

Annual Report

31 March 2023

St Leger Homes of Doncaster Ltd

Company Registration Number: 05564649

St Leger Homes of Doncaster Ltd

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St Leger Homes of Doncaster Limited

Company Information

Company registration number: 05564649

Registered office:

Civic Office
Waterdale
Doncaster
DN1 3BU

Bankers:

Lloyds Bank Plc
14 Church Street
Sheffield
S1 1HP

Solicitors:

Anthony Collins Solicitors
134 Edmund Street
Birmingham
B3 2ES

Auditors:

Beever and Struthers
1 George Leigh Street
St Ancoats
Manchester
M4 5DL

Internal Auditors:

City of Doncaster Council Internal Audit
Civic Office
Waterdale
Doncaster
DN1 3BU

Board of Directors

Mr A Richmond Appointed: 01.10.20

Independent Chair

Mr D Wilkinson Appointed: 11.11.19

Tenant Board Members

Mr A French	Appointed: 26.09.18	Resigned 01.10.22
Mr S Lyons	Appointed: 26.09.18	
Mr S Bartle	Appointed: 07.10.20	
Ms M Walusimbi	Appointed: 01.10.22	

Council Board Members

Cllr J Blackham	Appointed: 10.07.14
Cllr R A Jones	Appointed: 10.07.14
Cllr P Cole	Appointed: 25.05.21

Independent Board Members

Mr T Mason	Appointed: 29.11.17
Mr S Booth	Appointed: 01.01.20
Mrs S Jones	Appointed: 13.01.20

St Leger Homes of Doncaster Limited

Executive Management Team

Mr A Richmond	Chief Executive Officer
Ms J Crook	Director of Corporate Services
Mr M McEgan	Director of Housing and Customer Services
Mr C Margrave	Director of Property Services

St Leger Homes of Doncaster Limited

Strategic Report

The Directors present their strategic report for the year ended 31 March 2023.

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

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

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

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

The likely consequences of any decision in the long term

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

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

The interests of the organisation's employees

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

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

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

For suppliers, St Leger Homes has robust Financial Regulations, Contract Standing Orders and a Procurement Strategy, and these documents ensure we operate in a legal, ethical and inclusive manner whilst achieving best value for money. Procurement arrangements utilise compliant frameworks operated by procurement consortia.

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

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

St Leger Homes of Doncaster Limited

Strategic Report (continued)

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

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

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

St Leger Homes has an Environmental Strategy and the main objectives of the strategy are to reduce fuel poverty, our carbon footprint and our waste. We undertake enhanced stock condition surveys and utilise strategic asset management software.

For a number of years, we have invested in a range of environmental improvements and we continue to install efficient heating systems as part of our ongoing improvement programmes, we replace our vehicle fleet with more fuel efficient vehicles and we use repair scheduling software to optimise travel.

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

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

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

St Leger Homes is committed to preventing modern slavery and human trafficking and all other potential violation of human rights in all of its business activities. It has no place in St Leger Homes' business or supply chains and we take a zero tolerance approach to it. Our annual modern slavery statement, relating to the 2022/23 financial year, sets out our activities and can be found on our website at www.stlegerhomes.co.uk

The need to act fairly as between members of the organisation

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

Principal decisions

The Code and Regulations do not define 'principal' or 'key' decisions but following the approval of the five year Corporate Plan in March 2019, the Directors feel that were a number of principal decisions in 2022/23 relating to company operations and key stakeholder groups. These include:

- Appointment of new Board Members;
- Development of ICT systems;
- Responding to and implementing changing Building Safer Futures legislation;
- Development and approval of three year budgets and the Annual Development Plan (ADP); and
- Responding to the requirements of the Social Housing Regulation Bill, including creation of a dedicated damp mould and condensation team and implemented Tenant Satisfaction Measures.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Business model and review of the financial year

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

During the financial year just ended, work commenced on renewing the Management Agreement and on 16 August 2023, CDC approved the renewal for the period 1 April 2024 to 31 March 2029.

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

Other income is also received in the form of management fees to deliver the housing options service and the capital investment programme in CDC's housing stock, plus income from delivering property improvement services.

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

Vision, values and objectives

St Leger Homes has a five year corporate plan underpinned by a mission, values and strategic objectives.

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

Our values:

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

Our strategic objectives are to:

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

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

An Annual Development Plan (ADP) is approved by the Board at the start of each financial year. The ADP is based on our strategic objectives and priorities, and also Mayoral priorities. 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 and transform 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.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Vision, values and objectives (continued)

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

Results and performance

These financial statements are for the 2022/23 financial year which ended on 31 March 2023. The Company's accounting reference date aligns with the CDC financial year.

Operations

The Company's principal activity during the year was the management and maintenance of the housing stock of CDC, which numbered 20,185, of which 19,894 were tenanted dwellings and 291 leasehold dwellings as at 31 March 2023. In addition, the company is responsible for the management of CDC's statutory duty to respond to homelessness within the borough and also management of the investment programme for the improvement of the housing stock.

