing stock to net zero by stages 1 and 2 alone. However, if we are to decarbonise by 2040, in line with City of Doncaster Council's climate emergency declaration then we will need to adopt other measures to offset residual CO2 emissions. These could include:

- Installing renewables such as solar PV, including battery storage.
- Installing solar hot water heating.
- Community solar PV and community wind farms.
- Tree planting to offset carbon.

Recent stock condition survey reporting estimates expenditure of £1.433bn in the next 30 years will be required to maintain decency and achieve net zero carbon (£72k per property). Alone, net zero carbon elements are estimated to be on average £23k per property; however, as this is based on historic cost information, we expect it is likely very much understated.

Planned Works Through Strategy Period:

Gain Share – deep retrofit of 21 properties works to commence summer 2025.

City of Doncaster Council have secured funding through the South Yorkshire Mayoral authority to deliver a pilot project to deep-retrofit 21 properties across the borough. This will be subject to extensive monitoring prior to, during and post completion to understand the impact of the works on building performance, tenant comfort and the internal environment amongst others. Properties have been selected and monitoring commenced with delivery of the works through 2025 and monitoring and reporting to conclude by year end 2026.

SHDF Wave 3 – retrofit of 519 properties including fabric improvements and renewables.

City of Doncaster Council have submitted a bid for funding from the third wave of the Social Housing Decarbonisation Fund, for energy efficiency improvements to 519 properties. This includes:

- External wall insulation and associated works at Woodlands model Village.
- Building fabric improvements and installation of Solar PV at selected properties in Conisborough, Denaby Main, Edlington, Cantley and Bentley.

Works planned to 200+ properties in Stainforth for external wall insulation and associate works. Investigation is ongoing to determine the scope of works due to varying condition of existing properties and degrees of thermal improvement works having been undertaken previously. Where these listed properties are deemed to meet EPC C and have received prior insulation the money may be diverted for investment elsewhere in below EPC C stock.

High Rise Heating Feasibility:

- We are part way through delivering a feasibility study of the replacement of heating systems at the 3 high rise blocks at Intake (Westminster House, Shaftsbury House and Lonsdale House). This will look at all practical solutions for new low carbon heating systems and arrive at a concept design which along with delivery costs and associated risks.

New builds

Subject to planning consent, during the strategy's lifespan CDC are to provide up to 118 new build properties across Doncaster with a further 39 programmed via Section 106 agreements with various private developers.

These properties will be the first to be gas free, with homes built to the latest building standards, delivering high levels of in-built insulation, air source heat pumps coupled with electric vehicle charging points and addressing matters such as storm water management as required on a site-by-site basis.

Recently completed new build homes are delivering EPC ratings of A and B and are the exemplar properties within our stock for energy efficiency and thermal comfort.

CDC'S new build sites are all designed with bio-diversity net gain in mind, both to minimise the impact on the pre-existing land and to ensure that they demonstrate the highest standards possible for new homes in Doncaster.

Non-Dwelling Existing Properties

St Leger also manage a significant number of properties further the circa 20'000 dwellings discussed previously these include:

- o 273 garage sites, incorporating 1,085 garages and 703 plots.
- o 51 communal halls and community houses.
- o 94 shops across 21 locations.
- o 3 x Gypsy & Traveller Sites
- o 1 x New Age Traveller Site
- o 3 x Residential Sites

As part of this strategy, we will commit to reviewing the environmental impact of these properties within the strategy window and report on high level opportunities for improvement measures.

Dwelling Acquisitions

St Leger actively procure new properties to help meet local need. Market factors and high demand stifle opportunities to be selective with acquisitions when looking at energy performance at the point of purchase or in implementing improvement measures prior to letting, however we will commit to reviewing the voids and acquisitions processes to determine opportunities to improve energy efficiency in newly purchased dwellings as part of this strategy. This offers potential to reduce future disruption to tenants and minimise retrofit costs once properties are in use.

Operations

Although managing the environmental impact of our business operations and properties represents a smaller portion of our total impact compared to emissions from our housing stock, it is still crucial. Throughout the strategy period we will focus on our impact arising from the following:

Travel

Emissions from our fleet and business travel contribute significantly to air pollution and greenhouse gas emissions. Based on recent calculations, St Leger is responsible for approximately 950 tonnes of CO₂ emissions annually from the direct use of its company vehicles and business mileage. We will continue to implement measures to reduce our impact from travel such as; working with City of Doncaster Council to develop strategies for the transition to electric vehicles within our fleet, identifying opportunities to further enhance our digital offer making it easier for things to be done online thereby reducing the need for travel and continuous review of our use dynamic resource scheduling to make repair works as efficient as possible.

Our Buildings:

Calculations estimate that utilities use across St Leger's offices corresponds to approximately 185 tonnes of CO₂ per year. Compared to other social housing providers, our emissions of 30 kg of CO₂ per square meter, per year are around the sector average. As part of this strategy, we will carry out a comprehensive review of energy use within our buildings. This review will examine operational impacts, building fabric, and building services.

The goal is to produce a proposed list of improvements, which can then form an action plan for reducing energy use. It is essential that this review considers variable conditions such as operational hours, the number of building users, and the activities undertaken which will build on our understanding of how our buildings are used and perform from the previous strategy. By addressing these factors, we aim to develop a more effective and contextually relevant strategy for reducing the impact of our buildings.

Waste

Effective waste management and adherence to the waste hierarchy—reduce, re-use, recycle, recovery, and dispose—significantly mitigate environmental impact by minimizing landfill use and conserving resources. We will build on our previous efforts to divert waste from landfill focussing on the reduction of waste while also looking to improve our re-use and recycling rates.

We will continue to monitor waste both in-house and through our supply chain,

To achieve this, we will conduct a comprehensive waste audit to identify all waste streams across the business, both inhouse and via our supply chain partners. Based on the findings, we will implement an action plan with ambitious targets.

A substantial portion of our waste is generated from house clearances when tenants move out of properties. Addressing this will be a key focus of our strategy; a review of the voids process will be undertaken with aim of reducing the amount of waste St Leger must dispose of.

Supply Chain and Procurement

Managing our supply chain's environmental performance is essential, as our impact extends far beyond in-house operations.

We will build on our previous strategy by clearly defining sustainability aspirations for goods and services procured to support and deliver SLHD's operations. This comprehensive review will consider factors such as packaging waste, delivery methods, certifications and standards, disposal considerations, and local sourcing. We will review current performance against these aspirations and set targets for improvements.

Biodiversity and Ecology

Green spaces and biodiversity are vital for health and wellbeing, helping to improve air quality, manage flooding, and cool our communities during heatwaves. St Leger is responsible for approximately 1,250 hectares, with an estimated 7% of this land is protected, including areas of trees and woodland. In line with our previous strategy, we will continue to target our goal for 19% of housing land to be protected by 2043, and we are committed to increasing protected areas for both environmental and community benefit. Working with Doncaster Council, we are conducting tree surveys and using tools like satellite imaging to establish a baseline of protected areas. With this baseline in place, we'll launch initiatives to increase green space biomass through wildlife planting and encourage residents to enhance biodiversity in their own gardens, helping us reach the 19% protected land target by 2043.

Climate Change Adaptation:

It is widely anticipated that climate change will increase risks associated with overheating and flooding due to rising temperatures, more intense heatwaves, and heavier rainfall. It is crucial to address these challenges to ensure the safety and well-being of our tenants.

Doncaster is among the top ten cities in the UK most at risk from flash floods. The city includes areas with varying flood risks, from very low to high. Taking proactive measures is essential to mitigate these risks, especially as climate change impacts are likely to increase in the future. Those most vulnerable to the impacts of climate change include the elderly, young children, and individuals with pre-existing health conditions; adapting our housing stock is a key step to withstand these changes and is vital for protecting these at-risk groups.

Location of homes at postcode level showing the river and coastal flooding risk.

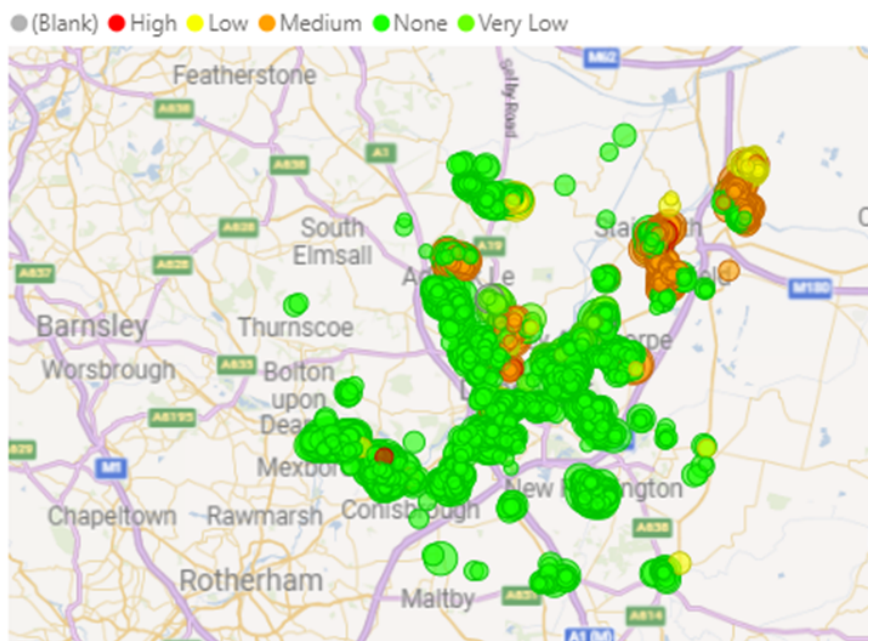


Table showing floor risk across St Leger Managed Properties

We will continue as per the previous strategy to provide advice for tenants aiming to ensure our homes at high or medium risk of flooding are signed up to early flood alerts. We will make climate change adaptation a key consideration when planning future retrofit works; this is already happening as part of the Gainshare deep retrofit pilot where improved rainwater goods and solar transmittance properties of replacement glazing are being explored. Further to this, homes identified at high risk of overheating should be surveyed, and adequate ventilation measures should be installed if not already present.

Awareness and Engagement:

Our future strategy will prioritize engaging residents to educate them on how they can save energy and money. As we transition each home to net zero, we will clearly communicate and highlight the benefits of this change. By broadening our engagement efforts during improvement works and pilot projects, we will ensure a diverse range of residents are included. This approach will help them understand and benefit from these innovations while providing us with valuable feedback.

We will continue our collaborative approach with customers and staff to promote positive environmental practices. For our customers, we will focus on cost-saving measures like reducing energy and water consumption, while expanding initiatives to encourage re-use and recycling. We will maintain active engagement within communities through initiatives such as Environmental Pride, community estate walks, and litter picking projects and look for new and innovative ways to broaden expand our reach. Additionally, we will continue to contact tenants through social media, House Proud, and our website.

During regular home visits, including annual gas safety checks and tenancy support visits, we will provide energy-saving advice, reinforcing our commitment to energy efficiency. We will also sustain our partnership with residents to reduce fly-tipping across our estates, recognizing the importance of maintaining clean, visually appealing spaces for all.

Potential Risks to the successful delivery of this strategy

The risks that could prevent the successful delivery of this ambitious strategy are:

- **Changing policy and legislation**

There are further legislative, and policy changes expected during the lifetime of this strategy, including the introduction of Awaab's Law and the roll out of 'Decent Homes 2'. The final detail of both is still to be confirmed, but their implementation could potentially require the re-allocation of investment resources to meet the new requirements.

We will continue to monitor these developments and will review and update our approach as needed as requirements are clarified and confirmed. Any fundamental changes to our investment plans will be shared with and agreed by City of Doncaster Council and will be openly communicated with tenants.

- **Affordability**

The ambition to achieve net zero carbon by 2040 (local ambition) or even 2050 (national ambition) is currently not affordable without significant changes to the existing funding regime. We will continue to work in partnership with the Council to access external funding opportunities when they arise to maximise our resources and investment.

We must also identify any added lifecycle costs of new technology or altered components such as solar panel inverter or panel replacements, render repairs and repainting, increased

maintenance costs, increased call outs for repairs / faults / user error. This will be reviewed as part of this strategy.

- Capacity and Resources

As we approach twenty years since the last decent homes programme commenced, some asset components, in particular kitchens, will be reaching the end of their expected lifespan. This will potentially lead to a peak in required investment delivery, potentially placing pressure on both in-house and contractor resources to deliver increased volumes of investment in comparison with recent years.

To mitigate against this risk, work is already underway to bolster contractor resources and increase available capacity to carry out increased volumes of work. Additionally, a review of internal resources and capacity will be undertaken to ensure there is the ability within St Leger Homes to meet the expected increased volume of work.

Capacity to service new technology, such as low carbon heating, in our dwellings is a significant future risk given current skilled resource across the sector not being in line with future demand. While this is not an imminent risk we must plan for this transition to ensure future installations can be effectively maintained.

- Managing Expectations

Quite rightly, our tenants have high expectations in relation to the condition of their homes and the investment that is required to maintain good, decent, modern housing. As part of this, our tenants expect that investment will be delivered in a timely manner, and that their individual homes will be prioritised. Our aging stock where many components such as roofs are all coming to the end of their expected life at the same time, alongside key changes in national policy, for example on building safety, means that there can often be a conflict in priorities and insufficient resources to deliver all priorities at the same time. This can lead to tenants becoming dissatisfied at the need to wait for some improvements to take place.

To help manage expectations, during this strategy period, more work will be undertaken to ensure investment programmes are better publicised through digital channels to ensure there is greater transparency of where investment is being made and why.

- Longer-term sustainability

In comparison with other parts of the country, Doncaster has relatively low housing market values. Equally, a large proportion of the current housing stock is over 60 years old. With inflationary pressures, undertaking investment in any property has become increasingly expensive, even more so for older properties. Given the desire to achieve EPC C alongside decarbonising the housing stock longer term, investment costs are anticipated to be exceptionally high to achieve this, and in many cases could come close or even exceed property values. It is likely that for some properties, it will not be possible to retrofit and achieve EPC C. There is therefore a question about the longer-term viability of some of the current housing stock and whether alternate uses, or demolition and re-provision would be more appropriate than investing in stock which is not sustainable.

To mitigate against this, we will embark upon active asset management using specialised software to assess the sustainability of the housing stock. Using both financial and social indicator data, an assessment of each property will be undertaken, and properties RAG rated accordingly. Those properties falling into the red category will be considered for more detailed options appraisal prior to large scale investment decisions being made. This will ensure that investment is only being made to stock that has longer-term sustainability.

- Aging housing stock

Over half of the existing housing stock is more than 60 years old. The majority of these properties still have the original roofs, paths and potentially internal wall finishes. This presents an investment challenge as these components approach the end of their expected lifespan in a relatively short period of time.

To mitigate against this risk, we will continue to use the intelligence and data gathered from stock condition surveys, along with repairs data and customer feedback, to inform and prioritise future investment. This will ensure that investment is prioritised for the properties and components in most need on a 'just in time' basis.

- Non-traditional housing stock

Just under 15% of the current housing stock is of 'non-traditional' construction. This can present additional investment challenges and may impact upon the ability to achieve EPC C and decarbonisation in the longer-term. Many non-traditional properties have known structural defects that can be complex and expensive to resolve.

To mitigate against this risk, we will continue to undertake ongoing stock condition surveys to monitor and understand the condition of all properties, and track changes over time. This will enable early intervention should issues arise. Where required, the services of qualified structural engineers will be utilised, and structural remediation will continue to form an integral part of our investment programme to safeguard this type of housing. Consideration of the longer-term future of non-traditionally constructed homes will also be factored into our approach to active asset management and sustainability modelling, as covered earlier.

- Suitability of Retrofitted Technology for Tenants

We recognise that the introduction of new technology in homes will invariably alter the way tenants heat, ventilate and consume utilities. For many this will be significant and may present issues with affordability and useability. We will work with tenants through pilot schemes to ensure we capture risks associated with implementing energy saving measures, creating a risk register for alteration measures which will quantify level of risk associated with each and mitigations that can be put in place and ultimate feasibility, identifying scenarios where measures are and are not suitable.

Governance, Monitoring and Review

Our Board will retain oversight and responsibility for ensuring the continued effective delivery of this strategy. Through the management agreement they will be accountable to the City of Doncaster Council for the successful achievement of the ambition and targets as set out in this strategy.

Our Board will provide ongoing scrutiny and challenge through their existing governance framework and committee structures.

City of Doncaster Council will provide direction on the strategy, and ensure ongoing monitoring, scrutiny and challenge through the existing established governance framework.

Ongoing monitoring and progress reviews will be achieved through the provision of regular updates as follows:

When	What	Who
Quarterly (After each Q)	Progress against the performance indicators contained within this strategy.	St Leger Homes Building Safety Committee City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (December)	Progress against the Environmental Strategy Action Plan.	St Leger Homes Board City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (October / November)	Summary of findings from latest stock condition surveys	St Leger Homes Board City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (February/March)	Annual Planned Investment Programme (Forward Look)	St Leger Homes Executive Management Team City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group)
Annually (May)	Annual Planned Investment Programme (End of year review)	St Leger Homes Executive Management Team City of Doncaster Council (Asset Operational Group – feeding into the Housing Safety & Compliance Group).

Appendix 1: Year One Environmental Strategy Action Plan

ASSET MANAGEMENT PRIORITY	ACTION TO BE TAKEN	AS A RESULT WE WILL	TIMESCALE	LEAD OFFICER
Managed Properties	Implement energy performance improvements to 600 properties, currently rated below EPC C to achieve a C rating.	Have a delivery plan in place for achieving EPC C rating for borderline C rated properties.	Dec-25	Head of Asset Mgt.
Managed Properties	Develop a plan for the high proportion of borderline C properties that may require very minor intervention to achieve a C rating.	Have a delivery plan in place for achieving EPC C rating for borderline C rated properties.	Apr-25	Env. & Sustainability Mgr.
Managed Properties	<p>Formalise the monitoring and target setting of supplementary metrics which offer greater visibility of our performance in improving energy performance of our stock to ensure we capture the impact of outlying properties on overall performance and quantify our actual impacts.</p> <ul style="list-style-type: none"> - Average EPC rating across stock - Number of properties D or below - Total number of SAP points gained in period. - CO2 emissions / kWh consumption reductions (per SAP estimates) 	Report quarterly on new performance indicators to provide greater visibility on our overall performance relating to energy efficiency and overall impact of our housing stock.	Apr-25	Env. & Sustainability Mgr.

Managed Properties	Review the specification for replacement building elements that have an impact on energy performance and ultimately SAP score as well as water consumption, including boilers, windows, doors, toilets, taps, showers.	Have a clear understanding of the suitability of our current building element specifications in the context of achieving our long term energy performance targets and have recommendations for improvements where necessary.	Dec-25	Head of Asset Mgt.
Managed Properties	Undertake monitoring and survey mix of properties across various types and demographics to better understand the real-life use and performance of our properties to complement, corroborate or disprove SAP data and assumptions and gain a better understanding of the real impact of our properties while identify limiting factors prior to large scale roll out new technologies.	Have plan in place for the commencement of monitoring of properties to understand real life energy performance of our housing stock.	Dec-25	Env. & Sustainability Mgr.
Managed Properties	Complete 5,500 stock condition surveys.	Bring the % of stock that has received a physical survey in the last 5 years to 92%.	Aug-25	Head of Asset Mgt.
Managed Properties	Deliver Gainshare deep-retrofit project across 21 properties across the borough; monitoring commenced 2024 with delivery of the works through 2025 and monitoring and reporting to conclude by year end 2026.	Have 21 properties having received deep retrofit energy improvement measures allowing us to monitor real life performance of dwellings pre and post works and having a better understanding of the practical implications of delivering these works for consideration when rolling out at scale.	Dec-25	Env. & Sustainability Mgr.

Managed Properties	<p>Programme and commenced delivery of retrofit measures to 519 properties utilising SHDF Wave 3 funding including fabric improvements and renewables. Works to encompass</p> <ul style="list-style-type: none"> - External wall insulation and associated works at Woodlands model Village. - Building fabric improvements and installation of Solar PV at selected properties in Conisborough, Denaby Main, Edlington, Cantley and Bentley. 	Have identified properties to receive works in year one of the strategy; planned and delivered works.	Dec-25	Head of Asset Mgt.
Managed Properties	<p>Conclude feasibility study of the replacement of heating systems at the 3 high rise blocks at Intake (Westminster House, Shaftsbury House and Lonsdale House) looking at all practical solutions for new low carbon heating systems and arrive at a concept design which along with delivery costs and associated risks.</p>	Concluded feasibility and concept design to be inform future decisions on heating replacement.	Jun-25	Env. & Sustainability Mgr.
Managed Properties	<p>Create a risk register for retrofit measures which will quantify level of risk associated with each and mitigations that can be put in place and ultimate feasibility, identifying scenarios where measures are and are not suitable.</p>	Have a risk register in place for continuous use through the strategy period, to understand the feasibility of energy performance improvement measures.	Apr-25	Env. & Sustainability Mgr.
Managed Properties	<p>Review the voids and acquisitions processes to determine opportunities to improve energy efficiency in newly purchased dwellings in order to reduce future disruption to tenants and minimise retrofit costs once properties are in use.</p>	Have determined opportunities to improve energy efficiency in newly purchased dwellings in order to reduce future disruption to tenants and minimise retrofit costs once properties are in use.	Dec-25	Director of Property Services
Operations	<p>Review fleet and business mileage and action plan to reduce impacts.</p>	Understand opportunities and have plan in place to reduce the impact from our fleet and business mileage related emissions.	Dec-25	Env. & Sustainability Mgr.

Operations	Conduct a comprehensive waste audit to identify all waste streams across the business, both inhouse and via our supply chain partners. Based on the findings, we will implement an action plan and target setting.	Have waste audit completed, targets set, action plan in place and implemented.	Oct-25	Env. & Sustainability Mgr.
Operations	Review of the voids process will be undertaken with aim of reducing the amount of waste St Leger must dispose of from house clearances.	Have reviewed the voids process and identified opportunities to reduce waste.	Nov-25	Head of Repairs and Maintenance
Operations	We will build on our previous strategy by clearly defining sustainability aspirations for goods and services procured to support and deliver SLHD's operations. This comprehensive review will consider factors such as packaging waste, delivery methods, certifications and standards, disposal considerations, and local sourcing. We will review current performance against these aspirations and set targets for improvements.	Have gained greater understanding of the impact of our supply chain and purchasing choices.	Dec-25	Env. & Sustainability Mgr.
Biodiversity	Develop strategy to reach the target of 19% protected green space by 2043.	Programme in place to improve biodiversity to 19% of land total by 2043 including tree planting in partnership with the Council.	Dec-25	Env. & Sustainability Mgr.

Appendix 2: Supporting Strategies

This strategy will complement and support our existing policies and strategies which include:

- Asset Management Strategy
- Repairs and Maintenance Policy
- Damp and Mould Policy
- Tenant Voice Strategy
- Mechanical Policy
- Driving Policy
- Housing Management Policy
- Stock Management / Stores Materials Policy
- Solid Fuel Policy

Appendix 3: Our Assets and Our Tenants

Our Assets

The UK housing sector contributes significantly to the country’s total CO2 emissions. Recent data shows that residential buildings account for approximately **20%** of the UK’s total greenhouse gas emissions. This includes emissions from heating, electricity use, and other energy-related activities within homes. This substantial contribution highlights the importance of improving energy efficiency and reducing carbon emissions in the sector to meet the UK’s overall climate targets.

Tenure Type	Mean EPC Score	EPC Band
Social Rented	70	C
Privately Rented	66	D
Owner-Occupied	64	D

Table: mean EPC score for UK properties by tenure.

Social housing generally outperforms the rest of the housing sector as a whole in relation to energy performance, however there is still much work to do to ultimately achieve the government’s target of all social housing being EPC C rated by 2030 and net zero carbon by 2050 (where the total amount of carbon emissions produced by the housing stock and operations is balanced by the amount of carbon removed from the atmosphere).

St Leger manages a diverse portfolio of approximately 20,000 dwellings on behalf of City of Doncaster Council; this corresponds to our most significant environmental impact as a business. The table below shows estimated CO2 emissions of 51,846 tonnes per year (based on rdSAP data); this is roughly equivalent to 130million miles of driving in an average petrol car. The table below shows the distribution of Carbon emissions per dwelling and total for all stock (estimated based on SAP calculations).

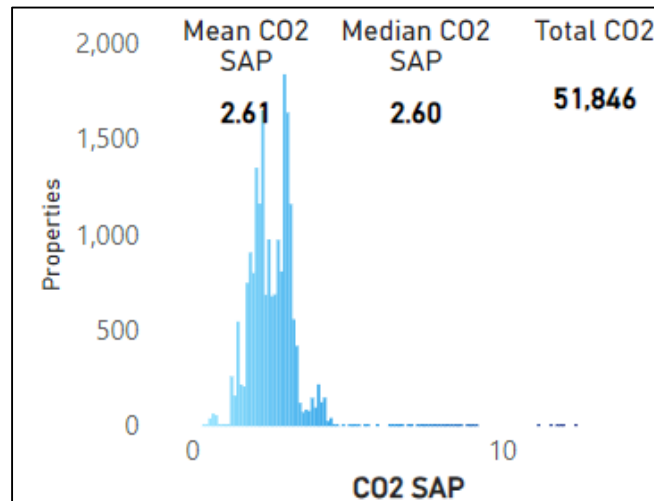


Table: Estimated CO2 emissions from St Leger Housing Stock per year

When compared with the sector average SAP score of 70 St Leger is slightly behind on 69, while we have an EPC above C rate of 55.2% compared to 64% average across the sector. A significant number of our properties, however, are considered borderline with 3,250 just 1 point away from C rating and 7,800 within 5 points:

Points From SAP C	Number of Properties	Percentage of Stock
1	3,250	16%
2	5,560	28%
3	6,680	34%
4	7,600	38%
5	7,800	39%

Table: borderline EPC C property analysis

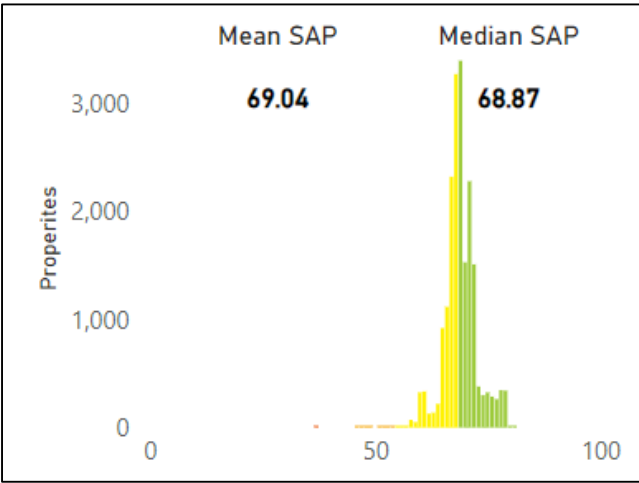


Table: Current SAP score distribution and average values.

The diversity of our housing stock presents many challenges in delivering a cohesive strategy to achieve EPC and net zero targets. As well as having a wide range of dwelling types, a significant portion of our properties are of non-traditional construction (14%) with 16 different non-traditional construction types. Property age is also a considerable factor with a range of over 100 years and some 54% now being over 60 years in age, with considerable variation in key factors affecting energy performance being present.

Property Type	Bedroom Number							Total
	0	1	2	3	4	5	6	
BEDSIT	32							32
BUNGALOW		3,274	2,602	68	2			5,946
FLAT/MAISONETTE		1,743	1,657	318	11			3,729
HOUSE		8	1,993	7,810	383	3	3	10,200
Total	32	5,025	6,252	8,196	396	3	3	19,907

Table: summary of all St Leger Dwelling Types

Non-Traditional Construction Type	Number of Properties
Myton	134
Dorman Long	95
<u>Bisf</u>	119
Wimpey 1	779
<u>Easiform</u>	240
Tower Block	590
Hawksley	5
Airey	241
Swedish Timber	11
<u>Tarran</u>	94
Reema	256
<u>Unitys</u>	108
Spooner	79
Cross Wall	27
Trust steel	48
Parkinson	39
Grand Total	2,865

Table: Summary of all St Leger non-traditional construction types.

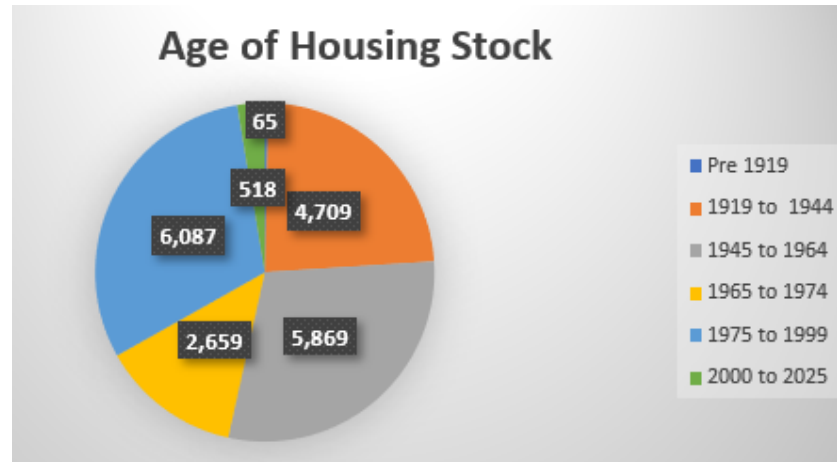


Table: Age distribution of St Leger Housing Stock

Our Tenants

As well as the diversity of our stock we must be conscious of our tenants and their individual needs. Our current customer profile is summarised below:

- 19.41% of our tenants report they have a disability.
- 8.66% of our tenants are Minority Ethnic.
- 1.13% of our tenants identify as LGBTQ.
- 5.87% of our tenants report they have mental health needs.
- 1.98% of our tenants report they have communication needs.

We have tenants ranging from 18 to 102 years old. The breakdown across different age groups is as follows:

Age Bracket	% of tenants
18-24	1.87%
25-34	11.58%
35-44	18.22%
45-54	16.69%
55-59	9.67%
60-64	10.04%
65-74	16.18%
75+	15.75%

After seeking feedback from our tenants, we know they highly value energy efficiency enhancements to their homes. From the feedback given improved insulation was the top priority closely followed by solar panels and battery storage, while window and door replacements are seen as important also. Low carbon heating and vehicle charging points were deemed a lower priority when compared to other measures.

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 05 December 2024

Item : 08

Subject : Review of Recharge Policy

Presented by : Lee Winterbottom
Director of Property Services

Prepared by : Mark Coogan
Head of Repairs and Maintenance

Purpose : Policy Update

Recommendation :

The process of review and update is noted, and the refreshed policy is approved and that the steps taken to ascertain and recover costs are implemented.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

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

**Agenda Item No. 08
Date: 05 December 2024**

1. Report Title

- 1.1 Review of Recharge Policy

2. Executive Summary

- 2.1 The recharge policy has been through the review and consultation process. In the main it was agreed that the policy remains fit for purpose, with some tweaks.

The main element of change has been to the costs that are charged for rechargeable repairs. These have been replaced with a statement to say that the costs used would mirror those from the National Housing Federations Schedule of Rates. By making this statement the rates charged for rechargeable repairs will always be the most current.

The intention is that the policy is implemented and followed.

3. Purpose

- 3.1 Review and update the policy in line with policy refresh timeframes.

4. Recommendation

- 4.1 That the amendments/updates are noted and approved.

5. Background

- 5.1 The policy was due for review, in line with refresh timeframes. As part of this consultation was undertaken to gain insight from tenants and officers.
- 5.2 In July, the One Voice Forum were consulted on the current policy to ensure that it was still fit for purpose and that was deemed fair to tenants.

The session covered the circumstances for recharging a repair, the relevant sections of the policy for review, and looked at any discretionary circumstances within the policy, especially around safeguarding and tenants' vulnerabilities. Real examples of typical recharge works were also provided and discussed.

The view of those consulted was that the policy still served the purpose it is set out to do.

- 5.3 In addition to the review, the Tenants Scrutiny Panel (TSP) undertook a deep dive into the aspects of the policy that would be used to capture and recharge costs when a property becomes void. While there were recommendations from TSP around ensuring officers were following policy, there was not any fundamental changes suggested to the policy itself.

6. Procurement

- 6.1 N/A

7. VFM Considerations

- 7.1 It is appropriate that we look to recover costs that are not attributable to normal wear and tear.

8. Financial Implications

- 8.1 Financial implications could be positive for two reasons. Firstly, the National Federation Schedule of Rates are updated for inflation on an annual basis. Secondly, the number of charges raised in recent years have been very low so if more charges are raised as planned and expected, the income recovered should increase and go towards offsetting the costs incurred in carrying out the repairs.

- 8.2 A pilot exercise was completed over the two month period from 1 September to 31 October on potentially recharges arising from repairs to void properties. This highlighted that £76k of recharges could have been raised to 24 different households.

9. Legal Implications

- 9.1 Legal implications are not foreseen, but there could be the potential if an individual decided to take a legal route over costs that have been recharged against them.

10. Risks

- 10.1 The cost to collect could be more than the total recovered element. Due to this, it was agreed at the Executive Management Team meeting held on 12th November 2024, that a review to reflect on progress would commence within six months.

11. Health, Safety & Compliance Implication

- 11.1 N/A

12. IT Implications

- 12.1 N/A

13. Consultation

- 13.1 Consultation has taken place with the One Voice Forum, the Tenants Scrutiny Panel, Executive Management Team and with this report, board.

14. Diversity

- 14.1 N/A

15. Communication Requirements

- 15.1 The policy will be publicised in line with other policies. In addition, a briefing session will be undertaken with key leaders, to ensure that information linked to recharges is collected to allow for raising of sundry debt charges against existing and former tenants.

16. Equality Analysis (new/revised Policies)

- 16.1 As there are no changes that impact on equality, the need for a new analysis assessment was deemed to be not required.

