

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

**To be held at 2pm on Thursday 7 December 2023  
Civic Office, Floor 4 - Room 410 or via MS Teams (Hybrid Meeting)**

**AGENDA**

**12.30 – 13.30 – Pre Board Training E&D**

**13:30 – 14:00 – Lunch**

- |           |  |             |                         |
|-----------|--|-------------|-------------------------|
| <b>1</b>  | Apologies and Quorum                                     |             | <b>Verbal</b>           |
| <b>2</b>  | Declarations of Interest by Board Members                |             | <b>Verbal</b>           |
| <b>3a</b> | Matters arising and action log from previous meetings    | D Wilkinson | <b>Enclosed</b>         |
| <b>3b</b> | Ratification of minutes of meeting held on 5 August 2023 | D Wilkinson | <b>Enclosed</b>         |
| <b>4</b>  | Chair and Chief Executive's update                       | D Wilkinson | <b>To be circulated</b> |

**For Approval**

- |          |  |            |                 |
|----------|--|------------|-----------------|
| <b>5</b> | Corporate Plan   | D Richmond | <b>Enclosed</b> |
| <b>6</b> | Repairs Policy   | C Margrave | <b>Enclosed</b> |
| <b>7</b> | Value for Money Statement  | J Crook    | <b>Enclosed</b> |
| <b>8</b> | Equality Diversity and Inclusion Report 2023 and Gender Pay Gap Report 2022                      | J Crook    | <b>Enclosed</b> |
| <b>9</b> | Board Expenses, Attendance Register, 2023 Declarations of Interest and new Board Code of Conduct | J Crook    | <b>Enclosed</b> |

**For Information**

- |           |                       |             |                 |
|-----------|-----------------------|-------------|-----------------|
| <b>10</b> | Q2 Revenue Monitoring | J Crook     | <b>Enclosed</b> |
| <b>11</b> | Q2 Capital Monitoring | J Crook     | <b>Enclosed</b> |
| <b>12</b> | KPI Performance       | J Crook     | <b>Enclosed</b> |
| <b>13</b> | Board Forward Plan    | D Wilkinson | <b>Enclosed</b> |

**Committee Information for Noting**

- |           |  |  |  |
|-----------|--|--|--|
| <b>14</b> | Committee Minutes <ul style="list-style-type: none"><li>Audit &amp; Risk Committee 30 October 2023</li><li>Building Safety and Compliance Committee 23 November 2023</li></ul> |  |  |
| <b>15</b> | Any Other Business   |  |  |
| <b>16</b> | <i>Date of next meeting – 1 February 2024</i>  |  |  |

## Board Decision Summary

<b>Meeting:</b>	St Leger Homes Board
<b>Date of meeting:</b>	5 October 2023
<b>Chair:</b>	Dave Wilkinson
The Board approved:-	
<p><u>Agenda Item 4</u> - Chair and Chief Executive's report:</p> <ul style="list-style-type: none"><li>a) A change to the composition of the Audit &amp; Risk Committee.</li><li>b) Proposed nominations to each of the Committees and for the Chief Executive to further consider the feedback and approach Members separately about their requests.</li><li>c) Minor changes to the Board Terms of Reference at appendix C for the report.</li></ul> <p><u>Agenda Item 7</u> - Revised Complaints Handling Policy – approved subject to the policy document being strengthened around equalities, particularly language barriers.</p> <p><u>Agenda Item 13</u> – ICT Strategy Update – approved Yr 4 Action Plan at Appendix B.</p>	
The Board requested:-	
<p><u>Agenda Item 4</u> – Chair &amp; Chief Executives report - Homelessness Update (Verbal) - a Homelessness update briefing note to inform Board of the emerging situation.</p> <p><u>Agenda Item 10</u> – Asset Management Strategy – Annual Update 2023:</p> <ul style="list-style-type: none"><li>- a column in added to appendix 1 to include revised timescales.</li><li>- base line information is collated on a number of properties to compare energy performance before and after installation of EWI.</li></ul> <p><u>Agenda Item 14</u> – KPI Performance – consider how the 7 days to carry out a survey and 21 days to make the repair can be added to the Health, Safety &amp; Compliance report, to keep Board informed.</p>	
The Board received:-	
<p><u>Agenda Item 5</u> – Housing Ombudsman Complaint Handling Code Annual Review/Self Assessment</p> <p><u>Agenda item 6</u> - Housing Ombudsman and Local Government and Social care Ombudsman Determinations</p> <p><u>Agenda Item 8</u> – Safety &amp; Compliance Performance Report – August 2023</p> <p><u>Agenda Item 9</u> – Damp, Mould &amp; Condensation – Cat 1 &amp; 2 Hazards</p> <p><u>Agenda Item 10</u> – Asset Management Strategy – Annual Update 2023</p> <p><u>Agenda Item 11</u> – Environmental Strategy – Annual Update 2023</p> <p><u>Agenda Item 12</u> – Annual Development Plan (ADP) 2023/24 Update</p> <p><u>Agenda Item 15</u> – Committee Annual Reports</p>	

St Leger Homes of Doncaster Board - Action Log						
NO	Month	Ref	Action	Progress	Completed Y/N	Owner
71	Aug-23	13.2	<b>KPI PERFORMANCE</b> The Chairman asked for a briefing paper on what options we have available to use for those voids where significant investment is required.	In Progress	N	CM
73	Oct-23	4.6	<b>HOMELESSNESS - INCREASE IN DEMAND</b> Director of Housing & Customer Services to circulate a briefing note on the emerging situation.	In Progress	N	MMc
74	Oct-23	7.4	<b>Revised Complaint Handling Policy</b> Board approved the revised Complaints handling policy subject to 'equality' being strengthened within the document, particularly language barriers.	COMPLETE	Y	MMc
75	Oct-23	10.2	<b>ASSET MANAGEMENT STRATEGY</b> Board asked that a column is added to appendix 1 to include revised timescales.	COMPLETE	Y	CM
76	Oct-23	10.5	<b>ASSET MANAGEMENT STRATEGY</b> Board requested that base line information is collated on a number of properties to compare energy performance before and after installation of EWI.	In Progress	N	CM
77	Oct-23	14.2	<b>KPI Performance - DMC</b> The Director of Property Services to consider how the 7 days to carry out a survey and 21 days to make the repair can be added to the Health, Safety & Compliance report, to keep Board informed.	In Progress	N	CM
78	Oct-23	16.1	<b>Website Demo</b> Members agreed that a demo of the new website would be useful at Board Strategic planning 2 Nov 23.	COMPLETE	Y	MMc/JCr

Company Number 05564649  
A Company Limited by Guarantee  
Registered in England

**St. Leger Homes of Doncaster Limited**  
**BOARD MEETING**  
**Hybrid meeting**

**5 October 2023**

**Present:**

Dave Wilkinson (Chair), Trevor Mason, Cllr Richard Alan Jones, Milcah Walusimbi, Cllr Phil Cole, Dave Richmond, Vicky Purnell and Barry Keable.

**Also In Attendance:**

Mark McEgan (Director of Housing and Customer Services), Chris Margrave (Director of Property Services), Julie Crook (Director of Corporate Services), Maxine Johnson (Executive Support Officer) – minutes.

**Members of the Public/Observers:**

Luke Laister – Chairman of One Voice Forum.  
Adam Goldsmith – Strategic Housing, Service Manager CDC.  
Steve Lyons.

		<b>Action</b>
<b>1</b>	<b>Apologies and Quorum</b>	
1.1	Susan Jones, Joe Blackham, Stuart Booth.	
1.2	The Chair welcomed new board members Vicky Purnell and Barry Keable.	
<b>2</b>	<b>Declarations of Interest by Board Members</b>	
2.1	There were no declarations of interest.	
<b>3a</b>	<b>Matters arising and action log from previous meetings</b>	
3a.1	Board noted updates against outstanding actions.	
	Action No. 71 the Director of Property Services advised that there was still more work to do to understand the impact of transfers and would bring the briefing note to the next meeting.	<b>CM</b>
<b>3b.</b>	<b>Ratification of minutes from the meeting held on 3 August 2023</b>	
3b.1	The Board agreed the minutes from the meeting held on 3 August 2023 were an accurate reflection of discussions. There were no matters arising.	

## 4 Chair and Chief Executive's Update

4.1 The Chief Executive presented the report that included updates in the following areas: Management Agreement Extension, Board Member Recruitment, Committee Membership, Board Terms of Reference, Government Publications, Social Housing Regulation Changes, Private Sector Rents, Reinforced Autoclaved Aerated Concrete (RAAC), One Repairs Programme, High Rise Remediation, Media Attention, Safeguarding, Website, Policy Development and Awards.

### 4.2 Committee Membership

#### Audit & Committee

Referring to 5.3.1 of the report:

Board members approved a change to the composition of the Audit & Risk Committee to be:-

- One Independent Board Member
- One Council Board Member
- One Tenant Board Member
- Another Board Member

This was a change from the current terms of reference which state that the committee will be made up of the following members;

- Two independent board members
- One Council board member and;
- One tenant board member

### 4.3 Performance and Improvement & Building Safety and Compliance Committee

Referring to 5.3.2 of the report, Board members discussed and proposed the following nominations:

#### i. Audit & Risk Committee

Vicky Purnell (tenant) to replace Milcah Walusimbi (tenant)

#### ii. Performance & Improvement Committee

Barry Keable (tenant) and Milcah Walusimbi (tenant)

#### iii. Building Safety & Compliance Committee

Barry Keable (tenant)

It was agreed that the Chief Executive would discuss committee membership with the Board Members that weren't present at today's

meeting and confirm the nominations via e mail before the next Board meeting.

- 4.4 Board agreed the minor changes to the Board Terms of Reference at Appendix C of the report.

4.5 Social Housing (Regulation) Act 2023

Members noted following the Social Housing (Regulation) Act 2023 receiving Royal Assent, the Regulator of Social Housing ("RSH") launched a consultation on the revised consumer standards on the 25th July 2023.

The new standards aim to raise the bar in respect of landlord service standards and provide additional protections to tenants, whilst increasing the ability of tenants to hold their landlord to account.

Fees

Referring to point 6.3 of the report the Chief Executive highlighted the government has published a consultation document concerning how the enhanced regulatory regime will be paid for. He explained there are proposed fees of £7-£8 per property per year, and what this meant in real terms for CDC; £140k-£160k per year. An entirely new expense for local authority social housing providers. A discussion took place as to whether it was fair and reasonable to off load the fees to social housing providers.

4.6 Operational Issues

Homelessness

The Director of Housing and Customer Services advised the service is now receiving 3000 customer contacts a month from people saying they are homeless or potentially homeless. The number of people in hotel accommodation as of today currently stood at 42, with a KPI target of 30. He acknowledged that the service was under increased demand, which was having a ripple effect. Additional support was being looked into to support the team.

The Chair commented that the increase in figures and demand on the service had taken him by surprise.

Another member asked what had caused the increase? It was noted the main reasons leading to homelessness are domestic abuse, relationship breakdown and private landlords serving notice. Due to mortgage rate increases, some private landlords are selling properties and issuing notices. Despite the Renter (Reform) Bill, private landlords were well within their rights to do this. However, it was impacting some people from accessing accommodation.

The Director of Housing & Customer Services to circulate a briefing note outside of the meeting to inform Board so they had a better understanding of the emerging situation.

- 4.7 Board approved a change of the composition to Audit & Risk Committee and proposed nominations to each of the Committees (subject to discussions with other Board Members). Board also approved the minor changes to the Board Terms of Reference at Appendix C of the report.

## **5 Housing Ombudsman Complaint Handling Code Annual Review/Self Assessment**

- 5.1 The Director of Housing and Customer Services presented the report to update Board on the outcome of the revised self-assessment against the Housing Ombudsman's Complaints Handling Code. This had been the organisations third self-assessment review.

Members noted the organisation had assessed itself as being fully compliant against the Code in 69 out of the 72 requirements, and partially compliant in 3 requirements. It was noted since the writing of the report of the 3 which were partially compliant, they were now assessed as fully compliant.

- 5.2 The Director of Housing and Customer Services added to ensure external challenge, and as part of our consultation process, this was shared and discussed with members of the Tenant Appeal Panel in August 2023.

He added after carrying out the self-assessment guidance was received from the Housing Ombudsman recommending minor changes to the policy.

- 5.3 No questions were received and the Chair praised the positive results of the assessment.

- 5.4 Members noted the outcome of the annual self-assessment against the Housing Ombudsman's complaint handling code.

## **6. Housing Ombudsman and Local Government and Social care Ombudsman Determinations**

- 6.1 The Director of Housing and Customer Services presented the report that gave detail regarding two final determination letters; one from the Local Government and Social Care Ombudsman (LGO) and one from the Housing Ombudsman (HO):

1. Handling of a homeless and housing application (LGO).
2. ASB (HO).

The report gave the organisation's responses and the learning identified as a result of the investigations.

Corporate changes to strengthen procedures included a proposed new process for Heads of Service to review complaints at Stage 2 of the procedure rather than the Tenant Appeal Panel. Members discussed and noted that the formal report to agree this change was the next agenda item.

- 6.2 The Chair asked, how satisfied are you that lessons have been learned?

The Director of Housing and Customer Services advised that there were a number of recommendations put forward which have resulted in a more robust policy and procedure.

A discussion ensued regarding the Ombudsman service leaning towards the complainant more so than in previous years, some cases seeming to be justifiable, others not so.

- 6.3 Another member queried if the training had been in-house and how does SLHD assess the effectiveness of staff training?

The Director of Housing and Customer Services advised that an ASB team had now been set-up. All necessary staff have been trained on the Complaints Handling procedure, which had been service specific.

- 6.4 Board noted the report, the organisation's responses and the learning identified as a result of the investigations.

## **7. Revised Complaints Handling Policy**

- 7.1 The Director of Housing and Customer Services presented the report that required Board to approve the revised Compliments, Comments and Complaints Policy attached at Appendix B.

### Key changes

Members noted a proposed key change to the policy at Stage 2 reviews, where investigations would be carried out by the relevant Head of Service rather than the Tenants Appeal Panel (largely comprising of representatives of the Tenant & Resident Involvement Panel (TRIP)).

- 7.2 The Chief Executive highlighted that the new proposal aimed to strengthen the process, negating cases potentially moving onto the Ombudsman. He said Heads of Service will know where the nuances are and give greater management oversight.



7.3 The Chair and Deputy Chair referred to the tragic incident at Rochdale Boroughwide Housing and highlighted lessons learnt specifically in relation to removing barriers for tenants accessing services. They commented that language barriers had been an issue and asked that the policy was strengthened in this regard.

7.4 Board approved the revised Complaints handling policy subject to 'equality' being strengthened within the document, particularly language barriers.

MMc

## **8. Safety and Compliance Performance Report – August 2023**

8.1 The Director of Property Services presented the report which provided performance monitoring on all areas of compliance, occupational health and safety, and building safety.

### LGSR Programme

He advised that the gas programme was nearing completion, with 154 gas services left to complete in last few weeks of October 2023. Difficult to access properties were dealt with through the no access procedure. He added the compliance team continue to cross check information going into C365 our compliance monitoring software system.

### Residential Site Barriers

The Director of Property Services confirmed that the Fire Engineer has given recommendations to move to a 'life safety system' rather than a 'property and life safety system'. The 'life safety system' would inform residents in the event of a fire by use of alarm sounders, triggered by heat and smoke detection.

He said it is acknowledged that this recommendation is a departure from the initial proposal to install fire barriers and from the subsequent proposal of a commercial sprinkler system. However, the Fire Engineer from Savills has consulted nationally on the specific issue of fire detection in Park Homes sites and it is their professional recommendation that SLHD install a life safety system. Reduced costs were associated with the new recommended system.

### Asbestos Surveys

He recognised the milestone mark, where 50% of properties now have valid asbestos information uploaded to C365.

### Electrical Safety – EICR Programme

He raised significant work has taken place, it has been a challenging year with over 7k EICRs requiring completion. Contract award

notices for 3 contractors were issued in September 2023; 2 of which have commenced work. Which has helped achieve a combined total of approximately 500 EICR completions during September.

It was noted there are 58 with out-of-date EICR over 10yrs, all of which were in the no access procedure. He added, we need to be able to inform Building Safety Committee on progress of all properties with out-of-date EICRs over 10yrs, so members are fully aware.

- 8.2 The Chair queried, Board didn't have oversight of any Key Performance Indicators (KPIs) in relation to Health, Safety & Compliance?

The Chief Executive confirmed that health & safety and compliance performance information is reported into City of Doncaster Council (CDC) via Building Safety Group and Building Safety & Compliance Committee, where it is monitored.

The Director of Property Services added the difference between KPIs and health, safety & compliance information, is that the latter should always be a green (100%) indicator.

- 8.3 Board noted the Safety and Compliance Performance Report for August 2023.

## **9. Damp, Mould and Condensation – Category 1 and 2 Hazards**

- 9.1 The Director of Property Services presented the report that outlined the organisation's response to the Regulator of Social Housing (RSH) seeking assurances on the approach being taken in relation to managing damp and mould in tenant's homes.

He commented the report is demonstrating our robust approach using the Housing Health and Safety Rating System (HHSRS); a risk-based evaluation tool to score the hazard.

He said it is fair to say that it has been difficult to get an understanding from other organisations on their approach. What we have done is taken a belt and braces approach which feels like the right thing to do.

- 9.2 It was noted that the organisation had been asked to submit the scale of numbers for category 1 and 2 cases. Details of which could be found at 2.2 of the report. Furthermore, when compared to other submissions ours seemed very high, at face value.

The Director of Property Services added other organisations have had to explain why their category 1 and 2 submission figures have been so low.

9.3 One member asked what current demand was on the service?

It was noted that the team had got themselves into a really good position. However, more recently they had experienced an increase in demand from 30 to 60 requests per week for DMC surveys.

9.4 Another member asked if KPI targets factor in a change in season throughout the year?

It was noted this was not the case, and KPI targets remain consistent throughout the financial year. It was for the team to respond to seasonal change and effectively triage the service.

9.5 Board noted the report.

## **10. Asset Management Strategy – Annual Update 2023**

10.1 The Director of Property Services presented the report to update Board on the delivery of the Asset Management Strategy 2021 – 2024.

He said Board approved the Asset Management Strategy 2021 to 2024 in August 2021. A progress update report was provided in August 2022 covering year one of the strategy. This further update provides a progress report on what has been achieved in year two and what is planned for the remaining year of the strategy

Referring to appendix 1 of the report he advised there are 11 specific actions.

He said we continue to use the original approach, fabric first as well as exploring emerging technologies. He acknowledged recent dilution by government of the carbon zero agenda. He added we are looking at how we can improve our property data to enable us to make informed investment decisions.

Questions were sought from the room.

10.2 Board asked that a column is added to appendix 1 to include revised timescales.

**CM/CT**

10.3 One member asked if there was support from central government in relation to stock condition?

The Director of Property Service advised of the Social Housing Decarbonisation Fund (SHDF). Wave 1 of the funding was earmarked for upgrading stock to an energy performance certificate (EPC) rating of C with projects following a fabric first approach to improving the energy performance of its stock.

He said wave 2 was approaching, but moving forward what he would like to see is a much wider programme from government. When funding bids come around, there is a set timeframe which can be challenging and funding is limited to External Wall Insulation (EWI).

- 10.4 The Chair asked if it was worth considering working in partnership with Sheffield City Council?

The Director of Property Services advised that partnership working works well, but the key issue is the costs associated with the new technologies which are significant. It wasn't a natural transition from gas to ASHP (Air Source Heat Pumps) requiring a different skill set from a trade operative perspective. He said we need to get to a position where those costs are similar and the market can cope with demand.

- 10.5 Board requested that base line information is collated on a number of properties to compare energy performance before and after installation of EWI.

CM

- 10.6 Board noted the report.

## **11. Environmental Strategy – Annual Update 2023**

- 11.1 The Director of Property Services presented the report to update Board on the delivery of the Environmental Strategy 2021-24.

He said Board approved the Environmental Strategy 2021 to 2024 in August 2021. This update report provides a progress report on what has been achieved in year two of the strategy and what is planned for year three. The review will highlight progress and next steps across the 5 main themes of the strategy.

Referring to appendix 1 of the report he drew members attention to the updated delivery plan.

Questions were sought from the room, no questions were received.

- 11.2 Board noted the annual update.

## **12. Annual Development Plan (ADP) 2023/2024 Update**

- 12.1 The Director of Corporate Services presented the report to provide Board members with an update of the ADP for 2023/24.

She drew members attention to the main highlights of the report at point 3.4 and 3.5 and asked for questions.

12.2 No questions were received, and the Chair thanked the Head of ICT & Transformation.

12.3 Board noted the report.

### **13. ICT Strategy Update**

13.1 The Director of Customer Services presented the report that gave an update on progress made against year 3 of the action plan, as well as seek approval for plans for the next period - year 4.

13.2 One member asked if the organisation was considering artificial intelligence (AI)?

It was noted that the organisation was looking to have a chat box on the new SLHD website. However, there were no current plans to introduce AI to any of its services.

13.5 Board noted progress made against Year 3 at Appendix A and approved the Year 4 Action Plan at Appendix B of the report.

### **14. KPI Performance - 31 August 2023**

14.1 The Director of Corporate Services presented the report to provide Board members with the KPI dashboard as at 31 August 2023, and brief commentary for those KPIs where the target was not met.

14.2 DMC

The Chair referred to the tragic incident of a two year old in Rochdale, where lessons learnt by the local authority included not keeping their Board up to date.

The Director of Property Services to consider how the 7 days to carry out a survey and 21 days to make the repair can be added to the Health, Safety & Compliance report, to keep Board informed.

14.3 Referring to point 2.3 of the report the Director of Housing and Customer Services asked if Board were happy to approve deletion of the 'tenant satisfaction net promoter score'?

Board agreed to the deletion due to a number of new indicators covered by the Tenant Satisfaction Measures collected for the Regulator of Social Housing.

14.4 The Director of Property Services advised of Infosuite, a performance management tool currently being launched within the Property Services Directorate. He was looking to use this tool for team leaders to have meaningful conversations with staff during check-ins to talk about individual performance.

**CM**

14.5 Board noted the report and agreed to the deletion of the 'tenant satisfaction net promoter score'.

**15. Committee Annual reports**

15.1 Audit and Risk Committee –

Members noted the report, no questions were asked.

15.2 Building Safety and Compliance Committee -

Members noted the report, no questions were asked.

15.3 Employment and People Committee -

Members noted the report, no questions were asked.

15.4 Performance and Improvement Committee –

Members noted the report, no questions were asked.

**16. Any Other Business**

16.1 Website Demo

Members agreed that a demonstration of the new website would be useful at Board Strategic planning session on 2 November 2023.

**MMc/  
JCr**

**17. Date of next meeting**

Thursday 7 December 2023

# **ST LEGER HOMES OF DONCASTER LTD**

Company limited by guarantee registered in England  
Company Number 05564649

## **Board Meeting**

# **REPORT**

**Date** : 7 December 2023

**Item** : 05

**Subject** : Corporate Plan 2024-29

**Presented by** : Dave Richmond

**Prepared by** : Dave Richmond, Chief Executive

**Purpose** : To secure approval of the Board for the proposed Corporate Plan 2024-29

**Recommendation:**

That Board approves the Corporate Plan 2024-29

Company Number 05564649  
A Company Limited by Guarantee  
Registered in England

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

**Agenda Item No. 05**  
Date: 7 December 2023

**1. Report Title**

1.1 Corporate Plan 2024-29

**2. Executive Summary**

2.1 This report presents the proposed new Corporate Plan 2024-29 for Board consideration and approval. The plan sets out the strategic direction for St Leger Homes for the next five years, describing the mission of the organisation, its key priorities and gives an indication of some of the planned activity during this period. It is the product of extensive consultation with a wide range of stakeholders spanning the last two years.

**3. Purpose**

3.1 To secure approval of the Board for the proposed Corporate Plan 2024-29.

**4. Recommendations**

4.1 That Board approves the Corporate Plan 2024-29.

**5. Background**

5.1 The current Corporate Plan was the subject of extensive consultation in 2018/19. Since then, much has changed in the housing industry and also at St Leger Homes.

Board agreed in 2021 to undertake a mid-term review of the plan, but ultimately decided against making changes to the plan at that point, preferring to undertake a full review towards the end of the existing plan and to develop a wholly new plan.

A core group of officers led by the Chief Executive have met regularly to coordinate activity. Key elements of the process have included, desk top analysis and horizon scanning, a wide range of meetings and other forms of consultation with staff, tenants, politicians, colleagues in the council and partners.

Some elements of the plan, such as the skills and behaviours framework have been the product of extensive work by a small group of staff and considerable consultation and workshop activity with a wider cohort of



staff. Other elements of the plan have been the subject of digital polls, for example, the proposed mission statement was agreed after staff and customers generated ideas and then voted on them.

## 6. Key elements of the plan

### 6.1 The new plan represents a significant change from the existing plan.

The main elements of the proposed plan are:

**The mission statement:** *Providing homes in neighbourhoods where people are proud to live.*

The mission statement is essentially the same as that agreed for the 2019 plan; *Provide homes in neighbourhoods that people are proud to live in.* with some very minor tweaks; inserting *where* and dropping *in*.

We consulted widely on the mission statement and generated a series of alternatives, some of which were considerably different. However, tenants preferred this version and staff determined it their second preference but only by a very small margin.

It is suggested that it is fit for purpose and contains some of the key issues which The Board has championed and the organisation has worked on over recent years, particularly the sense that we don't see our role as merely providing accommodation, but rather place shaping, supporting neighbourhoods and helping to build community pride.

### **Organisational values:**

It is proposed that new values of People, Pride, Performance and Progress will replace the existing values of Fairness, Excellence, Empowerment and Local. The values of the organisation have not changed since 2008 and it was felt that we could use the values to better reflect that we need to be a customer centric business seeking to continually improve. So, the rationale for the new values is as follows:

**People:** This captures that the wellbeing of both our staff and our tenants is our highest priority. The mission statement mentions homes, but we don't mention homes in the values because for our tenants to thrive it is implicit that both the home and the neighbourhood are of a high standard.

**Pride:** Board Members may remember that back in 2020, the issue of staff and tenant pride was a key element arising from the strategy awayday discussions. We have chosen pride as a value because we want staff to take pride in their work, but we also want to achieve standards of accommodation and neighbourhoods so that people are proud to be a tenant of St Leger Homes.

**Performance:** This reflects the need to constantly focus on seeking to

perform to a high standard. Over recent years we have had a number of projects that have enshrined the need for performance improvement; repairs excellence, (homelessness) journey to excellence etc. Overall, we are performing well and outperform what might be expected from the resources we have available. However, a continual and relentless drive to improve performance needs to be at the heart of what this organisation is about.

**Progress:** We picked progress because as an organisation we do need to continually adapt to the circumstances we face. The degree of change that has taken place in the past few years and that which also needs to take place in the next few, is considerable if we are to continue to perform well in the face of very difficult industry headwinds.

### **Skills:**

For the first time the plan describes the skills that we require our staff to master if we are to be successful in delivering our priorities. This section is the product of considerable work undertaken with a large cross section of the organisation. The elements represented in the plan are an abbreviation of much more detailed work which encompasses the skills required by people operating at differing tiers of the organisation. The skills have been aligned with the CIH professional standards in anticipation that the professionalisation agenda described within the Social Housing Regulation Act 2023 will adopt or at least closely mirror the CIH professional standards.

### **Priority Themes:**

Extensive consultation took place with Stakeholders concerning the issues that stakeholders considered should be in the plan. This generated a considerable list of specific issues; some strategic, many operational. For clarity these issues have been grouped into four themes: people, homes, communities and partnerships. The plan contains some of the issues proposed by stakeholders, but it was not practical or appropriate to include all issues.

Each of the themes, commences with a brief strapline which seeks to describe what the theme is about, followed by some of the key issues we will focus on and some of the actions that will be delivered during the lifetime of the plan.

The people theme contains a mix of issues relating either to staff development and wellbeing or issues pertinent to customers. In particular reference is made to our understanding of customers' needs and how we will be an accessible and responsive organisation

The homes theme primarily relates to our commitment to safe, decent homes that meet regulatory standards. There are also some elements which focus on access to homes for homelessness and our contribution to

securing additional stock. It does not deal with development issues as this is primarily a council led activity.

The communities' theme has its origins in the 2021 Board awayday and reflects that for our tenants to have a positive tenancy experience issues such as addressing diversity and inclusivity, promoting community development and tackling anti-social behaviour are fundamental.

Partnerships is the final theme. The theme addresses those issues that we have a significant responsibility for or where we have an ability to make a telling contribution, but which we cannot do alone. Consequently, it takes a lead from the Borough Strategy and references activity relating to the environment and net zero commitments, regeneration (particularly economic regeneration) and addressing various forms of inequality, for example our commitment to developing a local skilled workforce. It also describes that we will do what we can to tackle poverty related issues and play a key role in supporting health and social care providers meet their responsibilities.

The final parts of the plan relate to how we will ensure that we are meeting our commitments. Reference is made to oversight by the council, engagement with tenants and the work we do to benchmark our services.

A key expectation of the new regulatory regime is that we operate in a transparent and accessible way, and these sections seek to ensure stakeholders have access to accurate and timely information relating to our performance and if they wish, can become more actively involved.

The report ends with a series of hard metrics that we will commit to achieving during the life of the plan. These can only be indicative and we have largely sought not to duplicate those metrics which form our agreed key performance indicators.

## **7. Next Steps**

- 7.1 If the Board wish to see significant changes, time exists for revisions to be made and for the plan to come back to a future board in advance of the April start date. If, however the Board accept the report or agree to it in principle subject to minor amendments, it is intended that we will publicise the plan in the new year.

The plan is largely meant to be a digital document and it contains several hyperlinks to additional sources of information. Only a small number of copies of the plan will be printed and held for those that specifically request them. Accessibility tools available on our website will ensure that it is accessible to all.

## **8. VFM Considerations**

- 8.1 The plan contains several references to activity which is designed to

ensure we continue to operate in an efficient and effective manner.

## **9. Financial Implications**

- 9.1 The actions contained in the report are all subject to separate decision making processes. As such there are few direct financial implications immediately resulting from the plan. Some commitments such as the aspiration to create a small scale development programme (to ensure apprentices can undertake all activities they require to meet the conditions of their apprenticeship) could have considerable financial implications but will only be pursued when resources are available to do so.

Direct financial implications are small scale, such as the need to change wallpaper at the civic to reflect the new values and to replace some mugs in offices. Such changes are affordable.

## **10. Legal Implications**

- 10.1 No specific implications

## **11. Risks**

- 11.1 The plan sets the context of subsequent activity. Failing to update it runs the risk of organisational stagnation.

## **12. Health, Safety & Compliance Implication**

- 12.1 Several issues are referenced in the plan enshrining our commitment to the highest levels of health, safety and regulatory compliance including Building Safety.

## **13. IT Implications**

- 13.1 Reference is made to IT developments which are all scheduled and progressing.

## **14. Consultation**

- 14.1 Extensive consultation has taken place with the Board of SLHD, staff, customers and other stakeholders including senior politicians and officers at City of Doncaster Council.

## **15. Diversity**

- 15.1 Whilst we have not enshrined equality and diversity as a core value, it does feature heavily in the corporate plan and underpins much of the plan.

## **16. Communication Requirements**

- 16.1 If adopted a communication plan will be developed to disseminate the key

elements of the plan.

**17. Equality Analysis**

17.1 An initial Equality Analysis was completed as the plan was developing. This will be re-visited and finalised as soon as the Corporate Plan is approved.

**18. Environmental Impact**

18.1 Not Applicable.

**19. Report Author, Position, Contact Details**

19.1 Dave Richmond, Chief Executive  
[dave.richmond@stlegerhomes.co.uk](mailto:dave.richmond@stlegerhomes.co.uk)

**20. Background Papers**

20.1 Appendix A – Corporate Plan

# CORPORATE PLAN 2024-29

*Providing homes in neighbourhoods  
where people are proud to live*



# Contents

<b>Introduction</b>	<b>  03</b>
<b>About Us</b>	<b>  05</b>
<b>Our Mission and Our Values</b>	<b>  06</b>
<b>Our Priority Themes</b>	<b>  08</b>
<b>Our Priority Theme - People</b>	<b>  09</b>
<b>Our Priority Theme - Homes</b>	<b>  10</b>
<b>Our Priority Theme - Communities</b>	<b>  11</b>
<b>Our Priority Theme - Partnerships</b>	<b>  12</b>
<b>How will we know we are successful ?</b>	<b>  13</b>
<b>Get Involved</b>	<b>  14</b>
<b>Our Commitments by 2029</b>	<b>  15</b>



# Introduction

This plan sets out St Leger Homes' key priorities for the next five years which we've grouped into four themes; People, Partnerships, Homes and Communities. This is a plan for St Leger Homes, our employees, and partners, but most importantly a plan that lets our tenants know what they can expect from us.

We are committed to making a positive impact on the lives of the people we serve and employ, the economic well-being of Doncaster and the environment. We will do this by working together with our partners and being transparent with both our customers and employees.

In developing our plans, we have looked closely at the Doncaster Borough-wide strategy ('Doncaster Delivering Together') and the things that matter to our tenants, residents, stakeholders and colleagues. During extensive consultation, you told us that you expect us to provide good quality, safe homes at a reasonable price. Homes tenants can be proud to live in. This is our starting point and it's important we get it right.

Beyond this, we want to make a positive contribution, to the health and wellbeing of our tenants and the economic and environmental success of Doncaster. We want to do our bit in tackling crime and anti-social behaviour and generally helping make Doncaster a more compassionate and fair place to live.

We have developed this plan in partnership with our tenants, staff and other stakeholders to ensure it's right for all. In it, we need to build on those things we do well, but also be mindful of those areas where we have an opportunity to improve.

We are very proud of our achievements at St Leger Homes; we believe we offer high-quality, well-performing services at great value for money.

We believe we are a compassionate and caring organisation that seeks to do its best for our tenants and communities.





# Introduction continued

We are particularly proud that we have the highest standards of building safety, that we go beyond expectations with our tenancy sustainability work, and we provide support for vulnerable people including the disabled and care leavers.

We hold numerous accreditations that show both our intention of delivering quality services and stand as testimony to the standards we achieve. In all areas of our business there are things to learn and to do better. However, we are conscious that in particular we can do and are doing more to improve our understanding of the condition of our stock and our customers circumstances and needs. We are seeking to be more efficient in the ways we deliver our repair service, and this will go a long way to reducing the number of complaints that we receive. Our tenants want to enjoy living in their home without the worry caused by anti-social behaviour and we are improving the ways we deal with such issues.

We are also aware that we can do much to improve the ways in which we communicate with tenants, this will involve us looking at our channels of communication and also our own communication skills. These issues will be critical to our progress over the next five years.

We operate in a time of an ageing workforce, a national construction skills labour shortage and a rising cost of living. Our plan needs to take account of these issues.

Our employees are passionate about providing excellent service to our customers and are keen to see the way that we operate modernised to meet changing demand.

We are proud to have high levels of employee satisfaction. For the next five years, our plan will see us maintaining these high levels by addressing the key issues our employees tell us are important to them.

We will do all of this against a backdrop of national imperatives, and legislative and regulatory requirements which will measure our performance; we intend that both Doncaster's Council housing and St Leger Homes will not be found wanting.



**Dave Wilkinson, Chairman, Board**

# About Us

St Leger Homes is the City of Doncaster Councils' arm's length management organisation, we manage the housing services on behalf of the City of Doncaster Council.

Properties we manage

20,000



People we employ

800+



Budget we manage

£55m



Community groups we support

250



We make sure we deliver services to a high standard; the Council set those standards and hold us to account, making sure we deliver services in the way and to the level they expect.





You can read more about our performance in the tenants' annual report [www.stlegerhomes.co.uk](http://www.stlegerhomes.co.uk) or watch this short video which gives a flavour of what we do: [YouTube/stlegerhomes](https://www.youtube.com/stlegerhomes)

# Our Mission and Our Values

**Providing homes in neighbourhoods where people are proud to live**

We involved our customers and colleagues to determine the values that will drive our organisation forward.

We agreed:

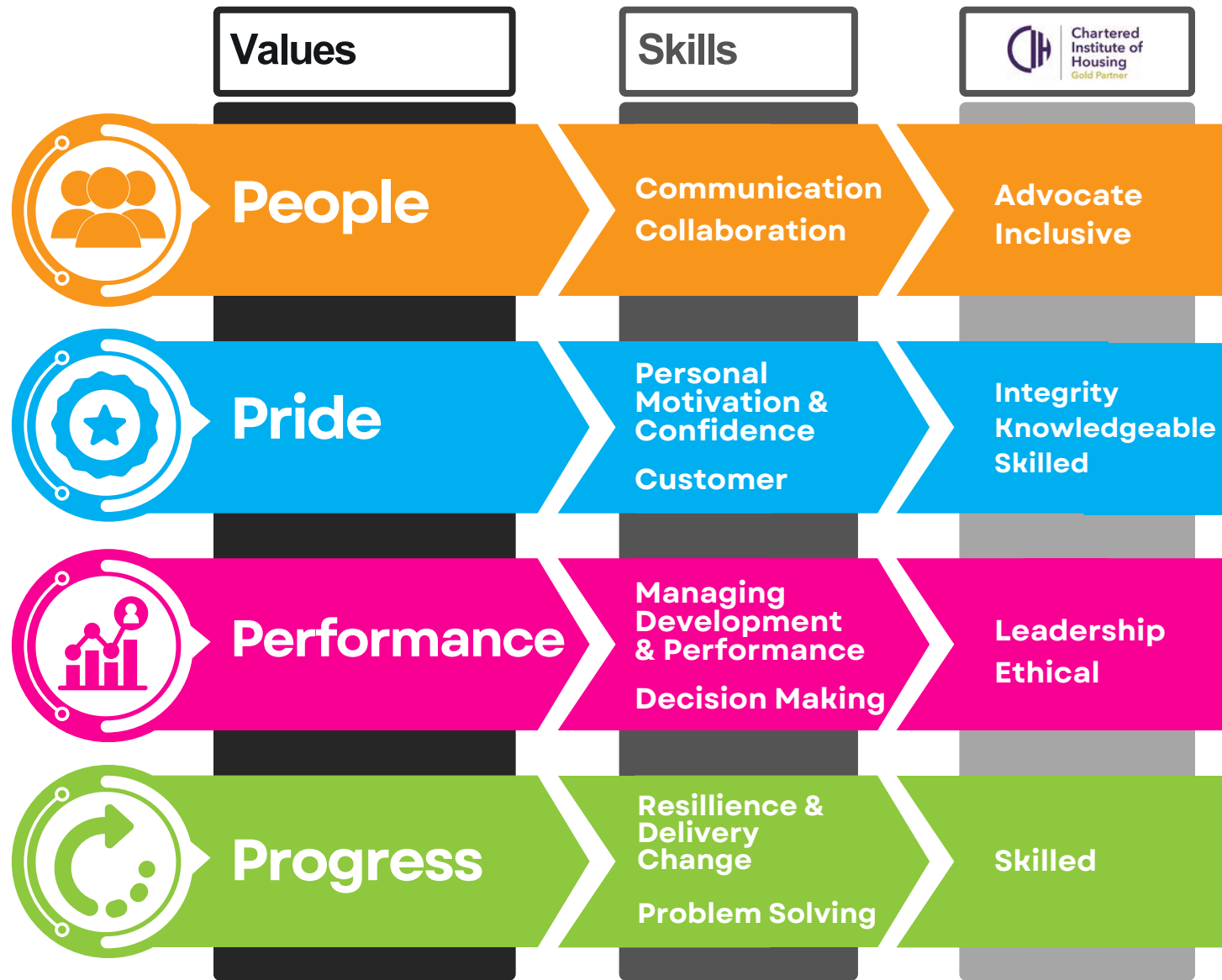
-  **We want to get it right for the **People** that live in our homes and that work for us**
-  **We take **Pride** in what we do and want our tenants to be proud to live in a St Leger Home**
-  **We want to achieve the best possible individual and organisational **Performance****
-  **We expect **Progress**, to get things done and change how we do things when there is a better way**

Our values drive the skills and behaviours we expect of our employees. In developing these we had in mind both customer expectations and the Chartered Institute of Housing Professional Standards. You can see a diagram of this on the following page. We will use this framework to inform how we recruit, manage, retain and reward our workforce.

