

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

**To be held at 1:00pm on Thursday 7<sup>th</sup> July 2022  
Civic Room 410**

**AGENDA**

- |          |  |                        |
|----------|--|------------------------|
| <b>1</b> | Apologies and Quorum   | <b><i>Verbal</i></b>   |
|          | Apologies received from Susan Jones and Richard Allan Jones    |                        |
| <b>2</b> | Declarations of Interest by Board Members                      | <b><i>Verbal</i></b>   |
| <b>3</b> | Minutes of the meeting held on 26 May 2022 and matters arising | <b><i>Enclosed</i></b> |

***Financial and Performance***

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

***For Information***

- |          |   |                        |
|----------|---|------------------------|
| <b>5</b> | Committee Minutes for Noting  | <b><i>Enclosed</i></b> |
|          | <ul style="list-style-type: none"><li>• Building Safety Committee Minutes</li><li>• Performance and Improvement Committee Minutes</li><li>• Employment and People Committee Minutes</li></ul> |                        |
| <b>6</b> | <i>Date of next meeting</i><br>4 August 2022 at 2:00pm  |                        |

Company Number 05564649  
A Company Limited by Guarantee  
Registered in England

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

**26 May 2022**

**Present:**

Dave Wilkinson (Chair), Trevor Mason, Steve Lyons, Richard Allan Jones, Phil Cole, Stuart Booth, Dave Richmond, Susan Jones, Sam Bartle.

**In Attendance**

Mark Steward, Head of Access and Allocations

**Also In Attendance**

Julie Crook (Director of Corporate Services), Chris Margrave (Director of Property Services), Mark McEgan (Director of Housing and Customer Services), Leandra Graham-Hibling (EA to CEO) (minutes).

	<b>Action</b>
<b>1 Apologies and Quorum</b>	
1.1 Apologies were received from Anthony French and Joe Blackham	
<b>2 Declarations of Interest by Board Members</b>	
2.1 There were no declarations of interest.	
<b>3 Minutes of the meeting held on 7 April 2022 and matters arising</b>	
3.1 The minutes were agreed as a true reflection with matters arising detailed within the table at the end of the minutes.	
<b>4 Minutes of the Confidential meeting held on 3 February 2022 and matters arising.</b>	
4.1 Councillor Phil Cole confirmed his attendance to this meeting. Minutes to be amended to reflect attendance.	<b>LGH</b>
<b>5 Chair and Chief Executive's Update</b>	
5.1 Members received updates on the following key items; Homelessness, Domestic Abuse, Environmental Pride Scheme, work around Poverty, Smoke & Carbon Monoxide Alarms and an update on new Legislation. Board were provided with a copy of a letter from the Regulator of Social Housing and were provided with detail of the National Federation of ALMOs (NFA) annual conference.	

5.2 Domestic Abuse

The Chief Executive drew Boards attention to gaining the nationally recognised Domestic Abuse Housing Alliance Accreditation (DAHA).

5.3 Environmental Pride Scheme

The Chief Executive advised that this scheme had been developed following Board conversations at a Strategic Planning event around Neighbourhood Pride. He advised that the programme is small, however has successfully gained partner support and it is hoped that DMBC will take over responsibility given the scheme will become Borough Wide.

5.4 Poverty Work

The Chief Executive advised of a partnership arrangement between The Community First Credit Union and the retailer AO which will enable Community First Credit Union to purchase white goods on behalf of specific customers. Community First have partnered with SLHD to offer this service to any of our customers that sign up to become members of the credit union.

5.5 Smoke and Carbon Monoxide Alarms

The Chief Executive explained that of the proposed changes, the organisation was in a good position in terms of alarms fitted in properties, however teams were working hard to ensure our data is up to date and correct.

The Director of Property Services advised of a previous decision where Co2 alarms were installed in every property burning fossil fuels, however some installations were not documented or certificated. He advised that as part of the 2022/23 gas servicing programme, operatives are checking for these installations and data is being added. If alarms are not working or there is no alarm installed, then this will be resolved and actioned. It is hoped that within the next 8 months, we will have a clear record across all housing stock. It is proposed that going forward there will be a replacement programme and this will include a record of an installation date.

A Member asked about options for hard-wiring alarms? The Director of Property Services advised that options are being considered, including consideration of a combined unit, quantifying false alarm rates and resources required to install hard-wired devices.

The Director of Property Services took the opportunity to also advise Board of a budget implication relating to our current provider who had increased costs in 2022/23 which we need to be mindful of.

5.6 New Legislation

The Chief Executive highlighted a number of requirements within the Building Safety Act that have been deleted including:

- The requirement for all in scope buildings to have access to a Building Safety Manager (BSM) However the duties which would have been undertaken by the BSM would still need to be completed but it is more likely that these responsibilities would pass to the AP.
- Personal Emergency Evacuation Plans (PEEPs) the Government abandons PEEPS based on the issues faced relating to Practicality, Proportionality & Safety.

#### 5.7 Letter from the Regulator of Social Housing

Board acknowledged the letter that was provided.

#### 5.8 National Federation of ALMO's Conference

A member, who attended the conference, advised that he found it reassuring to hear other organisations were looking to introduce a policy or procedure or meeting legislation which SLHD already has in place. The Chair agreed with this comment, adding that there was also discussion around ALMO relationships with Councils and something that SLHD and DMBC have had in place for many years.

A Member commented that on hearing the Joseph Rowntree Trust presentation, it was very humbling and concerning to hear about the number of children and elderly people living in poverty at the present time.

### 6. **People Strategy Update**

#### 6.1 The Director of Corporate Services presented a progress update at the end of year 2 of the 4 year People Strategy (2020 – 24).

The main update is shown on page 2 and 3 advising that out of 11 measures of success set out within the strategy:-

- 5 are currently achieving target and must be maintained
- 4 sit under target and are explored further in 2.2 below - Sickness, Tenants and Residents into Training, Net Promoter Score (NPS) and Statutory / Mandatory Training Delivery.

The Director of Corporate Services highlighted a number of specific areas including:-

- New apprentice starts, Public Sector Apprenticeship Target – this is our best figure of apprenticeship recruitment and we have ever had
- Sickness - performance is by far the worst compared to previous years even when Covid sickness has been removed. Sickness is being closely monitored currently and performance seems to be turning.
- Tenants and residents supported into training - Doncaster has a buoyant employment market and therefore it is felt that

performance reflects people not needing training to gain employment at the present time.

- Positive Net Promoter Score – performance has moved to red, however conversations have been held at Employment & People Committee about the most appropriate indicator for us. It is felt that dissatisfaction has gone up generally as we have come out of covid, as we were very accommodating at the beginning of the pandemic.

- 6.2 A Member suggested that a question in a staff survey asking ‘where do you see yourself in 5 years’ time’ may be misleading to those who are due to retire within that timeframe and therefore may answer negatively without meaning to. He suggested that we re-phrase the question for future surveys. The Director of Corporate Services agreed to consider this.

JCr

Board were advised that answers to the staff survey are anonymous and therefore it is difficult to consider the reasons for individual answers, however there are opportunities for individuals to provide more information in order that concerns can be resolved.

- 6.3 A Member asked if we see a potential for industrial action from the workforce based on the increase in dissatisfaction, and lack of pay increases and comments from Government that public sector pay awards being closely managed?

The Chief Executive commented that it is highly unlikely public sector pay will rise in line with inflation and given there is already some unrest in the Housing Association world, this may bleed through to the ALMO world. He also advised that there is already some unrest from within Property Services specifically around trade related pay.

The Director of Property Services advised that the timing of the 2021/22 pay increase was not helpful and colleagues have made the correlation between the 2021/22 pay increase and the increase in national insurance, and a monetary value can be seen.

- 6.4 A Member asked about sickness levels, given the trend seems to contribute to the increase and has not yet peaked. He asked, with this, alongside the feeling of low morale across the workforce, if there were any other plans to consider how we can address this?

