

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

**To be held at 1:00pm on Tuesday 6th July 2021
Via MS Teams**

AGENDA

- | | | | |
|----------|--|--|------------------------|
| 1 | Apologies and Quorum | | <i>Verbal</i> |
| 2 | Declarations of Interest by Board Members | | <i>Verbal</i> |
| 3 | Minutes of the meeting held on 26 May 2021 and matters arising | | <i>Enclosed</i> |

Financial and Performance

- | | | | |
|----------|----------------------|---------|------------------------|
| 4 | Financial Statements | J Crook | <i>Enclosed</i> |
|----------|----------------------|---------|------------------------|

For Information

- | | | | |
|----------|--|--|------------------------|
| 5 | Committee Minutes for Noting <ul style="list-style-type: none">• Building Safety Committee Minutes• Performance and Improvement Minutes | | <i>Enclosed</i> |
| 6 | <i>Date of next meeting</i>
5 August 2021 at 2:00pm | | |

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

26 May 2021

Present:

Dave Wilkinson (Chair), Dave Richmond (Chief Executive), Steve Lyons, Anthony French, R. Allan Jones, Trevor Mason, Susan Jones, Stuart Booth, Phil Cole, Sam Bartle and Joe Blackham.

Also In Attendance

Julie Crook (Director of Corporate Services), Steve Waddington (Director of Housing and Customer Services), Chris Margrave (Director of Property Services), Maxine Johnson (minutes).

Members of the public

Betty Clayton, Brenda Lennon.

1 Apologies and Quorum

1.1 No apologies were received.

1.2 The meeting was quorate.

1.3 Phil Cole was welcomed to his first meeting.

2 Declarations of Interest by Board Members

2.1 There were no declarations of interest.

3 Minutes of the meeting held on 31 March 2021 and matters arising true record

3.1 From Agenda Item 3.7 – Fire Management Policy and Fire Management Plan

Members noted the milestone plan with timeframes would be produced and brought to Board once the programme had been established.

3.2 From agenda item 7.5 – Asset Structure following Re-alignment

A member requested circulation to Board of a revised organisation chart following implementation of the proposals. Action complete.

3.3 From agenda item 9.3 – 21/22 Strategic Risk Register (SRR)

A discussion took place regarding the methodology of the scoring. EMT agreed to review the scoring of the risks before the next update to Board.

CM

Directorate review meetings scheduled for June in advance of Leadership discussion 1 July. Reported to Board in July.

EMT

4. Chair's and Chief Executive's Update

4.1 The Chief Executive referred members specifically to a number of items that needed approval within the report:

That Board;

1. Delegates to the Chief Executive Officer, following the advice of a panel comprising of employment and people committee members, authority to appoint to the position of Director of Housing and Customer Services.
2. Determine the preferred approach to convening future board meetings.
3. Agree the arrangements for sub-committee membership as described in paragraph 12 of the report.

He then highlighted a number of key areas for noting.

4.2 Covid 19

He commented on the significant reduction in cases. In terms of direct impact on the workforce as of 17 May 2021 there had been 86 confirmed positive cases of Covid-19 since the pandemic began. Just 3 new cases were reported over the last month, there are 2 employees taking sick leave following a positive covid test. 3 employees are unable to work due to being identified as a close contact of a positive case, 2 of these cases are in the empty homes' team.

4.3 Future Board Meetings

The Chief Executive sought the preferred approach to convening future board meetings as restrictions were lifted; retain digitally, face to face or a hybrid approach.

Following a discussion the majority of members preferred a face to face approach carried out within a covid secure environment. It was agreed sub-committees were to remain digital.

Following the meeting agreement was reached to defer Board face to face meetings until September 2021.

4.4 Director of Housing and Customer Services Recruitment

The Chief Executive sought approval from Board for the appointment panel consisting of members of Employment and People Committee, Cllr Glyn Jones as Housing Portfolio Holder and The Chief Executive.

The Chief Executive to also be given delegated authority to make the decision on appointment.

It was noted Gatenby Sanderson (GS) have been appointed to undertake the recruitment to fill the post. The intention was to carry out face to face interviews on 16 July.

4.5 Homelessness

The Chief Executive commented the last month has seen a considerable reduction in people placed in hotels, falling from a high of over 100 to approximately 85 in mid May. Albeit the organisation was still seeing a considerable churn in residents with people overall staying for less than three months, before moving on.

4.6 Staff Conference

The Chief Executive advised the staff conference went reasonable well, technical difficulties were experienced however, a new format had been adopted over the 4 x sessions with approximately 200 staff per session.

4.7 Councillor Representation on Sub-Committees

Following confirmation from the Council of political representation on the Board, the following arrangements were agreed at the meeting:

- Cllr Joe Blackham – remains on Employment & People Committee
- Cllr Richard Allan Jones – remains on Audit & Risk Committee
- Cllr Phil Cole – becomes a member of both Building, Safety & Compliance Committee and Performance & Improvement Committee

4.8 TM highlighted his concerns regarding the representation of the Board and Sub-Committees in respect of representing the wider community and principles of the organisation.

The Director of Corporate Services acknowledged his concerns and explained that at the next Board Strategic Planning session planned in July 2021 would be focussing on the National Housing Federation's Code of Governance (and associated checklist) and this would highlight these issues and hopefully lead to an action plan going forward to address them.

4.9 **Board approved recommendations contained within the report. In addition, Board agreed face to face future board meetings and remote sub-committee meetings.**

5. **Annual Development Plan – Year End Review 2020/21**

5.1 The Director of Corporate Services presented the report that provided a year end summary of the key activities relating to the strategic priorities.

5.2 No questions were raised. The Chair commented how pleased he was to see that there was a focus on the plans 'not on schedule'.

5.3 **Board noted the ADP – Year End Review 2020/21 briefing note.**

6. People Strategy update

6.1 The Director of Corporate Services presented the briefing note that provides a progress update to Board one year into the four year People Strategy launched in April 2020.

6.2 She advised despite the pandemic significant progress has been made against the year one action plan.

6.3 One member asked if the document could be strengthened specifically around agile working and managing employee performance by outputs.

JC

6.4 A discussion took place regarding the impact of Covid-19 and sickness across the organisation. Agreement was reached to submit a report to the next Employment & People Committee on the impact of Covid-19 on staff attendance, shielding and productivity.

JC

6.5 **Board noted the People Strategy 2020 – 2024 annual update briefing note.**

7. Draft Modern Slavery Statement 2020/21

7.1 The Director of Corporate Services sought approval of SLHD's fifth Modern Slavery statement attached at appendix A of the report.

7.2 She reminded members that the organisation had a legal requirement under Section 54 of the 2015 Modern Slavery Act, to produce and publish a Modern Slavery statement on an annual basis.

Minor changes to the statement were noted by Board, having taken into consideration consultation on 'transparency in supply chains' by government departments – outlined at 3.5 of the report.

7.3 **Board approved the Modern Slavery statement for 2020/21 for publication.**

8. Health, Safety and Compliance

8.1 The Director of Property Services presented the report that provides an update on health, safety & compliance performance as at end April 2021.

Members were referred to point 2.1 of the report that gave an overview of the current position in relation to key areas.

8.2 FRA Recommendations

Members noted the overall increase in outstanding FRA recommendations for levels 1, 2 and 3 when compared to the previous month. However, also noted the actions taken and commitment by staff to address and reduce the figures.

8.3 Electrical Safety

At point 10.2 of the report members noted at the time of the meeting 18 properties had not been tested within the last 10 years. They were being urgently targeted for an electrical inspection by an external contractor over the next month with assistance from housing management colleagues.

8.4 One member asked for feedback on consultation with staff in terms of the realignment and change of roles?

The Director of Property Services advised that he had initially spoken with Service Managers and taken on board their feedback before drafting the realignment structure. He was working alongside HR colleagues who had produced a consultation plan. Trade unions had been engaged recently to discuss the plans to move forward with phase 1. He highlighted within the proposals there is a post for each member of staff, building safety posts are an addition.

8.5 **Board noted the Health, Safety and Compliance report.**

9. **Year End Performance (Period 12) 2020/21**

9.1 The Director of Corporate Services presented the report that provided Board members with the KPI dashboard for Quarter 4 year ended 31 March 2021.

She commented the year end position shows that we are very much where we said we would be with some pleasing results around rent arrears and sickness.

9.2 Referring to point 3.7 – KPI 12: Local Expenditure of the report the Chair asked how effective is Doncaster Chamber in helping the organisation. Do we share contract information with them?

It was noted prior to the pandemic we had attended a number of joint supplier events organised by the Chamber. CM to confirm if procurement and contracts information was shared.

9.3 In relation to point 3.8 - KPI 14a: Tenants & Residents undertaking training or education

CM

A member requested a profile of SLH tenants, that included age to help better understand where the focus of the organisation maybe in relation to working age or retirement age or both.

9.4 **Board noted the Key Performance Information (Period 12) briefing note.**

10. Key Performance Information (Period 1) 2021/22

10.1 The Director of Corporate Services presented the report that provided Board members with the KPI dashboard as at 30 April 2021.