17. Environmental Impact

- 17.1 N/A

18. Report Author, Position, Contact Details

- 18.1 Mark Coogan, Head of Repairs and Maintenance,
mark.coogan@stlegerhomes.co.uk

19. Background Papers

- 19.1 Recharge Policy



POLICY DOCUMENT

Rechargeable Repairs Policy

POLICY TITLE:	Rechargeable Repairs Policy
LEAD OFFICER:	Head of Repairs and Maintenance
DATE APPROVED:	
APPROVED BY:	
IMPLEMENTATION DATE:	<u>December 2024</u>
DATE FOR NEXT REVIEW:	<u>December August 2023</u>
ADDITIONAL GUIDANCE:	Compliments, Comments and Complaints Policy. Customers Own Improvement Policy. <u>Prevailing</u> Secure Tenancy Agreement 2017 .
ASSOCIATED CUSTOMER PUBLICATIONS:	None
TEAMS AFFECTED:	Empty Homes Service Customer Repairs Service <u>Customer Access Team</u> <u>Customer Relations Team</u> Responsive Repairs Service Asset Management Team Housing Management Service Business Support Services Finance Service
THIS POLICY REPLACES	<u>Rechargeable Repairs Policy V3.1 March 2013</u> Rechargeable Repairs Policy December 2015

DOCUMENT CONTROL

Revision History

Date of this revision:	June 2012
Date of next review:	June 2014
Date of this revision:	November 2019 August 2024
Date of next review:	November 2023 August 2029
Responsible Officer:	Head of Repairs and Maintenance

Version Number	Version Date	Author/Group commenting	Summary of Changes
1.0	Oct 2005	A Crowder	First Draft
2.0	May 2008	A Rowe	Policy Review. Consultation and light touch review
2.1	Oct 2009	A Rowe	Policy reviewed and very minor changes necessary
2.2	May 2009	G Peacock	Paragraph 4.7 – enhanced definition of under what circumstances recharge payment will be collected up front following advice from Internal Audit
2.3	May 2012	G Peacock	Full review at the request of EMT
2.4	1 June 2012	Andy Rowe Paul Lightfoot Jackie Linacre Rob Chapple	
2.5	8 June 2012	EMT	Removal of collection of charges up front. Not to charge for police raids. Removal of rubbish removal from voids to alternative policy.
2.6	10 July 2012	EMT	£60 minimum charge agreed. JJ to reword section 5.2.13 & 5.2.14 re transfers. Include commitment to pay by tenants.
2.7	25 July 2012	Board	Set number of instances where recharges not raised at 3. Add in health and safety requirements for tenants undertaking own repairs. Examples of recharges waived due to vulnerability.
2.8	13 September	Audit Committee	Policy approved and referred back to

Page	Version	Date	Author
Page 1 of 16	54.0	Aug 19 24	R Chapple Head of Repairs and Maintenance
File Path	https://doncastercouncil.sharepoint.com/sites/s_slhd_emt/shared_documents/general/boards_&committees/main_board/agendas_and_meeting_papers/2024/2024.12.05/08b_-_recharge_policy_review.final.dec.2024.doc		

	2012		Board for final approval
3.0	31 Oct 2012	Board	Policy approved
3.1	March 2013		Amendments to paragraph 3.1(p6) and 5.2.10 (p9) to clarify where recharges for garden clearance is dealt with. 5.1.1 to clarify that no admin fee will be charged (p7). 5.5.1 (p13) State that standard list of charges is subject to change. 5.2.4 (p9), 5.2.9 (p10) & 5.5.2 (p13) clarification about VAT charges and minimum charge.
3.2	23 April 2015	G Peacock	Following meeting with CEO. No charges for permissions. Clarity re. wilful/intentional damage, focus on intervention (safeguarding).
3.3	15 Sep 2015	EMT	Following EMT - 15/09/15. Minor wording changes.
4.0	11 Nov 2015	Quality Committee	Policy approved
4.1	17 July 2019	TRIP	Consultation - Light review requested. Introduction to reflect Secure Tenancy Agreement 2017
4.2	21 August 2019	TRIP	Consultation – Consideration to be given to increased charges and whether dropped kerbs/driveways should be specifically mentioned
4.3	August 2019	Service Managers and Heads of Service	Minor wording to reflect operational changes
4.4	16 September 2019	TRIP	Feedback provided on charges/driveways. TRIP confirmed approval with content and requested an approved copy for file upon completion of review
4.5	November 2024	Head of R&M	Updated following review: Change in name from rechargeable repairs to recharge policy. Updating of team names. Removal of pricing mechanism and replacing with a statement that NATFED SoRs pricing rates will be used. Minor word changes.

Policy Creation and Review Checklist

Action		Responsible Officer	Date Completed
Page	Version	Date	Author
Page 2 of 16	54.0	Aug 1924	R_ChappleHead of Repairs and Maintenance
File Path	https://doncastercouncil.sharepoint.com/sites/s_slhd_emt/shared_documents/general/boards_&committees/main_board/agendas_and_meeting_papers/2024/2024.12.05/08b - recharge_policy_review.final.dec 2024.doc		

Best practice researched (HouseMark, HQN, Audit Commission, general websites)	Gaile Peacock	15/05/12
Review current practices from similar organisations	Gaile Peacock	15/05/12
Review customer satisfaction data from the area the policy relates to	Gaile Peacock No applicable customer satisfaction data.	22/05/12
Review Customer complaints from the area the policy relates to	Gaile Peacock/Janet Walters Although no statistical data in this area, anecdotal evidence given was that there was no consideration given to vulnerability when recharges are being raised. There have been complaints made about void recharges resulting in the recharge being cancelled (presumably incorrectly raised).	22/05/12
Undertake customer consultation if applicable	Gaile Peacock Mark Coogan/Rob Chapple	One Voice Forum 11/7/24 May/June 2012 SJC Talkback Panel Menu of Involvement (emails) Tenant Scrutiny Panel
Staff consultation if applicable	Gaile Peacock Repairs and Maintenance HoS and Service Managers asked for feedback.	22/05/12 – deadline 04/06/12May 2024 to August 2024
Trade Union consultation if applicable	Not Applicable	
Stakeholder consultation if applicable	Not Applicable Tenant Scrutiny Panel – Empty homes report	June 2024
Equality Analysis carried out – A copy must be forward to Linda Aldridge or Gaile Peacock to be saved centrally	N/A TBCGaile Peacock/Nyssa Hird/Mark Angel	26/06/12 TBCN/A

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

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POLICY DOCUMENT

Rechargeable Repairs Policy

1. Introduction

- 1.1 ~~Doncaster Metropolitan Borough~~ City of Doncaster Council's (CDC) Tenancy Agreement (managed by St. Leger Homes, SLHD), specifically deals with the issue of rechargeable repairs.

The text below is taken directly from the prevailing Secure Tenancy Agreement, ~~2017~~ (version on intranet)

Section 2.9(c) You must report any faults or damage as soon as is reasonably possible to St. Leger Homes of Doncaster. This includes wear and tear

Section 2.9(d) You must pay for any repair resulting from wilful damage caused by you or anyone residing in or visiting your home.

Section 2.9(g) You must ensure the inside of the property, including fixtures, fittings and decorations are kept to an acceptable standard.

Section 2.10(a) You must not make any physical improvement, ~~alteration~~ alteration, or addition to the property or to the fixtures and fittings provided within the property at the initial letting without the prior written consent of St. Leger Homes of Doncaster, unless the physical improvement, alteration or addition is included in the general consent provided in the Customers Own Improvement Policy.

Section 2.10(g). If improvements are made without prior permission from St. Leger Homes of ~~Doncaster~~ Doncaster, then you will be instructed to reinstate the alteration. If you are required to do this and fail to reinstate the alteration satisfactorily, you will be recharged the costs incurred by St. Leger Homes of Doncaster to do this on completion of the work.

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Page 5 of 16	<u>54.0</u>	Aug 19 <u>24</u>	<u>R Chapple</u> <u>Head of Repairs and Maintenance</u>
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Where you have obtained consent for the alteration of the property, you are responsible for its proper implementation, final approval and on-going repairs and maintenance, unless otherwise notified by St. Leger Homes of Doncaster. Permission will not be unreasonably withheld.

Section 2.10(h) St. Leger Homes of Doncaster will inspect all works on completion, if the inspection identifies none compliance with the agreement then necessary remedial works will have to be carried out. If the tenant fails to carry out the remedial work St. Leger Homes of Doncaster will have the works carried out and the tenant will be charged for any costs incurred.

Section 2.12(b) When you leave the property, it must be left in good condition. This includes removing all items from the property and garden, including the loft space. Ensuring that the property is clean and left in good decorative order throughout, this includes any fixtures and fittings. If any improvement, addition or alteration has been carried out either with or without permission, the addition or alteration should be restored or reinstated to its original state unless advised otherwise, this includes external structures.

Table A of the Customers Own Improvement Policy gives clarification of when permission needs to be obtained for an improvement.

Section 2.12(d) Any structure that is left and is deemed to be unsafe will be taken down and the cost of doing so will be charged to you.

Section 3.1(d) – St. Leger Homes of Doncaster **will not** be responsible for fixtures and fittings which have been damaged by you, your friends, relatives and any other person living in or visiting the property, they may not be repaired unless the tenant agrees to meet the cost of repair. If the damage creates a threat to the health and safety of persons or property the repair will be carried out by St. Leger Homes of Doncaster and the costs incurred may be recharged to the tenant(s) once completed.'

1.2 In accordance with the above conditions of tenancy and St. Leger Homes of Doncaster's (SLHD) Repairs and Maintenance Policy, there are certain circumstances where it will be necessary to recharge current and former tenants for repairs that SLHD have carried out to their properties.

2. Purpose

2.1 The purpose of this policy is to ensure that there is a consistent, fair and transparent approach to rechargeable repairs that focusses on recharging tenants who wilfully and maliciously damage their homes. The policy also ~~takes into account~~considers personal circumstances, cases of vulnerability and reminds staff to be mindful at all times of potential safeguarding and/or vulnerability issues.

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2.2 The specific objectives of the Rechargeable Repairs Policy are:

- To give clear guidance on the circumstances under which tenants will be recharged for repairs.
- To give clear guidance on the circumstances where discretion can be exercised.
- To identify support needs and help tenants get the assistance they need in order to reduce instances of rechargeable repairs and sustain a successful tenancy.
- To provide tenants with a fair and reasonably priced list of repair costs.
- To outline the process of recharging repairs.
- To inform tenants of payment arrangements.
- To inform tenants of the action that will be taken if payment is not made.
- To monitor the collection of rechargeable repairs to ensure that SLHD and CDDMBC are maximising their income.

3. Scope

3.1 This recharge policy describes the activities and responsibilities involved in carrying out repairs in circumstances where:

- The damage to the property is due to wilful destruction, or abuse by the tenant, their family or visitors to the property.
- The damage to the property is caused by forced entry by the Police executing a warrant.
- The repair is required following a tenant moving out of a property that has been caused by intentional damage.
- The tenant fails to re-instate works after undertaking un-approved alterations

The policy deals with property related rechargeable costsrepairs only, and not other types of recharges made to tenants. It relates to both current and former tenants. Other rechargeable items are dealt with by the relevant policy, for example the removal and disposal of items and rubbish left within a property and garden following termination of the tenancy and the clearance of untidy gardens of occupied properties is dealt with in the Tenancy and Estate Management Policy.

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4. Responsibilities

4.1 All SLHD staff have a duty to identify wilful damage that is rechargeable and ensure that the necessary action, outlined in this policy and any associated procedures, is taken.

Key Responsibilities:

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- ~~The Customer~~The Customer Access Team, including those dealing with calls out of normal working hours have a responsibility to establish if a reported repair is rechargeable by asking relevant questions, informing the tenant accordingly of the amount payable for the repair or arranging a surveyor to visit the property for non-urgent rechargeable repairs.
- Inspectors and Surveyors will ensure that any suspected wilful damage of a non-urgent nature is identified and either rectified by SLHD and the tenant recharged accordingly, or the tenant is given the opportunity to remedy the faults themselves to the standards and satisfaction of SLHD.
- Mutual exchanges - Empty Homes Surveyors will ensure that tenants are made aware of any recharged, where damage is obviously wilful damage, for any work that arises as part of processing a Mutual Exchange application. The tenant will be given 28 calendar days to rectify any issues. If this does not happen the exchange may be cancelled.
- Empty Homes Surveyors will ensure that tenants are given the opportunity to rectify any damage to property, re-instate un-approved alterations and clear all rubbish from gardens and buildings before they vacate the property, or the tenant may be recharged for it after termination.
- Housing Management Estates staff will ensure that any rechargeable repairs under this policy are identified when visits are made to properties, the tenants given the opportunity to remedy any defects themselves or are recharged for any necessary work that SLHD carry out in this respect. If there are any suspected safeguarding issues surrounding the damage, a safeguarding referral should be made following the standard procedures.
- Housing Management Area-based staff are responsible for carrying out investigations where instances of reoccurring rechargeable repairs at the same address are identified. They will subsequently be responsible for arranging any support required or take appropriate action for breaches of tenancy.
- Business Support staff will ensure that rechargeable accounts are processed and raised in a timely manner.

5. Policy

5.1 General Principles

- 5.1.1
- SLHD will take a fair and sensible approach to rechargeable repairs; raising accounts only when absolutely necessary.
 - SLHD will focus its rechargeable repair policy on tenants that vandalise, destroy and wilfully cause damage to its properties.
 - SLHD will attempt to identify tenants who are continually reporting potential rechargeable repairs (although the damage may not be

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malicious), investigate the underlying reasons and where appropriate offer help and support to assist tenants in complying with their conditions of tenancy and sustaining their tenancy.

- Rechargeable repair accounts raised will be a set cost based on standard charges, but charges but may not reflect the true costs of the work.
- SLHD will not charge any additional administration fee for processing a recharge account.

5.2 Circumstances for Recharging a Repair

5.2.1 Occupied Properties – Current Tenants

SLHD is responsible for repairing and maintaining the external structure of the property and any fixtures and fittings originally provided and repairs that generally occur ~~as a result of~~ because of general wear and tear. Some repairs will be rechargeable to the tenant and can be defined as:

- Repairs caused by wilful damage and abuse to fixtures and fittings inside and outside the property by a tenant, a member of the tenant's household or by a visitor to the tenant's property. However, this may not apply to damage linked to a situation where domestic abuse or other matters outside the control of the tenant exist.

For example:

- Re-glazing.
- Damage to internal and external doors.
- Damage to kitchen units.
- Damage to window frames.
- Damage to sanitary ware.

5.2.2 Where damage is the result of an accident the tenant will not be recharged for the repair.

5.2.3 Where keys to the property have been lost, SLHD will change the locks and provide new keys; noting any safeguarding concerns. ~~Should this be a regular occurrence SLHD will investigate the reasons for this and provide support where necessary. If the continual loss of keys is deemed as irresponsible or wilful with no clear reason and~~ the tenant will be recharged for this work.

5.2.4 SLHD will not charge tenants for any repair that costs less than £60 (exclusive of VAT) regardless of how the repair was caused, unless it is appears to be recurrent deliberate damage.

5.2.5 SLHD encourage tenants to take out home contents insurance, including accidental damage cover, and promote its own ~~low cost~~ low-cost home

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insurance scheme as an option to tenants. Tenants will be advised to make a claim from their home insurance policy in cases of accidental damage.

5.2.6 Empty Properties (Former Tenants), Transfer Requests and Mutual Exchanges

Terminated Tenancies

When a tenant gives notice to terminate their tenancy, arrangements will be made for a pre-termination inspection. This inspection will identify any repairs required before the property can be relet, any damage that has been intentionally caused by the tenant and any alterations that are inadequate or where permission has not been obtained. The tenants will be provided with the costs for SLHD to undertake the repair work necessary ~~as a result of~~because of the damage, using the costs shown at appendix A. The tenant will then have the opportunity to rectify any repairs resulting from damage for which they are responsible, prior to the end of the tenancy. The tenant will be informed of any relevant standards for components or materials taking account of any health and safety implications. If any such defects are not remedied at the end of the tenancy, or if the work is not of a satisfactory standard, a recharge will then be raised for the set standard costs. ~~The minimum rechargeable repairs amount of £60 will apply.~~ N.B ex tenants are not subject to the VAT charge.

5.2.7 In empty properties SLHD will charge the outgoing tenant for:

- ~~All r~~Repairs caused by wilful damage to fixtures and fittings inside and outside the property.
- Re-instatement of alterations not to the required standard where permission had not been obtained

~~The removal and disposal of items and rubbish left in properties following termination, including disinfestations and washing down dirty walls and fixtures and fittings is dealt with in the Tenancy and Estate Management Policy and associated procedures.~~

5.2.8 SLHD will **not** raise a recharge account, where there are rechargeable repairs when a property has been vacated, where the previous tenant is deceased.

5.2.9 SLHD will **not** raise a recharge account, where there are rechargeable repairs when a property has been vacated, where current whereabouts of the ex-tenant is not known. However, the costs of the rechargeable repairs will be calculated and logged against the former tenant and should that person reappear, an account will be raised at that point.

5.2.10 SLHD will ~~not also~~ raise a recharge account, where it is necessary to rectify unacceptable alternations or improvements to the property, where it has not

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been possible to grant retrospective permission, [unless the tenant agrees to undertake the rectification works at their own cost within an agreed period.](#)

5.2.11 Transfers

Where a tenant has made a transfer request an inspection of their current home will be carried out. Should the inspection highlight any rechargeable repairs caused by damage done by the tenant, the tenant will be required to rectify the repairs before the transfer request is accepted, unless there are exceptional circumstances. [In this case these will be assessed by the officer carrying out the pre-transfer visit and the final decision will be made by the Home Choice Manager.](#) Should ~~the work this~~ not be done to SLHD standards, the tenant will not be allowed to access the housing register until the work has been undertaken. If the repair possesses a threat under health and ~~safety~~[safety](#), then the work will be ordered and the tenant charged accordingly. For any other non-urgent rechargeable ~~workwork~~, the tenant will be given the opportunity to arrange for the work to be done themselves within 28 calendar days. The tenant will be informed of any relevant standards for components or materials taking account of any health and safety implications. Should the repair not be completed within 28 calendar days, or be to an acceptable standard, SLHD will undertake/remedy the repair and recharge the tenant.

5.2.12 Unless there are exceptional circumstances, [as defined by the Home Choice Manager](#), SLHD will not rehouse applicants from the housing register who have outstanding rechargeable repair debts from a previous tenancy.

5.2.13 Mutual Exchanges

Permission can be withheld for a mutual exchange where it is identified through inspection that rechargeable repairs exist in the property. The tenant will be given 28 calendar days to rectify any faults. If this does not happen, the mutual exchange application will be cancelled. If the repair possesses a threat under health and safety the work will be ordered and the tenant [recharged](#) accordingly. For any other non-urgent rechargeable ~~workwork~~, the tenant will be given the opportunity to arrange for the work to be done themselves within 28 calendar days. The tenant will be informed of any relevant standards for components or materials taking account of any health and safety implications. Should the repair not be completed within 28 calendar days, or be to an acceptable standard, SLHD will undertake/remedy the repair and recharge the tenant. [The transfer will then be refused until the recharge is paid.](#)

5.3 **How are Rechargeable Repairs Identified**

5.3.1 SLHD will take a pro-active approach to identifying rechargeable repairs, where the tenant has intentionally caused damage to the ~~property~~, [and property and](#) instil into tenants the need to respect and look after their

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homes. Members of staff will be conscious at all times of damage to the property that could have occurred as a result of safeguarding issues.

Rechargeable repairs will be identified through the following routes:

- During visits made to introductory tenancies during the first twelve months of the tenancy.
- During routine or scheduled visits carried out as necessary by Housing Management estates or rents staff.
- Through the Customer Access Team by staff's appropriate questioning when they suspect damage has been caused by the tenant and repairs may be rechargeable.
- When visits are made by SLHD inspectors or surveyors to pre-inspect repairs or undertake a stock condition survey.
- A visit as part of the pre-termination process.
- From an operative on-visiting site the home.
- When a pre-transfer visit takes place
- During the tenancy verification visit
- When highlighted during an estate walk

5.4 Exemptions and Discretionary Circumstances

5.4.1 Police

Where damage has been caused by forced entry by the Police executing a warrant, and the tenant receives a caution or is prosecuted, then a recharge will be raised against the tenant. no recharge to either the tenant or the Police will be raised. If the Police bring charges against the tenant, then compensation payment will be pursued from the tenant as part of the prosecution.

5.4.2 Where the damage is a result of vandalism or a criminal act, provided that it has been reported to the Police and a crime reference number obtained, a recharge will not be raised.

5.4.3 Vulnerable Tenants/Safeguarding

Where a tenant has caused wilful damage and normally a rechargeable repair account would be raised, discretion should be exercised depending on the circumstances affecting the individual tenant. In considering when discretion should be exercised and a rechargeable repair waived in part or full account will be taken of:

* Health.

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- * ~~Disability.~~
- * ~~Mental health issues.~~
- * ~~Evidence of previous chargeable repairs.~~
- * ~~Domestic violence.~~

~~Examples of the type of situations where a recharge should not be raised are as shown below.~~

- * ~~Where a tenant has a disabled child and the damage has been caused as a direct result of the child's disability such as a seizure or fit.~~
- * ~~Where keys are lost by a tenant suffering from Alzheimer's or similar memory loss illness.~~
- * ~~Where damage has been caused as a result of a tenant living with the impacts of Domestic Violence.~~

Where it is identified that there is a persistent issue of possible rechargeable repairs, that are not being raised, due to vulnerability, SLHD will investigate the reasons behind this and where necessary arrange for appropriate support to be provided or look at other options to prevent further damage being caused by finding an alternative repair solution. It is SLHD's primary concern that where vulnerability or safeguarding issues are apparent that the tenant obtains the support and assistance and referrals to relevant to agencies should be made.

- 5.4.4 If rechargeable repairs have been identified at a property where a transfer request has been made and the applicant is unable to rectify the damage either physically or financially, consideration will be given to permitting the transfer if there are special circumstances. ~~For example if the transfer is on medical grounds or to address under-occupancy charges. Discretion will be applied as to whether a recharge account will be raised.~~

5.5 Charges

- 5.5.1 SLHD will charge tenants fairly ~~and affordably~~. All rechargeable repair work will have standard charges for each type of job, ~~made up from average repair costs~~, and these costs will be the same for both current and former tenants. ~~A list of common rechargeable work and the costs will be advertised on SLHD's website; details can also be obtained from any member of SLHD's staff. The list of common rechargeable repairs jobs and the associated costs are shown at appendix A to this policy document.~~ These charges will be reviewed should there be a change in the rate of VAT or where SLHD's schedule of works rates change.

- 5.5.2 Rechargeable repair prices will be based on current repair costs, using the National Housing Federations Schedule of Rates. VAT will be added at the standard rate for current tenants but is not applicable to ex-tenants. Rechargeable jobs costing less than £60 (excluding VAT) will not be raised. The price quoted will be the same as customers are invoiced for and will be

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the charges that they have to pay regardless of how much the final work costs. By providing a price to tenants at the point that the repair work is ordered will allow an informed choice as to whether they use SLHD to undertake the work, engage their own tradesperson or do the work themselves.

- 5.5.3 For both emergency and non-urgent rechargeable repairs, SLHD will inform tenants and former tenants (where a forwarding address is known) in writing of details of what work has been/will be carried out and how much it will cost within 10 working days of the repair order being requested. An account will be issued within 10 working days of the works order being placed.

5.6 Making Payments

- 5.6.1 Tenants are required to make a verbal commitment to meet the costs of a rechargeable repair and state how they intend to pay (i.e in full or via an installment plan) before the repair is ordered and an account raised.
- 5.6.2 Once the account has been received by the tenant, payment should be made in accordance with the instructions given on the account ~~letter~~[correspondence](#). Should tenants have difficulties in paying the amount in full, contact should be made immediately to arrange an installment plan.
- 5.6.3 Tenants should be aware that non-payment of the account or defaulting on an arrangement will result in court action and/or pursuit of the debt through a debt collection agency and this will increase the debt by court costs and recovery agent fees.

5.7 Complaints Process

- 5.7.1 Current and former tenants have the right to complain about any rechargeable repairs and this will be handled through SLHD's Compliments, Comments and Complaints procedure. Stage one complaints can be made either ~~verbally via the SLHD website~~ or in writing.

6. Consultation

- 6.1 ~~EMT~~, Heads of Service, Service Managers and staff who are involved in the rechargeable ~~repairs~~ process have been consulted with, regarding the revisions in the policy document. ~~TRIP~~ [The One Voice Forum and Tenant Scrutiny Panel](#), have also been ~~extensively~~ consulted on the content of the policy and approved ~~the any~~ revisions.

7. Monitoring and Review

- 7.1 It is important that SLHD monitors the effects of rechargeable repair policy. Areas to be monitored are as follows:

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- Number and costs of rechargeable repairs raised for empty properties (voids).
- Number and costs of rechargeable repairs raised for current tenancies.
- Rechargeable repairs recovery rates.
- Numbers of complaints, disputes and outcomes.

This policy will be reviewed usually every two-five years or whenever there are any relevant changes to legislation, case law or good practice that would impact on the operation of this policy.

8. Performance Standards

- 8.1 SLHD will write to the tenant giving details of what work has been/will be carried out and informing them of the full costs within 10 working days of the rechargeable repair being requested. The account will be raised and issued to the tenant within working 10 days of the works order being placed.

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Appendix A		St Leger Homes of Doncaster Repair Recharge Costs				
Repair	Recharge Cost (£)					
	Current Tenants (inclusive of 20% VAT)				Empty Properties (former tenants)	
	Normal Working Hours			Out of Hours		
Joinery						
		Net Amount	VAT	Total cost to tenant in hours	Total cost to tenant out of hours	Total cost to tenant
Renew composite door		£9600	£18070	£600£720	N/A	£600
Change lock x 1		£860	£162	£60£72	£132	£60
Property gain entry and change lock		£12090	£2418	£90£108	£168	£90
Garage gain entry and change lock		£860	£12	£60£72	£132	£60
Board up window/door		£60	£12	£60£72	£132	£60
Renew internal door		£120	£24	£120£144	N/A	£120
Renew internal fire door		£4200	£8040	£200£240	N/A	£200
Minor joinery repair		£60	£12	£60£72	N/A	£60
Renew bath panel		£60	£12	£60£72	N/A	£60
Renew kitchen drawer		£70	£14	£70£84	N/A	£70
Renew kitchen unit door		£70	£14	£70£84	N/A	£70
Renew kitchen work top (per meter)		£760	£12	£60£72	N/A	£60
Repair UPVC window frame		£60	£12	£60£72	N/A	£60
Reglaze double glazing (per sq meter)		£5650	£10	£50£60	N/A	£50
Emergency make safe		£650	£120	£50£60	£120	£50
Plumbing						
Repair burst pipe		£60	£12	£60£72	£132	£60
Renew kitchen sink		£2500	£5040	£200£240	N/A	£200
Renew toilet pan and cistern		£200	£40	£200£240	N/A	£200
Renew toilet cistern		£1850	£360	£150£180	N/A	£150
Renew toilet pan		£1850	£360	£150£180	N/A	£150
Renew basin and pedestal		£200	£40	£200£240	N/A	£200
Renew bath		£34500	£9060	£300£360	N/A	£300
Renew shower screen		£12500	£3020	£100£120	N/A	£100
Clear blocked sink/toilet		£760	£142	£60£72	£132	£60
Clear blocked gully/drain		£760	£142	£60£72	£132	£60
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Emergency — make safe	£650	£120	£50£60	£120	£50	Formatted: Left
— Heating						
Re-fix radiator	£60	£12	£72	N/A	£60	Formatted: Left
Renew gas fire	£300	£60	£360	N/A	£300	Formatted: Left
Repair to gas fire	£760	£142	£7284	N/A	£60	Formatted: Left
Unnecessary visit — no gas credit	£650	£10	£60	£120	£50	Formatted: Left
Minor repair to heating system	£60	£12	£72	£132	£60	Formatted: Left
Emergency — make safe	£650	£120	£7260	£120	£50	Formatted: Left
— Electrical						
Repair/renew switch or socket	£760	£142	£8472	N/A	£60	Formatted: Left
Replace hard wire smoke detector	£12500	£3020	£115020	N/A	£100	Formatted: Left
Replace cable damaged by DIY	£60	£12	£72	N/A	£60	Formatted: Left
— Extensive damage may require an assessment						Formatted: Left
Electrical tripping due to tenants faulty appliance	£60	£12	£72	£132	£60	Formatted: Left
Change light bulb/tube	£60	£12	£72	£132	£60	Formatted: Left
Unnecessary visit — no electric credit	£650	£10	£7260	£120	£50	Formatted: Left
Emergency — make safe	£650	£120	£7260	£120	£50	Formatted: Left
— Plastering						
Repair damaged area (per square meter)	£60	£12	£72	N/A	£60	Formatted: Left
— For first 2sqm: over this assessment required.						

Appendix A identifies **three** separate costs for rechargeable repairs:

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1 Repairs undertaken **during** working hours:

2 Repairs undertaken **out of** working hours:

3 Repairs undertaken to **Empty properties**, including both current tenants and former tenants:

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ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

BOARD Meeting REPORT

Date : 05 December 2024

Item : 09

Subject : Customer Access Strategy

Presented by : Jane Davies, Director of Housing and Customer Services

Prepared by : Jackie Linacre, Head of Customer Services

Purpose : To approve the Customer Access Strategy

Recommendation: That Board approve the Customer Access Strategy 2025 – 2029 and Year 1 actions.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

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

**Agenda Item No.09
Date: 05 December 2024**

1. Report Title

- 1.1 Customer Access Strategy

2. Executive Summary

- 2.1 The Customer Access Strategy 2025 – 2029 has been produced in consultation with customers and replaces the existing Strategy.
- 2.2 The report advises that the direction of travel with regard to the various channels we provide for customers to access our services remains the same, which is to ensure customers have a choice of how to access our services, whilst at the same time encouraging customers to access services digitally and to channel shift to self-service.
- 2.3 This report provides background information to how customers currently access our services and the feedback received from consultation carried out to inform the final Strategy and the actions contained within it. Year 1 actions are proposed for approval.

3. Purpose

- 3.1 To seek approval of the Customer Access Strategy for 2025 – 2029 and the Year 1 actions, and to determine the appropriate reporting mechanism for updates on these actions.

4. Recommendation

- 4.1 That Board approve the Customer Access Strategy 2025 – 2029 and Year 1 actions.

5. Background

- 5.1 The existing Customer Access Strategy expires in 2024/25 and will be replaced by a new 2025 – 2029 Strategy setting out our aims and the actions we will take to improve the ways in which customers can access our services in the future. The Strategy supports the delivery of objectives in our Corporate Plan 2024 -2029 for customers to access our services in a way which suits them.

5.2 Customers can currently access our services using a variety of channels set out below:

- Phone, (24 hours a day, 365 days a year for emergency repairs and homelessness);
- SMS for the hard of hearing and speech impaired;
- Facebook;
- Email;
- Letter;
- Face to Face;
- Customer Portal on the website;
- Contact Us forms on the website;
- Estate Walks;
- Community Group meetings;
- TARAs

5.3 These various access channels ensure a range of traditional and digital access methods to support our customers' needs. In a recent survey carried out in November 2024, 73% of respondents (38/52) were satisfied that we offer a good range of ways in which to request a service or ask for information. Although the response rate is low, this could be interpreted as an indication that customers are generally satisfied with access.

5.4 When asked what additional access channels we could provide for customers to access services digital access, using an APP, was the most preferred option. The use of chatbots, email and WhatsApp was also mentioned. All respondents to the survey are accessing services remotely in their dealings with other organisations.

5.5 The new Customer Access Strategy builds on the direction of travel set by the existing Strategy and confirms our ambition to be an organisation which makes it easy for all our customers to access our services, regardless of their personal circumstances, in a way and at a time that suits them and in a way which is efficient for both the customer and the organisation

6. 2025 – 2029 Customer Access Strategy

6.1 A copy of the Customer Access Strategy 2025 – 2029 is attached at Appendix A. This sets out the overall aim of the Strategy, our strategic objectives and actions we will take to deliver the Strategy.

The Strategic aims of the Strategy are:

1. **Improving the overall customer experience:** Ensuring that customers have a positive experience when accessing services, regardless of their channel of choice;
2. **Making it easier for customers to do business with us:** Reducing barriers for customers, while ensuring that our services are accessible and inclusive for all, regardless of diverse backgrounds and needs.

3. **Increasing the use of digital channels and self-service:** Encouraging customers to use digital methods for accessing services.
4. **Understanding our customers better:** Gathering insights to ensure our access channels meet the needs of customers.

6.2 The aims in the Strategy were consulted on with customers. 88% of respondents (104 out of 108 respondents) who fed back during consultation thought the aims remain fit for purpose. The One Voice Forum group fed back that the aims need be clearer regarding the consideration of the needs of our diverse tenants. These comments have been taken into account and an outcome sentence has been added to each strategic aim.

7. Feedback from Customers

7.1 In order to understand the actions needed to deliver the strategic aims of the Strategy feedback was also sought on what was important to customers when accessing our services. 117 responses were received. Although not fully representative of our whole customer base, the comments have been used to inform the actions in the Strategy.

7.2 The headline areas of importance fed back from respondents to the survey were:

- **Prompt Response and Communication** – mentioned by approximately 30% of respondents.
- **Ease of Access and Convenience** – mentioned by approximately 25% of respondents.
- **Helpful and Polite Staff** - mentioned by approximately 20% of respondents.
- **Timely Support and Resolution** – mentioned by approximately 5% of respondents.
- **Personalised Service** - This was mentioned by approximately 10% of respondents.

7.3 The detail of the feedback received from the various consultation exercises is attached at Appendix B. This also shows our response to the feedback received.

8. Action Plan to Support the Customer Access Strategy

8.1 Actions to address the comments raised by customers as part of the consultation process and to deliver our aims and objectives in the Strategy are included in the Strategy document and will be delivered over the life span of the Strategy.

8.2 Actions will be reviewed each year to ensure they remain fit for purpose and new actions may be added to take account of internal or external factors, such as developments in new technology or legislation.

- 8.3 An update on the remaining actions to be delivered in the existing 2020-2024 Strategy is attached at Appendix C. Where these cannot be delivered before the end of Q4 24/25 they will be carried over into the new Strategy.
- 8.4 Actions for Year 1 of the 2025 – 2029 Strategy are attached at Appendix D. These are planned for delivery between 1st April 2025 and 31st March 2026. The focus of actions in Year 1 is to continue with the development of digital access and to address the specific feedback from customers gathered as part of the consultation process, where appropriate.
- 8.5 An update report against these actions will be reported in April 2026, at which point actions will be proposed for Year 2 of the Strategy for approval.

9. Procurement

- 9.1 This will be considered in any proposed business case where actions within the Strategy impact on the procurement of services.

10. VFM Considerations

- 10.1 One of the aims of the Strategy is to increase the options for digital access to our services. Digital access allows for the automation of routine transactions which can improve the use of resources and free staff to focus on more complex enquiries.

11. Financial Implications

- 11.1 There are no financial implications directly associated with this report. Should any actions to be progressed have financial implications these will be identified at project stage and will be reported through the Digital Transformation Board to EMT for consideration.

12. Legal Implications

- 12.1 The Strategy proposes actions to increase digital access. Any IT solution must comply with data protection regulations to ensure personal data is collected, processed, and stored securely.
- 12.2 The implementation of the actions in the Strategy will support compliance with the Regulator of Social Housing's consumer standards.
- 12.3 The Strategy and actions must also consider accessibility requirements to ensure that customers can access our services.

13. Risks

- 13.1 There are no specific risks directly associated with the Strategy. Where actions are related to the procurement of IT solutions or where risk is inherent in the delivery of the action there will be a project risk assessment carried out as part of the project management process.

14. Health, Safety & Compliance Implication

- 14.1 There are no health and safety implications associated with this report.

15. IT Implications

- 15.1 There are a number of IT implications associated with the implementation of the Customer Access Strategy. The implementation of some of the actions are linked to the delivery of digital access. These will be considered in more detail as and when each separate project commences and regular reports will be made to the Digital Transformation Board to update on progress.

16. Consultation

- 16.1 The overall aim and key objectives of the Strategy have been consulted on with various tenant groups, including the One Voice Forum, Get Involved Group, Tenant and Resident Associations, Disability Group, young person and various other tenants and customers following surveys on our website and Facebook. Heads of Service have been consulted on the Strategy and the proposed actions.

17. Diversity

- 17.1 There are no diversity implications arising from the Strategy. The Strategy's aims and actions continue to support our tenants who wish to access our services using digital as well as more traditional methods of access and consider the diverse needs of our customers.

18. Communication Requirements

- 18.1 The Strategy will be published on our website and intranet and promoted on social media and within our HouseProud magazine.

19. Equality Analysis (New/revised Policies)

- 19.1 Not applicable for this report.

20. Environmental Impact

- 20.1 Digital access can reduce the need for paper, this supports our Environmental Strategy and our efforts to lower our carbon footprint by producing less wastepaper.

21. Report Author, Position and Contact Details

- 21.1 Name: Jackie Linacre, Head of Customer Services, (01302) 862262

22. Background Papers

- 22.2 Appendix A – Customer Access Strategy 2025 - 2029
- 22.2 Appendix B – Feedback and responses to comments from consultation
- 22.3 Appendix C – Customer Access Strategy 2020 – 2024 Actions
- 22.4 Appendix D – Customer Access Strategy 2025-2029 Year 1 actions



2025 - 2029



Customer Access Strategy

St Leger Homes of Doncaster

Providing homes in neighbourhoods that people are proud to live in





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Foreword

Our customers are at the heart of everything we do and I believe that putting the customer first is not just a regulatory requirement, but a fundamental principle that drives our mission and values and ambition to deliver great services. But to deliver great services we need to ensure that access to our services is the best it can be – that access is easy, accessible, efficient and meets all our customers' needs. This Customer Access Strategy sets out our commitment to deliver this.