Underpinning the way that we work is our commitment to championing equality, diversity and inclusion for our customers and colleagues. Demonstrating respect through our dealings with colleagues, customers, and partners as well as an explicit duty to speak out when we see or hear something that is inappropriate, are behaviours which are embedded within our values.



Through our partnerships and accreditation with The Housing Diversity Network and Disability Confident, we will continue to strive to ensure that St Leger Homes offers an inclusive service to our customers and a working environment where diversity is celebrated.



# Our Priority Themes

## People Homes Communities Partnership

Many people contributed to this plan, there were many differing views expressed, but all agreed on the four themes and objectives detailed in the following pages.

The following pages contain only a snapshot of how we intend to improve. We keep this under constant review and each year we write a more detailed Annual Development Plan. You can read the most recent plan here:



# People

## Our aim is

To get it right for our customers and staff

## We will focus on



Investing in our communication channels; increasing opportunities to access our services when and how it suits you



Doing more than providing homes; by offering support to sustain your home and deal with the cost of living crisis



Listening, communicating and engaging effectively, ensuring we have a courteous, compassionate and skilled workforce



Work hard to tackle homelessness. Develop a new Preventing Homelessness Strategy for 2024-29



Understanding the needs and aspirations of our tenants and staff and delivering for them

## How you will see a difference: We will



Make sure our Leadership Team are accessible and approachable



Use modern methods to improve security of our IT systems, utilise innovative technology and promote collaborative working



Embedding the actions from our People Strategy 2024 - 29, being an employer of choice and a great place to work



Do more for our most vulnerable tenants by offering an effective sustainability service and growing our shared tenancy scheme for care leavers



Learn from customer feedback so we deliver better and more effective services



We will have a wider range of tenancies available including more private tenancies and a new furnished tenancy offer



Maintain and continually develop our website, which provides better customer functionality including the opportunity to request services online

# Homes

**Our aim is**

**To provide good quality, safe homes at a rent you can afford**

**We will focus on**



**Ensuring tenants are satisfied with the homes and services we provide**



**Delivering an efficient and effective repairs and maintenance service**



**Making sure our homes are safe and free from hazards**



**Reducing damp mould and condensation in our homes and making them more energy efficient**



**Achieving the highest standards of building safety and compliance**

**How you will see a difference:**

**We will**



**Comply with all building safety and compliance standards**



**Introduce a new Tenancy Agreement that meets today's requirements**



**Keep investing in our homes to ensure they continue to meet the decent homes standard**



**Be on target to achieve EPC C for all our homes by 2030**



**Deliver a 4 year programme of property purchases**



**Commence a small in house new build programme to create training opportunities for our apprentices**

# Communities

**Our aim is**

**To help build communities not just houses**

**We will focus on**



**Increasing engagement with the diverse communities of Doncaster**



**Seek TPAS exemplar status. Ensure the One Voice Forum is the conduit to ensure genuine effective tenant influence**



**Providing safer communities through tackling and reducing anti-social behaviour and crime**



**Providing communal halls and spaces which the community value**



**Support the Council to regenerate communities**

**How you will see a difference:**

**We will**



**Promote economic opportunities for our communities by offering more training and employment opportunities via our World of Work, apprenticeship and graduate placement programmes**



**Increase community well-being by embedding a new team to tackle anti-social behaviour**



**Continue to develop our Environmental Pride programme, supporting communities who want to improve their neighbourhoods**



**Undertake a review of our communal halls' promote their usage and deliver a programme of investment**



**Delivering on our Equality, Diversity and inclusion (EDI) Strategy action plan**



# Partnerships

## Our aim is

To Work with others to deliver Doncaster's 'thriving people places and planet' ambitions

## We will focus on



Tackling climate change by working to become carbon neutral in the ways we work and how we use stock and materials



Contributing to the Borough Strategy priorities especially:

- Supporting training and skills, economic regeneration, social care and locality working
- Making Doncaster a fairer and more inclusive place and tackling health inequalities.



Work with other social and private landlords to ensure those facing homelessness have a safe and secure home

## How you will see a difference:

### We will



Help to address poverty and other forms of disadvantage through keeping our rents low, making our homes easy to heat and supporting people to maximise their income



Help residents access good quality social and private homes with other landlords



Support the local economy by using local suppliers and contractors wherever possible



Align our resources to help City Of Doncaster Council meet the needs of vulnerable people



To work with City of Doncaster Council to help build more new homes



Commence a small in house new build programme to create training opportunities for our apprentices

# How will we know we are successful ?

**Getting things right starts with listening to what you our customers think. We regularly ask for feedback and we act upon what you say. This activity includes the Government's standardised process for measuring tenants' satisfaction. We also work alongside customers in numerous ways to improve our services, for example, the Tenant Scrutiny Panel (TSP) conduct regular reviews and scrutinise our services and policies.**

St Leger Homes maintains detailed monitoring and review processes. We try to understand how we are performing by comparing ourselves against other landlords and benchmarking ourselves against national standards and regulatory responsibilities. We invite scrutiny from specialist third-party auditors and the Council's internal audit service to ensure we don't just mark our own homework but take an objective balanced view.

As an Arms Length Management Organisation, in addition to our work with tenants, the St Leger Board and the Council also hold us to account. There are numerous ways this happens. For example, The Mayor, sets our targets and the Council's Cabinet, which includes The Mayor review our performance quarterly. The Council's Portfolio Holder for Housing takes a keen interest with several meetings held every month and we meet more frequently with council officers who look at a wide range of issues in significant detail.

These complex arrangements are described in our performance management framework, you can review a copy here ([link](#))



# Get Involved

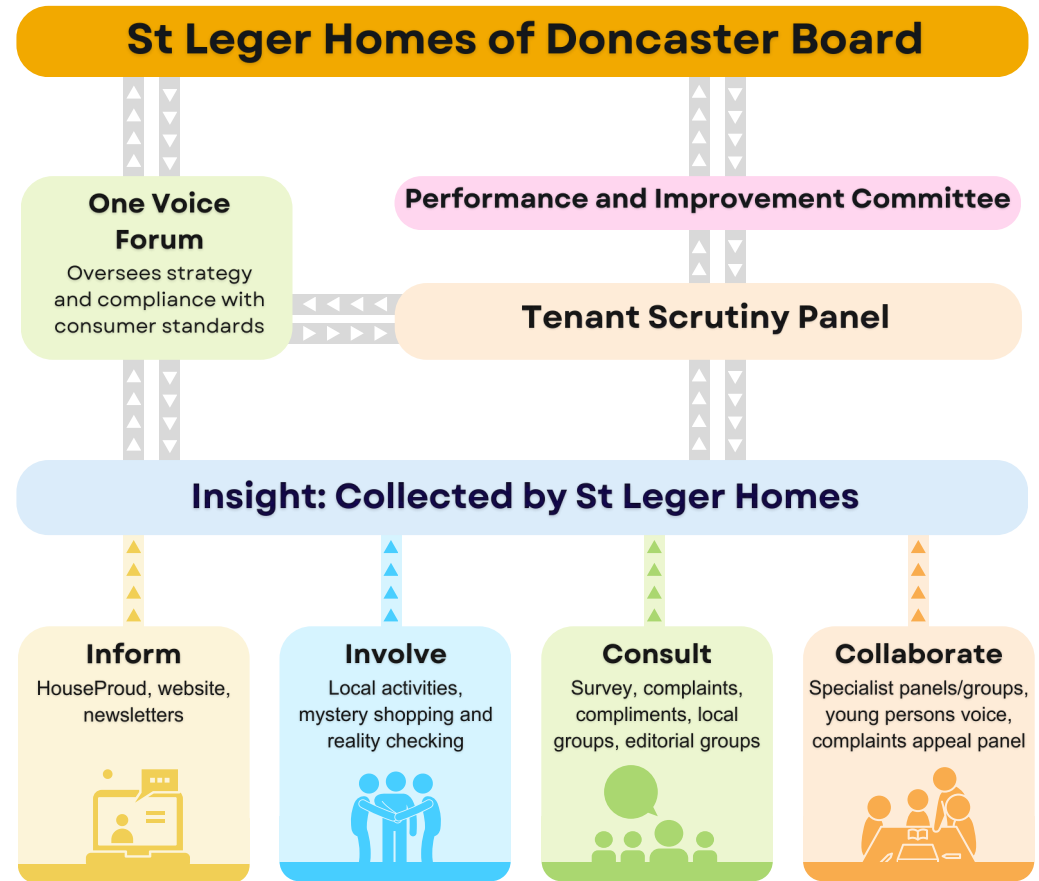
At St Leger Homes we think we provide a good quality service at a very reasonable price, but there is always more we can learn, improve and do better. We are determined to continue improving. We want to go from good to great. This plan sets out our intentions and plans. We will only succeed if we work effectively with our tenants and our partners.

If you want to know more please take the time to look at our website ([www.stlegerhomes.co.uk](http://www.stlegerhomes.co.uk)) where there is a great deal more information about how we are performing. There are a lot of ways you can help shape our services as demonstrated in the engagement framework graphic.

If you want to get involved and help us continue to improve please contact us:

**Email:** [info@stlegerhomes.co.uk](mailto:info@stlegerhomes.co.uk)

**Tel:** 01302 862862

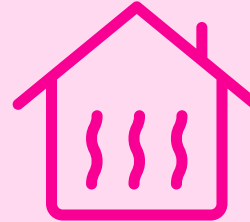


# Our Commitments by 2029

Acquire **180** additional homes



Have thermally efficient homes with **94%** at **EPC C** or above



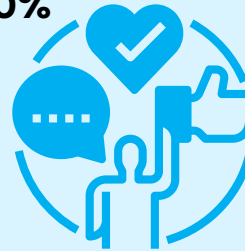
Ensure no home has a **damp and mould category 1 hazard**



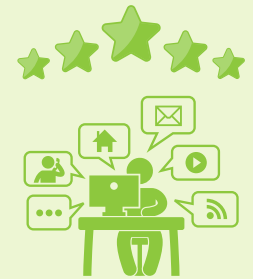
Have **16** shared accommodation **homes** for **32** care leavers



Ensure at least **80%** of complainants are **satisfied** with our handling of **ASB**



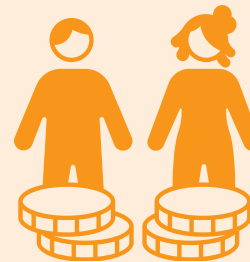
Be an **exemplar** organisation for **customer Involvement**



Recruit at least **2.3%** of our **new starters** on apprenticeships



Achieve a **gender pay gap** of less than **4%**



**Receive 70%** of our customers' contact **digitally**





[www.stlegerhomes.co.uk](http://www.stlegerhomes.co.uk)

Email: [info@stlegerhomes.co.uk](mailto:info@stlegerhomes.co.uk)  
Tel: 01302 862862



St. Leger Homes of Doncaster Limited is a company controlled by City Doncaster Council. A company limited by guarantee, registered in England and Wales, Registration No 05564649. Registered office: Civic Office, Waterdale, Doncaster, DN1 3BU

# ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England  
Company Number 05564649

## Board Report

**Date** : 7 December 2023

**Item** : 06

**Subject** : Repairs and Maintenance Policy review

**Presented by** : Chris Margrave  
Director of Property Services

**Prepared by** : Mark Coogan  
Head of Repairs & Maintenance

**Purpose** : To inform SLHD Board of Policy changes and amendments following consultation

**Recommendation :**

To agree the policy updates and proposed changes to the Policy

Company Number 05564649  
A Company Limited by Guarantee  
Registered in England

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

**Agenda Item No. 06  
Date: 7 December 2023**

<b>1.</b>	<b>Report Title</b>
1.1	Repairs and Maintenance Policy review
<b>2.</b>	<b>Executive Summary</b>
2.1	Our previous Repairs and Maintenance Policy was refreshed in 2020, as a result of the implementation of the Capita housing management system the “one” project which started during 2021. It was agreed that the previous Policy required updating as per our Policy updating process, but at the time it was agreed to bring the current Policy up to date and a light touch refresh as the new Capita system could make changes to how we deliver our Repairs service making the Policy quickly out of date.
2.2	It was agreed that we would revisit the Repairs and Maintenance Policy during 2023, taking account of any new ways of working following the installation of the Capita system, capturing any changes or improvements to customers and undertake a full review to ensure it was in tune with legislation and as future proof as possible.
2.3	A positive impact of the Repairs and Maintenance Policy has been the introduction of the Repairs Excellence project, now referred to as “one Repairs”. This project undertook its own deep dive review over the last 18 months, looking at all aspects of our Repairs Service and the impacts to our customers. Both EMT and Board, receive regular updates on this project from the Director of Property Services. We are still in the first phases of the One Repairs project, which has focused on the front-line Repairs Service and this learning has also helped us review the attached Policy.
2.4	Originally the Repairs and Maintenance Policy was to include sections covering decoration and fencing. Decoration is now included but after feedback from the focus groups and One Voice Forum (OVF), it was suggested that there should be standalone piece of work to develop a dedicated policy for fencing. This is now on the forward plan.

<b>3.</b>	<b>Purpose</b>
3.1	<p>The purpose of this report is to inform SLHD Board of the recent consultation exercise undertaken following the Repairs and Maintenance Policy review, to discuss the proposed Policy and understand some of the feedback received.</p> <p><b>Appendix 1</b> As attached, is the updated Repairs and Maintenance Policy</p>
<b>4.</b>	<b>Consultation</b>
4.1	<p>We undertook consultation very differently than with previous policies. We met with the One Voice Forum (OVF) initially, to get a steer on how best to engage with our tenants and update the Repairs and Maintenance Policy, since it touches the lives of the vast majority of our tenants. It was also very timely, as the OVF have recently been involved with the Revised Housing Management structure and our Secure tenancy agreement and as a result, the Repairs and Maintenance Policy should align well with our Tenancy arrangements. The OVF recommended that we held 2 targeted consultation sessions, to discuss the Policy and any changes in detail, with a mandate to agree the wider consultation questions for tenants.</p>
4.2	<p>2 sessions were held on the 10<sup>th</sup> and 26<sup>th</sup> August at the Civic offices and were kindly facilitated by our Engagement team and some of our Repairs Staff and trades. We gave the attendees an understanding of current performance and agreed that this Policy should be the enabler for this vision with improved customer service as a result.</p>
4.3	<p>Following these sessions and the mutual agreement of the questions that were important to our tenants, we started wider consultation with other groups that went live during week commencing 4<sup>th</sup> September 2023.</p> <p>Appendix 3 details the slides used and final question from the 2 sessions.</p> <p>These groups in the wider consultation were:</p> <ul style="list-style-type: none"> <li>• Get involved Group (GIG), Tenant's Improvement panel (TIP) and the OVF wider membership of tenants</li> <li>• Ward members, again focused on the questions that our tenants believe are important to them</li> <li>• Front line trade staff, what impact do the tenants' questions have on our service, working hours etc</li> <li>• Repairs Team leaders, understanding how we can manage the service and tenants' expectations</li> <li>• Trade Unions</li> </ul>
4.4	<p>In addition to these groups, specific staff were also asked to comment on the Policy to see how this aligned with their service area especially with Housing, Customer Services and Assets.</p>
<b>5.</b>	<b>Feedback</b>
5.1	<p>From the sessions with the OVF and focus groups we received some real honest feedback around our current service provision. This came from several questions we agreed with the first focus group.</p>



5.2	<p>The questions certainly resonated with the focus groups, and we presented several themes where the questions then evolved from following these discussions. The themes were:</p> <ul style="list-style-type: none"> <li>▪ Our repair priorities and timescales</li> <li>▪ Our appointment slots available to tenants</li> <li>▪ Cyclical maintenance access (EICR/LGSR etc)</li> <li>▪ Our approach to repairs and what works can tenants reasonably refuse</li> <li>▪ How should we deal with tenant Vulnerabilities</li> <li>▪ Links to other policies (Recharges/fencing/tenants permission)</li> <li>▪ Financial considerations</li> <li>▪ Mutual Exchanges</li> </ul> <p>As you would expect these themes generated plenty of discussion and we also discussed tenants' own responsibilities for repairs. What was reassuring is that both groups agreed that they are the fundamental questions for reviewing the Repairs and Maintenance Policy and that they didn't believe any questions were missing.</p> <p><b>Appendix 2</b> Tenant Questionnaire; details the Tenants consultation questions that were agreed at the focus group sessions and were disseminated to tenants through an online survey.</p>
5.3	<p>Repairs consultation sessions Feedback.</p> <p>In summary, the feedback was overall very positive even supporting some of our future thinking around recharges and access for compliance works. Some highlights below relating to the questions.</p> <ul style="list-style-type: none"> <li>▪ Our repairs priorities and timescales are generally fine, but some concern over Planned maintenance timescales, as these works could be in future years. Tenants understood our rationale for this and dealing with more urgent work first, but they requested that for any deferred works, they needed a discussion with the tenant, not just a letter as we sometimes send out.</li> <li>▪ Our appointment slots still meet their needs, as we offer school runs etc, but we posed the question about evening and weekend appointments as we get little take up. However, tenants still want us to offer this service.</li> <li>▪ Cyclical maintenance access, we had overwhelming support on this one and tenants understood the need to allow us access to undertake these compliance activities. And they agreed that we could suspend non-urgent repairs works to a home where a test was outstanding and use the tenancy management agreement to enforce any action.</li> <li>▪ Our approach to repairs and where would it be reasonable for tenants to refuse upgrade works. We posed a few considerations and criteria for deciding, we did not get a full consensus on this, but in principle as long as we weren't putting a tenant into fuel poverty and looked at cases on an individual basis, our proposed approach was deemed reasonable.</li> <li>▪ Mutual exchanges (MX), again we got full support for this as non-urgent works following a MX should follow standard repairs timescales. Any damage/untidy gardens they believed should also be a recharge.</li> <li>▪ Vulnerabilities, this generated the widest discussion, some tenant's believed we already had all their vulnerable data on file, others commented that as a</li> </ul>

	<p>landlord we should ask our tenants for this information. Overall, though it was agreed that the vulnerability had to be relevant to the repair and therefore the job priority. This was after we gave some examples of where it may sometimes be used to increase the priority of a repair.</p> <ul style="list-style-type: none"> <li>▪ Tenants repair responsibilities did generate a discussion and again vulnerabilities came into the discussion. In the main though as we agreed that for an older resident with no close by friend/relative, we would still undertake a sealed bulb replacement to a bathroom and they were fine with the tenants' responsibilities.</li> </ul>
5.4	<p>Questionnaire feedback</p> <p>The survey ran until 25<sup>th</sup> September, below is a snapshot of the results</p> <ul style="list-style-type: none"> <li>• Tenants Responses were broadly similar to the focus groups feedback which was pleasing to see, along with some new suggestions such as; how do we accommodate any short-term illness/disability and with gas/electrical access, we take no account of tenants being in hospital/holidays.</li> <li>▪ Staff Again, broadly in support with plenty of yes responses, along with a couple of ideas from a staff perspective such as, if an appointment has been missed/no contacted from a tenant, the tenant should accept the next available appointment slot. There were also a couple of suggestions regarding how we might run plastering differently and create ownership of repair jobs.</li> <li>▪ Ward members I have had several separate discussions with some Ward Members about how they think they can improve our service offering, which is always welcome, but most of these discussions did not align to the questionnaire feedback, which was specific to the Policy overall, we had no negative feedback.</li> </ul>
5.5	<p>Other feedback</p> <p>Heads and Service Mangers:</p> <ul style="list-style-type: none"> <li>▪ Feedback was more around how we referenced other policies, revised our objectives, and we received positive feedback on clearly defining both SLHD's and tenant's responsibilities</li> </ul> <p>Additional feedback was to ensure the links with Assets, Compliance and Housing teams was referenced.</p>
6.	<p>Summary</p>
6.1	<p>Our original methodology of holding focus groups and targeting tenant groups, Councillors, and some front-line staff, to get a quality return to the questionnaire seems to have been very successful.</p>

6.2	The focus groups particularly, when you steered tenants away from their individual problems, which we dealt with at the end of the sessions, ensured that the tenant engagement with the Policy review was extremely focused. They genuinely understood all the factors and challenges that we have, with running their repairs service, and it helped having, Roger, Luke and Steven from some of our tenant groups and committees in the room, as they were able to contribute to the tenant discussions to encourage tenants to voice their opinions.
6.3	Hopefully with all this focused feedback, the revised Repairs and Maintenance Policy is now fit for purpose. It also takes account of our new ways of working through the One Repairs project and sets out how we will deliver our repair service for our customers.
<b>7.</b>	<b>Procurement</b>
7.1	There are no procurement implications
<b>8.</b>	<b>VFM Considerations</b>
8.1	There are no direct VFM implications
<b>9.</b>	<b>Financial Implications</b>
9.1	There are no direct financial implications, repairs budgets remain unchanged.
<b>10.</b>	<b>Legal Implications</b>
10.1	There are no legal implications, other than statutory regulations already in place.
<b>11.</b>	<b>Risks</b>
11.1	There are risks associated with a repairs service and we have governance arrangements in place to manage risk.
<b>12.</b>	<b>IT Implications</b>
12.1	The IT implications are managed through the One Repairs Project Board
<b>13.</b>	<b>Health, Safety &amp; Compliance Implication</b>
13.1	There are no direct health and safety implications, other than statutory regulations already in place
<b>14.</b>	<b>Consultation</b>
14.1	Consultation requirements have been met
<b>15.</b>	<b>Diversity</b>
15.1	There are no specific diversity implications in this Policy, but references to better understanding tenants Vulnerabilities
<b>16.</b>	<b>Equality Analysis</b>

16.1	<p>A full Equality Analysis was undertaken as prescribed.</p> <p>Our policy gives clear guidance on our standards and service KPI's with an understanding of both SLHD and tenants obligations. All tenants and stakeholders are considered and the policy details our approach to delivering our service for all customers.</p> <p><a href="https://intranet.stlegerhomes.co.uk/internal-forms/equality-analysis/">https://intranet.stlegerhomes.co.uk/internal-forms/equality-analysis/</a></p>
<b>17.</b>	<b>Communication Requirements</b>
17.1	Our communication plan includes disseminating any policy updates and implications for customers after approval.
<b>18.</b>	<b>Environmental Impact</b>
18.1	N/A
<b>19.</b>	<b>Report Author, Position, Contact Details</b>
19.1	<p>Mark Coogan Head of Repairs and Maintenance</p> <p><a href="mailto:mark.coogan@stlegerhomes.co.uk">mark.coogan@stlegerhomes.co.uk</a></p> <p>07970452499</p>
<b>20.</b>	<b>Background Papers</b>
21.1	<p>Appendix 1 Repairs and Maintenance Policy</p> <p>Appendix 2 Tenants Questionnaire</p>



# **POLICY DOCUMENT**

## **REPAIRS AND MAINTENANCE POLICY**

<b>POLICY TITLE:</b>	<b>Repairs and Maintenance Policy</b>
<b>LEAD OFFICER:</b>	<b>Head of Repairs &amp; Maintenance</b>
<b>DATE APPROVED:</b>	
<b>APPROVED BY:</b>	<b>EMT</b>
<b>IMPLEMENTATION DATE</b>	<b>Immediate</b>
<b>DATE FOR NEXT REVIEW:</b>	<b>January 2029</b>
<b>ADDITIONAL GUIDANCE:</b>	<b>Customer Care &amp; Service Standards.</b> <b>Customer Complaints &amp; Compliments Policy</b> <b>Lettable Standards Policy</b> <b>Rechargeable Repair Policy</b> <b>HRA Asset Management Strategy</b> <b>Compensation and Goodwill Policy</b> <b>Leasehold Policy Handbook</b> <b>Asbestos Management Plan</b> <b>Health and Safety Policy</b> <b>Environmental Strategy</b> <b>Equality and Diversity Policy</b> <b>Fire Safety Management Plan</b> <b>Disrepair Policy</b> <b>Fencing Policy</b> <b>Cyclical Maintenance Plan</b>
<b>TEAMS AFFECTED:</b>	<b>ALL SLHD STAFF AND CUSTOMERS</b>
<b>THIS POLICY REPLACES WITH IMMEDIATE EFFECT:</b>	<b>2020 Repair Policy (Refresh of 2014 Policy)</b>

## DOCUMENT CONTROL

### Revision History

<b>Date of this revision:</b>	November 2023
<b>Date of next review:</b>	January 2029
<b>Responsible Officer:</b>	Mark Coogan

<b>Version Number</b>	<b>Version Date</b>	<b>Author/Group commenting</b>	<b>Summary of Changes</b>
1.0	April 2010	Business Managers within Property Services	Amendments resulting from consultation with Business Managers
1.1	Feb/March 2010	Customer Consultation	Amendments resulting from feedback from DYTAG, BME Group, Forum Meetings, Repairs Action Group, SJC members, employees
1.2	May 2010	Business Manager Adwick	Minor amendments to section 15.8 Planned
1.3	May 2010	Business Planning & Investment Manager	Minor amendments to section 5.13 Asset Management
1.4	June 2010	Assistant Director of Empty Homes and Services	Minor amendments to 5.7, 5.10, 5.14, 5.15, 5.20,5.21
1.5	Aug 2010	EMT	Policy approved
2.0	Oct 2010	SLHD Board	Policy approved 13/10/10
2.1	Sep 2013	Gaile Peacock	Suggested initial changes
2.2	Oct 2013	Paul Lightfoot Christine Tolson Rob Chapple	Suggested changes agreed by PL. Asset Management section etc. - re-write by CT. Feedback from RC re. new tenant repairs Feedback from AR
2.3	Oct 2013	EMT	Add E&D policy to additional guidance RTR make clearer that priority C, RTR work will be done in RTR timescales. Section 5 Legislation - add back in Party Wall Act.
2.4	Jan 2014	EMT	Amendments per minutes 14/01/13
3.0	Feb 2014	Board	Approved Policy
4.0	Dec 2020	EMT	Approved Policy
5.0	Dec 2022	Craig Parkin Repairs and Maintenance	Suggested initial changes

		Improvement Manager	
6.0	July/August 2023	Mark Coogan Head of Repairs and Maintenance	OVF and 2 dedicated focus tenant consultation events
7.0	September 2023	Heather Saunders Customer Involvement Officer	Consultation questionnaires, tenant groups, ward members and SLHD front line staff
8.0	Sept 23	Mark Coogan Head of Repairs and Maintenance	EMT paper following consultation and proposed changes
9.0	19 <sup>th</sup> September 2023	EMT	EMT amendments
10.0	25 <sup>th</sup> October 2023	CoD Stakeholder consultation	Karen Ratcliffe, consultation
11.0	21 <sup>st</sup> November 2023	EMT	Resubmitted after amendments and stakeholder consultation for EMT approval prior to SLHD Board
12.0	27 <sup>th</sup> November 2023	CDC Stakeholder	Portfolio holder consultation

Page	Version	Date	Author
- 1 -of 17	6.0	November 2023	M Coogan
File Path			

## Policy Creation and Review Checklist

Action	Responsible Officer	Date Completed
Best practice researched (HouseMark, HQN, Audit Commission, general websites)	Craig Parkin Repairs and Maintenance Improvement Manager	July 23
Review current practices from similar organisations	Mark Coogan Head of Repairs and Maintenance; Craig Parkin Repairs and Maintenance Improvement Manager	May to July 23
Review customer satisfaction data from the area the policy relates to	Craig Parkin- one repairs data Repairs and Maintenance Improvement Manager	Monthly
Review Customer complaints from the area the policy relates to	Rob Chapple Responsive Repairs Service Manager	June/July 23
Undertake customer consultation if applicable	Mark Coogan Head of Repairs and Maintenance Various consultation events, OVF focus groups and questionnaires facilitated by Tenant engagement team	10 <sup>th</sup> & 23 <sup>rd</sup> August 23 Questionnaires (4 <sup>th</sup> to 25 September 23)
Staff consultation if applicable	Repairs Service Managers/trade staff	August-September 23
Trade Union consultation if applicable	Yes, shared policy for comment	September 23
Consumer standards (Review against the policy)	Mark Coogan Head of Repairs and Maintenance	November 2023
Stakeholder consultation if applicable	Heads and specific Service Managers	August-September 23
Equality Analysis carried out (a copy must be forward to governance to be saved centrally)	Mark Coogan Head of Repairs and Maintenance	19 <sup>th</sup> September 2023

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

Page	Version	Date	Author
- 2 -of 17	6.0	November 2023	M Coogan
File Path			



## Contents

1. Introduction .....	- 4 -
2. Purpose .....	- 5 -
3. Scope.....	- 5 -
4. Responsibilities.....	- 5 -
5. Legislation.....	- 5 -
6. Policy .....	- 6 -
6.1. Tenants' Responsibilities for Repair .....	- 6 -
6.2. Reporting Repairs.....	- 6 -
6.3. Appointments.....	- 7 -
6.4. Pre-Inspections.....	- 7 -
6.5. Asbestos Management.....	- 7 -
6.6. Arrangements for Carrying out Repairs and Maintenance.....	- 8 -
6.6.1. The 'One' Repairs Service .....	- 8 -
6.6.1.1. Emergency Category – Priority 1 .....	- 8 -
6.6.1.2. Urgent Category – Priority 2.....	- 9 -
6.6.1.3. Routine Repair Category – Priority 3.....	- 9 -
6.6.1.4. Non-Urgent Category – Priority 4 and Priority 5.....	- 9 -
6.6.1.5. Right First Visit.....	- 10 -
6.6.1.6. Contracted Works .....	- 10 -
6.6.1.7. 'No Contact' Procedure .....	- 10 -
6.6.1.8. Supply Chain.....	- 11 -
6.6.1.9. Approach to Repair .....	- 11 -
6.6.1.10. Suspension of Non-Urgent Repairs .....	- 11 -
6.6.1.11. Right to Repair .....	- 11 -
6.6.2. Planned Improvements .....	- 12 -
6.6.3. Cyclical Maintenance .....	- 13 -
6.6.3.1. Decoration.....	- 13 -
6.6.3.2. Gas Safety and Servicing .....	- 13 -
6.6.3.2. Electrical Safety and Periodic Electrical Testing.....	- 14 -
6.6.3.3. Solid Fuel Servicing .....	- 14 -
6.7. Vulnerable Persons .....	- 14 -
6.8. Emergency Out of Hours Repairs.....	- 15 -
6.9. Access and Abortive calls.....	- 15 -
6.10. Rechargeable Repairs .....	- 15 -
6.11. Mutual Exchange.....	- 15 -
6.12. Properties Subject to Right to Buy.....	- 16 -
6.13. Aids and Adaptations.....	- 16 -
6.14. Minor Permissions .....	- 16 -
6.15. Repairs to Vacant Properties/New Tenants.....	- 16 -
6.16. Compensation .....	- 16 -
6.17. Asset Management.....	- 17 -
6.18. Energy Conservation and Environmental Considerations .....	- 17 -
7. Equality and Diversity.....	- 17 -
8. Consultation .....	- 17 -
9. Monitoring and Review .....	- 18 -
10. Performance Standards .....	- 18 -
11. Partnership Issues .....	- 18 -

Page	Version	Date	Author
- 3 - of 17	6.0	November 2023	M Coogan
File Path			



# **POLICY DOCUMENT**

## **Repairs and Maintenance Policy**

### **1. Introduction**

- 1.1 St Leger Homes of Doncaster (SLHD) will provide an efficient, responsive and customer orientated repair and maintenance service to tenants, residents, leaseholders and other service users. We acknowledge that the provision of a value for money repairs and maintenance service, that is both responsive and also planned in respect of ensuring the longevity of the housing stock, with the highest possible technical competence, is one of our highest priorities. We have responsibility to protect the value of the housing stock and to ensure that the promises and obligations made to our customers in respect of their homes are honoured.

The success of this policy is determined through the application of SLHD's values, which drive our organisation forward:

- We want to get it right for the People that live in our homes and that work for us
- We take Pride in what we do and want our tenants to be proud to live in a St Leger Home
- We want to achieve the best possible individual and organisational Performance
- We expect Progress, to get things done and change how we do things when there is a better way

This document has been written to work in conjunction with the Tenancy Agreement.

Page	Version	Date	Author
- 4 -of 17	6.0	November 2023	M Coogan
File Path			

## 2. Purpose

- 2.1 This document sets out in detail SLHD's policy for the delivery of a high quality and value for money repairs service and covers all areas with respect to the repair and maintenance of SLHD's stock.

To ensure all properties in the ownership of Doncaster District Council are:

- Well maintained
- Kept in a structurally sound condition
- Warm and dry
- Compliant with all legal requirements
- Meeting with obligations outlined in the tenancy agreement

## 3. Scope

- 3.1 This policy only applies to tenanted properties and does not include any that are void. Repairs to void properties are covered separately within our lettable standard.

This policy covers SLHD and tenant responsibility for the completion of repairs in the following areas:

- Emergency repairs
- Urgent repairs
- Non urgent repairs
- Planned repairs
- Major programmed works
- Cyclical Maintenance
- Out of hours repairs
- Tenant responsible repairs
- Rechargeable repairs

## 4. Responsibilities

- 4.1 The Director of Property Services will have overall responsibility for this policy. The responsibility for its implementation will rest with the Head of Service and Service Managers. It is the responsibility of all employees involved in the delivery the repairs and maintenance service to ensure that this policy is adhered to.

## 5. Legislation

- 5.1 Local Authorities have a legal obligation to keep its homes in a reasonable state of repair as well as to keep its employees and members of the public safe. SLHD and its partners carry out this work on behalf of the Council.

A register of all relevant legislation that must be adhered to, is held centrally on SLHDs Intranet The legal register is closely monitored and routinely updated by the Health, Safety and Compliance team.

Page	Version	Date	Author
- 5 -of 17	6.0	November 2023	M Coogan
File Path			

## 6. Policy

### 6.1. Tenants' Responsibilities for Repair

There are certain items of repair for which the tenant is responsible. These are referenced within the tenancy agreement, tenant responsible repairs include;

- Replacing fluorescent tube(s), lightbulbs, starter(s) and; lamp holder skirt(s) (the part that holds your lamp shades on), pull cord(s) and toggle(s).
- Repairing TV aerial sockets unless they are part of a communal system.
- Resetting of trip switch(es) on the consumer unit(s)/fuse board.
- Replacing plumbing furniture and fixings; toilet seat, plug and chain, toilet roll holders, shower curtain and shower rail.
- Replacing decorative joinery furniture and fixings; dado rail, curtain batons, curtain rails.
- Filling decorative crack(s) to wall(s) or ceiling(s) (cracks no wider than a £1 coin thickness).
- Renewal of line to rotary or line driers.
- Internal decoration
- Any tenants' own improvements

The tenant will also be responsible for the repair, or replacement of any item (excluding fair wear and tear) in a property whereby the damage is caused through;

- The tenant and/or any other individual residing at the property.
- Any individual knowingly allowed into the property.
- Any household pet and/or animal knowingly allowed into the property.

If the damage causes a threat to the health and safety of persons or property, then the repairs will be carried out by SLHD and the costs incurred may be recharged to the tenant. Further details of recharges can be found in SLHD's recharge policy.

### 6.2. Reporting Repairs

Customers can report repairs through several different avenues and some of these services are accessible 24 hours a day, 365 days a year. How to report repairs;

- By phone call to the Customer Access team.
- Via 'My Access' Online self-service portal located through SLHD's web page.
- In person or in writing, at the Civic Centre.
- My SLHD App
- By e-mail.

SLHD believes in equal access to services and provides provisions for customers, of who may struggle to report repairs through the usual channels listed above. Customers who are hard of hearing can report repairs via text message and translation services are available for those, whose first language is not English.

Page	Version	Date	Author
- 6 -of 17	6.0	November 2023	M Coogan
File Path			

### 6.3. Appointments

The majority of repairs run on an appointment system and an appointment will be arranged by a member of the Customer Access team or the planning team. However, certain repairs fall outside of this procedure and instead a trade operative will phone the customer directly to arrange for the repair to be undertaken. These repairs are;

- Glazing
- Some Inspections

Unless categorized above, we will endeavour to appoint all urgent and non-urgent repairs in accordance with the corresponding timescales for handling the repair. If the customer requests the appointment beyond the timescale this will be accommodated. The only exceptions to this are emergency repairs where SLHD need to attend within 2 or 24 hours.