She highlighted that the only KPI changed from 2020/21 is for gas servicing, where we are now reporting properties with a valid safety certificate rather than properties attended.

10.2 A member asked how do other organisation compare, in relation to the reporting of the gas servicing KPI?

The Director of Property Services advised we all start the process early as soon as the certificate is out of date. SLHD have a slightly different demographic which can play a part. There can be different access processes, however we believe ours to be very proactive and a mature approach.

10.3 In relation to void rent loss % and number of days to relet void properties members noted both indicators were an improving position with numbers currently reducing to acceptable levels.

10.4 **Board noted the Key Performance Information briefing note.**

11. Revenue Monitoring

11.1 The Director of Corporate Services advised the financial outturn of a challenging year, heavily influenced by Covid19, showing a number of variances to budget and an overall surplus of £684k.

She said the overall surplus for the year comprises of a surplus on Housing Revenue Account (HRA) operations of £491k and a surplus of £193k on Housing Options activities which are funded from the General Fund. She reminded members SLHD return the surplus to DC.

11.2 In relation to the general fund members noted the most significant change in the final quarter was an additional £480k general fund management fee agreed at Cabinet in December 2020 to fund the forecast overspend.

11.3 The Chair asked how much of the surplus have we bid for, for next year and when will we know the outcome?

It was noted that papers were being considered by Cabinet in June 2021, where approval for £201k of carry forward had been sought.

11.4 **Board acknowledged the Revenue Outturn report and the actual outturn for the financial year 2020/21.**

12. Capital Monitoring

12.1 The Director of Corporate Services advised that the Housing Capital Programme out turned at £19.9m, an under-spend against the revised budget of £1.46m.

12.2 The actual spend was significantly less than the original budget. Covid19 restrictions and contractor resourcing issues affected delivery across the whole programme. Therefore, some of the elements along with the associated expenditure and budgets have been slipped into 2021/2022.

12.3 A member asked if the organisation was on track this financial year 2021/22 ?

The Director of Corporate Services advised that the team were currently focusing on closing off the accounts for last financial year – 2020/21. Once this was complete the focus will then move to monitoring of this financial year usually starting at the end of May 2021.

Early indications with the in-house workforce delivering capital programmes as well as contractor work suggested a good start to the year.

12.4 **Board acknowledged the Capital Monitoring report and the outturn for the financial year 2020/2021.**

13. Board Expenses & Attendance Register

13.1 Board members noted the board expenses and attendance register.

14. Board Forward Plan

14.1 Board Members noted the forward plan.

Date and Time of Next Meeting: 5 August 2021, 2pm

Matters Arising from the previous minutes

Month	Ref	Action	Progress	Completed Y/N	Owner
January'21	3.7	<p>From Agenda Item 8.0 – Fire Management Policy and Fire Management Plan</p> <p>Members noted the milestone plan with timeframes would be produced and brought to Board once the programme had been established.</p>	<p>In progress</p> <p>Detailed piece of work.</p>	N	CM
March'21	7.5	<p>Re-alignment of the Asset Management Service Area</p> <p>A member requested circulation to Board of a revised organisation chart following implementation of the proposals.</p>		Y	CM
March'21	9.3	<p>21/22 Strategic Risk Register (SRR)</p> <p>A discussion took place regarding the methodology of the scoring. EMT agreed to review the scoring of the risks before the next update to Board.</p>	<p>In progress - Directorate review meetings scheduled for June in advance of Leadership discussion 1 July. Reported to Board in July.</p>	N	EMT
May'21	6.3	<p>People Strategy Update</p> <p>One member asked if the document could be strengthened specifically around agile working and managing employee performance by outputs.</p>		N	JC
May'21	6.4	<p>People Strategy Update</p> <p>Agreement was reached to submit a report to the next Employment & People Committee on 14.09.21 on the impact of Covid-19 on staff attendance, shielding and productivity.</p>		N	JC
May'21	9.3	<p>Year End Performance (Period 12) 2020/21</p> <p>A member requested a profile of SLH tenants, that included age to help better understand where the focus of the organisation maybe in relation to working age or retirement age or both.</p>		N	SW

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board

REPORT

- Date** : 6 July 2021
- Item** : 04
- Subject** : Annual Financial Statements
- Presented by** : Julie Crook
Director of Corporate Services
- Prepared by** : Nigel Feirn
Head of Finance and Business
Assurance
- Purpose** : The purpose of this report is present the Financial Statements of the Company and Letter of Representation for the year ended 31 March 2021 for approval by the Board.

Recommendation :

That the Board approve :

- the Financial Statements and Letter of Representation the year ended 31 March 2021;
- the use of electronic signatures on the Financial Statements and related documentation

Company Number 05564649
A Company Limited by Guarantee
Registered in England

To the Chair and Members of the Board
Date: 6 July 2021

Agenda Item No.04

1. Report Title

1.1. Annual Financial Statements.

2. Purpose

2.1. The purpose of this report is to present the Financial Statements of the Company and Letter of Representation for the year ended 31 March 2021 for approval by the Board. The Financial Statements underwent extensive review by Audit and Risk Committee on 24 June 2021 and were recommended to Board for approval.

3. Recommendation

3.1. That the Board approve :

- the Financial Statements (**Appendix A**) and Letter of Representation (**Appendix C**) the year ended 31 March 2021;
- the use of electronic signatures on the Financial Statements and related documentation.

4. Executive Summary

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

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

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

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

4.4. The management accounts for the financial year 2020/21 presented to the Board on 26 May 2021, reported that St Leger Homes had made a surplus outturn of £0.684million against a £zero, balanced budget where original budgeted income and expenditure each totalled £46.3m, as summarised below

Year ended 31 March 2021	Surplus	Budgeted Income	
	£million	£million	%
HRA activities - Surplus(-)	-0.491	44.627	-1.1
General Fund : Housing Options - Surplus(-)	-0.193	1.695	-11.3
Overall Surplus (-)	-0.684	46.322	-1.5

- 4.5. The table reports a strong performance for the financial year heavily influenced by Covid19 and changing operational constraints all year.
- 4.6. A surplus of £0.491m (2019/20: £0.902m) was generated on HRA operations and for 2020/21, where capital income was £2.25m lower than budget, largely due to the lockdown restrictions in place in Quarter 1, before normal service resumed on a phased basis from June 2020.
- 4.7. A surplus of £0.193m (2019/20: Deficit £0.043m) was generated on General Fund activities. The table above shows budgeted income of £1.695m, but actual income was considerably higher at £3.98m, almost entirely due to St Leger responding to the government's Covid19 'everybody in' instruction which generated exceptional demands on the service and increased costs and incomes relating to Temporary, Hotels and Bed and Breakfast Accommodation.
- 4.8. As with previous years, the year-end surpluses have been returned to DMBC's Housing Revenue Account (HRA) and General Fund (GF), therefore the bottom line in the St Leger accounts was £zero.
- 4.9. The accounts have again been produced under Financial Reporting Standard (FRS) 102. This standard replaced UK Generally Accepted Accounting Practice (UK GAAP) for financial years commencing after 1 April 2014.
- 4.10. Beever and Struthers must also give an opinion on the Strategic Report within the Financial Statements (the narrative report in the front section). The report must therefore be correct and consistent with the financial statements and all other management information audited.
- 4.11. For 2019/20, there was a new reporting requirement in the Strategic Report for 'large' companies like St Leger Homes, and this is again required for 2020/21. The Strategic Report should include a s172(1) statement which describes how the Directors have had regard to the matters set out in section 172(1) (a) to (f), which are the:
- likely consequences of any decision in the long term;
 - interests of the company's employees;
 - need to foster the company's business relationships with suppliers, customers and others;
 - impact of the company's operations on the community and the environment;
 - desirability of the company maintaining a reputation for high standards of business conduct; and
 - need to act fairly as between members of the company.

5. Audit opinion

- 5.1. Beever and Struthers have not identified any adjustments which are necessary to the financial statements. In their audit report they are presenting **a clean audit report and that the accounts show a true and fair view of the financial position for the year.**
- 5.2. Auditing Standards (ISA 260) require auditors to report to management on the findings of an audit and the Beever and Struthers' Management Letter is attached at **Appendix B.**

6. Pension fund valuation

- 6.1. St Leger Homes is a member of the South Yorkshire Pension Fund (SYPF). At the last valuation date – 31 March 2019 - the whole fund is in deficit. However the deficit has reduced significantly since the last valuation and the solvency level of the fund is now 99% (March 2016 : 86%).
- 6.2. Within the fund the assets and liabilities of the St Leger Homes pension can be separately identified. The St Leger Homes element of the pension fund has also improved since the last valuation and is now in surplus with a solvency level of 109% (March 2016 : 99%).
- 6.3. The pension fund undergoes a full actuarial valuation every three years ('triennial valuation') and the contributions by Employers are adjusted, if necessary, in order to get the fund into a fully funded position at some point in the future. The last full triennial valuation report was at 31 March 2019.
- 6.4. The results of the triennial valuation determine the contribution rates for future years to bring the fund back in to surplus.
- 6.5. During 2020/21, St Leger Homes paid a contribution rate of 16.0% of the salary for each employee in the scheme.
- 6.6. Mercer, the actuary, also review the pension fund assets, liabilities assumptions and on an annual basis provide an update report to enable any changes to be reflected the financial statements (please see section 7 – FRS 17 below).