Core services were unchanged and delivered fully during the year. The main projects in the year were the ongoing work in relation to the requirements of Building Safer Futures and the social housing White Paper, commencement of a number of 'Journeys to Excellence' projects around repairs, homelessness and customer access and addressing the cost of living challenges that emerged during the year.

Services were delivered within budgets overall and the majority of key performance targets were met or exceeded.

Financial

HRA management fee income for 2022/23 was £35.64m (2021/22: £33.16m) and other income was £18.57m (2021/22: £15.29m) giving a total of £54.21m (2021/22: £48.45m). This income is shown in the Company's Statement of Comprehensive Income under the heading "Turnover". This excludes the capital programme investment in CDC's housing stock, which is managed by St Leger Homes and is accounted for within CDC's financial statements.

Homes

Managing the CDC capital programme ensured continued investment in the housing stock. The property improvements programme totalled £23m and included external improvement schemes, environmental works, heating conversions and upgrades, estate works and structural repairs.

Building safety compliance investment was delivered in properties under our management and we also continued the External Wall Insulation (EWI) programme and secured external funding towards this.

We continue to carry out responsive and scheduled repair work and cyclical testing and servicing of heating and electrics to ensure the continued maintenance of our housing stock. We operate a 24/7 contact service. A Repairs Excellence project continued in the year and is reviewing all areas of the repairs service to improve performance, efficiency and reduce costs.

The stock condition surveying programme that commenced in 2021/22 continued in the year and results are being used in the long term investment planning.

People (Employees)

St Leger Homes has a dedicated HR and OD team, supporting high levels of business change, which has been considerable in recent years with realignments, restructures, demand on services and ways of working. Agile working is now fully embedded following the reopening of offices in 2021/22.

The programme of staff surveys that started in 2020/21 continued with three more in the year. These were again aimed at the continued assessment of employees' wellbeing, any issues with the agile working arrangements and capturing thoughts and ideas for future working arrangements.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Employees) - continued

Results are analysed and used to inform St Leger Homes' agile working approach and lead the implementation of policy change and associated guidance and learning and ways of working. The surveys have consistently seen high (and above target) levels of employee satisfaction, exceeding 80%.

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

Engagement:

- we held our annual staff conference in person again after holding them virtually in recent years, and included an Awards section recognising the St Leger 'Stars in our organisation';
- a number of virtual Q&A sessions with the Executive Management Team (EMT) were held enabling all employees to engage directly; and
- we delivered a number of further, remote Q&A sessions with EMT throughout the year, enabling employees to receive up to date information first hand and to ask EMT any questions.

Wellbeing:

- for the twelfth year running, we achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme;
- retained accreditation to the international ISO45001 health and safety standard during 2022/23;
- continued our Public Health Bewell@Work activities throughout 2022/23, which includes plans working to achieve Gold (which was received in May 2023);
- the number of RIDDOR reportable injuries reduced in the year. A full evaluation of health and safety performance is provided to Board on a regular basis;
- we continued to invest in our staff and delivered a comprehensive learning and development programme for all staff during 2022/23. The programme offered numerous training courses and learning events, either on site or virtually and
- embedding Personal Development Plans (PDPs) - comprehensive training plans and learning needs analysis within our learning management system for all roles to manage mandatory training completion.

Equality, Diversity and Inclusion:

- we have asked our staff for their views on how we approach Equality, Diversity and Inclusion,
- feedback informed our Equality, Diversity and Inclusion Strategy 2022-2026;
- we have a balanced scorecard approach to monitor how representative our organisation is of the community that we serve, on the number of diverse employees that we employ and the number of diverse applicants applying for roles at St Leger;
- decreased our gender pay gap over five years, achieving a 50/50 male to female SMT ratio and
- increased the number of women in our trade based roles.

Apprenticeships:

- we continue to invest heavily in apprenticeships as part of succession planning and since 2005, St Leger Homes have trained over 125 trades apprentices;
- Increased the number of apprentices recruitment within the organisation taking in the region of 12 per year;
- won large employer of the year at the SY Apprenticeship awards 2022 and
- consistently met the national apprenticeship target for new recruits and supported high levels of WOW placements through our career start activity.

People (Tenants)

St Leger Homes maintained our commitment to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life.

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 that they focus on the needs and preferences of their customers and all elements are considered either 'Compliant' or 'Compliance Plus'.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

People (Tenants) (continued)

The Access to Homes Service had another exceptionally busy year. Since the introduction of the Homelessness Reduction Act 2017 and demands of Covid19 requirements, this service area has experienced very high demand in general approaches for access to the housing register, housing advice and homeless applications, statutory rehousing and use of temporary homeless accommodation.

Addressing homelessness is one of the key priorities of Doncaster Growing Together and therefore within our Corporate Plan, ADP and SDPs. We work very closely with the Complex Lives (CL) Alliance, including CDC, NHS and Children's Services, to support vulnerable Doncaster residents.