The Director of Corporate Services advised that Covid related sickness is now being handled through the normal sickness processes. She also advised that the Sickness Policy is due for review and consideration is being given to make changes to short term sickness triggers and strengthen the policy, along with identifying any trends to be able to address any issues earlier in the process.

The Member asked if there is an option to do anything differently or any more than current arrangements?

The Director of Corporate Services advised that the changes to recording Covid related sickness and the review of the sickness policy may identify some potential changes we would like to make.

The Director of Property Services supported the current approach, commenting that within his Directorate there are high levels of sickness and something such as the 'Bradford Factor' may support the organisation in reducing sickness.

He also advised that Managers and Team Leaders have been empowered to challenge behaviour where there are high levels of illness or distinctive patterns, and to have those conversations which will include options of support for individuals.

**6.5 Progress noted progress and approved the year 3 action plan.**

**7. Modern Slavery Statement**

7.1 The Director of Corporate Services sought approval of SLHD's 2021/22 Modern Slavery statement attached at appendix A of the report.

The Director of Corporate Services advised that the proposed changes to the statement are highlighted for consideration with the key item relating to changes in the management of the procurement team and how SLHD would identify any changes within the supply chain. She advised a piece of work to address this has been completed.

**7.2 Board approved the modern slavery statement for publication.**

**8. Domestic Abuse Policy**

8.1 The Director of Housing and Customer Services presented the SLHD Domestic Abuse Policy and the separate Staff Domestic Abuse Policy, asking for approval of both policies.

8.2 A Member asked how often we would need to apply for re-accreditation? The Director of Housing and Customer Services advised we would apply every three years however there are plans to keep up to date with the criteria with regular reviews to ensure the re-accreditation is as streamlined as possible.

8.3 The Director of Housing and Customer Services highlighted the significant rise in cases which is detailed in the report and shows that Covid has been a contributing factor to the increase, which is reflected nationally.

Board noted that due to the current financial crisis, and the increases to cost of living, issues around financial impact may mean a further rise in Domestic Abuse cases.

8.4 A Member asked if there is a process in place for reporting staff related cases or asking for help and support within the Staff policy? The Director of Housing and Customer Services advised that we work in an environment where people can confide in colleagues and line managers, but staff are also asked to be aware of their environment and ask for support for or from their colleagues if they see anything.

8.5 A Member asked if staff feel they are empowered to report their concerns?

The Director of Housing and Customer Services advised that he is confident this happens and explained that tailored training for everyone across the business will help raise the profile and ensure that colleagues know what to do.

8.6 A Member asked if there are any reporting proposals for Board? MMc advised there will be regular reporting within the service and offered an annual report to Board. Board welcomed this proposal.

**MMc/  
LGH**

8.8 A Member asked whether this policy covers any breaches of tenancy and neighbour nuisance? MMc advised that this would be picked up through the tenancy agreement and depending on the issue and potential crime, then it will be actioned accordingly in line with Anti-Social Behaviour (ASB) legislation.

8.9 A Member asked about plans for communication of policies to both tenants and staff? MMc advised of plans to ensure both communication and training delivery being detailed in the action plans.

8.10 A Member asked about support and whether the process of MARAC and the partnership in place was being most effective?

MMc advised that it is his view the partnership arrangements in place are good, and advised that there are elements of the new legislation where the Police can intervene and take issue and in these cases, risk assessments will take place by the partnership.

The Chief Executive advised, that specifically in relation to Domestic Abuse, there has been an increase in cases giving an example of the reason why people are presenting homeless due to suffering from Domestic Abuse where very specific data is collected and can shared with Board if required.

The Chief Executive also offered to provide data specific to ASB, however reminded Members that detail can be viewed in the performance booklet reviewed regularly by Performance & Improvement Committee.

8.11 **Board approved both the Domestic Abuse Policy and the separate Staff Domestic Abuse Policy.**

9. **Safety & Compliance Activity report**

9.1 The Director of Property Services presented the above report and asked members to note;

**Gas Servicing programme** - is well under way and progress will be tracked.

**Outstanding EICR's that are 10 years old** – There are a number of properties (8 in total) we are struggling to access, 50% of which are legacy cases where we are progressing through the legal process to gain access, and 50% are new properties which have only just reached past the 10year period. The Director of Property Services advised of different ways we are attempting to complete the testing including gaining access as part of a repair or gas service.

**Actions from Fire Risk Assessments** – Outstanding actions are being tracked very closely. The Director of Property Services advised that originally there were 6,000 planned actions with 1,200 overdue actions, however this has now reduced to just below 3,000 planned actions and 560 overdue actions. It was noted that all overdue actions have works planned in over the next 18months to ensure they are completed.

**Penningtons Review health check** – The work includes a review of actions within the workbook with a report being presented to Building Safety Committee and then Board.

**Residential Site Barriers** – planning permission has been submitted. It was noted that we have had a number of residents step forward and suggest that they will be submitting information about the access doors and height of the barriers to deter the work. The Director of Property Services advised a 'PlanB' was being considered, in case planning permission is declined. A Member asked if there would be a difference in cost? The Director of Property Services advised that cost was part of the considerations being worked through.

**British Safety Council – ISO45001** – It was confirmed that St Leger Homes of Doncaster has retained 5 star accreditation for 11 continuous years.

9.2 A Member asked about no access cases for EICR and if we have approached the supplier to see if meter usage is around what is expected for the property of that size and whether it was possible a tenant was circumventing the meter and the reason for not allowing access? The Director of Property Services advised that his teams are engaging with Housing and Customer Services colleagues to try



and attempt access and working with the tenants who may need additional support.

A Member asked whether we can pass any court costs, we incur when attempting to gain access, onto the tenant? Another Member responded that those who are denying access may be vulnerable or have mental health issues and possibly the reason for the no access. The Director of Housing and Customer Services commented that we also need to consider whether we will realistically be successful in claiming costs back and that some instances could be very case sensitive.

A Member asked if we keep next of kin / emergency contacts for our tenants who may be able to support SLHD colleagues gaining access? The Director of Property Services advised that we have had success in this type of arrangement giving an example of a specific case of two brothers living together where we had support of a family member to help gain access. He advised that it is his view that he would like to see all potential options exhausted before considering charging for not gaining access.

A Member asked about compliancy checks on 14 Air Source Heat Pumps and whether they are legacy installations or new installations? The Director of Property Services responded that it is thought these were installed approximately 5 years ago, but would confirm this.

CM

A Member asked if we are getting any pressure from tenants to cap off gas due to increases in energy prices? The Director of Property Services responded that we have received no such enquiries, however advised a number of enquiries have been received asking for the gas to be capped due to where the supply was coming from, as well as queries as to when we are planning to install more efficient systems to negate the need for gas. The Director of Property Services confirmed we are continuing to follow the strategy for carbon zero and insulating properties first and that gas is the most efficient heat we provide at present.

A Member asked about water management and the 69 properties requiring Legionella Risk Assessments. He asked if there was anything coming out of the action plan that Board needed to be aware of? The Director of Property Services advised that all actions were complete with no issues and the policy for domestic properties was due to be strengthened.

## **10. Year-end review of 2021/22 Annual Development Plan**

10.1 The Director of Corporate Services presented an end-of-year summary of the key activities relating to the strategic priorities within

the 2021/22 Annual Development Plan (ADP) as at the end of March 2022.

10.2 Board were advised that all outstanding actions had been cross referenced and had either been added into the new plan for 22/23 or had been superseded by other actions.

10.3 **Board noted the report.**

## **11. Year-end KPI Performance**

11.1 The Director of Corporate Services presented the report that provided Board Members with the KPI dashboard for Quarter 4 year ended 31 March 2022.

It was noted that performance was very similar to previous reports to Board and it was pleasing to see those KPIs where we have hit target.

The Director of Corporate Services reminded Board of the change in how we measure Local Expenditure which means we have met our target, and both red indicators 'Days lost to sickness per FTE' and 'number of days to relet void properties' have been discussed in detail throughout the year.

11.2 The Chief Executive identified a number of specific areas requiring mention including rent arrears outturn above target and congratulated the great work of the teams involved.