7. Accounting summary / FRS17 adjustments

- 7.1. As in previous years, the only adjustments required to the management accounts are those of an accounting standard nature under Financial Reporting Standard (FRS) 17 to reflect actuarial movements in the assets and liabilities of the company pension scheme in the year, as detailed on pages 32 to 36 of the financial statements. The accounting entries for FRS17 are treated as either Administrative Expenses or Finance Costs in the Statement of Comprehensive Income (Profit and Loss Account).

7.2. The objective of FRS17 is to show the financial position of the company if all St Leger Homes' pension commitments, ie. for all existing pensioners and current employees, were to become payable at the year-end date. Although the likelihood of this actually materialising is extremely remote, the financial statements would show the most prudent, 'worst case scenario' position.

FRS17 adjustments will therefore ensure that:

- financial statements reflect at fair value the assets and liabilities arising from St Leger Homes' retirement benefit obligations;
- the operating and finance costs of providing retirement benefits to employees and any other changes in value of the assets and liabilities are recognised in the accounting period;
- the financial statements contain adequate disclosure of the cost of providing retirement benefits and the related gains, losses, assets and liabilities

7.3. The actuary (Mercer) reviews the assumptions, assets and liabilities and provides an annual update report. In addition to this there were fundamental changes to the Local Government Pension Scheme (LGPS) on a national level which were introduced on 1 April 2014. It is anticipated that these changes will also contribute to the fund moving to a fully funded position.

7.4. There has been a number of changes to the actuarial assumptions used by Mercer in providing the annual estimates of the South Yorkshire Pension scheme. All of these changes, when taken together, have resulted in an increase in the liability for St Leger Homes and all members of the scheme.

7.5. The St Leger Homes FRS17 pension deficit has fluctuated over the past ten years and, based on the updated annual Mercer report, is now **£58.8million**. The table below shows the assets, liabilities and deficit as calculated by Mercer. Further details appear in the financial statements.

Year ended 31st March	Pension Assets £million	Pension Liabilities £million	Pension Deficit (-) £million
2021	154.4	-213.2	-58.8
2020	128.7	-171.3	-42.6
2019	131.3	-176.8	-45.5
2018	122.8	-154.4	-31.6
2017	115.5	-157.2	-41.7
2016	92.8	-111.9	-19.1
2015	90.2	-112.6	-22.4
2014	77.6	-85.2	-7.6
2013	69.9	-86.8	-16.9
2012	60.0	-71.1	-11.1

7.6. **The deficit has increased by £16.2million (38%) this year**, the increase in the year reflecting the impact of the Covid19 pandemic on the national and global economies and related assumptions, returns on investments, etc.

7.7. An agreement exists between St Leger Homes and DMBC whereby DMBC provide a pension related guarantee to cover all related pension costs. This is a pension related asset, equal to the value of the liability and is reported as a Contingent Asset at Note 17 to the accounts at page 37.

7.8. Because of this negative position of the pension fund, additional commentary is required in the notes to the accounts at:

- Note 1 (page 21) – Going concern. The note highlights the negative position but that the “accounting treatment does not impact on the day to day operations of St Leger and the accounts have been prepared on a going concern basis since the Directors believe the company will continue to operate for the foreseeable future”
- Note 17 (page 32) – Contingent Asset. As referred to above, a guarantee is in place and this is an asset which is receivable contingent on a possible future event, so is reported accordingly.

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

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

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

Year ended 31 March	2021 £million	2020 £million	2019 £ million	2018 £million	2017 £ million
<u>FRS17 Pension adjustments</u>					
Outturn position included in management accounts (after repayments to DMBC)	0	0	0	0	0
<u>Statement of Comprehensive Income (SOI)</u>					
Increase in Admin costs – current Service Costs	(3.868)	(3.869)	(6.085)	(3.402)	(1.527)
Net return on assets – Interest Costs	(0.993)	(1.103)	(0.818)	(1.052)	(0.646)
(Loss)/Profit reported in the financial statements	(4.861)	(4.972)	(6.903)	(4.454)	(2.173)
<u>Statement of Financial Position (SOFI)</u>					
Opening pension deficit	(42.645)	(45.511)	(31.573)	(41.693)	(19.139)
Movement in pension deficit	(16.148)	2.866	(13.938)	10.120	(22.554)
Closing Pension deficit	(58.793)	(42.645)	(45.511)	(31.573)	(41.693)

7.11. The information in the accounts on pages 32 to 36 is provided to St Leger Homes by Mercer and is in the format required under accounting standards.

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

8. Consultation

8.1. No specific implications arise from this report.

9. Legal Implications

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

9.2. Beever and Struthers are paid a fee of £18k for the completion of an audit of the financial statements; a budget for this fee is included within the overall St Leger Homes budget.

9.3. Following the tendering exercise in 2019, the contract for our external auditor service was awarded to Beever and Struthers for the period October 2019 to September 2021 with the annual option to extend for a further year for two years. The Directors propose to appoint Beever and Struthers for a further year in line with the contract.

9.4. The full financial statements will be published on the St Leger Homes website and available to residents upon request.

10. Risk

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

Report Author

Nigel Feirn
Head of Finance and Business Assurance
01302 737485

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

Annual Report

31 March 2021

St Leger Homes of Doncaster Ltd

Company Registration Number: 05564649

St Leger Homes of Doncaster Ltd

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St Leger Homes of Doncaster Limited

Company Information

Company registration number: 05564649

Registered office:

St Leger Court
White Rose Way
Doncaster
DN4 5ND

Bankers:

Lloyds Bank Plc
14 Church Street
Sheffield
S1 1HP

Solicitors:

Anthony Collins Solicitors
134 Edmund Street
Birmingham
B3 2ES

Auditors:

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

Internal Auditors:

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

Board of Directors

Mr P Tanney
Mr A Richmond

Appointed: 09.01.17
Appointed: 01.10.20

Resigned 30.09.20

Independent Chair

Mr D Wilkinson

Appointed: 11.11.19

Tenant Board Members

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

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

Resigned 07.10.20

Council Board Members

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

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

Resigned: 18.01.21
Resigned: 06.05.21

Independent Board Members

Mr T Mason
Mr S Booth
Mrs S Jones

Appointed: 29.11.17
Appointed: 01.01.20
Appointed: 13.01.20

St Leger Homes of Doncaster Limited

Executive Management Team

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

St Leger Homes of Doncaster Limited

Strategic Report

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

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

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

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

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

The likely consequences of any decision in the long term

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

Progress against the Corporate, Annual Development and all other plans is reviewed regularly with Board meetings six times per year, and quarterly meetings with a number of strategic and management committees within DC (see pages 6 to 15).

The interests of the organisation's employees

Employees of St Leger Homes have always been recognised as the company's most important asset, and we have a dedicated Human Resource and Organisational Development (HR&OD) team to support the recruitment, development and retention of our workforce. Corporately, the People Strategy was reviewed, updated and approved by Board in the year, with an action plan aligned with our strategic objectives and Corporate Plan (see pages 6 to 15).

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

St Leger Homes places Customers' interests at the heart of everything we do and Customers are involved and relationships developed at every level, including representation on the Board, extensive consultation in the five year Corporate plan and Customer strategies, a Tenants and Residents Improvement Panel (TRIP) and working closely with a number of Tenants and Residents Associations (TARAs). To maximise these relationships, we also have effective partnerships with numerous partnering organisations, such as the DWP, South Yorkshire Credit Union, and a number of local food banks, among others (see pages 6 to 15).

For suppliers, St Leger Homes has robust Financial Regulations and Contract Standing Orders and a Procurement Strategy, and these documents ensure we operate in a legal, ethical and inclusive manner whilst achieving best value for money. Our dedicated Procurement team utilise Official Journal of the European Union (OJEU) compliant frameworks operated by procurement consortia and St Leger has a representative on the board of a procurement consortium, which enables robust benchmarking and sharing of best practice.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

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

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

It is our mission to provide homes in neighbourhoods that people are proud to live in, and each of our four strategic objectives has plans and measures that have a positive impact on the community and environment.

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

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

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

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

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

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

A fundamental aim for St Leger Homes is to maintain the highest standards of conduct, operating a robust governance framework, and one of the four strategic objectives in the five year Corporate Plan is to be a nationally recognised housing services provider. We have a comprehensive range of strategies, policies and procedures designed to ensure compliance with legislation, regulations and best practice, including a range of fraud related policies for staff, and a suite of appropriate Key Performance Indicators (KPIs) (see pages 6 to 15).

St Leger Homes is committed to preventing slavery and human trafficking and all other potential violation of human rights in all of its business activities. It has no place in St Leger Homes' business or supply chains and we take a zero tolerance approach to it. Our fifth annual modern slavery statement, relating to the 2020/21 financial year, sets out our activities and can be found on our website at www.stlegerhomes.co.uk

The need to act fairly as between members of the organisation

St Leger operates a robust approach to governance, with frameworks in place for the management of Strategic and Operational Risk, financial control, operating performance and procurement. These frameworks sit under an extensive, overarching Management Agreement with DC with clear lines of delegated authority and periodic monitoring and reporting (see pages 6 to 15).