We again secured Government funding which provided much needed resources and capacity to the service in their work towards addressing homelessness.

The severe weather emergency protocol (SWEP) was activated on several occasions in the year. SWEP ensures normal operational service is maintained and increased measures to prevent rough sleeping and keeping people safe during these periods. Working with our partners, we were able to ensure a bed was available for every rough sleeper who wanted one during the severe weather.

Effective partnership working is essential in delivering the required services to residents of the borough, and our work with the DWP, CAB, Doncaster Financial Inclusion Group (FIG), Doncaster Renewal Group and Community First Credit Union, among others, plays a key role in delivering solutions to our tenants.

Tenant involvement is also very important in monitoring and improving services. The Customer Voice Strategy was approved in March 2022 and quarterly Customer Voice meetings were held in the year and a One Voice Forum introduced to ensure that St Leger Homes is kept informed of the changing views, needs, desires and aspirations of the Doncaster community. We have a Tenants and Residents Improvement Panel (TRIP) who undertake a number of tasks and reviews each year. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking. We work closely with 24 Tenants and Residents Associations (TARAs).

We are particularly proud of our work over the past few years in helping our 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 its creation in 2018. Performance is best reflected in the current arrears KPI which ended the year at 2.74%, better than target.

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

We carried out an increasing number of surveys with our tenants in 2022/23, including the annual STAR survey (see 'Customer satisfaction' below). These surveys are a vital source of information in developing our services.

Feedback from our tenants on a survey on Equality, Diversity and Inclusion (EDI) informed our renewed Equality, Diversity and Inclusion Strategy 2022-2026. The EDI balanced scorecard includes information about the diversity of our customer base. This is reported quarterly and is used to inform future action planning.

Our Communication Strategy 2022-2026 sets out our plans to build a strong company reputation and to ensure all our stakeholders are engaged, involved and informed about what we do and how we do it and that there are clear two way lines of communication to influence the services we deliver and how we deliver them.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Neighbourhoods

Our Customer Voice strategy strengthens our outcome focussed customer involvement structure. Our neighbourhoods work continued extensively in the year, including estate caretaker work, positive activity expenditure, estate walks and new fencing.

St Leger Homes has a proactive approach to anti-social behaviour and we continued to work effectively with our partners via the Doncaster Safer Partnership. We aim to ensure properties are empty for as short a period as possible as this has a positive impact on neighbourhoods, reducing anti-social behaviour (ASB) and crime, as well as having a positive impact on income to the HRA.

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

We attended regular Neighbourhood Action Groups and Case Identification Meetings across the borough in all of our four geographical areas. As well as low level enforcement and support and involvement in local solutions groups, 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.

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

Modern slavery

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

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

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

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

We publish our annual modern slavery statement, which sets out St Leger Homes' activities to ensure there is no slavery or human trafficking in our operations. The latest statement can be found on our website at www.stlegerhomes.co.uk and it is also registered on the government website www.gov.uk.

Employment Policy

In 2022/23, the Company employed on average 816 staff / 739 whole time equivalents (2020/21: 813 staff / 737 whole time equivalents).

We continued our commitment to developing our staff through the delivery of our People Strategy whose action plan is reviewed by the Board annually and EMT every six months.

A number of employee policies and related documents were considered by EMT and Board in the year, including but not limited to sickness, competitive pay, training, equality and diversity and behaviours. A substantial amount of work, including employee consultation, was undertaken in developing a new behaviours framework and updated Employee Behaviours were launched in December 2022.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Employment Policy (continued)

We again met the commitments of the Disability Confident Scheme accredited by the Department for Work and Pensions. Achieving this accreditation means we can demonstrate that we make the most of the talents disabled people can bring to our workplace, enabling us to successfully recruit and retain disabled people and those with health conditions.

As part of our ongoing commitment to addressing any inequality issues in any form, we aim to ensure men and women are paid equally for doing equal work by determining their pay through an equality proofed job evaluation scheme. We published our Gender Pay Gap Report for 2022 in April 2023. This is available on our website.

Performance

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

The focus of both teams in 2022/23 was to continue to develop and embed the integrated housing management solution and performance reporting framework, so that every area of the business can utilise an efficient ICT system and access timely and accurate information to ensure they deliver their services effectively.

At the start of each financial year, a suite of Key Performance Indicators (KPIs) is approved by Board and CDC. The suite is developed from strategic objectives, risks and Mayoral priorities, and is reported monthly at appropriate levels within St Leger and CDC. St Leger Homes validates these KPIs with a number of employee and customer surveys and benchmarking.

Key Performance Indicators 2022/23:

The table below summarises KPI performance against targets and comparatives where possible.