Chris Margrave, Chief Executive

Supporting the regulation of social housing's consumer regulations is important to us, but our commitment goes beyond compliance. Providing excellent customer service is the right thing to do. It is integral to building trust and fostering good relationships with our customers.

When we speak to our customers about what they want when they access our services, they tell us how important it is to them that access is easy and that they are not kept waiting too long. They also say they want to access services at a time and in a way that suits them. Because this is important to our customers, that makes it important to us.

The main drive of this strategy therefore is to ensure we continue to provide a range of different access channels that our customers, including our future customers want to use, so that they experience great customer service regardless of their access channel of choice.

I hope after reading the Strategy that you feel the aims of the strategy, and actions we want to deliver will help us achieve that. Enjoy the read.



Chris Margrave
Chief Executive, St Leger Homes of Doncaster



Introduction

This Customer Access Strategy provides the strategic direction for the business over the four years, setting out a number of actions we will deliver to make it easier for all our customers to access our services, regardless of their personal circumstances, in a way and at a time that suits them, and which is efficient for both the customer and the organisation.

Customers can access our services in a number of ways, by phone, email, in person, using our web and our portal. To support our diverse range of customers we provide a text reporting service for customers who are speech impaired or hard of hearing. Our website includes a language translation service and we can also access a verbal translation service in the office or out on site for those customers whose first language is not English. We provide various documents in braille, on request.

The Strategy supports the delivery of one of our aims in our Corporate Plan - Investing in our communication channels; increasing opportunities to access our services when and how it suits you.

Quality of access to housing services and making it easy for our customers to contact us is a regulatory requirement and is something we value, not because we have to do it, but because it is the right thing to do.

Following consultation with our customers, our strategy for customer access is to provide a range of access channels so customers have a choice about how they contact us, whilst at the same time encouraging customers to access our services digitally at a time that suits their needs and lifestyles.

By maintaining a channel of choice approach we ensure that all customers, regardless of how proficient they are using technology or whether they have access to technology, can reach us in a way that is comfortable and convenient for them.

The Strategy also acknowledges the need to adapt and evolve in response to the changing landscape of customer service. As technology advances, more customers are seeking digital access options that offer greater flexibility and convenience. To meet these demands and ensure we are not left behind, we are committed to expanding our digital access channels. This includes offering services through digital platforms.

By offering a combination our approach to access is about choice, recognising one size does not fit all, but also recognising by offering a combination of traditional and digital access channels, we can ensure that we remain responsive to the diverse needs of our customers while also positioning ourselves for improved service delivery by allowing staff to focus on more complex customer enquiries.

This strategy of choice of access channels can lead to higher levels of customer satisfaction and engagement, as customers feel more in control of how they interact and carry out transactions with us.

Our employees play a part in ensuring ease of access to our services. They are pivotal in creating a positive experience. The strategy emphasises the importance of staff being able to understand and meet the individual needs of customers whether they are interacting with a customer over the phone or face to face or impacting on customer access in a back office role. The actions focused on employee development will support an approach whereby staff focus on customer, rather than service first, delivery.



Overview

Who is the Strategy For

This Strategy is for anyone who needs to access our services.

Our Key Objectives

1

Improving the overall customer experience: Ensuring that customers have a positive experience when accessing services, regardless of their channel of choice.

2

Making it easier for customers to do business with us: Reducing barriers for customers, while ensuring that our services are accessible and inclusive for all, regardless of diverse backgrounds and needs.

3

Increasing the use of digital channels and self-service: Encouraging customers to use digital methods for accessing services.

4

Understanding our customers better: Gathering insights to ensure our access channels meet the needs of customers.

Our Ambition is to be

An organisation which makes it easy for all our customers to access our services, regardless of their personal circumstances, in a way and at a time that suits them and in a way which is efficient for both the customer and the organisation.

Links to other Strategies

This Strategy is cross-cutting. It is closely aligned to our IT Strategy and is supported by our Equality and Diversity, our Data Smart and our People strategies.

Actions we will take to achieve our objectives

To help deliver the customer access strategy, we have set ourselves a number of actions to achieve our key objectives. These are set out from page 8 onwards. These actions are designed to improve the overall customer experience, make it easier for customers to do business with us, increase the use of digital channels and self-service, and better understand customer needs.

To ensure we continue to get the basics right first time, we have included actions to ensure we do not lose sight of improving our traditional access channels. Our employee focused actions ensure that our employees have the skills and display the right attitude for customers to have a positive experience when accessing our services.

Overall, staff play a vital role in ensuring that customers have a positive experience when accessing services. Their skills, attitudes, and interactions are integral to building trust and fostering good relationships with customers.



Improving the overall customer experience:

Ensuring that customers have a positive experience when accessing services

Action	Outcome
Implementing a revised mystery shopping experience to gauge the level of service provided at key access points.	Ensure we have a mechanism that provides independent check and challenge on how we are delivering our services at our key access channels so customers can benefit from consistently high standards across all access points.
Providing clear instructions and support for customers to use digital and self-service channels.	Ensure that customers are not excluded from accessing our services digitally and we increase the number of digital transactions.
Working collaboratively across teams to build the knowledge of the Customer Access Team	Support the delivery of right first-time advice at the first point of contact and improve the customer experience, reducing the need to hand off customers to other members of staff
Putting protocols in place across the organisation to ensure the same level of access when using direct phone line contact to back-office teams	Ensure consistency of customer service regardless of which channel of access the customer chooses.
Investing in staff training to improve the customer experience by emphasising the value of customers in any contact.	Support the delivery of right first-time advice at the first point of contact so customers benefit from knowledgeable and well trained staff to improve the customer experience.

Explore potential advantages of using software to gather and analyse customer feedback and sentiment from different sources in one place.	Have a comprehensive understanding of our customer feedback so the organisation can make informed decision to improve the overall customer experience.
Review/implement an access induction pack for new tenants.	Ensure all new tenants receive the same information and support about the different ways in which they can access our services so they can make an informed decision about how they wish to contact us. New tenants will feel well-informed and supported from the start.
Implement a number of digital support days using digital champions from across the business to deliver training across the borough.	Enhancing digital literacy among our customers, increasing the adoption of digital services, and ensuring that all customers, regardless of their proficiency with technology, can access our services efficiently and effectively. Customers will become more confident in using digital services, leading to greater adoption and satisfaction.
Balance performance measures so that they capture and measure the quality of contact and not just quantitative measures.	Be able to ensure sufficient time is made available to hold meaningful conversations with customers. This will lead to more meaningful and satisfying interactions, ultimately enhancing customer satisfaction and loyalty.



Making it easier for customers to do business with us:

Simplifying processes and reducing customer barriers, while ensuring that our services are accessible and inclusive for all, regardless of diverse backgrounds and needs.

Action	Outcome
Promote the use of home visits, where other channels are not accessible to our tenants	Ensure that all our tenants regardless of their personal circumstances are able to access the services they need.
Investigate opportunities to use use our automated telephone system to support improved access to services.	Enhance the accessibility and usability of our services.
Review direct access to back-office services to ensure they are accessible and easy for customers to use.	Ensure consistency of customer service and a customer first approach regardless which area of the business the customers is dealing with.
Review the use of self-service access points available at Civic and Balby Bridge receptions.	Improve self service access and reduce the wait time for customers at our receptions.
Identify and explore with business colleagues where services can be increasingly channelled to an online option to expand our online offer.	Increase the opportunities for customers to access more services on line, freeing up resources to deal with more complex issues and making it easier for customers to access our services at a time that suits their needs,
Review procedures in place for customers to contact for emergency reasons during telephony outages, during and outside of normal office hours.	Ensure continuity and reliability of services for customers to be able to access critical services.

Review the use of CRM and implement any required procedural changes, to ensure all relevant interactions are being captured within our Housing Management System.

Ensure we are compliant with the recommendations of the housing ombudsman's KIM spotlight report and have full transparency of all customer interactions to ensure we improve the customer experience and nothing is missed which will impact on the customer.

Rationalise the number of email addresses available for customers to contact us and review who responds.

Ensure customers are clear about which email address to use and will increase accountability and ownership for the enquiry across teams.

Ensure those without telephone access can reach key services through a phone available in an area office.

Customers who do not have access to a telephone will still be able to reach essential services. This will ensure that all customers, regardless of their personal circumstances, can access the support they need, leading to a more inclusive and equitable service delivery.

Pilot virtual viewings using video.

To improve the customer experience and waste in the viewing process.



Increasing the use of digital channels and self-service:

Encouraging customers to use digital methods for accessing services.

Action	Outcome
Undertaking a number of targeted focus groups to understand why customers prefer to use the traditional methods of access.	Gather insight into customer preferences and use these to inform strategies and actions to encourage digital access.
Promote the use of digital channels and the benefits using a range of media.	Increase awareness of the different ways in which customers can access our services and increase the use of self service to free up resources for more complex enquiries.
Produce a series of videos to support and encourage customers to access our services on-line.	Support customers who may not feel confident accessing our services digitally or who may not be aware of the different access channels they can choose from. Customers will feel more confident and informed about digital services.
Implement self-service for the end-to-end repair process.	Improve customer access to a key service area at a time that suits their needs, reducing demand on the customer access team.
Improve current access to services using digital channels by either improving the existing portal or replacing with an improved channel.	Enhance the user experience and functionality of digital services to increase take up of self service.

Communicate the safety and reliability of on-line services to encourage adoption

Build trust and confidence in digital services to increase the number of transactions carried out digitally.

Signpost programmes to help customers develop digital skills, co-ordinated from our partners across Doncaster.

Support customers who may not feel confident accessing our services digitally to ensure that all customers have the skills and knowledge to be able to access services online to increase the take up of self-service options.

Explore opportunities to provide online access for those without access to on-line services.

Ensure no customer is digitally excluded and everyone can benefit from digital services and opportunities. This will increase adoption of digital services and provide more opportunities for improved data collection and ultimately analysis.



Understanding our customers better:

Gathering insights to tailor services to meet the needs of customers.

Action	Outcome
Put in place regular reporting procedures and sharing of analysis and performance data to inform decision making to improve access to services.	Ensure that the decisions we make to improve access to services are based on accurate and up to date information and can be tailored to meet the customers' needs.
Review our translation and interpretation services to ensure they are fit for purpose and re-launch across the organisation.	Reduce any language barriers to accessing our services and ensure all employees are aware of their role and the support available to support all customers who speak a different language to have better access to our services.
Review how and what data we collect about tenants, and our procedures for doing so, to ensure we have the data we need to deliver services in ways which meet their needs	Improve the completeness and accuracy of customer data so that customers can benefit from a more tailored service delivery.
Implement the Data Smart Strategy.	Ensure the organisation is using data effectively to improve services and the customer experience.
Work with tenants to identify areas where they believe there are shortcomings in service access and put in place actions to address these.	Identify opportunities, informed by customer feedback, to improve access to services and identify opportunities to co-create solutions that benefit tenants' specific needs.



Measuring our success

How we will measure our success

We will measure the success of our Strategy by:

- An increase in the number of customers satisfied that they can easily access our services, measured using transactional and perception surveys.
- Increases in the number of customers registered to access our services digitally - Monitoring the number of customers registered to access services digitally can indicate the effectiveness and adoption of digital channels.
- Increases in the number of transactions carried out digitally.
- Outcomes from mystery shopping exercises - implementing mystery shopping experiences helps gauge the level of service provided at key access points
- Stakeholder feedback - Regularly gathering feedback from stakeholders to understand their satisfaction with the range of channels available and the ease of accessing services.
- Reduction in the number of complaints regarding staff attitudes and behaviours.



Realising Ambitions

How we will know when we have achieved our ambitions

When our stakeholders tell us that:

- They had an excellent experience when accessing our service.
- They can access our services at time that suits their needs.
- They can get through to the right person, right first time.
- The person they speak to understands their individual needs.
- Their entire customer experience exceeded their expectations and was easy and seamless regardless of their personal circumstances.



Monitoring our progress

A yearly action plan, showing actions due for completion within the current year and the following year's actions will be reported to the Board or Committee and will detail specific delivery timescales. Heads of Service will take ownership for updating actions where they are taking a lead role.



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Appendix B

Feedback on the Customer Access Strategy

Customer Comments	Response
Strategic Objectives	
<ul style="list-style-type: none"> Agreed with the proposed objectives but wanted to ensure that diverse needs were specifically mentioned. Thought the direction of the existing strategy should be maintained in the new strategy – i.e. digital by choice. 	<ul style="list-style-type: none"> All objectives have been amended in the proposed strategy to provide more detail, including outcomes. The direction of travel in the proposed Strategy is the same and we are continuing with a digital by choice approach.
<ul style="list-style-type: none"> Customers wanted to see clear communication about how the strategy is working and periodic updates. 	<ul style="list-style-type: none"> Updates on the actions in the Strategy will be reported to Customer and Performance Committee and shared with the One Voice Forum. The Strategy will be publicised in the January edition of HouseProud.
Communication and Response Times	
<ul style="list-style-type: none"> Customers emphasised the importance of getting a quick reply by phone, email, text, or letter and not being left to wonder if anything is being done 	<ul style="list-style-type: none"> There are various actions to be delivered which support the delivery of this feedback. Mystery shopping will be used to measure access to our services across a range of channels, including phone and email and be extended to include text, and letter.
Need for prompt attention and easy access to services	<ul style="list-style-type: none"> There are various actions to be delivered which support the delivery of this feedback.
<ul style="list-style-type: none"> There were several comments about the importance of clear and respectful communication. 	<ul style="list-style-type: none"> There is a specific action to invest in staff training to improve the customer experience by emphasising the value of customers in any contact.
Ease of Access	
<ul style="list-style-type: none"> Ability to speak to a real person without navigating through multiple automated options 	<ul style="list-style-type: none"> There are various actions to be delivered which support the access to services. There is a specific action to investigate opportunities to use Liberty Converse+ to support improved access to services using our automated phone system.
<ul style="list-style-type: none"> Customers highlighted the need for local drop-in centres for the elderly or disabled who may not use the internet 	<ul style="list-style-type: none"> This has been implemented at Edlington via the Customer Involvement Team working with ECO and is currently being reviewed with a view to rolling out to other areas of the city.
<ul style="list-style-type: none"> There were requests for various methods of contact and ease of contacting the right department 	<ul style="list-style-type: none"> There are various actions to be delivered which support the delivery of this feedback and the Strategy supports access by choice.

<ul style="list-style-type: none"> Some customers expressed the importance of maintaining face-to-face contact. 	<ul style="list-style-type: none"> The Strategy underpins our objective to provide access to services using a range of access channels, face to face being one of them. There is a specific action to promote the use of home visits, where other channels are not accessible, to our tenants.
Customer Service Experience	
<ul style="list-style-type: none"> Customers highlighted the importance of speaking to someone knowledgeable and not being passed around to different departments and for better trained staff who are knowledgeable about their jobs. 	<ul style="list-style-type: none"> There is a specific action to invest in staff training to improve the customer experience by emphasising the value of customers in any contact as well as an action to work collaboratively across teams to build the knowledge of the Customer Access Team
<ul style="list-style-type: none"> Customers mentioned the need for friendly, polite, and helpful staff 	<ul style="list-style-type: none"> Customer excellence training is delivered to all new employees as part of their induction, as well as this there is a specific action to invest in staff training to improve the customer experience by emphasising the value of customers in any contact
<ul style="list-style-type: none"> Customers emphasised the need to ensure that elderly individuals and those who face digital inequality are not left behind in the move to more digital services 	<ul style="list-style-type: none"> There is a specific action to support customers in the city in their localities and to signpost programmes to help customers develop digital skills, co-ordinated from our partners across Doncaster.
Efficiency and Effectiveness	
<ul style="list-style-type: none"> Customers expressed the need for efficient service, including resolving issues promptly and effectively 	<ul style="list-style-type: none"> Actions to be implemented linked to knowledge and training will support deliver against this feedback.
Inclusivity	
<ul style="list-style-type: none"> Comments were expressed about the need to have channels open to accommodate different customer needs and preferences. 	<ul style="list-style-type: none"> Our various access channels accommodate a variety of customers with different needs. We have a dedicated text line for customers who are hard of hearing or speech impaired which is available 24/7. We provide translations services on request and documents in large print and braille. Our website has an accessibility tool called ReachDeck, which provides a range of functions to support those with disabilities and those whose first language is not English.

APPENDIX C

CUSTOMER ACCESS STRATEGY 2020-2024 - ACTIONS UPDATE			
ACTION TO BE TAKEN	PROGRESS AGAINST THE ACTION	Delivery Year	Lead Officer
<ul style="list-style-type: none"> Implementing a revised mystery shopping experience to gauge the level of service provided at key access points. 	Commenced and will be implemented in Q1 2025. The review is being led by the Tenant Scrutiny Panel who are co-creating a new process for a range of additional access channels to be included in the mystery shopping process.	2023	HOCS
<ul style="list-style-type: none"> Pilot virtual viewings using video 	Slipped and will be considered in 2025	2023	HoATH
<ul style="list-style-type: none"> Implement self-service for the end-to-end repair process 	Commenced and part completed. The Tenant Portal, My Access, provides the functionality for customers to report repairs on-line. These repairs are automatically passed to back-office. This project was delayed due to supplier issues. Work has recently re-commenced and is currently in the testing phase.	2023	HORM
<ul style="list-style-type: none"> Develop and deliver a training programme for customers to access our services digitally 	Completed. Training has commenced as a pilot in Edlington and will be rolled out in following a review.	2023	HOCS
<ul style="list-style-type: none"> Investigate the number of email addresses available for customers to contact us and review who respond, with a view to rationalising. 	Slipped from 2023 and will be included as an action for delivery in Year 1 of the 2025-2029 Strategy.	2023	HOCS
<ul style="list-style-type: none"> Undertake end to end customer journey mapping, across all touch points, to measure and improve the quality-of-service delivery 	Completed as part of the work undertaken to review and implement a new website. Also inks to the review and expansion of mystery shopping.	2023	HOCS
<ul style="list-style-type: none"> Reduce the number of email interactions by offering an alternative on-line service integrated to back-office systems 	Integrated into the digital access project which has commenced and will be delivered in 2025.	2023	HOCS

<ul style="list-style-type: none"> Investigate the use of automated outbound customer surveys to measure the quality of customer service in real time. 	Completed. Automated surveys take place using Voicescape following completion of a transaction. Examples include, repairs, complaints, customer access, gardening service, allocations and gas installation.	2024	HOCS
<ul style="list-style-type: none"> Implement on site electronic payment collection 	Completed. Payments are now able to be taken using Chip and Pin at our Civic Reception points.	2024	HOCS
<ul style="list-style-type: none"> Identify any further opportunities to use mobile working to improve access to services. 	Completed. Housing Officers commenced mobile working in 2024. This allows officers to access back-office systems from site and to update records remotely.	2024	HOHS
<ul style="list-style-type: none"> Trial new models of service delivery to reduce the need for customers to contact us e.g. use of drones for repairs/Internet of Things. 	Completed. Thermal imaging surveys recently carried out using drones to look at the energy efficiency of properties and insulation. We are also part of a retrofit project being funded through gainshare which will include installing monitoring equipment in the 21 homes in the pilot measuring quality, temperature , humidity before, during and after the retrofit works. .	2024	HOA

APPENDIX D

CUSTOMER ACCESS STRATEGY – 2025 TO 2029 YEAR 1 ACTIONS

ACTION TO BE TAKEN:	AS A RESULT, WE WILL:	Delivery Year	Lead Officer
Implement a revised mystery shopping experience to gauge the level of service provided at key access points. Carried over from the previous Strategy.	Ensure we have a mechanism to that provides independent check and challenge on how we are delivering our services at our key access channels so customers can benefit from consistently high standards across all access points.	June 2025	HOCS
Pilot virtual viewings using video films. Carried over from the previous Strategy	Improve the customer experience by offering an immersive experience with 360-degree views and virtual walkthroughs, giving a realistic and detailed view of the property, without the need for the customer to visit the property.	October 2025	HOATH
Provide clear instructions and support for customers to use digital and self-service channels.	Ensure that customers are not excluded from accessing our services digitally and we increase the number of digital transactions.	September 2025	HOCS
Work collaboratively across teams to build the knowledge of the Customer Access Team	Support the delivery of right first-time advice at the first point of contact and improve the customer experience, reducing the need for follow up access.	September 2025	All HOS
Putting protocols in place across the organisation to ensure the same level of access and quality of service when using direct phone contact to back-office teams.	Ensure consistency of customer service regardless of which channel of access the customer chooses.	August 2025	HOCS
Invest in staff training to improve the customer experience by emphasising the value of customers in any contact.	Support the delivery of right first-time advice at the first point of contact so customers benefit from knowledgeable and well-trained staff to improve the customer experience.	October 2025	HOP&C
Promote the use of home visits, where other channels are not accessible, to our tenants.	Ensure that all our tenants regardless of their personal circumstances are able to access the services they need.	May 2025	HOCS/HOHS
Implement a number of digital support days using digital champions from across the business to	Enhancing digital literacy among our customers, increasing the adoption of digital services, and ensuring that all customers, regardless of their proficiency with technology,		

support with digital access training across the borough.	can access our services efficiently and effectively. Customers will become more confident in using digital services, leading to greater adoption and satisfaction.	December 2025	All HOS
Making it easier for customers to do business with us: Simplifying processes and reducing barriers for customers, while ensuring that our services are accessible and inclusive for all, regardless of diverse backgrounds and needs.			
ACTIONS TO BE TAKEN:	AS A RESULT, WE WILL:		
Rationalise the number of email addresses available for customers to contact us and review who responds. Carried over from previous Strategy.	Ensure customers are clear about which email address to use and will increase accountability and ownership for the enquiry across teams.	September 2025	HOCS and relevant HOS
Investigate opportunities to use Liberty Converse+ to support improved access to services via the call management system.	Enhance the accessibility and usability of our services.	June 2025	HOCS/HoITB T
Review direct access channels to back-office services to ensure they are accessible and easy for customers to use.	Ensure consistency of customer service and a customer first approach regardless which area of the business the customers is dealing with.	October 2025	HOCS/HoITB T
Review the range of self-service terminals and ease of access at Civic and Balby Bridge receptions.	Improve self-service access and reduce the wait time for customers at our receptions.	June 2025	HOCS
Review technology in place for customers to contact for emergency reasons during telephony outages, during and outside of normal office hours.	Ensure continuity and reliability of services for customers to be able to access critical services.	April 2025	HoITBT
Review the use of CRM and implement any required procedural changes, to ensure all relevant interactions are being captured within Open Housing.	Ensure we are compliant with the recommendations of the housing ombudsman's KIM spotlight report and have full transparency of all customer interactions to ensure we improve the customer experience and nothing is missed which will impact on the customer.	December 2025	HOCS
Ensure those without telephone access can reach key services through a phone point linked to an area office.	Customers who do not have access to a telephone will still be able to reach essential services. This will ensure that all customers, regardless of their personal circumstances, can access the support they need, leading to a more inclusive and equitable service delivery	September 2025	HOCS/HOHS

Increasing the use of digital channels and self-service: Encouraging customers to use digital methods for accessing services.			
ACTIONS TO BE TAKEN:	AS A RESULT, WE WILL:		
Improve current access to services using digital channels by either improving the existing portal or replacing with an improved channel. – Carried over from the previous Strategy	Enhance the user experience and functionality of digital services to increase take up of self service.	July 2025 (date may change depending on supplier)	HOCS/HoIT& BT
Implement self-service for the end-to-end repair process. Carried over from the previous Strategy	Improve customer access to a key service area at a time that suits their needs, reducing demand in the customer access team.	July 2025	HORM
Promote the use of digital channels and the benefits using a range of media.	Increase awareness of the different ways in which customers can access our services and increase the use of self service to free up resources for more complex enquiries.	May 2025 and on-going	HOCS
Produce a series of videos to support and encourage customers to access our services on-line	Support customers who may not feel confident access our services digitally or who may not be aware of the different access channels they can choose from. Customers will feel more confident and informed about digital services.	September 2025	HOCS
Communicate the safety and reliability of on-line services to encourage adoption	Build trust and confidence in digital services to increase the number of transactions carried out digitally.	April 2025	HOCS
Signpost programmes to help customers develop digital skills, co-ordinated from our partners across Doncaster.	Support customers who may not feel confident access our services digitally to ensure that all customers have the skills and knowledge to be able to access services online to increase the take up of self-service options.	May 2025	HOCS
Understanding our customers better: Gathering insights to tailor services to meet the needs of customers.			
ACTIONS TO BE TAKEN	AS A RESULT, WE WILL:		

Review our translation and interpretation services to ensure they are fit for purpose and re-launch across the organisation.	Reduce any language barriers to accessing our services and ensure all employees are aware of their role and of the support available to support all customers who speak a different language to have better access to our services.	Feb 2025	HOP&C
Implement the use of VoiceScape to contact customers where we have gaps in the profile data and insight.	Improve the completeness and accuracy of customer data so that customers can benefit from a more tailored service delivery.	April 2025	HOCS
Implement the Data Smart Strategy	Ensure the organisations is using data effectively to improve services and the customer experience.	Through to 2027	ALL HOS
Work with tenants to identify areas where they believe there are shortcomings in service access and put in place actions to address these.	Identify opportunities, informed by customer feedback, to improve access to services and identify opportunities to co-create solutions to provide solutions that benefit the tenants specific needs.	December 2025	ALL HOS

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 05 December 2024

Item : 10

Subject : Value For Money (VFM) statement

Presented by : Julie Crook, Director of Corporate Services

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

Purpose : To present a VFM statement for the financial year ended 31 March 2024.

Recommendation :

For Board to approve the VFM statement for the financial year ended 31 March 2024.

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

**Agenda Item No. 10
Date: 05 December 2024**

1. Report title

- 1.1. Value For Money (VFM) statement.

2. Executive Summary

- 2.1. An action within our VFM strategy is to produce an annual statement to evidence that we are delivering VFM services. The statement for 2023/24 is attached at **Appendix A**. It is in a similar format to previous years by looking at the four priorities within our Corporate Plan and has detailed benchmarking.
- 2.2. The aim of the statement is to report on the performances achieved with the resources available for our services, and how SLHD compares with other housing providers.
- 2.3. The 2023/24 operating environment continued to provide many significant challenges – notably homelessness, cost of living, building safety, complaints, stock condition and general sustained very high demand on all services.
- 2.4. We operated within a challenging budget, which included targeted savings of £333k, and budget lines only increased where there had been agreed cost or inflationary increases with CDC.
- 2.5. Operational performance showed a largely positive mix of KPIs meeting, within tolerance of, or not meeting target, but with improving trends in some areas.
- 2.6. Benchmarking is a key element of assessing VFM. High level VFM dashboards, plotting one key cost indicator and one Key Performance Indicator (KPI) for each main service area and comparing with other organisations on a 2x2 'dashboard', are again very favourable for 2023/24, as they have been in previous years.
- 2.7. At a detailed level, indicators are benchmarked into performance quartiles, ie Quartile 1 is top 25% of performers, etc. Benchmarking was positive overall with more cost and performance indicators in the upper quartiles (above Median), with our peers (up to 45 ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all providers nationally (up to 150 organisations).
- 2.8. In summary, the dashboards show a similar, positive picture to previous years with service area indicators in or near the desired green quadrant.
- 2.9. The dashboards and related detailed benchmarking shows that **St Leger remains a low cost, mid to high performing organisation (see below)**.

Key	Service area	Cost indicator	Performance indicator
1	Overheads	CPP* Overheads	Employee satisfaction with employer %
2	Housing Management	CPP Housing management	Average relet times (days)
3	Responsive repairs	CPP Responsive repairs	Repairs First Visit Complete %
4	Void repairs and lettings	CPP Void repairs	Void rent loss %
5	Building safety	CPP Building safety	Required gas safety checks have been carried out %
6	Major repairs	CPP Major repairs	Non-decent dwellings %
7	Customer experience	CPP Customer experience	Stage 1 complaints responded to in timescale %
8	Community investment	CPP Community investment	Residents supported into employment

* CPP = Cost Per Property

PEER GROUP VFM DASHBOARD 23/24 – an average of 26 providers



NATIONAL VFM DASHBOARD 23/24 - an average of around 120 providers



- 2.10. Within the full suite of 100+ cost and performance indicators benchmarked, there are areas of good performance and also areas for improvement or further investigation, and this has commenced. An appendix to the statement lists all of cost and performance indicators benchmarked.

3. Purpose

- 3.1. To present a VFM statement for the year ended 31 March 2024. (**Appendix A**)

4. Recommendation

- 4.1. For Board to approve the VFM statement for the year ended 31 March 2024.

5. Procurement

- 5.1. Procurement implications are considered within the body of the report

6. Value For Money

- 6.1. Value for money is referenced comprehensively in the report.

7. Financial Implications

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

8. Legal implications

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

9. Risks

- 9.1. Risk is implicit in the report. The assessment is good practice and shows areas where our costs are high in comparison or where our performance could be improved. These all have Financial, Operational and Reputational risk implications if not addressed. The Regulator has reported that a positive VFM statement is a leading indicator of good governance.

10. Health, Safety & Compliance Implication

- 10.1. Health and Safety (H&S) implications are implicit in the report. St Leger must ensure it meets its H&S obligations and a detailed understanding of budgets and service costs and performance is essential by Budget Holders. This statement contributes to this process.

11. IT Implications

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

12. Consultation

- 12.1. No specific implications arising and references are implicit within the report where appropriate. Customer involvement and consultation were built in to the service delivery methodology.

13. Equality and Diversity

13.1. There are no diversity issues arising from this report.

14. Communication

14.1. There are no communication requirements arising from this report. RPs must publish their self-assessment within six months of the financial year end, and this self-assessment will be published as required.

15. Equality Analysis (new/revised Policies)

15.1. There is no equality analysis specific to this report.

16. Environmental

16.1. Environmental implications are referenced in this report as appropriate in the report.

Report author, Position, Contact Details

Nigel Feirn

Head of Finance and Business Assurance

Appendix A – VFM statement 23/24 with an appendix itself.

ST LEGER HOMES OF DONCASTER LIMITED (SLHD)

VALUE FOR MONEY (VFM)

STATEMENT

FINANCIAL YEAR ENDED

31 MARCH 2024 (23/24)

“Providing homes in neighbourhoods that people are proud to live in”

Our strategic objectives :

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

Contents

1. Executive Summary – optimising costs and performance
2. VFM environment

SERVICE COSTS AND PERFORMANCE – HOW DID WE DO?

3. Company costs
4. Company performance
5. Objective 1 : all our homes are modern, decent and energy efficient
6. Objective 2 : our tenants live successful and fulfilling lives
7. Objective 3 : we will be a nationally recognised provider of housing services
8. Objective 4 : through innovation and partnership working we will deliver the aims of Doncaster growing together

SERVICE COSTS AND PERFORMANCE – HOW DO WE COMPARE WITH OTHERS ?

9. Benchmarking
 - VFM dashboards
 - Cost and Performance indicator quartile summaries
 - Service area costs
10. Homelessness
11. Summary

Appendix A : Benchmarking Quartiles by service area

1. Executive Summary

- 1.1. One of the actions in the updated VFM strategy in 2022 is to produce an annual statement to report on SLHD's achievements in delivering VFM and meeting its objectives.
- 1.2. VFM is about being as economic, efficient and effective as possible and SLHD defines VFM as: **"Achieving the best balance between service cost and the benefit to the customer and business"**. Essentially "getting your money's worth", "getting more for the same" or "the same for less", and not necessarily about buying the cheapest.
- 1.3. **This VFM statement reports on the performances achieved with the resources available for our services, and how SLHD compares with other housing providers.**
- 1.4. A considerable amount of VFM work has been undertaken in recent years including:
- increased and improved financial and operational reporting and benchmarking;
 - operating within tightening budgets and very challenging operating environments;
 - balanced scorecard of KPI targets aligned with budgets and corporate objectives; and
 - approval and publication of annual VFM statements and related communications.
- 1.5. Significant challenges that continued to impact in 23/24 included rent increases, building safety, regulation, stock condition, Welfare Reform, homelessness and cost of living, among others. These were in addition to cost reductions and savings targets.
- 1.6. Customers will be the ultimate beneficiaries from all VFM work, and for 23/24, VFM is again positive, reporting strong cost and performance management and positive benchmarking.

2. VFM environment

- 2.1. Doncaster has the lowest rents within South Yorkshire and amongst the lowest of all Housing Revenue Accounts (HRAs), which dictates our SLHD's fee income and budget challenges.
- 2.2. Operationally, no new services were introduced in the year. Core services were delivered fully within budgets and were constantly reviewed and had process improvements. The majority of challenging performance targets were met, close to target or improving.
- 2.3. **Costs** : Management fees for 23/24 only increased in relation to specific items – pay and pension cost increases, pay scale increments and specifically approved elements. Robust budgetary control was therefore required and achieved in the year. 23/24 income also included a CDC target saving of £333k, the second of three in targeted £1m of savings.
- 2.4. **Performance** : A balanced scorecard KPI targets was developed for each strategic objective and agreed with CDC. **Tenant Satisfaction Measures (TSMs)** were also collected for the first time as part of the new regulatory arrangements. SLHD performed well in these.
- 2.5. Priorities for the year included progressing 'Journeys to Excellence' projects around repairs, homelessness and customer access, addressing cost of living challenges, preparing for inspection and addressing the Social Housing and Building Safer Futures Bills.
- 2.6. We also implemented our new values and behaviours framework, essential for effective performance. There are four values, with two main skills linked to each value and every skill has a number of behaviours that should be in evidence at each level of the organisation.

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

- 2.7. Benchmarking is a key VFM tool. High level VFM dashboards, plotting one key Cost indicator and one Key Performance Indicator (KPI) for each main service area and comparing with other organisations on a 2x2 'dashboard', continue to be favourable (see below).
- 2.8. At a detailed level, indicators are benchmarked into performance quartiles, ie Quartile 1 is top 25% of performers, etc. Benchmarking was positive overall with more cost and performance indicators in the upper quartiles (above Median), with our peers (up to 45 ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all providers nationally (up to 150 organisations).
- 2.9. Tenant Satisfaction Measures (TSM) also compared very favourably when compared to our peers and also all providers nationally.
- 2.10. All of the above shows **SLHD remains a low cost, mid to high performing organisation.**
- 2.11. It also shows some areas for improvement or investigation, which is underway. **Appendix A** details 100+ cost and performance indicators and how we compare with our peers.

3. COMPANY COSTS

- 3.1. Inflationary pressures continued to be felt in 23/24, ranging from 5% to over 30%.
- 3.2. At a high level with unchanged services in the year, in real terms after accounting for inflation, costs for 23/24 were broadly in line than the previous financial year.
- 3.3. The table below summarises income and expenditure levels over the past five years. 20/21 was the main year affected by Covid. Expenditure increased by 3.5% overall.
- 3.4. The table also shows income from Capital Improvements was also higher, delivered from the same levels of resources (see 5.6 below)

	23/24	22/23	21/22	20/21	19/20
Service area:	£m	£m	£m	£m	£m
Housing and estate management	10.6	11.4	10.2	9.8	9.6
Property services – Revenue	17.0	15.7	15.2	15.0	13.7
Property services - Capital	12.3	10.6	8.2	7.3	9.4
Asset Management	5.4	6.3	5.0	4.8	4.5
Lettings Service	5.3	4.8	4.3	3.8	1.8
Corporate Services	6.0	5.7	5.8	5.4	5.4
Total expenditure	56.6	54.5	48.7	46.1	44.4
	£m	£m	£m	£m	£m
Management Fee - Housing Revenue Account	-37.0	-35.4	-33.1	-31.6	-30.1
Management Fee - General Fund	-2.7	-2.7	-2.0	-1.8	-1.1
Income from Capital improvement works	-13.8	-12.1	-9.7	-8.8	-10.9
Other income - HB, UC, grants, other income	-3.1	-4.3	-3.9	-3.9	-2.3
Total income	-56.6	-54.5	-48.7	-46.1	-44.4
Employee numbers (WTEs)	779	752	739	737	740

- 3.5. With increased or maintained activity (outputs) in 23/24, this will indicate VFM and this was the case in most areas. The commentary in the various sections below expands on this.