He advised that in relation to the voids KPIs, there has been some consternation over current performance around some specific issues including the use of the Accessible Housing Register where there are a greater proportion of bungalows let and more understanding of the process is needed to agree a solution to the current allocation arrangements. The Chief Executive advised that whilst the report shows 178 voids at the end of Q4, this week we have 134 voids which demonstrates performance is moving in the right direction, however since we have a stretched target it is difficult for the team to maintain this performance, however they continue to push in all areas.

The Chief Executive ended by advising Board that he had presented the performance information to Cabinet earlier in the week who received the information well and understood the reasons for the outturn figures.

## **12. KPI Performance (April 2022)**

12.1 The Director of Corporate Services explained the briefing note advising that there was a mistake on the report and that the 'Number

of Days to relet Void Properties' target is 20, and not 30 detailed on the document.

- 12.2 A Member asked for clarification on the targets for KPIs relating to Homelessness and questioned why we were starting another year without targets?

The Director of Housing and Customer Services advised that due to the increasing number of people continuing to approach the service which is not within our control, it is felt that we can monitor and influence what is within our control which is the 'number of households placed in B&B' where we can better manage and utilise our own stock to reduce the need for B&B accommodation.

The Member appreciated this information but suggested that direction of travel and current performance is removed since we cannot monitor against targets. The Director of Housing and Customer Services responded that performance is monitored internally. Board suggested that since internal targets are being used, that they are reported at Performance and Improvement Committee.

**MMc**

- 12.3 A Member asked about Council House New Build development plans for 2022/23? The Director of Corporate Services advised of plans for 40 new build units by December 22 and March 23 and an additional 120 which is included in a report due to Cabinet soon.

- 12.4 The Chair of Performance and Improvement Committee advised that performance and targets have recently been discussed at the Committee where there were discussions around whether we expect KPIs to continue to remain red through 22/23 and whether there is a need to consider more realistic targets by having meaningful conversations with Board.

The Director of Corporate Services advised that the Executive Management Team have acknowledged the current situation and agreed to include some local benchmarking information in the covering report for Board to put performance into better context.

The Chair and Vice Chair advised of conversations with The Chief Executive about adding national benchmarking information. The Director of Corporate Services explained the issues and delays of receiving national information which can become very out of date very quickly and the reason for suggesting the use of local data which could be much more informative and relevant. Board agreed to this suggestion, understanding the reasons for the approach.

- 12.5 Board received the performance information, agreeing for future years, not to receive the report so early in the year and to miss the report at the beginning of the new financial year.

**JCr /  
LGH**

### **13. Year-end Revenue Monitoring**

13.1 The Director of Corporate Services provided detail of the actual income and expenditure for the year ended 31 March 2022.

13.2 It was noted that the outturn is very close to budget with some big swings experienced in Q4. There is a need to understand if there are impacts as we move into the new financial year in order that we can ensure they are dealt with. The Director of Corporate Services reminded Board that any surplus needs to be returned to the Council and that SLHD has no authority to make a deficit.

It was noted that since inflation is high any price increases will be supported with additional management fee.

13.3 The Director of Corporate Services advised that the annual External Audit of Final Accounts is taking place and a closing meeting is planned for Friday 27<sup>th</sup> May. She advised that no significant issues have been raised so far.

13.4 **Board received the year end revenue information and thanked the finance team for all their hard work, acknowledging that they have completed the year end work alongside the integration of a new IT system.**

### **14. Year-end Capital Monitoring**

14.1 The Director of Corporate Services provided detail of the capital expenditure for the financial year 2021/2022.

14.2 It was noted that the outturn is very close to the Q3 projection, however there are some areas of capital works where we have struggled to deliver due to sickness and leave.

It was also noted that Contractors are working well to deliver expenditure around electrical improvements and energy efficiency works. However there are other works where they are experiencing difficulties and we are working with them to resolve these.

14.3 The Director of Corporate Services advised that all delayed works will roll forward and this year's programme has been approved. She advised that the Council have approved both a 4 and 10 year programme.

A Member asked if SLHD can foresee any issues moving forward? The Director of Property Services advised that we are predicting more price increases and in terms of contract management we are continuing to experience issues but actions are being put in place to

resolve them. He advised that in terms of contract issues, we are experiencing similar issues in our own workforce.

**14.4 Board received the year end capital information**

**15. Board Expenses & Attendance Register**

15.1 The EA to the Chief Executive agreed to make a small change to page 3 of appendix A to show the title of the attendance register and to confirm attendance of Councillor Phil Cole to the 3<sup>rd</sup> February Board meetings.

**LGH**

15.2 **Board members noted the board expenses and attendance register.**

**16. Board Forward Plan**

16.1 **Board Members noted the forward plan.**

16.2 The Chief Executive took the opportunity to advise there are a number of common themes coming from Board Member appraisals which will be picked up through training and delivered in the most appropriate way.

**17. Any Other Business**

**17.1 New Government announcement – Cost of Living support**

The Chief Executive took the opportunity to advise of the announcement by the Chancellor introducing some cost of living support in response to the financial crisis. This support includes:

- Energy Bills Support Scheme doubled to a one-off £400;
- £650 one-off Cost of Living Payment for those on means tested benefits;
- One-off £300 Pensioner Cost of Living Payment;
- £150 Disability Cost of Living Payment;
- £500m increase and extension of Household Support Fund.

**17.2 AGM**

The Chief Executive advised of plans to combine the AGM and the tenants' awards in 2022. The date and arrangements will be released soon with invites to all Board Members.

**18. Date & Time of Next Board Meeting**

Thursday 7 July 2022

Richard Allen Jones – apologies noted for this meeting.

**Matters Arising from the previous minutes**

St Leger Homes of Doncaster Board - Action Log						
NO	Month	Ref	Action	Progress	Completed Y/N	Owner
23	Feb-22	9.7	<b>Board Diversity</b> - The Board agreed that consideration would be given to undertaking a recruitment process using 'positive action techniques' to promote board diversity. They also agreed that the issue be brought to the attention of DMBC for their consideration as part of the nomination process for board members.	In Progress		DR
24	Feb-22	16	<b>Any Other Business</b> - Additional Information - Members asked if we could provide further information on the issues in the energy announcement from OFGEM and the Chancellor and the announcements around levelling up and what it would mean for SLHD as an organisation.  <u>Update 07.04.22</u> - Levelling up information had been provided. The impact of energy prices and cost of living increases would be monitored and reported to Board during 2022/23.	Complete	Y	DR
27	Apr-22	5.6	<b>Tenant Voice Strategy</b> One board member felt that the strategy was a lengthy document and was therefore not necessarily easily accessible to all. He requested that an extract summary is drawn out to sit at the front of the document. <u>Update 26.05.22</u> – The Director of Housing and Customer Services advised that the team were working on making the document more succinct.	Complete		MMc

28	Apr-22	8.3	<p><b>ADP &amp; KPIs</b></p> <p>Future reporting of ‘challenging KPIs’ to include additional text which gives an indication of what is thought to be an acceptable figure. This is to help better manage Board expectations.</p> <p>Update 26.05.22</p> <p>The Director of Corporate Services advised of plans to include some Benchmarking information which will be ready for the first quarter reporting.</p>	In Progress		JC/CM/ MMc
29	Apr-22	9.2	<p><b>KPI 3 - VOIDS</b></p> <p>One member asked in relation to the number of voids that are currently completed – how many are classed as ‘hard to let’. The Director of Housing and Customer Services to advise.</p>	In Progress		MMc
30	May-22	4.1	<p><b>MINUTES AND MATTERS ARISING</b> Councillor Phil Cole confirmed his attendance to this meeting. Minutes to be amended to reflect attendance.</p>	Complete		LGH
31	May-22	6.2	<p><b>PEOPLE STRATEGY UPDATE</b></p> <p>A Member suggested that a question in a staff survey asking ‘where do you see yourself in 5 years’ time’ may be misleading to those who are due to retire within that timeframe and therefore may answer negatively without meaning to. He suggested that we re-phrase the question for future surveys. The Director of Corporate Services agreed to consider this.</p>	In Progress		JCr
32	May-22	8.6	<p><b>DOMESTIC ABUSE POLICY</b> A Member asked if there are any reporting proposals for Board? MMc advised there will be regular reporting within the service and offered an annual report to Board. Board welcomed this proposal.</p>	Complete		MMc /LGH