Indicator Description	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn	18/19 Outturn
% of current rent arrears against annual debit	2.74%	2.75%	2.55%	2.75%	2.79%	2.61%
Void rent loss % through vacant dwellings	0.67%	0.50%	0.79%	1.00%	0.59%	0.49%
Number of tenancies sustained post support	96.8%	97.3%	98.3%	97.3%	93.8%	n/a
Number of homeless preventions	850	n/a	566	604	965	n/a
Number of repairs first visit complete	94.8%	92.0%	90.2%	90.9%	90.2%	n/a
Gas servicing - % of properties with a valid landlord certificate	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Number of complaints upheld as a % of all interactions	0.09%	0.07%	0.13%	0.07%	0.06%	0.07%
<i>Complaints upheld</i>	323		403	233	240	250
<i>Complaints not upheld</i>	874		661	570	581	638
<i>Total complaints</i>	1,197		1,064	803	821	888
Days lost through sickness per FTE	11.7	7.9	11.9	6.6	8.2	8.9
ASB % of cases resolved	97.0%	95.6%	97.6%	95.2%	95.56%	93.0%
Percentage of local expenditure	67%	70%	73%	69%	63%	71%
Percentage of homes maintaining decent standard	99.69%	100.00%	99.99%	99.99%	100.00%	n/a

It is again particularly pleasing to report that current rent arrears performance outturned at 2.74% against the year-end target of 2.75%. The past few years have been particularly challenging with Universal Credit rolled out fully across the borough, Brexit, the Covid19 pandemic and related restrictions and in 2022/23 an emerging cost of living crisis where tenants experienced high inflation and very large increases in utility and fuel costs.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Performance (continued)

Void performance was worse than target throughout the year for both void rent loss and re-let times but has been improving slowly over the past two years and is in the top or upper quartiles when benchmarked with our peers and also all providers nationally.

Customer Satisfaction 2022/23

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.

The table 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.

Core satisfaction survey question	2022/23	2021/22	2019/20	2017/18	2016/17	2015/16	2014/15
Overall satisfaction	81.3%	84.8%	87.0%	88.8%	91.0%	91.8%	90.9%
Quality of your home	75.7%	86.5%	89.4%	89.2%	92.7%	93.2%	92.1%
Neighbourhood as a place to live	72.8%	79.9%	81.2%	81.3%	89.9%	90.8%	91.4%
Rent provides value for money	82.9%	n/a	94.2%	92.8%	93.6%	93.4%	92.2%
Repairs and maintenance	80.3%	86.3%	90.1%	85.9%	89.4%	89.5%	88.8%
Listens to views and acts on them	73.2%	74.9%	83.1%	83.5%	85.8%	86.8%	85.9%

Results were generally lower than in 2021/22 and 2019/20 and housing providers across the country have also experienced similar falls in their satisfaction levels. Although our tenant satisfaction levels are lower, we remain in the upper quartiles when benchmarked nationally and with our peers.

Customer Service Standards

In addition to the KPIs, St Leger Homes reports on seven Customer Service Standards. These are set in consultation with our customers, taking into account our Corporate Plan 2019-2024, KPIs and the Regulatory Consumer 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.

The standards are reviewed periodically and approved by EMT and Board, and performance is monitored on a quarterly basis.

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.

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

Service standards	22/23	21/22	20/21	19/20	18/19	17/18
Compliant	7	6	7	8	8	9
Within target tolerance	2	3	1	3	2	4
Not compliant	4	6	3	2	3	0
Total	13	15	11	13	13	13

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.

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Value For Money (VFM)

VFM is embedded in our mission, values and strategic objectives and our Annual Development Plan (ADP) and Directorate Service Delivery Plans (SDP) are developed around these objectives and priorities. St Leger Homes has a good track record on VFM.

We recognise the Regulator of Social Housing's Regulatory Standards as good practice and during the year, published our annual VFM self-assessment (based on the 2021/22 financial year) to capture all VFM achievements and work into one summary document.

The self-assessment again shows that St Leger is, in general, a low cost, mid to high performing organisation when benchmarked with our peers (around 25 organisations) and also all housing providers nationally (around 100 organisations). Benchmarking shows there are areas of good performance and also areas for improvement, with actions developed to improve these.

The VFM strategy was updated in 2022/23 and will ensure continued focus on optimising costs and performance.

Principal Risks and Uncertainties

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

All strategic risks are considered by their potential impact on the delivery of the company's aims, objectives and the provision of services together with the predicted likelihood of the actual event or occurrence and the score registered on a risk matrix. A member of the Leadership Team is assigned as being the risk owner and assumes the responsibility of ensuring effective mitigation actions are in place. As in previous years, quarterly reviews and updates of the risk register took place during the year and this will continue in 2023/24.

Review of the Risk Register

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

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

- manage Homelessness issues within the borough
- deliver the Digital transformation programme and optimise use of ICT
- manage political and local expectations of St Leger and deliver on performance and value for money as measured by DMBC
- recruit, develop and retain a skilled, efficient and effective workforce
- manage all issues surrounding property compliance risks, including high risk residential accommodation and any emerging requirements
- manage corporate health, safety and compliance risks
- effectively govern and manage in an increasingly regulated climate
- maintain core service delivery and business continuity in an unstable world (e.g. illness, cost of living, fuel and material shortages, adverse weather, high inflation).