4. COMPANY PERFORMANCE

Key Performance Indicators (KPIs)

4.1. The table below summarises whether or not KPIs were met, with comparatives.

KPIs	23/24	22/23	21/22	20/21	19/20
Green (meeting / exceeding target)	9	6	7	8	10
Amber (within tolerance)	4	4	4	2	4
Red (not meeting target)	8	6	5	7	4
No target / data not available	1	3	3	0	0
Total	22	19	19	17	18

4.2. Although some targets were not met, some were still top quartile when benchmarked with peers. For example, 'Rent loss from voids' and 'Void relet times' both did not meet target but were top quartile within our peer group.

Service Standards

4.3. SLHD reports on Service Standards as part of its Customer Charter. The tenants drive these indicators and make clear the levels of service they expect from us and we are clear about what we need to deliver.

4.4. The standards are reviewed periodically and approved by EMT and Board. Performance is monitored on a quarterly basis. For 23/24, there were 11 standards measured across four themes – People, Homes, Communities and Partnerships. See 6.5 below.

4.5. The table below summarises our recent performance, and are detailed at 6.5 below:

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

Tenant Satisfaction Measures (TSM)

4.6. Introduction of TSMs in 23/24 meant STAR surveys were replaced by perception surveys.

4.7. A programme of transactional surveys throughout the year continued as normal. Surveys are used to inform our service delivery methods and respond effectively to emerging needs.

4.8. It is pleasing to report that all but one of the twelve TSMs were above Median when benchmarked with our peers in the year. Only one was below Median (Quartile 3 – see 6.3). Benchmarking was through Housemark, the national benchmarking organisation. The Regulator is still validating 23/24 TSM data and has not yet published any reports (Nov 24).

4.9. We also carried out transactional surveys all year and in general these were very positive, highlighting areas of good performance and also areas where improvements were required.

5. CORPORATE OBJECTIVES

5.1. OBJECTIVE 1 : ALL OUR HOMES ARE MODERN, DECENT AND ENERGY EFFICIENT

5.2. The objective has a number of cross cutting measures, including:

- Percentage of homes maintaining Decent Homes standard;
- Repairs completed at first visit;
- Gas servicing - percentage of properties with a valid gas certificate;
- Level of tenant satisfaction with property condition; and
- Energy efficiency of properties.

5.3. The table below summarises the **related KPIs** for 23/24 and comparatives :

KPI	KPI description	Trend	23/24 Outturn	23/24 Target	22/23 Outturn	21/22 Outturn	20/21 Outturn	19/20 Outturn
9	Repairs – First visit complete	↑	95.1%	94.0%	94.8%	90.2%	90.9%	90.2%
10a	% non-emergency repairs within timescale	n/a	67.2%	85.0%	Not reported			
10b	% emergency repairs within timescale	n/a	81.5%	95.0%	Not reported			
10	% non-emergency and emergency repairs within timescale	n/a	69.1%	88.0%	Not reported			
11	Gas servicing - % servicing complete	n/a	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
12	Fire - % safety checks complete	n/a	100.0%	100.0%	Not reported			
13	Asbestos - % safety checks complete	n/a	100.0%	100.0%	Not reported			
14	Legionella - % safety checks complete	n/a	100.0%	100.0%	Not reported			
15	Communal Lifts - % safety checks complete	n/a	100.0%	100.0%	Not reported			
16	Electrical - % safety checks complete	n/a	100.0%	100.0%	Not reported			
22	Homes meeting Decent Standard	↓	96.95%	100.00%	99.69%	99.99%	99.99%	100.00%
23	Tenant satisfaction with property condition	↑	79.6%	83.0%	75.7%	86.5%	89.4%	89.4%

Keys :

Target met/exceeded	Within tolerance	Target not met
↑ Improving trend	↓ Deteriorating trend	↔ Unchanged performance

Achievements in year

- 5.4. St Leger managed and maintained CDC's housing and related stock and effectively managed £35.2m of CDC's £39.9m capital programme. This was again higher than the previous year.
- 5.5. Of this £35.2m, £13.8m was delivered by the SLHD in-house tradesteam, which is also higher than the three previous years. This increase was a strategic decision and was made at the start of 23/24.
- 5.6. These income figures were delivered using similar resource levels for all three years, thereby achieving 'more for the same'.
- 5.7. Demand on the repairs service remained high with volumes similar to 22/23 and performance overall was positive or improving.
- 5.8. Following the successful Repairs Excellence project in 2022/23, a 'One Repairs' programme commenced in the year to continue and extend this work, ensuring optimum utilisation of existing and new systems to develop an efficient and cost effective wider repairs service.
- 5.9. Positive results from the Repairs Excellence and One Repairs include:
- Reduced no access jobs;
 - Increased Customer engagement and satisfaction; and
 - Increased repairs first visit completions.
- 5.10. Building safety compliance investment, including fire safety works, was delivered in properties under our management.
- 5.11. We continue to carry out responsive and scheduled repair work and cyclical testing and servicing of heating and electrics to ensure the continued maintenance of our housing stock. We operate a 24/7 contact service.
- 5.12. SLHD continued its increasing focus on damp and mould and the dedicated team carried out nearly 2,500 inspections in the year.

6. **OBJECTIVE 2 : OUR TENANTS LIVE SUCCESSFUL AND FULFILLING LIVES**

6.1. The objective has a number of cross cutting measures, including :

- Number of tenants involved;
- Improvements made due to tenant involvement;
- Tenancies sustained;
- Rent arrears;
- Percentage of ASB cases resolved;
- Tenant satisfaction levels; and
- Number of tenants and residents helped into training and employment.

6.2. The table below summarises the **related KPIs** for 23/24 and comparatives :

KPI	KPI description	Trend	23/24 Outturn	23/24 Target	22/23 Outturn	21/22 Outturn	20/21 Outturn	19/20 Outturn
1	Current rent arrears % against annual rent	↑	2.72%	2.75%	2.74%	2.55%	2.75%	2.79%
8	Tenancies sustained post support	↑	99.3%	97.3%	96.8%	98.3%	97.3%	93.8%
19	Anti-Social Behaviour cases per 1,000 units (TSM)	n/a	62.2	60.0	72.0	76.8	84.8	84.1
14a	Residents helped into training or education	↑	60	67	58	30	30	53
14b	Residents helped into employment	↑	48	30	39	51	28	31
15	Tenant satisfaction overall (TSM)	↓	76%	85%	81%	85%	87%	87%

Satisfaction surveys

6.3. The usual Annual Surveys of Tenants and Residents (STAR) were replaced by the new regulatory TSMs in 23/24, which are shown below. Some of the TSM questions are similar to the old STAR survey questions so comparatives have been included for reference. The table also shows indicators of how we compared with other providers nationally, with Quartile 1 (Q1) being top quartile:

TSM ref	Tenant Satisfaction Measure : “% Percentage of respondents who...”	TSM 23/24 %	Peer group quartile	STAR 22/23	STAR 21/22
TP01	report that they are satisfied with the overall service from their landlord	76%	Q2	81%	85%
TP02	had a repair in last 12 months are satisfied with the overall repairs service	80%	Q1	80%	86%
TP03	had a repair in the last 12 months are satisfied with time taken to complete most recent	73%	Q2		
TP04	are satisfied that their home is well maintained	76%	Q2	76%	86%
TP05	are satisfied that their home is safe	85%	Q1		
TP06	are satisfied that their landlord listens to tenants views and acts upon them	72%	Q1	73%	75%
TP07	are satisfied that their landlord keeps them informed about things that matter to them	79%	Q1		
TP08	agree their landlord treats them fairly and with respect	90%	Q1	86%	91%
TP09	report making a complaint in last 12 months are satisfied with the approach to complaints handling	30%	Q3		
TP10	are satisfied that their landlord keeps communal areas clean and well maintained	67%	Q2		
TP11	are satisfied that their landlord makes a positive contribution to the neighbourhood	77%	Q1		
TP12	are satisfied with their landlord's approach to handling anti-social behaviour	69%	Q1		

6.4. STAR surveys had shown a general decline in all core satisfaction areas and although our tenant satisfaction levels are again lower, we remained in the upper quartiles when benchmarked nationally and with our peers. The table shows that this is also the case with the new TSMs, which are very positive compared to others.

Customer Service Standards

- 6.5. SLHD reports on Customer Service Standards as part of its Customer Charter. For 23/24, there were twelve measures, one of which didn't have a target. Results were as follows:

Service Standard	23/24 Q4	23/24 Target
% of policies (customer facing) that required One Voice Forum consultation	100.0%	100.0%
% of customers satisfied with condition of property	95.8%	95.0%
High risk neighbour disputes, tenancy breaches or ASB responded to within 1 day	93.2%	90.0%
Written enquiries, complaints/ compliments within 10 working days	89.9%	95.0%
Appointments made and kept	96.6%	98.0%
% of tenants satisfied with the most recent responsive repair carried out	86.2%	88.0%
% customers who thought staff and contractors were polite and respectful	85.3%	98.0%
Referrals to tenancy support team and undertaken assessment need (days)	14.2	12.0
Medium neighbour disputes, tenancy breaches or ASB within 3 days	70.8%	95.0%
Customers satisfied that the person they spoke to had the knowledge or information to resolve a call at the first point of contact	74.0%	88.0%
Calls answered within 150 seconds. T	54.8%	90.0%
% of complaints about broken promises	6.0%	no target
Customers, whose ASB was closed during the quarter, satisfied with the way their anti-social behaviour complaint was handled	no data	60.0%
Damp and mould inspections raised during the quarter, completed in target	no data	100.0%

Achievements in year

- 6.6. Operational performance was strong with most KPIs either meeting or within tolerances of targets and from similar levels of resource from the previous year.
- 6.7. It is again pleasing to report that current rent arrears performance was better than target and also the 22/23 result, out-turning at 2.72% against the year-end target of 2.75%. This is despite the ongoing challenges, increasing demands on services and cost of living crisis and is continued exceptional performance over a number of years and numerous challenges.
- 6.8. We aim to ensure our tenants sustain their tenancies and targets were exceeded here.
- 6.9. We are particularly proud of our work in helping tenants with sustaining their tenancies on the impact of benefit reform and more recently the cost of living crisis. The dedicated team successfully managed over 1,000 referrals in the year.
- 6.10. We work hard to minimise or reduce anti-social behaviour (ASB) and crime, and have a proactive approach to ASB and we continued to work effectively with our partners. In high level ASB hot spot areas, multi-agency task force working is effective in combating crime and ASB and supporting victims. Good performance was seen here, being very close to KPI targets.
- 6.11. We have an active Tenant Scrutiny Panel (TSP) and a One Voice Forum (OVF) who undertake a number of tasks and reviews each year. The OVF and TSP worked hard to give us first hand tenant input into our work and to hold us to account, including influencing the implementation of our new website, reviewing the service we received from the contractors who clean our communal areas, reviewing our Allocations Policy and reviewing our Repairs and Maintenance Policy and our Customer Charter.
- 6.12. The Get Involved Group (GIG) grew in the year and now has 136 members.
- 6.13. We also have an Equality, Diversity and Inclusion (EDI) balanced scorecard with information about the diversity of our customer base. Quarterly reports inform future action planning.
- 6.14. All of this varied customer involvement will ensure that SLHD can efficiently monitor performance against related cost.

7. **OBJECTIVE 3 : BE A NATIONALLY RECOGNISED PROVIDER OF HOUSING SERVICES**

- 7.1. The objective has a number of cross cutting measures, including
- Number of standard void re-let days
 - Percentage of complaints upheld against interactions
 - Staff sickness absence levels
 - Rent loss from empty properties
 - Compliance with ISO45001 health and safety management system
 - Health & Safety outcomes
 - Our performance against comparable organisations (Benchmarking * See Section 10)

7.2. The table below summarises the **related KPIs** for 23/24 and comparatives :

KPI	KPI description	Trend	23/24 Outturn	23/24 Target	22/23 Outturn	21/22 Outturn	20/21 Outturn	19/20 Outturn
2	Void rent loss % of annual rent	↓	0.68%	0.50%	0.67%	0.79%	1.00%	0.59%
3	Average no. of days to re-let a property	↑	24.9	20.0	26.7	33.7	46.1	22.7
6a	No of stage 1 complaints per 1,000 homes	new	61.1	47.0	Not reported			
6b	No of stage 2 complaints per 1,000 homes	new	4.9	3.0	Not reported			
6	No of stage 1 & 2 complaints per 1,000 homes	new	66.0	50.0	Not reported			
7a	Stage 1 complaints responded to in time	new	91.9%	92.3%	Not reported			
7b	Stage 2 complaints responded to in time	new	86.9%	92.3%	Not reported			
7	Stage 1 & 2 complaints responded to in time	new	89.3%	92.3%	Not reported			
11	Days lost through sickness per FTE	↑	11.2	8.5	11.7	11.9	6.6	8.22
20	Employee satisfaction SLHD as an employer	↑	89%	80%	80%	83%	n/a	n/a

Achievements in year

KPIs

- 7.3. Performance in relation to voids again did not meet the challenging targets set for both void rent loss and re-let times. However, rent loss levels are similar to 22/23 and relet times were the best for four years. However, they were both top quartile (top 25%) when benchmarked.
- 7.4. For 23/24, the two new TSMs were introduced as KPIs – ‘Complaints per 1,000 properties’ and ‘Complaints responded to within Housing Ombudsman timescales’.
- 7.5. Complaint levels were very similar to 22/23 and continued to receive considerable focus to identify trends and reasons. Volumes were consistent across the year but improving performance was seen in responding to complaints as the year progressed. The whole sector has seen an increase in complaints and although we were close to target in responding, satisfaction with handling was low when measured as part of our TSM surveys, but results were consistent with other providers across the country.

People

- 7.6. We received external recognition with a number of people related awards during the year, most notably reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the fourteenth year running. The standard is awarded to public service organisations which meet strict criteria, demonstrating focus on the needs and preferences of their customers.
- 7.7. Two more staff surveys were undertaken in the year and considered a number of areas, including the continued assessment of employees’ wellbeing and capturing thoughts and ideas for future working arrangements. The surveys have consistently seen high levels of employee satisfaction, exceeding 80%, which is above target and reaching 89% in March 2024 with 71% of the workforce responding to the survey.
- 7.8. Key employee related points to note for the year are summarised below, all of which impact positively on operations in terms of economy, efficiency and effectiveness.

Wellbeing:

- achieved Investors In People (IIP) accreditation
- achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the thirteenth year running,;
- retained accreditation to the international ISO45001 health and safety standard;
- achieved the Gold standard in our Public Health Bewell@Work activities;
- the number of RIDDOR reportable injuries reduced in the year;
- delivered a comprehensive development programme for all staff during 23/24; and
- embedding Personal Development Plans training plans and learning needs (PDPs).

Engagement:

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

Equality, Diversity and Inclusion:

- achieved Housing Diversity Network (HDN) accreditation with eight areas of distinction;
- monitored how representative our organisation is of the community that we serve;
- decreased our gender pay gap over five years, achieving a 50/50 male to female SMT ratio; and
- increased the number of women in our trade based roles and increased the number of female trade apprentices that are recruited year on year.

Systems

7.9. Our Digital Transformation Board operated all year, overseeing up to 30 ICT related projects of varying size and across all service areas, all of which have or will generate operational efficiencies once implemented.

7.10. In addition, the Business Transformation Team continued to review processes in a number of areas, implementing process improvements and improving productivity.

8. OBJECTIVE 4 : THROUGH INNOVATION AND PARTNERSHIP WORKING WE WILL DELIVER THE AIMS OF DONCASTER GROWING TOGETHER

8.1. Doncaster Growing Together has four main themes – Living, Working, Learning and Caring – within which are a number of objectives that all CDC partners contribute to.

8.2. SLHD has strategic priorities that feed into this and there are a number of cross cutting targets, including:

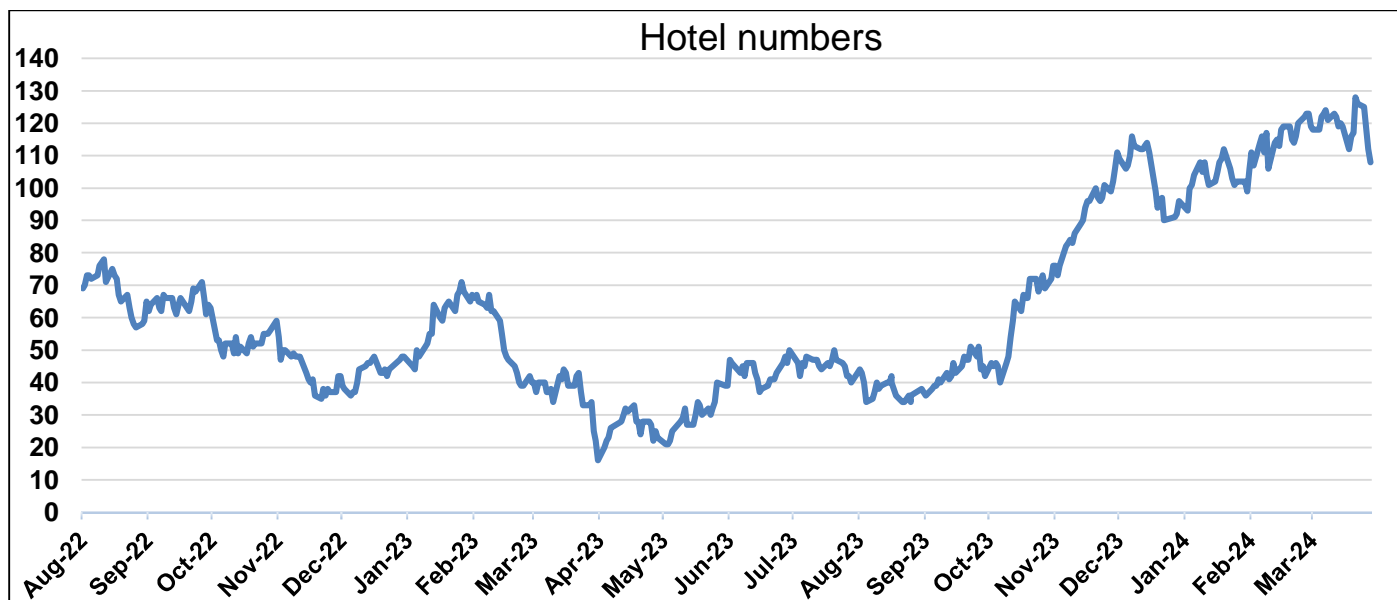
- Number of households in hotels;
- Number of homelessness acceptances;
- Number of homelessness preventions;
- Proportion of our expenditure spent in Doncaster;
- Recognition for our contribution to a growing and successful Doncaster;
- Public sector apprenticeship target;
- Contribution to partnerships;
- Customer Involvement evaluation; and
- World of Work participation rates and outcomes.

8.3. The table below summarises the related KPIs for 2022/23 and comparatives :

KPI	KPI description	Trend	23/24 Outturn	23/24 Target	22/23 Outturn	21/22 Outturn	20/21 Outturn	19/20 Outturn
4	Households placed in hotel accommodation at month end	↓	108	30	16	n/a	n/a	n/a
5	% of settled accommodation at Prevention stage (new for 23/24)	n/a	32%	60%	not reported			
12	Percentage of local expenditure	↓	59%	70%	67%	73%	71%	n/a

Achievements in year

- 8.4. Addressing homelessness is one of the key priorities in Doncaster and 23/24 saw continued very high demand on the service. We worked very closely with the Complex Lives (CL) Alliance, including CDC, NHS and Children's Services, to support vulnerable Doncaster residents. SLHD had two related KPIs in 23/24, one of which was new.
- 8.5. Performance in preventing homelessness was good and numbers were higher than the last three years. The numbers in hotel accommodation was a challenging target and could not be met as a result of increasing demand as the year progressed, as shown in the graph below.



- 8.6. Effective partnership working is essential in delivering the required services to residents of the borough, and our work with CDC, the DWP, Citizens Advice, Doncaster Financial Inclusion Group (FIG), Doncaster Renewal Group and Community First Credit Union, among others, plays a key role in delivering solutions to our tenants. We worked closely with 77 community groups in 23/24, 24 of which were Tenants and Residents Associations (TARAs).
- 8.7. We attended Locality Partnership and Local Solutions Group meetings and contributed to the development and implementation of the Thrive model with CDC. Our work also delivered low level enforcement, support and sanctions.
- 8.8. In terms of employment opportunities, Career Start Activity and Apprenticeships activities included:
- continued investment in apprenticeships as part of succession planning and since 2005, SLHD have trained over 180 apprentices;
 - 83% of our apprentices were retained in a role post qualification;
 - supported over 100 SLHD residents into training or employment as part of World of Work activity, exceeding our annual target; and
 - continued external recognition for our program where we won Large Apprentice Employer of the year at Doncaster College Apprenticeship Awards and we supported one of our Degree Level Apprentices to win Apprentice of the Year at the Doncaster Chamber Awards and the National Direct Works Awards.

SERVICE COSTS AND PERFORMANCE – HOW DO WE COMPARE WITH OTHERS ?

9. BENCHMARKING – how we compare with others

- 9.1. The main method of benchmarking is through our membership of Housemark. We submit performance information each month and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 9.2. We also carry out more tailored benchmarking with specific organisations, where appropriate, and more recently this has involved groups on governance and data.

HOUSEMARK

- 9.3. The benchmarking information from Housemark for 23/24 compares our performance to a peer group of up to 45 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations. Some organisations don't submit information for every possible indicator, but on average our peer group comparisons were with around 26 organisations. Up to 150 housing providers of all types nationally submitted information.
- 9.4. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 9.5. In summary, benchmarking information for 23/24 shows that SLHD continues to be **a low cost, mid to high performing organisation**.
- 9.6. This is summarised below and further details of benchmarked cost and performance indicators are attached at **Appendix A**.

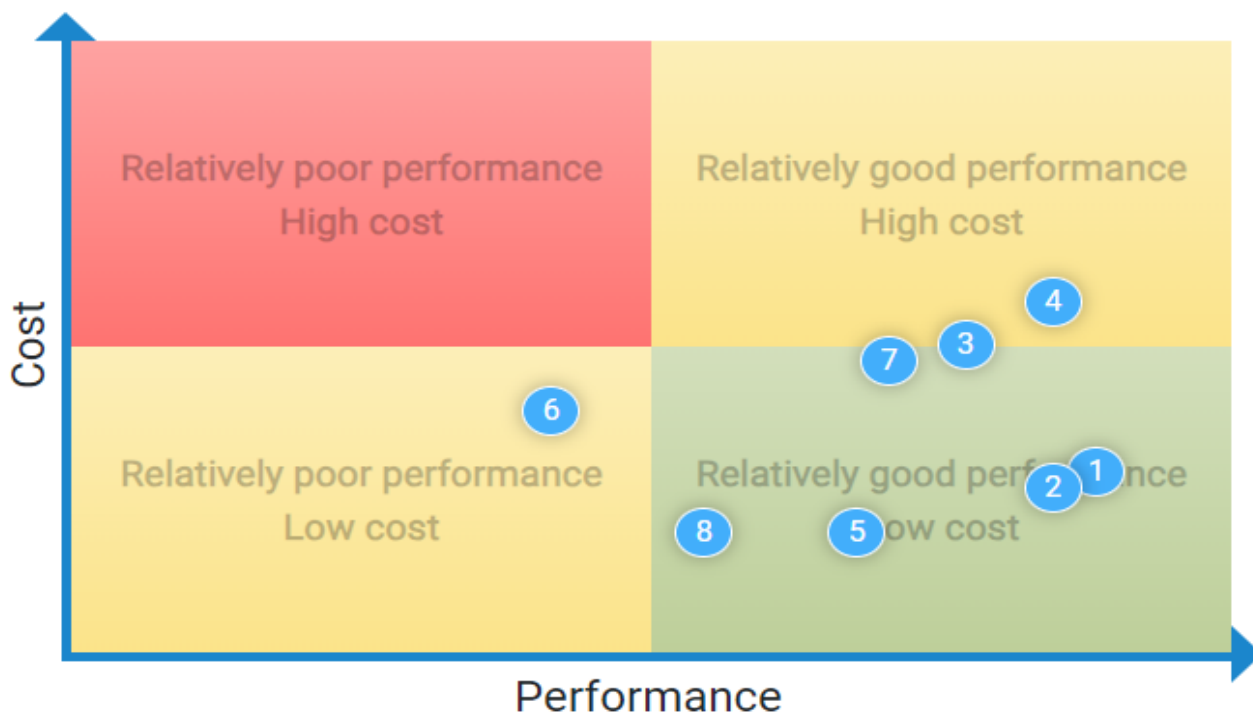
Housemark - VFM 'dashboards'

- 9.7. VFM 'dashboards' give an excellent overview by comparing one key cost and one key performance indicator for each main service area with other selected organisations and plotting results on a 2x2 matrix.
- 9.8. The dashboards below show cost and performance indicators selected for 23/24 for both our Peer Group and Nationally. Please note that Housemark changed some of the categories for 23/24 so comparative dashboards for 22/23 have not been included in this statement.
- 9.9. The dashboards are again positive with our peers and nationally, with the indicators in or close to the desired green 'low cost, high performance' quadrant.

<u>Key</u>	<u>Service area</u>	<u>Cost indicator</u>	<u>Performance indicator</u>
1	Overheads	CPP* Overheads	Employee satisfaction with employer %
2	Housing management	CPP Housing management	Average relet times (days)
3	Responsive repairs	CPP Responsive repairs	Repairs First Visit Complete %
4	Void repairs and lettings	CPP Void repairs	Void rent loss %
5	Building safety	CPP Building safety	Required gas safety checks have been carried out %
6	Major repairs	CPP Major repairs	Non-decent dwellings %
7	Customer experience	CPP Customer experience	Stage 1 complaints responded to in timescale %
8	Community investment	CPP Community investment	Residents supported into employment

* CPP = Cost Per Property

PEER GROUP VFM DASHBOARD 23/24 – an average of 26 providers



NATIONAL VFM DASHBOARD 23/24 - an average of around 120 providers



Housemark - Cost and Performance indicator quartile summaries

- 9.10. Expenditure is analysed into service areas to give headline and detailed costs per service. Housemark tweaked their 23/24 cost allocation methods and service area categories so it is not easy to compare SLHD costs with previous years and there are no comparatives in the new table below. In previous years all but one of the cost categories were above Median when compared to our peer group, reflecting our position as a low-cost organisation.
- 9.11. A similar position occurs for 23/24 with most indicators again better than Median, as shown :

Cost Category	23/24 Outturn CPP £	Peer Median CPP £	Peer Quartile
Major Works	1,542	1,878	Q2
Cyclical Maintenance	123	248	Q1
Responsive Repairs	595	590	Q3
Void Works	267	247	Q3
Housing Management	282	308	Q2
Maintenance Management	219	226	Q2
Customer Experience	46	54	Q2
Estate Services	200	294	Q1
Overheads	396	493	Q2
Total Cost Per Property	3,670	4,338	

- 9.12. The above table shows expenditure totals at a main service level. Within each of these are more specific service areas, and related performance measures, and **Appendix A** provides details for all of these and their quartile positions compared to our peers.
- 9.13. The table below shows the banding of these quartile positions for cost and performance indicators submitted in recent years. As mentioned above, Housemark have changed some categories for 23/24 enabling more indicators to be benchmarked.

COST			23/24		22/23		21/22		20/21	
	no.	%	no.	%	no.	%	no.	%	no.	%
Quartile 1	7	11	11	27	6	15	2	6		
Quartile 2 / Median	20	33	13	31	17	43	19	56		
Quartile 3	23	36	12	28	10	25	8	24		
Quartile 4	13	20	6	14	7	17	5	14		
Totals	63	100	42	100	40	100	34	100		

PERFORMANCE			23/24		22/23		21/22		20/21	
	no.	%	no.	%	no.	%	no.	%	no.	%
Quartile 1	25	35	24	40	14	33	9	28		
Quartile 2 / Median	25	35	12	20	14	33	8	27		
Quartile 3	16	22	17	28	11	25	10	30		
Quartile 4	6	8	7	12	4	9	5	15		
Totals	72	100	60	100	43	100	34	100		

- 9.14. Quartile 3 and 4 indicators will again be reviewed to understand why these positions were achieved and put actions in place to move us into the higher quartiles.

10. Homelessness

- 10.1. Until 23/24, Housemark have classed Homelessness within 'Other Social Housing activities' and costs had not been separately identified. The new allocation methods introduced enable some benchmarking of costs and these are reported here for reference

	Cost indicator	Quartile	Peer Median
Homelessness CPU	219.81	Q4	11.86
Homelessness employee CPU	56.43	Q4	3.01
Homelessness non-pay CPU	163.39	Q4	0
Homelessness employees per 1,000 units	1.59	Q4	0.06

- 10.2. The table suggests a high cost service and probably reflecting the very high demands. The service submits cost and performance data to the Department for Levelling Up (DLUHC) and the above continue to be reviewed alongside SLHD's and fellow providers' DLUHC data to address the national challenges.

11. **Summary**

- 11.1. 23/24 was another very challenging year in which SLHD operated within budget, delivered strong KPI and other performance measures and again compared very favourably when benchmarked with its peers and also nationally.

		Peer				Peer	
		SLHD	Quartile	Cost indicator (CPU = Cost Per Unit)			Quartile
Overheads	Performance indicator						
	Internal audit reviews undertaken	9.0	Q1	ITC CPU	£107.31	Q1	
	Involuntary staff turnover %	0.6	Q1	Finance CPU	£55.47	Q1	
	Staff satisfied with employer %	89.0	Q1	Central overheads CPU	£97.96	Q1	
	ITC service desk calls logged in the year	2,723.0	Q2	Overhead CPU	£395.58	Q2	
	Staff turnover %	9.3	Q2	Central overheads employees per 1,000 units	0.77	Q2	
	Voluntary staff turnover %	8.7	Q2	Overheads employees per 1,000 units	3.00	Q3	
	Average days lost to long-term sickness per employee	5.3	Q2	ITC employees per 1,000 units	0.58	Q3	
	Satisfaction with the IT service overall %	89.0	Q3	Finance employees per 1,000 units	0.85	Q3	
	Invoices paid within payment terms %	87.3	Q3	HR CPU	£64.38	Q3	
	Average days lost to sickness per employee	12.1	Q3	Premises non-pay CPU	£70.47	Q4	
	Average days lost to short-term sickness per employee	6.9	Q4	HR employees per 1,000 units	0.79	Q4	
Customer experience	Stage 1 complaints responded to within target time %.	91.9	Q2	Customer experience CPU	£45.92	Q2	
	Stage 2 complaints per 1,000 properties.	3.1	Q2	Contact centre agent employee cost per call	£5.76	Q2	
	Stage 2 complaints responded to within target time %.	86.9	Q2	Customer experience employees per 1,000 units	1.45	Q3	
	Average seconds to answer inbound calls	345.0	Q3	Customer experience employees as % all social housing employee	4.7	Q3	
	Stage 1 complaints per 1,000 properties.	50.7	Q3				
	Calls answered %	71.1	Q4				
Housing management	Write-offs %.	0.2	Q1	Housing management non-pay CPU	£20.41	Q1	
	Void loss %.	0.9	Q1	Housing management CPU	£281.72	Q2	
	Evictions %.	0.0	Q1	Housing management employee CPU	£261.31	Q2	
	Average re-let time (days)	24.9	Q1	Specialist rent and arrears collection employee CPU	£48.42	Q2	
	Average re-let time (major works units).	70.8	Q1	Specialist lettings employee CPU	£26.09	Q2	
	Average re-let time (all re-lets).	36.3	Q1	Specialist ASB employee CPU	£8.12	Q2	
	Properties vacant but unavailable %.	0.0	Q1	Specialist rent and arrears collection employees per 1,000 units	1.31	Q2	
	Rent collected (including arrears b/f) %.	96.6	Q2	Specialist ASB employees per 1,000 units	0.22	Q2	
	Rent paid by HB %.	30.3	Q2	Generic housing management employee CPU	£114.07	Q3	
	Current and former tenant arrears %.	4.4	Q2	Specialist resident involvement employee CPU	£12.95	Q3	
	Non-universal credit tenants in arrears %.	19.5	Q2	Specialist tenancy management employee CPU	£51.66	Q3	
	Current tenant arrears %.	2.7	Q2	Housing management employees per 1,000 units	7.26	Q3	
	Current tenant arrears of universal credit claimants %.	2.0	Q2	Generic housing management employees per 1,000 units	3.20	Q3	
	Former tenant rent arrears %.	1.6	Q2	Specialist lettings employees per 1,000 units	0.75	Q3	
	Units re-let %.	5.6	Q2	Specialist resident involvement employees per 1,000 units	0.35	Q3	
	Properties vacant and available %.	0.6	Q2	Specialist tenancy management employees per 1,000 units	1.43	Q3	
	Tenancy turnover.	5.6	Q2	Cash collection charges, bank charges, and swipe card costs non-	4.45	Q4	
	ASB cases involving hate incidents per 1,000 units	0.7	Q2				
	Universal credit claimants % units managed.	40.3	Q3				
	Universal credit tenants in arrears %.	58.8	Q3				
	ASB cases per 1,000 social housing units	62.3	Q3				
	Rent collected %.	99.1	Q4				
Routine maintenance	Average compensation paid per disrepair claim £	202.8	Q1	Maintenance CPU (HM)	£985.45	Q2	
	Repairs completed at the first visit %	95.1	Q1	Average cost per responsive repair	£159.66	Q2	
	Average number of responsive repairs per property	3.7	Q3	Average cost per void repair	£4,735.55	Q2	
	Average days taken to complete repairs	24.3	Q3	Routine maintenance CPU (HM)	£862.07	Q3	
	Emergency repairs as a % of all responsive repairs	34.8	Q3	Responsive repairs CPU	£594.77	Q3	
	Disrepair claims per 1,000 properties	7.2	Q3	Responsive repairs employees per 1,000 units	6.34	Q3	
	Appointments kept %	95.3	Q3	Void works CPU	£267.30	Q3	
	Emergency repairs completed within target timescale %	81.5	Q4	Maintenance employees per 1,000 units	11.44	Q4	
	Non-emergency repairs completed within target timescale %	62.7	Q4	Routine maintenance employees per 1,000 units	9.46	Q4	
				Void works employees per 1,000 units	3.12	Q4	

Performance indicator		Peer SLHD	Quartile	Cost indicator (CPU = Cost Per Unit)		Peer Quartile
Planned maintenance	All required gas safety checks have been carried out %	100.0	Q1	Building safety CPU	£79.32	Q1
	Gas safety checks completed by the anniversary date %	100.0	Q1	Building safety non-pay CPU	£11.51	Q1
	All required fire risk assessments have been carried out %	100.0	Q1	Maintenance management CPU	£218.55	Q2
	All required asbestos surveys/inspections been carried out %	100.0	Q1	Other planned works operative employees per 1,000 units	0.24	Q3
	All required legionella risk assessments have been carried out %	100.0	Q1	Maintenance management employee CPU	£218.55	Q3
	All required passenger lift safety checks have been carried out %	100.0	Q1	Surveyor employee CPU	£14.30	Q3
	Non-domestic properties with EICR up to five years old %	98.8	Q3	Planned maintenance employees per 1,000 units	1.98	Q4
	Domestic properties with EICR up to five years old %	83.0	Q4	Building safety operative employee CPU	£67.81	Q4
Major repairs	Non-decent dwellings %	3.1	Q3	Major repairs CPU (HM)	£1,541.01	Q2
	Average SAP rating	no data		Building safety (management) employee CPU	£35.95	Q3
	SAP methodology used	no data		All other maintenance management employee CPU	£168.31	Q3
	Year of stock condition survey	no data		Maintenance management employees per 1,000 units	£5.36	Q4
				Major repairs operative employees per 1,000 units	6.66	Q4
Community / neighbourhood services	Residents undertaking training or education	60.0	Q2	no cost indicators		
	Residents supported into employment	48.0	Q2			
	Households provided with money advice	1,332.0	Q2			
Tenant satisfaction %	with the overall repairs service last 12 months.	79.6	Q1	not applicable		
	that the home is safe.	84.9	Q1			
	landlord listens to tenant views and acts upon them.	71.6	Q1			
	landlord keeps tenants informed about things that matter to them.	79.3	Q1			
	landlord treats tenants fairly and with respect.	89.8	Q1			
	landlord makes a positive contribution to neighbourhoods.	76.7	Q1			
	landlord's approach to handling anti-social behaviour.	69.1	Q1			
	with the service provided.	75.6	Q2			
	time taken to complete most recent repair.	72.6	Q2			
	home is well maintained.	75.9	Q2			
	communal areas clean and well-maintained.	66.5	Q2			
	approach to handling complaints.	29.7	Q3			
Service charges				Service charge CPU (HM)	£200.24	Q2
				Service charge employees per 1,000 units	£1.02	Q2
Other costs				Other social housing CPU (HM)	£47.38	Q2
				Other social housing employees per 1,000 units	£1.23	Q2
Non-social housing				Non-social rented CPU	£501.83	Q1
				Non-social rented employees per 1,000 units	£13.97	Q4
				Homelessness CPU	£219.81	Q4
				Homelessness employees per 1,000 units	£1.59	Q4

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

BOARD Meeting REPORT

Date : 05 December 2024

Item : 11

Subject : Compensation and Goodwill Policy

Presented by : Jane Davies, Director of Housing
and Customer Services

Prepared by : Jackie Linacre, Head of Customer
Services

Purpose : To gain approval for the updated
policy.