St Leger Homes of Doncaster Limited

Strategic Report (continued)

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

Principal decisions

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Business model and review of the financial year

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

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

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

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

Vision, values and objectives

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

Our mission is underpinned by our values :

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

Our strategic objectives are to :

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

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

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

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

Results and performance

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

Operations

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

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

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

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

Financial

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

Homes

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

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

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Employees)

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

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

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

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

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

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

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

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

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

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Tenants)

Despite the numerous constraints resulting from the Covid19 pandemic, St Leger Homes maintained our commitment to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life.

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

We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the eleventh year running. The standard is awarded to public service organisations which meet strict criteria demonstrating that they focus on the needs and preferences of their customers, and all elements are considered either 'Compliant' or 'Compliance Plus'.

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

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

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

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

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

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

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

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Tenants) – (continued)

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

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

St Leger Homes has a strong safeguarding culture and are a member of both the Adult & Children Safeguarding Boards and play an important role with strategic partners across Doncaster. In addition, we have links with or are members of other partnership panels and boards, including the Health and Wellbeing Board, The Doncaster Integrated Care Partnership Board and also the Multi-Agency Risk Management Arrangements Conference (MARAC).

Neighbourhoods

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

St Leger Homes has a proactive approach to anti-social behaviour and we continued to work effectively with our partners via the Doncaster Safer Partnership.

Considerable focus on voids was again applied in the year to improve turn around and re-let times. We aim to ensure properties are empty for as short a period as possible as this has a positive impact on neighbourhoods, reducing anti-social behaviour (ASB) and crime, as well as having a positive impact on income to the HRA.

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Modern slavery

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

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

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

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

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

Value For Money (VFM)

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

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

We recognise the Regulator of Social Housing's Regulatory Standards as good practice and during the year, published our fourth VFM self-assessment (based on the 2019/20 financial year) to capture all VFM achievements and work into one summary document.

The self-assessment again shows that St Leger is, in general, a low cost, mid to high performing organisation when benchmarked with our peers (around 30 organisations) and also all housing providers nationally (around 100 organisations). Benchmarking shows there are areas of good performance and also areas for improvement, with actions developed to improve these.

Employment Policy

In 2020/21, the Company employed on average 813 staff / 737 whole time equivalents (2019/20 : 820 staff / 740 whole time equivalents). During the year we met the commitments of the Disability Confident Scheme accredited by the Department for Work and Pensions. Achieving this accreditation means we can demonstrate that we make the most of the talents disabled people can bring to our workplace, enabling us to successfully recruit and retain disabled people and those with health conditions. This is delivered within the business through our New Directions Guide, one of the key themes being around the delivery of career conversations to retain the talents of our employees throughout their working life.

We continued our commitment to developing our staff through the delivery of our People Strategy whose action plan is reviewed by the Board annually, and Executive Management Team (EMT) every six months

As part of our ongoing commitment to addressing any inequality issues in any form, we aim to ensure men and women are paid equally for doing equal work by determining their pay through an equality proofed job evaluation scheme. We published our Gender Pay Gap Report in 2020 and this is available on our web-site at www.stlegerhomes.co.uk

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Performance

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

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

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

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

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

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

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

Key Performance Indicators 2020/21:

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Performance (continued)

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

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

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

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

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

Customer Service Standards

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

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

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

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

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Principal Risks and Uncertainties

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

All strategic risks are considered by their potential impact on the delivery of the company's aims, objectives and the provision of services together with the predicted likelihood of the actual event or occurrence and the score registered on a risk matrix. A member of the Leadership Team is assigned as being the risk owner and assumes the responsibility of ensuring effective mitigation actions are in place. As in previous years, quarterly reviews and updates of the risk register took place during the year and this will continue in 2021/22.

Review of the Risk Register

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

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Future Developments

Our Annual Development Plan for 2021/22 was approved by the Board in March 2021 and is available on our web-site, along with our five year Corporate Plan, at www.stlegerhomes.co.uk. These documents set out our future plans and targets in the short and medium term. These are cross-referenced to the Doncaster's Growing Together (DGT) corporate strategy confirming St Leger's commitment to working in partnership with DC and key partners, St Leger Homes will continue to grow the World of Work employability programme which is delivered with support from Doncaster College and Job Centre Plus.

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

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

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

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

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

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

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

We continually monitor our portfolio of commercial and community support services for impact and growth potential, respond to the DC commissioned Housing Needs Assessment in the forward plan for capital projects and seek to further improve energy efficiency in our homes and our environmental footprint.

By order of the Board and signed on its behalf

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

St Leger Homes of Doncaster Limited

Directors' Report

Legal status of Company

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

Status of Company and composition of the Board

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

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

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

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

Proposed dividend

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

Directors and Directors' interests

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

Post Balance Sheet Events

There were no post balance sheet events to report.

Disclosure of information to auditors

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

Auditors

In accordance with section 385 of the Companies Act 2006 a tendering exercise was carried out following the expiry of the existing External Auditors contract on the 30 September 2019. Following the tendering exercise, the contract for our external auditor service was awarded to Beever and Struthers for the period October 2019 to September 2021 with the annual option to extend for a further year for two years. The Directors propose to appoint Beever and Struthers for a further year in line with the contract.

By order of the Board and signed on its behalf

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

St Leger Homes of Doncaster Limited

Statement of Internal Control

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

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

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

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Company's assets;
- Experienced and suitably qualified staff to take responsibility for important business functions. Annual employee development review procedures have been established to maintain standards of performance;
- The establishment of written policies and procedures and a scheme of delegated authority designed to ensure that proper accounting records are maintained;
- A risk management framework in which priority risks are reviewed by the Board, Executive Management Team and senior managers;
- Forecasts and budgets are prepared which allow the Board of Directors and management to monitor the key business risks and financial objectives and progress towards financial plans set for the year and the medium term. Regular management accounts are prepared promptly, providing relevant, reliable and up-to-date financial and other information and significant variances from budgets are investigated as appropriate;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board of Directors and officers of the Company;
- The internal audit programme is in place to review, appraise and report upon the adequacy of internal controls. Any actions necessary to correct any weaknesses identified by internal or external audit are incorporated within the action plan that is agreed and monitored by the Audit Committee. The annual report of the Internal Auditors for 2020/21 was received by Audit and Risk Committee in March 2021 and gave a positive opinion that the systems of internal control examined were generally sound with only a few exceptions.
- A full range of insurance including Fidelity Guarantee has been put in place to safeguard assets.

On behalf of the Board, management has reviewed the effectiveness of systems of internal control in existence for the year ended 31 March 2021. No weaknesses were found in the internal controls, which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements. The Board of Directors is satisfied that this remains the case up to the signing of these documents.

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

St Leger Homes of Doncaster Limited

Statement of Directors' Responsibilities

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

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

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

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

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

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

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

St Leger Homes of Doncaster Limited

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

Opinion

We have audited the financial statements of St Leger Homes of Doncaster (the 'Company') for the year ended 31 March 2021 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

St Leger Homes of Doncaster Limited

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

St Leger Homes of Doncaster Limited

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

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

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

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

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

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

Use of our report

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

Richard Graham ACA (Senior Statutory Auditor)
For and on behalf of
Beever and Struthers
Statutory Auditor
St George's House
215-219 Chester Road
Manchester
M15 4JE

Date:

St Leger Homes of Doncaster Limited

Income Statement

For the year ended 31 March 2021

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

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

The accounts are prepared on a historical cost basis.

Statement of Comprehensive Income

For the year ended 31 March 2021

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

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

St Leger Homes of Doncaster Limited

Statement of changes in Revenue Reserve

As at 31 March 2021

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

St Leger Homes of Doncaster Limited

Statement of Financial Position

As at 31 March 2021

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

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

Company registration number 05564649

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

St Leger Homes of Doncaster Limited

Statement of Cash Flows

For the year ended 31 March 2021

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

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements)

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Company's financial statements. The prior year results are for the year ended 31 March 2020. St Leger Homes was incorporated in the United Kingdom and its registered office is St Leger Court, White Rose Way, Doncaster, DN4 5ND.

Basis of Accounting

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

These financial statements are for the year ended 31 March 2021 and comply with FRS102.

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

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

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

Turnover

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

Post-retirement Benefits

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

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

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Post-retirement Benefits (continued)

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

Judgements

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

Going Concern

The accounts have been prepared on a going concern basis.

Although a pension guarantee from DC exists, this pension related asset is shown as a Contingent Asset at Note 18 to these financial statements. The pension deficit in the Statement of Financial Position for St Leger shows an overall negative position, comprising a liability and negative revenue reserves at 31 March 2021 and 31 March 2020. This accounting treatment does not impact on the day to day operations of St Leger Homes and the accounts have been prepared on a going concern basis since the Directors believe the company will continue to operate for the foreseeable future.