St Leger Homes of Doncaster Limited

Strategic Report (continued)

Future Developments

Our Annual Development Plan for 2023/24 was approved by the Board in April 2023 and is available on our website, along with our five year Corporate Plan, at www.stlegerhomes.co.uk. These documents set out our future plans and targets in the short and medium term. These are cross-referenced to the Doncaster's Growing Together (DGT) corporate strategy confirming St Leger's commitment to working in partnership with CDC and key partners.

The current five year Corporate Plan runs to March 2024 and work commenced in 2022/23 on its review and working with CDC to develop a new plan. A new five year plan will be approved before the next financial year by Board and CDC, along with a new five year Management Agreement enabling St Leger Homes to undertake longer term planning.

The main focus areas continue to be around governance and the requirements of the Social Housing Regulation Bill, new Tenant Satisfaction Measures, evidencing our compliance with the Regulator of Social Housing (RSH) standards, preparing for regulatory inspection, building safety and excellent customer service.

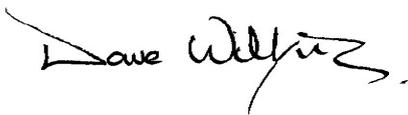
We will continue to work with our Tenants to assist them with the challenges that have emerged in recent years following the Covid19 pandemic and cost of living crisis, which come after a long period of minimising the impact of Welfare Reform.

The challenging economic and political climates mean we must continue to be an organisation which delivers efficiencies and value for money services. The investment in the past two years in the new Integrated Housing Management Solution is transforming the way the company operates and deliver further efficiencies and this will be developed further. We will continue to invest in our employees, the most recent being commencement of working towards Investors In People accreditation which commenced in May 2023.

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

By order of the Board and signed on its behalf

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



Dave Wilkinson

Chair

St Leger Homes of Doncaster Limited

Directors' Report

Legal status of Company

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

Status of Company and composition of the Board

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

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

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

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

Proposed dividend

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

Directors and Directors' interests

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

Post Balance Sheet Events

There were no post balance sheet events to report.

Disclosure of information to auditors

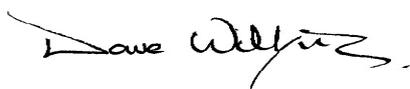
The Directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's Directors are individually unaware; and each Director has taken all the steps that they ought to have taken as a Director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

Auditors

In accordance with section 385 of the Companies Act 2006 a tendering exercise will be carried out following the expiry of the existing External Auditors contract on the 30 September 2023.

By order of the Board and signed on its behalf

St Leger Homes of Doncaster Limited
Civic Office
Waterdale
Doncaster DN1 3BU



Dave Wilkinson

Chair

St Leger Homes of Doncaster Limited

Statement of Internal Control

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

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

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

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Company's assets;
- Experienced and suitably qualified staff to take responsibility for important business functions. Annual employee development review procedures have been established to maintain standards of performance;
- The establishment of written policies and procedures and a scheme of delegated authority designed to ensure that proper accounting records are maintained;
- A risk management framework in which priority risks are reviewed by the Board, Audit and Risk Committee, Executive Management Team and senior managers;
- Forecasts and budgets are prepared which allow the Board of Directors and management to monitor the key business risks and financial objectives and progress towards financial plans set for the year and the medium term. Regular management accounts are prepared promptly, providing relevant, reliable and up-to-date financial and other information and significant variances from budgets are investigated as appropriate;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board of Directors and officers of the Company;
- The internal audit programme is in place to review, appraise and report upon the adequacy of internal controls. Any actions necessary to correct any weaknesses identified by internal or external audit are incorporated within the action plan that is agreed and monitored by the Audit Committee. The annual report of the Internal Auditors for 2022/23 was received by Audit and Risk Committee in June 2023 and gave a positive opinion that the systems of internal control examined were generally sound with only a few exceptions.
- A full range of insurance including Fidelity Guarantee has been put in place to safeguard assets.

On behalf of the Board, management has reviewed the effectiveness of systems of internal control in existence for the year ended 31 March 2023. No weaknesses were found in the internal controls, which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements. The Board of Directors is satisfied that this remains the case up to the signing of these documents.