Recommendation: That Board approve the
amendments to the Compensation and Goodwill Policy
and the range of compensation payments.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

**To the Executive Management Team of
ST LEGER HOMES OF DONCASTER**

**Agenda Item No. 11
Date: 05 December 2024**

1. Report Title

- 1.1 Compensation and Goodwill Policy

2. Executive Summary

- 2.1 The report proposes changes to the Compensation and Goodwill Policy with recommendations to increase the amount of financial compensation in line with guidance produced by the Housing Ombudsman's Office.

3. Purpose

- 3.1 To gain approval for the updated Compensation and Goodwill Policy and amendments to an internal guidance note on financial compensation and how this is calculated.

4. Recommendation

- 4.1 That Board approve the amendments to the Compensation and Goodwill Policy and the range of compensation payments.

5. Background

- 5.1 The Compensation and Goodwill Policy sets out the remedies available to our customers when the service delivered by St Leger Homes (SLH) do not meet our standards.
- 5.2 The policy aims to restore a person to their original position before the service failure. It emphasises that financial compensation may be necessary in some cases. The policy ensures fair and proportionate compensation, considers each case individually, and applies discretion and common sense while promoting consistency.
- 5.3 In 2023/24 we paid £6,273 (excluding disrepair claims) to tenants in compensation. This was for 36 payments at an average of £174 per payment. The highest payment was £800 and the lowest was £20. 25 of the 36 payments were £150 or less and £50 and £100 (4 times each) were the most payments of any value.
- 5.4 The policy was last reviewed and approved by EMT in 2023 following a minor change and, prior to this, by Board in 2020.

6. Amendments to the Policy and guidance

- 6.1 Amendments to the Policy have been made to ensure compliance with the guidance available from the Housing Ombudsman's Office. Appendix A is the existing Policy, showing tracked changes in red.
- 6.2 The guidance in respect of the maximum level of compensation that could be awarded has been amended and is shown below at Table 1. The payments are per element of the complaint and therefore a payment could be made against more than one category of impact.
- 6.3 The suggested amounts have been amended to reflect that the last review of payments was in 2020 and to take into account the financial redress proposed by the Ombudsman's Office for recent service failures. The current compensation figures are shown in red.
- 6.4 The proposed compensation figures in Table 1 shows the compensation which may be awarded as part of our internal complaint investigation procedures. The compensation proposed for some impacts is lower than what the Housing Ombudsman may instruct to be paid should they investigate a complaint and award compensation, this reflects the reduction in time and effort by the complainant in resolving their complaint through our procedures.

SLHD Criteria and Award
Low Impact Where the customer has not suffered significant inconvenience or distress. The circumstances are such that the service has not achieved the expected standard, but the impact is no greater than a reasonably tolerant person could be expected to accept, and the compensation constitutes a token in acknowledgement of the failure. £50 - £150 £50 - £100
Moderate Impact Where an injustice to the customer and the service has markedly failed to meet the required standards. £150 - £300 £100 - £400
Severe Impact Serious failure in service standards. It could either be the severity of an event; a persistent failure over a prolonged period; or an unacceptable number of attempts to resolve and address an issue. £300+ £400 to £1,000 £1,000+ for severe failures

Table 1

- 6.6 Financial compensation offered by other housing organisations and the Housing Ombudsman have also been considered to inform the proposed financial compensation figures proposed above. These are shown below.

	Low Impact	Medium Impact	High Impact
Housing Ombudsman	£50 - £100 (for service failure)	£100 - £600 (for maladministration)	£600 - £1,000 for maladministration £1,000 + for severe maladministration
Organisation A	£25-£100	£100 - £600	£600 - £1000+
Organisation B	Up to £100	Up to £1,000	Over £1,000
Organisation C	£50 to £250	£250 - £700	£700+

7. Procurement

- 7.1 There are no procurement implications with this policy review

8. VFM Considerations

- 8.1 A robust Policy for dealing with requests for compensation ensures we base our decision for awarding compensation, and the amount we award, on clear policies and ensures we are not awarding compensation where we do not need to or at excessive rates and are also awarding compensation fairly when required.

9. Financial Implications

- 9.1 The expenditure to date in 2024/25 is £4,553 and expenditure in 2023/24 was £6,273. The proposed increase in compensation rates set out at section 6.2 above will impact on expenditure. Currently, there is a £2,650 budget for financial compensation in Property Services and no other budgets within the organisation. We will establish a central compensation budget from 2025/26 to monitor and report the amount of compensation being paid.

10. Legal Implications

- 10.1 There are no legal implications associated with this policy review but where the Housing Ombudsman instructs financial redress is required, we must adhere to this order.

11. Risks

- 11.1 There are no risks associated with the review of the policy

12. Health, Safety & Compliance Implication

- 12.1 There are no health, safety and compliance implications associated with the review of the policy

13. IT Implications

- 13.1 There are no IT implications associated with the review of the policy

14. Consultation

- 14.1 Heads of Service, Service Managers and the One Voice Forum have been consulted on the review of the policy. Feedback from the One Voice Forum was that compensation payments relating to minor impact issues should be around £5 and other payments would depend on the circumstances and impact on the complainant. Advice was given on the average lowest compensation payment that the Housing Ombudsman's makes which is £50.

15. Diversity

- 15.1 The Policy ensures that we deal with all claims for compensation in a consistent and fair way.

16. Communication Requirements

- 16.1 Once approved the policy will be available on our website and intranet for customers and staff to review. Procedures will be made available on our intranet.

17. Equality Analysis (new/revised Policies)

- 17.1 There have been no major changes to the policy and therefore no need to carry out a further equality analysis.

18. Environmental Impact

- 18.1 There are no environmental impacts related to the review of this policy

19. Report Author, Position, Contact Details

- 19.1 Jackie Linacre, Head of Customer Service, 01302 862262

20. Background Papers

- 20.1 Appendix A – Revised Policy with tracked changes.



COMPENSATION AND GOODWILL POLICY

POLICY TITLE:	Compensation and Goodwill Policy
LEAD OFFICER:	Head of Customer Services
DATE APPROVED:	24th February 2021 <u>November 2024</u>
APPROVED BY:	SLHD Board
IMPLEMENTATION DATE:	
DATE FOR NEXT REVIEW:	September 2024 <u>2026</u>
ADDITIONAL GUIDANCE:	Compliments and Complaints <u>Compliments, Comments and Complaints Policy</u> Policy Repairs and Maintenance Policy Customer Care and Service Standards s Equality and Diversity Policy <u>Equality, Diversity and Inclusion Policy</u> Doncaster Council Insurance Policy <u>Housing Ombudsman's Remedies Guidance</u> Local Government & Social Care Ombudsman Guidance Landlord and Tenant Act 1985 Defective Premises Act 1972 Housing Act 2004 Housing Management Strategy
TEAMS AFFECTED:	All Staff & Board Members
THIS POLICY REPLACES WITH IMMEDIATE EFFECT:	(any previous) Compensation and Goodwill Policies

Revision History

Date of this revision:	September 2023 <u>November 2024</u>
Date of next review:	October 20 <u>26</u> 24
Responsible Officer:	Head of Customer Services

Version Number	Version Date	Author/Group commenting	Summary of Changes
0.1	October 2020	Customer Relations Manager/Customer and Communications Service Manager/ Head of Customer Services	Removal of sections which are procedural rather than policy related, including the compensation payment matrix for employees. Various minor amendments to eligibility and exclusions to compensation sections.
1.0	February 2021	Performance and Improvement Committee	Approved
1.1	September 2023	Head of Customer Services	Removal of what was paragraph 5.3.regarding rent arrears.
<u>1.2</u>	<u>October 2024</u>	<u>One Voice Forum</u>	<u>No changes as a result of consultation.</u>
<u>1.2</u>	<u>October 2024</u>	<u>Service Management Team</u>	<u>No changes as a result of consultation.</u>
<u>1.2</u>	<u>October 2024</u>	<u>Head of Customer Services</u>	<u>Reviewed against the Housing Ombudsman's remedies guidance and changes made as appropriate.</u>



POLICY DOCUMENT

Compensation and Goodwill Policy

1. Introduction

- 1.0 St Leger Homes of Doncaster (SLHD) is committed to providing the highest possible standards of service to its customers and to improving customer satisfaction in the way it responds to complaints from any of its service users. We regard complaints as a positive source of feedback and as learning opportunities that will enable us to be more responsive to the people we serve. We also recognise that in some cases, due to circumstances beyond our control, we may not always meet our customers' expectations. We may, on occasion, fail to meet our own standards of service delivery and customers may be inconvenienced or suffer a quantifiable financial loss as a result of our actions. We may also have breached our duty of care but are not found to be liable for negligence.
- 1.1 SLHD seeks to investigate such incidents thoroughly and where deemed applicable, offer an appropriate remedy compensation at the earliest possible stage. It is our policy to be fair to tenants who incur a quantifiable financial loss through a temporary failure in service, whilst seeking to keep our overall costs at reasonable levels by avoiding excessive compensation payments.
- 1.2 The policy is supported by procedural guidelines for staff so that they know when and how they should compensate our customers.
- 1.3 This Policy also links to other SLHD Strategies and Policies. When investigating whether a goodwill or compensation payment should be made, we take these into consideration. ~~the documents and legislation noted as additional guidance as these may cover the issue(s) in question.~~ The policy support our Compliments, Comments and Complaints Policy which sets how we respond to complaints in line with the Housing Ombudsman's Complaint Handling Code.

2. Purpose

- 2.1 The purpose of the Policy is to:
- Give customers, tenants and residents a clear understanding of their rights and potential entitlements when service levels delivered by St. Leger Homes do not meet our service standards;
 - Define the situations in which ~~the a financial remedy payment of compensation~~ may be applicable;
 - Ensure a consistent, fair and proportionate response to service failures whilst recognising that each case needs to be considered on its own merits and particular circumstances;
 - Ensure SLHD complies with all legal/statutory and regulatory obligations;
 - Minimise SLHD's exposure to the risk of an inadvertent admission of liability to a latent claim leading to severe financial loss and reputational damage.

3. Scope

- 3.1 This compensation and goodwill policy relates to anyone who receives a poor service from SLHD and is relevant to any customer, tenant or resident who has not received the standard of service as set out in other policies about any SLHD service.

4. Definition of a Remedy Compensation

- 4.1 ~~A remedy is used to rectify a situation where it is~~ Compensation is when a customer is reimbursed for a variety of scenarios and where it is proven that:

- SLHD's service standards and policies and procedures have not been achieved/followed and this has had a detrimental impact on the customer or the customer has been inconvenienced;
- We have not met our legal requirement and duty as a landlord;

- 4.2 Remedies are available as either financial compensation or goodwill. Compensation may be given to a customer in two ways:

Financial Monetary;; This is a financial reimbursement when a customer will be compensated for poor delivery of service standards or breach of duty.

There are three types of financial remedies:

- **Mandatory** - This includes statutory home loss payments, disturbance and improvement payments and payments under the Right to Repair scheme;
- **Quantifiable loss payments**, where people can demonstrate actual loss. This may include the following:
 - increased heating bills;
 - alternative accommodation;
 - paying for cleaning;
 - carrying out repairs where a landlord has failed to meet its obligations.

Any such cost must have been reasonably incurred and evidence of such loss provided and discussed with St Leger Homes before incurring any costs; ;

Discretionary payments where a remedy is made for time and trouble/distress and inconvenience. This may include the following:

- poor complaint handling;
- delays in providing a service;
- failure to provide a service that has been charged for;
- temporary loss of amenity;
- loss of use of part of the property;
- failure to follow policy and procedure;
- unreasonable time taken to resolve a situation;

Goodwill: This is when a customer is reimbursed in non-monetary terms. There are various forms of goodwill a customer can expect to receive, depending on the scenario and the nature of the complaint:

- A letter of apology which should include:
 - acknowledge the maladministration or service failure;
 - acceptance of responsibility;
 - explanation of what went wrong;
 - expression of sincere regret;
 - set out what actions have or will be taken to address the problem
 - include the remedy to put things right
- include what the organisation has learned from the complaint
- A gift voucher;
- ~~A bunch of flowers/box of chocolates;~~
- Decorating voucher;
- Practical action which would provide a suitable remedy to put things right;
- Reviewing or making improvements to policies or procedures.

5. Eligibility

- 5.1 We will usually pay compensation where there is evidence of actual financial loss which occurred as the direct result of our service failure and or avoidable inconvenience, distress, detriment or other unfair impact of the failure.

Customers/Tenants/Ex-tenants or Residents may be eligible for compensation if any of the following scenarios apply:

- We failed to complete certain repairs within a specified timescale. This is called the 'Right to Repair Scheme'.
- At the end of a tenancy a customer may be compensated for certain improvements carried out to the property. This is called the 'Right to Compensation for Improvements'.
- Missed appointments by SLHD staff and their contractors where the customer has not been given adequate notice of the cancellation and where the appointment has not been changed due to an emergency.
- The individual does not receive the standard of service we promise to deliver.
- Customer service standards have not been met.
- Where an action by SLHD has impacted on a private tenant/member of the public by causing damage to their property or personal items or disruption to their daily living environment;

- 5.2 However, if any of the above has arisen due to extenuating circumstances, for example, anything arising from an 'act of god' or 'adverse weather conditions' then compensation will not automatically be payable.

- 5.3 Claims for compensation can be made in writing, by email, by telephone or in person to the Customer Relations Team. Unless there are exceptional circumstances (e.g. the customer has been in hospital) all claims for compensation must be made within 28 days of the date to which the claim relates and from when the service is delivered or the outcome of the complaint determined.

- 5.4 Factors we may take into account when deciding the amount of financial compensation to pay include:

- the duration of any avoidable distress or inconvenience;
- the seriousness of any other unfair impact;

- the level of rent or service charge;
- the levels of compensation for similar cases which we have been ordered to pay by the Ombudsman's offices;
- actions by the complainants or ourselves which have either mitigated or contributed to any loss, distress, inconvenience or unfair impact.

6. Right to Repair Scheme

- 6.1 Tenants have a right to expect repairs to be completed within certain timescales. We are committed to ensure that SLHD staff and contractors perform within published service standards. If a qualifying repair cannot be completed within an agreed timescale the tenant has the right to request our management team to instruct a second contractor to complete the work. Where the second contractor also fails to complete the work within the agreed time SLHD will pay compensation to the tenant as outlined in the Repairs and Maintenance Policy, up to a maximum of £50 for any qualifying repair.-

7. When compensation is not payable

- 7.1 The Compensation Policy is intended to address relatively minor failures at performance and does not cover the following items, which will be dealt with through other St. Leger Homes policies and procedures:

- Compensation for loss of earnings or similar;
- Any large claims associated with negligence that would be dealt with through our insurers;
- Where a customer does not have contents insurance and where the damage is not the fault of SLHD. Customers are encouraged to take out their own cover for their possessions;
- Claims for property damaged as a result of unforeseen failures in the building structure, where SLHD or its agents are not at fault;
- Claims as a result of exceptional weather conditions, **industrial action or other major incidents;**
- Any alteration to the property or its services carried out by the customer without permission or to an adequate standard;
- Where the customer prevents or delays SLHD delivering a service, or contributes in some other way to the service failure, **such as not allowing access to the property;**
- **Where non-availability of parts or materials prevents us from completing repairs within our published timescales and the tenant has been kept fully informed;**
- Where damage is caused to the property through flood, fire or other such incidents. Tenants must take out their own insurance to cover such eventualities;
- Where a tenant has been required to move to another property temporarily or where a tenant has lived at a property less than 12 months and is required to move permanently reasonable moving costs will be compensated;
- Home loss payments where a tenant who has lived in their property for a minimum of 12 months is required to move home permanently as a result of redevelopment or demolition of their home;
- **Where the loss is the fault of the tenant or a third party that we have no control over such as water, gas and electricity suppliers.**
- **Where evacuation is ordered by statutory authorities on public safety grounds-**

- Solicitor fees or other professional help to pursue a complaint as we have an accessible complaints procedure:

8. Financial Compensation calculations and dealing with claims

- 8.1 SLHD will calculate compensation based on the circumstances of each case. The overriding principle is that the amount of compensation awarded must be appropriate and proportionate, taking into account the circumstances and severity of any service failure, the duration and other factors such as vulnerabilities or personal circumstances which could worsen the impact.
- 8.2 SLHD aim to investigate and respond to all claims for compensation within 14 days of receipt. If further information from the customer or other party is required, it may take longer. Customers will be regularly updated as to what is happening with their claim.
- 8.3 We will determine in each individual case that a valid claim has been made and that compensation is appropriate. Where appropriate we will ask for supporting evidence from the customer such as receipts, photos or access to inspect the property.
- 8.4 All compensation claims will be responded to in the customers preferred format and the customer will be advised:
- Whether the claim has been accepted, rejected or referred to SLHD's insurance team;
 - The reasons for the final calculations behind any compensation awarded;
- How and when payment will be made to them.
- 8.5 Customers have 20 days to respond in writing either accepting the level of compensation offered or submitting an appeal.
- 8.6 All claims for compensation up to the amount of £300 must be approved by the relevant Head of Service. Claims for compensation over £300 must be approved by the relevant Director.
- 8.7 Compensation payments will be paid by bank transfer only.

9. Appeals

- 9.1 If the customer is satisfied with the outcome of the investigation into their complaint but not satisfied with the amount of compensation offered, they have the right to appeal. Appeals must be submitted within 20 working days of the date of the response letter to the Customer Relations Team. All appeals will be investigated in full and responded to within 20 working days from the date the appeal is received. Appeals will be acknowledged within 48 hours of receipt.

10. Monitoring and Review

- 10.1 In order to ensure that this policy is consistently applied and is meeting our aims, SLHD will monitor performance broken down by service area on the following indicators:
- Number of claims received;
 - Number of compensation claims upheld and not upheld;
 - The amount of compensation paid;
 - The reasons for compensation claims.
- 10.2 The monitoring information will be reported to EMT as part of the Customer Focus update presentation.



COMPENSATION AND GOODWILL POLICY

POLICY TITLE:	Compensation and Goodwill Policy
LEAD OFFICER:	Head of Customer Services
DATE APPROVED:	November 2024
APPROVED BY:	SLHD Board
IMPLEMENTATION DATE:	
DATE FOR NEXT REVIEW:	September 2026
ADDITIONAL GUIDANCE:	Compliments, Comments and Complaints Policy Repairs and Maintenance Policy Service Standards Equality, Diversity and Inclusion Policy Doncaster Council Insurance Policy Housing Ombudsman's Remedies Guidance Local Government & Social Care Ombudsman Guidance Landlord and Tenant Act 1985 Defective Premises Act 1972 Housing Act 2004 Housing Management Strategy
TEAMS AFFECTED:	All Staff & Board Members
THIS POLICY REPLACES WITH IMMEDIATE EFFECT:	(any previous) Compensation and Goodwill Policies

Revision History

Date of this revision:	November 204
Date of next review:	October 2026
Responsible Officer:	Head of Customer Services

Version Number	Version Date	Author/Group commenting	Summary of Changes
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- the levels of compensation for similar cases which we have been ordered to pay by the Ombudsman's offices;
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- Claims for property damaged as a result of unforeseen failures in the building structure, where SLHD or its agents are not at fault;
Claims as a result of exceptional weather conditions, industrial action or other major incidents;
- Any alteration to the property or its services carried out by the customer without permission or to an adequate standard;
- Where the customer prevents or delays SLHD delivering a service, or contributes in some other way to the service failure, such as not allowing access to the property;
- Where non-availability of parts or materials prevents us from completing repairs within our published timescales and the tenant has been kept fully informed;
- Where damage is caused to the property through flood, fire or other such incidents. Tenants must take out their own insurance to cover such eventualities;
- Where a tenant has been required to move to another property temporarily or where a tenant has lived at a property less than 12 months and is required to move permanently reasonable moving costs will be compensated;
- Home loss payments where a tenant who has lived in their property for a minimum of 12 months is required to move home permanently as a result of redevelopment or demolition of their home;

- Where the loss is the fault of the tenant or a third party that we have no control over such as water, gas and electricity suppliers.
- Where evacuation is ordered by statutory authorities on public safety grounds
- Solicitor fees or other professional help to pursue a complaint as we have an accessible complaints procedure;

8. Financial Compensation calculations and dealing with claims

- 8.1 SLHD will calculate compensation based on the circumstances of each case. The overriding principle is that the amount of compensation awarded must be appropriate and proportionate, taking into account the circumstances and severity of any service failure, the duration and other factors such as vulnerabilities or personal circumstances which could worsen the impact.
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ST LEGER HOMES OF DONCASTER

Board Briefing Note

Title:	Board Members Expenses and Attendance Register
Action Required:	Board are asked to note the information as an accurate record.
Item:	12
Prepared by:	Julie Crook, Director of Corporate Services
Date:	05 December 2024

1. Summary

- 1.1 The Governance Assurance Framework directs that details of attendance and expenses claimed are brought to the Board on a regular basis. Any concerns regarding the level of attendance by members of the Board and Committees and expenses claimed are discussed with the Chair, outside of Board Meetings.

2. Background

- 2.1 The Governance Assurance Framework was reviewed by Board in July 2019. The Framework directs that Board and Committee Members are required to register their attendance at both formal and informal meetings and training sessions. It further directs that a report should be compiled and presented six monthly, which includes information on the expenses claimed in attending such meetings and events.

3. VFM Considerations

- 3.1 From October 2011 both Tenant and Independent Board Members have an Agreement for Services. Board Members nominated from the Council receive no remuneration directly from the company as membership of SLHD Board is regarded as part of their Council duties.
- 3.2 In addition to Board and Committee meetings, attendance at training when appropriate ensures that Board Members have the level of skills and experience required to consider the information presented and make decisions. A copy of the attendance registers can be found at Appendix A.
- 3.3. A Board strategic planning meeting took place in November 2024, the usual session scheduled for July 2024 was cancelled due to it coinciding with the General Election.

4. Financial Implications

- 4.1 For the financial year 2024/2025 a budget of £34,360 was included within the overall budget. Expenditure to date is £14,763 and the projected outturn remains at £34,360.

5. Declarations of Interest

- 5.1 It is deemed best practice under the National Housing Federation Code of Governance to

regularly review and publish the declarations of interest for Board Members. We will report these on an annual basis and they are attached at Appendix B. Board Members are reminded that they should notify us of any changes as soon as possible.

6. Legal Implications

- 6.1 The Articles of Association requires that Board Members sign the statement of Board Members Obligations. Section 16 states the obligations of Board Members to be:
- an obligation to read Board papers and to attend meetings, training sessions and other relevant events; it also states:-
- 6.2
- Disqualification and Removal of Board Members (section 25) – A person shall be ineligible for appointment to the Board and if already appointed shall immediately cease to be a Board Member if the relevant individual:
 - Shall for more than three consecutive meetings have been absent without permission of the Board from meetings of the Board held during that period and the Board resolves that their office be vacated; or
 - In any period of 12 months, they shall have been absent (without the permission of the Board Members) from at least 50% of the meetings of Board Members held during that period and the Board Members resolve that their office be vacated.
- 6.3 The Board are asked to consider that if any Board Member falls under Section 16 any recommendations for actions by the Board are then further considered by the Chair, who will take whatever actions he considers appropriate and report these to a later meeting.

7. Board Member's Code of Conduct

- 7.1 The Board Member's Code of Conduct was reviewed and approved last year (Dec 23) and was based on the template document from the National Housing Federation (NHF). All new Board Members are provided with a copy of the code and are asked to sign to confirm that they have read it.

8. Risk

- 8.1 Failure to adhere to the Company's regulations could expose St Leger Homes to a lack of strategic leadership and for the decision making process to be compromised by a lower standard of scrutiny and challenge.

9. Background Papers

- 9.1 Appendix A – Board and Committee Member Attendance Records
Appendix B - Declaration of Interests

Main Board Attendance Record

	06-Jun-24	04-Jul-24	01-Aug-24	03-Oct-24	Total meetings attended	Total meetings held	%
BOARD MEMBER							
Dave Wilkinson, Chair	1	Cancelled	1	1	3	3	100
Chris Margrave	1		1	1	3	3	100
Phil Cole	A		A	A	0	3	0
Richard Allan Jones	1		1	1	3	3	100
Stuart Booth	A		1	A	1	3	33
Susan Jones	1		1	1	3	3	100
Milcah Walusimbi	1		1	1	3	3	100
Trevor Mason	1		1	1	3	3	100
Barry Keable	1		1	1	3	3	100
Sarah Smith	1		1	1	3	3	100
Karen Leroy				1	1	1	100

KEY

Apologies Received

Attendance

Not applicable

A
1

Audit & Risk Committee Attendance Record

	08-Jul-24	04-Nov-24	Total meetings attended	Total meetings held	%
Board Member					
Trevor Mason, Chair	1	1	2	2	100
Richard Allan Jones	1	1	2	2	100
Susan Jones	A	A	0	2	0
Milcah Walusimbi	1		1	1	100
Karen Leroy		1	1	1	100

KEY

Apologies Received

A

Attendance

1

Not applicable

Performance & Improvement Committee Attendance Record

	22-Feb-24	16-May-24	12-Sep-24	14-Nov-24	Total meetings attended	Total meetings held	%
BOARD MEMBER							
Stuart Booth - Chair	1	1	1	1	4	4	100
Phil Cole	A				0	1	0
Milcah Walusimbi	1	1	A	1	3	4	75
Barry Keable	1	1	1	1	4	4	100
Sarah Smith		A	1	A	1	3	33

KEY

Apologies Received

A

Attendance

1

Not applicable

Building Safety and Compliance Committee Attendance Record

BOARD MEMBER	25-Jan-24	09-May-24	19-Sep-24	21-Nov-24	Total meetings attended	Total meetings held	%
Dave Wilkinson, Chair	1	1	1	1	4	4	100
Phil Cole	1	1	1	1	4	4	100
Trevor Mason	1	1	1	1	4	4	100
Barry Keable	1	1	1		3	3	100
Karen Leroy				1	1	1	100

KEY

Apologies Received

A

Attendance

1

Not applicable

Board Training Records

	HDN: E&D Training	A. Collins H&S Training	Total meetings attended	Total meetings held	%
BOARD MEMBER	05.09.24	27.11.24			
David Wilkinson, Chair	1	1	2	2	100
Chris Margrave	1	1	2	2	100
Phil Cole	1	1	2	2	100
Richard Allan Jones	A	1	1	2	50
Stuart Booth	A	1	1	2	50
Susan Jones	1	1	2	2	100
Trevor Mason	1	1	2	2	100
Milcah Walusimbi	A	A	0	2	0
Barry Keable	1	A	1	2	50
Sarah Smith	A	1	1	2	50

1	Complete
1	Complete via video recording
✕	Not attending
	Not required
	Not applicable

Board Strategic Planning Attendance Record

BOARD MEMBER	Board Strategic Planning 04/07/2024	Board Strategic Planning 07/11/2024	Total meetings attended	Total meetings held	%
Dave Wilkinson, Chair	Cancelled	1	1	1	100
Chris Margrave		1	1	1	100
Phil Cole		1	1	1	100
Richard Allan Jones		1	1	1	100
Stuart Booth		1	1	1	100
Susan Jones		1	1	1	100
Milcah Walusimbi		1	1	1	100
Trevor Mason		1	1	1	100
Barry Keable		1	1	1	100
Sarah Smith		A	0	1	0
Karen Leroy		1	1	1	100

KEY

Apologies Received

Attendance

Not applicable

A
1

St Leger Homes of Doncaster Limited

Register of Board Members' Interests Revised following 2024 AGM

Name	Category	Interest	Date Interest Arose	Date Interest Ceased	Date of Retirement
Dave Wilkinson	IBM	None			
Barry Keable	TBM	<ul style="list-style-type: none"> Tenant of City of Doncaster Council 	20.02.17		
Karen Leroy	TBM	<ul style="list-style-type: none"> Tenant of DMBC owned property 	28.09.2012		
Milka Walusimbi	TBM	<ul style="list-style-type: none"> Tenant of DMBC owned property Employee of City of Doncaster Council 	14.12.2010 27.02.23		
Trevor Mason	IBM	<ul style="list-style-type: none"> N/A 			
Stuart Booth	IBM	<ul style="list-style-type: none"> Employee of Paystream Max Ltd 	17.10.22		
Susan Jones	IBM	<ul style="list-style-type: none"> Owner - Jones Management Solutions Ltd Director - Maria Mallaband Care Group 	On Incorporation 29.10.21	March 2024	
Phil Cole	CBM	<ul style="list-style-type: none"> Councillor of Doncaster Metropolitan Borough Council Consultant trainer with Dods Group YPO Director (DMBC Representative) Volunteer at Friends of Martinwells Lake Citizens Advice (Doncaster) DMBC representative Spouse is Chair of Humber Teaching NHS Foundation Trust, which I believe may tender for contracts in SYICS area. 	May 2012 2020 2014 2010 2021 n/a		
Sarah Smith	CBM	<ul style="list-style-type: none"> Councillor of Doncaster Metropolitan Borough Council Artist at Sarah Smizz – Sole Trader 	2021 2015		

		<ul style="list-style-type: none"> • Lecturer at Sheffield Hallam University • Researcher at Sheffield Hallam University • Contract with East Yorkshire Riding Council • Contract with British Museum • Tenant of DMBC owned property • Volunteer at Woodland Library • Volunteer at Camp Get Together 	2012 2016 2018 2024 2005 2022 2022		
Richard Allan Jones	CBM	<ul style="list-style-type: none"> • Councillor of Doncaster Metropolitan Borough Council • Finningley Parish Council • Sprotbrough Community Library 	May 2014 (although had previously been a councillor before that he missed a year) May 2023	April 2024	
Chris Margrave	Chief Executive	<ul style="list-style-type: none"> • Chief Executive of St Leger Homes of Doncaster • Non Executive Director of St Leger Homes of Doncaster 	06.05.24 06.05.24		
Retired / Resigned					
Vicky Purnell	TBM	<ul style="list-style-type: none"> • Employee of Doncaster and Rotherham and Humberside NHS • Tenant of City of Doncaster Council 	October 92 30.01.19		30.04.2024
Joe Blackham	CBM	<ul style="list-style-type: none"> • Councillor of Doncaster Metropolitan Borough Council • Director of South Yorkshire Passenger Transport Executive Board • Moorends Miners Welfare Trustee 	2004 18.11.20 2002	31.03.23	28.02.2023

ST LEGER HOMES OF DONCASTER
Board Briefing Note

Title:-	Review of findings - Grenfell Tower Inquiry Phase 2 Report
Action Required :	Note
Item:	13
Prepared by:	Head of Building Safety
Date:	21.11.2024

1. Introduction

Phase 2 of the Grenfell Tower Inquiry, chaired by Sir Martin Moore-Bick and released on September 4th, 2024, concluded that dishonest construction firms, architects, and neglectful politicians had turned Grenfell Tower into a deadly hazard by ignoring fire safety for years.

The seven-year public inquiry revealed that Grenfell Tower's refurbishment used inexpensive, flammable materials and ignored residents' warnings about potential disasters.

The comprehensive final report, spanning seven volumes and totaling 1,571 pages, cannot be fully comprehended by reading only the second volume, which contains the recommendations. The Phase 2 report put forward 59 recommendations, focusing significantly on the construction sector, capable of enacting transformative changes to the built environment if implemented. These recommendations also affect the City of Doncaster Council and St Leger Homes Doncaster (SLH, who manage high-rise buildings on the council's behalf.

In this report, I aim to highlight recommendations of significant relevance specifically pertaining to the management of HRBs. Nevertheless, every recommendation is listed in the table found in Appendix A of this report.

2. Background

In his report, Sir Martin highlights the shortcomings of those responsible for building management. The council's arms-length Tenant Management Organisation (TMO) was perceived by Grenfell residents as an "uncaring and bullying overlord," dismissing them as a nuisance or worse, and ignoring their concerns. Sir Martin concluded in his final report that the TMO had "lost sight" of its duty to provide safe housing and "failed to take the necessary steps" to meet this responsibility.

Elizabeth Campbell, the council leader for Kensington and Chelsea, offered a complete apology to the families affected by the Grenfell tragedy, admitting that they did not ensure residents' safety and did not respond with compassion and care in the aftermath.

The building control department of the Royal Borough of Kensington did not fulfill its statutory duty to ensure the refurbishment design met Building Regulations.

Thus, it holds significant responsibility for the state of the building.

3. Social Housing Providers

Parts 4 and 5 of the report address the TMO, its interactions with residents, and its fire safety management at Grenfell Tower. The report criticises several aspects of TMO's performance, such as its handling of complaints, rectifying defects found in fire risk assessments, installing and maintaining fire protection systems, and the regular inspection and upkeep of fire doors.

As SLHD we are responsible for the management of social housing we should give them careful consideration and take appropriate action accordingly. In other circumstances shortcomings of those kinds would probably have led the inquiry body to make a number of recommendations directed to ensuring that they were rectified and not repeated.

However, since the fire Parliament has enacted the Social Housing (Regulation) Act 2023, which enables the Regulator of Social Housing to play a more active role in setting appropriate standards and ensuring that they are met. The regulator also has the power to set standards on the competence and conduct of those involved in the provision of services relating to the management of social housing and to require providers of social housing to make information available both to tenants and the regulator.

The Act also makes safety a priority and imposes a duty on landlords to investigate and remedy within a specified time of being reported defects that may adversely affect health. In those circumstances, the inquiry panel decided not to make any additional recommendations in relation to the matters that we have uncovered

4. Emergency Planning

The failure of the council to meet the basic needs of those displaced in the days immediately following the fire demonstrated the need for local authorities to have effective plans in place for providing humanitarian assistance. It also emphasised the need for those plans to be supported by a qualified humanitarian assistance liaison officer (HALO) and for there to be regular practice in putting them into effect. There is scope for all those required to respond to emergencies to learn from each other's experience and promote best practice

The inquiry highlighted the necessity for local authorities to ensure that all employees, including chief executives, view resilience as a fundamental aspect of their roles. The council's failure stemmed from its inability to effectively manage the emergency due to several deficiencies: inadequate staffing arrangements for the emergency communication centre, insufficient provisions for humanitarian assistance, such as accommodation and financial support, poor record-keeping of individuals needing help, and an ineffective public communication system. These issues can and should be avoided in the future through multiple measures; however, the cornerstone of these improvements is the requirement for local authority staff to prioritise resilience and emergency preparedness as crucial responsibilities.