33	May-22	9.2	<b>SAFETY &amp; COMPLIANCE ACTIVITY REPORT</b> Member asked about compliancy checks on 14 Air Source Heat Pumps and whether they are legacy installations or new installations? The Director of Property Services responded that it is thought these were installed approximately 5 years ago, but would confirm this.	Complete		CM
34	May-22	12	<b>KPI PERFORMANCE (APRIL 22)</b> The Member appreciated this information but suggested that direction of travel and current performance is removed since we cannot monitor against targets. The Director of Housing and Customer Services responded that performance is monitored internally. Board suggested that since internal targets are being used, that they are reported at Performance and Improvement Committee.	In Progress		MMc
35	May-22	13	<b>KPI PERFORMANCE (APRIL 22)</b> Board received the performance information, agreeing for future years, not to receive the report so early in the year and to miss the report at the beginning of the new financial year.	Complete		LGH / JCr
36	May-22	15	<b>BOARD EXPENSES &amp; ATTENDANCE REGISTER</b> The EA to the Chief Executive agreed to make a small change to page 3 of appendix A to show the title of the attendance register and to confirm attendance of Councillor Phil Cole to the 3rd February Board meetings.	Complete		LGH



# **ST LEGER HOMES OF DONCASTER LTD**

Company limited by guarantee registered in England  
Company Number 05564649

## **Board**

# **REPORT**

**Date** : 7 July 2022

**Item** : 04

**Subject** : Annual Financial Statements

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

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

**Purpose** : The purpose of this report is present  
the Financial Statements of the  
Company and Letter of  
Representation for the year ended 31  
March 2022 for approval by the Board.

### **Recommendation :**

That the Board approve the financial statements for the  
year ended 31 March 2022.

## **1. Report Title**

- 1.1. Annual Financial Statements.

## **2. Purpose**

- 2.1. The purpose of this report is to present the Financial Statements of the Company and Letter of Representation for the year ended 31 March 2022 for approval by the Board. The Financial Statements underwent extensive review by Audit and Risk Committee on 20 June 2022 and were recommended to Board for approval.

## **3. Recommendation**

- 3.1. That the Board approve the financial statements (**Appendix A**) and Letter of Representation (**Appendix C**) for the year ended 31 March 2022.

## **4. Executive Summary**

- 4.1. It is a requirement of the Companies Act 2006 to produce annual audited financial statements.
- 4.2. The financial statements have been prepared by St Leger Homes of Doncaster Limited (St Leger Homes) and audited by Beever and Struthers.
- 4.3. Within their Letter of Engagement, Beever and Struthers stated the following with regards to the responsibility of Directors:

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

- 4.4. The management accounts for the financial year 2021/22 presented to the Board on 26 May 2022, reported that St Leger Homes had made a surplus outturn of £0.368million against a £zero, balanced budget where original budgeted income and expenditure each totalled £47.59m, as summarised below:

Year ended 31 March 2022	<b>Surplus</b>	Budgeted Income	
	<b>£million</b>	£million	%
HRA activities - Surplus(-)	<b>-0.295</b>	45.566	-0.6
General Fund : Housing Options - Surplus(-)	<b>-0.073</b>	2.024	-3.6
Overall Surplus (-)	<b>-0.368</b>	47.590	-0.8

- 4.5. The year-end surpluses have again been returned to DMBC's Housing Revenue Account (HRA) and General Fund (GF), therefore the bottom line in the St Leger accounts was £zero.
- 4.6. The accounts have again been produced under Financial Reporting Standard (FRS) 102. This standard replaced UK Generally Accepted Accounting Practice (UK GAAP) for financial years commencing after 1 April 2014.
- 4.7. Beever and Struthers must also give an opinion on the Strategic Report within the Financial Statements (the narrative report in the front section). The report must therefore be correct and consistent with the financial statements and all other management information audited.
- 4.8. There were no major new reporting requirements for 2021/22 and the Strategic Report again includes a s172(1) statement which describes how the Directors have had regard to the matters set out in section 172(1) (a) to (f), which are the:
  - a) likely consequences of any decision in the long term;
  - b) interests of the company's employees;
  - c) need to foster the company's business relationships with suppliers, customers and others;
  - d) impact of the company's operations on the community and the environment;
  - e) desirability of the company maintaining a reputation for high standards of business conduct; and
  - f) need to act fairly as between members of the company.

## **5. Audit opinion**

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

## **6. Pension fund valuation**

- 6.1. St Leger Homes is a member of the South Yorkshire Pension Fund (SYPF). At the last valuation date – 31 March 2019 - the whole fund is in deficit. However the deficit has reduced significantly since the last valuation and the solvency level of the fund is now 99% (March 2016 : 86%).
- 6.2. Within the fund the assets and liabilities of the St Leger Homes pension can be separately identified. The St Leger Homes element of the pension fund has also improved since the last valuation and is now in surplus with a solvency level of 109% (March 2016 : 99%).
- 6.3. The pension fund undergoes a full actuarial valuation every three years ('triennial valuation') and the contributions by Employers are adjusted, if necessary, in order to get the fund into a fully funded position at some point in the future. The last full triennial valuation report was at 31 March 2019.
- 6.4. The next valuation is as at 31 March 2022 and work has commenced on this. Results will be received later this year contribution rates built into future budgets.
- 6.5. The results of the triennial valuation determine the contribution rates for future years to bring the fund back in to surplus.
- 6.6. During 2021/22, St Leger Homes paid a contribution rate of 16.0% of the salary for each employee in the scheme.
- 6.7. For 2021/22, the pension fund had a new actuary – Hymans Robertson – having previously been with Mercers for a number of years. The actuary reviews the pension fund assets, liabilities assumptions and on an annual basis provide an update report to enable any changes to be reflected the financial statements (please see section 7 – FRS 17 below).

## **7. Accounting summary / FRS17 adjustments**

- 7.1. The only adjustments required to the management accounts are those of an accounting standard nature under Financial Reporting Standard (FRS)17.
- 7.2. The objective of FRS17 is to show the financial position of the company if all St Leger Homes' pension commitments, ie. for all existing pensioners and current employees, were to become payable at the year-end date. Although the likelihood of this actually materialising is extremely remote, the financial statements would show the most prudent, 'worst case scenario' position.
- 7.3. FRS17 adjustments reflect actuarial movements in the assets and liabilities of the company pension scheme in the year, as detailed on pages 32 to 36 of the financial statements. The accounting entries for FRS17 are treated as either Administrative Expenses or Finance Costs in the Statement of Comprehensive Income (Profit and Loss Account).

- 7.4. FRS17 adjustments will therefore ensure that:
- financial statements reflect at fair value the assets and liabilities arising from St Leger Homes' retirement benefit obligations;
  - the operating and finance costs of providing retirement benefits to employees and any other changes in value of the assets and liabilities are recognised in the accounting period;
  - the financial statements contain adequate disclosure of the cost of providing retirement benefits and the related gains, losses, assets and liabilities
- 7.5. The actuary (Hymans Robertson) reviews the assumptions, assets and liabilities and provides an annual update report.
- 7.6. There has been a number of changes to the actuarial assumptions used by Hymans Robertson in providing the annual estimates of the South Yorkshire Pension scheme. All of these changes, when taken together, have resulted in a very small increase in the pension liability for St Leger Homes (see below).
- 7.7. The St Leger Homes FRS17 pension deficit has fluctuated over the past eleven years and, based on the updated actuarial report, is now **£42.9million**. The table below shows the assets, liabilities and deficit as calculated by the actuary. Further details appear in the financial statements.