We provide appointments, offering the following options;

- Morning appointment 8 am to 12 noon.
- School run appointment 9.30 am to 2.30 pm
- Afternoon appointment 12 noon to 4 pm.
- Evening appointment 4 pm to 6 pm.
- Saturday morning appointments 8 am to 12 noon.

Customers will receive confirmation of appointment via text message and for customers who report a non-emergency responsive repair, a text message reminder will be sent 24 hours before the appointment date.

### 6.4. Pre-Inspections

Some jobs will require a pre-inspection before the repair is arranged. These include, but not limited to;

- Large areas of plastering or concrete paths that need renewing.
- Alleged damp to large areas of plasterwork or brickwork.
- Structural damage to properties.
- Large areas of woodworm or dry rot.

Not all inspections will require an inspector to attend and a high proportion of pre-inspections will be undertaken by trade staff from within the repairs team. If a repair is wrongly diagnosed at the job logging stage a planned repair may turn into a pre-inspection. A further appointment will be arranged to complete the work. A customer does not have the right to demand an inspector and SLHD will send the most appropriate person(s) to diagnose the repair.

### 6.5. Asbestos Management

Government legislation and regulations for asbestos management will be adhered to by SLHD and any contractor working on behalf of SLHD. We will ensure that any risk of exposure to asbestos, for residents, staff and contractors is eliminated where possible, or reduced to an absolute minimum, where risk is effectively managed.

Page	Version	Date	Author
- 7 -of 17	6.0	November 2023	M Coogan
File Path			

On an initial visit for a repair, it could be identified that there is a requirement for an asbestos survey before works can commence. This could inadvertently delay the repair. The tenant must allow access for any asbestos survey to be undertaken.

Our full strategy for the management of asbestos can be found in our Asbestos policy and Asbestos Management Plan.

## 6.6. Arrangements for Carrying out Repairs and Maintenance

SLHD delivers its repairs and maintenance obligations through three different approaches;

- The 'One' Repairs Service
- Planned Maintenance
- Cyclical Maintenance.

### 6.6.1. The 'One' Repairs Service

The 'One' Repairs service respond to responsive repairs, these are the day-to-day repairs that are carried out at the request of the tenant to repair existing features or items of the property, this is inclusive of;

- repairs that are detrimental to the life, health and/or wellbeing of the tenant or the property
- non-urgent repairs categorised as cosmetic or low-threat repairs.

The 'One' Repairs service is not responsible for large installation work, upgrade works or the renewal of major components, these works will be completed on a planned scheme through the asset management strategy or via the in-house planned improvement team. The 'One' Repairs service will therefore concentrate on smaller repairs, that in most cases take less than one full day to be completed.

The ethos of the 'One' repairs service is 'one job, one operative'. Wherever possible we will have one operative see a job through from start to finish.

SLHD allocates responsive repairs into the following categories and each category has differing timescales for completion. The categories and timescales for the completion of each category of repairs are set out below.

#### 6.6.1.1. Emergency Category – Priority 1

Are those repairs which, if not undertaken, could;

- Constitute a real risk of injury or death.
- Lead to major damage to the property.

SLHD will attend to priority 1, emergency repairs within 2 hours of the repair being reported and make safe or where possible complete the repair

Page	Version	Date	Author
- 8 -of 17	6.0	November 2023	M Coogan
File Path			

### 6.6.1.2. Urgent Category – Priority 2

SLHD will complete urgent repairs within 24 hours of reporting the repair. These include, but not limited to;

- Total loss of electric power (not related to issues with utility providers).
- Unsafe power or lighting socket or electrical fitting.
- Total loss of water supply.
- Total loss of gas supply.
- Partial loss of gas supply (where there is no other form of heating).
- Insecure external window, door, or lock.

### 6.6.1.3. Routine Repair Category – Priority 3

A Routine repair does not immediately affect the health and safety or security of the tenant but may do so if not attended to within a short space of time. SLHD will aim to complete urgent repairs within 5 working days, excluding the day the repair is reported, Saturdays, Sundays and Bank Holidays. Routine repairs include, but not limited to.

- Partial loss of water supply.
- Partial loss of electric power.
- Blocked sink, bath, or hand basin waste pipes.
- Blocked or leaking foul drain, soil stack, or toilet pan (where there is no other working toilet in the dwelling).
- Toilet not flushing (where there is no other working toilet)
- Leak from water or heating pipe, tank, or cistern.
- Tap which cannot be turned.
- Loose or detached banister or handrail.
- Rotten timber flooring or stair tread.
- Leaking roofs.
- Door entry phone not working.
- Mechanical extractor fan in internal kitchen or bathroom not working (excluding the installation of an extractor fan).
- Restore heating or hot water.

### 6.6.1.4. Non-Urgent Category – Priority 4 and Priority 5

Non urgent repairs are repairs that do not cause immediate discomfort to the tenant and where deferring the repair will not cause long term damage to the fabric of the building. SLHD will aim to complete these repairs on a non-urgent priority 4 or priority 5 repair category which will be attended to within 20 working days or 60 working days retrospectively, this is excluding the day the repair is reported, Saturdays and Sundays and Bank Holidays. Non-urgent repairs include, but not limited to.

- Wall tiles.
- Internal Doors.
- Clean gutters.
- Paving
- Plastering repairs.
- Repairs to Kitchen units and worktops.
- Renewal of wash hand basins.

Page	Version	Date	Author
- 9 -of 17	6.0	November 2023	M Coogan
File Path			

Only repairs that do not represent a danger to health and safety of the tenant, or will not cause major disruption to life or result in further damage to the property if left for longer than 20 days will be done under the non-urgent priority 4 category, the majority of this type of repair would be defined as only inconvenient and will be dealt with within 60 days as non-urgent priority 5 repairs.

#### **6.6.1.5. Right First Visit**

Our aim is to complete a responsive repair on the first visit and this is measured through the 'Right First Visit' performance indicator, this is defined as a repair that is considered fixed at first visit when the operative has attended the property, identified, diagnosed and remedied the fault using van stock. For any jobs where non-van stock materials or additional staff are required, the first visit will be considered as a pre-inspection and a return visit may be needed, this will be appointed within a reasonable period of time, any jobs that fall into this category will be considered right first visit if the operative has remedied the fault on the second visit; this second visit would be the first 'repair' visit.

#### **6.6.1.6. Contracted Works**

A small proportion of repairs will be undertaken via partnering contractors, this will primarily be for specialist works however it may be extended to generic repairs work if demand exceeds internal resource. Examples of specialist work include, but not limited to;

- External Door Renewals
- Window Renewals
- Wet Room Repairs and Renewals
- Erection of Scaffolding
- Damp Proofing Works

Timescales for contracted works vary and are subject to change. Some contracted repairs will require surveys to be undertaken before works can commence. A customer must grant access to contractors to undertake any required surveys or delays in the completion of the repair may be experienced.

#### **6.6.1.7. 'No Contact' Procedure**

Page	Version	Date	Author
- 10 -of 17	6.0	November 2023	M Coogan
File Path			



For appointed responsive repairs the customer will receive a 'job accepted' text message, once a job is accepted by an operative from their smartphone. At this point the operative will try and contact the customer via their preferred contact number to confirm access for the job to be undertaken. If we have no answer, then the operative will then access the secondary number we have. If contact cannot be made and access cannot be ascertained after calling all available numbers, the job will be marked as 'No Contact' and the operative will not attend. The customer will receive a 'No Contact' text message and given 48 hours to rearrange the repair, if the customer has not made contact within 48 hours, then the job will be cancelled. The only exceptions to this are;

- Category 1 Repairs – an operative will attend regardless of contact.
- Where a vulnerability restricts a customer's ability to adhere to the procedure.
- It is a repair that falls outside of the appointment procedure as defined in 6.3.

#### **6.6.1.8. Supply Chain**

SLHD constantly reviews stock materials to ensure products are sustainable and cost effective without compromising quality. The repairs team endeavour to undertake all repairs with the most appropriate fixtures and fittings available to them and match the current fixtures as closely as possible, for example the colour of a kitchen cupboard door. However, due to a constantly changing supply chain, the matching like-for-like repair will not always be possible. Fixtures and fittings will be left in a useable condition and complete renewals, or upgrades will not take place through cosmetic discrepancies.

#### **6.6.1.9. Approach to Repair**

SLHD reserve the right to have final say in how repairs will be carried out, consideration will be taken regarding;

- Financial viability
- Future sustainability of the asset
- Environmental impact
- Best interest of safety

As an example, a change of fuel source to the hot water/heating services from solid fuel heating or storage heaters to gas central heating would have a positive impact on each of the four points listed above, it would be considered as unreasonable for a tenant to refuse the upgrade.

#### **6.6.1.10. Suspension of Non-Essential Repairs**

SLHD may suspend all non-urgent repairs to a property that will not have an impact on the health, safety, or wellbeing of a tenant such if access has not been granted to carry out any compliance related works such as fire safety, gas, solid fuel or electrical testing. If suspension occurs, non-urgent repairs will be re-initiated once any outstanding cyclical maintenance works have been completed.

#### **6.6.1.11. Right to Repair**

The 'Right to Repair' scheme covers small urgent repairs costing a maximum of £250 where, if not attended to within agreed timescale, could put at risk the security or health

Page	Version	Date	Author
- 11 -of 17	6.0	November 2023	M Coogan
File Path			

and safety of the tenant. If SLHD does not complete a qualifying repair within the correct time, the tenant has the right to ask the Council to get another approved contractor to do the work. If this contractor fails to do the work, within the same timescales as given to the first contractor (SLHD), the tenant may get compensation of £10 and a further £2 for every extra day of delay, up to a maximum of £50.

Qualifying repairs and timescales are shown in the table below.

<b>Qualifying Repair</b>	<b>Working days to Complete</b>
Total loss of electrical power	1
Partial loss of electrical power	3
Unsafe power	1
Total loss of water supply	1
Partial loss of water supply	3
Blocked flue to open fire or	1
Total or partial loss of space or water heating between 31 October and 1 May	1
Total or partial loss of space or water heating between 30 April and 1 November	3
Blocked or leaking foul drain or soil stack	1
Toilet not flushing (if no other working toilet)	1
Blocked sink bath or basin	3
Tap which cannot be turned off	3
Leaking from water or heating	1
Leaking roof	7
Insecure external window, door or lock	1
Loose or detached banister or handrail	3
Rotten timber flooring or stair tread	3
Door entry phone not working	7
Mechanical extractor fan in internal kitchen or bathroom not working*	7

\*internal kitchen or bathroom is defined as the room not being adjacent to an external wall and not having an opening window.

Compensation is not payable if;

- A satisfactory temporary repair is undertaken.
- Temporary heating is provided due to heating failure between 31 October and 1 May.
- The tenant fails to allow access.
- SLHD cannot carry out repairs as the result of the failure of a supply or if the failure is due to non-payment by the tenant of a supply charge.

The tenant must tell SLHD when a repair needs to be undertaken and allow access in order to qualify for any compensation.

### 6.6.2. Planned Improvements

SLHD is committed to ensuring that the condition of the City of Doncaster Council housing does not diminish. This is achieved through delivering planned improvement works as detailed in its Asset Management Strategy based on a 30-year investment plan. Planned improvements are works that are more complex and larger and which can be planned as part of a scheme to ensure value for money and efficiencies. Tenants will be kept informed and consulted about planned maintenance programmes. They will

Page	Version	Date	Author
- 12 -of 17	6.0	November 2023	M Coogan
File Path			

normally be given 28 days' notice of any such works that are likely to cause them significant disruption, with detailed engagement meetings and home visits. Programmes will be developed using stock condition information and can include, but not limited to;

- Roof replacements.
- Heating upgrades.
- Kitchen replacements.
- Bathroom replacements
- Rewires or electrical upgrades.
- Decency improvement works.
- Path renewals
- Major Pointing
- Major Plastering Works

If a major component fails before the end of its expected component failure date, then improvement works may be included as part of an improvement scheme. If a temporary repair can be carried out to prolong the life of the component, then it will be included within an additional scheme through the asset team, which may be included in schemes for future years. Where a component has come to end of life and is not likely to last at least 18 months, the responsive repairs team will arrange for the works to be undertaken on a more urgent basis through a suitable contractor.

### 6.6.3. Cyclical Maintenance

This is work that is carried out at agreed intervals, which usually includes inspecting or servicing and incorporates mechanical and electrical work. The purpose is to maintain the general condition and safety of property, fittings, plant and equipment for which SLHD is responsible. The servicing of all mechanical and electrical equipment requiring maintenance will be carried out in accordance with current legislative requirements or manufacturer's instructions

#### 6.6.3.1. Decoration

The responsibility for decoration within the home, is a tenant's responsibility. There are some exceptions for example, following a major leak in a property which was not because of negligence by the tenant. This situation will be at the discretion of the Team leader, with either a decoration pack or vouchers per room being issued. For repairs where decoration has been damaged because of repairs carried out by SLHD or one of its contractors, the following allowances are applicable.

- £20 per wall and £25 per ceiling to a maximum of £350 per property. (Updated November 2023)

The externals to the home, such as soffits, windows are the responsibility of SLHD.

#### 6.6.3.2. Gas Safety and Servicing

Legislation places a duty on landlords to maintain all gas appliances, flues, and pipework for which they are responsible, in a safe condition. To this end landlords must have their gas appliances and flues checked within 12 months and ensure that any remedial action required is carried out using a gas installer, who is registered with Gas Safe Register (the

Page	Version	Date	Author
- 13 -of 17	6.0	November 2023	M Coogan
File Path			

official gas registration body for the United Kingdom). This applies to all gas operatives regardless as to whether they are employed by SLHD or an outside contractor

There is a separate Gas Policy designed to cover all gas activities carried out to ensure the safety of, and servicing to, gas appliances in properties managed by SLHD.

### **6.6.3.3. Electrical Safety and Periodic Electrical Testing**

SLHD will ensure that all tenanted homes have a compliant certificate as appropriate, through a 5-year periodic programme of testing installations as the existing 10-year certificate expires and will continue with a 5-year programme thereafter. Remedial work identified as part of the test will be completed in accordance with current electrical regulations.

SLHD does not allow any person(s) to plan, order, install, repair, replace, maintain design or decommission ANY electrical system or part thereof unless competent to do so.

There is a separate Electrical Policy designed to cover all the activities carried out to ensure the safety of, and servicing to, gas appliances in properties managed by SLHD.

### **6.6.3.4. Solid Fuel Servicing**

Properties that have solid fuel heating installed will receive a yearly service by a qualified HETAS operative. The scheme offers complete service and repair to the appliance and smoke alarms are checked as part of the service. We may also undertake a half yearly appliance check; this check is not a full service but ensures appliances are working correctly.

There is a separate Solid Fuel Servicing Policy designed to cover all the activities carried out to ensure the safety of, and servicing to, solid fuel appliances in properties managed by SLHD.

## **6.7. Vulnerable Persons**

SLHD ensures equality of access for all its tenants, especially those tenants who are at most risk (vulnerable) due to their or their household's circumstances.

In certain instances, and in accordance with individual or group needs, SLHD may:

- Routinely adjust the urgency of a repair to the needs of certain user groups and individual customers if health and safety or security is an issue.
- Provide appropriate assistance or guidance for customers in carrying out repairs that are the customer's responsibility.
- We may undertake a Safeguarding or early help referral if we identify vulnerability that requires wider support.
- Ensure that the Tenant Liaison Officer (TLO) is present when repairs are carried out, where this is necessary.
- Provide appropriate assistance for customers in carrying out repairs that are of a rechargeable nature.

Page	Version	Date	Author
- 14 -of 17	6.0	November 2023	M Coogan
File Path			

Each case will be considered on its own merit and the vulnerability must have a direct link with the reported repair for any adaptations of the policy to be considered. If a vulnerable tenant is not in isolation, it would be reasonable of SLHD to expect their support network to assume some responsibility in assisting with tenant responsible repairs. Recharges may not be waived if any damaged caused is not because of a vulnerability.

## **6.8. Emergency Out of Hours Repairs**

Access for emergency repairs out of normal working hours is available using our main landline number. After 7:00pm during weekdays, and during the weekend and statutory holidays, all repair calls are handled by the Corporate Alarm Receiving Centre (ARC) within the City of Doncaster Council (CDC). Only those repairs that are categorised as emergencies in priority 1 (as in paragraph 6.5.1.2) and 2 (as in paragraph 6.5.1.2) are dealt with out of office hours unless vulnerability applies. After 10 pm Sunday – Thursday (excluding bank holidays), it may be reasonable to ask a customer to wait for priority 2 repairs until the next working day unless there is substantial risk to person or property. As an example, it would be reasonable not to send out a trade operative to a loss of heating after 10 pm at night, as customers could reasonably wait until the next day for the repair after this time. However, each case will be considered on its own merit.

If the reported repair is deemed as urgent or non-urgent repair, then an appointment will be given to complete the work.

## **6.9. Access and Abortive calls**

Where a visit is made to a property and access cannot be gained for an appointed repair, the tenant will either be left a card through the letterbox or receive a text message to their preferred contact number notifying them that a visit has been made and asking them to make contact to make new arrangements to have the repair carried out. The customer will be given 48 hours to rearrange the repair, if the customer has not made contact within 48 hours, then the job will be cancelled. Where the repair is an emergency or a health and safety matter then SLHD will continue to attempt to make contact and gain access, in extreme circumstances, forced access to the property may be necessary.

## **6.10. Rechargeable Repairs**

Circumstances sometimes arise when it is necessary to charge existing tenants, leaseholders and former tenants, for repairs carried out to properties managed by SLHD. SLHD has a separate rechargeable repairs policy that has a fair and transparent approach to rechargeable repairs that considers personal circumstances and cases of vulnerability. Our separate Recharge policy identifies this in detail, as to where we may reasonably recharge tenants for certain repairs and/or where tenant damage is found.

## **6.11. Mutual Exchanges and Transfers**

Before any exchange or transfer takes place a surveyor visit will be arranged in addition to a Housing Officer, who will visit the property to check for any repairs that are the tenant's responsibility. Any identified repairs that are the tenant's responsibility must be completed by the tenant before the exchange or transfer is granted. Following a mutual

Page	Version	Date	Author
- 15 -of 17	6.0	November 2023	M Coogan
File Path			

exchange no higher priority will be given to repairs identified by an incoming tenant, and usual categories and timescales will apply.

Both Gas and Electric checks, where applicable will be carried out. Any faults identified during these checks and giving concern on health and safety grounds will be repaired by SLHD. However, if they are found to be through tenant abuse, this will activate a recharge which must be paid by the outgoing tenant.

Properties are accepted as seen. Any large-scale works arising, such as full kitchen and bathroom replacements will therefore not be completed following a mutual exchange. Responsive repairs will be carried out using normal processes and timescales as outlined within this policy.

### **6.12. Properties Subject to Right to Buy**

If a tenant is exercising their right to buy and has accepted the valuation on the property, only repairs under the Right to Repair Legislation will be carried out.

### **6.13. Aids and Adaptations**

SLHD will maintain any existing adaptation or fixed equipment provided to the property. New adaptations to meet the needs of elderly or disabled residents will be provided in accordance with the Council's Accessible Housing Register Policy.

### **6.14. Minor Permissions**

We have a separate tenant's permissions policy that sets out how we will deal with requests from tenants for permission to make alterations or improvements to their homes.

### **6.15. Repairs to Vacant Properties/New Tenants**

SLHD will ensure that all empty properties are repaired to the published Lettable Property Standard as quickly as possible, at the most economical cost. Should any further repairs be reported by the new tenant within 28 days of let, they will be dealt with by the Empty Property team. Any repairs after this date will be dealt with in accordance with the categories and timescales detailed in paragraphs 6.5.1.1 to 6.5.1.4.

### **6.16. Compensation**

Compensation payment options will be discussed in detail with tenants, that may be in the form of decoration vouchers, payment of rent arrears, or bank transfer. Compensation may be paid in the following circumstances:

- Failure to complete works within the right to repair criteria
- Service failure

Please note that SLHD will not pay for damage caused in the following circumstances:

Page	Version	Date	Author
- 16 -of 17	6.0	November 2023	M Coogan
File Path			

- Unavoidable disturbance to decoration while undertaking emergency or responsive repairs.
- Damage caused by lifting floor coverings, e.g. laminate, linoleum or carpets, or moving tenants furniture to facilitate repairs.

SLHD cannot be held responsible for the replacement of tenants personal belongings and furnishings. Tenants must ensure they have adequate contents insurance. For more information, please see St Leger Homes' Compensation Policy for Compensation and Disturbance.

### **6.17. Asset Management**

We have a separate Asset Management Strategy that has been developed in consultation with key stakeholders, which sets out future investment needs and how these will be prioritised to form our work programmes.

### **6.18. Energy Conservation and Environmental Considerations**

We have a separate Environmental Strategy, which sets out SLHD's commitments to energy conservation, carbon reduction and wider environmental sustainability issues.

## **7. Equality and Diversity**

An Equality Analysis has been carried out on this policy to ensure that it does not have an adverse impact on any particular group of people. SLHD pays careful attention to identifying the needs of all sections of our customer base and develops its Repairs and Maintenance policy and services in accordance with those needs. We will record, analyse and monitor information about the ethnicity, vulnerability, disability, gender and sexuality, of our service users and utilise this information to ensure services are delivered appropriately and to prioritise resources.

## **8. Consultation**

Customer involvement plays a key role in developing the future direction of the repairs and maintenance service through regular consultation. SLHD will consult with and consider the views of tenants and leaseholders in the development of its Repairs and Maintenance policy and planned improvement programmes. Methods of consultation include but are not limited to.

- One Voice Forum
- Repairs focus groups
- SLHD Staff
- Tenants
- Tenant Scrutiny Panel
- Ward members
- Get Involved Group
- Disability Group
- Rural Focus Group.
- BAME (Black, Asian and minority ethnic) Group.

Page	Version	Date	Author
- 17 -of 17	6.0	November 2023	M Coogan
File Path			

Customer satisfaction is central to our activities within the repairs and maintenance service. Satisfaction levels and feedback are used to identify customers' experiences and expectations and to drive future improvements within the service. Satisfaction will be measured through a range of activities and includes;

- Tenant Satisfaction Measures.
- Transactional Surveys.
- Compliments, Comments and Complaints.
- Telephone Surveys.

On completion of every responsive repair, the customer will receive a survey to their preferred contact number giving them the opportunity to feedback in real time on a job-by-job basis.

## 9. Monitoring and Review

9.1 Adherence to this policy will be undertaken through a variety of means, including but not limited to feedback from customers, employees, monitoring of performance against targets, mystery shopping and monitoring and analysis of complaints and compliments.

Development and review of this policy will take place at specific periods considering consultation with customers.

## 10. Performance Standards

10.1 There are a number of Key Performance Indicators that SLHD will measure in respect of repairs and maintenance and also some that we consider important for our customers to know about. Our performance is publicised on our website, reported to SLHD Board and to CDC. There are also set standards for the level of service customers can expect from the repairs and maintenance service. How SLHD performs against these standards is reported to our Performance and Improvement Committee.

## 11. Partnership Issues

11.1 In delivering this policy SLHD will work in partnership with CDC, Doncaster Primary Care Trust, South Yorkshire Police and the South Yorkshire Fire and Rescue Service. This policy supports the City of Doncaster Council's "Delivering Together" strategy.

Page	Version	Date	Author
- 18 -of 17	6.0	November 2023	M Coogan
File Path			



<https://forms.office.com/e/JuwphkQmsb>

Tenants Questions

Repairs Policy Consultation

**Thank you** for taking part in our Repairs Consultation for St Leger Homes. As you are aware our repairs and maintenance service touches the lives of the vast majority of our tenants. Therefore, your views are so important to us as we look to get your feedback on shaping our new policy.

We have a number of themes, that pose a number of questions that we would like to get your views on. These questions were discussed at the two recent dedicated repairs consultation sessions that we held at the Civic offices, that some of you may have attended.

The last 18 months have already seen many changes to how we deliver our front-facing repairs service, so now is the ideal time to overhaul our Repairs Policy. We currently deliver over 78,000 responsive repairs each year across the City of Doncaster for our tenants, using our in-house teams and our most recent tenant satisfaction score was 88%, which is rated as good and compares well with our peers, but as we are very aware, there is still room for more improvement.

Thank you again for taking the time out to complete our survey your views are important to us.

Required

**1. For the 'one' repairs team to deliver an efficient repairs service it must focus on repairs, the service is to repair and maintain what is already in situ and the team should not be responsible for major upgrades to properties**

**It is being suggested that the repairs team will make it safe and remove the hazard, but the full renewal of these bigger work types will be completed by the planned maintenance team as programmed repair; the repairs team will shape future investment programmes by feeding information back into the asset team. This will allow repairs to focus on repairs and reduce the waiting times for appointments.**

**An example would be a path; the repairs team would remove the trip hazard but the full renewal would be completed on an investment scheme at a later date, taking into consideration other paths in the area.**

**Do you agree with this approach?**

- Yes  
 No

2.If No - please explain why

**3.What appointments would be suitable for your needs (select all that apply)**

- Morning appointment 8 am to 12 noon.
- School run appointment 9.30 am to 2.30 am
- Afternoon appointment 12 noon to 4 pm.
- Evening appointments between 4 pm to 6 pm
- Saturday morning appointments between 8 am to 12 noon

4.If 'other' please specify

**5.What is your preferred appointment slot? (select one only)**

- Morning appointment 8 am to 12 noon.
- School run appointment 9.30 am to 2.30 am
- Afternoon appointment 12 noon to 4 pm.
- Evening appointments between 4 pm to 6 pm
- Saturday morning appointments between 8 am to 12 noon



6.If 'other' please specify

**7.Gas and electrical servicing is undertaken periodically to keep our tenants safe in their homes. Do you think we should be able to pause all non-essential repairs to a property if a tenant is refusing to give us access for one of these important checks until the service is completed? (Any repairs that are considered a health and safety risk will still be undertaken)**

- Yes
- No

8.If 'no' please explain why

**9.Do you think St Leger Homes should reserve the right to have the final say in how repairs will be carried out when taking into consideration; Cost, futureproofing the property, environmental impact, and safety?**

**Example: A solid fuel boiler has broken in a tenant's home and St Leger Homes wants to upgrade the heating system to gas, it would have a positive impact on each of the four points listed above.**

- Yes
- No

10.If 'no' please explain why

A rectangular text input field with a light gray background and a thin border. It contains no text. On the right side, there are three small square buttons: a top one with an upward-pointing triangle, a middle one with a downward-pointing triangle, and a bottom one with a rightward-pointing triangle. On the left side, there are two small square buttons: a top one with a leftward-pointing triangle and a bottom one with a rightward-pointing triangle.

**11.A mutual exchange is the mutual swap of properties between two households. Bearing in mind health and safety threats will have been dealt with before the swap, do you think any repairs for the new tenant should fall in line within the standard timescales laid out within the repairs policy?**

- Yes, they should wait the same as everybody else
- No, they should be given priority

12.If 'no' please explain why

A rectangular text input field with a light gray background and a thin border. It contains no text. On the right side, there are three small square buttons: a top one with an upward-pointing triangle, a middle one with a downward-pointing triangle, and a bottom one with a rightward-pointing triangle. On the left side, there are two small square buttons: a top one with a leftward-pointing triangle and a bottom one with a rightward-pointing triangle.

**13.Do you think the outgoing tenant should be recharged if they don't leave the property in an acceptable standard? For example, extensive damages or if items have been left in the property or garden.**

- Yes
- No

14.If 'no' please explain why

A rectangular text input field with a light gray background and a thin border. It contains no text. On the right side, there are three small square buttons: a top one with an upward-pointing triangle, a middle one with a downward-pointing triangle, and a bottom one with a rightward-pointing triangle. On the left side, there are two small square buttons: a top one with a leftward-pointing triangle and a bottom one with a rightward-pointing triangle.

**15.Do you think that a tenant's vulnerability must have a direct link with the reported repair for a higher priority to be given? Examples of this direct vulnerability link could be, a report of faulty heating and the tenant is hard of hearing, or a report of faulty floorboards and the tenant has breathing issues, as these are not directly linked to the repair and timescale.**

- Yes
- No

16.If 'no' please explain why

A rectangular text input field with a light gray background and a thin border. It contains no text. On the right side, there are three small square buttons: a top one with an upward-pointing triangle, a middle one with a downward-pointing triangle, and a bottom one with a rightward-pointing triangle. On the left side, there are two small square buttons: a top one with a leftward-pointing triangle and a bottom one with a rightward-pointing triangle.

**17.St Leger Homes wants to offer a personalised service, but tenant profile data is lacking. If you have, or were ever to have a vulnerability, would you be willing to disclose it to St Leger Homes so it can be recorded on our system?**

- Yes

No

18.If 'no' please explain why

19.Would you like to suggest anything else for us to consider with regard to the future Repairs Policy?

20.Name:

21.Address

22.Telephone Number

23.Email Address

Submit

Never give out your password.Report abuse

# **ST LEGER HOMES OF DONCASTER LTD**

Company limited by guarantee registered in England  
Company Number 05564649

## **Board Meeting**

# **REPORT**

**Date** : 07 December 2023

**Item** : 07

**Subject** : Value For Money (VFM) statement

**Presented by** : Julie Crook, Director of Corporate Services

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

**Purpose** : To present a VFM statement for the financial year ended 31 March 2023.

### **Recommendation :**

For Board to approve the VFM statement for the financial year ended 31 March 2023.

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

**Agenda Item No. 07  
Date: 07 December 2023**

**1. Report title**

1.1. Value For Money (VFM) statement.

**2. Executive Summary**

- 2.1. An action within the St Leger VFM strategy is to produce an annual statement to evidence that we are delivering VFM services. The statement for 2022/23 is attached at **Appendix A**, and is in the same format as 2021/22 by looking at the four priorities within our Corporate Plan and detailed benchmarking.
- 2.2. The management agreement renewal in 2018 was subject to St Leger presenting annually to Doncaster Council (CDC) a review of its performance, including a VFM assessment.
- 2.3. We operated within a challenging budget and economic climate in 2022/23 operational performance showed a largely positive mix of KPIs meeting, within tolerance of, or not meeting target, but with improving trends in most areas.
- 2.4. All performance areas were robustly managed, and staffing levels generally the same but some areas underwent realignments. Budgets included targeted savings of £333k therefore stayed the same or reduced, except where there had been agreed cost or inflationary increases with CDC.
- 2.5. Inflation was high throughout the year, which with the target savings, meant SLHD's budgets in real terms were the same, if not lower, than in 2021/22.
- 2.6. Good progress was made with implementing the integrated housing management system, and we addressed the actions from building safer futures and social housing white paper requirements.
- 2.7. Benchmarking is a key element of assessing VFM. High level VFM dashboards, plotting one key cost indicator and one Key Performance Indicator (KPI) for each main service area and comparing with other organisations on a 2x2 'dashboard', are again very favourable for 2022/23, as they were in 2021/22.
- 2.8. At a more detailed level, indicators are banded into quartiles, ie Quartile 1 is top 25%, Quartile 4 bottom 25%, etc.. Benchmarking was positive overall with more cost and performance indicators in the upper quartiles (above Median), with our peers (~30 ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all providers nationally (~110 organisations).
- 2.9. In summary, the dashboards show a slight deterioration on 2021/22's exceptional results, where the services were all in the green quadrant, and it is for three areas:
- 6 : Customer Services – Costs remain low and similar position to 2021/22, but Performance has dropped compared to others.

- 7 : Neighbourhood Management – Costs remain low and similar position to last year, but Performance has dropped compared to others. (STAR survey for neighbourhood as a place to live)
- 8 : Community investment – Performance has improved slightly but Costs have increased when compared. This measure includes our financial inclusion/tenancy support team so the dashboard move is likely to be due to others spending or allocating less to this category.

2.10. All the other five indicators are in Green again and there are some movements within this area compared to last year, eg STAR satisfaction with repairs service has improved.

2.11. All of the above shows that **St Leger remains a low cost, high performing organisation.**

**PEER GROUP VFM DASHBOARD 2022/23 ALMOs, Metropolitan Boroughs and Unitary authorities (approximately 30 providers)**

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	% of stage 1 complaints responded to within target time *
7	Neighbourhood m'ment	CPP of estate services	STAR satisfaction with neighbourhood as place to live
8	Community investment	CPP of community investment	Residents supported into employment

CPP = Cost Per Property

\* Average days to respond to complaints (previous year's indicator 2021/22)



2.12. As in previous years, within the full suite of 100+ cost and performance indicators, there are areas of good performance and also areas for improvement or further investigation, which will be addressed.

### **3. Purpose**

- 3.1. To present Board with a VFM statement for the financial year ended 31 March 2023. **Appendix A**

### **4. Recommendation**

- 4.1. For Board to approve the VFM statement for the year ended 31 March 2023.

### **5. Procurement**

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

### **6. Value For Money**

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

### **7. Financial Implications**

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

### **8. Legal implications**

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

### **9. Risks**

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

### **10. Health, Safety & Compliance Implication**

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

### **11. IT Implications**

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

### **12. Consultation**

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

### **13. Equality and Diversity**

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



**14. Communication**

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

**15. Equality Analysis (new/revised Policies)**

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

**16. Environmental**

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

**Report author, Position, Contact Details**

Nigel Feirn

Head of Finance and Business Assurance

**Appendix A – VFM statement 2022/23**

# ST LEGER HOMES OF DONCASTER LIMITED

## VALUE FOR MONEY (VFM) STATEMENT

FINANCIAL YEAR ENDED

31 MARCH 2023

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

*Our strategic objectives :*

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

**Contents**

1. Executive Summary

2. VFM environment

**COSTS AND PERFORMANCE**

3. Operations

4. Costs

5. Performance

**CORPORATE OBJECTIVES**

6. Objective 1 : all our homes are modern, decent and energy efficient

- Key Performance Indicators

7. Objective 2 : our tenants live successful and fulfilling lives

- Key Performance Indicators
- Service Standards
- STAR survey

8. Objective 3 : we will be a nationally recognised provider of housing services

- Key Performance Indicators

9. Objective 4 : through innovation and partnership working we will deliver the aims of Doncaster growing together

- Key Performance Indicators

10. Benchmarking

- VFM dashboards
- Cost and Performance indicator quartile summaries
- Service area costs

11. Plans for 2022/23 onwards

12. Summary

**Appendix A : Benchmarking Quartiles by service area**

## 1. Executive Summary

- 1.1. In 2022/23, St Leger Homes (SLHD) reviewed and updated its VFM strategy, with the aim of building on the extensive VFM work undertaken since the 2017 strategy was approved.
- 1.2. The main drivers in 2017 were responding to the challenging political and economic climate, in particular the impact of the four year 1% rent reduction programme, and to improve SLHD's financial, operational and VFM reporting and benchmarking.
- 1.3. Over the next five years, a considerable amount of VFM work was undertaken including:
  - increased and improved financial and operational reporting and benchmarking;
  - operating within challenging budgets;
  - KPI targets aligned with budgets and corporate objectives; and
  - approval and publication of annual VFM statements.
- 1.4. There were also a number of events in that period that informed the update of the 2022 VFM strategy:
  - Grenfell tragedy / Building Safety Act / Fire Safety Regulations;
  - Covid19;
  - Brexit;
  - Social Housing Bill - Regulation and Tenant Satisfaction Measures;
  - Renewal of the Management Agreement with CDC 2019-24;
  - New 5 year SLHD Corporate Plan 2019-24;
  - Welfare Reform and Universal Credit roll out;
  - Homelessness Reduction Act 2017;
  - Inflation / current cost of living crisis; and
  - New integrated housing management ICT system within SLHD
- 1.5. The updated VFM strategy for 2022 has revised but very similar objectives to its predecessor:
  - Commercially aware: enable CDC to make best use of all assets which SLHD manage;
  - Customers : maximise customers, leaseholders and stakeholders' VFM engagement;
  - Culture : maximise staff involvement in VFM and embed a VFM culture; and
  - Collaboration : be an efficient and effective provider of, or contributor to, services to residents and stakeholders of the borough.
- 1.6. SLHD has a strong and improving track record on VFM, with good operational performance in recent years whilst achieving significant cost reductions and experiencing extensive budget pressures, effectively **delivering more for less whilst demands on services have increased**.
- 1.7. 2022/23 followed this trend and was the fourth year of the five year corporate plan. All cost and performance data was scrutinised as part of the review and subsequent renewal of the five year Management Agreement with Doncaster Council (CDC) during 2023/24, commencing 1 April 2024. This statement therefore reports on four year's worth of data where appropriate.
- 1.8. VFM for 2022/23 is again positive, reporting strong cost and performance management and positive benchmarking. As well as the new Management Agreement, the VFM work is also playing a fundamental role in shaping the new five year Corporate Plan.

## 2. VFM environment

- 2.1. SLHD defines VFM as: “**Achieving the best balance between service cost and the benefit to the customer and business**”. Essentially ‘getting your money’s worth’ and not necessarily about buying the cheapest.
- 2.2. Other VFM definitions include “getting more for the same” and “the same for less”. Both are relevant for SLHD and there are examples in 2022/23 as there were in previous years.
- 2.3. Doncaster has the lowest rents within South Yorkshire, and remain the 9<sup>th</sup> lowest of all Housing Revenue Accounts (HRAs), which drives our management fee income and therefore provides many budget challenges to the services we strive to deliver.
- 2.4. Operationally, there were no new services introduced in the year, although core services were constantly reviewed and underwent some realignment or process improvements during the year. Services were fully delivered within budgets overall and the majority of challenging performance targets met, close to target or improving.
- 2.5. Staffing levels have largely stayed the same. The statement expands on this by looking at cost and performance by service area, and also benchmarking with other organisations.
- 2.6. The main projects were in relation to Building Safer Futures and the Social Housing Bill, commencement of a number of ‘Journeys to Excellence’ projects around repairs, homelessness and customer access, and addressing cost of living challenges.
- 2.7. Benchmarking is a key element of assessing VFM. High level VFM dashboards, plotting one key cost indicator and one Key Performance Indicator (KPI) for each main service area and comparing with other organisations on a 2x2 ‘dashboard’, are again very favourable for 2022/23, as they were in 2021/22.
- 2.8. At a more detailed level, indicators are banded into quartiles, ie Quartile 1 is top 25%, Quartile 4 bottom 25%, etc.. Benchmarking was positive overall with more cost and performance indicators in the upper quartiles (above Median), with our peers (~30 ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all providers nationally (~110 organisations).
- 2.9. We also validate our performance with employee and customer surveys and carry out more tailored benchmarking with specific organisations.
- 2.10. All of the above shows that **St Leger remains a low cost, high performing organisation.**
- 2.11. It also shows some areas for improvement or further investigation, which will be followed up and acted on. **Appendix A** details 100+ cost and performance indicators and how we compare with our peers.
- 2.12. St Leger is income led, receiving management fees to manage and maintain City of Doncaster Council’s (CDC) housing related assets; around 20,000 homes, 100 shops, residential sites, 2,000 garages and plots and some land, and a number of other key housing services.
- 2.13. Annual management fee incomes for 2022/23 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, growth/specifically approved elements, and also included targeted cost reductions of £333k as part of a three year CDC plan. Robust budgetary control was therefore required and achieved in the year.
- 2.14. Everything we do is linked to its four objectives of the five year corporate plan 2019-24:

**1 Ensure all our homes are modern, decent and energy efficient;**

**2 Support our tenants to lead successful and fulfilling lives;**

**3 Be a nationally recognised housing services provider; and**

**4 Deliver the aims of Doncaster Growing Together through innovation and partnership.**

- 2.15. A balanced scorecard of priorities and KPI targets were developed for each strategic objective and agreed with CDC to reflect plans and risks.
- 2.16. An Annual Development Plan (ADP) and a suite of KPIs for the year is also approved, based on these objectives and Mayoral priorities. Key themes for 2022/23 were :
- Ensuring the allocations policy reflects the changing needs of tenants and residents;
  - Reduce and prevent homelessness;
  - Helping tenants to sustain their tenancies;
  - Continuously improve our business processes;
  - Improving communication with tenants and residents;
  - Digital transformation to modernise the business and service delivery;
  - Developing the workforce;
  - Delivering the Asset Management and Environmental strategies;
  - Delivering an efficient and effective repairs and maintenance service; and
  - Investing in homes and neighbourhoods and making best use of CDC's assets.