5. Clients

The Grenfell Tower refurbishment events indicate that those commissioning the work may not have fully understood their responsibility for adhering to Building Regulations, especially if a consultant applied for building control approval on their behalf.

We therefore welcome the introduction by regulations made under the Building Safety Act 2022 of a requirement for a Building Regulations compliance statement, made or approved by the client, to be Chapter 113: Recommendations 39 provided at the time of an application for building control approval (Gateway 2). In the light of that requirement, we do not think that any further action in relation to clients is currently required.

6. Fire Strategies

A building's fire safety strategy should outline its design and the various fire protection systems in place, detailing how they cooperate to ensure occupant safety in case of a fire. The individuals involved in designing and executing the Grenfell Tower refurbishment did not sufficiently understand the necessity for a comprehensive fire safety strategy, resulting in incomplete work on the Outline Fire Safety Strategy initiated by Exova.

This oversight left the building hazardous upon completion. To prevent this issue in the future, there is a strong argument for making it mandatory to produce a fire safety strategy as a condition for obtaining building control approval for constructing or refurbishing any higher-risk building. This strategy should be reviewed and approved upon completion. Thus, it is recommended that a statutory requirement be established for a fire safety strategy, prepared by a registered fire engineer, to be submitted with building control applications at Gateway 2 for any higher-risk building construction or refurbishment and reviewed again at completion (Gateway 3). This strategy must consider the needs of vulnerable individuals, including additional evacuation time and necessary facilities to ensure their safety.

7. Policy and Procedure Review

Key policies, such as the Fire Safety Policy, Resident Engagement Strategy (RES), and Mandatory Occurrence Reporting (MOR) procedures for SLHD, must be reviewed to clarify the duties of all participants, from the Chief Executive onward. This includes our responsibilities to residents and theirs to us.

8. Recommendations and action required

The following table provides details of all of the recommendations contained within the report and the reference of each one. An action column has been included which details the relevance to the teams within SLHD to be monitored by internal groups.

9. Conclusion

The conclusions and recommendations that arise out of a public inquiry are the product of careful consideration of evidence and are targeted at preventing repeat instances of the failures which were the subject of the inquiry.

There is a five-step roadmap for any organisation that receives recommendations following a public inquiry. The details of the recommendations have been summarised in the following table. The steps include;

Step 1: Understand the objective what it is we are trying to achieve and who will be affected by the recommendation.

Step 2: Team formation. The implementation of recommendations will often require a multi-disciplinary team across our organisation, with sufficient senior leadership presence to ensure buy-in and the ability to make progress and achieve objectives. It may also be necessary to use external resources to provide support where expertise or experience may be missing from the organisation, or where it is important for your organisation not to be seen to be "marking your own homework".

Step 3: Implementation A project plan with key dates and milestones mapped out will help us to measure progress. I am suggesting that the recommendations are added to the central action plan and reported quarterly to the Building Safety Committee (BSC). It goes without saying that the project plan needs to be followed with regular review and sufficient impetus within the organisation to make necessary changes.

Step 4: Communication The inquiry listed throughout that residents and stakeholders felt they were not listed to and not communicated with feeling dismissed by the landlord and TMO. Therefore, regular communication with stakeholders and the public about progress and the eventual outcome will help to build confidence in the steps we as an organisation are taking and support accountability.

It is also essential that internal communications address any changes being made and that support and training are provided to employees to ensure that the changes are understood, embedded and become second nature.

Step 5: Review and feedback loop. A robust mechanism for regular review of the effectiveness of the changes will ensure that the issue remains at the forefront of minds and minimise the risk of future failures.

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
The Construction Industry	The statutory guidance in Approved Document B needs to be reviewed urgently.	113.11	Yes	Take into account for upcoming projects and current inventory when reviewed.	02.09.2024
The Construction Industry	The guidance should highlight that compliance does not necessarily ensure compliance with legal requirements.	113.12	No		
The Construction Industry	The assumption that effective compartmentation justifies a stay put strategy should be reconsidered.	113.13	Yes	For all buildings employing a stay-put policy, Type Four fire risk assessments are mandatory. Such a strategy should only be adopted if there is assured confidence in compartmentalisation or compensatory measures such as sprinklers.	31.3.26
The Construction Industry	The definition of “higher-risk building” should be urgently reviewed.	113.7	Yes	The initial definition was already amended to encompass buildings taller than 18 meters or those with more than 7 storeys. Subsequently, an additional criterion for buildings exceeding 11 meters in height or 5 storeys has also been introduced.	02.09.24
The Construction Industry	The government should draw together all functions relating to fire safety into one department under a single Secretary of State.	113.8	Yes	The BSR has been firmly established. Registration has been completed for all buildings within the scope, and two out of the five buildings in the Balby Bridge development are now managed by the BSR.	

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
The Construction Industry	A fire safety strategy should become a statutory requirement for HRBs	113.15	Yes	Each strategy will require identifying associated costs, and plans must be developed for all nine buildings.	31.3.28
Regulatory Arrangements	The regulator should be independent and have sufficient resources to oversee all aspects of fire safety in construction.	113.6	No		
Fire Safety Strategy	A fire safety strategy should be submitted at the building control application stage and reviewed again at completion.	113.15	Yes	These factors must be taken into account for all future construction projects within the relevant scope, as acquiring these resources will increasingly become more challenging and costly.	Ongoing
Fire Performance Tests	Develop new test methods to provide reliable information on fire performance in conjunction with the academic community.	113.17	No	It is essential to comprehend the testing methodologies and revise our existing specifications to guarantee that appropriate performance standards are defined.	
Fire Performance Tests	BS 9414 should not be used as a substitute for assessment by a qualified fire engineer.	113.18	No		

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
Certification of Products and Publication of Test Data	The construction regulator should assess the conformity of construction products and issue certificates.	113.22	No		
Certification of Products and Publication of Test Data	All test results supporting any issued certificate should be included in the certificate.	113.23a	Yes	Make sure we have requested the certification and that it is filed with the building records.	Ongoing
Certification of Products and Publication of Test Data	Manufacturers should provide copies of all test results on request.	113.23c	Yes	Make sure we have requested the test evidence and that it is filed with the building records.	Ongoing
Fire Engineers	The profession of fire engineer should be formally recognized and protected by law.	113.25	No		
Fire Engineers	Establish an independent body to regulate the profession, define standards, maintain a register, and regulate conduct.	113.25	No	This situation is unusual since the Institute of Fire Engineers already exists. We rely on them whenever we require the expertise of a fire engineer.	
Fire Engineers	Increase the number of places on accredited masters-level fire engineering courses.	113.25	No	At present, only two universities offer this master's degree.	

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
Fire Engineers	Government should encourage the development of courses in fire engineering principles for construction professionals and fire services.	113.28	No		
Architects	ARB and RIBA should review the changes made to training and education post-Grenfell to ensure they are sufficient.	113.30	No		
Contractors	Introduce a licensing scheme for contractors working on high-risk buildings by the construction regulator.	113.33	Yes	Implement a system to ensure that contractors operating in HRBs engage only in authorised activities. A permit to work system has been introduced.	01.01.25
Contractors	Applications for building control approval for high-risk buildings should include a personal undertaking from a senior contractor to ensure safety compliance.	113.33	Yes	Make sure the BSA and relevant gateways are taken into account and remind all contractors of their duties under the Building Safety Act.	Ongoing

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
Clients	No further action required as regulations already mandate a Building Regulations compliance statement from the client.	113.34	No		
Building Control	Building control functions should be regulatory, not advisory.	113.35	Yes	Make certain that qualified and registered Building Control officers are available for projects in HRBs.	Ongoing
Building Control	Government to appoint an independent panel to review whether building control should be commercial.	113.37	No		
Building Control	The same panel should consider whether all building control functions should be performed by a national authority.	113.38	Yes	It is probable that all plans will require building control approval for High-Risk Buildings (HRBs) from neighbouring services rather than from the Local Authority Building Control (LABC).	Ongoing
Other Recommendations	Establish a Chief Construction Adviser with a budget to provide advice on the construction industry.	113.9	No		

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
Other Recommendations	Annual or prompt amendments to the statutory guidance should be made based on developments in materials or methods.	113.11	Yes	It's important to take note of these upon release.	Ongoing
Other Recommendations	Membership of advising bodies should include representatives of the academic community and experienced professionals.	113.14	No		
Other Recommendations	An authoritative statement of professional skills for fire engineers should be developed.	113.27	No	It is likely that this will be organised by the IFE or other accrediting organisations.	
General Recommendations	The regulatory body should be responsible for licensing contractors, monitoring Building Regulations, and developing new test methods.	113.5, 113.17	Yes	BSR is currently lacking sufficient resources and is struggling to meet current response rates, making it necessary to evaluate their capacity to handle additional responsibilities.	Ongoing
General Recommendations	The regulatory body should maintain a publicly available library of test data.	113.5l	Yes	It's important to take note of these upon release and can access the library	Ongoing

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
General Recommendations	The regulatory body should oversee building control and certify construction products.	113.5e, 113.22	No		
General Recommendations	The regulatory body should regulate construction products and test methods.	113.5a, 113.5b	No		
General Recommendations	The regulatory body should monitor the operation of Building Regulations and advise the Secretary of State.	113.5g	No		
General Recommendations	The regulatory body should collect and exchange information on fire safety.	113.5i, 113.5j	Yes	It is essential that the information we provide to the regulator is both accurate and representative of our current practices.	Ongoing
General Recommendations	The regulatory body should conduct research on fire safety in the built environment.	113.5h	Yes	Stay informed about this research and participate as we have in the past.	31.12.24
General Recommendations	The regulatory body should license higher-risk building contractors.	113.5f	Yes	If the Regulator takes this action, it may increase costs for work in HRBs. It is essential that we engage licensed contractors.	Ongoing
General Recommendations	The regulatory body should test and certify construction materials.	113.5c, 113.5d	No	It is important to be mindful and make sure that only certified construction materials are utilised.	Ongoing

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
General Recommendations	The regulatory body should regulate building control and contractors' licenses.	113.5e, 113.5f	Yes	Stay informed and understand how to notify the Regulator.	Ongoing
General Recommendations	The regulatory body should manage the testing and certification processes.	113.5, 113.22	No		
General Recommendations	The regulatory body should ensure high standards in the certification and oversight of products.	113.22	No		
General Recommendations	The regulatory body should develop new test methods for materials and products.	113.17	Yes	Stay informed and understand how the new testing methods.	Ongoing
General Recommendations	The regulatory body should be a focal point for changes in the construction industry.	113.5	Yes	Be aware of how to make challenges.	Ongoing
General Recommendations	The regulatory body should ensure public access to a library of construction data.	113.39	No	After setting up, ensure we have entry to the library.	Ongoing
General Recommendations	The regulatory body should implement a licensing system for contractors.	113.33	Yes	Make sure that team members in procurement understand the importance of using the only licensed contractors.	Ongoing

Section	Recommendation	Reference	Pertinent to CDC and/or SLHD	Action Required	Suggested Date
General Recommendations	The regulatory body should maintain high standards of competence among contractors.	113.33	Yes	Make sure that team members in procurement understand the importance of using the competent contractors.	Ongoing new contracts
General Recommendations	The regulatory body should provide oversight and certification for construction materials.	113.22	Yes	Make sure that team members in procurement understand the importance of using the appropriate materials.	Ongoing new contracts
General Recommendations	The regulatory body should reduce fragmentation in regulatory responsibilities and enhance efficiency.	113.4	No		
General Recommendations	Pipe Isolation valves that every gas transporter be required by law to check the accessibility of each such valve on its system at least once every three years and to report the results of that inspection to the Health and Safety Executive as part of its gas safety case review.	113.44	Yes	We have these at the HRBs at Intake these have already been identified and checked by Transco but we need to set this up on C365 to ensure a 3 yearly cycle.	01.04.24

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England

Company Number 05564649

Board Meeting

REPORT

Date : 05 December 2024

Item : 14

Subject : Q2 Revenue Monitoring Report
2024/25

Presented by : Julie Crook
Director of Corporate Services

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

Purpose : To inform Board of the projected revenue income and expenditure for 2024/25 and the actual and committed income and expenditure to date as at 30 September 2024.

Recommendation :

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

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

Agenda Item No. 14
Date: 05 December 2024

1. Report title

1.1. Q2 Revenue Monitoring Report 2024/25.

2. Purpose

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

3. Executive Summary

3.1. At the end of September, an **overall Deficit** is projected for the year of **£124k**, comprising a **Surplus** on HRA activities of **£235k** and a **Deficit** of **£359k** on General Fund activities.

3.2. However, the projections include the positive impact of a lower than budgeted pay award calculated at £251k. This will be repaid to CDC, so the projected **overall Deficit would be £375k**, as summarised below with comparatives from Quarter 1 (Q1).

	September - Period 6			June - Period 3		
	Q2			Q1		
	HRA	GF	SLHD	HRA	GF	SLHD
	£k	£k	£k	£k	£k	£k
Initial projected Surplus (-) / Deficit	-235	359	124	-235	539	304
Pay award impact to be repaid to CDC	235	16	251	235	16	251
Projected Deficit after repayment	0	375	375	0	555	555

3.3. Projections assume of a pay award offer at £1,290 per person for employees up to Grade 9, equivalent to a 4.24% increase. Above Grade 9 the award is 2.5%. The budget assumed a 5% increase for all employees, so the lower offer equates to a £251k saving, split £235k HRA and £16k GF as shown in the table above.

3.4. A final agreement on the pay award has not been reached, but our projections are based on the current offer being accepted and this saving will be repayable to City of Doncaster Council (CDC).

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

3.6. The main changes to the projections made in Quarter 2 to note are :

	HRA £k	GF £k
Capital income increase from change of work profiles	-200	
Building Materials from change of work profiles	-65	
External Maintenance contractors reduction	-180	
Overtime and sickness cover (mainly Housing)	82	
Additional call out costs	30	
Additional skips costs	30	
Additional disrepair costs	50	
New WOW cohort of six from December onwards	48	
Temp staff costs for sickness and maternity	92	
Support costs for 16/17 year olds		60
Additional Winter Plan costs		10
Additional TA equipment costs		30
Additional TA rent costs		122
Lower hotel costs than previously projected		-344
Increases in projected HB recovery		-84
Net others – numerous budget lines	-112	26
Movement in projected Deficit during Q1 to Q2	0	-180

4. Budget pressures / projected variances

HRA OPERATIONS

4.1. The table below summarises the main variances projected at Q2 and Q1 for comparison purposes, and why these are expected to occur. Further comments appear below

<u>HRA Variances</u>	Q2 projected variance £k	Q1 projected variance £k	Comments
<i>Salaries - excl Call Out</i>	-332	-493	<i>Vacant posts, temporary appointments, new WOW cohort</i>
<i>Salaries - Call Out</i>	370	340	<i>Budget £662k, Projection £1,032k</i>
<i>Salaries - Pay award</i>	-235	-235	<i>Pay award - over budgeted (see 3.3 above)</i>
Salaries total	-197	-388	Total impact of the above
Temporary staff	106	14	Repairs Admin, Asset Surveyor, Finance
Fuel	-57	-26	Price reduction and lower usage
Supplies and Services	341	217	HRA disrepair, high rise cladding, land clearance
Building Materials	-17	48	Primarily related to capital income projections-see below
External Contractors	257	437	EICR testing, repairs backlog (Q1).
Addl. Management Fee	-260	-260	Additional fee for EICR contracts works - see below
Capital Income	-460	-261	Changes to budget, slippage and virements – see below
Net Others	52	-16	
Surplus (-) / Deficit	-235	-235	

Key assumptions applied and additional commentary on main variances

- 4.2. Salary costs – vacant posts. Budgeted posts have been reviewed and both current and projected vacancies estimated in the projections. These include a number of additional temporary appointments :
- Two Temporary Tenancy Support Officers to March 24 re Pension Credit and benefit support work;
 - HR for a systems trainer (18 months) commencing in November;
 - Business Support Team temporary backfill extension to March 24;
 - Sickness and Maternity cover in Finance from October to year end;
 - Overtime and sickness cover in Housing (ASB, gardeners and caretakers); and
 - HR officer extension to March 24.
- 4.3. Salary costs – Call out costs are now projecting to be £370k (55%) over budget. Analysis has been undertaken and call out processes are being looked at. However, volumes have reduced in October and this could reduce the projection if it continues.
- 4.4. Salary costs pay award – the projections are based on the current pay award assumptions. Impact is £235k budget savings and will require repayment to CDC.
- 4.5. Additional Management Fee and External Contractors – For the HRA, additional Management Fee of £260k has been projected and is specifically for EICR testing works undertaken by an external contractor, which sees an equivalent overspend to budget.
- 4.6. Capital income – The projected variance has increased to £460k more than budget. This variance comprises a number of changes to budget which are best summarised as shown in the table below.

Scheme	Budget £k	Projection £k	Variance £k	Comments
Management Fee	1,500	1,500	0	In line with budget
M&E heating	2,610	2,520	-90	£90k transferred to voids, boilers on planned replacement scheme replaced in void properties.
M&E electrical	0	70	70	£50k additional electrical works on mains changes at communal blocks, £20k slippage of CO detector 23/24 scheme due to no access issues.
Voids	3,240	3,680	440	Higher volume of works especially around electrical works where £240k budget virement has been approved from the planned electrical contractor scheme, £90k virement from M&E heating (see above) also spike in kitchen replacements have been noted in 24/25 so far.
Planned – Re-inclusions	1,020	740	-280	Impact of resources from planned schemes assisting responsive repairs backlog
Planned - Elec upgrades	480	600	120	£91k slippage in capital programme 23/24 plus additional £29k projected in Pd5 due to demand.
Planned - External	3,192	3,192	0	In line with budget
Planned - ad hoc, scheduled roofs	510	710	200	£100k for additional works at Milton Court roof, plus extra £100k based on trends for ad-hoc roof replacements.
FRA works	250	250	0	In line with budget
TOTAL	12,802	13,262	460	

GENERAL FUND OPERATIONS

- 4.7. The table below summarises the main variances projected at Q2 with Q1 for comparison, and why these are expected to occur. Further comments appear below.

<u>GF Variances</u>	Q2 projected variance £k	Q1 projected variance £k	Comments
<i>Salaries</i>	-90	-87	<i>Vacant posts, SLL transfer (£19k)</i>
<i>Salaries - Pay award</i>	-16	-16	<i>Pay award 5% vs £1,290 impact</i>
Salaries total	-106	-103	Total impact of the above
Temporary staff	30	10	Vacant post cover, agency staff for TA work 3 months
Premises	263	142	Increased Temporary Accommodation -see below
Supplies and Services	1,772	2,017	Hotels and security, 16/17 year old support
Other Income	-1,610	-1,526	HB - higher hotel costs and TA usage, lower recovery
Net Others	10	-1	
Deficit	359	539	

- 4.8. Salary costs – due to vacant posts, with current and projected vacancies incorporated into the projections. These include additional short term (3 months) agency staff working on TA properties and a GEM graduate placement commencing October.
- 4.9. Homelessness : Temporary Accommodation (TA) and Hotel costs – activity and spend are higher than budgeted and Housing Benefit (HB) income recovery rates are lower than targets to date.
- 4.10. TA budgets assume 165 properties. Quarter 1 projections were based on levels of 170 properties, but these numbers have increased in the latter part of Quarter 2. September saw occupied TA property numbers averaging 180, plus a further 15 units vacant ready for placements, so nearly 200 in total at Q2. Projections assume 185 occupied and a further ten void TA properties for the rest of the year.
- 4.11. Hotel numbers and costs, plus security, are also much higher than budgeted. Placements were budgeted at less than 50 on average but have been double this level. However they have remained below 100 since mid-July, averaging 85. Actual numbers will fluctuate throughout winter but a prudent average of 100 per night remains assumed for the rest of the year.
- 4.12. Housing Benefit (HB) budgets assume recovery rates of 90% for hotels and 95% for TA. Recovery rates were well below this in Q1 but continues to improve slowly for both hotels and TA and in-month are now just above 90%. Year to date (YTD) averages are almost 90% for hotels and 92% for the occupied TA properties. The projections assume small increases for the rest of the year and would average 90% and 94% respectively for the full year, close to target rates.
- 4.13. 16/17 year old support costs. The projections again include support costs based on year to date levels. There have been four placements this year and average costs per week have been around £2k. All placements to date have averaged four weeks.
- 4.14. No additional funding, ie. grant income, has been assumed other than reported above.
- 4.15. All other budget lines have been projected to be in line or broadly in line with their respective budgets.

Employees

- 4.16. The table below summarises the budgeted number of posts for the year together with the number of vacant posts in August and by quarter for each Directorate. The budget assumed a Vacancy Factor of 4% which equates to approximately 34 Whole Time Equivalents (WTEs).

	Vacant posts 24/25			Vacant posts 23/24				Vacant posts 22/23			
Budgeted 24/25 WTEs	Directorate	Q2 24/25 WTE	Q1 24/25 WTE	Q4 23/24 WTE	Q3 23/24 WTE	Q2 23/24 WTE	Q1 23/24 WTE	Q4 22/23 WTE	Q3 22/23 WTE	Q2 22/23 WTE	Q1 22/23 WTE
212.7	Housing/Customer	4.4	3.9	5.6	7.6	9.0	19.0	9.6	15.1	6.5	11.7
65.0	Corporate	3.1	2.6	2.5	4.5	5.5	5.7	2.0	3.5	3.0	6.0
89.2	Asset M'ment	2.0	10.6	8.0	7.6	9.0	11.0	12.6	13.1	17.8	22.4
446.0	Property	30.0	41.0	38.1	42.5	42.0	45.5	42.5	44.0	44.4	55.2
50.0	Home Options GF	2.0	4.5	2.5	10.0	11.0	4.0	*1.0	*1.0	*2.5	*23.0
853.3	Totals	41.5	62.6	56.7	72.2	76.5	85.2	67.7	76.7	74.2	118.3

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

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

5. Housing Services:

- 5.1. The Directorate is projecting an end of year overspend of £140k and is mainly made up of three budget areas:
- Employee costs £83k over budget;
 - St Leger Lettings income £27k lower due to St George's Court sale; and
 - Unbudgeted land clearance costs (see below) of £29k.

Housing Management

- 5.2. Staffing projections include additional costs to cover long term sickness and also short term appointments for specific service areas.
- 5.3. There are eight static and four mobile caretakers and currently three and one respectively are off on long term sickness. Additional temporary staff and some overtime has been projected to cover for this totalling £34k.
- 5.4. There is also long-term sickness (housing officers) and increased demand (ASB) and an additional £13k has been projected to cover this.
- 5.5. Projections now include two recently approved temporary Tenancy Support Officers to provide benefit support to end of March 25, primarily in relation to Pension Credit.
- 5.6. There are also budget pressures at St George's Court post acquisition, mainly in extensive cleaning and clearance costs and these are being quantified.
- 5.7. There are general increases in security screening on properties.
- 5.8. There are a number of areas of land – Mexborough, Bentley and Scawsby – which are receiving councillor and resident enquiries about being cleared and tidied. Discussions are ongoing with CDC about responsibility. Maintenance of some of this land has been

agreed to be done by CDC, but other pieces of land are emerging and costs for these are quoted to be in the region of £29k and have been included in the projections

Customer Services:

5.9. No major issues at this stage.

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

6.1. The Directorate is projecting a small overspend of £54k, mainly from addition staffing costs to cover long term sickness and maternity cover and also the recently approved new cohort of six WOW recruits from December at a projected cost of £48k.

6.2. There are some minor savings on other budgets and no major issues or budget pressures at this halfway stage of the year.

7. Property Services:

Property Services: Asset Management Services

7.1. At the end of Quarter 2, the service area is forecasting an end of year overspend of just £17k.

7.2. Underspends on employee costs have previously helped to 'offset' pressures on other budget lines, leading to an overall underspend in earlier reporting periods. However, positive progress in recruiting to vacant positions, to the stage where most posts are now filled, means that this is no longer the case.

7.3. There are a number of risks and pressures on the budget that remain and have contributed to the current forecast overspend position, including:

- Skip usage and refuse collection costs at Shaw Lane continues to be higher than anticipated due to changes to waste regulations;
- The overall number of active disrepair cases is holding steady, but we are seeing an increase in the number of cases reaching litigation stage (approximately 12 cases at this stage). Costs incurred to date are c.£124k against an original annual budget of £90k. Forecast spend has therefore been increased to £200k; and
- HRA play area repairs and maintenance costs are expected to be approximately double usual costs this year.

7.4. Additional temporary resource has been agreed to deal with sickness absence within the permissions service alongside additional resource to support demand in the damp and mould team.

7.5. SLHD has now vacated one room at Rossington and one room at Mexborough. Whilst small savings should be achieved in terms of office rent, there were dilapidation costs incurred for Mexborough.

Property Services: Building Safety

7.6. No major issues at this stage. Staffing team fully resourced. Other budgets currently on track to spend with budget for this year, no issues with the Fire risk assessment budget and will continue to spend within budget.

Property Services: Building Services

- 7.7. The table at 3.6 above summarises the main changes made to the projections during Quarter 2, with changes on work profiles, repairs backlog volumes and movement of resources impacting on capital income, materials and contractor spend.
- 7.8. Employee expenses; Overall, salary costs are projecting to be £164k under budget, comprising savings due to vacant posts (~£700k) and overspends on call out and overtime (see below).
- 7.9. Call out : Costs are still much higher than budget - £1,032k vs £660k budget - and are under detailed review
- 7.10. Overtime : Costs have and are now projected to be £282k over the £zero budget.
- 7.11. Transport; Fuel savings of £53k have been projected as the price has dropped again, a further £22k saving is realised in the quarter.
- 7.12. Materials; Costs are broadly in line with budget now but projections have fluctuated depending on nature of works – Revenue or Capital - being planned and resulting impact on capital income projections (see table at 4.6 above).
- 7.13. External Contractors :Slight increase in Q2 mainly due to solar panel maintenance. In total, Contractor costs are projecting to be £257k over budget, relating to EICR works. Additional management fee of £260k is projected as part of this.
- 7.14. Risks : The main risks therefore continue around :
- repair volumes/backlogs/CAT 1 hazards and impact on performance as we add older jobs into diaries, resource levels including contractors where we have no outlet, and call out charges with around 30% 'attend todays' that cannot fit into daily diaries.
 - volume of works, priority works and resource to carry out all outstanding logged jobs; and
 - voids volumes and condition on termination.
- 7.15. Repairs and voids volumes to date with comparatives are as follows :

<u>Year to date repairs orders</u> – 6 months	Sep-24 no.	Sep-23 no.	Sep-22 no.	Sep-21 no.	Sep-20 no.	Sep-19 no.
Emergency Orders	10,642	10,199	10,406	4,169	4,447	4,399
Urgent Orders	11,199	11,099	11,987	15,544	14,123	16,432
Routine Orders	13,537	14,269	7,178	8,086	5,829	9,038
Scheduled Orders	147	456	5,938	3,799	4,171	5,844
Total	35,525	36,023	35,509	31,598	28,570	35,713
<u>Voids</u>						
Terminations – <u>Year to date</u>	564	574	547	572	594	776
Lettings – <u>Year to date</u>	505	620	623	552	n/k	n/k
Lettable voids <u>at month end</u> *	169	79	91	159	178	92
Non lettable <u>at month end</u>	7	19	12	5	4	2
Earmarked for demolition	0	0	8	5	0	0
Gross voids at month end	176	98	111	169	182	94

* 29 of the lettable voids are acquisitions, ten of which are at St George's Court

8. General Fund : Housing Options

- 8.1. The Housing Options service is currently projecting a Deficit of £359k before the pay award repayment of £16k to CDC. The main contributors to the Deficit continue to be :
- continued high demand on hotel placements;
 - related security costs;
 - higher than budgeted TA properties; and
 - lower than budgeted recovery of Housing Benefit.
- 8.2. The table at 8.5 below, summarising the budgeted and projected costs, related income and net positions of hotel and TA in this year to date, shows that the impact of the above four activities is a net overspend to budget of £434k. Projected savings of £67k on staff costs offset this slightly to return a projected General Fund Deficit of £359k.
- 8.3. Hotel costs in Q2 fell compared to Q1 due to lower numbers. Recent numbers have averaged 85 per night but a prudent average of 100 per night, has been projected.
- 8.4. TA property numbers have increased from 170 in Q1 to nearly 200 at end of Q2 and this has been assumed for the rest of the year.
- 8.5. An additional £30k equipment in TA units been projected, now totalling £220k for 24/25.

	Budget 24/25	Jun	Sep	Projected Variance
Costs	£k	£k	£k	£k
Hotels	1,147	3,014	2,670	1,524
Security	145	294	294	149
TA	666	807	929	263
Riverside	23	23	23	0
Costs total	1,980	4,138	3,916	1,936
Income	£k	£k	£k	£k
Hotels	-1,032	-2,503	-2,404	-1,372
Security	0	0	0	0
TA	-656	-710	-785	-129
Riverside	-23	-23	-23	0
Income total	-1,710	-3,236	-3,167	-1,501
Net cost	£k	£k	£k	£k
Hotels	115	511	266	152
Security	145	294	294	149
TA	10	97	144	134
Riverside	0	0	0	0
Net total	270	902	704	434
	no.	no.	no.	no.
Avg per night	45	110	100	55
Avg TA units	165	170	180	5
HB recovery				
Hotels	-90%	-83%	-90%	2%
TA	-98%	-88%	-90%	10%
quarterly change		1,069	-198	

- 8.6. In terms of risk, hotel numbers are on a downward trajectory, but there has been a spike in number of placements due to evictions from National Asylum Seeker Service (NASS) accommodation which is likely to continue throughout the Winter. We are working collaboratively with CDC's resettlement team to mitigate the impact.

8.7. This is in an addition to the prisoner early release scheme which was very successfully managed in September. However, it is likely to remain as an additional pressure.

9. Recommendation

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

10. Procurement

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

11. Value For Money

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

12. Financial Implications

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

13. Legal implications

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

14. Risks

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

15. IT Implications

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

16. Consultation

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

17. Equality and Diversity, Communication, Environmental

17.1. There are no diversity issues, communication requirements and no environmental impact arising from this report.

Report author

Nigel Feirn

Budget Monitoring Working Papers 2024/25 Budget

Appendices – Revenue summaries for SLHD, HRA and General Fund

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

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2024 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	33,434	13,930	15,811	1,881	33,288	-146	0%
Premises Expenses	2,282	950	606	-344	2,580	299	13%
Transport	2,547	1,060	1,249	189	2,517	-30	-1%
Supplies & Services	5,197	2,170	3,273	1,103	7,302	2,105	41%
Materials-Buildings Services	8,409	3,500	3,815	315	8,392	-17	0%
Service Level Agreements	4,866	2,030	2,910	880	4,824	-42	-1%
Total Management Expenditure	56,734	23,640	27,663	4,023	58,903	2,169	4%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,747	730	965	235	2,004	257	15%
External Maintenance Contractors (Capital)	0	0	0	0	0	0	-
Total Maintenance Expenditure	1,747	730	965	235	2,004	257	15%
Gross Expenditure	58,481	24,370	28,628	4,258	60,908	2,427	4%
Income							
Management Fee - HRA	-40,229	-16,760	-16,762	-2	-40,489	-260	1%
Management Fee - General Fund	-2,750	-1,150	-1,146	4	-2,750	0	0%
Recharges to Capital Schemes (In House)	-12,802	-5,330	-6,925	-1,595	-13,262	-460	4%
Other Income	-2,700	-1,130	-347	783	-4,283	-1,583	59%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-58,481	-24,370	-25,180	-810	-60,784	-2,303	4%
Surplus(-) / Deficit	0	0	3,448	3,448	124	124	-

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

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2024 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	1,956	820	929	109	1,889	-67	-3%
Premises Expenses	1,091	450	154	-296	1,355	263	24%
Transport	0	0	0	0	0	0	-
Supplies & Services	1,892	790	1,584	794	3,665	1,772	94%
Materials-Buildings Services	0	0	0	0	0	0	-
Service Level Agreements	45	20	0	-20	45	0	0%
Total Management Expenditure	4,985	2,080	2,667	587	6,954	1,968	39%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	0	0	0	0	0	0	-
Total Maintenance Expenditure	0	0	0	0	0	0	-
Gross Expenditure	4,985	2,080	2,667	587	6,954	1,968	39%
Income							
Management Fee - HRA	0	0	0	0	0	0	-
Management Fee - General Fund	-2,750	-1,150	-1,375	-225	-2,750	0	0%
Recharges to Capital Schemes (In House)	0	0	0	0	0	0	-
Other Income	-2,235	-930	43	973	-3,845	-1,610	72%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-4,985	-2,080	-1,332	748	-6,595	-1,610	32%
Surplus(-) / Deficit	0	0	1,335	1,335	359	359	-

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

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2024 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	31,477	13,110	14,882	1,772	31,399	-79	0%
Premises Expenses	1,191	500	452	-48	1,226	35	3%
Transport	2,547	1,060	1,249	189	2,517	-30	-1%
Supplies & Services	3,305	1,380	1,689	309	3,638	333	10%
Materials-Buildings Services	8,409	3,500	3,815	315	8,392	-17	0%
Service Level Agreements	4,820	2,010	2,910	900	4,778	-42	-1%
Total Management Expenditure	51,749	21,560	24,996	3,436	51,949	200	0%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,747	730	965	235	2,004	257	15%
External Maintenance Contractors (Capital)	0	0	0	0	0	0	-
Total Maintenance Expenditure	1,747	730	965	235	2,004	257	15%
Gross Expenditure	53,496	22,290	25,961	3,671	53,954	459	1%
Income							
Management Fee - HRA	-40,229	-16,760	-16,762	-2	-40,489	-260	1%
Management Fee - General Fund	0	0	229	229	0	0	-
Recharges to Capital Schemes (In House)	-12,802	-5,330	-6,925	-1,595	-13,262	-460	4%
Other Income	-465	-200	-389	-189	-438	27	-6%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-53,496	-22,290	-23,848	-1,558	-54,189	-693	1%
Surplus(-) / Deficit	0	0	2,113	2,113	-235	-235	-

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 05 December 2024

Item : 15

Subject : Q2 Capital Monitoring Report 2024/25

Presented by : Julie Crook
Director of Corporate Services

Prepared by : David Henderson
Management Accountant

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

Recommendation :

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

Company Number 05564649
A Company Limited by Guarantee
Registered in England

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

**Agenda Item No. 15
Date: 05 December 2024**

1. Report Title

- 1.1 Q2 Capital Monitoring Report 2024/25 as at 30th September 2024.

2. Executive Summary

- 2.1 The reported projections at Q2 show the planned, in-year spend on the Housing Capital Programme would be £65.79m, a variance of £4.05m against the £61.74m revised budget approved at Q1.
- 2.2 A significant element of the reported variance, £2.50m is not an overspend but accelerated delivery of the EWI programmed works and the funding has been brought forward from 2025/26 to fund this.

3. Purpose

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

4. Recommendation

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

5. Background

- 5.1 The Housing Capital Programme for 2024/25, for which SLHD has overall financial management is summarised at **Appendix A**. The projected in year spend of £65.79m is an over-spend of £4.05m from the budgeted spend of £61.74m.
- 5.2 Further analysis of the Housing Capital Programme can be found at **Appendices B&C:-**
1. **Appendix B**. Public Sector Housing Capital Programme.
 2. **Appendix C**. Private Sector Housing Capital Programme.
- 5.3 SLHD manage the finances for the whole of the housing capital programme.

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

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

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

6. Expenditure Variances

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

SLHD Managed Schemes

- 6.2 The element of the capital programme managed by SLHD is forecast to outturn at £48.11m against the revised budget of £45.51m, an over-spend of £2.60m.

- 6.3 £0.69m, 21% over budget, Voids

The revised forecast reflects an increase in the number of voids received requiring a high volume of repair work to meet the lettable standard.