Year ended 31st March	Pension Assets £million	Pension Liabilities £million	Pension Deficit (-) £million
<b>2022</b>	<b>170.5</b>	<b>-213.4</b>	<b>-42.9</b>
2021	154.4	-213.3	-58.9
2020	128.7	-171.3	-42.6
2019	131.3	-173.8	-42.5
2018	122.8	-154.4	-31.6
2017	115.5	-157.2	-41.7
2016	92.8	-111.9	-19.1
2015	90.2	-112.6	-22.4
2014	77.6	-85.2	-7.6
2013	69.9	-86.8	-16.9
2012	60.0	-71.1	-11.1

- 7.8. **The deficit has decreased by £16.0million (27%) this year**, having increased by a similar amount last year. The decrease in the year reflects the changes in the national and global economies and related assumptions, returns on investments, etc.

7.9. An agreement exists between St Leger Homes and DMBC whereby DMBC provide a pension related guarantee to cover all related pension costs.

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

- Note 1 (page 21) – Going concern. The note highlights the negative position but that the “accounting treatment does not impact on the day to day operations of St Leger and the accounts have been prepared on a going concern basis since the Directors believe the company will continue to operate for the foreseeable future”

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

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

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

Year ended 31 March	2022 £million	2021 £million	2020 £million	2019 £ million	2018 £million
<u>FRS17 Pension adjustments</u>					
Outturn position included in management accounts (after repayments to DMBC)	0	0	0	0	0
<u>Statement of Comprehensive Income (SOI)</u>					
Increase in Admin costs – current Service Costs	(5.554)	(3.868)	(3.869)	(6.085)	(3.402)
Net return on assets – Interest Costs	(1.292)	(0.993)	(1.103)	(0.818)	(1.052)
(Loss)/Profit reported in the financial statements	(6.846)	(4.861)	(4.972)	(6.903)	(4.454)
<u>Statement of Financial Position (SOFI)</u>					
Opening pension deficit	(58.793)	(42.645)	(45.511)	(31.573)	(41.693)
Movement in pension deficit	15.871	(16.148)	2.866	(13.938)	10.120
Closing Pension deficit	(42.922)	(58.793)	(42.645)	(45.511)	(31.573)

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

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

## **8. Consultation**

8.1. No specific implications arise from this report.

## **9. Legal Implications**

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

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

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

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

## **10. Risk**

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

## **Report Author**

Nigel Feirn  
Head of Finance and Business Assurance  
01302 737485

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

**Annual Report**

**31 March 2022**

**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  
St George's House  
215-219 Chester Road  
Manchester  
M15 4JE

### Internal Auditors:

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

### Board of Directors

Mr A Richmond

Appointed: 01.10.20

### Independent Chair

Mr D Wilkinson

Appointed: 11.11.19

### Tenant Board Members

Mr A French  
Mr S Lyons  
Mr S Bartle

Appointed: 26.09.18  
Appointed: 26.09.18  
Appointed: 07.10.20

### Council Board Members

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

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

Resigned: 21.05.21

### Independent Board Members

Mr T Mason  
Mr S Booth  
Mrs S Jones

Appointed: 29.11.17  
Appointed: 01.01.20  
Appointed: 13.01.20

## St Leger Homes of Doncaster Limited

### Executive Management Team

Mr A Richmond	Chief Executive Officer	Appointed 01.10.20
Ms J Crook	Director of Corporate Services	
Mr S Waddington	Director of Housing and Customer Services	Resigned 01.08.21
Mr M McEgan	Director of Housing and Customer Services	Appointed 01.11.21
Mr C Margrave	Director of Property Services	Appointed 01.01.21

# St Leger Homes of Doncaster Limited

## Strategic Report

The Directors present their strategic report for the year ended 31 March 2022.

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

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

St Leger Homes has a wide ranging, large number of stakeholders and partner organisations, with strategic, operational and governance arrangements in place to ensure we optimise engagement and foster strong relationships with them, and how they are considered in our decision making. These include Doncaster Council (DC), employees, tenants, Doncaster Children's Trust, Department of Work & Pensions (DWP), Team Doncaster, Doncaster Chamber of Commerce, Doncaster College, health services, emergency services, procurement consortia, Citizens Advice Bureau (CAB), 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 DC (see pages 6 to 15).

#### ***The interests of the organisation's employees***

Employees of St Leger Homes have always been recognised as the company's most important asset, and we have a dedicated Human Resource and Organisational Development (HR&OD) team to support the recruitment, development and retention of our workforce. Corporately, the People Strategy 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 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 and Contract Standing Orders and a Procurement Strategy, and these documents ensure we operate in a legal, ethical and inclusive manner whilst achieving best value for money. Our dedicated Procurement team utilise Official Journal of the European Union (OJEU) compliant frameworks operated by procurement consortia.

# St Leger Homes of Doncaster Limited

## Strategic Report (continued)

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

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

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

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

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

St Leger Homes has an Environmental Strategy, which was updated in 2021/22, 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 managed investments in a range of environmental improvements including Solar PV panels, external wall insulation (EWI) and Biomass boiler installations on district heating systems. In addition to these, we continue to install efficient heating systems as part of our ongoing improvement programmes, we are replacing our vehicle fleet with more fuel efficient vehicles and we use repair scheduling software to optimise travel.

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

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

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

St Leger Homes is committed to preventing slavery and human trafficking and all other potential violation of human rights in all of its business activities. It has no place in St Leger Homes' business or supply chains and we take a zero tolerance approach to it. Our annual modern slavery statement, relating to the 2021/22 financial year, sets out our activities and can be found on our website at [www.stlegerhomes.co.uk](http://www.stlegerhomes.co.uk)

#### ***The need to act fairly as between members of the organisation***

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

## **St Leger Homes of Doncaster Limited**

### **Strategic Report (continued)**

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

#### ***Principal decisions***

The Code and Regulations do not define 'principal' or 'key' decisions, but following the approval of the new five year Corporate Plan in March 2019, the Directors feel that were a number of principal decisions in 2021/22 relating to company operations and key stakeholder groups. These include :

- Appointment of new Board Members;
- Responding to and recovering from the operating restrictions relating Covid19;
- Development and implementation of a new integrated housing management system whose phased implementation commenced in 2020/21 and concluded in 2021/22;
- 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 White Paper.

# St Leger Homes of Doncaster Limited

## Strategic Report (continued)

### Business model and review of the financial year

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

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

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

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

### Vision, values and objectives

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

Our mission is underpinned by our values :

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

Our strategic objectives are to :

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

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

An Annual Development Plan (ADP) is approved by the Board at the start of each financial year. The ADP is based on our strategic objectives and priorities and also Mayoral priorities. Key themes for 2021/22 were:

- Responding to emerging building and fire safety regulations;
- Digital transformation to modernise and transform the business and service delivery;
- Exploring agile working across the company to improve services to customers;
- Helping tenants to sustain their tenancies;
- Ensuring the allocations policy reflects the changing needs of tenants and residents;
- Improving communication with tenants and residents;
- Investing in homes and neighbourhoods and making best use of DC's assets;
- Customer access - engaging with tenants, residents and communities;
- Delivering the Environmental strategy;
- Delivering an efficient and effective repairs and maintenance service;
- Reducing and preventing homelessness within the borough;
- Reducing the number of empty properties in the borough; and
- Embedding a positive health, safety and wellbeing culture.

# St Leger Homes of Doncaster Limited

## Strategic Report (continued)

### 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 2021/22 financial year which ended on 31 March 2022. The Company's accounting reference date reflects the DC financial year.

#### Operations

The Company's principal activity during the year was the management and maintenance of the housing stock of DC, which numbered 20,285, of which 20,000 were tenanted dwellings and 285 leasehold dwellings as at 31 March 2022. In addition, the company is responsible for the management of DC's statutory duty to respond to homelessness within the borough and also management of the investment programme for the improvement of the housing stock.

Core services were unchanged and delivered fully during 2021/22, following the Covid19 disruptions and restrictions in late 2019/20 at various levels during 2020/21. A number of areas had been adversely affected by the disruptions and 2021/22 focussed on returning performance to pre-pandemic levels.