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

St Leger Homes of Doncaster Limited

Statement of Directors' Responsibilities

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

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

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

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

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

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

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

St Leger Homes of Doncaster Limited

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

Opinion

We have audited the financial statements of St Leger Homes of Doncaster (the 'Company') for the year ended 31 March 2023 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2023 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

St Leger Homes of Doncaster Limited

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of directors

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

St Leger Homes of Doncaster Limited

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

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

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

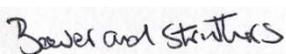
In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

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

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

Use of our report

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



Richard Graham ACA (Senior Statutory Auditor)

For and on behalf of
Beever and Struthers
Statutory Auditor
1 George Leigh House
St Ancoats
Manchester
M4 5DL

Date: 25 August 2023

St Leger Homes of Doncaster Limited

Income Statement

For the year ended 31 March 2023

		Year Ended 31 March 2023	Year Ended 31 March 2022
	Note	£000	£000
Turnover	2	54,209	48,452
Cost of Sales		(53,137)	(47,429)
Gross Profit		<u>1,072</u>	<u>1,023</u>
Administrative Expenses		(6,662)	(6,577)
(Loss)		<u>(5,590)</u>	<u>(5,554)</u>
Interest payable	13	(1,229)	(1,292)
(Loss) on Ordinary Activities before Taxation		<u>(6,819)</u>	<u>(6,846)</u>
Tax on (Loss) on Ordinary Activities	6	0	0
(Loss) on Ordinary Activities after Taxation		<u><u>(6,819)</u></u>	<u><u>(6,846)</u></u>

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

The accounts are prepared on a historical cost basis.

Statement of Comprehensive Income

For the year ended 31 March 2023

		Year Ended 31 March 2023	Year Ended 31 March 2022
	Note	£000	£000
(Loss) attributable to the members of the Company		(6,819)	(6,846)
Actuarial gain/(loss) recognised in the pension scheme for the financial year	13	73,703	22,717
Pension surplus not recognised	13	(2,378)	-
Total comprehensive income for the financial year		<u>64,506</u>	<u>15,871</u>

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

St Leger Homes of Doncaster Limited

Statement of changes in Revenue Reserve

As at 31 March 2023

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Balance as at 1 April	(42,922)	(58,793)
Profit from Statement of Comprehensive Income for the year ended 31 March	64,506	15,871
Balance at 31 March	21,584	(42,922)

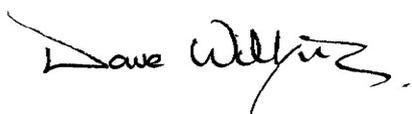
St Leger Homes of Doncaster Limited

Statement of Financial Position

As at 31 March 2023

		As at 31 March 2023		As at 31 March 2022	
	Note	£000	£000	£000	£000
Current Assets					
Inventories	7		2,385		2,085
Debtors	8 & 18		3,931		3,927
Cash and cash equivalents			78		2,527
			<u>6,394</u>		<u>8,539</u>
Creditors: amounts falling due within one year					
Bank Overdraft	9 & 18		(6,324)		(8,469)
			<u>0</u>		<u>0</u>
Net Current Assets			70		70
Provisions for liabilities and charges	10		(70)		(70)
			<u>0</u>		<u>0</u>
Net assets excluding pension assets/(liabilities)			0		0
Pension assets/(liabilities)					
Pension asset/(liability)	13	<u>21,584</u>	21,584	<u>(42,922)</u>	(42,922)
Net assets/(liabilities) including pension assets/(liabilities)			<u>21,584</u>		<u>(42,922)</u>
Capital and reserves					
Profit and loss account			<u>21,584</u>		<u>(42,922)</u>

These financial statements were approved by the Board of Directors on 3 August 2023 and were signed on its behalf by:



Dave Wilkinson
Chair

Company registration number 05564649

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

St Leger Homes of Doncaster Limited

Statement of Cash Flows

For the year ended 31 March 2023

		Year Ended 31 March 2023	Year Ended 31 March 2022
	Note	£000	£000
Cash flow from operating activities		(2,449)	1,267
Profit for the financial year		0	0
Adjustments for:			
Depreciation of property plant, & equipment		0	28
(Increase) in debtors	8 & 18	(4)	(234)
(Increase) in work in progress and stock	7	(300)	(309)
(Decrease) / increase in creditors	9 & 18	(2,145)	1,782
Net cash outflow from operating activities		(2,449)	1,267
Cash flow from investing activities			
Purchase of property plant, & equipment		0	0
Net decrease in cash and cash equivalents		(2,449)	1,267
Cash and cash equivalents at the beginning of the year		2,527	1,260
Cash and cash equivalents at the end of the year		78	2,527

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements)

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Company's financial statements. The prior year results are for the year ended 31 March 2022. St Leger Homes was incorporated in the United Kingdom and its registered office is Civic Office, Waterdale, Doncaster, DN1 3BU.

Basis of Accounting

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

These financial statements are for the year ended 31 March 2023 and comply with FRS102.

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

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

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

Turnover

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

Post-retirement Benefits

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

When a pension scheme is in deficit, the requirement of Section 28 of Financial Reporting Standard (FRS) 102 is to show the pension scheme as a liability on the balance sheet. When a pension scheme is in surplus, the level of surplus disclosed is based on a number of underlying assumptions and conditions.

The last full triennial valuation was carried out as at 31 March 2022 and the pension scheme is now in surplus.

As a result of the agreements that exist between St Leger Homes and CDC, a pension related guarantee from CDC to cover all related pension costs exists.