A new consumer unit is installed in all void properties (if it hasn't already been upgraded) as funding has been identified to replace them in all properties and completing the work in a void property is one of the ways to accelerate this work.

If a void property is on the programme for a replacement boiler or full heating system, then this work is also completed by the Gas team while the property is empty.

- 6.4 £0.73m, 14% over budget, Mechanical and Electrical Improvements

£0.80m Electrical Planned Works Contractor

The forecast has increased to reflect an acceleration of the consumer unit installation programme undertaken by external contractors. The funding will be brought forward from the 2025/26 approved budget allocated for this work.

(£0.09m) Heating Conversion Upgrade

The forecast has been revised to reflect the number of heating installation costs being picked up against the void budget.

£0.02m Mechanical Planned Works

The forecast has increased to pay for a trial of HIUs (Heat Interface Unit) in a small number of properties. The installation of HIUs should decrease the heating and hot water bills of our tenants that are on our District Heating schemes.

6.5 (£0.25m), 16% under budget, Fire Safety Works

The forecast has been revised because of procurement delays associated with the contract provision for the fire related works to the low-rise communal blocks. In addition, the fire related works to the high-rise communal areas are affected by the delays with the EWI works and are now forecast to start in 2025/26.

6.6 £2.67m, 20% over budget, External Works

(£0.53m) Remedial Works to High Rise

The works to both the Sandbeck & Firbeck House blocks are on hold pending confirmation from the City of Doncaster Council's building control department that the proposed EWI works can proceed.

£2.50m External Planned Contractor / Thermal ECO Works

The planned programme of EWI works at the Woodlands, Arksey, Carcroft and Skellow locations are all forecast to complete in-year as planned. In addition, some of the planned 2025/26 works at the Town Centre, Hyde Park and Hexthorpe locations have been accelerated with an estimated start date in October 2024.

A procurement exercise has been undertaken to appoint one additional contractor and they will start work shortly. Works to be delivered by this second contractor at the Conisborough, Mexborough, Edlington and Tickhill locations have also been accelerated with an estimated start date of November / December 2024.

£0.70m Damp / Mould

The demand for damp and mould works across the Borough is continuing to increase. As the stock continues to age, more properties are being identified that require specialist damp remediation works to alleviate issues of rising or penetrative damp. This sustained demand, and resultant remediation works required, have directly contributed to increased forecast spend.

6.7 £0.42m, 4% over budget, Acquisitions

The Authority has been awarded a further allocation of Local Authority Housing Funding (LAHF) from MHCLG under Round 3, totalling £0.18m. Section 106 match funding of £0.24m will result in an overall total of funding of £0.42m.

The funding will be used towards the purchase of 2 properties; one property to be used as temporary accommodation for homeless households and one larger 4 bed property which will be rented as part of the SLHD social housing stock to people from Afghanistan currently on resettlement schemes in Doncaster in the first instance. The properties will be added to the

Council's social housing stock and managed by St Leger Homes.

6.8 (£1.75m), 60% under budget, Caravan Sites

(£1.80m) G&T Site Investment

The project is still at the pre-construction stage pending the full planning condition discharge being achieved (Decision scheduled for 16/10/24). If granted, the designs and cost plans can be finalised and works commence. The in-year costs are estimated at this stage until the outstanding drainage solution is confirmed.

£0.05m Park Homes Sites

All the fire monitoring installations are now complete and the small increase in costs was because of the additional electrical and groundworks that were required.

7. CDC Managed Schemes

7.1 The element of the capital programme managed by CDC is forecast to outturn at £17.68m against a revised budget of £16.23m, an over-spend of £1.45m.

7.2 £1.32m, 68% over budget, Adaptations for the Disabled

The forecast spend has been revised to reflect the reported increased demand for the service and referrals passed on from the occupational therapists. The additional funding for the £1.32m is yet to be identified and is subject to formal approval.

8. Future Plans / Work in Progress

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

8.2 Acquisitions.

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

The current position is detailed below.

2024/25 Cumulative position	W/e 27th September 2024
Number of properties completed to date	79
Purchase price of properties completed	£6.27m
Number of properties in legal process (offer submitted and accepted)	28
Purchase price of properties in legal process	£3.38m
Number of properties offers submitted but awaiting feedback/decision	3
Number of properties awaiting valuation	4
Number of properties with viewing booked	1

9. Procurement

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

10. VFM Considerations

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

11. Financial Implications

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

12. Legal Implications

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

13. Risks /Future Plans

- 13.1 Risk implications are implicit in the report. CDC's Capital Programme budget for Housing was £52.09m to deliver several priorities, primarily building new affordable homes and improving and maintaining existing housing stock.
- 13.2 G&T Sites.
The design and costs plan for the site investments works are yet to be finalised however, there is a risk that the approved budget provision for these works will be significantly exceeded. Any additional funding will be subject to the Council's approval process.
- 13.3 Branton Bungalow.
The progress of the scheme is delayed pending the CDC architects providing a programme of works that can be put out to tender.
- 13.4 CCTV Works.
Confirmation is being sought regarding any outstanding costs associated with CCTV upgrade / replacement works at both the Balby Bridge and Intake High Rise locations. There was no provision made for CCTV works in the approved budget.
- 13.5 Demolition.
The demolition of the former Stainforth Area office is being planned, the estimated cost is £0.06m (Including £0.04m writing down of the Building value on the balance sheet). The site is under consideration as a potential Council House new build location and survey / investigation works will commence once the site is cleared.
- 13.6 Other noteworthy risks which will potentially have a financial impact are.
- Inflation
 - Changes to regulations and standards.
 - Ongoing works on high rise blocks and
 - Ongoing investigations of the render on high rise blocks

14. Health, Safety & Compliance Implications

- 14.1 Not applicable.

15. IT Implications

- 15.1 Not applicable.

16. Consultation

- 16.1 All Budget holders and EMT.

17. Diversity

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

18. Communication Requirements

18.1 There are no communication requirements arising from this report.

19. Equality Analysis (new/revised Policies)

19.1 Not Applicable

20. Environmental Impact

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

21. Report Author, Position, Contact Details

21.1 David Henderson
Management Accountant 01302 737987

22. Background Papers

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

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

	Original Estimate - Approved Programme £000	Revised Budget Qtr1 £000	Forecast Outturn £000	Variance Outturn to Revised Budget £000
SLHD Managed Schemes				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	3,290	3,290	3,980	690
Mechanical and Electrical Improvements	5,444	5,468	6,198	730
Fire Safety Works	1,583	1,583	1,333	(250)
Internal Works	3,010	2,301	2,300	(1)
External Works	13,026	13,356	16,022	2,666
Environmental Works	1,375	1,375	1,475	100
IT Improvements	40	47	47	0
Acquisitions	10,944	11,979	12,399	420
Acquisition Refurbishments	1,376	1,376	1,376	0
Caravan Site Improvements	2,800	2,922	1,170	(1,752)
Assistance Loans	-	11	11	0
Appropriated Properties	300	300	300	0
Sub-Total	44,688	45,508	48,111	2,603
CDC Managed Schemes				
Adaptations for the Disabled	2,230	1,931	3,249	1,318
Council House New Build	5,000	14,109	14,237	128
Empty Homes Scheme	170	197	197	0
Sub-Total	7,400	16,237	17,683	1,446
Overall Housing Programme Total	52,088	61,745	65,794	4,049
Funding				
Major Repairs Reserve / Depreciation	22,180	22,724	26,659	3,935
Revenue Contribution - HRA	11,658	10,748	10,748	0
Usable Capital Receipts	9,188	9,348	7,596	(1,752)
Section 106		491	858	367
Prudential Borrowing	9,062	17,875	17,875	0
Grants	-	559	740	181
Unfunded	-	-	1,318	1,318
Under(-) / Over Commitments	52,088	61,745	65,794	4,049
Percentage Funded	100%	100%	100%	

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

	Original Estimate - Approved Programme	Revised Budget Qtr1	Forecast Outturn	Variance Outturn to Revised Budget
	£000	£000	£000	£000
SLHD Managed Schemes				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	3,290	3,290	3,980	690
Mechanical and Electrical Improvements	5,444	5,468	6,198	730
Fire Safety Works	1,583	1,583	1,333	(250)
Internal Works	3,010	2,301	2,300	(1)
External Works	13,026	13,356	16,022	2,666
Environmental Works	1,375	1,375	1,475	100
IT Improvements	40	47	47	0
Acquisitions	10,944	11,979	12,399	420
Acquisition Refurbishment	1,376	1,376	1,376	0
Appropriated Properties	300	300	300	0
Sub-Total	41,888	42,575	46,930	4,355
DMBC Managed Schemes				
Adaptations for the Disabled	2,230	1,931	3,249	1,318
Council House New Build	5,000	14,109	14,237	128
Sub-Total	7,230	16,040	17,486	1,446
Overall Housing Programme Total	49,118	58,615	64,416	5,801
Funding				
Major Repairs Reserve / Depreciation	22,180	22,724	26,659	3,935
Revenue Contribution - HRA	11,658	10,748	10,748	0
Usable Capital Receipts	6,218	6,218	6,218	0
Section 106	0	491	858	367
Prudential Borrowing	9,062	17,875	17,875	0
Grants	0	559	740	181
Unfunded	0	0	1,318	1,318
Under(-) / Over Commitments	49,118	58,615	64,416	5,801
Percentage Funded	100%	100%	100%	

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

	Original Estimate - Approved Programme £000	Revised Budget Qtr1 £000	Forecast Outturn £000	Variance Outturn to Revised Budget £000
SLHD Managed Schemes				
Caravan Site Improvements	2,800	2,922	1,170	(1,752)
Assistance Loans	0	11	11	0
Empty Homes Scheme	170	197	197	0
Sub-Total	2,970	3,130	1,378	(1,752)
DMBC Managed Schemes				
N/A				0
Sub-Total	0	0	0	0
Overall Housing Programme Total	2,970	3,130	1,378	(1,752)
Funding				
Usable Capital Receipts	2,970	3,130	1,378	(1,752)
Under(-) / Over Commitments	2,970	3,130	1,378	(1,752)
Percentage Funded	100%	100%	100%	

ST LEGER HOMES OF DONCASTER LTD

Board Briefing Note

Title:	Period 7 ended 31 October 2024 KPI dashboard
Action Required:	For information
Item:	16
Prepared by:	Nigel Feirn Head of Finance and Business Assurance
Date:	05 December 2024

1. Purpose

- 1.1. To provide Board members with the KPI dashboard as at the end of period 7 : 31 October 2024, and brief commentary for those KPIs where targets are not being met.
- 1.2. Appendices are attached as follows:
 - A : KPI dashboard 31 October 2024;
 - B : 24/25 Tenant Perception Survey TSMs; and
 - C : Latest Housemark monthly pulse surveys - September.

2. Executive summary

- 2.1. 40 KPIs were agreed with City of Doncaster Council (CDC) at the start of 24/25, comprising Tenant Satisfaction Measures (TSM) that are required by the Regulator for Social Housing, plus other SLHD operational KPIs. **Appendix A** details each measure.
- 2.2. Of the 40 KPIs, thirteen are measured annually:
 - one energy efficiency KPI;
 - two customer satisfaction TSMs with targets – Overall service and Repairs service; and
 - ten of the twelve customer satisfaction TSMs do not have targets.
- 2.3. At the end of October, 13 of the 24 KPIs being measured at month end were met or were within agreed tolerances of target. See table below:

KPIs	Oct 24/25	Q2 24/25	Q1 24/25	Q4 23/24	Q3 23/24	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Green (meeting target)	11	14	13	9	9	8	4	6	7	5	6
Amber (within tolerance)	2	4	3	6	3	3	1	4	1	2	1
Red (not meeting target)	11	9	11	6	8	9	9	6	7	8	6
Annual/Qtly KPIs	6	3	3	1*	2	2	4	1*	2	2	4
Annual TSMs no targets	10	10	10	-	-	-	-	-	-	-	-
No target (homelessness)	-	-	-	-	-	-	-	2	2	2	2
Total	40	40	40	22	22	22	18	19	19	19	19

* data unavailable

- 2.4. Two further SLHD Board annual KPIs have been set to measure :
 - employee satisfaction with SLHD as an employer – target 80%, and
 - employee turnover – target 15%.
- 2.5. It is pleasing to report that the Employee satisfaction KPI has now been measured for 24/25 through staff surveys and **SLHD achieved 91%**, exceeding the 80% target.

- 2.6. The twelve Tenant Perception Survey TSMs for 24/25 (**Appendix B**) were completed over a five month period to end of September and ten of the twelve showed improvements on 23/24 survey results. Only one survey result was lower than last year and one other had the same result. **Appendix B** also shows that benchmarking with others last year was also positive with all but one in Quartiles 1 and 2. It also shows that if the same quartiles were used for 24/25 results SLHD would be above median for all twelve measures.
- 2.7. We expect to receive some Housemark 'mid-year' benchmarking data for the 24/25 results in the next few months, as we did for the 23/24 TSMs, and final 24/25 benchmarking reports around July 2025. The Regulator is still validating 23/24 TSM data and has not yet published a report for all 23/24 TSMs.
- 2.8. We also continue to benchmark our in-month performance through Housemark, who request specific monthly performance indicators some of which are different to SLHD KPIs. This provides timely information on how we are performing against other organisations. **Appendix C** shows that we continue to compare favourably with our peers and nationally with most indicators above median.

3. KPI commentary

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

Target 0.70%

October 24/25 YTD performance 0.88%

WORSE THAN TARGET – RED

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

	Oct 24/25	Q2 24/25	Q1 24/25	Q4 23/24	Q3 23/24	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Void rent loss YTD %	0.88%	0.85%	0.82%	0.68%	0.68%	0.70%	0.73%	0.67%	0.67%	0.72%	0.76%
Target %	0.70%	0.70%	0.70%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
<u>Lettable</u> * void numbers	184	169	157	102	108	79	122	127	118	92	133
Total void numbers	194	176	162	125	113	98	132	133	126	110	151

* includes acquisitions

The number of voids held at the end of October shows a further increase at 194 when comparing to the previous month (September) at 176. The total figure of 194 consists of the following:

- 155 lettable voids;
- 29 acquisitions, of which eleven are properties at St George's Court; and
- 10 non-lettable voids.

As a result of the increase in numbers, void rent loss (VRL) in-month performance shows a decline at 0.88% when comparing to the previous month of 0.85%.

Cumulative KPI performance therefore shows a decline at 0.88%

There are a number of reasons for the KPI not meeting target. Acquisition properties are impacting negatively on this KPI. Removing these from performance, the KPI would show a reduction at 0.83%. An increase in the work required in voids also contributes to the increase in voids held. The number of terminations for October at 100 was 22 higher than relets and reflects similar trends in the year to date, which shows total terminations being 90 more than the number of relets.

Stringent monitoring remains in place to review all voids from the 'keys in' to the re-let stage, to ensure that up to date planning and communication is shared across all teams. Recruitment is ongoing to vacant posts and there were also three new starters during October, which will help towards addressing the challenges.

3.2. KPI4 : Average number of nights in hotel accommodation

Target 21.0 days
October 24/25 YTD performance 31.6 days **WORSE THAN TARGET – RED**

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

Average hotel stay in-month reduced to 23.2 nights overall but increased to 21.6 nights for households with children. Placements have increased during October and are likely to continue as we approach Winter and the subsequent service pressures.

Overall, the excellent work through the Temporary Accommodation (TA) improvement plan is resulting in quick turnaround of cases. The marginal increase in families is due to one case where the duty has been discharged and they have remained in hotel for the period of their notice.

The TA plan includes weekly performance clinics chaired by Service Managers, with an escalation to Heads of Service to remove any blockages. This will reduce the number of nights placed for the more challenging cases. Actions also include minimising placements and work towards no children being in hotels over the Christmas period.

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

This TSM reports complaints from 'residents' who are tenants and leaseholders only. SLHD also measures all complaints received, regardless of who the complainant is.

The table below therefore reports both the TSM KPI and the SLHD indicator for all complaints to show the differences and to also indicate how they compare to target.

	KPI target October 24/25	TSM October 24/25	'Residents' only	SLHD KPI October 24/25	All complaints
Stage 1 complaints	27.3	35.3	WORSE THAN TARGET	41.9	WORSE THAN TARGET
Stage 2 complaints	1.7	3.9	WORSE THAN TARGET	4.9	WORSE THAN TARGET
Stage 1&2 complaints	29.0	39.2	WORSE THAN TARGET	46.9	WORSE THAN TARGET

For the residents only TSM, a total of 780 complaints were received from residents - 702 Stage 1 and 78 Stage 2.

All complaints totalled 931, comprising 834 Stage 1 and 97 Stage 2, and all were received fairly evenly throughout the quarter.

For the KPI target to have been met at the end of October, less than 580 complaints should have been received.

There has been an increase in Stage 1 and Stage 2 complaints compared to last month and last year. Possible reasons why complaints are high include:

- We have increased awareness on how to escalate to the next stage if the complainant is not satisfied; and
- We have had an increase in pre-determination enquiries from the Housing Ombudsman requesting that we investigate a referred complaint to their office under our Stage 2 procedures.

A number of actions are being taken:

- Trends in complaints are identified and reported back to Heads of Service;
- Customer feedback from complaints surveys is reviewed and shared with Heads of Service;
- We continue to focus on the quality of the Stage 1 response to reduce those taken to Stage 2. Embed the Internal Complaints Charter and feedback findings from the TSP Sub-Group to inform learning from complaints. Continue to raise awareness of the different stages of our complaints procedures;
- Service areas across the business continue to review the reasons for complaints to identify trends and put in place actions to improve;
- We are embedding the Internal Complaints Charter and feedback findings from the TSP Sub-Group to inform learning from complaints; and
- We continue to raise awareness of the different stages of our complaints procedures.

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

Completed within timescale:	Target	October 24/25 YTD Performance	
Emergency repairs	95%	76.5%	WORSE THAN TARGET
Non-emergency repairs	85%	68.2%	WORSE THAN TARGET
Emergency & Non-emergency repairs	88%	70.7%	WORSE THAN TARGET

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

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

KPI performance remains below target and is consistent, with Emergency Repairs stable at around 77% and Non-Emergency Repairs improving very slightly from 63% to 68% in the seven months.

There are a number of reasons and actions taken or planned. Volumes remain high on top of trying to address a long-standing backlog, and emergency repairs volumes were 15% higher in October than September.

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

ICT system developments are ongoing but not yet implemented and recruitment to vacant positions is progressing.

The number of outstanding backlog of repairs has almost cleared.

3.5. KPI14 : % of Properties with a Valid Legionella Risk Assessment (LRA)

Target **100%**
October 24/25 YTD performance **93%** **WORSE THAN TARGET – RED**

There are five properties out of compliance. This is due to new LRA contractors being appointed during October and the process of changing and agreeing specification.

Whilst out of compliance both the Compliance Officer and Mechanical Team were aware and reviewed properties to ensure no immediate risk. They are being carried out as a priority in November by the new contractors.

3.6. KPI16 : Number of Days Lost to Sickness per Full Time Equivalent (FTE)

Target **10.0**
October 24/25 YTD performance **11.4** **WORSE THAN TARGET – RED**

October saw 1.3 days absence per FTE, shows continued increases on September (1.1), August (1.0) and July (0.9). This brings the YTD sickness per FTE to 6.9 days per FTE, over target of 5.81. Annualised for the KPI calculation means 11.41 days per FTE and over target of 10.0 days.

In October, all directorates remained above target. Property Services (1.28 days per FTE), and Corporate Services (1.33 days per FTE). However, a significant increase has been seen in Housing and Customer Services (1.46 vs 1.14 days per FTE in September 2024).

The rise in sickness is driven again by an increase in both short and long-term cases.

In October, stress, depression and anxiety remained the highest reason for absence, accounting for one-third of all absences, followed by Musculoskeletal and then Back and Shoulder (replacing infection and virus for the third consecutive month). There is a significant increase this month in the number of stress related days from 290 to 339 days, of which 212 days are due to non-work related / personal stress.

The volume of stage meetings and early interventions continue to remain high which is a positive step in ensuring that colleagues are supported to return to work / remain in work. Cases continue to be managed robustly providing the opportunity for continued conversations and appropriate action. The deep dive sessions in directorates continue across Property and Housing Services, and actions agreed for further interventions and meetings at team level, for those with high sickness levels.

3.7. KPI17 : % of Local Revenue Expenditure

Target **70%**
October 24/25 YTD performance **60%** **WORSE THAN TARGET – RED**

Following the change in September for the KPI to now report only expenditure of a Revenue nature, the local (Doncaster) spend in-month fell to 56% from 72% last month. The YTD KPI therefore fell slightly and is now 60%, below the 70% target.

For Yorkshire & Humberside (Y&H), the majority of suppliers are in the region and YTD regional spend is unchanged at nearly 90% of all Revenue spend.

137 suppliers received payment in the month on Revenue operations, ranging from £270k to just £6. The top ten suppliers received £1.1m, two-thirds of all spend in the month. Six of these ten were local to Doncaster and three others are based within Y&H region.

For the YTD, a total of 380 suppliers have received payments totalling £9.5m, but 75% (£7.2m) of this is with just 30 suppliers, evidencing the importance and impact of larger local suppliers on the KPI.

The main actions for this KPI are to source, wherever possible, Doncaster based suppliers, and if not, then Yorkshire based. This isn't always possible and for 24/25 YTD and also 23/24, the revised Revenue KPI not meeting target is mainly due to a number of key suppliers not being local to Doncaster, although some are within Yorkshire & Humberside.

Report author

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Appendix A KPI Dashboard Period 7 ending 31 October 2024

Appendix B TSM Tenant Perception survey results 24/25

Appendix C Latest Housemark monthly pulse survey – September 2024

St. Leger Homes Key Performance Indicator Summary October 24/25 – MONTHLY KPIs Appendix A

KPI	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Oct-24 Target	Year End Target
KPI 1 % of current rent arrears against annual debit	2.81%	2.76%	2.70%	2.79%	2.86%	3.00%	2.83%	3.20%	2.95%
KPI 2 Void Rent Loss	0.65%	0.78%	0.83%	0.82%	0.87%	0.86%	0.88%	0.70%	0.70%
KPI 3 Relet time for Standard Voids - Days	26.98	24.81	24.83	25.1	25.09	25.49	25.4	24	24
KPI 4 Average Nights in Hotel Accommodations - Nights	34.81	38.8	39.11	36.41	35.67	33.32	31.55	21	21
KPI 5 Percentage of Settled Accommodation at Prevention Stage	38.95%	44.22%	45.41%	45.21%	45.14%	46.15%	44.71%	30.00%	30.00%
KPI 6 Complaints Stage 1 & 2 per 1000 Homes	6.53	13.61	20.24	27.93	34.55	39.83	46.76	29.0	50
KPI 6a Stage 1 Complaints per 1000 Homes	6.23	12.35	18.43	25.16	31.04	35.81	41.89	27.3	47
KPI 6b Stage 2 Complaints per 1000 Homes	0.3	1.26	1.81	2.76	3.52	4.02	4.87	1.7	3
KPI 7 Complaints Completed within Timescale	N/A	100.0%	99.26%	98.76%	99.10%	99.27%	99.37%	92.30%	92.30%
KPI 7a Stage 1 Complaints Completed within Timescale	N/A	100.0%	99.59%	98.91%	99.20%	99.35%	99.44%	92.30%	92.30%
KPI 7b Stage 2 Complaints Completed within Timescale	N/A	100.0%	96.00%	97.22%	98.18%	98.57%	98.75%	92.30%	92.30%
KPI 8 Percentage of Tenancy Sustained Post Support	100.0%	99.20%	98.87%	99.17%	99.06%	99.04%	99.17%	97.30%	97.30%
KPI 9 First Visit Complete	93.88%	93.97%	94.27%	94.30%	94.55%	94.72%	94.91%	94.00%	94.00%
KPI 10 Percentage of Emergency & Non-Emergency Repairs Completed on Time	66.87%	67.95%	68.20%	68.66%	69.52%	70.23%	70.67%	88.00%	88.00%
KPI 10a Emergency Repairs Completed On Time	78.79%	78.34%	78.04%	77.74%	77.40%	77.05%	76.46%	95.00%	95.00%
KPI 10b Non-Emergency Repairs Completed On Time	59.85%	62.49%	63.36%	64.44%	65.94%	67.27%	68.24%	85.00%	85.00%
KPI 11 Percentage of Properties with a Valid LGSR Certificate	99.97%	99.79%	99.78%	99.71%	99.79%	99.87%	99.94%	100%	100%
KPI 12 Percentage of Non-Domestic Properties with a Valid Fire Risk Assessment	100%	100%	100%	100%	100%	100%	100%	100%	100%
KPI 13 Percentage of Non-Domestic Properties Requiring Asbestos Reinspection	100%	100%	100%	100%	100%	100%	100%	100%	100%
KPI 14 Percentage of Properties with valid Legionella Risk Assessment	100%	100%	100%	100%	100%	100%	93%	100%	100%
KPI 15 Percentage of Properties with a Passenger Lift with a Valid LOLER Exam	100%	100%	100%	100%	100%	100%	100%	100%	100%
KPI 16 Number of Days Lost to Sickness per FTE - Days	11.1	11.1	10.9	10.9	10.9	10.9	11.4	10	10
KPI 17 Percentage of Local Revenue Expenditure	61%	61%	61%	61%	59%	59%	60%	70%	70%
KPI 18 ASB Per 1000 Properties	4.62	10.90	16.17	22.35	27.57	32.30	35.16	38.5	60

Targets are for the end of the year performance unless indicated otherwise (ytd = cumulative year to date)

Key	Meeting/better than target	Within tolerance of target	Not meeting/worse than target
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TSM Perception Survey Questions - "Percentage of tenants satisfied with....."		24/25 survey results	23/24 survey results	Difference 24/25 to 23/24	24/25 Quartile position <u>based on</u> <u>Housemark</u> <u>23/24 data</u>	23/24 Quartile position based on Housemark 23/24 data
TP01	Overall Satisfaction	81%	76%	+ 5%	Quartile 1	Quartile 2
TP02	Satisfaction with repairs last 12 months	81%	80%	+ 1%	Quartile 1	Quartile 1
TP03	Time taken to complete most recent repair in last 12 months	76%	73%	+ 3%	Quartile 1	Quartile 2
TP04	Home is well maintained	82%	76%	+ 6%	Quartile 1	Quartile 2
TP05	Home is safe	86%	85%	+ 1%	Quartile 1	Quartile 1
TP06	Listens to tenants views and acts on them	75%	72%	+ 2%	Quartile 1	Quartile 1
TP07	Keeps tenants informed about things that matter to them	81%	79%	+ 2%	Quartile 1	Quartile 1
TP08	Treats fairly and with respect	88%	90%	- 2%	Quartile 1	Quartile 1
TP09	Approach to handling complaints in last 12 months	37%	30%	+ 7%	Quartile 2	Quartile 3
TP10	Keeps communal areas clean and well maintained	72%	67%	+ 5%	Quartile 2	Quartile 2
TP11	Positive contribution to neighbourhoods	77%	77%	0%	Quartile 1	Quartile 1
TP12	Approach to handling ASB	73%	69%	4%	Quartile 1	Quartile 1

Month	Housemark pulse survey benchmarking - IN MONTH performance	Q1	Median	Q3	SLHD	quartile	Accepted polarity
Sep-24	Average re-let time in days (standard re-lets)	30.8	48.1	66.7	25.4	Q1	Lower is better
Sep-24	Voluntary staff turnover (%)	0.48%	0.90%	1.42%	0.24%	Q1	Lower is better
Sep-24	Responsive repairs completed per 1,000 properties	304.8	256.3	208.9	314.7	Q1	Higher is better
Sep-24	Stage 1 and Stage 2 complaints resolved within timescale (%)	100.0%	94.2%	75.8%	100.0%	Q1	Higher is better
Sep-24	'True' current tenant arrears (%)	2.13%	2.98%	3.97%	3.01%	Q3	Lower is better
Sep-24	Dwellings vacant but available to let (%)	0.29%	0.63%	0.99%	0.86%	Q3	Lower is better
Sep-24	Formal Stage 1 and Stage 2 complaints received per 1,000 properties	2.95	4.64	7.08	5.30	Q3	Lower is better
Sep-24	New ASB cases reported per 1,000 properties	1.60	2.93	5.01	4.70	Q3	Lower is better
Sep-24	Homes with a valid gas safety certificate (%)	100.00%	99.97%	99.80%	99.87%	Q3	Higher is better
Sep-24	Responsive repairs completed within target timescale (%)	92.5%	87.5%	78.2%	73.3%	Q4	Higher is better
Sep-24	Working days lost to sickness absence (%)	2.8%	3.7%	4.9%	5.4%	Q4	Lower is better
Sep-24	Domestic properties with EICR certificates up to five years old (%)	99.84%	99.01%	96.39%	94.23%	Q4	Higher is better
Sep-24	Satisfaction with repairs - transactional (%)	92.10%	89.00%	82.96%	74.05%	Q4	Higher is better
Sep-24	Customer contact received via digital channels (%)				no data		Higher is better
Sep-24	Satisfaction with the overall service their landlord provides – perception (%)				no data		Higher is better

Board Forward Plan

Board Forward Plan

	Feb-25	Apr-25	Jun-25	Jul-25	Aug-25	Oct-25	Dec-25
Pre-Board discussion item (BOARD ONLY)	IA? - whilst MH is still here?	Risk Man Training?	To be confirmed	To be confirmed	To be confirmed		
Minutes of the previous meeting	✓	✓	✓		✓	✓	✓
Chairs / CEO Update	✓	✓	✓		✓	✓	✓
KPI Performance	✓	✓			✓	✓	✓
Committee minutes	✓	✓	✓		✓	✓	✓
Capital/Revenue Monitoring	✓				✓		✓ Q2 following A&R
Health & Safety Highlight & Dashboard Update	✓		✓			✓	
Strategic Risk Register	✓		✓				
6 MONTHLY ITEMS							
Annual Development Plan - Current Year	✓					✓	
Board Expenses & Attendance Register (Dec report includes new Declarations of Interest forms)			✓				✓
Board Forward Plan			✓				✓
Consumer Standards GAP analysis action plan			✓				✓
Learning from complaints		✓				✓	
ANNUAL ITEMS							
Playing of Annual Review - need to confirm each year whether ready in Oct or Dec						✓	✓
Financial Statements - one item early				✓			
July Board meeting							
People Strategy Update			✓				
Budget Update (as part of CEO report)	✓						
Budget Approval		✓					
ICT Strategy Update						✓	
Year-end Performance			✓				
Year-end Revenue and Capital Monitoring			✓				
Annual Development Plan and draft KPI's – Year ahead	✓	✓ (final sign off)					
Annual Development Plan - Year End Review			✓				
Modern Slavery Statement			✓				
Value for Money Statement							✓
Committee Annual Reports						✓	
Board TOR Review (inc in CEO Report)						✓	
Asset Management Strategy - update against plan							✓
Environmental Strategy - update against plan							✓
Health and Safety Strategy - Update against plan			✓				
Customer Voice Strategy - Annual update against action plan		✓					
Equality and Diversity Strategy - Annual update against action plan			✓				
Safeguarding Children and Adults Annual Report						✓	
Housing Ombudsman Complaint Handling Code Annual Review		✓					
Annual complaint performance and service improvement report			✓				
Governance Standard and NHF code of Governance update	✓						
Annual Asset and Stock Con report						✓	
Allocations and Mutual Exchanges Update - Aug report from 2025 (then needs to go to CDC meetings)					✓		
AD-HOC ITEMS							
Re-charge Policy							
Fencing Policy	✓						
EDI Policy							
Vulnerable Persons Policy	✓						
Grenfell comprehensive review of the findings - After Nov BSC							
No Access Policy	✓						
Customer Access Strategy							
ASB Policy	✓						
Compensation and Goodwill policy							
Communications Strategy and closing off year 4 of current strategy						✓	

Governance Summary Communications Template

Report from:	Building Safety & Compliance Committee		
Date of meeting:	19 September 2024		
Report author:	Dave Wilkinson		
Summary of key items discussed at the meeting, (if possible, keep these to the top three):		Decisions made and actions agreed (if possible, keep these to the top three):	
<p>1. <u>Electrical Inspection Condition (EICR) update</u></p> <p>Members received the report which provided an update on the organisations EICR programme as it moved to a full 5-year cycle from 2024/25 from the previous 10-year programme to adopt best practice within the sector.</p> <p>Committee noted the report and recommended its submission to Board.</p>			
<p>2. <u>Health Safety & Compliance Legal Register</u></p> <p>Members received the report noting there had been no significant new or amendments to relevant legislation since the last report in September 2023.</p> <p>Noted.</p>			
<p>3. <u>Assets Performance report</u></p> <p>Members received the second dedicated Asset Management activity report summarising the position on key areas and issues affecting the service. Members noted of particular importance was the progress made in respect of the decent homes standard alongside tracking of progress of any hazards identified through stock condition surveys.</p> <ul style="list-style-type: none"> Members requested that in the Executive Summary - category 1 and 2 outstanding hazards were split in the table. Members also asked to review if there was anything else that could be done in addition to what the organisation is already doing, to help support tenants during the autumn/winter months in relation to damp, mould and condensation. 			
Additional notes for communication to governance:			
None.			

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

Thursday 19 September 2024 at 10am

Present

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

In Attendance

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

		ACTION
1.	Apologies and Quorum	
1.1	No apologies were received and the meeting was quorate. Cllr Richard Allan Jones attended the meeting as an observer.	
2.	Declarations of Interest by Board Members	
2.1	There were no declarations made.	
3.	Minutes of the meeting held on 9 May 2024 and matters arising	
3.1	The minutes of the meeting held on 9 May 2024 were approved.	
4.	Assets Performance report 2024/25 Q1	
4.1	CT presented the report that provided an update on key activities within the Asset Management Service for Q1. Of particular importance was the progress being made in respect of the decent homes standard alongside tracking of progress of any hazards identified through stock condition surveys.	
4.2	<u>Energy Efficiency</u> Referring to the table at 6.69 of the report the Chair asked what were the 3 properties with an EPC Band 'E' rating? CT to confirm if these were the listed properties or tenants reluctant to move from solid fuel heating.	CT
4.3	<u>Damp and Mould</u> Drawing members attention to 6.33 of the report, one member highlighted the expected dramatic increase from October onwards in referrals to the	

Tenancy Support team. He stated tenants can not be told to put the heating on and asked what is the organisation doing to help?

CT explained at this time of the year the organisation was proactive with its various methods of communication to tenants in respect of damp, mould and condensation which included:

- Asking tenants to test their heating prior to the autumn months.
- Asking tenants to check their pipe lagging hasn't become dislodged.
- Reference to the Tenancy Support team – who can carry out checks to ensure tenants claim benefits they are entitled to.
- During Inspector visits leaving a leaflet with the tenant when issues of condensation are suspected.
- Ongoing advice and help to manage condensation plus sensitive guidance regarding adequate heating and ventilation of the property.
- SLHD Website - provides comprehensive advice and guidance for tenants to help manage concerns in respect of damp, mould & condensation.

CT to review if there is anything else that can be done in addition to what the organisation is already doing to help support tenants during the autumn/winter months in relation to damp, mould and condensation.

CT

4.4

Category 1 & 2 Hazards Outstanding – Carbon Monoxide and Smoke Detection

The Chair asked if there was concern regarding any of the 6,870 category 1 & 2 hazards outstanding, specifically around carbon monoxide and smoke detection?

CT advised she had been given reassurance that this was typical of what Savills were finding across other housing providers in terms of all hazards. She assured members that the category 2 carbon monoxide detectors are present in properties however, there was difference of opinion regarding the 'location' of the detectors between SLHD gas engineers and Savills.

Guidance from the manufacturer stipulates the detector should be located 1 – 3 metres away from the fossil appliance but doesn't state it necessarily has to be in the same room as the appliance. CT reported advice from Savills was that the detector should be in the same room. She said we are considering the most suitable location as deemed by our competent gas engineers given the design of the property. We believe we will be able to close these hazards down, with a learning point for us when Savills return next year.