The main project in the year was the continued implementation of a new integrated housing management ICT system, with Phase 2 going live in October 2021 after the first phase going live in November 2020. The successful implementation means the new system will mean more efficient and effective ways of working and improve services to customers.

In addition to the above, there was further work commenced or planned from the Building Safer Futures consultation and the publication of the social housing White Paper. It is pleasing to report that overall, services were delivered within budget and the majority of key performance targets were met or exceeded.

#### Financial

HRA management fee income for 2021/22 was £33.16m (2020/21 : £31.73m) and other income was £15.29m (2020/21 : £13.61m) giving a total of £48.45m (2020/21 : £45.34m). This income is shown in the Company's Statement of Comprehensive Income under the heading "Turnover". This excludes the capital programme investment in DC's housing stock, which is managed by St Leger Homes and is accounted for within DC's financial statements.

#### Homes

Investment in the housing stock continued throughout 2021/22 to sustain and further enhance decency works already carried out. The property improvements programme included an external improvement scheme, heating conversions and upgrades, estate works and structural repairs.

The year again saw continued investment in building safety compliance works in all properties under our management.

As well as our programme of capital works we continue to carry out responsive and scheduled repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock. We also continued our External Wall Insulation (EWI) programme in the year and secured external funding towards this. We operate a 24/7 contact service.

A stock condition surveying programme also commenced in 2021/22 and results will be used as part of the long term investment planning.

#### People (Employees)

St Leger's main offices re-opened in mid 2021/22 and an agile working project enabled office based staff to move to a mix of home and office working.



## **St Leger Homes of Doncaster Limited**

### **Strategic Report (continued)**

#### People (Employees) - continued

Following on from the three staff pulse surveys in 2020/21, three more surveys were undertaken in 2021/22 aimed at the continued assessment of employees' wellbeing, any issues with the new agile working arrangements and capturing thoughts and ideas for future working arrangements.

The results have again been analysed and considered at EMT, Leadership and Board, and are being used to inform St Leger's agile working approach and lead the implementation of policy change and associated guidance and learning, and facilitate plans to embed the new ways of working.

St Leger Homes again achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the last eleven years and retained accreditation to the international ISO45001 health and safety standard during 2021/22.

Following achievement of the Silver level in the Public Health Bewell@Work Award in 2019/20, we continued our wellbeing activity throughout 2021/22. This included plans to achieve Gold and we aim to successfully conclude this work in early 2022/23.

The number of RIDDOR reportable injuries reduced in the year and a full evaluation of health and safety performance is provided to Board on a regular basis.

Despite the office opening restrictions, we continued to involve and invest in our staff, delivering a comprehensive learning and development programme for all staff during 2021/22 offering numerous training courses and learning events, either on site or virtually.

As well as carrying out pulse surveys throughout the year, we continued to deliver our staff conference remotely. This included a Q&A session with EMT and an Awards section recognising the St Leger 'Stars in our organisation'. We have built on the Q&A approach delivering our first targeted session in March 2022 and will continue to deliver these throughout the 2022/23.

As well as carrying out the pulse surveys, we also asked our staff for their views on how we approach Equality, Diversity and Inclusion, and have used this feedback to renew our Equality, Diversity and Inclusion Strategy 2022-2026. We introduced a balanced scorecard approach to monitor how representative our organisation is of the community that we serve. The scorecard provides quarterly information to Employment and People Committee on the number of diverse employees that we employ and the number of diverse applicants applying for roles at St Leger.

We continue to invest heavily in apprenticeships as part of succession planning and since 2005, St Leger Homes have trained over 115 trades apprentices – with over 95% of those who completed their placement getting jobs locally, and many staying working within St Leger Homes.

#### 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.

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

We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the twelfth 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

Our Access to Homes Service had another exceptionally busy year, with continued response to government's instructions around Covid19 since March 2020, ensuring a bed for the night for everyone presenting as homeless during the pandemic. This has placed considerable additional pressure on workloads and budgets, and understandably had an unavoidable, adverse impact on some KPIs (see below).

Since the introduction of the Homelessness Reduction Act 2017, this service area has experienced high demand in general service approaches for access to the housing register, housing advice and homeless applications, statutory rehousing and use of homeless temporary accommodation, and responding to the pandemic increased this further.

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 DC, NHS and Children's Services, to support vulnerable Doncaster residents.

Successful bids to Government in recent years for funding initiatives such as the Protect and Vaccinate Fund, Rapid Rehousing Pathway, Vulnerable Renters Fund and Rough Sleeper Initiative, secured funding in 2021/22 and this provided much needed resources and capacity to the service in their work towards addressing homelessness in Doncaster.

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

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

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

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

Helping our tenants with the impact of benefit reform is key to sustaining tenancies. We responded positively to the impact of Universal Credit (UC) and provided additional resources for front line services, most notably with a dedicated tenancy sustainment team.

Full roll-out of UC continued in 2021/22, now affecting nearly 8,000 St Leger Homes tenants and equating to over £24million of income per annum. For 2021/22, we collected nearly £2million more rent in UC than the previous financial year, and our rent arrears performance was the best since 2017.

St Leger Homes has a strong safeguarding culture and are a member of both the Adult & Children Safeguarding Boards and play an important role with strategic partners across Doncaster. In addition, we have links with or are members of other partnership panels and boards, including the Health and Wellbeing Board, the Doncaster Integrated Care Partnership Board and also the Multi-Agency Risk Management Arrangements Conference (MARAC). Considerable work took place in 2021/22 to enable SLHD to become an accredited member of the Domestic Abuse Housing Alliance ( DAHA).

We carried out a number of surveys with our tenants in 2021, including the STAR survey that was deferred from January 2021 (see 'Customer satisfaction' below), to help inform how we deliver our services in the future and future strategies.

## **St Leger Homes of Doncaster Limited**

### **Strategic Report (continued)**

#### People (Tenants) – (continued)

Feedback from our tenants on a survey on Equality, Diversity and Inclusion (EDI) has helped to inform our renewed Equality, Diversity and Inclusion Strategy 2022-2026. The EDI balanced scorecard reported to Employment and People Committee 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 was approved by Board in February 2022. The Strategy sets out our plans to build a strong company reputation and to ensure all our stakeholders: tenants, employees, partners and other customers, 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.

#### Neighbourhoods

During the year, the Board approved a new Customer Voice strategy (previously Customer Involvement) to further strengthen our outcome focussed customer involvement structure. We have undertaken a full review of tenant engagement operations and work in our neighbourhoods 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.

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

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

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

The board also sanctioned the development 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.

## **St Leger Homes of Doncaster Limited**

### **Strategic Report (continued)**

#### **Modern slavery (continued)**

We have published our annual modern slavery statement, relating to the 2021/22 financial year, and it sets out St Leger Homes' activities to ensure there is no slavery or human trafficking in our operations. The statement can be found on our website at [www.stlegerhomes.co.uk](http://www.stlegerhomes.co.uk)

#### **Employment Policy**

In 2021/22, the Company employed on average 816 staff / 739 whole time equivalents (2020/21 : 813 staff / 737 whole time equivalents).

During the year we met the commitments of the Disability Confident Scheme accredited by the Department for Work and Pensions. Achieving this accreditation means we can demonstrate that we make the most of the talents disabled people can bring to our workplace, enabling us to successfully recruit and retain disabled people and those with health conditions. This is delivered within the business through our New Directions Guide, one of the key themes being around the delivery of career conversations to retain the talents of our employees throughout their working life.

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

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

#### Performance

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

The BTT focus for 2021/22 was primarily working on the development and implementation of the new integrated housing management solution. Following the successful launch of Phase One in November 2020, Phase Two went live in October 2021 and has also been quickly and successfully embedded in the company's operations.

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

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

## St Leger Homes of Doncaster Limited

### Strategic Report (continued)

#### Key Performance Indicators 2021/22:

The KPIs for 2021/22 were largely unchanged from 2020/21 and the table below summarises performance against target and comparatives where possible.