Estimates

Provisions for bad debts

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

Provisions for liabilities

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

Pension liability

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

Property Plant & Equipment

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

Operating Leases

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Taxation

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

Cash

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

Inventories

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

2. Analysis of turnover

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

3. Profit/Loss on ordinary activities before taxation

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

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

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

4. Staff numbers and costs

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

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

Their aggregate remuneration comprised:

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

5. Remuneration of Directors

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

Members of the Board of Directors

Directors' emoluments	21	18
None of the Directors are members of the defined benefit pension scheme	0	0

Members of the Executive Management Team

The Executive Management Team, including the Chief Executive Officer, received emoluments as follows:

Aggregate emoluments (wages and salary) payable to the Executive Management Team. (Including pension contributions. No benefits in kind were received.)	472	448
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St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

6. Taxation

Analysis of charge in period

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

The tax liability for 2020/21 is £Nil (2019/20 £Nil). St Leger Homes provides a number of services that fall within the scope of corporation tax, but the cost of providing these specific activities exceeds the income generated.

7. Property Plant & Equipment

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

8. Inventories

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

9. Debtors

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

10. Creditors: amounts falling due within one year

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

11. Provisions for liabilities and charges

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

12. Called up share capital

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

13. Financial Commitments

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

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

14. Pension scheme

The Company participates in the South Yorkshire Pension Authority (Local Government) Pension Fund. The pension contributions payable by the Company to the scheme amounted to £2.553m.

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

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

The pension fund and actuaries will keep the level of employers' contributions under review to allow the fund to balance in the medium term. It has been agreed that an employer rate of 16.0% of pensionable pay will apply in the 2021/22 financial year.

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

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

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Actuarial Assumptions

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

Defined Benefit Obligation

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Fair value of employer assets

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

Movements in surplus/(deficit) during the year

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

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

15. Analysis of net funds

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

16. Related Party Transactions

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

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

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

17. Contingent Liabilities

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

18. Contingent Assets

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

19. Ultimate controlling body

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



Draft Audit Management Letter

St Leger Homes of Doncaster
Year Ending 31 March 2021

BEEVER
AND
STRUTHERS

CHARTERED ACCOUNTANTS
AND BUSINESS ADVISORS



Contents

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Scope of the Audit Work

Our audit of the financial statements of St Leger Homes of Doncaster Limited is substantially complete. The purpose of this letter is to bring to your attention the findings from our audit. We appreciate that you will already be aware of the majority of the matters contained in this letter.

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

- views about the qualitative aspects of the Company’s accounting practices and financial reporting;
- the letter of representation;
- unadjusted misstatements;
- matters specifically required by other Auditing Standards to be communicated to those charged with governance (such as fraud and error);
- expected modifications to the auditor’s report;
- the letter of representation;
- material weaknesses in the accounting and internal control systems; and
- any other relevant and material matters relating to the audit.

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

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

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

We would like to take this opportunity to formally record our appreciation for the assistance and co-operation provided to us by the Finance Team who assisted us during the course of our audit, particularly given the challenging circumstances we are now working in.

Beever and Struthers






Key Audit Issues

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

Audit issues	Audit Findings
<p>Going Concern</p> <p>Under the going concern assumption, a Company is viewed as continuing in business for the foreseeable future. Accounting requirements indicate that any material uncertainties about the appropriateness of the going concern assumption are disclosed adequately in the financial statements.</p>	<p>We have reviewed the directors' assessment of the going concern assumption and are content that this is an appropriate basis on which to prepare the financial statements. Our work includes the review of financial forecasts and post year end management accounts and reviewing the letter of comfort provided by Doncaster Council.</p> <p>Our work in this area is still ongoing.</p>
<p>Stock Systems</p> <p>The ordering of repairs and control of stock are key elements of the Company's operations. Control in this area is integral to the Company's overall control environment.</p>	<p>At the year end, the stock balance amounted to £1.776m, of which £968k was work in progress and £808k was stock held at the depots and on the vans. A year end stock take was undertaken and we were also able to place reliance on controls in this area.</p>
<p>Pension Scheme</p> <p>The Company is a member of the Local Government Pension Scheme. The deficit associated with the scheme will be recognised in the financial statements in line with FRS 102 Section 28 (Employee Benefits).</p>	<p>The financial statements reflect the year end valuation provided by the Company's actuary. The pension liability has increased by £16.148M, as a result of an increase in the benefit obligation of £41.918m offset by an increase of plan assets of £25.770m.</p> <p>The disclosures included within the financial statements were appropriate and in line with applicable reporting standards.</p>
<p>Service Level Agreements</p> <p>Service level agreements between the company and DC are in place in a number of areas including transport services, grounds maintenance and IT.</p>	<p>Controls over service level agreements are in place. There are signed agreements and invoicing procedures are monitored.</p>

Overview of Financial Statements

Statement of Comprehensive Income

	2021 £'000	2020 £'000	
Turnover	45,343	42,730	 <p>Turnover has increased by £2.613m compared to last year. Turnover is made up of £31.7m management fees, £6.6m capital charges and £7m other income.</p>
Cost of Sales	(42,646)	(40,532)	 <p>Cost of sales has increased by £2.114m on the prior year. This is mainly due to additional Covid-19 costs in the Housing Options team in response to the Governments "everyone in" instruction and providing emergency hotel accommodation and meals provision.</p>
Administrative expenses	(6,565)	(6,067)	 <p>Administrative expenses have increased by £498k compared to last year mainly due to increased IT costs for equipment, software and licenses due to homeworking.</p>
Interest payable	(993)	(1,103)	 <p>Interest relates to notional interest on the pension scheme.</p>
Actuarial gain/(loss)	(11,287)	7,838	 <p>The actuarial gain reflects the year end valuation of the pension scheme by the actuaries.</p>
Total comprehensive income	(16,148)	2,866	

Overview of Financial Statements

Statement of Financial Position

	2021 £'000	2020 £'000	
Fixed Assets	28	42	Fixed assets have reduced by £14k on the prior year, which is the result of the depreciation charge for the year.
Assets	6,729	6,267	Current assets comprise debtors, stock, and cash. Overall levels of current assets have increased by £462k compared to the prior year, which is largely the result of an increase in the cash position at year end.
Creditors	(6,697)	(5,608)	Overall creditor levels have increased by £1.09m compared to the prior year. This is mainly due to an increase in the DC creditor of £589k, and an increase in accruals of £502k.
Provisions	(60)	(314)	Last year's provisions, relating to an annual leave provision and a potential employee dismissal case, have been released this year. A new provision has been recognised this year, relating to an employee tribunal.
Pension liability	(58,793)	(42,645)	The pension liability has increased by £16.148M, as a result of an increase in the benefit obligation of £41.918m offset by an increase of plan assets of £25.770m.
Capital and reserves	58,793	42,645	The Company's accumulated reserves reflect the pension liability.

Independence

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

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

- We confirm that we are independent.
- We confirm that we are unaware of any relationships which may bear on our objectivity and independence.
- We have provided details of any non-audit services provided to the Company and the fees charged in relation to non-audit services.
- We confirm that we comply with the requirements of the Financial Reporting Council's Ethical standards in relation to the supply of non-audit services by an audit firm.

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

Relationships which may bear on Objectivity and Independence

We are aware of no relationships which may bear on our objectivity or independence.

Non- Audit Services

In addition to our work as external auditors, we also provide taxation services to the Company.

As the additional services are provided by separate teams of staff who are not directly involved in the mainstream audit work, we consider that appropriate safeguards are in place and, in our opinion, the provision of these additional services does not prejudice our independence and objectivity as the Group's external auditors.

Conclusion

We therefore confirm that we are independent and that we comply with the requirements of the Financial Reporting Council's Ethical standards.

Qualitative Aspects of Accounting Practices and Financial Reporting

Accounting Policies

Accounting standards require that entities should review their accounting policies regularly to ensure that they are appropriate to its particular circumstances for the purposes of giving a true and fair view.

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

Accounting Estimates

Accounting estimates include items such as depreciation and the level of bad and doubtful debt provision against debtor balances. We confirm that estimates have been made appropriately in line with our knowledge of the Company and the industry, and are disclosed satisfactorily in the financial statements.

Financial Statement Disclosures

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

Timing of Transactions

Our audit work confirmed that material transactions were recorded in the correct accounting periods. Accruals and prepayments were made for material items.

Going Concern

The financial statements have been prepared on a going concern basis. We have evaluated your initial assessment of the Company's ability to continue as a going concern and confirm that this basis is appropriate.


However, our work in this area is ongoing and we are currently conducting our final going concern reviews and also await the letter of comfort issued by Doncaster Council.

Significant Matters Discussed with Management

We note the ongoing discussions with a contractor regarding the replacement of cladding works on DC's tower blocks. Management has indicated that liability for these works will not be the responsibility of St Leger Homes and no provision or disclosure of this has been made in the financial statements. This is in line with our understanding of the management agreement, and we have concurred with this treatment.

Strategic and Board Reports

We reviewed other information in the document containing the financial statements. We confirmed that there is no material inconsistency between it and the financial statements.



Management Representation Letter

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

We will present our management representation letter to the Board, to be signed off at the same time as the financial statements.

There are no non-standard items included in the letter of representation.



Audit Opinion

We expect to provide an unqualified audit opinion on the financial statements for the year ended 31 March 2021.