## **COSTS AND PERFORMANCE**

### **3. Operations**

- 3.1. Core services were delivered fully during 2022/23.
- 3.2. The main project in the year was the continued, company-wide embedding of the new housing management ICT system. This new system will mean more efficient and effective ways of working and improved services to customers. There were numerous other transformation and ICT projects ongoing in the year all aimed at improving ways of working.

### **4. Company performance - Costs**

- 4.1. Annual management fee incomes for 2022/23 included a CDC target saving of £333k and only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, and specifically approved initiatives. Robust and detailed budgetary reporting and control was required and achieved.
- 4.2. The table below summarises income and expenditure levels over the past four years. 2020/21 was the main year affected by Covid. Budgets and service delivery in that year and since reflect the demand on the homelessness service, the catching up of delayed repairs and improvements and high inflation levels.

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

- 4.3. Employee numbers (WTEs) for the past four years have been relatively unchanged, ranging between 737 and 752. The service areas in the table above have all undergone elements of realignment and restructure to deal with the issues facing the company and optimise use of the resources at our disposal.
- 4.4. For 2022/23, inflation averaged around 15% overall. For non pay costs, increases ranged between 5% and 20% (and up to 400% for utilities), and payroll costs increased by around 7%.
- 4.5. **At a high level with unchanged services in the year, in real terms after accounting for inflation, costs for 22/23 were broadly in line, if not lower, than the previous financial year.**
- 4.6. The table also shows income from Capital Improvements was also higher, delivered from the same levels of resources (see 6.3 below)
- 4.7. With increased or maintained activity (outputs) in 2022/23, this will indicate VFM and this was the case in most areas. The commentary in the various sections below expands on this.

**5. Company performance - Key Performance Indicators (KPIs) and Service Standards**

- 5.1. A balanced scorecard of challenging targets was set as KPIs. These are reported monthly, quarterly and annually to numerous management groups, CDC, employees and on our website.
- 5.2. In addition, weekly schedules of a selection of KPIs are published to all employees, the Board and to CDC.
- 5.3. The table below summarises whether or not the KPIs were met, with comparatives.

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

- 5.4. Although some targets were not met, the five of the six red KPIs not meeting target were also red for 2021/22, and four of these had improved during 2022/23. Some of the red KPIs were still top quartile when benchmarked with peers.
- 5.5. The detailed KPIs are reported and commented on within the separate corporate objectives sections they relate to below, whether targets were met and with comparatives from previous years.

## CORPORATE OBJECTIVES

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

- 6.1. The objective has a number of cross cutting measures, including:
- Percentage of homes maintaining Decent Homes standard;
  - Repairs completed at first visit;
  - Gas servicing - percentage of properties with a valid gas certificate;
  - Level of tenant satisfaction with property condition; and
  - Energy efficiency of properties.

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

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
9	Repairs – First visit complete	↑	94.8%	92.0%	90.2%	90.9%	90.2%
10	Gas servicing - % of properties attended	↔	100.0%	100.0%	100.0%	100.0%	100.0%
16	Homes meeting Decent Standard	↓	99.69%	100.00%	99.99%	99.99%	100.00%
17	Tenant satisfaction with property condition	↓	75.7%	89.4%	86.5%	89.4%	89.4%

Keys :

Target met/exceeded	Within tolerance	Target not met
---------------------	------------------	----------------

- ↑ Improving trend
- ↓ Deteriorating trend
- ↔ Unchanged performance

#### Achievements in year

- 6.3. St Leger managed and maintained CDC's housing and related stock and effectively managed £23.0m of CDC's £31.3m capital programme. This was 25% higher than the previous year.
- 6.4. Of this £23.0m, £11.9m was delivered by the St Leger in-house trades team. This was 27% higher than the £9.4m in 2021/22 and also higher than the £8.1m from the Covid affected 2020/21 year.
- 6.5. In terms of resource, these income figures were delivered using similar levels for all three years, thereby achieving 'more for the same'.**
- 6.6. A key initiative to report in the year was the work undertaken on the Repairs Excellence Programme (REP). Sponsored by the Director of Property Services and overseen by a Programme Board, the REP objective was to transform the repairs service at St Leger.
- 6.7. Processes were known to need streamlining and levels of customer complaints had continued to increase as the repairs service was unable to respond in a timely manner to the demand. Through consultation with tenants, processes were re-engineered to deliver a more efficient, cost-effective service whilst also addressing tenant dissatisfaction.
- 6.8. There were two project phases in 2022/23 culminating in operational changes to the call out arrangements and repairs categorisation/prioritisation, together with new ICT work planning software.
- 6.9. Results were starting to be seen in the second half of 2022/23 and these continued in to 2023/24, and include
- Reduced call out and standby costs;
  - Reduced no access jobs;
  - Increased Customer engagement and satisfaction; and
  - Increased repairs first visit completions.



- 6.10. The REP was formally closed in mid 2023 and a follow-on project – One Repairs – has commenced and will be reported on next year.
- 6.11. Operational performance was strong with most KPIs either meeting or close to targets, with other performance information also improving as the year progressed, such as repairs completed right first time, and both void rent loss and void relet times (see section 7 below)
- 6.12. The KPI showing a deterioration is from the annual STAR survey where satisfaction levels fell compared to previous years. Although disappointing, this is consistent with other providers, with all reporting falls in satisfaction levels for all the core STAR questions. Benchmarking shows the upper and lower quartile markers being around 6% lower than for 2021/22.
- 6.13. Investment in the housing stock continued to sustain and further enhance decency works already carried out. The programme included an external improvement scheme, heating conversions and upgrades, estate works, insulation works and structural repairs.
- 6.14. The year again saw continued, significant investment in building safety compliance works.
- 6.15. We operated a 24/7 contact service and we carried out responsive repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock.
- 6.16. The year saw an increased demand on the service. Repairs orders raised were 3% higher than 2021/22, back at pre -pandemic levels and were the highest level for ten years.

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

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

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

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

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
1	Current rent arrears % against annual rent	↓	2.74%	2.75%	2.55%	2.75%	2.79%
8	Tenancies sustained post support	↓	96.8%	97.3%	98.3%	97.3%	93.8%
13	Anti-Social Behaviour % of resolved cases	↓	97.0%	95.6%	97.6%	95.2%	95.6%
14a	Residents helped into training or education	↑	58	67	30	30	53
14b	Residents helped into employment	↓	39	30	51	28	31
15	Tenant satisfaction overall	↓	81.3%	87.0%	84.8%	87.0%	87.0%

### **Customer Service Standards**

- 7.3. St Leger also 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 Standards, to ensure our customers are clear about the levels of service they can expect from us and we are clear about what we need to deliver.
- 7.4. The standards are reviewed periodically and approved by EMT and Board, and performance is monitored on a quarterly basis.

7.5. For 2022/23, there were 13 measures across seven standards, covering the following areas:

- Helpful, friendly and polite staff and contractors;
- Being treated with respect and decency;
- Feeling safe in their home;
- Knowledgeable staff dealing with enquiries efficiently and effectively;
- Easy to contact us by their preferred method;
- Convenient appointments; and
- Getting the service right.

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

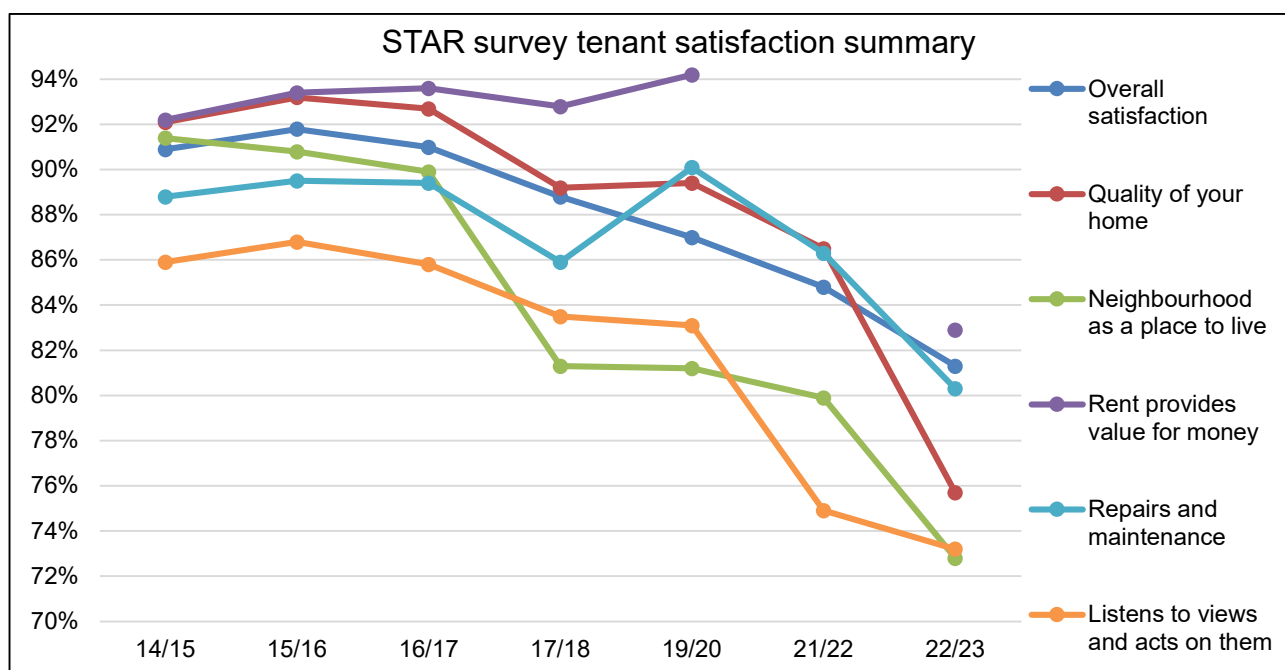
Service standards	22/23	21/22	20/21	19/20
Compliant	7	6	7	8
Within target tolerance	2	3	1	3
Not compliant	4	6	3	2
Total	13	15	11	13

7.7. Our Service Standards were reviewed again in 2022/23 in light of the introduction of new Tenant Satisfaction Measures (TSM) under the Social Housing Regulation Bill and will form part of the wider KPI and TSM reporting in 2023/24.

### Satisfaction surveys

7.8. We again carried out an annual Survey of Tenants and Residents (STAR), as well as a programme of responsive, bespoke transactional customer surveys throughout the year. These are used to inform our service delivery methods and respond effectively to emerging needs.

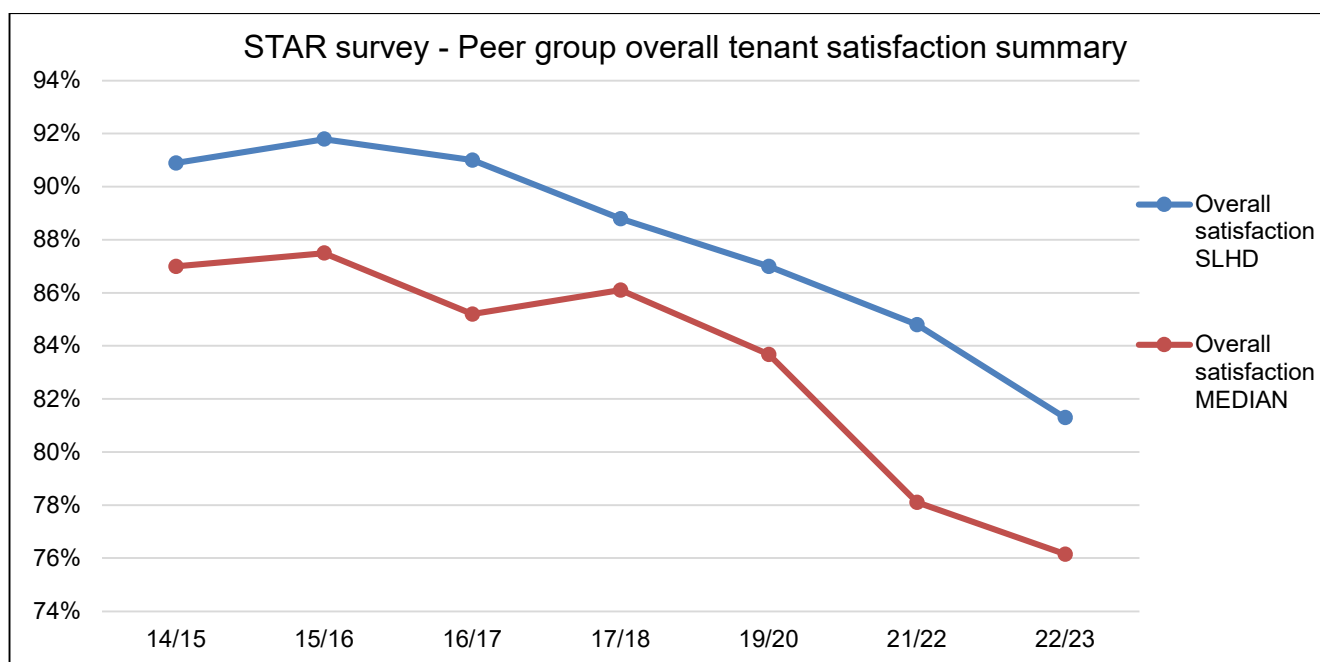
7.9. The table/graph below summarises satisfaction levels for the core questions for the 2022/23 STAR survey, with comparatives for previous surveys. There was no survey in 2020/21.



7.10. The above graph shows a general decline in all the core satisfaction areas. However, across the sector, customer expectations are known to be much higher in recent years, and satisfaction levels in 2022/23 for everyone were generally lower than in 2021/22 and 2019/20 for all housing providers.

7.11. Although our tenant satisfaction levels are again lower, we remain in the upper quartiles when benchmarked nationally and with our peers. Benchmarking shows the upper and lower quartile markers generally being around 6-7% lower than they were in 2021/22, reflecting nationwide opinions.

7.12. To highlight this downward trend across the sector, the graph below plots SLHD's Overall Satisfaction levels from STAR surveys with the benchmark MEDIAN for our peer group.



7.13. The graph clearly shows that SLHD is consistently well above Median and therefore firmly in the upper quartiles.

7.14. It should also be noted that graphs plotting SLHD against the Median for the other core satisfaction questions look very similar with SLHD lines above the median lines.

### Achievements in year

7.15. Customers will be the ultimate beneficiaries from all VFM work. St Leger is committed to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life

7.16. Operational performance was strong with KPIs either meeting or within tolerances of targets, or improving, and from similar levels of resource from the previous year.

7.17. With the ongoing challenges, increasing demands on services and in particular the cost of living crisis that developed in the year, it is pleasing to report that current rent arrears performance out-turned at 2.74% against the year-end target of 2.75%. This is continued exceptional performance over a five year period that has seen the continued roll-out of Universal Credit (UC) across Doncaster, Brexit and the Covid19 pandemic, with the latter bringing with it many restrictions.

7.18. Considerable focus on voids was again applied in the year. 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 rental income.

7.19. St Leger has a proactive approach to ASB and we continued to work effectively with our partners via the Doncaster Safer Partnership. 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 continued, with fencing and parking schemes delivered and improvements to garage sites as part of our environmental programme.

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

- 7.21. The Customer Voice Strategy was approved in March 2022 and quarterly Customer Voice meetings held in the year. A One Voice Forum introduced to ensure that St Leger is kept informed of the changing views, needs, desires and aspirations of the Doncaster community
- 7.22. We are particularly proud of our work in helping tenants with sustaining their tenancies, the impact of benefit reform and more recently the cost of living crisis. Our dedicated Tenancy Sustainability Team has received nearly 5,000 service referrals, verified nearly 30,000 individual UC claims and achieved £4m of financial gains for tenants since 2018
- 7.23. Feedback from our tenants on a survey informed our renewed Equality, Diversity and Inclusion Strategy (EDI) 2022-2026. The EDI balanced scorecard includes information about the diversity of our customer base, is reported quarterly and informs future action planning.

## 8. **OBJECTIVE 3 : BE A NATIONALLY RECOGNIED PROVIDER OF HOUSING SERVICES**

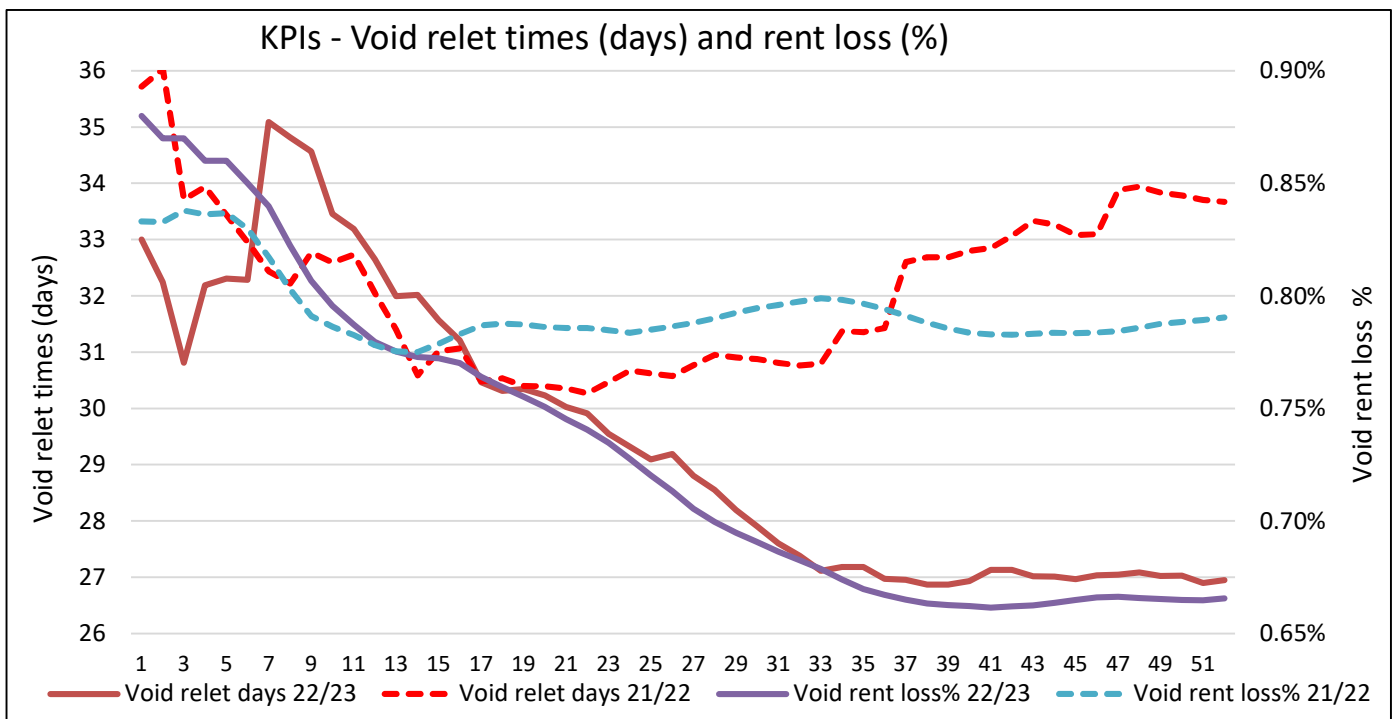
- 8.1. The objective has a number of cross cutting measures, including
- Number of standard void re-let days
  - Percentage of complaints upheld against interactions
  - Staff sickness absence levels
  - Rent loss from empty properties
  - Compliance with ISO45001 health and safety management system
  - Health & Safety outcomes
  - Our performance against comparable organisations (Benchmarking \* See Section 10)
- 8.2. The table below summarises the **related KPIs** for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
2	Void rent loss % of annual rent	↑	0.67%	0.50%	0.79%	1.00%	0.59%
3	Average no. of days to re-let a property	↑	26.7	20.0	33.7	46.1	22.7
7	Complaints upheld as a % of interactions	↑	0.09%	0.07%	0.13%	0.07%	0.06%
11	Days lost through sickness per FTE	↑	11.7	7.9	11.9	6.6	8.22
20	Employee satisfaction SLHD as an employer	↓	80%	80%	83%	n/a	n/a

### Achievements in year

#### KPIs

- 8.3. Voids : Performance again did not meet the challenging targets set by CDC for both void rent loss and re-let times. However, void performance improved as the year progressed. The number of lettable voids at the end of the year was 20% lower than at the start, and the graph below shows how both voids KPIs improved compared to 2021/22. It should be noted that both indicators were top quartile (top 25%) when benchmarked with our peers. Improving performance has continued into 2023/24 with lower void numbers and void rent loss.



8.4. Complaints : The KPI improved significantly from the 2021/22 outturn. Complaint levels increased by 10% in the 2022/23 year but the number upheld was 25% lower than in 2021/22. This whole area received significant analysis in the year to identify trends, reasons and actions were put in place in the year that improved performance, and this has continued in to 2023/24.

### People

8.5. We received external recognition with a number of people related awards during the year, most notably reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the thirteenth year running. The standard is awarded to public service organisations which meet strict criteria, demonstrating focus on the needs and preferences of their customers.

8.6. Three staff surveys were carried out in the year, again aimed at the continued assessment of employees' wellbeing, agile working arrangements and capturing ideas. The surveys have consistently seen high (and above target) levels of employee satisfaction, exceeding 80%.

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

#### Engagement:

- In person annual staff conference and more remote Q&A sessions with EMT in the year.

#### Wellbeing:

- maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the twelfth year running,;
- re-accreditation to the international ISO45001 health and safety standard;
- continued Public Health Bewell@Work activities (achieving Gold in May 2023);
- reduced RIDDOR reportable injuries reduced in the year; and
- comprehensive staff learning and development programme and individual training plans.

#### Equality, Diversity and Inclusion:

- staff asked for their views on how we approach Equality, Diversity and Inclusion,
- staff survey informing our Equality, Diversity and Inclusion Strategy 2022-2026;
- decreased gender pay gap over five years, achieving 50/50 male/female SMT ratio; and
- increased the number of women in our trade based roles.

#### Apprenticeships:

- invested heavily in apprenticeships as part of succession planning;
- won large employer of the year at the SY Apprenticeship awards 2022;
- consistently met the national apprenticeship target for new recruits; and
- supported high levels of WOW placements through our career start activity.

8.8. All will mean trained employees using efficient systems and processes, with positive wellbeing and opportunities for succession/growth, and ultimately improving services to customers.

### Systems

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

8.10. The main projects were :

- embedding and developing the new integrated housing management ICT system;
- commencing work on replacing the Choice Based Lettings/allocations software (concluded July 2023).

8.11. Other key projects concluded or ongoing are on :

- Complaints module within the new ICT system;
- Stores and purchasing processes;
- Building safety compliance software development and integration
- Rent arrears management software replacement
- Microsoft 365 rollout
- HR employee performance management
- Numerous process improvements and upgrades in all areas

8.12. There has also been investment in other software, primarily in the repairs service, and also hardware and server architecture for agile working.

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

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

9.2. St Leger has strategic priorities that feed into this and there are a number of cross cutting targets that we are measured against, including:

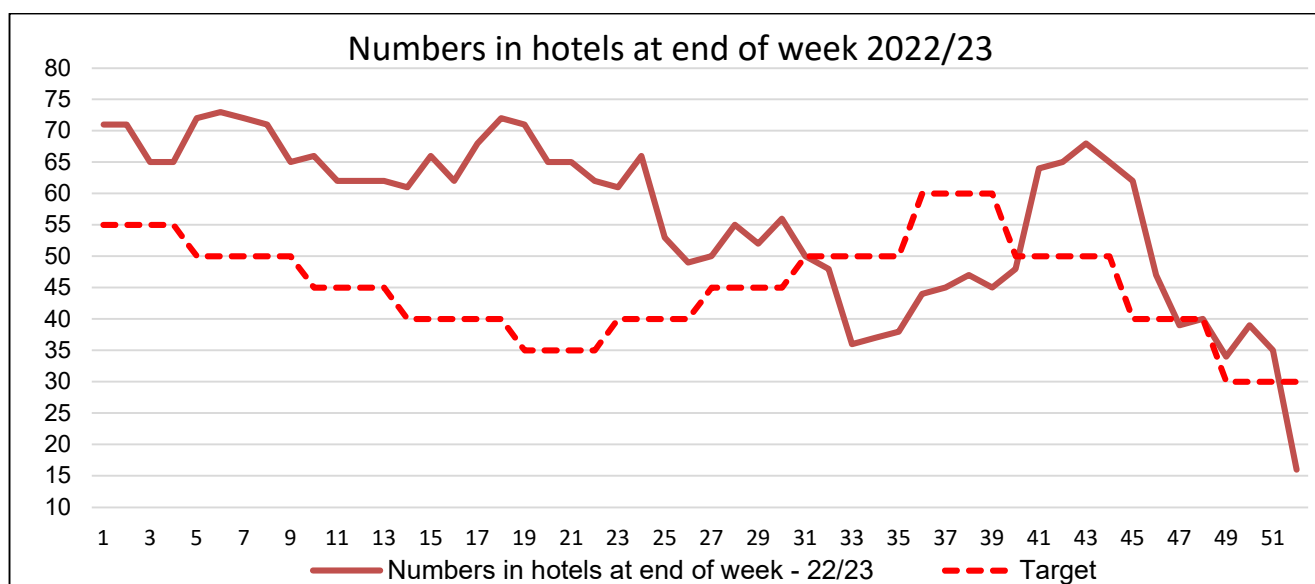
- Number of households in hotels;
- Number of homelessness acceptances;
- Number of homelessness preventions;
- Proportion of our expenditure spent in Doncaster;
- Recognition for our contribution to a growing and successful Doncaster;
- Public sector apprenticeship target;
- Contribution to partnerships;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

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

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
4	Households placed in hotel accommodation at month end (new KPI)	n/a	16	30	n/a	n/a	n/a
5	Full Duty homelessness acceptances	↓	518	n/a	384	398	228
6	Homeless preventions	↑	850	n/a	566	604	965
12	Percentage of local expenditure	↑	67%	70%	73%	71%	n/a
14a	Tenants & residents undertaking training	↑	58	67	30	30	53
14b	Tenants & residents into employment	↓	39	30	51	28	31

## Achievements in year

- 9.4. Addressing homelessness is one of the key priorities of Doncaster Growing Together. We worked very closely with the Complex Lives (CL) Alliance, including CDC, NHS and Children's Services, to support vulnerable Doncaster residents. St Leger had three related KPIs in 2022/23, one of which was new and two were continued from the previous year but again didn't have targets, as shown above.
- 9.5. Demand on the homelessness service continued to be very high indeed. The number of homeless preventions was higher than the last two years. The numbers in hotel accommodation was a challenging target but performance was strong close to target all year, and improving, leading to the year end target being met. The graph summarises demand and performance to target.



- 9.6. Effective partnership working is essential in delivering the required services to residents of the borough, and our work with CDC, the DWP, CAB, Doncaster Financial Inclusion Group (FIG), Doncaster Renewal Group and Community First Credit Union, among others, plays a key role in delivering solutions to our tenants. We also work closely with 24 Tenants and Residents Associations (TARAs).
- 9.7. We attended monthly Neighbourhood Action Groups and Case Identification Meetings across the borough. 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.
- 9.8. We again secured Government funding which provided much needed resources and capacity to the service in their work towards addressing homelessness
- 9.9. Our Tenants and Residents Improvement Panel (TRIP) undertake a number of tasks and reviews each year to inform service improvements. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking.

## 10. **BENCHMARKING** – how we compare with others

- 10.1. The main method of benchmarking is through our membership of Housemark. We submit performance information monthly and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 10.2. We also carry out more tailored benchmarking with specific organisations, where appropriate, for example Universal Credit (UC) working groups, a Former Tenant Arrears forum, data and governance groups.

## HOUSEMARK

- 10.3. The benchmarking information from Housemark for 2022/23 compares our performance to a peer group of around 30 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations, and also around 110 housing providers nationally.
- 10.4. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 10.5. In summary, benchmarking information for 2022/23 shows our strongest performance to date, indicating that we continue to be **a low cost, high performing organisation**.
- 10.6. This is summarised below and further details of benchmarked cost and performance indicators are attached at **Appendix A**.

### Housemark - VFM 'dashboards'

- 10.7. VFM overview 'dashboards' have again been produced by plotting a selection of key cost and performance indicators in a 2x2 matrix to show how an organisation compares with its peer group, geographically or nationally, for core service areas.
- 10.8. The dashboards below show cost and performance indicators selected with the dashboards for 2022/23 and comparatives for 2021/22, for both our Peer Group and Nationally.
- 10.9. In summary, the dashboards show a slight deterioration on 2021/22's exceptional results, where the services were all in the green quadrant, and it is for these three items :
  - 6 : Customer Services – Costs remain low and similar position to 2021/22, but Performance has dropped compared to others. (The performance indicator used has also changed slightly and is now stage 1 complaints responded to within timescales)
  - 7 : Neighbourhood Management – Costs remain low and similar position to last year, but Performance has dropped compared to others. (STAR survey for neighbourhood as a place to live)
  - 8 : Community investment – Performance has improved slightly but Costs have increased a lot compared to others. This measure includes our financial inclusion/tenancy support team and SLHD total costs only increased by £20k compared to 21/22, so the dashboard move is likely to be due to others spending or allocating less to this category.
- 10.10. All the other five indicators are in green again and you can see some movements within this area compared to last year, eg STAR satisfaction with repairs service has improved



## PEER GROUP VFM DASHBOARDS

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	% of stage 1 complaints responded to within target time *
7	Neighbourhood m'ment	CPP of estate services	STAR satisfaction with neighbourhood as place to live
8	Community investment	CPP of community investment	Residents supported into employment

CPP = Cost Per Property

\* Average days to respond to complaints (previous year's indicator 2021/22)

### Peer group 2022/23 - ALMOs, Metropolitan Boroughs and Unitary authorities (approximately 30 providers)



### Peer group 2021/22 - ALMOs, Metropolitan Boroughs and Unitary authorities (approximately 25 providers)



## NATIONAL DASHBOARDS

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	% of stage 1 complaints responded to within target time *
7	Neighbourhood m'ment	CPP of estate services	STAR satisfaction with neighbourhood as place to live
8	Community investment	CPP of community investment	Residents supported into employment

CPP = Cost Per Property

\* Average days to respond to complaints (previous year's indicator 2021/22)

### Nationally 2022/23 – approx. 110 housing providers



### Nationally 2021/22 – approx. 90 housing providers



## Housemark - Cost and Performance indicator quartile summaries

- 10.11. The tables below show the banding of our quartile positions for all cost and all performance indicators submitted for the last three years. Over the past six years, small majorities of our Cost (~60%) and Performance (~60%) indicators are in Quartiles 1 and 2, and averaging 13% - less than a quarter - of indicators in Quartile 4:

<b>COST</b>		<b>22/23</b>		<b>21/22</b>		<b>20/21</b>		<b>19/20</b>	
	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	
Quartile 1	11	27	6	15	2	6	9	28	
Quartile 2 / Median	13	31	17	43	19	56	10	31	
Quartile 3	12	28	10	25	8	24	7	22	
Quartile 4	6	14	7	17	5	14	6	19	
Totals	42	100	40	100	34	100	32	100	

<b>PERFORMANCE</b>		<b>22/23</b>		<b>21/22</b>		<b>20/21</b>		<b>19/20</b>	
	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	
Quartile 1	24	40	14	33	9	28	15	47	
Quartile 2 / Median	12	20	14	33	8	27	7	22	
Quartile 3	17	28	11	25	10	30	6	19	
Quartile 4	7	12	4	9	5	15	4	12	
Totals	60	100	43	100	34	100	32	100	

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

## Housemark - Optimising service costs

- 10.13. Expenditure is analysed into Housemark service areas to give headline and detailed costs per service. The table below summarises our headline **costs per property (CPP)** together with comparatives and peer group benchmarks. Quartile positions are virtually unchanged.

Cost Category	19/20 Outturn CPP £	20/21 Outturn CPP £	21/22 Outturn CPP £	22/23 Outturn CPP £	Peer Median CPP £	Peer Quartile
<u>Repairs</u>						
Major Works	1,134	1,101	971	1,148	1,587	Q1
Cyclical Maintenance	127	138	141	150	310	Q1
Responsive Repairs	571	583	622	702	764	Q2
Void Works	193	214	223	242	274	Q2
<u>Housing</u>						
Rent arrears collection	78	88	92	97	131	Q1
Resident Involvement	16	19	19	21	37	Q1
Tenancy Management	90	104	110	124	132	Q2
Lettings	36	39	41	43	60	Q2
Anti Social Behaviour	58	62	64	69	59	Q3
Estate Services	128	130	137	147	223	↑ Q1
Housing – total	406	442	463	501	642	Q2
<b>Total Cost Per Property</b>	2,431	2,478	2,420	2,743	3,557	

Overheads are allocated by Housemark into each service categories

↑ ↓ arrows indicate any quartile movements compared to 2021/22

10.14. The above table shows expenditure totals at service area level. Within each of these services are more specific services, and related performance measures, and Appendix A summarises all of these and their quartile positions compared to our peers.

### **Plans for 2023/24 onwards**

10.15. St Leger has many VFM related plans for 2023/24 and beyond.

10.16. Financially, 2023/24 will be the second year of a three year plan to make £1m of budget savings. Delivering the same, high performing services within reduced budgets will force process improvements and efficiencies and will further evidence VFM.

10.17. This is against a backdrop of a continued cost of living crisis – utilities, fuel, inflation, interest rates – impacting on St Leger, its employees and in particular, its customers in trying to manage budgets.

10.18. The challenging economic and political climates mean we must continue to be an organisation which delivers efficiencies and value for money services.

10.19. Systems investment in the past two years is transforming the way the company operates, and this will be developed further. As mentioned above, there are a number of Journeys to Excellence projects ongoing, some of which are within the Programme of projects overseen by the Digital Transformation Board, all of which will mean more efficient ways of working.

10.20. In addition to these core operational improvement plans and challenges, St Leger will develop a new five year Corporate Plan and must address the governance requirements of the Social Housing Regulation Bill, with its new Tenant Satisfaction Measures for 2023/24, and to be ready for regulatory inspection from 1 April 2024.

10.21. By the halfway stage of 2023/24, a substantial amount of work has already commenced on all of these, and this momentum will be maintained.

## **11. Summary**

11.1. 2022/23 was another very challenging year in which St Leger operated within budget, delivered strong KPI and other performance measures and again compared very favourably when benchmarked with its peers and also nationally.

11.2. 2023/24 has already shown to be even more challenging, and the remainder of the year plus 2024/25 onwards will be the same as we strive to develop a new Corporate Plan, be ready for a positive regulatory inspection and meet the ongoing economic challenges to achieve VFM for our customers.