Indicator Description	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn	18/19 Outturn	17/18 Outturn
% of current rent arrears against annual debit	<b>2.55%</b>	3.00%	2.75%	2.79%	2.61%	2.62%
Void rent loss % through vacant dwellings	<b>0.79%</b>	0.50%	1.00%	0.59%	0.49%	0.78%
Number of tenancies sustained post support	<b>98.3%</b>	90.0%	97.3%	93.8%	n/a	n/a
Number of homeless preventions	<b>566</b>	n/a	604	965	n/a	n/a
Number of repairs first visit complete	<b>90.2%</b>	92.0%	90.9%	90.2%	n/a	n/a
Gas servicing - % of properties with a valid landlord certificate	<b>100.0%</b>	100.0%	100.0%	100.0%	100.0%	100.0%
Number of complaints upheld as a % of all interactions	<b>0.13%</b>	0.07%	0.07%	0.06%	0.07%	0.06%
<i>Complaints upheld</i>	<b>403</b>		233	240	250	208
<i>Complaints not upheld</i>	<b>661</b>		570	581	638	679
<i>Total complaints</i>	<b>1,064</b>		803	821	888	887
Days lost through sickness per FTE	<b>11.9</b>	7.9	6.6	8.2	8.9	8.0
ASB % of cases resolved	<b>97.6%</b>	95.0%	95.2%	95.56%	93.0%	n/a
Percentage of local expenditure	<b>73%</b>	70%	69%	63%	71%	n/a
Percentage of homes maintaining decent standard	<b>99.99%</b>	100.00%	99.99%	100.00%	n/a	n/a
Energy efficiency : EPC Level C by 2030	<b>70.32%</b>	68.4%	64.74%	n/a	n/a	n/a

It is again particularly pleasing to report that current rent arrears performance out-turned at 2.55% against the year-end target of 3.00%, and is the lowest level since March 2017 (2.44%). The five year period since then has seen Universal Credit rolled out fully across the borough, Brexit and the Covid19 pandemic, with the latter bringing with it restrictions on enforcement action, an eviction ban, tenants on furlough or not working and the Mayoral option of a three month rent payment holiday.

The 2021/22 financial year was another difficult year as we continued to address these challenges, where we saw approximately 25% more tenants on UC this year than last, the continued implementation of a new housing management IT system and the majority of staff working mainly from home for most of the year due to Covid19.

Voids performance was worse than target throughout the year for both void rent loss and re-let times, as we continue to recover from the impact of Covid restrictions from the previous year. Performance is improving slowly and we aim to get to pre-pandemic levels in 2022/23.

Complaint levels increased significantly during the year and this received increased focus as the year progressed to understand the reasons why and to take appropriate action.

## St Leger Homes of Doncaster Limited

### Strategic Report (continued)

#### Customer Satisfaction 2021/22

Historically, the main customer survey has been an annual Survey of Tenants and Residents (STAR). A STAR survey was originally planned for late 2020/21, but a decision was made to defer it until mid-2021/22 as part of a wider programme of more responsive, bespoke transactional customer surveys throughout each year and use these to inform our service delivery methods and respond effectively to emerging needs.

The table below summarises satisfaction levels for the core questions for the 2021/22 STAR survey, with comparatives for previous surveys.

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

Results were generally lower than in 2019/20 and housing providers across the country have also experienced similar falls in their satisfaction levels. As a result, even though our tenant satisfaction levels are lower, when the above core questions are compared with other organisations, both nationally and also more specifically with those in the North and of a similar size, St Leger Homes remains within the upper quartiles of each group.

#### Customer Service Standards

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

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

For 2021/22, there were 15 measures across seven standards, covering the following areas for customers:-

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

Our Service Standards were last reviewed in October 2020 and will be reviewed again in 2022/23 in light of the introduction of new Tenant Satisfaction Measures under the Social Housing White Paper proposals.

# St Leger Homes of Doncaster Limited

## Strategic Report (continued)

### Value For Money (VFM)

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

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 2020/21 financial year) to capture all VFM achievements and work into one summary document.

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

Implementation of the new integrated housing management systems means we now have all people and property data and information in one system and will bring new, more efficient ways of working which in turn will improve our VFM performance. An action in our ADP is to capture and measure the efficiency gains from the move to a new system.

The VFM strategy will be reviewed and updated in mid-2022/23.

### 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 2022/23.

### 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
- develop and maintain a robust and secure ICT framework
- 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 as a result of external factors (eg. Covid19, inflation, fuel and material shortages, weather)

## **St Leger Homes of Doncaster Limited**

### **Strategic Report (continued)**

#### **Future Developments**

Our Annual Development Plan for 2022/23 was approved by the Board in April 2022 and is available on our website, along with our five year Corporate Plan, at [www.stlegerhomes.co.uk](http://www.stlegerhomes.co.uk). These documents set out our future plans and targets in the short and medium term. These are cross-referenced to the Doncaster's Growing Together (DGT) corporate strategy confirming St Leger's commitment to working in partnership with DC and key partners.

The current five year Corporate Plan runs to March 2024 so work will commence in 2022/23 on its review and working with DC to develop a new plan.

Board continue to work on the Code of Governance and strengthening our approach to monitoring and evidencing our compliance with the Regulator of Social Housing (RSH) standards.

Other key work planned or underway in 2022/23 is addressing the challenges around health, safety and compliance and White Paper and Building Safer Futures consultation requirements.

We will continue to work with our Tenants to assist them with the changes which have already been made under welfare benefit reform and we will continue to help them prepare for and manage UC. We have worked extensively with partners and customers since UC was first implemented in Doncaster, with positive outcomes, and we must continue our focus on managing and minimising the impact of Welfare Reform.

The challenging economic and political climates mean we must continue to be an organisation which delivers efficiencies and value for money services, and investment in the new Integrated Housing Management Solution must transform the way company operates and deliver further efficiencies.

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

By order of the Board and signed on its behalf

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

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

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

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

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

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

### Proposed dividend

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

### Directors and Directors' interests

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

### Post Balance Sheet Events

There were no post balance sheet events to report.

### Disclosure of information to auditors

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

### Auditors

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

By order of the Board and signed on its behalf

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

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, 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 2021/22 was received by Audit and Risk Committee in March 2022 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 2022. 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 2022 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 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

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

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

We have nothing to report in this regard.

## **St Leger Homes of Doncaster Limited**

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

#### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

#### **Matters on which we are required to report by exception**

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

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

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

#### **Responsibilities of directors**

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

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

#### **Auditor's responsibilities for the audit of the financial statements**

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

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

## St Leger Homes of Doncaster Limited

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

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

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

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

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

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

#### Use of our report

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

Richard Graham ACA (Senior Statutory Auditor)

**For and on behalf of  
Beever and Struthers**

Statutory Auditor  
St George's House  
215-219 Chester Road  
Manchester  
M15 4JE

Date: ?? July 2022

## St Leger Homes of Doncaster Limited

### Income Statement

For the year ended 31 March 2022

		Year Ended 31 March 2022	Year Ended 31 March 2021
	Note	£000	£000
Turnover	2	48,452	45,343
Cost of Sales		(47,429)	(42,646)
<b>Gross Profit</b>		<u>1,023</u>	<u>2,697</u>
Administrative Expenses <b>(Loss)</b>		<u>(6,577)</u> (5,554)	<u>(6,565)</u> (3,868)
Interest payable	14	(1,292)	(993)
<b>(Loss) on Ordinary Activities before Taxation</b>		<u>(6,846)</u>	<u>(4,861)</u>
Tax on (Loss) on Ordinary Activities	6	0	0
<b>(Loss) on Ordinary Activities after Taxation</b>		<u>(6,846)</u>	<u>(4,861)</u>

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

The accounts are prepared on a historical cost basis.