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Post-retirement Benefits (continued)

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

Judgements in applying accounting policies and key sources of estimation uncertainty.

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

Going Concern

The accounts have been prepared on a going concern basis.

The pension scheme in the Statement of Financial Position for St Leger shows an overall surplus, comprising a pension asset and positive revenue reserves at 31 March 2023. The position at 31 March 2022 was an overall negative position with a pension liability and negative revenue reserves. The accounting treatment does not impact on the day to day operations of St Leger Homes and the accounts have been prepared on a going concern basis since the Directors believe the company will continue to operate for the foreseeable future.

Provisions for bad debts

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

Provisions for liabilities

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

Pension liability

The critical underlying assumptions in relation to the estimate of the pension defined benefit scheme obligation such as standard rates of inflation, property valuations, mortality, discount rate and anticipated future salary increases. Variations in these assumptions have the ability to significantly influence the value of the asset or liability recorded and annual defined benefit expense.

There is evidence from the external management expert that part of the pension asset at March 2023 is recoverable, and this has been recognised in the Statement of Financial Position.

Operating Leases

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Taxation

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

Cash

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

Inventories

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

2. Analysis of turnover

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
By Activity		
Housing and support services	22,567	21,589
Repairs and technical services	31,642	26,863
	<hr/> 54,209	<hr/> 48,452

3. Profit/Loss on ordinary activities before taxation

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

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

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Auditors' Remuneration	22	19
Internal Audit	30	28
Staff Costs (see note 4)	28,579	25,951
Operating lease rentals		
- Buildings (see note 13)	133	67
	<hr/>	<hr/>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

4. Staff numbers and costs

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

	Year Ended 31 March 2023	Year Ended 31 March 2022
	No. of employees	No. of employees
Housing and support services	318	313
Repair and technical services	430	422
Directors	4	4
	752	739

Their aggregate remuneration comprised:

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Wages and salaries	23,356	21,472
Social Security costs	2,298	1,976
Pension Contributions	2,925	2,503
	28,579	25,951

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

	Year Ended 31 March 2023	Year Ended 31 March 2022
	No. of employees	No. of employees
£50,001 to £60,000	11.0	8.0
£60,001 to £70,000	11.0	8.0
£70,001 to £80,000	1.0	0.0
£90,001 to £100,000	3.0	2.0
£130,001 to £140,000	1.0	1.0

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

5. Remuneration of Directors

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Members of the Board of Directors		
Directors' emoluments	25	24
None of the Directors are members of the defined benefit pension scheme	0	0
Members of the Executive Management Team		
The Executive Management Team, including the Chief Executive Officer, received emoluments as follows:		
Aggregate emoluments (wages and salary) payable to the Executive Management Team. (Including pension contributions. No benefits in kind were received.)	490	477
	-----	-----
	No. of Board Members	No. of Board Members
£1,001 to £2,000	2	-
£2,001 to £3,000	4	5
£3,001 to £4,000	1	1
£9,001 to £10,000	1	1

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

6. Taxation

Analysis of charge in period

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
UK Corporation Tax	0	0
	<hr/>	<hr/>
	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
(Loss) on ordinary activities before tax	(6,827)	(6,846)
	<hr/>	<hr/>
Specific activities within the scope of corporation tax	572	444
	<hr/>	<hr/>
Total current tax charge	0	0
	<hr/>	<hr/>

The tax liability for 2022/23 is £Nil (2021/22 £Nil). St Leger Homes provides a number of services that fall within the scope of corporation tax, but the cost of providing these specific activities exceeds the income generated.

7. Inventories

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Work in Progress	1,345	1,216
Stock	1,040	869
	<hr/>	<hr/>
	2,385	2,085
	<hr/>	<hr/>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

8. Debtors

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Amounts owed by group undertakings	2,410	2,507
Trade Debtors	67	48
Other tax and social security	982	1,098
Prepayments and accrued income	472	274
	<u>3,931</u>	<u>3,927</u>

9. Creditors: amounts falling due within one year

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Amounts owed to group undertakings	3,516	5,269
Trade creditors	320	0
Accruals and deferred income	2,488	3,200
	<u>6,324</u>	<u>8,469</u>

10. Provisions for liabilities and charges

	Year ended 31 March 2023	Year ended 31 March 2022
	£000	£000
On-going cases	<u>(70)</u>	<u>(70)</u>
	<u>(70)</u>	<u>(70)</u>

11. Called up share capital

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

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

12. Financial Commitments

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

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Land and Building leases expiring:		
In one year	133	67
In 2 to 5 years	133	0
In more than 5 years	0	0
	<hr/>	<hr/>
	266	67
	<hr/>	<hr/>

13. Pension scheme

The Company participates in the South Yorkshire Pension Authority (Local Government) Pension Fund. The pension contributions payable by the Company to the scheme amounted to £3.6m.

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

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

The pension fund and actuaries will keep the level of employers' contributions under review to allow the fund to balance in the medium term. It has been agreed that an employer rate of 10.2% of pensionable pay will apply in the 2023/24 financial year.