## Housemark - Quartile position table – UPPER QUARTILES 1 and 2

## APPENDIX A

Service area	Indicator Description	22/23 Outturn	22/23 Peer Median	22/23 Peer Quartile	21/22 Peer Quartile
Corporate	Treats tenants fairly and with respect % (STAR)	85.8%	77.7%	Q1	Q1
Corporate	Staff turnover in the year %	8.0%	12.6%	Q1	Q1
Corporate	Satisfaction overall (STAR)	81.3%	76.2%	Q1	Q1
Corporate	Satisfaction Net Promoter Score (STAR)	48.7%	32%	Q1	Q1
Corporate	Rent provides VFM (STAR)	86.0%	71.9%	Q1	n/a
Corporate	Landlord is easy to deal with % (STAR)	83.3%	75.8%	Q1	Q1
Cyclical Maintenance	Total CPP	£149	£310	Q1	Q1
Cyclical Maintenance	Gas servicing - % valid certificate	100.00%	99.98%	Q1	Q1
Cyclical Maintenance	% of legionella risk assessments have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% of fire risk assessments have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% of passenger lift safety checks have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% gas safety checks by annivers date	100.00%	99.88%	Q1	Q1
Estate Services	Total CPP	£147	£223	Q1	Q2
Estate Services	Landlord keeps commnl areas well maintained %(STAR)	73.3%	64.8%	Q1	n/a
Estate Services	Direct employees per 1000 props	0.85	2.00	Q1	Q2
Lettings	Void rent loss % of rent loss	0.67%	1.67%	Q1	Q1
Lettings	Dwellings vacant & unavailable to let %	0.02%	0.80%	Q1	Q1
Lettings	Average re-let time in days (standard)	26.7	52.1	Q1	Q2
Lettings	Average re-let time (all re-lets) days	39.2	78.2	Q1	Q2
Major Works	Total CPP	£1,149	£1,587	Q1	Q1
Major Works	Home is safe and secure % (STAR)	86.6%	79.0%	Q1	Q1
Major Works	Average SAP rating	70.67	70.9	Q1	Q2
Rent arrears & collection	Total CPP	£97	£131	Q1	Q1
Resident Involvement	Views taken into account % (STAR)	73.2%	61.8%	Q1	Q1
Resident Involvement	Total CPP	£21	£37	Q1	Q1
Resident Involvement	Opportunities to make views known % (STAR)	74.3%	64.0%	Q1	Q1
Resident Involvement	Direct employees per 1000 props	0.34	0.60	Q1	Q1
Responsive repairs	Satisfaction repairs service last 12 months (STAR)	80.3%	76.8%	Q1	Q1
Responsive repairs	Disrepair claim cost per property	£1.46	£6.01	Q1	n/a
Responsive repairs	Average compensation paid per disrepair claim	£275	£560	Q1	n/a
Responsive repairs	% of repairs completed at the first visit	94.8%	89.7%	Q1	Q2
Tenancy Management	Landlord's approach to handling complaints % (STAR)	79.9%	42.0%	Q1	n/a
Tenancy Management	Average seconds to answer inbound calls	113	337	Q1	n/a
Tenancy Management	% of calls answered	93.1%	78%	Q1	Q2
Total Housing M'ment	Total CPP	£354	£419	Q1	Q1
Anti Social Behaviour	ASB cases involving hate incidents per 1,000 properties	0.6	0.9	Q2	n/a
Community investment	Residents supported into employment	39	30	Q2	Q3
Corporate	IT & Comms CPP	£106	£106	Q2	Q2
Corporate	Finance Costs CPP	£46	£46	Q2	Q2
Corporate	Direct revenue costs - finance costs %	2.2%	2.5%	Q2	Q2
Corporate	Direct revenue costs - central o'heads%	7.0%	7.2%	Q2	Q4
Lettings	Total CPP	£43	£60	Q2	Q2
Lettings	Dwellings vacant & available to let %	0.71%	0.72%	Q2	Q2
Lettings	Direct employees per 1000 props	0.79	0.86	Q2	Q2
Lettings	Average re-let time (major works) days	81.3	107.7	Q2	Q3
Major Works	Quality of your home (STAR)	75.7%	75.2%	Q2	Q1
Major Works	% of dwellings that are non-decent	0.31%	1.8%	Q2	Q2
Rent arrears & collection	Former tenant arrears %	1.60%	1.68%	Q2	Q3
Rent arrears & collection	Direct employees per 1000 props	1.79	1.84	Q2	Q2
Rent arrears & collection	Current rent arrears %	2.71%	3.58%	Q2	Q2
Resident Involvement	RI in consultation groups %	34.8%	4.0%	Q2	Q2
Responsive repairs	Total CPP	£702	£764	Q2	Q2
Responsive repairs	Disrepair claims per 1,000 properties	5.33	6.37	Q2	n/a
Responsive repairs	Average cost of responsive repair £	£154	£196	Q2	Q2
Tenancy Management	Total CPP	£124	£132	Q2	Q2
Tenancy Management	Tenancy turnover	6.01%	6.20%	Q2	Q2
Total Housing M'ment	Direct employees per 1000 props	6.06	6.20	Q2	Q2
Void repairs	Total CPP	£242	£274	Q2	Q2
Void repairs	Average cost of void repair £	£3,385	£3,863	Q2	Q2
Community investment	Residents undertaking training or education	58	58	Median	Q3

**Housemark - Quartile position table – QUARTILES 3 and 4**

**APPENDIX A**

Service area	Indicator Description	22/23 Outturn	22/23 Peer Median	22/23 Peer Quartile	21/22 Peer Quartile
Anti Social Behaviour	Total CPP	£69	£59	Q3	Q3
Anti Social Behaviour	Satisfaction with case outcome %	56.7%	64.3%	Q3	Q3
Anti Social Behaviour	Satisfaction with case handling %	59.0%	68.8%	Q3	Q3
Anti Social Behaviour	Landlord's handling of anti-social behaviour % (STAR)	54.5%	56.4%	Q3	Q4
Anti Social Behaviour	Direct employees per 1000 props	1.09	0.89	Q3	Q3
Anti Social Behaviour	ASB cases per 1,000 properties	72	42	Q3	Q3
Community investment	Total CPP	£34	£24	Q3	Q3
Community investment	Direct employees per 1000 props	0.58	0.33	Q3	Q3
Corporate	Total Overheads CPP	£427	£393	Q3	Q2
Corporate	Premises costs CPP	£54	£47	Q3	Q3
Corporate	Overheads as % of Revenue costs	20.4%	18.0%	Q3	Q3
Corporate	Direct revenue costs - premises costs %	2.6%	1.9%	Q3	Q3
Corporate	Direct revenue costs - IT&comms costs %	5.1%	4.8%	Q3	Q3
Corporate	Days lost through sickness per FTE	11.7	11.5	Q3	Q2
Corporate	Central Overheads CPP	£146	£138	Q3	Q2
Cyclical Maintenance	% of properties with a satisfactory EICR up to five years old	98.8%	99.60%	Q3	n/a
Cyclical Maintenance	% asbestos management surveys/re-inspections complete	98.92%	100.00%	Q3	n/a
Estate Services	Satisfaction with neighbourhood (STAR)	72.8%	80.0%	Q3	Q2
Lettings	% of units re-let - LCRA	6.20%	5.70%	Q3	Q3
Rent arrears & collection	Write offs %	0.52%	0.36%	Q3	Q4
Rent arrears & collection	UC tenants in arrears %	59.62%	59.19%	Q3	Q2
Rent arrears & collection	Non- UC tenants in arrears%	19.78%	21.57%	Q3	Q3
Rent arrears & collection	% of rent paid by Housing benefit	34.7%	33.0%	Q3	Q3
Responsive repairs	Direct employees per 1000 props	8.3	6.2	Q3	Q4
Responsive repairs	Ave. no. responsive repairs per prop.	3.7	3.2	Q3	Q3
Responsive repairs	Appointments kept % of apps made	96.7%	97.1%	Q3	Q2
Tenancy Management	Evictions	0.12%	0.08%	Q3	Q4
Tenancy Management	Direct employees per 1000 props	2.05	1.98	Q3	Q3
Tenancy Management	% of complaints responded to target	70.9%	83.2%	Q3	Q3
Community investment	Households provided with money advice	328	1508	Q4	Q3
Corporate	Overheads as % of turnover	15.9%	8.8%	Q4	Q4
Corporate	HR CPP	£75	£37	Q4	Q3
Corporate	Direct revenue costs - HR %	3.6%	1.6%	Q4	Q4
Cyclical Maintenance	Direct employees per 1000 props	2.50	0.92	Q4	Q4
Cyclical Maintenance	% properties with a satisfactory EICR up to five years old	74.8%	93.50%	Q4	n/a
Major Works	Direct employees per 1000 props	7.81	1.58	Q4	Q4
Rent arrears & collection	Percentage of Rent collected %	97.4%	99.19%	Q4	Q1
Responsive repairs	Emergency repairs completed within timescale %	89.1%	97.4%	Q4	n/a
Responsive repairs	Emergency repairs as % of all resp repairs	37.0%	30.1%	Q4	Q1
Tenancy Management	Stage 1 complaints per 1,000 properties - LCRA	65.4	32.6	Q4	Q4
Tenancy Management	Number of calls answered per property	9.8	5.80	Q4	n/a
Void repairs	Direct employees per 1000 props	3.43	1.58	Q4	Q4
Estate Services	Landlord makes positive contrn. to neighbourhood % (STAR)	no data	63.6%	n/a	n/a
Resident Involvement	Requests made online/1,000 props	no data	1,182	n/a	n/a
Resident Involvement	% residents regd. for online access	no data	32.5%	n/a	n/a
Responsive repairs	Satisfaction with repairs and maintenance overall % (STAR)	no data	72.4%	n/a	n/a
Responsive repairs	Average days to complete repairs	no data	14.4	n/a	n/a
Void repairs	Average days to complete standard repairs	no data	19.9	n/a	n/a

# ST LEGER HOMES OF DONCASTER

## Board Briefing Note

<b>Title:</b>	Equality Diversity and Inclusion Report 2023 And Gender Pay Gap Report 2022
<b>Action Required:</b>	Approve the attached reports
<b>Item:</b>	08
<b>Prepared by:</b>	Sarah Moore, Head of HR and OD Dan Debenham, EDI Manager Claire Tattersall, People Operations Manager
<b>Date:</b>	07 December 2023

### Executive Summary

The 2023 Gender Pay Gap Report has been prepared and is attached at Appendix 1. This is our seventh annual report. Board is asked to review and approve this report before publication. It is a legal requirement for employers with over 250 employees to calculate and report their gender pay gap, this report will be published on the St Leger website.

Appendix 2 provides Board with the Annual Equality Diversity and Inclusion report for sign off. This is being presented together with the Gender Pay Gap report due to the close link between the two reports with the intention of providing Board with a full picture of the diversity of the workforce.

### Background

The 2023 Gender Pay Gap Report has been prepared following an analysis of the gender pay figures for 2023. The report includes the mean and median, and quartile figures for the last two years.

In addition to reporting on the gender pay figures, the 2023 statement includes:

- a summary of actions we have taken in the last year; and
- future proposed actions.

The Annual EDI report supports our commitment to advancing equality and diversity for all our customers and employees, throughout our work. This report contains equality information for St Leger Homes on the following subjects: Characteristics of Doncaster's population Our Customer Profile Our Waiting List Profile Our Workforce Profile.

This will be the last time that the Annual EDI report will be presented in this format. Going forward, to ensure that our data and narrative is as up to date as possible we will utilise the quarterly dashboard which are produced and publish the relevant sections of this on our website which will meet our commitment.

## **Recommendations**

Board is asked to confirm their approval of the attached reports, or any recommended changes.





# Gender Pay Gap Report 2023

## Introduction

As we employ more than 250 employees, we must comply with Government regulations and report annually on our Gender Pay Gap. The aim of the report is to identify the gender pay gap between male and female employees. Organisations use various measures when collating the information for the report:

1. **Mean Pay** – The difference in the mean pay of full-pay male and female employees expressed as a percentage. The mean is the average of the 'hourly pay' for all relevant employees
2. **Median Pay** – The difference in the median pay of full-pay male and female employees expressed as a percentage. The median is the figure which splits the top 50% of the hourly pay figures from the bottom 50%
3. The percentage of men and women in each of four quartile pay bands. This includes the lower, lower-middle, upper-middle and upper pay quartile pay bands
4. The difference in mean and median bonus pay of men and women and the proportion of men and women who received bonus pay – St Leger Homes do not operate any performance related pay or bonus scheme and therefore have no bonus figures to publish

### Key for reading the comparison data



Figures raised  
since last year



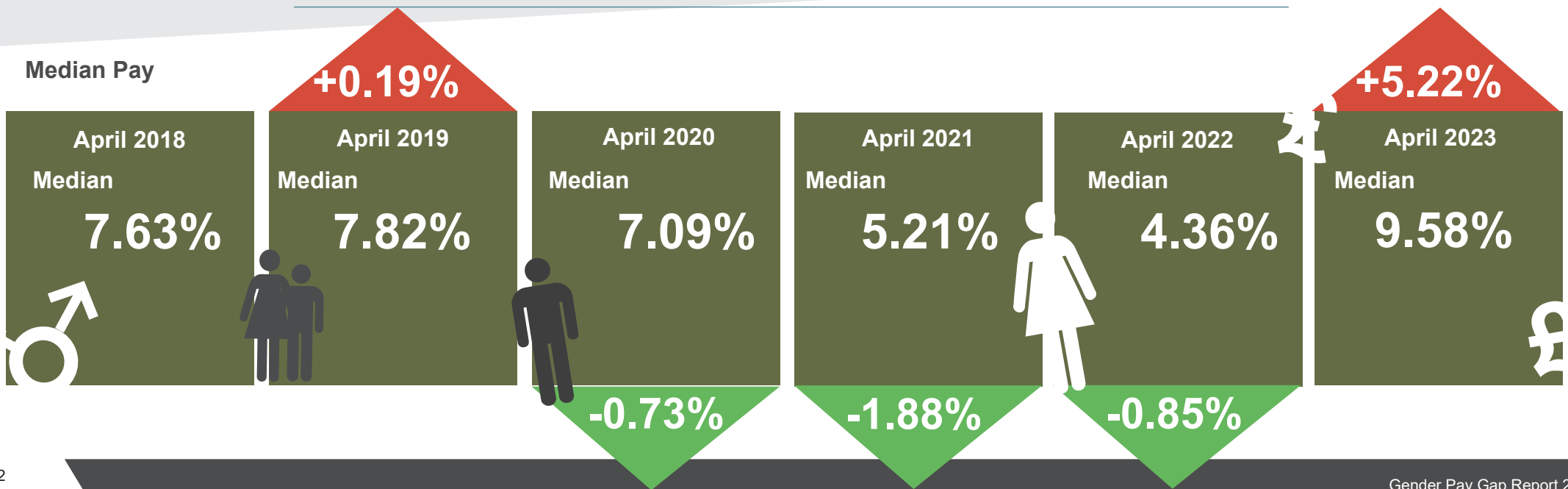
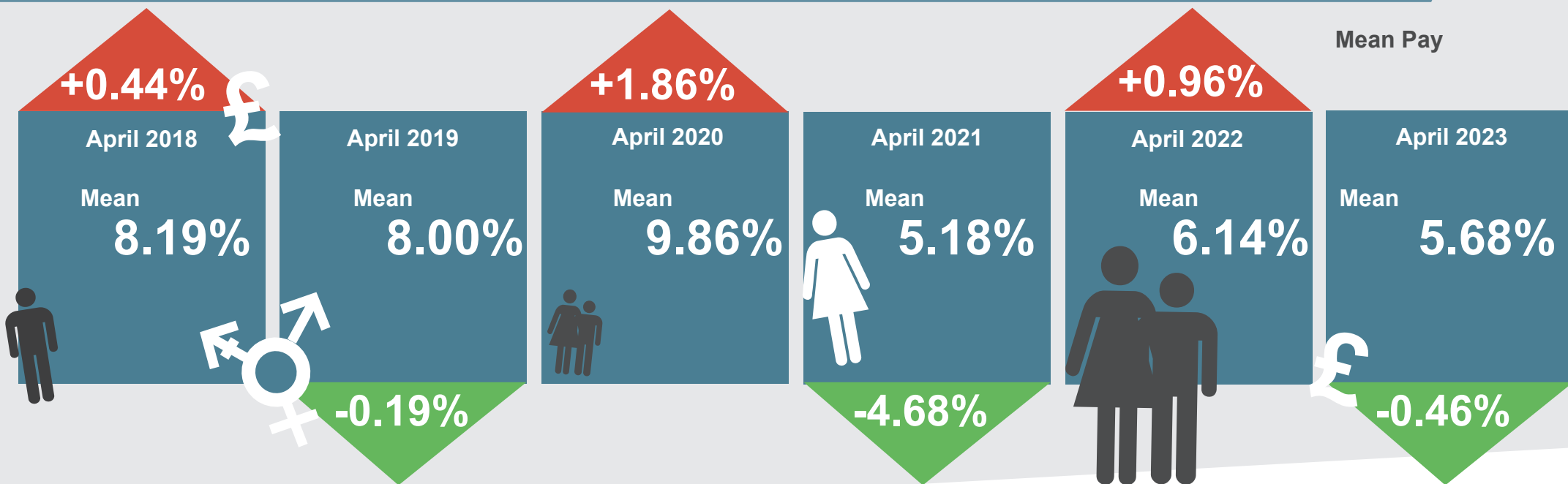
Figures lower  
since last year



Starting point



# Mean and Median Pay 2023



# Mean and Median Pay 2023

## Summary of numbers

The UK national pay gap for 2023 is 7.7%, a decrease from the reported 8.3% in 2022. St Leger Homes report a slightly higher figure than the national figure, 9.51%. (National data provided by ONS, Gender Pay Gap in the UK, 2023) Our figure reflects an increase from the reported 2022 median gender pay difference (see graphic two overleaf) however, we are pleased to report that there has been a reduction of 0.46% in the mean gender pay gap from 2022 to 2023.

The increase in median figure can be explained when looking at the quartile breakdown which shows that there has been a sizeable increase of males entering the upper middle quartile from 2022 to 2023, due to the fact that we are carrying fewer vacancies and filled a number of previously vacant roles in our property services teams. These roles have in many cases been filled by male colleagues. A number of our trade team leader roles have also seen a grade review which has contributed to this increase.

Through reviews of our recruitment and succession strategy plus continuing to implement initiatives and policies, we endeavour to close the gap.

### Mean Pay Gap Difference

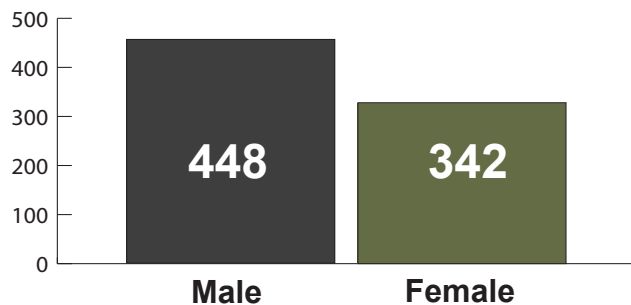
5.68%

Male	£15.45	+£0.88
Female	£14.47	

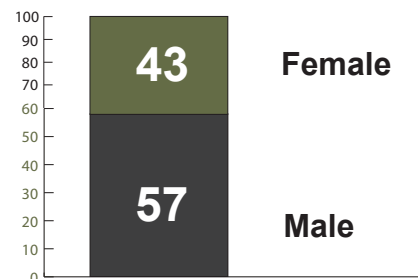
We have seen an increase in the mean hourly pay rates for males and females this year compared to 2022 figures, the difference between these figures have marginally narrowed.

## Workforce

### By Numbers



### By Percentage



### Median Pay Gap Difference

9.58%

Male	£15.45	+£1.47
Female	£13.98	

Median hourly rates have increased for both genders over the last 12 months. The difference between these rates have seen a increase since 2022.

The gender percentage split has seen a positive change from 2022 to 2023, with a 1% increase in females in the workforce. St Leger Homes continue to operate a pay and regrading structure in line with the National Joint Council Agreed rates. Currently, this consists of 9 different pay grades and a total of 41 spinal column points. Employees progress and move through the spinal points within the grades annually. Separate to this, any apprentices have rates which are agreed nationally and they work through these during the duration of their apprenticeship.

# Quartile Breakdown

**Upper Quartile** – Comprises of the largest range of pay grades, 5 to 9 and spot salaries. Roles included in this quartile – Director, Heads of Service and Team Leaders.

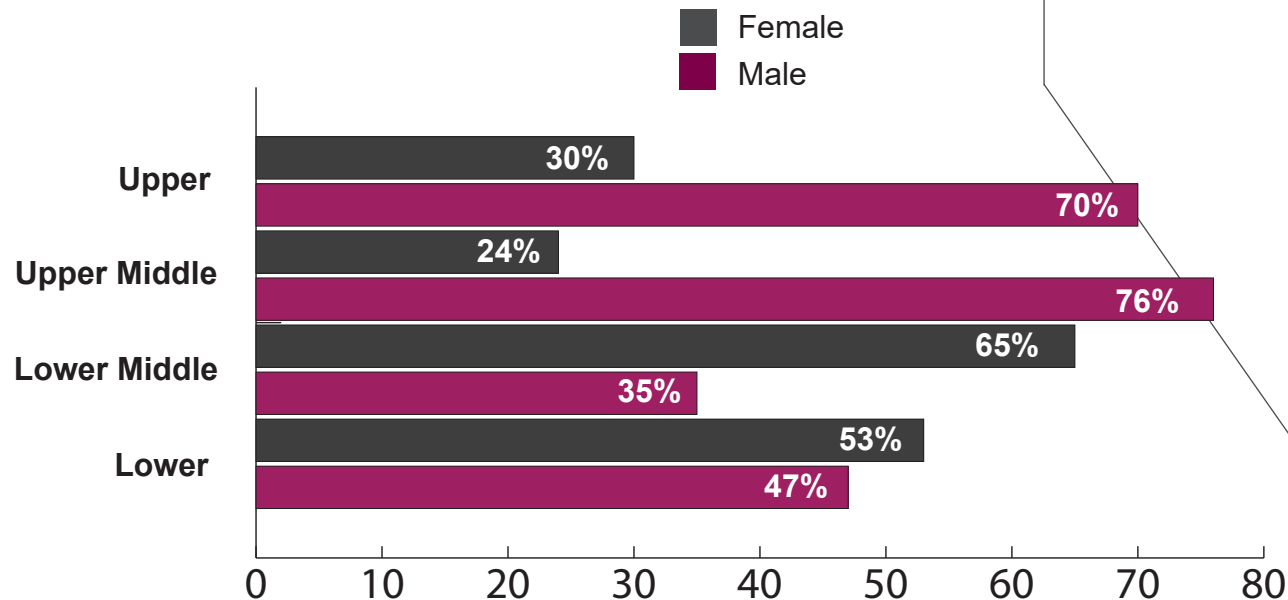
**Upper Middle Quartile** – Comprises of pay grade 4 and 5. Roles included in this quartile – Plasterers, Bricklayers, Joiners, Plumbers.

**Lower Middle Quartile** – Mainly consists of pay grades 3 and 4. Roles included in this quartile – Income Management Officers, Tenancy Support Officers, Housing Officers.

**Lower Quartile** – Apprentices and pay grade 2 and 3 make up this quartile. Roles included are – Customer Access Officer, Customer Service Advisors, Community Caretakers and Administrative Support.

St Leger Homes are focused on making strides to ensure that we are an inclusive and diverse place of work. Currently, the gender pay gap can be contributed to low female representation in trade roles, this sector contributes to 39% of our workforce which are predominantly in the upper middle quartile. We also identify that there is a lack of female representation in the upper quartile, it is important to identify that there has been positive 3% increase in females in this quartile from 2022 to 2023 and 41% of our Senior Management Team are female.

Although the number of men in our trade roles remains high, we have seen a positive uptake of females in construction and trade roles in 2023, which includes a Construction Project Manager and four trade apprentices.



# What do we do to facilitate a reduction in the gender pay gap

## What do have done to reduce the gender pay gap

We believe the ability to balance life inside and outside of work is key to attracting and retaining the best employees. We offer flexible working, job sharing and a large number of our workforce have adopted an agile way of working, whether it be working from home or moving away from standard office hours through the implementation of policies and guidance. At present, 14.9% of our workforce are employed on a part time contract. All staff below Head of Service received an increase in their basic annual leave in 2023.

We continue to partner with 'Women in Construction' – In the past 12 months we have doubled the number of women employed in a trade role, with currently 18 females in our workforce holding a position in the trades sector. These roles include Electrician, Gas Fitter, Plumber and joiner. This is a big step in changing the diversity of our workforce.

So far in 2023, we have seen the promotion through internal development of three females into a Senior Management position and successfully appointed a female Team Leader with our Housing Management Teams.

We recognise that some communities may find it harder to interact directly with us and we are taking positive steps to address this. An example of this is our work with the Minority Partnership Board, the Culture Fusion Network and our membership of the Housing Diversity Network. This will help us to attract a wider pool of candidates including females to our roles.

In 2023 we undertook a peer review through the Housing Diversity Network generating a range of action points which will help us to address out gender pay gap

As a member of the Housing Diversity Network we have access to and are utilising their mentoring scheme which sees opportunities for our workforce in particular those under represented including females to be mentored to support them in their career development. this has gone from strength to strength in 2023 exceeding our allocated mentee places on scheme

## What we will do to reduce the gender pay gap

Women In Construction – For National Apprenticeship Week (Feb 2023) we promoted and ran a Women in Construction focused webinar to encourage female trade apprenticeships.

This had a big impact, 36% of the trade apprentices we appointed were female. From this success, our internal careers start team will continue to build on this format. We will continue to work closely with schools to promote apprenticeships and future development in fully qualified trade roles.

We will continue to review our recruitment and selection processes to ensure that they continue to eliminate any unfair bias when making decisions, and we continue to train line managers on this, in order to prevent any unintentional bias.

The submission of a Personal development Plan is required to all colleagues on an annual basis to give the opportunity to further advance their career through externally accredited Leadership learning.



# EDI

## Equality, Diversity & Inclusion Annual Report 2023

### Foreword

St Leger Homes' Annual Equality, Diversity and Inclusion (EDI) Report outlines the equality and diversity information we hold on our customers and workforce. We use this information along with our quarterly EDI dashboard to help us identify how we can better meet people's needs, deliver services in the right way, and to ensure our legal obligations are met.

This supports our commitment to advancing equality and diversity for all our customers and employees, throughout our work.

This report contains equality information for St Leger Homes on the following subjects:

#### Characteristics of Doncaster's population

Our Customer Profile

Our Register Profile

Our Workforce Profile

Each of the sections are drawn from data gathered through various questionnaires that customers and employees have completed and census data. The data is used to inform the objectives, goals and action plans set out in our Equality Diversity and Strategy 2022-2026.

#### Key for reading the comparison data



Figures raised  
since last year



Figures lower  
since last year

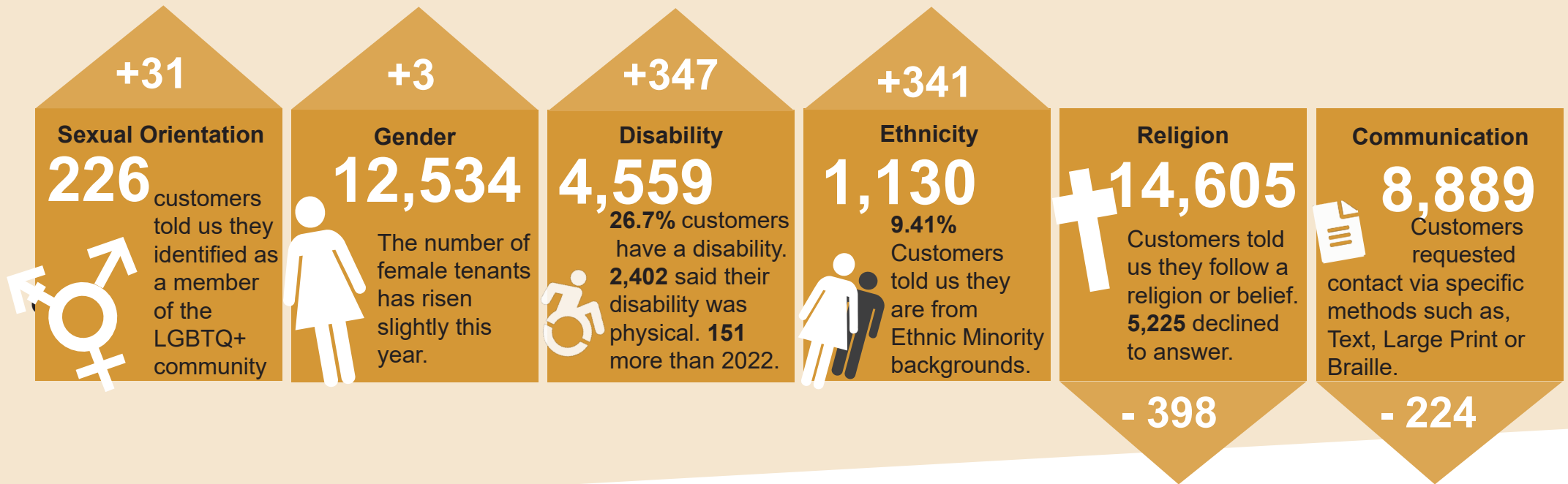


No change  
since last year



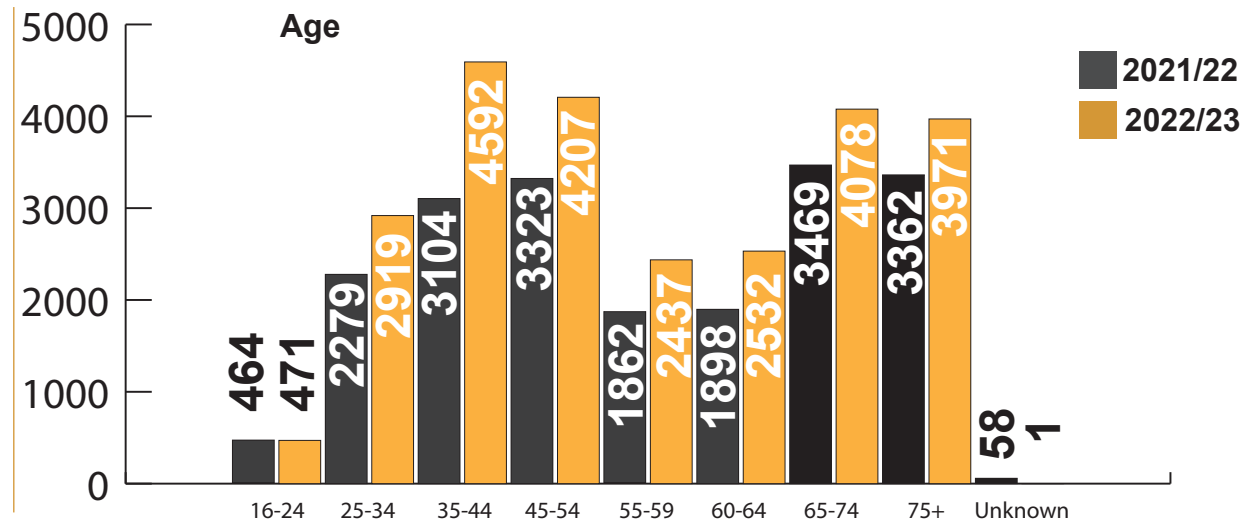
\*All data represented is taken from financial year 2022-2023

# St Leger Homes' Customer Profile 2022/2023 comparison

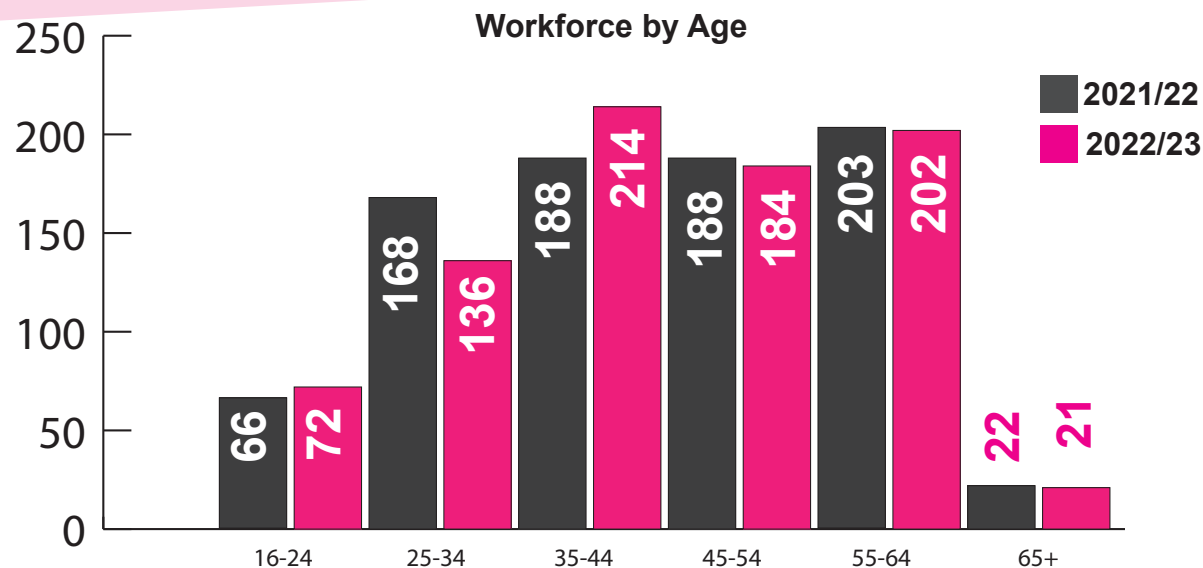
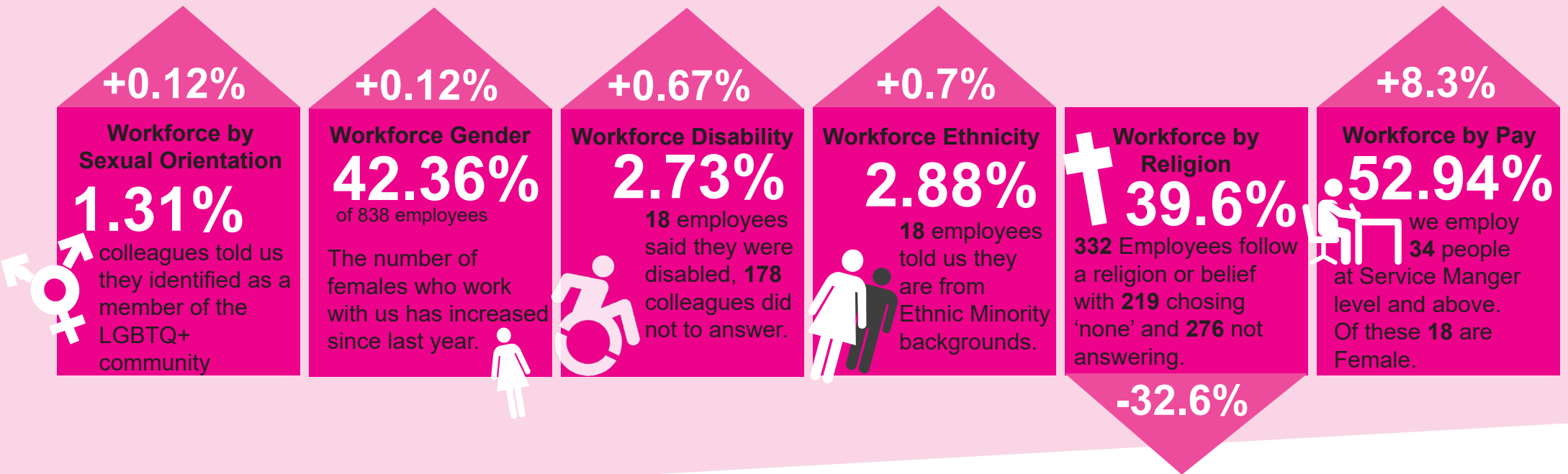


To enable us to deliver services in a way that our tenants need, and to improve the services that we currently offer, we build up detailed profiles of all customers and household members including those on our register.

This data is based on a customer base of 23,041 active tenancies. Responses are from the listed tenant only (not the whole household) and not all listed tenants answered all questions. Of those that did answer, they represent 86.38% of our customer base.



# St Leger Homes Workforce Profile 2022/2023 comparison



Religion and belief in colleagues has been affected by workforce turn-over (124 new starters and 78 leavers) and more diversity data submitted by colleagues resulting in a larger than normal decrease.

**We collect data on all our employees to enable us to better support and guide the people that work with us.**

We do this by regularly asking colleagues to fill out surveys, details that new starters provide when joining St Leger Homes and through regular individual meetings with managers and at all levels.

In 2022/23 we had **838** employees. 470 employees have completed all the diversity data section on their portal.



## Disabilities



of applicants have advised us that they have a disability

**7,049** applicants answered this question, showing this year has seen an decrease of **300** in the number of applicants that have a disability.

## Sexual Orientation

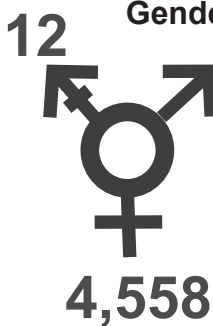


**5,927**

of applicants tell us they are heterosexual

Out of the **7,049** applicants that completed insight forms **6,722** answered this question, **5,927** applicants indicated they were heterosexual, **209** advised they were LGBTQ, **586** indicated that they preferred not to say and **327** declined to answer.

## Gender



**2,479**

We have seen a slight increase in Transgender up by **1** to **12**. Female applicants are down by **1,019** to **4,558**, who remain the largest category. Male applicants decreased by **850** to **2,479**.

## Register Applicant Ethnic Origin



**1288**

of applications were from the BAME community

This year we have seen a decrease of **45** in BAME applicants **25** of our applicants did not answer the question.

Doncaster's State of The Borough report tells us the local population has increased to **308,100** (up by **1.88%**) since **2011**. it is important to understand the Borough in which we work.

The 2021 Census and the latest Team Doncaster 'State of the Borough' assessment (carried out by Doncaster Council) show the following characteristics for Doncaster.

## Disability



**62,852**

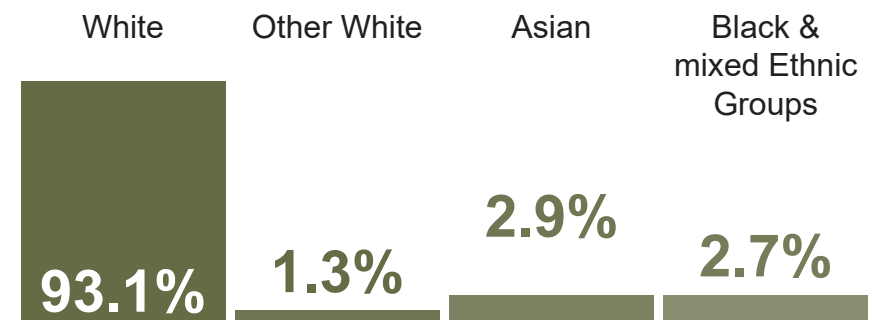
A fifth of the population of Doncaster have a Disability

## Age



The number of people aged 65 and over within Doncaster is due to increase by approximately **23,000** (40%) from 2017 to 2041

## Ethnic Groups



# Our Achievements 2022/23

- We are raising the profile of how disability age and race affects employees across the organisation by making subtle changes to how we communicate the impacts. Using various methods including localised email, employee newsletter articles and changes to the workplace culture and advising on specific training needs such as British Sign Language to better integrate colleagues.
- We have rolled out new updated face-to-face Equality & Diversity training for our colleagues and have updated the online refresher training to reflect changes in the equality landscape.
- We recognise that some communities may find it harder to interact directly with us and we are taking positive steps to address this. An example of this is our work with the Minority Partnership Board, the Culture Fusion Network and our membership of the Housing Diversity Network.
- We have supported events such as Pride and Black History Month and have further enhanced these with more interactive celebrations. We continue to promote the positive messages from International Celebration Days that come from those events whilst striving to have those community voices heard.
- We have set up and now hold involvement group meetings for Ethnic Minority, LGBTQ, Disabled Colleagues and tenants (with religious group to follow) to further enhance their voice and to create links to allow St Leger Homes to better deliver services that those members of our communities need.
- We have under taken a peer review of our EDI offering, carried out by the Housing Diversity Network, where customers and colleagues were interviewed in focus groups alongside reviews of documents, culminating in St Leger Homes being accredited for it's work in EDI



Pride 2023

# Future Plans - Employees & Customers

We are working hard to deliver the actions that have been identified

As the number of people aged 65 and over is increasing due to longer life expectancy, we will work to ensure our homes and services are suitable for their needs. We will do this through monitoring and consultation with customer groups.