We require the following to complete our work:

- Conclusion of our work in relation to going concern and post balance sheet events.
- Signed letter of representation.

Audit Adjustments

Materiality

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

Materiality may be revised throughout the course of the audit, where we become aware of information during the audit that would have resulted in a different determination of materiality at the outset.

We are not required to report on corrected or uncorrected misstatements we believe are clearly trivial.

Our assessment of materiality was based on the first draft accounts received prior to the audit and calculated using a proportion (3%) of turnover.

	Materiality £'000	Triviality £'000
St Leger Homes of Doncaster	1,360	68

Audit Adjustments

There were no audit adjustments made for the year ended 31st March 2021.

Uncorrected Adjustments

There were no uncorrected adjustments for the year ended 31st March 2021.

Internal Controls Systems

We have tested the systems of internal financial control to the extent that we intended to place reliance on them in forming our audit opinion on the accuracy of the figures in the financial statements. Our audit work enabled us to place substantial reliance on the operation of key controls, as planned.

ISA 260 requires that we report to those charged with governance any material weaknesses in internal control that we identify in the course of our audit work. A material weakness is one that could adversely affect the Group's ability to record, process, summarise, and report financial or other data so as to result in a material misstatement in the financial statements.

We did not identify any internal control weaknesses which require reporting in our management letter.

There were no points to follow up from 2020's management letter.

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hibling@stlegerhomes.co.uk
Tel 01302 862700
Date 06 July 2021

Dear Sirs,

FINANCIAL STATEMENTS OF ST LEGER HOMES OF DONCASTER

This representation letter is provided in connection with your audit of the financial statements of St Leger Homes of Doncaster Limited ("the Company") for the year ended 31 March 2021 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the results and financial position of the Company in accordance with The Companies Act 2006 and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

1. We are responsible for the preparation of financial statements in accordance with The Companies Act 2006 and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), which give a true and fair view of the financial position of the company as of 31 March 2021 and of the results of its operations and its cash flows for the year then ended and for making accurate representations to you.
2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
3. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.
4. We have disclosed all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been disclosed in accordance with the requirements of accounting standards.
5. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of accounting standards.





6. All events since the balance sheet date which require disclosure or which would materially affect the amounts in the financial statements have been adjusted or disclosed in the financial statements.
7. We confirm that the financial statements are free of material misstatements, including omissions. We believe that the uncorrected misstatements identified during the audit are immaterial both individually and in aggregate to the financial statements as a whole. A list of these items together with our reasons for not correcting them is attached as Appendix 1 to this letter.
8. We confirm that, having considered our expectations and intentions for the next twelve months, and the availability of working capital including the impact of Covid-19, the company is a going concern. We confirm that the disclosures in the accounting policies are an accurate reflection of the reasons for our consideration that the financial statements should be drawn up on a going concern basis.
9. All accounting records and relevant information have been made available to you for the purpose of your audit. We have provided to you all other information requested and given unrestricted access to persons within the entity from whom you have deemed it necessary to obtain audit evidence / request information. All other records and related information including minutes of all management and shareholders' meetings have been made available to you.
10. All transactions undertaken by the company have been properly reflected in the accounting records and are reflected in the financial statements.
11. We acknowledge our responsibility for the design, implementation and maintenance of controls to prevent and detect fraud. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
12. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves management or employees who have significant roles in internal control, or others, where fraud could have a material effect on the financial statements.
13. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.





- 14. We confirm that we are not aware of any possible or actual instance of non-compliance with those laws and regulations which provide a legal framework within which the company conducts its business and which could affect the financial statements. The company has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance.
- 15. We confirm that we have disclosed to you the identity of the company's related parties and all related party relationships and transactions relevant to the Company that we are aware of.
- 16. The company has satisfactory title to all assets, and there are no liens or encumbrances on the assets except for those disclosed in the financial statements.
- 17. There are no liabilities, contingent liabilities or guarantees to third parties other than those disclosed in the financial statements.
- 18. The Company has at no time during the year entered into any arrangement, transaction or agreement to provide credit facilities (including loans, quasi loans or credit transactions) for directors, nor to guarantee or provide security for such matters, except as disclosed in the financial statements.

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

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

Yours faithfully,

Signed on behalf of the Board of Directors by:

.....(Signature)

.....(Director)

.....(Date)



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

Friday 18th June 2021 at 10am

Present

Dave Wilkinson (Chair), Steve Lyons, Trevor Mason,

In Attendance

Chris Margrave (Director of Corporate Services), Christine Tolson (Head of Asset Management), Mark Tomkinson (Interim Head of Asset Management), Leandra Graham-Hibling (EA to Chief Executive)

ACTION

- | | | |
|-----------|--|-----------|
| 1. | Apologies and Quorum | |
| 1.1 | Apologies were received from Councillor Phil Cole.

The meeting was quorate. | |
| 2. | Declarations of Interest by Board Members | |
| 2.1 | There were no declarations made. | |
| 3. | Review of Terms of Reference and scene setting for Members | |
| 3.1 | The Director of Property Services introduced the Terms of Reference for this newly formed Committee, reminding and updating Committee Members on the Committee remit.

Members noted that the Committee is constituted as a Committee of the Board, to support the Board in its responsibilities for all issues relating to building safety and compliance with statutory regulations in relation to the six compliance areas of asbestos, fire, water, electricity, gas, lifts and lifting equipment. | |
| 3.2 | The Director of Property Services advised that on recommendation of the Board, there was approval to appointment an external, expert consultant which will provide an additional perspective and the external expertise that Committee may require in order that they make the most informed decisions.

The Chair asked that this is referenced in the TOR. | CM |
| 3.3 | A Member asked if the Director of Property Services can envisage this Committee continuing longer than the currently proposed term of 12-18 months? The Director of Property Services answered that he expects this will continue for longer than the initial period as there is emerging legislation which he sees this Committee taking time to consider and | |

would provide an overview and recommendations to Board to enable them to approve them with a more informed view.

He also advised that there will also be a requirement for the Committee to review our approach to building safety cases, customer engagement and customer voice.

- 3.4 With this in mind, it was noted that forward planning for this Committee and also Board Member membership to Committee's may require further consideration.

LGH

4. Health, Safety and Compliance Report

- 4.1 Members of Building, Safety and Compliance Committee (BSC) were asked to note the contents of this report alongside current performance in relation to health, safety and compliance as detailed at Appendix 1.

- 4.2 The Director of Property Services provided more detail in areas of particular interest.

Fire Risk Assessments (FRA's)

It was noted that all FRAs were up to date, however the number of recommendations from them was increasing. Committee were reassured that work was underway to reduce these with the Contractor, Fortems, due to commence work in July. The Director of Property Services advised that this first batch of 150 items have already been surveyed. It was noted that there are plans to use this batch approach in the future which will help reduce the number of outstanding FRA recommendations.

The Director of Property Services advised Committee that lack of resources has restricted progress in this area, however, work was underway in the background to identify the resource needed and the recently appointed Head of Building Safety will also complement this.

Training

Committee were made aware of the planned training programme for Joiners to complete accredited training in order they can work on fire doors. This will enable us to complete a 'one stop shop' assessment by a competent person, as well as completing the work required and ensure it is compliant. It was noted that this includes the ability for our Joiners to install fire doors, which will enable us to catch up on delays we have experienced in the past by trying to procure this expert work.

Periodical testing

The Director of Property Services advised Committee that the programme of testing through to 2023 was halted due to the pandemic. He advised that there are now plans to push forward on the programme with the procurement of a Contractor to enable us to complete the programme over 18 months to 2 years. This will ensure we meet the original deadline of 2023 to bring all properties from a 10 year to 5 year reporting cycle.

Gas

Committee noted there were currently 5 properties currently within the guaranteed access procedure. The Director of Property Services advised that these properties have had multiple visits in different ways, however formal action cannot be progressed until the certificate is out of date, however we are following legislation by these properties going through a guaranteed access procedure and can state that we are still compliant.

Asbestos

It was noted that that health checks are progressing and a roadmap will be provided once completed. This will enable an action plan to be developed, this will be shared with BSC once formulated to allow appropriate challenge.

RIDDOR

The Director of Property Services highlighted the 1 RIDDOR which, being a dangerous occurrence, was concerning. However he reassured Committee that the case was being addressed and that as a safety measure the appliance was capped off with conversations taking place with the tenant about remedial actions.

C365 Software

It was noted that once the dashboard was in place, the Building, Safety and Compliance Committee will have the ability to shape this report going forward, based on the dashboard.

The Interim Head of Asset Management advised the project was on track with the procurement of the system.

4.3

A Member asked about the number of actions as a result of the assessments and if there was a specific reason for the high numbers of recommendations involved?

The Director of Property Services advised the number of recommendations is high and one of the reasons is due to duplication of actions across all properties, as they were generic for all buildings.

The Head of Asset Management confirmed that the numbers or volumes of outstanding recommendations are not dissimilar to other organisations at the moment and that we had recently completed a refreshed Fire Risk Assessment for every building.

The Head of Asset Management further advised that high rise FRA's are completed annually and there is evidence that the number of recommendations are reducing which shows we are addressing the earlier FRA recommendations, but also addressing the ongoing actions that arise.