CT advised one of our biggest challenges is that smoke detection is being tampered with either by being covered with a shower cap/carrier bag or removed by the tenant. Furthermore, the organisation was experiencing a high level of no access (in the region of 200 properties) where smoke detection had been missing. The team had circulated further communication to tenants reminding them of the importance of the detectors and the legal requirements. She added for persistent offenders

we may need to consider how this links back to the tenancy agreement. Members noted smoke detection is checked through the annual gas serving programme, however tenants could tamper or remove the detector shortly following the check, therefore proactive advice and guidance to tenants was regularly given.

One member stated in the executive summary it would be helpful if the category 1 and category 2 hazards outstanding could be split.

CT

4.5 Disrepair Claims

One member advised it would be beneficial when we do lose disrepair claims to understand why and asked for further detail.

CT advised she would bring a number of disrepair case studies to a future meeting, in the meantime she was happy to summarise some of the main reasons for claims:

CT

- Timescales – where the judge determines that the time lapse between a repair being reported by the tenant and SLHD appointing the repair is not a 'reasonable timeframe'.
- Repair not fully resolved, and the defect remains.

4.6 One member asked what percentage of disrepair cases that come in reach litigation stage? CT to confirm.

CT

4.7 Stock Condition Surveys

One member referred to 6.5 of the report and asked -once we have gained access to all properties at the end of the 5year programme, how are we going to approach the stock condition surveys going forward? Will we do a value for money review with Savills?

CT advised a budget provision has been made to continue as we are, because of the consumer standards all housing providers are expected to carry out a physical stock condition survey. The benefit of using Savills is that they carry out this work nationally so they can benchmark across the country in addition to offering third party assurance. She added we have carried out stock condition surveys in-house in the past however, this was the same staff who were having to react to the floods.

4.8 Stock Position

The Chair asked if SLHD monitored occupancy of the 4/5/6 bed properties ie children moving out of the home etc?

LW thought this would link to benefits data and could be picked up. MJ to pick up with the Director of Housing & Customer Services and feedback.

LW/MJ

5. **Safety & Compliance Activity Report - July**

5.1 DB presented the report which gave an update and performance monitoring on all areas of compliance, occupational health and safety and

building safety as at end July 2024.

DB referred to 2.5 of the report and advised since the report had been produced the 1 dwelling with a 10 year out of date Electrical Installation Condition Report had been completed.

- 5.2 One member asked what the water testing temperatures were and parameters for breeding legionella?

DB advised temperatures between 20-50°C; ideally cold water should be below 20°C and hot water above 50°C. In addition to other conditions such as stored or re-circulated water and whether sources of nutrients exist. Communal areas pose a high risk.

- 5.3 The Chair enquired if gypsy & traveller sites had experienced any health and safety concerns?

DB gave assurance that none had been reported.

- 5.4 Another member referred to 12.4 of the report, where an electrician was drilling a hole when the drill bit snapped in half – he queried the quality of the drill bit?

DB advised he believed this was an isolated incident with no other reports.

- 5.5 Committee noted the report.**

6. Committee Annual Report and TOR review

- 6.1 DB presented the report that provided an annual overview of the activities undertaken by the Building Safety & Compliance Committee and to give assurance to Board that the Committee has fulfilled its terms of reference.

- 6.2 DB highlighted that since the report had been produced, he had been recently asked by the Building Safety Regulator to apply for a further 3 building safety certificates, only 1000 had been requested nationally and 5 of these had been requested from SLHD. The main reason being the presence of gas in the buildings.

- 6.3 Members noted the proposed amendment at 3.1 of the terms of reference – now stating that the required membership is four board members (removing the requirement for members to be from specific committees, to give flexibility). Quoracy will remain the same at three members, from at least two different categories.

The requirement for a Specialist Independent Advisor had also been removed.

- 6.4 One member asked in relation to the Tenant Satisfactory Measures (TSMs) and compliance, was there anything that needed highlighting to committee?

DB advised that there were 5 KPIs for safety compliance which offered

robust challenge, however electrical compliance was missing. He offered to bring the results for the electrical compliance audit carried out by CDC that wasn't covered in the TSMs to a future meeting.

6.5 Members noted the report and recommended its submission to Board.

7. Health Safety & Compliance Legal Register update

7.1 DB reported there have been no significant new or amendments to relevant legislation since the last report in September 2023.

There were some minor amendments to the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) in June 2024. The changes were around how reports are submitted to the Health and Safety Executive and definitions around work related accidents. The Operational Joint Consultation Committee have been briefed on this and information shared via intranet.

7.2 **Members noted the briefing note.**

8. Electrical Inspection Condition (EICR) update

8.1 DB presented the report which provided an update on the organisations EICR programme, as it moves to a full 5-year cycle from 2024/25 from the previous 10-year programme to adopt best practice within the sector.

He highlighted committee were requested to note the report and recommend it is submitted to Board.

8.2 One member asked if the 5-year cycle would compound no access issues already experienced by the organisation, and were tenants aware?

DB advised it had been a feature in HouseProud and other comms to tenants. In addition to the organisations robust no access procedure it was looking at other means to address no access.

8.3 Committee noted the report and recommended its submission to Board.

9. Building Safety Forum minutes- 25 April 2024

9.1 Members noted the minutes.

10. AOB

10.1 Demand within the Property Services Directorate

LW advised as part of his new role, he had started to carry out a piece of work to understand demand within the property services directorate which included the backlog of repairs, stock condition surveys and hazards and a growing area for building safety.

10.2	<u>Tenant Board Member Comms Feature</u>	BK/MJ
	BK highlighted carrying out his role as tenant board member had given him further insight into the organisation. He wished to share his experience with other tenants and offered to work with Comms to produce a feature for inclusion in Houseproud.	
11.	Date and Time of Next Meeting	
	Thursday 21 November 2024, 9am	

Matters Arising from the previous minutes

Building Safety & Compliance - Action Log						
NO	Month	Ref	Action	Progress	Completed Y/N	Owner
1.	Sep-22	3.2	Safety & Compliance Activity Report <u>No Access - Court Costs</u> Review court costs so they are passed onto tenants and not picked up by SLH.	<u>Update 19.9.24</u> Going to be part of the Recharge policy going to Board 5.12.24.	In progress	JD/DB
2.	Jan-24	4.10	Safety & Compliance report Next report to include plans around a more robust external audit in relation to water & fire.	It has been agreed to bring Pennington Choice back to continue with the roadmap assessment in the new financial year.	April 2025	DB
3.	Jan-24	7.2	Building Safety Cases DW noted Sandbeck House would be coming up to its 60 th anniversary year since being built, and ask if consideration could be given to recognising this milestone.	DB has spoken with Sally and she is looking at leasing a shop on Balby Bridge	In progress	DB
4.	Jan-24	7.4	Building Safety Cases One member asked if it was possible to establish current and future costs for each of the High Rise	This will be done as part of the asset management strategy and capital	In progress	DB

			buildings?	investment plan.		
5.	Sept-24	4.3	Damp & Mould CT to review if there is anything else that can be done in addition to what the organisation is already doing to help support tenants during the autumn/winter months in relation to damp, mould and condensation.	<u>Update 11.11.24</u> Help and advice info already available on website, including a video and leaflet. Condensation leaflet also handed to tenants where applicable during inspection visits. Referrals made to tenancy sustainability team where applicable.	Complete	CT
6.	Sept-24	4.4	Executive Summary - Cat 1 & 2 Hazards – Split One member stated in the executive summary it would be helpful if the category 1 and category 2 hazards outstanding could be split.	Hazards have been split by category in the table as requested.	Complete	CT
7.	Sept-24	4.6	Disrepair Claims One member asked what percentage of disrepair cases that come in reach litigation stage?	Information to be provided in the Q3 update.	In progress	CT
8.	Sept-24	4.8	Stock Position The Chair asked if SLHD monitored occupancy of the 4/5/6 bed properties ie children moving out of the home etc?	- KIT visits. - Flexible Tenancies. - Income Mgt. - Successions.	Complete	LW/MJ

9.	Sept-24	6.4	Committee Annual Report & TOR review Electrical compliance audit report carried out by CDC to be brought to a future meeting.	Placed on the forward plan for February 2025.	In progress	DB/MJ
10.	Sept-24	10.2	Tenant Board Member Comms Feature BK offered to work with Comms to produce a Tenant Board Member feature in Houseproud.	BK met with Comms 7.11.24, subject to BK & EMT approval anticipated to be published in January edition.	Complete	BK/MJ

Governance Summary Communications Template

Report from:	Performance and Improvement Committee	
Date of meeting:	13 September 2024	
Report author:	Stuart Booth	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
<p><u>1.Tenant Scrutiny Panel (TSP) Report – Recharges</u> The Committee commended the in-depth review of Recharges presented by TSP members who attended to present their findings.</p> <p><u>2.Performance Information – Key Performance Indicators 10 – Percentage of Non-Emergency Responsive Repairs Completed in Time</u> The Committee noted the improvement in repairs performance.</p>	<p>The Committee tasked the Executive Management Team to ensure the recovery process was robust and that the organisation was obtaining suitable information from City of Doncaster Council that they were carrying out debt collection.</p> <p>Members asked for an update at the November meeting of the backlog of repairs to assure them that target would be achieved at year end.</p>	
Additional notes for communication to governance:		
None.		

St. Leger Homes of Doncaster Limited
PERFORMANCE & IMPROVEMENT COMMITTEE

12 September 2024

Present

Stuart Booth (SB)(Chair), Barry Keable (BK), Cllr Sarah Smith (SS)

In Attendance

Mark McEgan (MMc) Director of Housing and Customer Services, Lee Winterbottom (LW) Director of Property Services, Jane Davies (JD), Head of Housing Services, Jackie Linacre (JL), Head of Customer Services, Karl Chapman (KC) ASB and Safeguarding Manager, Mark Coogan (MC), Head of Repairs and Maintenance, Anne Tighe (AT), notetaker

Members of Tenant Scrutiny Panel for Item 3

Therese Kennedy (TK), Maureen Tennison (MT) and Rodger Haldenby (RH)

1. Apologies and Quorum

- 1.1 Apologies were received from MW and the meeting noted as quorate.

2. Declarations of Interest by Committee Members

- 2.1 No declarations of interest were received.

3. Tenant Scrutiny Panel Report – Recharges

- 3.1 Members of the Tenant Scrutiny Panel (TSP) attended for this item and provided the background to the review of the Recharge Policy and highlighted:

- The review was the most demanding review the group had ever undertaken
- The 15 page report with 21 appendixes was evidence of the thoroughness of the review
- The TSP members further involved other tenants in the review through consultation with the Getting Involved Group (GIG) who were asked for feedback

- 3.2 TSP members concluded by emphasising that the current Recharge Policy was not fit for purpose.

- 3.3 The Chair thanked members for their presentation and commented that they had articulated a very deep dive into recharges and made it clear that this was an area that needed focus.

ACTION

- 3.4 MC agreed that the Policy for recharges have been ad-hoc in recent years, however the principles were acceptable. He referred to the Summary of Key Changes and advised that the voids recommendations were the easiest issue to discuss progress. He pointed out that TSP were happy with the suggestions around this, however further work was required to consider how to roll the actions out, and by the time the Policy was presented to Board then feedback would be available.
- 3.5 When asked if TSP were happy with the responses in the Summary of Key Changes, they responded that they were not. They pointed out that there was a lot of revenue that could be collected, and queried why the organisation didn't taken tenants to court; the cost of even skips were expensive to clear out tenants' rubbish/furniture. It was explained that officers had to take into consideration the cost of such processes and surveyors had to pursue reasonable recharges as tenants should not be recharged for every minor repair.
- 3.6 TPS acknowledged the importance of recognising that surveyors were the first port of call, and they would tally recharges, however at that point of inspecting they should be informing the tenants what they will be charged for clearing the property. Another issue was that the sign up to tenancy in the property was not as good as signing up in the office. If tenants were made more aware in a formal setting it's a lot better. It would be useful if some paperwork was updated to include recharge costs.
- 3.7 MMc referred to the TSP report and the 21 recommendations that LW had responded to in the Summary of Key Changes, and advised that EMT had agreed that some of the issues needed further discussion, particularly about reasonableness. The vast majority of recommendations by TSP were being done, he would suggest a report after 3/6 months to provide a progress update.
- 3.8 JD commented that she fully agreed with TSP observations about the sign up process and how important it was. This process had been moved to housing management which was a really positive move. However the teams were involved in a pilot for digital sign ups, and she appreciated there was a balance of staff involvement and achieving efficiencies; teams would really test that out and reach a balance. She reminded members and TSP that in addition to sign ups, there was a new tenancy visit, which can be a really effective time to through the tenancy agreement again, and understand the recharges.
- 3.9 LW added his congratulations to TSP for a sterling report. For him there were really inciteful observations and he looked forward to coming back with a progress update.

MC

3.10 The Chair asked for assurances in the update briefing note:

- Sufficient information to tenants to remind them of their obligations
- Zero tolerance around any recharges that needed to be repaired for property
- Reasonable charging mechanism that was consistent
- Understand how the organisation take debt collection, which is then handed over to CDC; we need to take CDC to account if they're maximising income from recharges
- Suggest to EMT that the recovery process is robust and getting suitable information from CDC that they are carrying it out appropriately

MC/LW

3.11 He concluded by pointing out to TSP that it can sometimes be uneconomic to pursue the debt and the decision to write off should be an SLHD decision not a CDC one with regard to each debt.

3.12 The TSP members left the meeting at this point.

4. Minutes of the meeting held on 16 May 2024 and matters arising

4.1 The minutes of the meeting held on 16 May 2024 were agreed as an accurate reflection of discussions held.

4.2 *From item number 11.2 – Customer Access Team Improvement Plan*

It was noted that this was an agenda item.

4.3 *From item number 12.6 – Performance Spotlight – Grounds Maintenance SLA*

JD advised that CDC have agreed that the organisation were allowed access to their mapping system. Further to discussions held after the last Committee managers have agreed a performance measure with the Grounds Maintenance Teams where we will have a number of cuts and quality checks, so officers were pleased with performance monitoring improvements.

4.4 *From item number 12.7 – Performance Spotlight - Grounds Maintenance SLA*

BK confirmed the issue around open plan areas had been resolved.

5. Customer Access Team - Briefing Note

5.1 JL led on this item and reported that the impact of the improvement plan was positive and performance has continued to improve with the implementation of the plan. She drew members attention to paragraph 4.2, which was that there were no vacancies at the point of writing the report, however there were

now 2 vacancies. The issue of vacancies could impact on performance going forward.

5.2 The team were keen to sustain performance and were working closely with colleagues in CDC for a number of actions in the plan, however managers were overall really pleased with progress.

5.3 The Chair thanked JL for the response to the challenges in the plan.

6. ASB Presentation

6.1 JD introduced the agenda item and explained that although the Committee had always received an update around ASB, EMT had liked the format of the new report and hoped it would be more beneficial for members. The new Safeguarding and ASB Team had been set up to deal with high risk ASB and the presentation would hopefully give members the information on how severe ASB could impact on communities.

6.2 KC attended for this item and highlighted:

- Case volume and breakdown
- Breakdown by management area
- Case timescales to resolution
- Active caseload
- Tenant satisfaction measures
- Tools and powers used
- Case studies
- Organised crime

6.3 Members stated the update was a really inciteful presentation and brought to life all the other ASB reports that have been brought to the Committee. The acknowledged that sustained action was going to be critical going forward.

7. Performance Information

7.1 KPI1 - % of Current Rent Arrears against Annual Debit
MMc asked members to note the good performance on rent arrears and tenancy sustainment.

7.2 KPI6 – Number of Stage 1 and 2 Complaints Per 1,000 Properties
It was explained that complaints numbers per 1,000 properties looks high, however the Ombudsman code states that low number of cases could indicate a problem not high ones.

7.3 KPI4 – Average Number of Night in B&B Accommodation
There has been recent improvement in July and August, with no families with children in hotels over 6 weeks. The team were grappling with prison information that's been in media a lot over the last few weeks. There were around 3,000 contacts coming in

through homelessness each month. We were forecasting a £1.9m overspend, however this had been brought down to £400k now through the hard work of teams.

7.4 KPI16 – Days lost to Sickness per Full time Equivalent

The top reason for sickness was still muscular skeletal, and stress and depression. It was important to point out that the stress was mainly outside of work not work related.

7.5 KPI2 – Void Rent Loss

LW referred to the commentary and advised his team were very open in what was being covered in the KPI. There was also additional information on the account of acquisitions there which isn't usual. When he was sitting in on voids meeting, when you listen to extent of work, you can see where the rent loss is coming from. His teams were breaking down the reasons for tenants leaving the property, and this was being discussed at EMT, and also in Council. If you stripped out the bigger cost voids what's left is really good performance, he and MC and the Voids Manager will be pulling out further information to evidence the strain on resources.

7.6 LW further advised that the teams were working extensively to clear the backlog and 30% of cases 'attend today' which was really high. The expectations for service were a lot higher than the teams could provide. MC reported that he sits on a Direct Labour Organisation Board with over 120 organisations and they were all looking at different ways to deliver their services in the most efficient way.

7.7 SS requested clarification around what constitutes an emergency repair and the timeline for these to be addressed. MC explained that priority one emergency repairs were ones which, if not undertaken, could constitute a real risk of injury or death, or lead to major damage of your home; these repairs would be attended to within 2 hours of the repair being reported. Priority two repairs would be attended within 24 hours of being reported.

7.8 SS stated it would be useful to know the themes of repairs that are coming through, for example in her role she has a lot of issues about windows so were officers mitigate complaints by being forward thinking on themes. LW explained that stock condition surveys would be ongoing for a number of years, however by the end of the programme the organisation should have the repairs data and be smarter with proactive work being carried out. In response to a further query if Wates were being used to carry out stock conditions, MC advised they were doing external works at present.

7.9 BK referred to damp, mould and condensation (DMC) and asked if this was a seasonal issue as he suspected it was going to get worse in the coming winter, particularly as the Winter Allowance was being removed. LW agreed that previously DMC was

seasonal however now it's gone up and up with no real slowdowns. Additional officer posts had been added to deal with the demand however it was still a real pressure on services.

7.10 KPI10 – Percentage of Non-Emergency Responsive Repairs Completed in Time

The Chair asked for an update at the next meeting on the closing gap of the backlog of repairs to assure members that we would achieve target at year end.

LW

8. Customer Focus Update

8.1 JL presented the Customer Focus Update and reported that the we now have to log Councillor enquiries as a Stage 1 and respond to them accordingly. Stage 2 complaints have increased from last year however it was noted that there was a great deal of publicity about complaints in the media, and complainants don't have to give a reason for moving from Stage 1 to Stage 2 complaints.

8.2 Her officers were carrying out work around analysing work and pinpointing the reasons for complaints to improve service deliver.

9. Committee Annual Report

9.1 The Committee reviewed and approved the Committee Annual Report.

10. Tenant Satisfaction Measures

10.1 The Committee were pleased to note the update on Tenant Satisfaction Measures and that the final report would be presented to the November meeting.

11. Repairs Backlog

11.1 MC led on the Repairs Backlog presentation and advised that at the time of submitting the presentation there were 2,297 repairs in the backlog, however that number was now reduced to 650 due to resources being moved around to free operatives to attend to the backlog. It was noted that plastering repairs would be the hardest to clear and were likely not to be completed until early 2025.

11.2 LW added that demand was still coming in at the front end, however his team were working to clear the largest jobs such as roofing and bricklaying. He would shortly be taking a report to EMT about demand and how this would intensively be monitored.

11.3 The Chair asked for a verbal update at the November meeting, where the backlog should be down to zero. He would like to hear about a sustainable plan moving forward.

LW

12. Tenant Voice Outcomes

- 12.1 JL led on the Tenant Voice Outcomes report and reported it demonstrated that tenant engagement was really embedded in the organisation. She advised that a sub-group of the TSP were involved in reviewing a sample of complaints which had started in July of this year, and were already demonstrating learning points around the quality of responses so some really great work.
- 12.2 Members were pleased to note the extent of activity that goes on in the background of the teams.

13. Service Standards

- 13.1 JL presented the Service Standards presentation and noted the update on progress.
- 13.2 The Chair observed that the information given was similar to other updates in Committee report. He suggested that this could be an opportunity to consolidate some reports as the presentations took up huge swathes of officer times.

JL

14. 'Customer Focus Committee'

- 14.1 MMc referred to the Performance and Improvement Committee Annual Report and the fact that the Board would like to make this Committee even more customer focused. Other top quartile organisations had co-opted members and suggested that the Committee could look to co-opt 2 tenants members to look at how we could give even more challenge; they would not have any voting rights but could add to succession planning going forward.
- 14.2 Members agreed to the suggestion of co-opting 2 tenant members and after discussion, agreed that the Committee should be re-named 'Customer and Performance Committee'.

15. Any Other Business

- 15.1 No other business was raised.

- 16. Date and time of next meeting
Thursday 14 November 2024 at 3pm

Governance Summary Communications Template

Report from:	Audit & Risk Committee	
Date of meeting:	4 November 2024	
Report author:	Trevor Mason	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
Procurement Update The committee asked for an update on long standing procurement breaches before the July 2025 meeting.	Agreed that an update would be provided at the next meeting.	
Monitoring of Internal Audit Recommendations The Chair commented it would be helpful to the Committee if the recommendations from Internal Audit had realistic timescales, he reiterated the need to assure dialogue with the teams and Internal Audit on what would be a realistic timetable.	The Director of Corporate Services provided assurance that she had emphasised the need to be setting realistic target dates and monitoring throughout.	
Strategic Risk Register Board and Committee have requested that IT risks are fully considered and documented in the next review of the Strategic Risk Register.	Members were assured that this would be included.	
Additional notes for communication to governance:		
None.		

St. Leger Homes of Doncaster Limited

AUDIT & RISK COMMITTEE MEETING

4th November 2024

Present

Trevor Mason (TM - Chair), Cllr R A Jones (RAJ), Karen Leroy (KL)

In Attendance

Julie Crook - Director of Corporate Services (JCr), Nigel Feirn - Head of Finance and Business Assurance (NF), Louise Robson - Governance Manager (LR), Julie Lyon – Doncaster Council's Audit Manager (JL), Anne Tighe (AT) Executive Support Officer (minutes)

1.	<u>Apologies and Quorum</u>	ACTION
1.1	Susan Jones (SJ) and Sarah Vause (SV), Gatenby Sanderson.	
2.	<u>Declarations of Interest by Board Members</u>	
2.1	No declarations were received.	
3.	<u>Previous minutes and matters arising – 8 July 2024</u>	
3.1	The minutes of the meeting held on 8 July 2024 were agreed as a correct record.	
3.2	<i>From Agenda Item: - 2.6 - Time for Board Member and Auditors without officers being present.</i> The Director of Corporate Service referred to the overdue items referred to in the minutes and asked for clarification as to what these related to (the point had been raised in the part of the agenda where officers were not present). It was clarified that the discussions had been in regard to outstanding procurement breaches. Members noted that the next update would be at the July 2025 Audit and Risk Committee meeting, however expressed concern around this and requested an update at the next meeting.	JCr
3.3	<i>From Agenda Item: - 6.12 – RTB Arrangements</i> The Director of Corporate Services confirmed that information around delay notices is available. A member asked if bungalows were exempt from RTB? The Director of Corporate Services explained there are very specific and detailed regulations for the RTB process and that each application was considered on its own merits on a case-by-case basis.	

- 3.4 ***From Agenda Item: - 6.15 – RTB Arrangements***
The Chair noted that an update was on the agenda. He stated members were aware of changes to RTB following the recent Government Budget and asked how this would impact the business? The Director of Corporate Services explained that legislative changes around the discount would be implemented from 21 November 2024, following which the current level of discount would be lowered. A rise in applications prior to that date was expected. The use of funding changes for individual local authorities would be considered by the Council however this would not be implemented for two years.
- 3.5 ***From Agenda Item: - 7.5 - Internal Audit Annual Report***
The Director of Corporate Services confirmed she would be making the report more detailed and explicit going forward.
- 3.6 ***From Agenda Item: - 7.6 – Internal Audit Annual Report***
The Audit Manager confirmed that CPD hours were recorded and would be added to future reports.
- 3.7 ***From Agenda Item: - 13.4 – Committee Annual Report***
The Committee noted that the amended report with the July meeting attendance confirmed and other changes had been presented to Board.
- 3.8 ***From Agenda Item: - 14.4 – Fraud Register and Related Activities***
Members noted that this update was on the agenda.
4. **Monitoring of Internal Audit Reports**
- 4.1 The Head of Finance and Business Assurance presented the covering report for the above item and highlighted:
- 105 planned audit days for the 2024/25 audit programme
 - At the March 2024 Committee meeting it was reported that there was one previous recommendation outstanding. At the July 2024 Committee meeting, four further recommendations were added from the reports considered, totalling five recommendations – 3 had been completed which leaves 2 outstanding
 - Appendix B provided further information around the 2 outstanding; the RTB issue was with him to complete and the procurement issue should be completed shortly. The outstanding action relating to the recharge policy would be resolved at Board in December 2024.
- 4.2 It was pointed out that the totals in paragraph 2.7 did not add up. The Governance Service Manager agreed that this was an error, and it should be 4 added, 3 completed and 2 still outstanding.

- 4.3 The Director of Corporate Services referred to a long-standing action around the Recharge Policy. She reported that the Policy was going to Board on 5 December 2024. A great deal of work had already been done, including tenant consultation and an interim report through the Customer and Performance Committee (formerly Performance and Improvement Committee). It was acknowledged throughout the process that this was massively overdue however was now very near completion.
- 4.4 The Chair commented it would be helpful to the Committee if the recommendations from Internal Audit had realistic timescales, he reiterated the need to assure dialogue with the teams and Internal Audit on what would be a realistic timetable.
- 4.5 It was explained that when an internal audit took place, at the end of the audit the Internal Audit team would sit down with the relevant manager with the list of recommendations that had been compiled and discuss who is responsible and the timescale for addressing the recommendations. The Director of Corporate Services provided assurance that she had emphasised the need to be setting realistic target dates as these are monitored within the business and by audit committee. She further stated that officers were aware that the Recharge Policy had taken a long time to be updated, however taking into consideration tenant/council/Committee consultation, there was a minimum of 6 months processes to take into account.
- 4.6 **The Audit and Risk Committee noted the Internal Audit Programme Report.**
5. **Internal Audit Reports**
- 5.1 **The impact of Economic crime & Cooperate transparency act 2023**
- 5.2 The Committee were asked to note the background of the Economic Crime and Corporate Transparency Act 2023, the analysis, the effects on SLHD and the assessment of risk that the act will bring into play. Members were also asked to note the overall assessment and recommended further actions.
- 5.3 The Chair asked members if they were happy with the report, which evidenced low risk and minor change, which would be picked up through teams.
- 5.4 The Director of Corporate Services informed the Committee that EMT had accepted all the recommendations.
- 5.5 **The Committee received the report and noted the recommendations.**
- 5.6 **St Leger Homes – Building Safety KPI 12-15 & TSM:BS02-05**

- 5.7 The Internal Audit Manager presented the report and advised that it contained the results of an audit on the Regulator of Social Housing building safety performance indicators (BS02 – BS05) which have been adopted and reported internally as St Leger Homes KPIs 12-15, and TSM:BS02-05. She apologised that the report had some information missing from the action plan (owners of actions and timescales) and conformed that this information had now been received.
- 5.8 The objectives and scope of the audit were highlighted and the background information around the TSMs (Tenant Satisfaction Measures). Members were asked to note the assurance opinion and recommendations.
- 5.9 Members queried the misunderstanding of the performance information that had submitted, to which the Head of Finance and Business Assurance provided a brief description of the definition of dwellings units and how this could be misinterpreted in the definitions.
- 5.10 A member referred to multiple lifts in high rises and asked if one lift only stopped at odd numbered floors and the other only stopped at even numbered floors, what would happen in an emergency. It was explained that tenants are advised not to use lifts in an emergency, but in normal circumstances either lift can be accessed by using one flight of stairs.
- 6. Risk Management Framework**
- 6.1 The Head of Finance and Business Assurance presented the Risk Management Framework (RMF) and drew member's attention to the main purpose of the framework in the covering report and the summary that explained the background, roles and responsibilities. Appendix A was a 20 page document and defined toleration of risk, governance and best practice in risk management.
- 6.2 A member commented that he was conscious that management had changed at a number of levels recently and the risk averse aspect of the organisation needed to think about this. Were officers sure and were they aware of the different risks being faced in operational areas. Members were assured that this was taken into consideration.
- 6.3 **The Committee received and approved the updated Risk Management Framework.**
- 7. Strategic Risk Register (Quarter 2)**
- 7.1 The Head of Finance and Business Assurance presented the updated Strategic Risk Register (SRR) and provided assurance that the information and ratings were disseminated through Leadership

	Team and discussed on a regular basis; he asked members to note that in October it was felt that there were no new risks.	
7.2	A member queried if all housing providers had a scale on performance. It was explained that the organisations couldn't make those comparisons against each other for the scoring of their risk registers. Organisations needed to make their own judgements on their own risks. Although it was useful to compare the risks identified for similar organisations to compare for similarities and differences.	
7.3	The member then asked who governs the risk if they are specific to our own organisation. The Director of Corporate services explained that the SRR was scrutinised by Board where all members had the opportunity to challenge the assessment made by Leadership Team. The Board acknowledged that as a Leadership team we generally score ourselves high as we adopt a very risk adverse approach and the Director of Corporate Services reminded members that the key thing was had we identified all the relevant strategic risks and had appropriate mitigation in place as the scoring can be subjective.	
7.4	In response to a query around Information Technology (IT) and risks, members were advised that the Business Continuity Plan was on the Audit & Risk Committee agenda for March 2025. The Director of Corporate Services reminded Committee that we had agreed to consider IT risks in more detail at the Q2 review of the SRR and this had not happened, the committee were assured that it would happen for the next review. She also reminded the Committee that we are reliant on the Council IT systems and they can be impacted by external factors but they were tested very regularly and the Council had excellent external accreditations in place for its network.	JCr
7.5	The Committee noted the updated Strategic Risk Register.	
8.	<u>Capital Monitoring</u>	
8.1	<p>The Director of Corporate Services presented the Capital Monitoring Report and highlighted the following:</p> <ul style="list-style-type: none"> • Projected overspend at Quarter2 of just over £4m more than budgeted expenditure, however most of that was acceleration of the programme and not unbudgeted overspends • The variances were noted, in particular, there was a significant impact in volume and work that was required for void properties. The budget and expenditure had been increased last year and the current year, therefore it will be reflected in next year's budget • The issue of Damp, Mould and Condensation (DMC) was noted. Some of the this overspend was slippage from last year and some of it was continued high demand in this area. 	
8.2	The Chair asked for further information around the increased expenditure in voids. The Director of Corporate Services advised	

there were a combination of issues, including significant damage and/or large amounts of belongings/rubbish being left in the property which required disposal. At this present time, there were also major works, for example kitchens that were past their economical life, that were replaced whilst the property was void.

8.3 A member asked if there any patterns with families moving to other properties that we own then repeating issues. It was explained that if people moved away and left the property in a poor condition, this would link into the recharge policy and costs recovered. If a tenant wished to transfer, they wouldn't be allowed to if their current property was in a poor condition.

8.4 Members were pleased to note the positive progress on acquisitions and asked for clarification around the energy efficiency of new build properties. It was explained that new properties being developed by the Council (currently on site) won't have gas boilers and had a really high specification for energy efficiency.

8.5 In response to a question around if rents could be raised for new build properties, the formula for the calculation of rents was explained and that maximum rent increases were set by government; members were also advised that the average rent for Council stock was less than £90 per week.

8.10 **The Committee received and acknowledged the Capital Monitoring Report and the projected outturn for the financial year 2024/25.**

9. Revenue Monitoring

9.1 The Director of Corporate Services presented the Quarter 2 Revenue Monitoring Report 2024/25 and reported a projected overall deficit of £124k on £56m turnover. This comprised of a surplus on Housing Revenue Account activities of £235k and a deficit of £359k on General Fund activities. The projections included the positive impact of a lower than budgeted pay award calculated at £251k; this would have to be repaid to the Council, therefore the overall adjusted deficit would be £375k. Members were asked to note the main changes to the projections made in Quarter 2 in Paragraph 3.6.

9.2 Members also noted the increase in capital income as teams were doing more work than planned in some areas. This had been identified very early in the year and the decision had been made to use the additional income generated to deal with the backlog of repairs and to clear all backlog repairs before winter and that plan had been very successful.

9.3 The Director of Corporate Services reported that cost of materials had increased as a result of the change to areas of projected expenditure. In addition, the number of void properties also being at

- higher levels than since pre-covid was a focus for the organisation. In response to a query, it was confirmed that the poor state of voids had also contributed to increased expenditure.
- 9.4 Members were advised that the recovery of Housing Benefit (HB) against hotel costs has increased and it was our processes that needed to be refined. We were now being reimbursed at the budgeted level and had received some backdated funding.
- 9.5 The Director of Corporate services reminded the Committee that if SLHD made a surplus we would need to return it to the Council. It did feel tighter this year than in previous years; there were certain things that management could control spending on, however the impact of the weather was difficult to project.
- 9.6 A member requested an updated on the Branton Bungalow. The Director of Corporate Services explained that the Bungalow was on the same site as the school and had previously been owned by the school. It had now been transferred to the Housing Revenue Account. There were proposals to extend and adapt the property for a family on the Accessible Housing Register; planning permission has been sought and teams were awaiting a schedule of works. The work to the property would be managed by SLHD but the schedule of works was still required from the Council.
- 9.7 **The Committee received and noted the Revenue Monitoring Report as at 30 September 2024 and the projected outturn for the financial year 2024/25.**
10. **Update from Data Protection Officer (DPO)**
- 10.1 The Governance Service Manager provided the Committee with a presentation to update members on Data Protection (DP) and Freedom of Information (FOI); the first slide was a summary of the number with the other slides giving more details.
- 10.2 Members were pleased to note that although 157 DP enquiries was an increase of 14% from last year, the team responded and continued to improve the responses achieved within the legislative time; 98.7% with only 2 being overdue.
- 10.3 There was an increase of 4 to 10 of DP breaches at the end of Quarter 2, however members were assured that all were reported to the DPO and she monitored trends; the main trend was due to human error, mainly around wrong email recipient and this is the same as previous years and to other organisations. Members noted the breach update and actions taken so far to address any further breaches.
- 10.4 The Governance Services Manager concluded her presentation by reporting that she emails the whole organisation regularly to remind

staff to be aware of their responsibilities. She also had recommenced some interactive in person training for teams.

10.9 **The Committee noted the DP and FOI update for Q2 2024/25.**

11. **Fraud Register & Related Activities**

11.1 The Director of Corporate Services presented the Fraud Register and Related Activities report. Normally the report focussed on staff related issues, for example not working set hours, however this report concentrated mainly on one issue of an ex-employee that had been booking taxis for their own use and had incurred costs in excess of £3k between January and August this year. The staff member had been dismissed for an unrelated matter prior to this fraud being discovered.

11.2 In response to a query if SLHD would recover costs for taxis with the individual, the Internal Audit Manager stated that she would be requesting a police referral from the team to report to the police. This should deter other staff from doing this.

11.3 Members were asked to note that there were no changes to the information previously reported to the Committee contained in paragraph 3.

11.4 The Director of Corporate Services reported on the updated versions of policies approved by EMT as the changes were minor and therefore did not need Board approval. As October was Cyber Security Month, the IT team carried out a phishing exercise to see how many would click on or open up emails. The results from this were being analysed.

11.5 **The Committee received and noted the contents of the Fraud Register and Related Activities briefing note.**

12. **Forward Plan**

12.1 The Committee received and noted the Audit and Risk Committee Forward Plan.

13. **Any Other Business**

13.1 No other business was raised.

14. **Date and Time of Next meeting**

10th March 2025 – 11am.