In relation to customer data, we will continue to monitor our systems and forms such as the Housing Application Form to make sure they are being used correctly to gather accurate data as well as further train colleagues in the importance of collecting customer and colleague data.

To ensure we have a good understanding of the needs of our transgender customers, we will carry out a cross checking exercise across the various systems to ensure we are collecting accurate data, which is permitted by the Gender Recognition Act 2004 and the Data Protection Act 2018. We will achieve this through consultation with Customer facing teams and random sample checks on the data collected.

We will continue to form involvement groups for our colleagues and customers across various communities including LGBTQ+, BAME, Religion, Disability and others as needed both in our workforce and with our customers.

We will also continue to monitor how effective we are at attracting women in to work, particularly into the construction area of the business and look to retain them in long term employment and support them to progress through the organisation.

We will look to understand what barriers are present that stops applicants from Minority Ethnic Backgrounds and Disabled people from applying to and securing employment at St Leger Homes.

This ensures we are attracting new employees from the full range of protected characteristic groups as we still have some way to go in building a workforce representative of the wider community. We will continue to advertise jobs (and monitor how effective they are) in a way that helps draw interest from applicants from diverse backgrounds as well as work with local minority groups to further attract applicants. To do this we have a people strategy that sets out our goals to achieve a balanced workforce and have undertaken a review of the vacancy process.

We will continue to progress making it easier for our customers to update their diversity information by exploring ways that the information can be captured both during contacts with us and through self serve portals and use this information to better support colleagues and customers.

In terms of workforce profile, we need to continue monitoring the full range of information across the protected characteristics, with a particular focus on any emerging themes. We will take action to address any imbalances and review the effectiveness of our existing measures.

We will continue aim to build a reputation as an 'employer of choice' with a focus on how we are retaining, supporting and developing our existing employees from all backgrounds. We will support this through employee surveys and data gathered during exit interviews to inform changes to support for colleagues .

# ST LEGER HOMES OF DONCASTER

## Board Briefing Note

<b>Title:</b>	Board Members Expenses and Attendance Register
<b>Action Required:</b>	Board are asked to note the information as an accurate record and approve the updated Code of Conduct for Board Members..
<b>Item:</b>	09
<b>Prepared by:</b>	Julie Crook, Director of Corporate Services
<b>Date:</b>	07 December 2023

### 1. Summary

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

### 2. Background

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

### 3. VFM Considerations

- 3.1 From October 2011 both Tenant and Independent Board Members have an Agreement for Services. Board Members nominated from the Council receive no remuneration directly from the company as membership of SLHD Board is regarded as part of their Council duties.
- 3.2 In addition to Board and Committee meetings, attendance at training when appropriate ensures that Board Members have the level of skills and experience required to consider the information presented and make decisions. A copy of the attendance registers can be found at Appendix A.
- 3.3 Board strategic planning meetings have taken place in July and November 2023.

### 4. Financial Implications

- 4.1 For the financial year 2023/2024 a budget of £33,100 was included within the overall budget. Expenditure to date is £12,710 and the projected outturn is £26,100 a saving of £7,000.

## **5. Declarations of Interest**

- 5.1 It is deemed best practice under the National Housing Federation Code of Governance to regularly review and publish the declarations of interest for Board Members. We will report these on an annual basis and they are attached at Appendix B. Board Members are reminded that they should notify us of any changes as soon as possible.

## **6. Legal Implications**

- 6.1 The Articles of Association requires that Board Members sign the statement of Board Members Obligations. Section 16 states the obligations of Board Members to be:

- an obligation to read Board papers and to attend meetings, training sessions and other relevant events; it also states:-

- 6.2
- Disqualification and Removal of Board Members (section 25) – A person shall be ineligible for appointment to the Board and if already appointed shall immediately cease to be a Board Member if the relevant individual:

- Shall for more than three consecutive meetings have been absent without permission of the Board from meetings of the Board held during that period and the Board resolves that their office be vacated; or
- In any period of 12 months, they shall have been absent (without the permission of the Board Members) from at least 50% of the meetings of Board Members held during that period and the Board Members resolve that their office be vacated.

- 6.3 The Board are asked to consider that if any Board Member falls under Section 16 any recommendations for actions by the Board are then further considered by the Chair, who will take whatever actions he considers appropriate and report these to a later meeting.

## **7. Board Member's Code of Conduct**

- 7.1 The Board Member's Code of Conduct has been reviewed. The proposed new document is based on the template document from the National Housing Federation (NHF). The Policy is attached at Appendix C.

## **8. Risk**

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

## **9. Background Papers**

- 9.1 Appendix A – Board and Committee Member Attendance Record  
Appendix B - Declaration of Interests  
Appendix C – Board Member Code of Conduct

## Main Board Attendance Record

BOARD MEMBER	01-Dec-22	02-Feb-23	06-Apr-23	01-Jun-23	03-Aug-23	05-Oct-23	Total meetings attended	Total meetings held	%
Dave Wilkinson, Chair	1	1	A	1	1	1	5	6	83
Dave Richmond	1	1	1	1	1	1	6	6	100
Joe Blackham	1	1	1	A	1	A	4	6	67
Phil Cole	A	1	1	1	1	1	5	6	83
Richard Allan Jones	1	1	1	1	1	1	6	6	100
Sam Bartle	A	A	A	1	1		2	5	40
Steve Lyons	1	1	1	1	1		5	5	100
Stuart Booth	1	A	A	1	1	A	3	6	50
Susan Jones	1	1	A	1	1	A	4	6	67
Milcah Walusimbi	1	1	1	1	1	1	6	6	100
Trevor Mason	1	1	1	1	1	1	6	6	100
Vicky Purnell						1	1	1	100
Barry keable						1	1	1	100

**KEY**

Apologies Received  
Attendance  
Not applicable

A
1

## Audit &amp; Risk Committee Attendance Record

	06-Mar-23	26-Jun-23	30-Oct-23	Total meetings attended	Total meetings held	%
<b>Board Member</b>						
Trevor Mason, Chair	1	1	1	3	3	100
Richard Allan Jones	A	1	1	2	3	67
Milcah Walusimbi	1	1	1	3	3	100
Steve Lyons	1			1	1	100

**KEY**

Apologies Received

A

Attendance

1

Not applicable

## Performance &amp; Improvement Committee Attendance Record

	23-Feb-23	18-May-23	14-Sep-23	16-Nov-23	Total meetings attended	Total meetings held	%
<b>BOARD MEMBER</b>							
Sam Bartle	1	A	1		2	3	67
Stuart Booth - Chair	1	1	1	1	4	4	100
Phil Cole	1	1	A	A	2	4	50
Steve Lyons	1	1	1		3	3	100
Milcah Walusimbi				1	1	1	100
Barry Keable				1	1	1	100

**KEY**

Apologies Received  
Attendance  
Not applicable

A
1



## Building Safety and Compliance Committee Attendance Record

BOARD MEMBER	12-01-2023 (Special DMC)	25-Jan-23	20-02-23 - (Special DMC)	17-May-23	21-Sep-23	23-Nov-23	Total meetings attended	Total meetings held	%
Dave Wilkinson, Chair	A	1	1	1	1	1	5	6	83
Phil Cole	1	1	A	1	1	1	5	6	83
Steve Lyons	1	1	1	1	1		5	5	100
Trevor Mason	1	1	1	1	1	1	6	6	100
Barry Keable						1	1	1	100

**KEY**

Apologies Received  
Attendance  
Not applicable

A
1

Board Training Records

BOARD MEMBER	Health & safety (inc Regulation, compliance and fire Safety)	SafeguardinChildren and Adults	Role of the Board Member	Asset Management	Total meetings attended	Total meetings held	%
	12.01.23	01.06.23	02.11.23	28.11.23			
David Wilkinson, Chair	1	1	1	1	4	4	100
Dave Richmond	1	1	1	1	4	4	100
Joe Blackham	1	X	X	X	1	4	25
Phil Cole	1	X	1	1	3	4	75
Richard Allan Jones	1	1	1	1	4	4	100
Sam Bartle	1	X			1	2	50
Steve Lyons	1	1			2	2	100
Stuart Booth	1	X	X	1	2	4	50
Susan Jones	1	1	X	1	3	4	75
Trevor Mason	1	1	1	1	4	4	100
Milcah Walusimbi	1	X	1	1	3	4	75
Vicky Purnell			1	1	2	2	100
Barry Keable			1	1	2	2	100

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

## Board Strategic Planning Attendance Record

BOARD MEMBER	Board Strategic Planning 06/07/2023	Board Strategic Planning 02/11/2023	Total meetings attended	Total meetings held	%
Dave Wilkinson, Chair	1	1	2	2	100
Dave Richmond	1	1	2	2	100
Joe Blackham	1	A	1	2	50
Phil Cole	1	1	2	2	100
Richard Allan Jones	1	1	2	2	100
Sam Bartle	1		1	1	100
Steve Lyons	1		1	1	100
Stuart Booth	1	A	1	2	50
Susan Jones	A	A	0	2	0
Milcah Walusimbi	1	1	2	2	100
Trevor Mason	1	1	2	2	100
Vicky Purnell		1	1	1	100
Barry Keable		1	1	1	100

**KEY**

Apologies Received

A

Attendance

1

Not applicable

## St Leger Homes of Doncaster Limited

### Register of Board Members' Interests Revised following 2023 AGM

Name	Category	Interest	Date Interest Arose	Date Interest Ceased	Date of Retirement
Dave Wilkinson	IBM	<ul style="list-style-type: none"> <li>• Director – Interaction &amp; Communication Academy Trust</li> </ul>	On Incorporation	01.01.23	
Barry Keable	TBM	<ul style="list-style-type: none"> <li>• Tenant of City of Doncaster Council</li> </ul>	20.02.17		
Vicky Purnell	TBM	<ul style="list-style-type: none"> <li>• Employee of Doncaster and Rotherham and Humberside NHS</li> <li>• Tenant of City of Doncaster Council</li> </ul>	October 92  30.01.19		
Milka Walusimbi	TBM	<ul style="list-style-type: none"> <li>• Tenant of DMBC owned property</li> <li>• Employee of the Royal Mencap Society</li> <li>• Employee of City of Doncaster Council</li> </ul>	14.12.2017(joint to single) July 2013 27.02.23		
Trevor Mason	IBM	<ul style="list-style-type: none"> <li>• N/A</li> </ul>			
Stuart Booth	IBM	<ul style="list-style-type: none"> <li>• Employee of Paystream</li> </ul>	17.10.22		
Susan Jones	IBM	<ul style="list-style-type: none"> <li>• Owner/Partner - Jones Management Solutions Ltd</li> <li>• Director - Maria Mallaband Care Group</li> </ul>	On Incorporation 29.10.21		
Phil Cole	CBM	<ul style="list-style-type: none"> <li>• Councillor of Doncaster Metropolitan Borough Council</li> <li>• Consultant trainer with Dods Group</li> <li>• YPO Director (DMBC Representative)</li> <li>• Volunteer at Friends of Martinwells Lake</li> <li>• Citizens Advice (Doncaster) DMBC representative</li> <li>• Spouse is Chair of Humber Teaching NHS</li> </ul>	May 2012  2020 2014 2010 2021 n/a		

		Foundation Trust, which I believe may tender for contracts in SYICS area.			
Joe Blackham	CBM	<ul style="list-style-type: none"> <li>• Councillor of Doncaster Metropolitan Borough Council</li> <li>• Director of South Yorkshire Passenger Transport Executive Board</li> <li>• Moorends Miners Welfare Trustee</li> </ul>	2004 18.11.20 2002	31.03.23	
Richard Allan Jones	CBM	<ul style="list-style-type: none"> <li>• Councillor of Doncaster Metropolitan Borough Council</li> <li>• Finningley Parish Council</li> <li>• Sprotbrough Community Library</li> </ul>	May 2014 (although had previously been a councillor before that he missed a year) May 2023 27.11.19		
Alan David Richmond	Chief Executive	<ul style="list-style-type: none"> <li>• Chief Executive of St Leger Homes of Doncaster</li> <li>• Non Executive Director of Unity Housing Association Ltd</li> <li>• Non-Executive Director – Northern Housing Consortium</li> <li>• Non-Executive Director – 54North</li> </ul>	01.10.20 14.11.21 October 23 01.12.23	31.03.23	
<b>Retired / Resigned</b>					
Sam Bartle	TBM	<ul style="list-style-type: none"> <li>• Tenant of DMBC owned property</li> </ul>	23.02.2004		19.09.23
Steve Lyons	TBM	<ul style="list-style-type: none"> <li>• Tenant of DMBC owned property</li> <li>• Board Member of Healthwatch Doncaster</li> <li>• Volunteer Great North Road Medical Group Patient Forum (PPG)</li> </ul>	03.05.1982 2017 2012		19.09.23



**St Leger Homes of Doncaster**

**Board Code of Conduct 2023**

## **Introduction:**

It is vital for the reputation of social housing that everyone who works for or represents a housing provider is held to the highest standards of conduct.

The purpose of this Code of Conduct is to provide Board Members of St Leger Homes of Doncaster with clear guidance as to the required standards of behaviour and responsibilities in fulfilling their obligations in promoting high standards of governance. It applies to all Board Members of St Leger Homes of Doncaster as well as any other people appointed by Boards to sit on any of its Committees.

St Leger Homes of Doncaster have adopted the National Housing Federation Code of Governance 2020 and this Code is a companion document to be used in conjunction with the Code of Governance.

Board Members must observe the St Leger Homes of Doncaster Board Member Code of Conduct and other arrangements put in place to assure good governance whenever they:

- conduct the business of the organisation;
- conduct the business of the office to which they have been nominated, elected or appointed;
- act as a representative of the organisation

It is the role of the Company Secretary to help Board Members adhere to this Code of Conduct. Where there are examples of situations likely to lead to potential conflicts of interest that may be difficult to manage, Board Members are asked to seek advice from the Company Secretary on any matter of concern relating to this Code of Conduct.

Board Members shall co-operate fully in any investigation or enquiry that arises from any complaint or allegation of breach of this Code of Conduct.

## **Application of this Code:**

The Code cannot aim to cover every situation in which people may find themselves as they perform their duties.

You need to apply good judgement even when the code does not contain specific requirements. It is always important to consider how any action taken or decision made aligns with St Leger Homes of Doncaster's purpose, values and behaviours and what impact it may have upon tenants, customers and residents and St Leger Homes of Doncaster's reputation.

St Leger Homes of Doncaster and City of Doncaster Council's policies and procedures will support the application of this code.

## **How the code is structured:**

The Code is split into four main parts:

1. Acting in the best interests of St Leger Homes of Doncaster and its tenants, customers and residents
2. Behave with integrity:
3. Conduct yourself professionally and treating others well

#### 4. Protecting yourself, others and the environment

Each part of the Code comprises a set of principles and detailed expectations, which follow in more detail.

### Part One: Acting in the best interests of the company and its customers

#### A. Meeting your responsibilities

**The Principle:** You must fulfil your duties and obligations responsibly, acting at all times in good faith and in the best interests of the organisation and for the delivery of its strategic objectives. Board Members are expected to play an active role at Board meetings and should be prepared to spend an appropriate amount of time reading papers and preparing for meetings.

1. You must always try to fulfil the requirements of your role to the best of your ability (as outlined in the St Leger Homes of Doncaster Board Terms of Reference). If any circumstances arise that limit your ability to meet your responsibilities, you must raise this through the appropriate channels to the Company Secretary.
2. In carrying out your role, you must always seek to further the organisation's strategic objectives, reflecting the organisation's desired culture and behaviours.
3. You must not act in a way that discriminates against, or unjustifiably favours, particular individuals, groups or interests, including on the basis of any protected characteristics they may have.
4. You must consider the impact of your actions on the safety and wellbeing of Tenants, customers and residents.
5. You must respect the principle of collective decision-making and corporate responsibility.
6. You must ensure that you declare to the organisation any relevant personal relationships, employment and other appointments you hold, and that these do not interfere with your ability to perform or conflict with your role as a Board member.

#### B. Representing the organisation

**The Principle:** In representing the organisation in any capacity, including at external events, in dealings with outside bodies and on social media, you are an ambassador for the organisation and must uphold and promote its values, objectives and policies.

1. In representing the organisation, you must act in accordance with its values, behaviours, policies and goals.



2. You must not conduct yourself in a manner that could reasonably be regarded as bringing the organisation into disrepute.
3. You must not make derogatory, false or otherwise damaging comments, in person or through any medium, about the organisation or any person, service or organisation connected with it.
4. You must not seek to officially represent the views or position of the organisation without prior authority.
5. You must adhere to the organisation's policies in the use of email, intranet and internet services, including social media.
6. When representing the organisation through any medium, including social media, you must at all times act with professionalism.
7. Where any personal social media accounts refer to your role with the organisation, you must make it clear in what capacity you are communicating.
8. If you intend to engage in an activity, including political or campaigning activity, which may reasonably be regarded to affect the organisation, you must obtain prior consent. Such consent must not be unreasonably withheld unless your activity poses a material risk to the organisation.
9. Individuals with a conflict should not take part in discussions and decisions relating to that conflict and should be prepared to resign if the conflict is material or long-standing, and in the opinion of the Board cannot be managed appropriately.

## **Part Two: Behaving with integrity**

### **C. Conflicts of interest**

**The Principle:** You must take all reasonable steps to make sure that no conflict arises, or could reasonably be perceived to arise, between your duties to the organisation and your personal interests, other duties and relationships.

All Board Members are expected to complete and sign an annual declaration of interests, which will be held with the statutory books by the Company Secretary and is open for public inspection. This is in addition to the requirement to declare any interests at the commencement of Board and committee meetings. They should inform the Company Secretary promptly of any change of circumstances that affect their declaration of interests or affects information supplied to Companies House to register them as a Board Member.

1. You must formally declare to the organisation, at the earliest opportunity, any interests, which may, or may be perceived to or may in the future, conflict with the duties of your role.
2. You must declare any known relationship to a person applying for or performing a role within the organisation and must not be involved in their appointment, performance management or reward.
3. You must declare any known relationship to a tenant, potential tenant or other customer of the organisation. You must not be involved in decisions relating to their relationship with the organisation or seek or accept preferential treatment for them.
4. You must declare any known relationship to a person or organisation seeking appointment as a contractor or supplier to the organisation and must not be involved in their appointment, performance management or reward.
5. Except where specifically permitted, as set out in the organisation's relevant policy, you must avoid using its contractors and suppliers for private purposes.
6. You must not use, or attempt to use, your position to promote personal interests or those of any connected person, business or other organisation for personal gain.
7. Individuals with a conflict should not take part in discussions and decisions relating to that conflict and should be prepared to resign if the conflict is material or long-standing, and in the opinion of the Board cannot be managed appropriately.

#### **D. Bribery, gifts and hospitality**

**The Principle:** In your role, you must not offer, seek or accept bribes or inducements to act improperly or corruptly. You must not seek or accept gifts, hospitality or other benefits from individuals or organisations that might reasonably be seen to compromise your judgement or integrity or place you under an obligation to those individuals or organisations. You must not seek or accept preferential treatment in the provision of benefits such as housing, accommodation or employment.

1. You must not solicit or seek gifts or hospitality or other benefits.
2. Any gifts or hospitality offered to or by you must be either declared or declined.
3. If you are offered a bribe, hospitality or a gift, which is or may be in return for expected preferential treatment, you must decline and declare this immediately to the Company Secretary, providing written details of the benefit.

#### **E. Funds, resources and personal benefit**

**The Principle:** You must not misuse the company's funds or resources or seek preferential treatment for your own personal benefit.

1. You must ensure that the company's funds and resources are used properly and efficiently.
2. Your procurement decisions must be guided by company policy and fairness in decision-making and in line with relevant law.
3. You must take all reasonable measures to protect company funds, resources, property and assets from fraud, theft, damage and misuse.
4. Board Members will be reimbursed for reasonable out of pocket expenses incurred in undertaking their role. All claims must be submitted in line with the St Leger Homes Board Member Expenses Policy.

## **F. Confidentiality**

**The Principle:** You must process information in accordance with the law and St Leger Homes policies and procedures.

1. You must not disclose, without the required permission and authority, any personal data about tenants, customers, staff or colleagues.
2. You must not disclose, without authority, any confidential or sensitive business information. This duty continues to apply after you have left the organisation or stepped down from your position.
3. You must not, without authority, pass or distribute to the press or media or any other external recipient(s) any unpublished information or materials relating to the organisation, unless you are doing so in accordance with the organisation's whistleblowing policy and procedure.
4. You must not prevent another person from gaining access to information to which they are entitled to by law.

## **G. Reporting concerns**

**The Principle:** You must report to the appropriate person within the organisation any reasonable suspicions you have about possible wrongdoing in line with your organisation's relevant policies and procedures.

1. If you have a concern about possible wrongdoing, you must immediately report it to the Company Secretary. This includes becoming aware of potentially dishonest or fraudulent activity, and material breaches of this Code or relevant legislation including health and safety.
2. If you believe that you are being required to act in a way, which conflicts with this Code or legislation, you must immediately report it to the Company Secretary.

3. You must not victimise or disadvantage any person who uses or intends to use St Leger Homes Whistleblowing policy or procedures to report actual or alleged wrongdoing.

## **Part Three: Conducting yourself professionally and treating others well**

### **H. Respect for others**

**The Principle:** You must treat all others with respect and consideration.

1. You must treat everyone you meet in the performance of your role with equal respect, care and consideration.
2. You must show respect for individuals' chosen identities.
3. You must promote, through your own behaviours, an organisational culture that is welcoming, accepting and accommodating to people of all backgrounds, cultures and personal and protected characteristics.
4. You must not harass, bully or attempt to intimidate any person, or use threatening or aggressive behaviour or other discriminatory behaviours. You must seek to avoid micro aggressions in your speech and behaviour.
5. You must not display materials in your workplace or use language in the performance of your role which other people might reasonably find offensive.
6. You must report through appropriate channels any instances of unfair or unequal treatment in the workplace and, where it is your role to do so, you must investigate any such reports thoroughly, with compassion and respecting confidentiality.

### **I. Working with tenants, residents and other customers**

**The Principle:** You must be professional, fair and courteous in all your dealings with tenants, residents and other customers.

1. You must seek and value views from tenants, residents and other customers when making decisions that will affect them.
2. You must not allow any personal relationship with a tenant, resident or other customer to influence how you discharge your role and responsibilities.
3. You must not give personal gifts or loans of money to, or receive personal loans or gifts of money from, tenants, residents or other customers.
4. You must handle tenants', residents' and other customers' money only where absolutely necessary and ensure that a receipt is completed for every

transaction. In any event, you must operate in accordance with the organisation's financial policies, procedures and controls to ensure appropriate handling of any and all funds.

5. You must not invite or influence a resident or other customer unless they are a person who you are closely connected to, to make a will or trust under which you are named as executor, trustee or beneficiary.

## **J. Professional relationships**

**The Principle:** Board members, staff and involved tenants / residents must maintain constructive, professional relationships with each other, based on a sound understanding of their respective roles.

1. You must not ask or encourage the commitment of wrongdoing, including any breach of this Code.
2. Your relationships with staff and involved customers must be constructive and professional.
3. You must set an example by demonstrating the highest standards of integrity and ethics and your alignment with the values, policies and objectives of the company.
4. Where it is necessary to raise issues of staff, Board or contractor performance, these must be raised constructively and through the appropriate channels.
5. You must not undermine or appear to undermine the authority of a senior officer in their dealings with a more junior member of staff.
6. You must behave in a professional manner, maintaining independence and integrity at all times. This will include avoiding inappropriate personal familiarity with members of staff.
7. Unless you have specific and, where practicable, written delegated authority to do so, you must not individually give instruction or direction to any member of staff or contractor.

## **K. Learning and development**

**The Principle:** In partnership with the company, you must take responsibility for your own learning and development, regularly updating and refreshing your skills and knowledge.

1. You must play an active part in the supervision and performance appraisal process.
2. You must offer open and constructive feedback to others and invite feedback about your own performance.

3. You must make your personal training and development needs relevant to your role known to the company.
4. Unless there are exceptional reasons, you must attend learning and development events as required.
5. You must keep your knowledge up to date in those areas in which you are a specialist, as well as keeping abreast of any matters relating to the company and the wider housing sector.

## **Part Four: Protecting yourself, other people and the environment**

### **L. Health, safety and security**

**The Principle:** Your conduct, actions and decision-making must promote the health, safety, security and wellbeing of yourself or others.

1. You must not knowingly put your own or others' health, safety, security or wellbeing unnecessarily at risk.
2. If you have any concerns about the health, safety, security or wellbeing of yourself, another individual or a group of individuals connected with the company, you must report this immediately through the appropriate channels.

### **M. Protecting the environment**

**The Principle:** Within your role at the organisation, you must strive to avoid or reduce possible negative environmental impacts.

1. In carrying out actions or making decisions in the performance of your role, you must consider the environmental impact of your decisions and where you are able, seek to achieve positive environmental outcomes.
2. You should consider the long-term environmental impact of your decisions.

### **Organisational Values**

Board Members are required to act in accordance with the following organisational values, which they have adopted (from the approval of the Corporate Plan 2024-2029):

People, Pride, Performance and Progress.

### **Failure to follow the Code of Conduct**

Board Members should recognise that failure to follow this Code of Conduct may damage St Leger Homes of Doncaster's reputation and its work and so will be viewed as a disciplinary matter.

In the event of an alleged breach of the Code by a Board Member, any investigation or action will be initiated by the Chair, or Vice Chair, of the Board or the Company Secretary. The Company Secretary will appoint an Investigating Officer. Subsequent action will be considered in accordance with St Leger Homes of Doncaster's constitution.

Complaints may be made by members of the public, other organisations, Board Members or officers of St Leger Homes of Doncaster or Members or officers of City of Doncaster Council. Complaints must specify details of the alleged breach of the Code and provide details of all evidence available to support the complaint. Complaints should be made in writing as soon as practicable.

All Board Members and Officers of St Leger Homes of Doncaster have a duty to cooperate with any requirement of the Investigating Officer or other persons in the conduct of an investigation.

Whenever a complaint is received, the investigator will first seek to resolve the matter without the need for formal investigation and the investigator will continue to seek an informal resolution of the matter throughout the processes described below.

The Investigating Officer will make informal inquiries and investigations in order to assess how a complaint should be dealt with. In particular, the Investigating Officer may provide full details of the complaint to the subject member in order that they may respond to the allegation without the need for a formal investigation. If a complaint cannot be informally resolved, the Investigating Officer may take such of the following actions in respect of a complaint as s/he feels appropriate;

- a) Reject the complaint;
- b) Investigate the complaint where s/he deems it appropriate and report his/her findings back to the Chair/Vice Chair/Managing Director and Company Secretary.;

The Company Secretary will report all complaints and the outcome of investigations to the Board.

## **COMMUNICATION, MONITORING AND REVIEW OF THE CODE**

This Code of Conduct is subject to a review, in line with the NHF Code of Governance Guidelines every year. Board Members will also sign the Code of Conduct annually to confirm their continuing commitment to uphold the values and behaviours contained within this Code.

Declarations of Interest will be confirmed at the start of every Board and Committee meeting as usual.

## **Acceptance of the code**

All Board / Committee Members must accept and sign a copy of this Code to show they have understood the responsibilities they are undertaking.

Print name:

Signed:

Date:



# **ST LEGER HOMES OF DONCASTER LTD**

Company limited by guarantee registered in England  
Company Number 05564649

## **Board Meeting**

# **REPORT**

**Date** : 07 December 2023

**Item** : 10

**Subject** : Q2 Revenue Monitoring Report  
2023/24

**Presented by** : Julie Crook  
Director of Corporate Services

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

**Purpose** : To inform Board of the projected  
revenue income and expenditure for  
2023/24 and the actual and committed  
income and expenditure to date as at  
30 September 2023.

### **Recommendation :**

For Board to note the Revenue Monitoring report as at 30 September 2023 and the projected outturn for the financial year 2023/24.

**Company Number 05564649**  
**A Company Limited by Guarantee Registered in England**

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

**Agenda Item No. 10**  
**Date: 07 December 2023**

**1. Report title**

1.1. Quarter 2 (Q2) Revenue Monitoring Report 2023/24.

**2. Purpose**

2.1. To report income and expenditure to 30 September 2023, projected for 2023/24, variances to the approved budget and related commentary.

**3. Executive Summary**

3.1. At the Q2 halfway stage of 2023/24, there are a number of variances to budget in the projected outturn to 31 March 2024, due to known impacts or applied assumptions. These are commented on below.

3.2. An overall **Deficit** is projected for the year of £452k and has increased by £14k from the Q1 figure. However, the overall Deficit figure is **before** additional Hosing Revenue Account (HRA) and General Fund (GF) Management Fees of £458k from Doncaster Council (CDC) have been included.

3.3. These additional fees will go towards known or anticipated inflation or virement impacts (see 3.3 below). A revised overall **surplus of £6k** is projected after accounting for these.

	<b>Q2</b>	Q1
	<b>23/24</b>	23/24
	<b>£k</b>	£k
Projections		
HRA	<b>372</b>	468
General Fund	<b>80</b>	-30
SLHD	<b>452</b>	438
Additional Management Fee	<b>-458</b>	-437
SLHD Revised Projection	<b>-6</b>	1

3.4. The additional management fee items are as follows.

<u>Budget</u>	<u>Comments</u>	<u>£k</u>	<u>Reason</u>
Pay award	Assumed £1,925 per employee (~6.6%)	669	Inflation
Pension costs	Contribution rate reducing to 10.2%	-534	Inflation
Ext. Contractor	Dunbar (lifts) (£12k), FRAs (£16k), Switch 2 G6 (£28k)	58	Inflation
Office costs	Civic Office (£96k) and Shaw Lane (£58k) rates (£10k)	164	Inflation
District Heating	Fee for maintenance costs in SLHD from Council	101	Virement
		<u>458</u>	

3.5. The report below comments on the main variances and **highlights the very tight projected outturn position** and robust financial control required to ensure we operate within budget.

#### 4. Budget pressures / projected variances

##### HRA OPERATIONS - Commentary on main variances

- 4.1. HRA operations are projecting a Deficit of £372k before any additional management fee for inflation or virement. The table below summarises the main variances projected at Q2 compared to Q1, and why these are expected to occur. Further comments appear below

<u>Variances</u>	HRA	HRA	Comments
	Q2 projected variance £k	Q1 projected variance £k	
Salaries (excl Call Out)	-1,612	-1,556	Vacant posts, pay award. See below
Salaries - Call Out costs	361	361	Budget £663k, Projection £1,024k
Temporary staff	184	115	Vacant post cover
Supplies and Services	374	212	Project Management £212k, District Heating maintenance £101k (see additional m'ment fee)
Premises / SLA	154	154	Civic Office, Shaw Lane, Temp Accom (GF)
Strategic Asset SLA	-70	0	23/24 costs agreed with CDC, recruitment issues the reason for the reduced costs.
Utilities	-151	0	Efficiencies gas/electricity usage/price on Communal Halls & Offices
Building Materials	302	169	CO detectors, Heating capital scheme (see additional income below), £50k revenue voids
Fuel	-153	-152	Reduced cost due to efficiencies and price fall
External Contractors	1,134	947	EICR £612k, Wates £170k – see below
Net Others	35	174	
Capital Income	-830	-597	Primarily CO detectors (£524k) and Heating replacements (£120k). see below
Other Income	-81	-81	External Funding (2x Mental health practitioners)
Other income – Pension	725	722	Pension refund replaced by reduced contributions
<b>Deficit / (-) Surplus</b>	<b>372</b>	<b>468</b>	

- 4.2. Salary costs – the budget assumed a 4% pay award but this is still not finalised. Negotiations to date involve an increase of £1,925 per employee so this has been assumed at this stage, which equates to approximately 6.6% and an additional £668k.
- 4.3. Salary costs – Pension contributions were budgeted at 16.0% and a cash refund of £725k. Terms changed at the start of the year 10.2% and no refund. The effect was a cost saving of £1,259k on contributions partially offset by removal of the £725k, leading to a net saving of £534k (see table at 3.4).
- 4.4. Vacant posts are under review in all areas to identify if they need to be filled, the impact on service delivery and alternatives, and when they are likely to be filled.
- 4.5. Corporate Services is relatively stable vacancy wise and the restructure in Housing Management commenced on 31 July and is progressing.

4.6. External contractors are projecting to be £1,134k over budget. Variances to originally anticipated expenditure are listed below :

	<b>Q2</b>	Q1
	<b>23/24</b>	23/24
<u>Expenditure comments</u>	<u>£k</u>	<u>£k</u>
EICR contractors funded by CO detectors surplus and electrical vacancies	<b>681</b>	612
Wates £40k spend last year - rest is slippage and is unfunded in 23/24	<b>170</b>	170
Dunbar Boardman costs	<b>13</b>	13
Fans - remedial works for high rise buildings	<b>11</b>	1
Dentons- includes 22/23 showers legacy, repairs to pipe dead legs in high rises	<b>90</b>	30
Dale Comms, Network Comms, ad hoc contractors (Responsive Repairs)	<b>76</b>	0
Metrorod - Responsive repairs	<b>48</b>	29
Voids revenue works	<b>47</b>	47
High Rise Cladding Maintenance	<b>-43</b>	0
Fire Risk Assessments	<b>63</b>	63
Net others	<b>-22</b>	-28
	<b>1,134</b>	937

4.7. An additional £69k has been projected on EICR tests as a new contractor is able to pick up any shortfalls to clear the backlog. This additional pressure will be funded by additional capital income generated through the heating/boiler replacement scheme.

## GENERAL FUND (GF) OPERATIONS - Commentary on main variances

- 4.8. GF operations are projecting a Deficit of £80k before any additional management fee for inflation. The table below summarises the main variances projected at Q2 compared to Q1, and why these are expected to occur. Further comments appear below

	GF	GF	Comments
<u>Variances</u>	Q2 projected variance £k	Q1 projected variance £k	
Salaries (excl Call Out)	-142	-140	Vacant posts, pay award. See below
Temporary staff	10	10	Vacant post cover
Supplies and Services	424	254	Demand on hotels, security and equipment
Premises / SLA	194	114	Civic Office, Shaw Lane, Temp Accom (GF)
Net Others	-66	-39	
Other Income	-387	-279	Increased HB due to higher hotel and TA costs
Other income – Pension	47	50	Pension refund replaced by reduced contributions
<b>Deficit / (-) Surplus</b>	<b>80</b>	<b>-30</b>	

- 4.9. Salary costs - implementation of the new structure within Home Options is well underway, with the temporary employees from the 22/23 structure now ending, some of whom have been appointed in the new structure. Some have left early having found other jobs and some have had their temporary contracts extended.
- 4.10. A full review of all posts in the new structure has been undertaken and assumptions applied to those still vacant, and recruitment has started or is about to. Where other vacancies exist or are expected, a three-month recruitment period is assumed. Staffing turnover continues to place pressure on the service and is a risk to performance, eleven posts are currently vacant with recruitment in progress.
- 4.11. Salary savings total £142k and current and anticipated workloads are and will continue to be analysed to see if this will need to be utilised with further temporary recruitment.
- 4.12. Service demand remains high and continued use of hotels, albeit with improved turnover, is unlikely to reduce in the second half of the year. Indeed, there is a risk of further increases due to winter pressures, continuing cost of living crisis and demand stimulated by central government initiatives such as, the Asylum Migration Integration Scheme that is fast tracking assessments and a reduced notice period of seven days to leave accommodation.
- 4.13. Hotel costs remain high, however occupancy levels at the end of the second quarter are 35.4% lower than the same period last year and are stable. 20-25% of rooms are occupied by Rough Sleepers and Immigration cases. Hotel spend is projected to be £952k, just over a third higher than budget.

- 4.14. In addition, related security costs are projected to be higher than budget. It is anticipated that provision of security at Restover Lodge will continue for the remainder of the financial year. Costs have been projected accordingly and show an overspend to budget of £98k, which together with hotel and other related costs means a projected overspend of £351k.
- 4.15. The temporary accommodation (TA) budget assumes 110 properties in use throughout the year. Numbers have averaged 141 in the year to date, reaching 160 in July and reducing slightly to 149 at end of September. 160 has been assumed for the rest of the year leading to an overspend of £203k, it anticipated that 95% of this will be recovered by rent and housing benefit recovery
- 4.16. The increase in TA is resulting in increased demand for void turnaround and replacement of equipment. This is projected to overspend by £72k, however it is partially offset by a reduced forecast for TA cleaning £18k, as a result of increased use of caretakers and reduced use of external providers.
- 4.17. Other income is projected to be £387k higher than budget reflecting 90% recovery of additional Housing Benefit from the increased hotel costs and 95% for temporary accommodation costs.
- 4.18. No additional funding, ie grant income, has been assumed other than budgeted.
- 4.19. All other budget lines have been projected in line with their respective budgets.

## **5. OPERATIONS – Heads of Service (HOS) commentary on year to date key operational points and Risks/Key issues/Actions**

### Housing and Customer Services:

- 5.1. The Housing Management realignment was implemented on 31<sup>st</sup> July 2023, recruitment is ongoing to vacant posts many of which are internal appointments resulting in further vacancies to be backfilled, with agency cover required in the Caretaker Service and ASB Teams.
- 5.2. Savings have been identified on staff travel expenses, mileage costs and furniture budgets and a total saving of £30k.
- 5.3. There is potential budget pressure on the Housing Services temporary accommodation budget due to void rent loss charges relating to tenants fleeing violence and associated hotel accommodation costs. This process has been reviewed and it is expected that costs the second half of the financial year will reduce.
- 5.4. Additional income over the budgeted amount includes £81k relating to grant funding for 2.00 FTE Mental Health Navigator posts in the Tenancy Support team.

### Corporate Services:

- 5.5. No major budget pressures emerging in the quarter and the only issue has been the higher than normal levels of sickness within the Directorate, increasing workloads and delaying some work.