The most recent published valuation was at 31 March 2022. This valuation was for the entire South Yorkshire Pension Authority (Local Government) pension fund. The applicable financial assumptions underlying the 31 March 2022 valuation were:

	Year Ended 31 March 2023	Year Ended 31 March 2022
Current rate of employers' contributions	16.0%	16.0%

The current mortality assumptions include sufficient allowance for future improvements in mortality rates. The assumed life expectations on retirement age 65 are:

Demographic assumptions – life expectancy	Year Ended 31 March 2023	Year Ended 31 March 2022
Current Pensioners - Male	20.5 years	22.6 years
Current Pensioners – Female	23.7 years	25.4 years
Future Pensioners - Male	21.5 years	24.1 years
Future Pensioners – Female	25.2 years	27.3 years

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Actuarial Assumptions

	31 March 2023		31 March 2022	
Rate of increase in salaries	3.55%		4.20%	
Rate of increase of pensions in payment	2.95%		3.20%	
Discount rate	4.75%		2.70%	
Rate of inflation	3.00%		3.20%	
Value of assets	£000	%	£000	%
Equities	75.63	45.2	79,430	46.6
Bonds	27.98	16.7	30,620	18.0
Property	14.18	8.5	14,600	8.6
Cash	1.60	1.0	1,900	1.1
Other	48.04	28.7	43,920	25.8
Total market value of assets	<u>167,433</u>		<u>170,470</u>	
Actuarial value of liability	<u>(143,471)</u>		<u>(213,392)</u>	
Net pension Asset/(Liability)	<u>23,962</u>		<u>(42,922)</u>	

Defined Benefit Obligation

	Year ended 31 March 2023	Year ended 31 March 2022
	£000	£000
Opening Benefit Obligation	213,392	213,213
Current service cost	8,514	8,061
Interest Cost	5,852	4,546
Contributions by Members	1,538	1,337
Actuarial (Gain) on Liabilities	(82,788)	(11,187)
Impact of Losses settlements and curtailments	0	0
Unfunded benefits paid	(4)	0
Benefits/transfers Paid	<u>(3,033)</u>	<u>(2,578)</u>
Closing Benefit Obligation	<u>143,471</u>	<u>213,392</u>

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Fair value of employer assets

	Year ended 31 March 2023	Year ended 31 March 2022
	£000	£000
Opening Fair Value of Employer Assets	170,470	154,420
Expected Return on Assets	4,623	3,254
Contributions by Members	1,538	1,337
Contributions by Employer	2,920	2,503
Contribution to unfunded benefits paid	0	4
Administration expenses	0	0
Actuarial Gain on Assets	(9,085)	11,530
Benefits/transfers Paid	(3,033)	(2,578)
Closing Fair Value of Employer Assets	<u>167,433</u>	<u>170,470</u>

Movements in surplus/(deficit) during the year

	Year ended 31 March 2023	Year ended 31 March 2022
	£000	£000
Opening Deficit in the Scheme	(42,922)	(58,793)
Movement in year:		
Current service cost	(8,514)	(8,061)
Employer Contributions	2,920	2,503
Contribution to unfunded benefits paid	4	4
Impact of settlements and curtailments	0	0
Net returns on (interest cost)	(1,229)	(1,292)
Actuarial gain	73,703	22,717
Surplus/(Deficit) in scheme at end of year	<u>23,962</u>	<u>(42,922)</u>
Pension surplus not recognised	(2,378)	0
Recognised Surplus/(Deficit) in scheme at end of year	<u>21,584</u>	<u>(42,922)</u>

The plan has a gross surplus at the reporting date of £23.962m. St. Leger Homes has recognised an asset to the Statement of Financial Position to the extent that it is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. The plan surplus (asset ceiling) has been calculated by the scheme actuary to be £21.584m and a surplus of £2.378m has not been recognised in the balance sheet as a result.

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

Amounts charged to profit/(loss)	Year ended 31 March 2023	Year ended 31 March 2022
	£000	£000
Current service cost	8,514	8,061
Impact of settlement and curtailments	0	0
Total charge	8,514	8,061

14. Analysis of net funds

Cash at bank and in hand	Year ended 31 March 2023	Year ended 31 March 2022
	£000	£000
At the beginning of the year	2,527	1,260
Cash flow	(2,449)	1,267
At end of the year	78	2,527

15. Related Party Transactions

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

Total Company turnover in 2022/23 was £54.2m including £35.6m from CDC in management fees and £10.4m relating to capital works. Service level agreements amounted to £5.7m.

	Year Ended 31 March 2023	Year Ended 31 March 2022
	£000	£000
Debtors (monies owed by CDC)	3,747	3,723
Creditors (monies owed to CDC)	3,516	5,269

St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

16. Contingent Liabilities

The Company had no contingent liabilities at 31 March 2023 (2022: £Nil).

17. Ultimate controlling body

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