Whilst this was positive, The Head of Asset Management explained that more work could be done to engage more with the Fire Engineer, and to work more closely with them in advance of the inspections to confirm certain detail and clarify certain arrangements at the earlier

stages.

Committee we also advised that there were also reoccurring FRA's such as the rolling inspection of fire doors.

4.4 The Director of Property Services advised that some recommendations from FRA's may need to be given an extended anniversary date and that consideration is being given for the Building, Safety and Compliance Committee to receive and approve these extension requests.

4.5 The Chair asked about the asbestos risk in artex ceilings mentioned in paragraph 8.3 and whether this was a problem in our properties?

The Director of Property Services responded that it can be a problem depending on the type of material, and that traditionally the material would be encapsulated and that it was not common practice to remove artex in a void property.

4.6 The Chair asked about Fire Safety precautions on caravan sites which is high on the Mayors agenda?

The Director of Property Services advised that a number of options and a preferred recommendation with revised costings was being considered next week at Executive Management Team meeting before it is considered within Council meetings.

4.7 A member commented on the number of vacancies currently within the structure, asking if we have considered growing our own specialists rather than continuing to rely on external contractors?

The Director of Property Services confirmed that we are exploring skills of our own workforce reminding of the example of training Joiners to undertake fire door checks. He further advised that his management team was looking at resources within the workforce to determine what work could be completed in-house and the skills needed to meet this need and to complete certain works relating to quick wins, and also some EWI measures where the sector has been struggling to respond.

5. Health, Safety & Compliance Strategy

5.1 The Interim Head of Asset Management presented the newly developed Health and Safety Strategy for comment and consideration in advance of it progressing to Board for formal approval.

5.2 It was noted that this strategy concentrates on the occupational aspects and that the previously detailed wellbeing aspects have been encapsulated into the People Strategy. It was explained that this new strategy ensures that Health and Safety is clearly considered and embedded through all our activities across the Business.

Committee noted that this was validated by 5 star British Safety Council accreditation and ISO45001 occupational health & safety accreditation

both achieved in 2021.

5.3 The Chair asked if we have seen a change in the workforce in its approach to Health and Safety?

The Director of Property Services commented that there is a renewed emphasis and awareness of Health and Safety within the business, but agreed there was more work required around preventative H&S such as reporting near miss accidents.

He further explained that during the pandemic whilst there was less activity, there was more awareness, more communications and more discussions around Health and Safety, however there is more work to be done in this area.

It was noted that the newly appointed Head of Building Safety will be focussing on how to engage with our workforce more.

The Head of Asset Management commented that the culture following the pandemic has changed, with staff challenging situations that they don't think are right, and feel more confident to suggest different and better ways in which to do things. She explained that this is an example of a business having a 2 way dialogue, rather than a top down approach.

5.4 A Member observed that whilst the documents were very comprehensive, the tenant voice did not come across strong enough. He suggested that consideration is given to this, as well as ensuring that when we are considering upskilling the workforce, that we look to manage the risk involved as well as being solution orientated.

MT

The Member also considered a revision to detail the procurement of an expert consultant that Committee will use for that external, and specialist view.

MT

5.5 The Chair asked if Board of Directors and Leadership Team can be added into the values and commitment section. He also asked for the name of the Committee on page 8 to be corrected.

MT

6. **Asbestos Management Policy and Plan**

6.1 The Head of Asset Management presented the newly drafted Asbestos Policy and Asbestos Management Plan for comment and consideration in advance of it progressing to SLHD Board.

It was noted that whilst Penningtons were appointed to lead on the review, the corporate Health and Safety and Compliance Team, Leadership Team and key staff have been involved in its development, including reviewing the legislative framework.

It was noted that as part of the review, we have been able to strengthen certain areas such as:-

- Regulations of re-inspection of communal areas.
- Record keeping.
- Governance and escalation process

It was noted that there were a few areas that need further clarification and an equality analysis is required before the documents are submitted to Board for final approval.

Action plan – Surveying information on domestic properties

The Head of Asset Management raised a concern that whilst these changes will give us the opportunity to really strengthen this information there may be a financial implication involved. She advised this was a strategic issue for consideration and the Director of Corporate Services was aware of this.

6.2 A Member asked if the acronyms can be set out which would be helpful for Board, and the spelling of principles/principals is corrected. **CT**

The Member suggested that the Management Plan should be more action focussed rather than duplicating the detail within the policy. **CT**

6.3 The Chair asked if we will consider different mediums to launch the revised policy and plan to our staff?

The Head of Asset Management answered that we use a whole range of different mediums which will all be considered when we launch these suite of documents.

The Chair asked that consideration is given to ensuring we evidence any training and awareness sessions for individuals in case evidence is called upon at a later date.

The Director of Property Services took the opportunity to explain that Penningtons have completed the work in such a way that we are in a position of reduced risk to the organisation especially in relation to non-licensed exposure to asbestos. However there is a need to understand the organisations risk appetite and translate this into bespoke training packages, and there is a need to consider who needs the training to ensure it is relevant to the individual and the role they undertake. It was noted that at this moment in time, training is a choice for every member of staff, but moving forward there will be instructions for individuals to undertaken mandatory training dependant on their role.

6.4 A member asked whether we make tenants aware about the risk of asbestos?

The Director of Property Services advised that there is a level of information that tenants have access to, however he feels this needs to be reviewed and more information needs to be available. He stated that a review is required on when and how information is provided throughout the tenancy.

7. **C365 Compliance Management System update**

7.1 Committee received a report and noted progress on procurement and implementation of the C365 Compliance Management Software.

7.2 The Chair asked if training on the system for staff was being planned in and whether the system was intuitive?

The Interim Head of Asset Management responded training is being planned and the implementation team alongside Leadership Team were considering the options to ensure that relevant teams have access to the relevant sections and that everyone is aware of the system functionality.

The Chair asked if there were any other Local Authorities or ALMO's who had introduced the tenant package?

The Interim Head of Asset Management responded no, and it was felt this was due to the tenant portal area of the system being fairly new to the industry.

The Director of Property Services explained that the tenant portal is a live portal which is a 'read only' area of the system which is similar to providing a tenant with a compliance statement.

The Chair asked for a demonstration of the system at the next Committee meeting. This was agreed.

7.3 A Member asked about the practicalities and how the system is functional and populated?

The Director of Property Services advised that it will take approximately 90 days from purchase to having a fully functional system. He advised that there are a few ways in how we configure the system and meetings were scheduled later in the month to consider the options and agree the best way forward.

8. **Joint Safety Committee minutes**

8.1 Members noted the minutes from the last Joint Safety Committee on 12 May 2021.

8.2 The Director of Property Services pulled out pertinent points.

Training budget

It was noted that the budget has been consumed by compliance related training which may continue for a number of years.

Wellbeing

SLHD have secured Medicash as our wellbeing provider for a further term. This package procured includes a counselling service available to all staff. It was explained that currently stress and anxiety seem to be

CM/MT /
LGH

the main reason for sickness across the business and having the counselling service available to us is invaluable.

A Member commented on the sickness levels rising which is contrary to information Board have reviewed in the past. The Director of Property Services confirmed that sickness levels are creeping up, and stress and anxiety is taking over as the top reason for sickness. He explained that whilst the most recent data shows sickness is on the increase, we are still below target.

A Member asked if there are any cases of Musculoskeletal (MSK) sickness from people working from home? He commented that he is aware of organisations who have completed onsite DSE assessments for all staff working from home.

The Director of Property Services advised that all home working staff have completed their own DSE assessment to ensure their working arrangements are good, however individuals have a duty of care themselves to ensure they are getting up and moving around more regularly. He further reminded Committee Members that going forward consideration is being given to a hybrid approach to working, where colleagues will have the option of working from the office if they feel they have inadequate space and equipment at home.

The Head of Asset Management further advised that the DSE Assessments were online for everyone to complete and an equipment provision was made available for anyone who did not have suitable equipment at home at the start of the pandemic to ensure their home working environment was safe. She advised that whilst we have not gone to great lengths of completing home visits, we have encouraged employee that they also have personal responsibility for working in a safe way and have ongoing dialogue with their managers. That said, the Head of Asset Management advised there was always opportunities to learn and by moving to a hybrid model of working, it will give us an opportunity to review ways of working.

8.3 The Chair asked if SLHD has support of the Trade Unions about our approach to wellbeing. The Director of Property Services confirmed there is a good relationship with both Regional and Local Trade Union colleagues. He further explained that it is felt that there are too many meetings where there seems to be a cross-over of conversations and topics and something that is currently being reviewed to ensure there is no duplication.