## Property Services: Asset Management Services

- 5.6. At the end of September, the Directorate is projecting a Deficit of £42k and has reduced by a further £53k from the previous month due to vacant posts and utility savings on Communal Halls. The overall overspend relates to known higher spend levels for which some additional management fee income will be received, namely:
- Increased rental costs at Shaw Lane following the rent review, not fully budgeted;
  - Increased SLA costs for accommodation at the Civic, not fully budgeted;
  - Costs (~£200k) for project management (AHR) of the Balby Bridge render remediation scheme. It was put in place due to the number of vacancies within the commercial team, with the intention to use the budget for these vacancies to fund AHR. However, the vacancies covered a range of activities and not just Balby Bridge and are now starting to be filled and therefore the arrangement with AHR is being currently reviewed. If their expertise and support is still required with ongoing contractor cladding issues, no actions have been taken from the previous month, but a briefing note to EMT to seek approval of any additional spend will be submitted if required.
- 5.7. Staff recruitment and retention remains the main risk area, although recruitment in the last two months has been successful there have been three recent vacancies due to internal transfers so there are eight vacant posts in the service area. The Commercial Service Manager post is still proving difficult to recruit and has been vacant for nine months now.

## Property Services: Building Services

- 5.8. Staff costs: Recruitment difficulties continue in some parts of Property Services although adverts are kept open to interview as and when a suitable candidate is available. Currently trade staff turnover is breaking even as where posts have been recruited to this has been offset with leavers. All posts that become vacant have seen a quick turnaround in the recruitment process in an attempt to fill the posts. Generally, savings from vacant posts are funding overtime, agency staff and/or contractors to ensure delivery and performance targets are attainable.
- 5.9. The now eight Electrician vacancies are also funding the EICRs (electrical tests) completed by contractors, as agreed by EMT.
- 5.10. Call out salary costs are projecting to be £940k. Although this is projecting £220k less than last year's outturn figure of £1,160k, it is still £309k (49%) over the £630k budget for 2023/24. This also incurs additional holiday pay which is projecting to be £52k over budget.
- 5.11. Other areas to note impacting on budgets are:
- Transport – fuel savings of £151k projected as anticipated level of price increases not fully materialising, although prices have seen a slight increase recently. Monthly analysis will closely track any fluctuations. Previously, usage has dropped by approx. 2,500 litres a month (nearly 9%) as we stabilise the areas on 'One repairs', however there was a spike in usage for September as the backlog of repairs is being addressed.

Currently there is a small buffer in the projection for winter months and further price increases.

- Materials – projecting £302k over budget; The main reasons for this variance are
  - £190k CO detector replacement programme for all properties in this financial year. Increased income will result from this and the net surplus will partially fund the EICRs;
  - £48k for additional capital Heating works that will generate a further £120k income to fund the additional EICR tests by external contractor; and
  - £50k increase on revenue void works due to the high volume of void properties and the value of repairs higher than average.
- External Contractors – as detailed at 2.6 above. Some responsive and void contractor works are being funded by vacancies but all contractor spend is being closely monitored due to budget pressures;
- Capital Income - additional income from CO detectors and Heating/boiler replacements as above.

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

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

5.13. Capital income : The table below summarises the main areas of variance to budget for contributing to the additional £830k projected, most of which (£523k) is from additional CO work.

	Budget	Projection	Variance
	£k	£k	£k
Management Fee	1,500	1,500	0
Mech and Elec	2,645	3,168	643
Voids/acquisitions	3,240	3,585	345
Planned	<b>5,452</b>	<b>5,265</b>	<b>-158</b>
	<b>12,837</b>	<b>13,473</b>	<b>830</b>



## General Fund : Home Options

- 5.14. The two main challenges and risk areas have been around
- the restructure and staffing levels, as commented on above; and
  - demand for services.
- 5.15. Core operations continue to experience high demand for the services and placements in hotel accommodation

## Staffing levels

- 5.16. As referred to above, vacancies exist in all Directorate as a result of employee turnover, difficulties in recruiting or ongoing restructures and realignments. The table below summarises the number of vacant posts in each area with quarterly comparatives from 2022/23. The budget assumed a Vacancy Factor of 4% which equates to approximately 34 Whole Time Equivalents (WTEs).

	<b>Q2</b>	Q1	Q4	Q3	Q2	Q1
	<b>23/24</b>	23/24	22/23	22/23	22/23	22/23
<u>Directorate</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>	<u>WTE</u>
Housing and Customer	<b>9.0</b>	19.0	9.6	15.1	6.5	11.7
Corporate	<b>5.5</b>	5.7	2.0	3.5	3.0	6.0
Asset Management/H&S	<b>9.0</b>	11.0	12.6	13.1	17.8	22.4
Property	<b>42.0</b>	45.5	42.5	44.0	44.4	55.2
Home Options (GF)	<b>11.0</b>	4.0	*1.0	*1.0	*2.5	*23.0
Totals	<b>76.5</b>	85.2	67.7	76.7	74.2	118.3

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

## **6. Recommendation**

- 6.1. For Board to note the Revenue Monitoring report as at 30 September 2023 and the projected outturn for the financial year 2023/24.

## **7. Procurement**

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

## **8. Value For Money**

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

## **9. Financial Implications**

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

## **10. Legal implications**

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

## **11. Risks**

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

## **12. IT Implications**

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

## **13. Consultation**

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

## **14. Equality and Diversity**

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

## **15. Communication**

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

## **16. Environmental**

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

### **Report author**

Nigel Feirn

Budget Monitoring Working Papers 2023/24 Budget  
Appendices – Revenue summaries for SLHD, HRA and General Fund

## St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 September 2023

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2023 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
<b>Management Expenditure</b>							
Employee Expenses	32,097	16,050	14,431	-1,619	<b>30,881</b>	<b>-1,216</b>	<b>-4%</b>
Premises Expenses	2,239	1,120	577	-543	<b>2,363</b>	<b>124</b>	<b>6%</b>
Transport	2,576	1,290	1,232	-58	<b>2,418</b>	<b>-158</b>	<b>-6%</b>
Supplies & Services	4,385	2,190	2,544	354	<b>5,175</b>	<b>790</b>	<b>18%</b>
Materials-Buildings Services	7,667	3,830	3,826	-4	<b>7,969</b>	<b>302</b>	<b>4%</b>
Service Level Agreements	4,234	2,120	1,036	-1,084	<b>4,248</b>	<b>14</b>	<b>0%</b>
<b>Total Management Expenditure</b>	<b>53,197</b>	<b>26,600</b>	<b>23,646</b>	<b>-2,954</b>	<b>53,054</b>	<b>-143</b>	<b>0%</b>
<b>Maintenance Expenditure</b>							
External Maintenance Contractors (Revenue)	1,576	790	1,291	501	<b>2,710</b>	<b>1,134</b>	<b>72%</b>
<b>Total Maintenance Expenditure</b>	<b>1,576</b>	<b>790</b>	<b>1,291</b>	<b>501</b>	<b>2,710</b>	<b>1,134</b>	<b>72%</b>
<b>Gross Expenditure</b>	<b>54,774</b>	<b>27,390</b>	<b>24,937</b>	<b>-2,453</b>	<b>55,764</b>	<b>990</b>	<b>2%</b>
<b>Income</b>							
Management Fee - HRA	-36,687	-18,340	-18,344	-4	<b>-36,788</b>	<b>-101</b>	<b>0%</b>
Management Fee - General Fund	-2,503	-1,250	-1,252	-2	<b>-2,503</b>	<b>0</b>	<b>0%</b>
Recharges to Capital Schemes (In House)	-12,837	-6,420	-7,517	-1,097	<b>-13,666</b>	<b>-829</b>	<b>6%</b>
Other Income	-2,747	-1,370	-169	1,201	<b>-2,455</b>	<b>292</b>	<b>-11%</b>
Direct Charge to HRA	0	0	0	0	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total Income</b>	<b>-54,774</b>	<b>-27,380</b>	<b>-27,282</b>	<b>98</b>	<b>-55,412</b>	<b>-638</b>	<b>1%</b>
<b>Surplus(-) / Deficit</b>	<b>0</b>	<b>10</b>	<b>-2,344</b>	<b>-2,354</b>	<b>352</b>	<b>352</b>	<b>-</b>

## St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 September 2023 - Home Options (General Fund)

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2023 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
<b>Management Expenditure</b>							
Employee Expenses	1,957	980	861	-119	1,819	-137	-7%
Premises Expenses	872	440	53	-387	1,050	178	20%
Transport	0	0	0	0	0	0	-
Supplies & Services	1,207	600	838	238	1,633	427	35%
Materials-Buildings Services	0	0	0	0	0	0	-
Service Level Agreements	43	20	0	-20	43	0	0%
<b>Total Management Expenditure</b>	<b>4,078</b>	<b>2,040</b>	<b>1,753</b>	<b>-287</b>	<b>4,545</b>	<b>467</b>	<b>11%</b>
<b>Maintenance Expenditure</b>							
External Maintenance Contractors (Revenue)	0	0	0	0	0	0	-
<b>Total Maintenance Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Gross Expenditure</b>	<b>4,078</b>	<b>2,040</b>	<b>1,753</b>	<b>-287</b>	<b>4,545</b>	<b>467</b>	<b>11%</b>
<b>Income</b>							
Management Fee - HRA	0	0	0	0	0	0	-
Management Fee - General Fund	-2,503	-1,250	-1,252	-2	-2,503	0	0%
Recharges to Capital Schemes (In House)	0	0	0	0	0	0	-
Other Income	-1,575	-790	11	801	-1,962	-387	25%
Direct Charge to HRA	0	0	0	0	0	0	-
<b>Total Income</b>	<b>-4,078</b>	<b>-2,040</b>	<b>-1,240</b>	<b>800</b>	<b>-4,465</b>	<b>-387</b>	<b>9%</b>
<b>Surplus(-) / Deficit</b>	<b>0</b>	<b>0</b>	<b>512</b>	<b>512</b>	<b>80</b>	<b>80</b>	<b>-</b>

## St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 September 2023 - HRA ONLY

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2023 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
<b>Management Expenditure</b>							
Employee Expenses	30,140	15,070	13,569	-1,501	29,062	-1,078	-4%
Premises Expenses	1,367	680	524	-156	1,313	-53	-4%
Transport	2,576	1,290	1,232	-58	2,418	-158	-6%
Supplies & Services	3,178	1,590	1,706	116	3,542	364	11%
Materials-Buildings Services	7,667	3,830	3,826	-4	7,969	302	4%
Service Level Agreements	4,191	2,100	1,036	-1,064	4,205	14	0%
<b>Total Management Expenditure</b>	<b>49,119</b>	<b>24,560</b>	<b>21,893</b>	<b>-2,667</b>	<b>48,509</b>	<b>-611</b>	<b>-1%</b>
<b>Maintenance Expenditure</b>							
External Maintenance Contractors (Revenue)	1,576	790	1,291	501	2,710	1,134	72%
<b>Total Maintenance Expenditure</b>	<b>1,576</b>	<b>790</b>	<b>1,291</b>	<b>501</b>	<b>2,710</b>	<b>1,134</b>	<b>72%</b>
<b>Gross Expenditure</b>	<b>50,696</b>	<b>25,350</b>	<b>23,185</b>	<b>-2,165</b>	<b>51,219</b>	<b>523</b>	<b>1%</b>
<b>Income</b>							
Management Fee - HRA	-36,687	-18,340	-18,344	-4	-36,788	-101	0%
Management Fee - General Fund	0	0	0	0	0	0	-
Recharges to Capital Schemes (In House)	-12,837	-6,420	-7,517	-1,097	-13,666	-829	6%
Other Income	-1,172	-580	-181	399	-493	679	-58%
Direct Charge to HRA	0	0	0	0	0	0	-
<b>Total Income</b>	<b>-50,696</b>	<b>-25,340</b>	<b>-26,041</b>	<b>-701</b>	<b>-50,947</b>	<b>-251</b>	<b>0%</b>
<b>Surplus(-) / Deficit</b>	<b>0</b>	<b>10</b>	<b>-2,856</b>	<b>-2,866</b>	<b>272</b>	<b>272</b>	<b>-</b>

# **ST LEGER HOMES OF DONCASTER LTD**

Company limited by guarantee registered in England  
Company Number 05564649

## **Board Meeting**

# **REPORT**

**Date** : 07 December 2023

**Item** : 11

**Subject** : Q2 Capital Monitoring Report 2023/24

**Presented by** : Julie Crook  
Director of Corporate Services

**Prepared by** : David Henderson  
Management Accountant

**Purpose** : To inform Board of the projected capital expenditure for 2023/24, the funding available and the actual and committed expenditure to date as at 30<sup>th</sup> September, 2023.

### **Recommendation :**

For Board to acknowledge the Capital Monitoring Report and the projected outturn for the financial year 2023/24.

Company Number 05564649  
A Company Limited by Guarantee  
Registered in England

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

**Agenda Item No. 11  
Date: 07 December 2023**

**1. Report Title**

1.1 Q2 Capital Monitoring Report 2023/24 as at 30th September 2023.

**2. Executive Summary**

2.1 The reported projections at Q2 show the planned, in-year spend on the Housing Capital Programme would be £44.12m, a variance against the £42.42m revised budget of £1.70m.

**3. Purpose**

3.1 To inform Board of the projected capital expenditure for 2023/24, the funding available and the actual and committed income and expenditure to date as at 30<sup>th</sup> September 2023.

**4. Recommendation**

4.1 Board is asked to acknowledge the Capital Monitoring Report and the forecast outturn for the financial year 2023/24.

**5. Background**

5.1 The Housing Capital Programme for 2023/24, for which SLHD has overall financial management is summarised at **Appendix A**. The projected in year spend of £44.12m is an over-spend of £1.70m from the budgeted spend of £42.42m.

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

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

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

5.4 The Council approved a four-year Housing Capital Programme on 27th February 2023, totalling £228m across the four years.

The main priorities of the programme in 2023/24 are:

- Council House Build Programme.
- Council House Acquisitions.
- Section 106 Opportunities
- Council House Improvement and Maintenance Programme.
- Fire Safety Improvements.
- Electrical Works.
- Energy Efficiency Works.
- Residential Site Improvements.
- Net Zero Carbon

## 6. Expenditure Variances

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

### SLHD Managed Schemes

6.2 The element of the capital programme managed by SLHD is forecast to outturn at £40.17m against resources of £38.87m, an over-spend of £1.30m.

6.3 £0.67m, 17% over budget, Mechanical and Electrical Improvements

£0.55m Electrical Planned Works (Contractor).

Pre-contract meetings are currently underway with three contractors to deliver consumer unit replacements and the associated electrical upgrade programme. It is envisaged the works will commence in late October and subject to no access issues, new consumer units will be installed into 2,100 properties across the borough by March 2024 at an estimated cost of £1.2m. Following the tender process for electrical contractors the prices for all work have increased significantly, this is reflected in this year's figures, the overall impact on the budget for these essential works is still being calculated.

£0.12m Heating Conversions/Upgrades.

The heating programme is running slightly ahead of schedule this year.

6.4 £0.59m, 5% over budget, External Works

£0.89m Remedial Works to High Rise.

The forecast has increased to reflect both the structural works already completed at the Firbeck and Sandbeck blocks and further works to be completed on the Cusworth block. The roofs and edge protection at Sandbeck and Firbeck and the projected preliminary estimates from Wates significantly increase the overall project costs.



(£0.30m) Communal Halls Refurbishments & Conversions.

A review of the planned communal hall programme of works is currently being undertaken. The decision to slip the delivery of both the two planned conversions and the planned investment pending the outcome of the review has resulted in the projected underspend.

6.5 (£0.04m, 20% under budget), IT Improvements

The planned upgrade of the Housing Management system will not be delivered this year pending a fully developed product being commercially available. The funding will be slipped into the next financial year.

## 7. **CDC Managed Schemes**

7.1 The element of the capital programme managed by CDC is forecast to outturn at £3.95m against resources of £3.55m, an over-spend of £0.40m.

7.2 £0.47m, 22% over budget, Aids and Adaptations

A change to the occupational therapy practices and service delivery has allowed the backlog of assessments to be addressed. Work is now ongoing to deliver the outcome of these assessments. This increase will be a one-off hit with a corresponding flattening out of the approved four-year budgets.

7.3 (£0.07m, 70% under-budget), Empty Homes Scheme / Edlington Royal Estate

The forecast spend on housing interventions at the Royal Estate in Edlington is expected to be minimal. Works in default expenditure following any section 215 notices being issued is expected to be the only spend incurred this year.

## 8. **Future Plans / Work in Progress**

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

8.2 Park Homes Sites.

An alternative solution for the fire safety measures at the three Council owned residential sites has been identified and a contractor has been asked to provide an estimate for the works which, subject to formal approval will be delivered this financial year.

8.3 Acquisitions.

The programme includes funding for acquisitions to deliver 232 properties across the four-year period (2023/24 - 2026/27), funded from rent increases and retained right to buy receipts. In addition, successful bids for LAHF grant funding were secured to deliver 19 properties in 2023/24.

The current position is detailed below.

<b>2023/24 Cumulative position</b>	<b>W/e 17th Nov</b>
Number of properties completed to date	27
Purchase price of properties completed	£4,185,724
Number of properties in legal process (offer submitted and accepted)	24
Purchase price of properties in legal process	£3,260,980
Number of property offers submitted but awaiting feedback/decision	1
Number of properties awaiting valuation	1
Number of properties with viewings booked	1

#### 8.4 Branton Bungalow.

The single-story extension and refurbishment / adaptation of the former caretaker's bungalow at Valley drive Branton is still awaiting a decision from planning, following planning approval a contractor will need to be appointed, this may delay the start of the project and the forecast for expenditure.

### 9. Procurement

9.1 All the work delivered through the CDC capital programme were procured in line with the requirements of CDC's financial procedure rules and contract standing orders.

9.2 Delivery of the projected programme for 2023/24 will be subject to the availability of St leger homes employees, building materials and contractors as the whole sector is experiencing issues post Covid.

### 10. VFM Considerations

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

### 11. Financial Implications

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

### 12. Legal Implications

12.1 There are no legal implications arising from this report.

### 13. Risks

13.1 Risk implications are implicit in the report. CDC's Capital Programme budget for Housing was £70.36m to deliver several priorities, primarily building new affordable homes and improving and maintaining existing housing stock.

- 13.2 Other noteworthy risks which will potentially have a financial impact are;
- Inflation;
  - Changes to regulations and standards and
  - Ongoing investigations of the tender on high rise blocks.

**14. Health, Safety & Compliance Implications**

14.1 Not applicable.

**15. IT Implications**

15.1 Not applicable.

**16. Consultation**

16.1 All Budget holders and EMT.

**17. Diversity**

17.1 There are no diversity issues arising from this report.

**18. Communication Requirements**

18.1 There are no communication requirements arising from this report.

**19. Equality Analysis (new/revised Policies)**

19.1 Not Applicable

**20. Environmental Impact**

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

**21. Report Author, Position, Contact Details**

21.1 David Henderson  
Management Accountant 01302 737987

**22. Background Papers**

22.1 Capital Programme (2023/24-2027/27) budget report 27 February 2023.

## Summary of Housing Capital Programme 2023/24 as at 30 September 2023

	Original Estimate - Approved Programme	Revised Budget (Qtr1)	Forecast Outturn	Variance Outturn to Revised Budget
	£000	£000	£000	£000
<b>SLHD Managed Schemes</b>				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	3,290	3,990	3,990	0
Mechanical and Electrical Improvements	3,502	4,025	4,692	667
Fire Safety Works	2,171	2,508	2,588	80
Internal Works	3,114	1,814	1,814	0
External Works	15,865	12,462	13,053	591
Environmental Works	1,370	1,370	1,370	0
IT Improvements	60	201	161	(40)
Acquisitions	8,348	8,926	8,926	0
Acquisition Refurbishments	-	1,108	1,108	0
Caravan Site Improvements	3,713	740	740	0
Assistance Loans	20	11	11	0
Appropriated Properties	-	212	212	0
Sub-Total	<b>42,953</b>	<b>38,867</b>	<b>40,165</b>	<b>1,298</b>
<b>CDC Managed Schemes</b>				
Adaptations for the Disabled	2,200	2,200	2,670	470
Council House New Build	25,208	1,168	1,168	0
Affordable Housing	-	88	88	0
Empty Homes Scheme	-	100	30	(70)
Sub-Total	<b>27,408</b>	<b>3,556</b>	<b>3,956</b>	<b>400</b>
<b>Overall Housing Programme Total</b>	<b>70,361</b>	<b>42,423</b>	<b>44,121</b>	<b>1,698</b>
<b>Funding</b>				
Major Repairs Reserve / Depreciation	32,757	25,372	27,140	1,768
Revenue Contribution - HRA	7,280	5,942	5,942	0
Usable Capital Receipts	6,061	1,526	1,456	(70)
Section 106	-	900	1,806	906
Prudential Borrowing	23,208	6,870	5,160	(1,710)
Grants	1,055	1,813	2,617	804
<b>Under(-) / Over Commitments</b>	<b>70,361</b>	<b>42,423</b>	<b>44,121</b>	<b>1,698</b>
<b>Percentage Funded</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

**Summary of Housing Capital Programme 2023/24 as at 30 September 2023**

	Original Estimate - Approved Programme	Revised Budget (Qtr1)	Forecast Outturn	Variance - Outturn to Revised Budget
	£000	£000	£000	£000
<b>SLHD Managed Schemes</b>				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	3,290	3,990	3,990	0
Mechanical and Electrical Improvements	3,502	4,025	4,692	667
Fire Safety Works	2,171	2,508	2,588	80
Internal Works	3,114	1,814	1,814	0
External Works	15,865	12,462	13,053	591
Environmental Works	1,370	1,370	1,370	0
IT Improvements	60	201	161	(40)
Acquisitions	8,348	8,926	8,926	0
Acquisition Refurbishment	0	1,108	1,108	0
Appropriated Properties	0	212	212	0
<b>Sub-Total</b>	<b>39,220</b>	<b>38,116</b>	<b>39,414</b>	<b>1,298</b>
<b>CDC Managed Schemes</b>				
Adaptations for the Disabled	2,200	2,200	2,670	470
Council House New Build	25,208	1,168	1,168	0
<b>Sub-Total</b>	<b>27,408</b>	<b>3,368</b>	<b>3,838</b>	<b>470</b>
<b>Overall Housing Programme Total</b>	<b>66,628</b>	<b>41,484</b>	<b>43,252</b>	<b>1,768</b>
<b>Funding</b>				
Major Repairs Reserve / Depreciation	32,757	25,372	27,140	1,768
Revenue Contribution - HRA	7,280	5,942	5,942	0
Usable Capital Receipts	2,328	675	675	0
Section 106	0	812	1,718	906
Prudential Borrowing	23,208	6,870	5,160	(1,710)
Grants	1,055	1,813	2,617	804
<b>Under(-) / Over Commitments</b>	<b>66,628</b>	<b>41,484</b>	<b>43,252</b>	<b>1,768</b>
<b>Percentage Funded</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

## Summary of Housing Capital Programme 2023/24 as at 30 September 2023

	Original Estimate - Approved Programme £000	Revised Budget (Qtr1) £000	Forecast Outturn £000	Variance - Outturn to Revised Budget £000
<b>SLHD Managed Schemes</b>				
Caravan Site Improvements	3,713	740	740	0
Assistance Loans	20	11	11	0
Empty Homes Scheme	0	100	30	(70)
<b>Sub-Total</b>	<b>3,733</b>	<b>851</b>	<b>781</b>	<b>(70)</b>
<b>CDC Managed Schemes</b>				
Affordable Housing	0	88	88	0
<b>Sub-Total</b>	<b>0</b>	<b>88</b>	<b>88</b>	<b>0</b>
<b>Overall Housing Programme Total</b>	<b>3,733</b>	<b>939</b>	<b>869</b>	<b>(70)</b>
<b>Funding</b>				
Usable Capital Receipts	3,733	851	781	(70)
Section 106	0	88	88	0
<b>Under(-) / Over Commitments</b>	<b>3,733</b>	<b>939</b>	<b>869</b>	<b>(70)</b>
<b>Percentage Funded</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	

# ST LEGER HOMES OF DONCASTER LTD

## Board Briefing Note

<b>Title:</b>	Period 7 / 31 <sup>st</sup> October 2023 KPI dashboard
<b>Action Required:</b>	For information
<b>Item:</b>	12
<b>Prepared by:</b>	Nigel Feirn Head of Finance and Business Assurance
<b>Date:</b>	07 December 2023

### 1. Purpose

- 1.1. To provide Board members with the KPI dashboard as at the end of October 2023 (period 7), and brief commentary for those KPIs where the target was not met.
- 1.2. Appendices are attached as follows:
  - A : KPI dashboard
  - B : Tenant Satisfaction Measures
  - C : Latest monthly benchmarking

### 2. Executive summary

- 2.1. In March 2023, eighteen KPIs were agreed with Doncaster Council (CDC) for 2023/24, and included some of the new Tenant Satisfaction Measures (TSMs) as KPIs.
- 2.2. In collecting the information during the first half of the year, performance data for the four additional Health and Safety measures (which are also TSMs) is now being captured and has been added to the KPI schedule for Q2 onwards, to give a schedule of 22 KPIs for 2023/24.
- 2.3. Of the now 22 KPIs, four are measured annually - tenant surveys (two), energy efficiency and Decent Homes Standard numbers, the same as in 2022/23. The tenant survey information is now available and two TSMs have been included in this report for the two annual satisfaction KPIs.
- 2.4. The table below summarises the KPI dashboard at 31 October 2023, with comparatives. Of the KPIs measured at end the month, ten were met or were within agreed tolerances of target.

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

\* data unavailable

- 2.5. A further SLHD Board annual KPI has been set to measure employee satisfaction with SLHD as an employer (staff survey).

### 3. KPI commentary

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

**Target** **0.50%**  
**31 October YTD performance** **0.68%** **WORSE THAN TARGET – RED**

The KPI of 0.50% equates to approximately 110 lettable void properties.

The number of lettable voids held in the year to date has generally fluctuated between 110 and 130, but improved significantly in the latter part of Q2 to be below 100, as summarised below with comparatives.

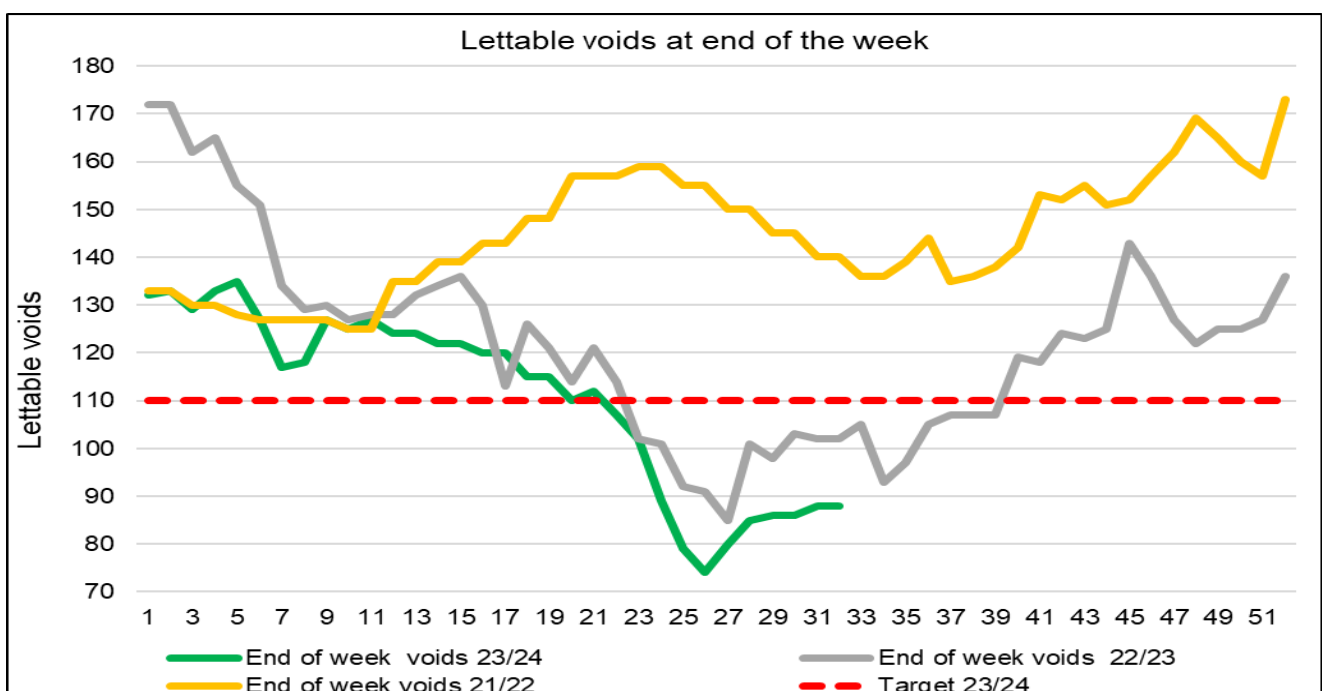
	Oct 23/24	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Void rent loss YTD %	0.68%	0.70%	0.73%	0.67%	0.67%	0.72%	0.76%
Target %	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Lettable Void numbers	93	79	122	127	118	92	133

Lettable void numbers at the end of October increased to 93 when comparing to September's 79.

In-month performance for October shows a significant improvement at 0.55% when comparing to the previous in-month for September of 0.63%. Cumulative performance continues to improve slowly as a result to 0.68%.

A review of the past twelve months benchmarking with our peers shows SLHD's number of homes vacant and available to let as a percentage of all our homes averaging at 0.64%, equating to approximately 125 homes. This is firmly in Quartile 2, with the median averaging at 0.75%. Quartile 1 peers have less than 0.44% of their homes vacant. For SLHD this would mean around 86 homes and our September position of 0.47% was close to this.

The graph below shows the steady improvement in the number of lettable voids at the end of each week over the past two and a half years.





3.2. KPI 3 : Average Days to Re-let Standard Properties

**Target** **20.0 days**  
**31 October YTD performance** **25.6 days** **WORSE THAN TARGET – RED**

	Oct 23/24	Q2 23/24	Q1 23/24	Q4 22/23	Q3 22/23	Q2 22/23	Q1 22/23
Re-let days	25.6	25.8	25.6	26.7	26.9	29.1	33.6

October in-month performance shows a continued improvement at 23.5 days when comparing to September's 25.5 days. KPI cumulative performance therefore shows an improvement to 25.6 days, but the KPI remains worse than target.

**Appendix C** shows that our current performance is firmly top quartile in the monthly pulse surveys. This is the case for the seven months to date, with the Quartile 1 marker averaging 31.1 days for our peers, with SLHD averaging 25.6 days.

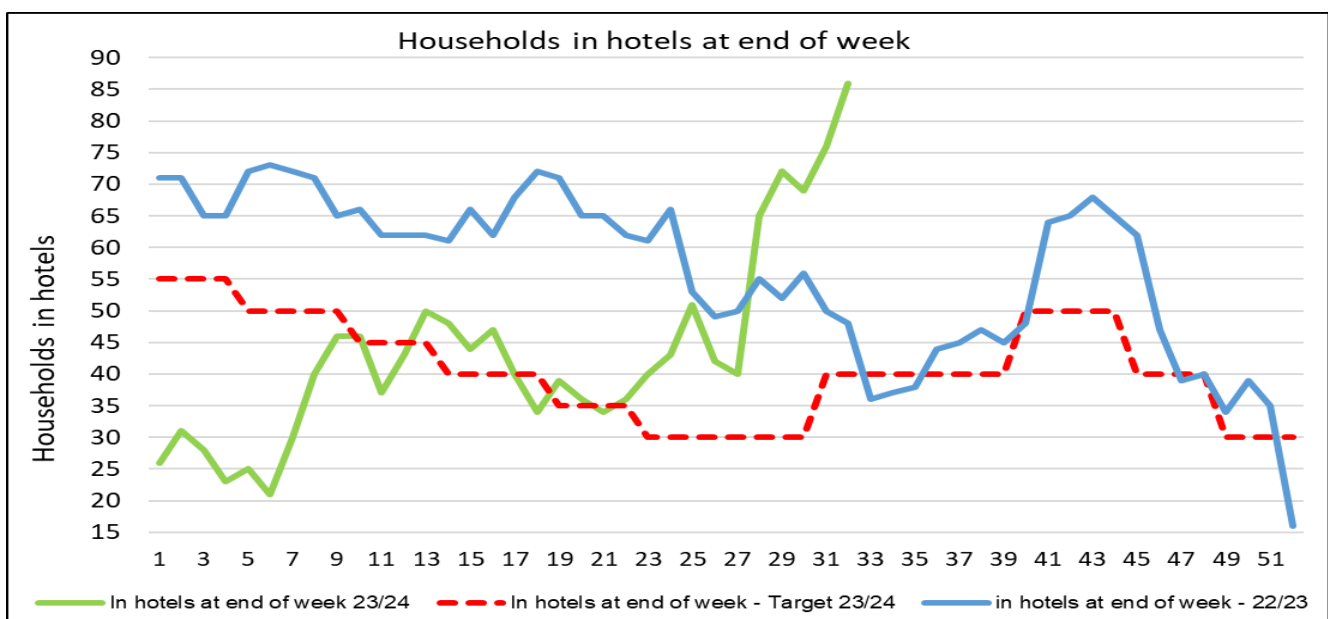
3.3. KPI4 : Households placed in hotel accommodation at month end

**Target (October)** **30**  
**31 October performance** **76** **WORSE THAN TARGET – RED**

109 placements in October was extremely high against a year to date average of 61 per month, and resulted 1809 total nights. This is a 8.9% increase on September but a 7.5% reduction on Sept 2022. High levels of placements have continued into November.

Whilst the number of households placed has increased, the team are continuing to minimise the number of nights they are staying and moved 74 households on from Hotels. There were no families in over 4 weeks.

Numbers placed has been impacted by the Council's Ending Rough Sleeping Action Plan and in particular the Government's Accelerated Migration Scheme which has agreed to place people rough sleeping despite there being no statutory duty to do so and accounted for 12 placements at the month end. The graph below shows the year to date movements compared to target and last year, and the recent sharp increase.



3.4. KPI5 : % of Settled Accommodation at Prevention Stage

**Target** **60%**  
**31 October YTD performance** **27%** **WORSE THAN TARGET – RED**

17 prevention Cases were closed within the month of which 5 were able to secured existing or alternative accommodation. We met with our DHLUC Homelessness Advisor who has agreed to support us a 'critical friend' to review in October potential missed opportunities to open cases under prevention duty and therefore to record positive outcomes when compared to other LAs. The target is being reviewed following the downward trend nationally, as it was set at a time when the national picture was different and SLHD was advised by DLUHC.

The official government figures for January to March 2023 show the national figure to be 45% and Yorkshire and Humberside to be 38%. Doncaster was performing at 38% for that same January to March 2023 period.

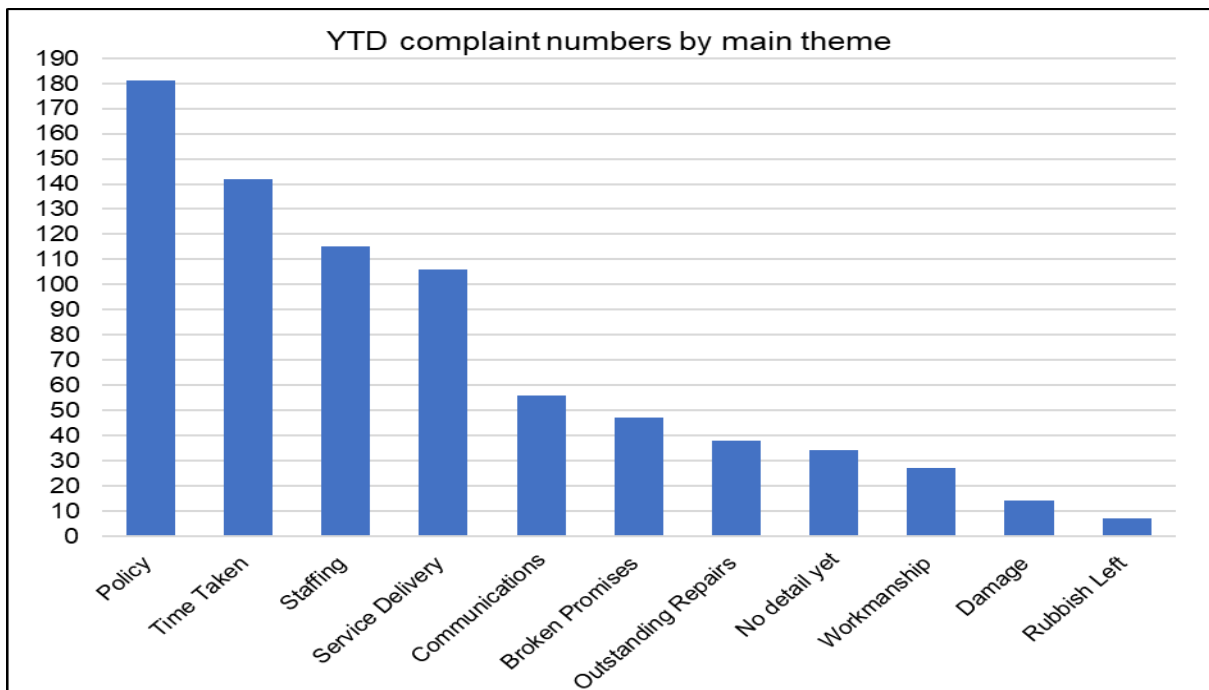
3.5. KPI 6 : Stage 1 and 2 Complaints relative to the size of the landlord per 1000 properties

**Profiled Target YTD** **25.0**  
**31 October YTD performance** **38.1** **WORSE THAN TARGET – RED**

This is a new KPI for 23/24 and is also part of the new Tenant Satisfaction Measures required by the Regulator.

For the target to have been met, less than 612 complaints should have been received. For the seven months to date, 757 complaints have been received and this equates to 38.1 complaints per 1,000 properties (36.2+1.9). The split is as follows:

Number of Stage 1 complaints received for the YTD is 720 = 36.2  
 Number of Stage 2 complaints received for the YTD is 37 = 1.9



The above chart shows nearly three quarters of all complaints are due to four main themes – policy, time taken, service delivery and staffing – and an action plan is in place and monitored by P&I Committee.

### 3.6. KPI 11 : Days lost to sickness per Whole Time Equivalent (WTE)

<b>Target</b>	<b>8.5 days</b>	
<b>31 October YTD performance *</b>	<b>11.9 days</b>	<b>WORSE THAN TARGET – RED</b>

\* Performance is now an annualised calculation and is consistent with CDC

October saw a return to higher absence levels after a dip in September with 0.98 days absence per WTE up from 0.78 days absence in September and against a monthly target of 0.75 days. This brings the YTD figure to 6.52 days per WTE against a target of 4.75 days per WTE.

The annualised KPI using the CDC calculation is 11.91 days per WTE against the target of 8.5 days.

A follow up to the deep dive work is planned between the HR team and the Leadership and work is underway to focus specifically on mental health and resilience including working with an external facilitator to strengthen our workshop offering to colleagues.

In October, stress, depression, and anxiety remain the highest reason for absence YTD accounting for 32% with no change from the previous month. This is followed by MusculoSkeletal (MSK) contributing to 24% and infection and virus which now account for 14% of the absence YTD. Work related stress reports an increase in this month however upon further analysis of the cases two cases in property services have been mis reported and should be removed from the work-related stress figures. This has been rectified for next month's report.

This month, long-term cases account for 0.31 days which is no change from the previous month and short-term absence remains the highest reason for absence accounting for 0.67 days per WTE (up from 0.44 days last month). It is short term absence which continues to drive the higher absence levels.

The volume of stage meetings and early interventions continues to remain high since the introduction of the new policy which is a positive step in ensuring that colleagues are supported to return to work / remain in work.

### 3.7. KPI 12 : % of Local Revenue and Capital Expenditure

<b>Target</b>	<b>70%</b>	
<b>31 October YTD performance</b>	<b>39%</b>	<b>WORSE THAN TARGET – RED</b>

October spend figures were the lowest for four months at £2.16m, £300k lower than recent averages. However, the local percentage in the month at 40% was the highest for four months, and therefore increased the YTD KPI figure slightly to just over 39%.

Local spend is still well below where it needs to be for te KPI to be meeting target £1.5m of the October spend was in Yorkshire & Humber and represents 71%, which is higher than the 66% and 51% in September and August respectively, so positive trends for both Doncaster and Yorkshire.

After seven months, Doncaster spend, both capital & revenue in nature, totals £5.8m out of total spend to all suppliers of £14.9m, equating to the 39% KPI. Within Yorkshire and Humber the YTD percentage is up slightly to 65%.

One of the main factors of the positive trends will be reducing payments to Wates, with October spend of £260k and September's £463k being the lowest for several months. Wates are still classed as South East currently so this also affected the Y&H figure.

The number of suppliers receiving payments in each is consistently around the 140 level, but again only four were above £100k and totalled £0.9m, 42% of the total spend. Again, three were outside of Doncaster and totalled £0.7m.

3.8. KPI 13 : Number of ASB cases per 1,000 properties

<b>Target YTD</b>	<b>35.0</b>	
<b>31 October YTD performance</b>	<b>40.4</b>	<b>WORSE THAN TARGET – RED</b>

This is a new KPI for 23/24 and is also part of the new Tenant Satisfaction Measures required by the Regulator.

A year to date target of 35 per 1,000 properties equates to 693 ASB cases. The number of actual cases was 804.

Cumulative performance was 40.4 at the end of October 2023, which is lower than the 42.2 recorded as at the end of October 2022.

This continues the positive trend of receiving less reports than during 2022/23 and is a reflection of more issues being resolved longer term.

ASB activity is normally higher in the first half of the financial year (summer months) and therefore if volumes in the second half reduce as they have in previous years, then the KPI may become green by year end, which equates to 1,200 ASB cases in the year.

Report author  
Nigel Feirn

Appendix A KPI Dashboard October 2023  
Appendix B Tenant Satisfaction Measures as at 30 September 2023  
Appendix C Housemark benchmarking monthly pulse surveys September and August 2023

## St Leger Homes of Doncaster Performance Dashboard October 2023

KPI	Indicator	March 23 year end KPI	Actual performance							Target	Target
			Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Oct-23	Year end
1	Percentage of current rent arrears against annual debit %	2.74%	2.60%	2.81%	2.80%	2.78%	2.95%	2.92%	2.99%	3.00%	2.75%
2	Void rent loss (lettable voids) %	0.67%	0.79%	0.70%	0.73%	0.71%	0.71%	0.70%	0.68%	0.50%	0.50%
3	Average Days to Re-let Standard Properties ytd days	26.7	24.8	25.9	25.4	25.8	25.9	25.8	25.6	20	20
4	No of Households in B&B accommodation at month end	16	26	48	50	43	37	42	76	30	30
5	Settled accommodation at Prevention stage %	n/a	30%	30%	33%	32%	29%	28%	27%	60%	60%
6	Number of stage 1 and 2 complaints per 1,000 properties	n/a	5.4	10.4	15.4	20.2	26.5	32.6	38.1	29.2	50
7	Complaints responded to within timescale %	n/a	70.9%	93.3%	92.5%	87.7%	84.8%	83.8%	84.8%	92.3%	92.3%
8	Number of tenancies sustained post support	96.8%	97.0%	97.4%	98.0%	97.6%	98.2%	98.4%	98.8%	97.3%	97.3%
9	Number of repairs first visit complete	94.8%	94.4%	94.5%	94.8%	95.3%	95.5%	95.6%	95.7%	94.0%	94.0%
10a	Gas servicing: % of properties with a valid gas certificate	100.00%	99.90%	99.89%	99.97%	99.96%	99.95%	99.96%	99.94%	100.00%	100.00%
10b	Fire : % of properties had fire risk assessments carried out	n/a						100.00%	100.00%	100.00%	100.00%
10c	Asbestos : % of properties had surveys and re-inspections	n/a						100.00%	100.00%	100.00%	100.00%
10d	Legionella : % of properties had all legionella assessments	n/a						100.00%	100.00%	100.00%	100.00%
10e	Lifts : % of properties had all communal lift safety checks	n/a						100.00%	100.00%	100.00%	100.00%
11	Days lost through sickness per FTE (annualised)	11.7	11.3	11.4	11.7	11.5	11.9	11.9	11.9	8.5	8.5
12	Percentage of Local Expenditure Revenue and Capital %	67.6%	44.5%	45.7%	49.0%	49.0%	39.5%	38.9%	39.1%	70.0%	70.0%
13	Number of ASB Cases per 1,000 properties	n/a	5.2	12.8	22.0	23.0	29.9	36.1	40.5	35	60
14	Residents in training, education or employment (Quarterly)	58			9			53	n/a	n/a	97
15	Tenant satisfaction levels overall % (Annual KPI)	81.30%						76%	76%	n/a	85.0%
16	Homes maintaining decent standard % (Annual KPI)	99.69%							n/a	n/a	100.0%
17	Tenant satisfaction with property condition % (Annual KPI)	75.7%						80%	80%	n/a	83.0%
18	Energy efficiency - EPC Level C by 2030 (Annual KPI)	69.2%							n/a	n/a	73.5%

Meeting / better than target

Close to / within tolerances of target

Not meeting / worse than target

<b>TENANT SATISFACTION MEASURES AS AT SEPTEMBER 2023</b>		<b>Sep-23</b>
Ref.	<b>Overall satisfaction</b>	
TP01	% respondents who report that they are satisfied with the overall service from their landlord. (KPI 15 above)	76%
	<b>Keeping properties in good repair</b>	
TP02	% respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service. (KPI 17 above)	80%
TP03	% respondents who have received a repair in the last 12 months who report that they are satisfied with time taken to complete most recent repair	73%
TP04	% respondents who report that they are satisfied that their home is well maintained	76%
RP01	% homes that do not meet the Decent Homes Standard (KPI 16 above)	n/a
RP02	% non-emergency responsive repairs completed within the landlord's target timescale.	62.6%
RP02	% emergency responsive repairs completed within the landlord's target timescale.	85.7%
RP02	% non-emergency and emergency responsive repairs completed within the landlord's target timescale.	69.7%
	<b>Maintaining building safety</b>	
TP05	% respondents who report that they are satisfied that their home is safe	85%
	<b>Safety checks</b>	
BS01	% homes for which all required gas safety checks have been carried out. (KPI 10a above)	99.96%
BS02	% homes for which all required fire risk assessments have been carried out. (KPI 10b above)	100.00%
BS03	% homes for which all required asbestos management surveys or re-inspections have been carried out. (KPI 10c above)	100.00%
BS04	% homes for which all required legionella risk assessments have been carried out. (KPI 10d above)	100.00%
BS05	% homes for which all required communal passenger lift safety checks have been carried out. (KPI 10e above)	100.00%
	<b>Respectful and helpful engagement</b>	
TP06	% respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	72%
TP07	% respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	79%
TP08	% respondents who report that they agree their landlord treats them fairly and with respect	90%
	<b>Effective handling of complaints</b>	
TP09	% respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	30%
CH01	Number of stage one complaints per 1,000 homes:	32.1
CH01	Number of stage two complaints received per 1,000 homes:	0.5
CH01	Number of: stage one and stage two complaints received per 1,000 homes: (KPI 6 above)	32.6
CH02	% stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	tba
CH02	% stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	tba
CH02	% stage one and stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales. (KPI 7 above)	83.8%
	<b>Responsible neighbourhood management</b>	
TP10	% respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	67%
TP11	% respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	77%
TP12	% respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	69%
NM01	Number of: 1. ASB cases, of which 2.ASB cases that involve hate incidents opened per 1,000 homes. (KPI 13 above)	36.1

Housemark pulse survey benchmarking - IN MONTH performance

SEPTEMBER 23 Housemark pulse survey benchmarking

Measure	peers				quartile	Polarity
	Q1	Median	Q3	SLHD		
Sep-23 'True' current tenant arrears at the end of the month (%)	3.96%	4.27%	6.27%	2.91%	Q1	Lower is Better
Sep-23 Average re-let time in days (standard re-lets in month)	34.51	58.56	73.35	25.83	Q1	Lower is Better
Sep-23 Percentage of homes with a valid gas safety certificate	100.00%	99.92%	99.78%	99.96%	Q2	Higher is Better
Sep-23 Responsive repairs completed in month per 1,000 properties	216.90	260.29	291.69	251.48	Q2	Lower is Better
Sep-23 Percentage of dwellings vacant but available to let at the end of the month	0.32%	0.69%	1.29%	0.47%	Q2	Lower is Better
Sep-23 New ASB cases reported in month per 1,000 properties	2.11	3.75	6.95	6.2	Q3	Lower is Better
Sep-23 Formal Stage 1 and Stage 2 complaints received in month per 1,000 properties	2.39	3.30	6.44	5.20	Q3	Lower is Better
Sep-23 Percentage of responsive repairs completed within target timescale	97.23%	90.41%	81.52%	70.33%	Q4	Higher is Better
Sep-23 Percentage of working days lost to sickness absence in month	3.34%	4.33%	5.45%	5.54%	Q4	Lower is Better
Sep-23 Percentage of voluntary staff turnover in month	0.30%	0.69%	1.01%	1.14%	Q4	Lower is Better

AUGUST 23 Housemark pulse survey benchmarking

Measure	peers				quartile	Polarity
	Q1	Median	Q3	SLHD		
Aug-23 'True' current tenant arrears at the end of the month (%)	3.63%	4.26%	6.28%	2.95%	Q1	Higher is Better
Aug-23 Average re-let time in days (standard re-lets in month)	31.81	49.49	72.30	26.43	Q1	Lower is Better
Aug-23 Percentage of homes with a valid gas safety certificate	100.00%	99.97%	99.85%	99.95%	Q2	Lower is Better
Aug-23 Percentage of dwellings vacant but available to let at the end of the month	0.47%	0.93%	1.23%	0.60%	Q2	Lower is Better
Aug-23 Percentage of Stage 1 and Stage 2 complaints resolved within timescale in month	85.0%	74.8%	57.4%	83.8%	Q2	Higher is Better
Aug-23 Responsive repairs completed in month per 1,000 properties	226.68	252.80	286.39	254.28	Q3	Lower is Better
Aug-23 New ASB cases reported in month per 1,000 properties	2.52	4.56	6.77	5.90	Q3	Lower is Better
Aug-23 Formal Stage 1 and Stage 2 complaints received in month per 1,000 properties	2.92	3.24	7.29	6.40	Q3	Higher is Better
Aug-23 Percentage of working days lost to sickness absence in month	3.72%	5.10%	5.35%	5.28%	Q3	Higher is Better
Aug-23 Percentage of responsive repairs completed within target timescale	97.40%	88.99%	82.07%	69.28%	Q4	Lower is Better
Aug-23 Percentage of voluntary staff turnover in month	0.50%	0.64%	0.91%	1.27%	Q4	Higher is Better

Board Forward Plan

Board Forward Plan

	Feb-24	Apr-24	Jun-24	Jul-24	Aug-24	Oct-24	Dec-24
Pre-Board discussion item ( <b>BOARD ONLY</b> )	Introducing Electric Vehicles					Annual EDI strategy session - could be incorporated in other reports/sessions	
Minutes of the previous meeting	✓	✓	✓		✓	✓	✓
Chairs / CEO Update	✓	✓	✓		✓	✓	✓
KPI Performance	✓	✓			✓	✓	✓
Committee minutes	✓	✓	✓		✓	✓	✓
Capital/Revenue Monitoring	✓				✓		✓ Q2 following A&R
Health & Safety Highlight & Dashboard Update	✓		✓			✓	
Strategic Risk Register	✓		✓		✓		
<b>6 MONTHLY ITEMS</b>							
Annual Development Plan - Current Year	✓					✓	
Board Expenses & Attendance Register (Dec report includes new Declarations of Interest forms)			✓				✓
Board Forward Plan			✓				✓
<b>ANNUAL ITEMS</b>							
Financial Statements - <i>one item early July Board meeting</i>				✓			
People Strategy Update			✓				
Budget Update (as part of CEO report)	✓						
Budget Approval		✓					
ICT Strategy Update						✓	
Year-end Performance			✓				
Year-end Revenue and Capital Monitoring			✓				
Annual Development Plan and draft KPI's – Year ahead	✓	✓ (final sign off)					
Annual Development Plan - Year End Review			✓				
Modern Slavery Statement			✓				
Value for Money Statement							✓
Committee Annual Reports						✓	
Board TOR Review (inc in CEO Report)						✓	
Asset Management Strategy - update against plan						✓	
Environmental Strategy - update against plan						✓	
Health and Safety Strategy - Update against plan			✓				
Customer Voice Strategy - Annual update against action plan		✓	✓				
Equality and Diversity Strategy - Annual update against action plan		✓					
Safeguarding Children and Adults Annual Report for 2022-23			✓				
Housing Ombudsman Complaint Handling Code Annual Review						✓	
<b>AD-HOC ITEMS</b>							
Governance Standard and NHF code of Governance update	✓						
Re-charge Policy	TBC						
Introduction of Electrical Fleet (to inc how we and Doncaster are progressing towards becoming Carbon Neutral)	TBC						
Mechanical Policy new (following BSC)	✓						
Customer Own Improvement Policy	✓						
Management Agreement	✓						
Regulatory standards	✓						
Committee TOR review					✓		
HO/LGO Complaints Code	✓						



## Governance Summary Communications Template

<b>Report from:</b>	Audit & Risk Committee	
<b>Date of meeting:</b>	30 October 2023	
<b>Report author:</b>	Trevor Mason	
<b>Summary of key items discussed at the meeting, (if possible, keep these to the top three):</b>	<b>Decisions made and actions agreed (if possible, keep these to the top three):</b>	
<b>From Agenda Item:- 4.5 Tendering for B&amp;B homeless</b> – The Director of Corporate Services provided an update and reported that the tender was still ongoing and invites to the evaluation panel were being sought. It was noted that this was a complex area and the importance of having contracts in place asap was re-iterated to prevent re-occurrences of past events.	The Committee were keen to this action progressed.	
<b>Q2 Revenue Monitoring</b> The committee reviewed the Q2 position and noted concerns around staffing vacancies and the identification of savings for the 2024/25 financial year.	The Committee members would raise these issues at Board. The Director of Corporate Services would consider in discussions with the Chief Executive if it was appropriate to have an E&P Committee meeting to discuss this.	
<b>Internal Audit Reports and Outstanding Audit Actions</b> The Committee noted the latest position and were pleased to see the level of assurance given and the low number of outstanding actions.	The committee also wanted to see the outstanding actions resolved in a timely manner and raised particular concerns about the recharge policy.	
<b>Additional notes for communication to governance:</b>		
None.		

S:\SLHD\_EMT\Boards & Committees\Audit & Risk Committee\2024\2024-03-11\Governance Summary Communications - Audit Risk Committee.docx

**St. Leger Homes of Doncaster Limited**

**AUDIT & RISK COMMITTEE MEETING**

**30<sup>th</sup> October 2023**

**Present**

Trevor Mason (Chair), Cllr R A Jones and Milcah Walusimbi

**In Attendance**

Julie Crook - Director of Corporate Services (JCr), Nigel Feirn - Head of Finance and Business Assurance (NF), Nicci Frost-Wilson - Doncaster Council's Internal Audit Manager (NFW), Sarah Vause (SV) Gatenby Sanderson and Shauna Brady (SB) – Executive Support Officer (minutes).

	<b><u>Apologies and Quorum</u></b>	<b>ACTION</b>
1.		
1.1	None.	
1.2	The Chair introduced Sarah Vause (SV) to the meeting, it was noted that she was a placement on the Governance Insight Programme.	
1.3	SV provided details of her background and explained that she was currently Head of Internal Audit at a Construction Company, she was looking forward to the meeting and was keen to learn.	
1.4	The Director of Corporate Services also reported that we are looking at reviewing Committee membership and we will be making some changes in the near future following the AGM and discussions at the last Board meeting.	
2.	<b><u>Declarations of Interest by Board Members</u></b>	
2.1	There were no declarations of interest.	
3.	<b><u>Previous Minutes and Matters Arising – 26 June 2023</u></b>	
3.1	The minutes of the meeting held on 26 June 2022 were agreed.	
3.2	<b><i>From Agenda Item:- 4.5 Tendering for B&amp;B homeless</i></b> – The Director of Corporate Services provided an update and reported that the tender was still ongoing and invites to the evaluation panel were being sought. It was noted that this was a complex area and the importance of having contracts in place asap was re-iterated to prevent re-occurrences of past events.  The Chair queried had we managed to obtain a field of interest?	

- The Director of Corporate Services reported that we are in the process of setting up the evaluation meeting and the Head of Finance and Business Assurance would progress. **NF**
- 3.3 ***From Agenda Item:-5.11 – Financial Statements Including Management Letter*** - The Head of Finance and Business Assurance reported that he had completed this action and it was now closed off.
4. **Monitoring of SLHD Internal Audit Programmes by DMBC Internal Audit**
- 4.1 The Head of Finance and Business Assurance provided an update against progress on the on 2023/2024 Internal Audit programme and an update on progress made regarding outstanding audit actions.
- 4.2 The Head of Finance and Business Assurance reported that there were 3 outstanding actions as at the end of September, these were itemised within the table at 2.10 of the report and related to Void Management (x1) and Housing Rents (x2).
- 4.3 The Head of Finance and Business Assurance reported that the Former Tenant Arrears, within the Audit of Housing Rents would be closed off within the next 2 months together with the issues around tenant sub-accounts.
- 4.4 The Director of Corporate Services reported that the Repairs Policy, (related to the outstanding action within Voids Management) would be considered at the next Board Meeting to ensure it was in line with the new Consumer Standards. It was reported that the Recharge policy may be slightly delayed as it was more contentious in nature therefore it may not be ready until the 2nd meeting of 2024. The Director of Corporate Services agreed to remind colleagues of the urgency of this action. **JCr**
- 4.5 The Chair expressed his thanks and it was pleasing to see that the outstanding actions would be closed off in the near future.
- 4.6 **The Committee noted the contents of the report.**
5. **Internal Audit Reports**
- 5.1 **Procurement** – The Internal Audit Manager reported that the overall opinion of the current procurement arrangements was a positive one, therefore pleasingly she was able to give a substantial assurance validation. It was explained that there were 4 general levels of opinion ranging from substantial assurance, partial assurance, limited assurance and lastly, no assurance.
- 5.2 The Chair queried how VFM was determined?  
The Internal Audit Manager reported that it was difficult to determine social value and purchasing power and we were only qualified to

consider what was included in our policies and procedures. The Audit looked purely at the establishment of contracts and subsequent renewals and not the management of such projects.

5.3 Safeguarding – The Internal Audit Manager addressed the findings of the audit and reported that arrangements to ensure safeguarding are generally good, however due to issues around outstanding mandatory training a partial assurance had been given.

5.4 A member queried if all staff members could access the training re safeguarding?  
It was noted that this was delivered via E-Learning over 2 modules and some of the issues were around timing and completion of refresher training.

5.5 The Head of Finance and Business Assurance reported that the Manager was required to ensure that staff complete this training and there would always be staff who are unable to complete mandatory training due to absence or temporary contacts.

5.6 A member queried if controls were built into the system to alert Managers that training was outstanding?  
It was noted that the training system (FLO) flagged up outstanding training, therefore this was fully reported.

5.7 It was noted that outstanding actions were hoped to be resolved by the end of November 2023.

**NF**

5.8 Validation of KPIs/TSMs - The Internal Audit Manager reported these reports represented the findings from a number of audits on KPIs or TSMs. These reviews had been added to the programme to provide assurance to SLHD and CDC on the published data that will be submitted to the Regulator of Social Housing (RSH). All indicators would be reviewed over a three year period and the priorities had been set by CDC staff.

5.9 The Internal Audit Manager reported that these audits had not been given an assurance rating.

5.10 The following three audits have been completed first;

- Local Expenditure
- Sickness
- Complaints

5.11 It was noted that all three had a true and correct value and all were found to be compliant.

5.12 The Director of Corporate Services reported that it was important to note that we are the management agent and not the landlord and with regards to complaints we are being compared to landlord agencies and other Housing providers and our complaint numbers include complaints other than those regarding landlord services.

5.13 The Director of Corporate Services updated the Committee on the proposed new inspection regime.

5.14 A member queried where was the funding coming from to fund this inspection work?

The Director of Corporate Services reported that a consultation is currently ongoing which proposes that Local Authority landlords will be charged somewhere between £7-£8 per property per year (apx £140k to £160k per year for CDC).

The Chair reported that there was national lobbying going on with regards to this.

5.15 A member queried where we likely to be one of the pilots?

The Director of Corporate Services reported that there were three rounds of pilots and Doncaster are not one of the pilot organisations.

5.16 As part of preparation, we have engaged a company (Savills) and they would be undertaking a review to ensure that we are ready for inspection.

## **6. Q2 Revenue Monitoring**

6.1 The Director of Corporate Services reported that this was the regular quarterly finance report that would be presented to the next Board Meeting but it was presented to Audit Committee at Q2 due to the time between the quarter end and the next Board meeting.

6.2 The Director of Corporate Services reported that the financial position was extremely tight with the pay ward to staff still not being settled.

6.3 The Director of Corporate Services highlighted that large savings had been made due to staff vacancies and were depicted in the table at section 5.1 of the report and that decisions had been made early in the financial year to redirect these savings.

6.4 It was noted that EICR (electrical testing) was now undertaken on a 5 yearly basis and due to the difficulties in recruiting electricians to carry out this work along with a large backlog, contractors were being used and payments were being made from the staff savings budget.

6.5 A member queried if the delay to the pay settlement was having an impact on staff recruitment?

The Director of Corporate Services stated that she didn't think that the delay in the pay settlement was having an impact on staff recruitment. A specific example is electricians that are proving very difficult to recruit and our salary is significantly less than those of the private sector (approx. £15-20k less). Different approaches to recruitment were being considered including increasing the number

of apprentice electricians, alongside ensuring the contractors we use are delivering best value as it is impossible to recruit and will be for the foreseeable future.

6.6 A member queried if the tender process for electrical contractors was comprehensive and considered the whole?

The Director of Corporate Services reported that we had appointed three contractors taking into consideration quality and price, close monitoring arrangements were in place.

6.7 The Chair suggested the possibility of having a separate E&P Committee meeting to look further at the workforce. It was agreed that the Director of Corporate Services discuss this further with the CEO.

JCr

6.8 A member commented that her organisation had focussed on the incentives to join the organisation and had also tried targeting people who were currently on career breaks.

6.9 The Director of Corporate Services reported that we are also promoting flexible working as we are able to offer a wide range of work patterns. Due to the current climate Damp and Mould Inspectors and associated staff were also in demand with salaries inflated accordingly. It was important to note that our Job Evaluation scheme only takes skills, knowledge and experience into account and not market salary conditions.

6.10 The Chair queried if we could identify where the required savings for 2024/25 could come from?

The Director of Corporate Services reported that we are now reviewing future year's budgets with budget holders and trying to identify areas where any savings could be made. We were seeing increased demand on services, therefore it was incredibly tough.

6.11 **The Committee noted the Revenue Monitoring Report as at 30 September 2023 and the projected outturn for the financial year 2023/24.**

## 7. **Q2 Capital Monitoring**

7.1 The Director of Corporate Services reported that the main areas of variances were the in the Mechanical & Electrical budgets and the Heating Programme. The variance in the electrical budget is as a result of the increased prices following procurement and the acceleration of the programme of work, the heating programme is running slightly ahead of schedule.

It was noted that the costs associated with the remedial works at the High Rise Schemes at Balby had also increased.

7.2 **The Committee noted the Capital Monitoring Report and the projected outturn for the financial year 2023/24.**

**8. Update from Data Protection Officer (DPO)**

8.1 The Head of Finance and Business Assurance provided an update on Data Protection and Freedom Information requests 2023/24.

8.2 It was noted that FOI requests had increased dramatically when compared to the same period last year.

8.3 A member queried what the drivers were in the increase in requests? The Head of Finance and Business Assurance responded that it ranged from requests around rent increases, homelessness and general enquiries around expenditure.

8.4 The Director of Corporate Services reported that although we are in a better position than last year we are still not where we need to be with regards to timescales for responses.

8.5 The Director of Corporate Services reported that we had reviewed our action plan and are currently looking at other options to drive performance. Consideration was also being given to the high number of complaints, (many of which are around time taken to carry out repairs) as we are higher than the sector average. It was noted that a full breakdown of complaints was regularly reviewed at the Performance and Improvement Committee.

8.6 New software had been introduced to measure productivity of staff within property services therefore this should see improved performance and hopefully a decline in complaints.

8.7 A member queried with regards to Data Protection Breaches was there an awareness of this within the organisation? Her organisation had deployed different methods to try to reduce breaches from setting a 5 minute delay on emails being sent and also removing the function to insert attachments, however there were still breaches occurring.

The Head of Finance and Business Assurance reported that general communications are sent out regularly to raise awareness and to try and get staff to concentrate and have more attention to detail.

The Director of Corporate Services reported that each breach was investigated and staff are made fully aware of issues and consequences.

8.8 The Chair welcomed other ideas and examples of best practice to try to improve and reduce further breaches.

8.9 The Director of Corporate Services reported that she attends the Council's SIRO Board meetings where discussions on such matters also occur and reminded Committee that we do not have control over the ICT systems we use.

8.10 **The Committee noted the contents of the report and actions taken.**

**9. Q3 Strategic Risk Update**

9.1 The Head of Finance and Business Assurance addressed the report and it was noted that a full review of the Strategic Risk Register had recently been undertaken by Leadership at its meeting on 5 October 2023. No new risks had been added, however two had been removed due to now being deemed operational in nature.

9.2 It was noted that the table at 2.6 depicted the six current risks, the ratings had remained unchanged.

9.3 The Chair reported that the removal of generic risks was a positive step and the biggest challenges and risks appeared to be around Staffing and Homelessness.

9.4 The Director of Corporate Services confirmed that there were always lengthy conversations around these areas and she agreed that Staffing and Homelessness were the biggest risks to the organisation.

9.5 There were also concerns around the increase in service demands alongside less funding.

9.6 **The Committee noted the updated Strategic Risk Register.**

**10. Forward Plan**

10.1 The Director of Corporate Services reported that the External Auditors would be present at the next meeting with Financial Statements being presented to the June meeting. She reminded the Committee Members that there were opportunities at both of these meetings for Members to raise issues with the Auditors without officers being present.

10.2 A member reported that he had received an email with regards to some homeless funding relating to a company called Target Housing and was this something SLHD were involved in?  
The Director of Corporate Services responded that she was aware of this and she clarified that Phil Holmes and CDC were leading on this.

10.3 **The Committee noted the contents of the report.**

**11. Any Other Business**

11.1 Fraud Report - The Director of Corporate Services reported that the usual Fraud report item had been removed as there were no cases to report on within this period.



11.2 | External Auditors – The Director of Corporate Services advised the meeting that we had completed a waiver to enable the current external auditors to be used for a further year. The situation moving forward was being reviewed.

12. | **Date and Time of Next meeting**  
Monday 11<sup>th</sup> March 2024 – 2pm

S:\SLHD\_EMT\Boards & Committees\Audit & Risk Committee\2023\2023-10-30\TEMPLATE Audit Risk Committee Minutes 30.10.23.docx

## Governance Summary Communications Template

<b>Report from:</b>	Building Safety & Compliance Committee	
<b>Date of meeting:</b>	23 November 2023	
<b>Report author:</b>	Dave Wilkinson	
<b>Summary of key items discussed at the meeting, (if possible, keep these to the top three):</b>	<b>Decisions made and actions agreed (if possible, keep these to the top three):</b>	
<p>1. <u>Safety &amp; Compliance Activity report</u></p> <p>Members received an up-to-date position in regards to all areas of compliance. Updates were also received in respect of: Park Homes and Building Safety External Façade update.</p> <p>Members recognised the huge challenge to address the number of properties requiring a EICR test, and contractor partnership approach.</p>		
<p>2. <u>Tenant Access Portal</u></p> <p>Members received a demonstration overview of the portal, which was in its infancy stage and held health &amp; safety information available for tenants to access in regards to:</p> <ul style="list-style-type: none"> <li>• Asbestos overview report</li> <li>• EICR certificate</li> <li>• LGSR certificate</li> <li>• Fire risk assessment summary information</li> </ul>		
<b>Additional notes for communication to governance:</b>		
None.		

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

**Thursday 23 November 2023 at 10am**

**Present**

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

**In Attendance**

Chris Margrave (CM) - Director of Property Services, Danny Boardman (DB) - Head of Building Safety, Laura Dougan (LD) – Health Safety & Compliance Service Manager, Max Johnson (MJ) - Executive Support Officer.

**ACTION**

- |   |  |
|---|--|
| <b>1. Apologies and Quorum</b>  |  |
| 1.1 No apologies were received and the meeting was quorate.   |  |
| Introductions were made for the benefit of Barry Keable, new Tenant Board Member at his first Building Safety & Compliance Committee meeting.   |  |
| <b>2. Declarations of Interest by Board Members</b>   |  |
| 2.1 There were no declarations made.  |  |
| <b>3. Minutes of the meeting held on 21 September 2023 and matters arising</b>  |  |
| 3.1 The minutes of the meeting held on 21 September 2023 were approved.   |  |
| <b>4. Safety &amp; Compliance Activity report</b>   |  |
| 4.1 DB presented the report that provided an update on all areas of compliance, occupational and building safety health and compliance performance.   |  |
| 4.2 DB referred to the executive compliance dashboard at point 2 of the report and explained that now C365 was being regularly populated, this top level compliance category information could be provided. |  |
| 4.3 <u>Gas</u>  |  |
| DB explained the gas servicing programme was progressing well.  |  |
| DW asked, how far away are we from C365 being updated with all compliance information?  |  |

DB advised that all LGSR certificates are now uploaded C365, with the exception of just 5 outstanding. He said, this will now allow us to be able to populate next years programme.

#### LGSR - No Access

DW referred to point 3.5, highlighting the 19 properties in the no access process and asked, are these properties repeat offenders?

DB explained no, but we do look for trends. He further explained in cases where we need to go to court we apply for a 'whole life injunction' which negates the need to reapply, if this is needed in the future.

CM added EMT approved a report restricting repairs to properties experiencing no access issues when there is outstanding compliance work. In these cases should the tenant call in with a repair, we would advise that we will attend to do the repair but the outstanding EICR/LGSR certificate needs completing at either the same time or before the repair. It was noted that exemptions were in place for vulnerable tenants.

He added there is disproportionate effort placed on no access cases however, they usually involve engaging with carers and support workers.

#### 4.4 Electrical

DB referred to table 3 at 4.3 of the report and advised of the concerted effort being made, to ensure 7,410 residential properties requiring an EICR were completed before end March 2024.

He advised since the writing of the report a total number of properties with an EICR over 10 years old had reduced from 58 down to 33 and total number of properties with an in date 10 year EICR was now 197.

CM highlighted we have to recognise this is a huge challenge for the organisation. Once we are past this financial year, the team have flattened out the programme, so that we can bring properties forward. We are working with finance colleagues to understand how we can use a partnership approach with our contractors to address the numbers.

CM added there is a desire in the future to get all properties on a 5 year programme - which is likely to eventually become the standard, but it will require significant investment.

#### 4.5 Carbon Monoxide (CO) Detection

DB reminded committee of the Smoke and Carbon Monoxide Alarm (Amendment) Regulations which came into force on 1 October 2022 and its requirements.

DB highlighted devices are being fitted or tested during gas servicing. As at end of October 2023 there are 1,087 still to have CO detectors installed. More resources are being applied to CO revisits from the beginning of November 2023.

#### 4.6 Air Source Heat Pumps (ASHP)

Following a discussion it was agreed to bring an initial briefing note back to the next committee giving further detail around the 15 ASHP ie when were they installed, include feedback from tenants after surveying them to establish their views around their efficiency ie do they have to supplement their heating in winter? Comparison data on a similar archetype with installation of a gas boiler to also be included.

More detailed information around pros, cons and implications could be reported at a later date.

Committee noted a 'whole house' approach to the specification of new build properties in regards to ASHP, if installation isn't carried out in symphony with other considerations efficiency of the pumps are compromised.

#### 4.7 Fire Safety

For the benefit of new tenant board member BK, DB explained the fire risk assessment process and development of the 10 year programme.

DB then explained the current position referring to table 8, where members noted of the 199 FRA actions in work plan 1 - this number had reduced to 140 at the end of October 2023. The remaining 140 actions to be delivered in 2023/24 are a combination of fire risks identified at the Milton Court project and a small number relating to bin store management and fire doors in high rise buildings.

The requirements for communal areas to be clear of combustible material were discussed and the need for these areas to be kept sterile.

#### 4.8 Residential Sites – Heat Detection & Sounder System

Committee were pleased to hear of the anticipated start date on site at each of the parks, following the imminent end date of the Executive Decision Record (EDR) 'call in' period.

#### 4.9 Building Safety External Façade Update

DB referred to point 5.17 of the report summarising the position. Members noted that a revised programme date has been provided by Wates with the completion date extended to October 2025. Attempts where possible are being made to expedite this.

#### 4.10 Damp Mould & Condensation (DMC)

CM reminded Committee that a dedicated DMC team was set up last year, Craig Parkin had recently been recruited as the DMC Manager. Last year had seen a significant demand for surveys up to 100 per week, he confirmed this year is seeing a similar pattern with requests currently reaching 80 – 90 per week.

A piece of work was being done to address response timeframes; to attend 'severe' new cases within 7 days and start repairs within 21 days, from a contact centre perspective this would allow repairs to be effectively triaged.

Members noted that in addition to the current budget of £250k, City of Doncaster Council (CDC) had approved an additional budget of £500k allocated for specialist work undertaken by contractors, Allerton's.

#### 4.11 Reinforced Autoclaved Aerated Concrete (RAAC)

Committee noted no properties had been identified by RAAC.

### 5. **High Rise Remediation Update**

5.1 Item discussed as part of the Safety & Compliance Activity report.

### 6. **Consolidated Action Plan reporting into BSC Committee**

6.1 Item discussed as part of the Safety & Compliance Activity report.

### 7. **Tenant Access Portal**

7.1 LD gave committee members an overview demonstration of the tenant access portal. She explained it was in its infancy stage and walked through health and safety information available to tenants regarding their property: asbestos overview report, EiCR certificate, LGSR certificate and if relevant any fire risk assessment summary information.

7.2 DW asked, what percentage of tenants have registered and how far ahead of the curve are we on this?

LD explained that the organisation was driving its vision with C365, and it was noted that the tenant satisfactory measures were already taken into account within the system.

CM added I think its fare to say that the team are leagues ahead. In future, I think it will be a regulatory requirement about how you inform tenants around Building safety. If they have access to this kind of information it can only be a positive.

7.3 TM commented that there was a lot of information for tenants to absorb, especially vulnerable tenants. He favoured infographics as a more user friendly means of providing the information.

LD agreed stating that the teams ultimate aspiration was a property assurance certificate.

7.4 DB suggested that Glen Sheppard, Building Safety Manager attend the next meeting in January 2024 to discuss Building Safety Cases.

**DB/GS**

8. **AOB**

8.1 DW acknowledged that this was SLs last committee meeting and recognised and thanked him for his valued contributions to Board and Committee's during his term. He wished him all the very best for the future.

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

Thursday 25 January 2024, 10am

**Matters Arising from the previous minutes**

<b>Building Safety &amp; Compliance - Action Log</b>						
<b>NO</b>	<b>Month</b>	<b>Ref</b>	<b>Action</b>	<b>Progress</b>	<b>Completed Y/N</b>	<b>Owner</b>
1.	Sep-22	3.2	<p><b>Safety &amp; Compliance Activity Report</b></p> <p><u>No Access - Court Costs</u> Review court costs so they are passed onto tenants and not picked up by SLH.</p>	<p><u>Update 17.05.23</u> Currently being reviewed by Housing Management teams.</p> <p><u>Update 23.11.23</u> Going to be part of the recharge policy.</p>	In progress	MME/DB
2.	Nov-23	4.6	<p><b>Air Source Heat Pumps</b></p> <p>Agreed to bring an initial briefing note back to the next committee giving further detail around the 15 ASHP: Installation date, tenant feedback and comparison data.</p>		In progress	DB
3.	Nov-23	7.4	<p><b>Building Safety Cases (BSC)</b></p> <p>DB suggested that GSheppard attend the next meeting to discuss BSC.</p>		Complete	DB