9. AOB

9.1 EWI
CM provided an update on the current case.

10. Date and Time of Next Meeting

10.1 22 September 2021, 9am

**St. Leger Homes of Doncaster Limited
PERFORMANCE & IMPROVEMENT COMMITTEE**

19 May 2021

Present

Stuart Booth (SB) – Chair, Steve Lyons (SL), Sam Bartle (SMA),

In Attendance

Steve Waddington (SW), Director of Housing and Customer Services, Chris Margrave, Director of Property Services, (CM), Alison Rayner, Area Housing Manager (AR), Carly Harling, Universal Credit Project Manager (CH), Anne Tighe (minutes)

	ACTION
1. Apologies and Quorum	
1.1 No apologies received and the meeting noted as quorate.	
2. Declarations of Interest by Committee Members	
2.1 No declarations of interest were received.	
3. Minutes of the meeting held on 24 February 2021 and matters arising	
3.1 The minutes of the meeting held on 24 February 2021 were agreed as an accurate reflection of discussions held.	
3.2 <i>Item 3.5 – Tenant and Residents Panel – Estate Walks Report</i> It was confirmed that JD had requested Area Housing Managers feed back to their teams the Executive Management Team's responses to the Estate Walks Report.	
3.3 <i>Item 3.5 – Tenant and Residents Panel – Q3 Customer Focus Update</i> It was noted that the organisation were tied to the Council's IT system and the Council were not inclined to look to ICT interventions to stop data breaches. It was recognised there was an element of personal responsibility to ensure that emails were sent to the appropriate persons/organisations.	
4. Performance Information	
4.1 SW and CM presented the detailed performance summary and highlighted: <ul style="list-style-type: none">• Overall great performance, particularly with the impact of the Pandemic• Local expenditure will be challenging	

- Excellent performance on rent arrears, tenancy sustainability and anti-social behaviour
- Improvement on voids and Board were being kept informed regularly on this issue

4.2 SL referred to First Visit Complete and asked if there had been any analysis carried out around why the target had not been achieved. It was explained that it was a high and challenging target which had been impacted by the Pandemic, the number of staff self-isolating and the challenges around staff going back to their jobs in a Covid-19 secure environment. It was noted that performance would be reviewed moving forward to ensure targets were met.

4.3 The Chair commented that overall the majority were within targets however he was pleasantly surprised with rent arrears performance. SW agreed staff had worked hard to support tenants and done so remotely rather than face to face. He had thanked teams for their hard work, particularly during the lockdown between January and April 2021. SW had hoped for better performance around voids however he would still be working closely with teams to address issues.

4.4 CM reported that he'd passed his thanks to the gas servicing team around getting access and achieving target. He was, however, disappointed on periodic testing progress; the target was for 2023 and teams should have been on top of the issue. The Pandemic had impacted, however teams were aware they had to quickly mobilise a recover plan to address the target date.

4.5 Members queried the reaction of the Council to performance figures. It was explained that overall good feedback had been received, though they had expressed frustration around voids. The challenge around voids was well documented and was a strong target. The Council had acknowledged where we were from a homeless perspective, but understood the priorities were now moving out of restrictions and setting out a roadmap to recovery. This will bring with it some challenges and difficult decisions around people losing accommodation.

4.6 The Chair commended the Management Team that they had achieved such a balanced performance throughout the last 14 months.

5. Customer Focus Update

5.1 SW and CM presented the Customer Focus Update and highlighted the following:

- Complaints across services – slight increase, however compared to over 30,000 interactions a month this was really low and was still below 0.07% target

- The number of complaints upheld in Property Services had slightly increased – this was generally a service that customers always perceived as their most important service. The highest theme was time taken for repair so there was work to do around expectations.
- There was a slight decrease in complaints in Housing and Customer Services and further analysis around Customer Access roles was being undertaken.
- Anti-Social Behaviour (ASB) – a significant portion of these were linked to breakdown of Covid-19 rules i.e. people gathering/visiting each other. It was reported to SLHD however we cannot progress this as it was a police or local authority issue to uphold.
- Corporate Services issues were normally small in number and 8 of the 12 issues raised were related to Service Level Agreements from the Council.

5.2 The Chair and members were pleased to see detail and actions in the presentation, however indicated it would be useful to have more of a presentation on the processes following complaints being upheld. What were the initial impact and/or outcomes, or if there was anything positive coming out of actions and what were the Management Team going to do about it. There was obviously a lot of work on the statistics, but continuous improvement was key.

SW

6. Service Standards

6.1 SW led on this item and reported it was really pleasing to see 7 Service Standards (SS) in target; giving the challenges throughout the last year it was a good position to be in. Members were glad to see housing applications were now achieving 100% as this had been a huge challenge in the past.

6.2 It was noted that the SS 'calls answered in 20 seconds' had not achieved target and in fact had worsened. There had been a significant increase in call numbers totalling approximately 58,000 in Quarter 4; some of that was failure demand linked to challenges we have in other parts of the business. Actions to address this were detailed in paragraph 6.4.3.

6.3 Members commented that the target for calls was extremely challenging and that tenants and residents were probably more focussed on the quality and outcome of the call rather than the time taken to respond. Members requested the median response time be included in the report going forward, and the average length of all calls as this would be helpful context

SW

6.4 Members discussed the 'channel shift' and ways of encouraging tenants to go online to report a repair. It was acknowledged that there would always be a number of customer that preferred to ring in, however the online portal should be 24/7 which would make it more accessible than ringing in. CM further explained that the

diagnostic tools for repairs online was significantly more accurate than reporting by telephone. It more clearly identified the repair and gave a description of how the repair would be carried out.

7. Quarterly Customer Involvement

7.1 SW led on this item and reported teams had been carrying out good work with Tenant and Residents Associations (TARAs), and were also doing work around getting communal halls ready for use. A lot of pre-work on communal halls had been done on the run up to Christmas but they could not unfortunately be opened. The teams were also working with TARAs and different groups to access grants to support their activities; not all have been approved to date. He concluded by stating that the Executive Management Team were very appreciative of the work that TRIP were doing, particularly around Fire – High Rise and estate walks.

7.2 Members were pleased to note the amount of effort going into engaging with tenants, particularly the different ways they were trying to engage and give opportunities to tenants to become involved with the organisation.

8. Anti-Social Behaviour Update

8.1 AR attended to lead on this item and explained she was the lead for ASB and Tenancy Management. She gave the presentation around ASB statistics and added the following highlights:

- Working closely with South Yorkshire Police (SYP) and the Council meeting every week to ensure work in partnership to address issues
- More ASB misuse of communal areas however most issues had been reported to SYP as they were in the main around COVID-19 breaches
- Although ASB reporting had increased officers were able to close down a high number.

8.2 Members asked how many tenancies contributed to the numbers; if one tenant gave multiple problems throughout the year would they be counted separately? It was explained that because SLHD worked to the Housemark standard, we did not open 2 cases for the same tenants. It was unlikely that a high number from one tenancy would impact on figures. In response to a further query AR agreed to look into the possibility of highlighting repeat perpetrators in further reports.

8.3 The Chair queried if we have the statistics by area and it was explained that it was hoped that the new system would be able to separate and report on this going forward as this would ensure resources were appropriately balanced to ensure they were in the right place.

AR

8.4 SW advised that when considering the road map out of the Pandemic, we don't want to default to everything we used to do before, therefore we would review all actions throughout the last 14 months to see what did and didn't work well. For example it was a real challenge around evictions as we didn't evict anyone and had had great performance last year; we always need to have the threat of eviction as a tool but may have developed different more effective ways and this will be analysed.

8.5 The Chair commented the ASB outcomes were a testament to teams working efficiently to meet targets in challenging times, particularly with serious crimes. Members agreed and further suggested that it would be useful to spend more quality time on analysis, and particularly around breakdown by areas. If this could be provided at the November meeting it would be useful

AR

8.6 SW agreed that teams had worked hard to keep to target, and not evicted anyone. This has raised questions around our standard practices. As part of the overall Housing Management Review which is in the process of being carried out, there will be pro's and con's of working during the Pandemic that will need to be fed in.

8.7 Members thanked AR for her presentation and she left the meeting.

9. Tenancy Sustainability Update (Universal Credit)

9.1 CH attended to lead on this item and advised she was very proud of performance and outturn for 2020/2021. Members were then presented with details of performance and the following were highlighted:

- The last 12 months activity was different to the last 6 years as a different cohort of UC claimants
- A massive influx of 1,223 cases increase that we couldn't have forecast due to the Pandemic
- SLHD one of the first landlords to go on a new feature of direct payment in March last year and this has made a huge difference
- Looking at toughening up pre-enforcement work to prevent arrears
- Doncaster were opening up a second job centre to deal with increased workload

9.2 Members were pleased to note the very close work with Department of Work and Pensions (DWP) and staff being proactive to keep managing risks within UC to achieve positive outcomes.

9.3 The Chair queried if this was the calm before the storm, so to speak, or should we be continuing to think the team have a great handle on it and we shouldn't be concerned. CH advised that

Tenancy Sustainability had received substantial assurance from the Council's Audit Team. The key issue for her was that once the world starts to open, there were concerns that the extra £20 UC top up a week that the government had been providing throughout the Pandemic would cease and that's a lot of money to lose after 12-18 months.

9.4 CH concluded her presentation by advising that SLHD had been invited to be involved with Managed Migration which involves close work with HM's Revenue and Customs, DWP and the Council (*steve Carly talks so fast!! Couldn't catch a lot of this*)

10 Date and time of next meeting:

3-5pm, 25 August 2021, via Microsoft Teams

DRAFT