### Statement of Comprehensive Income

For the year ended 31 March 2021

		Year Ended 31 March 2022	Year Ended 31 March 2021
	Note	£000	£000
(Loss) attributable to the members of the Company		(6,846)	(4,861)
Actuarial (loss)/gain recognised in the pension scheme for the financial year	14	<u>22,717</u>	<u>(11,287)</u>
<b>Total comprehensive income for the financial year</b>		<u>15,871</u>	<u>(16,148)</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 2022

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
Balance as at 1 April	(58,793)	(42,645)
Profit/(Loss) from Statement of Comprehensive Income for the year ended 31 March	15,871	(16,148)
<b>Balance at 31 March</b>	<b>(42,922)</b>	<b>(58,793)</b>



# St Leger Homes of Doncaster Limited

## Statement of Financial Position

As at 31 March 2022

		As at 31 March 2022		As at 31 March 2021	
	Note	£000	£000	£000	£000
Property, Plant and Equipment	7		0		28
<b>Current Assets</b>					
Inventories	8	2,085		1,776	
Debtors	9 & 19	3,927		3,693	
Cash and cash equivalents		2,527		1,260	
		<u>8,539</u>		<u>6,729</u>	
<b>Creditors: amounts falling due within one year</b>	10 & 19		(8,469)		(6,697)
Bank Overdraft			<u>0</u>		<u>0</u>
<b>Net Current Assets</b>					
<b>Provisions for liabilities and charges</b>	11		(70)		(60)
			<u></u>		<u></u>
<b>Net assets excluding pension liabilities</b>			0		0
<b>Pension liabilities</b>					
Pension liability	14	<u>(42,922)</u>		<u>(58,793)</u>	
			(42,922)		(58,793)
<b>Net liabilities including pension liabilities</b>			<u>(42,922)</u>		<u>(58,793)</u>
<b>Capital and reserves</b>					
Profit and loss account			<u>(42,922)</u>		<u>(58,793)</u>

These financial statements were approved by the Board of Directors on 7 July 2022 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 2022

		Year Ended 31 March 2022	Year Ended 31 March 2021
	Note	£000	£000
<b>Cash flow from operating activities</b>		1,267	1,645
Profit for the financial year		0	0
Adjustments for :			
Depreciation of property plant, & equipment	7	28	14
Decrease / (increase) in debtors	9 & 19	(234)	828
(Increase) / decrease in work in progress and stock	8	(309)	(32)
Increase / (decrease) in creditors	10 & 19	1,782	835
<b>Net cash inflow from operating activities</b>		1,267	1,645
<b>Cash flow from investing activities</b>			
Purchase of property plant, & equipment		0	0
<b>Net decrease in cash and cash equivalents</b>		1,267	1,645
Cash and cash equivalents at the beginning of the year		1,260	(385)
<b>Cash and cash equivalents at the end of the year</b>		2,527	1,260

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 2021. St Leger Homes was incorporated in the United Kingdom and its registered office is St Leger Court, White Rose Way, Doncaster, DN4 5ND.

### Basis of Accounting

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

These financial statements are for the year ended 31 March 202 and comply with FRS102.

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

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

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

### Turnover

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

### Post-retirement Benefits

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

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

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

## **St Leger Homes of Doncaster Limited**

**Notes** (forming part of the financial statements-continued)

### **Post-retirement Benefits (continued)**

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

### **Judgements**

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

#### Going Concern

The accounts have been prepared on a going concern basis.

The pension deficit in the Statement of Financial Position for St Leger shows an overall negative position, comprising a liability and negative revenue reserves at 31 March 2022 and 31 March 2021. This accounting treatment does not impact on the day to day operations of St Leger Homes and the accounts have been prepared on a going concern basis since the Directors believe the company will continue to operate for the foreseeable future.

### **Estimates**

#### Provisions for bad debts

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

#### Provisions for liabilities

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

#### Pension liability

For Financial Standards Reporting purposes, the pension liability as at 31 March is calculated using a range of assumptions and also asset values of equities, bonds and property.

### **Property Plant & Equipment**

The capitalised improvements to St Leger House and St Leger Court premises in Doncaster will be written off over the life of the lease or occupancy arrangements for each building.

### **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 2022	Year Ended 31 March 2021
	£000	£000
<b>By Activity</b>		
Housing and support services	21,589	20,212
Repairs and technical services	26,863	25,131
	<hr/> 48,452	<hr/> 45,343

## 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 2022	Year Ended 31 March 2021
	£000	£000
Auditors' Remuneration	19	18
Internal Audit	28	28
Staff Costs (see note 4)	25,951	25,468
Operating lease rentals - Buildings (see note 13)	<hr/> 67	<hr/> 368

## 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 2022	Year Ended 31 March 2021
	No. of employees	No. of employees
Housing and support services	313	310
Repair and technical services	422	423
Directors	4	4
	<hr/>	<hr/>
	739	737

Their aggregate remuneration comprised:

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
Wages and salaries	21,472	21,009
Social Security costs	1,976	1,906
Pension Contributions	2,503	2,553
	<hr/>	<hr/>
	25,951	25,468

### 5. Remuneration of Directors

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000

#### Members of the Board of Directors

Directors' emoluments	24	21
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.)	477	472
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## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### 6. Taxation

Analysis of charge in period

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
<b>UK Corporation Tax</b>	0	0
	<hr/>	<hr/>
	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
(Loss) on ordinary activities before tax	(6,846)	(4,861)
	<hr/>	<hr/>
Specific activities within the scope of corporation tax	444	506
	<hr/>	<hr/>
Total current tax charge	0	0
	<hr/>	<hr/>

The tax liability for 2021/22 is £Nil (2020/21 £Nil). St Leger Homes provides a number of services that fall within the scope of corporation tax, but the cost of providing these specific activities exceeds the income generated.

### 7. Property Plant & Equipment

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
<b>Cost</b>		
At 1 April 2021	1,275	1,275
Additions	0	0
	<hr/>	<hr/>
At 31 March 2022	1,275	1,275
<b>Depreciation</b>		
At 1 April 2021	1,247	1,233
Charge for the year	28	14
	<hr/>	<hr/>
At 31 March 2022	1,275	1,247
	<hr/>	<hr/>
<b>Net Book Value</b>	<b>0</b>	<b>28</b>
	<hr/>	<hr/>

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### 8. Inventories

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
Work in Progress	1,216	968
Stock	869	808
	<u>2,085</u>	<u>1,776</u>

### 9. Debtors

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
Amounts owed by group undertakings	2,507	2,532
Trade Debtors	48	47
Other tax and social security	1,098	788
Prepayments and accrued income	274	326
	<u>3,927</u>	<u>3,693</u>

### 10. Creditors: amounts falling due within one year

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
Bank Overdrafts	0	0
Amounts owed to group undertakings	5,269	4,408
Trade creditors	0	0
Accruals and deferred income	3,200	2,289
	<u>8,469</u>	<u>6,697</u>



## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### 11. Provisions for liabilities and charges

	Year ended 31 March 2022	Year ended 31 March 2021
	£000	£000
On-going cases	(70)	(60)
	<u>(70)</u>	<u>(60)</u>

### 12. Called up share capital

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

### 13. Financial Commitments

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

	Year Ended 31 March 2022	Year Ended 31 March 2021
	£000	£000
Land and Building leases expiring:		
In one year	67	200
In 2 to 5 years	0	168
In more than 5 years	0	0
	<u>67</u>	<u>368</u>

### 14. Pension scheme

The Company participates in the South Yorkshire Pension Authority (Local Government) Pension Fund. The pension contributions payable by the Company to the scheme amounted to £3.3m.

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

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

The pension fund and actuaries will keep the level of employers' contributions under review to allow the fund to balance in the medium term. It has been agreed that an employer rate of 16.0% of pensionable pay will apply in the 2022/23 financial year.

## St Leger Homes of Doncaster Limited

### Notes (forming part of the financial statements-continued)

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

	<b>Year Ended 31 March 2022</b>	<b>Year Ended 31 March 2021</b>
Current rate of employers' contributions	16.0%	16.0%
Market value of the Scheme assets	£8.819m	£8.819m

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### Actuarial Assumptions

	31 March 2022		31 March 2021	
Rate of increase in salaries	4.20%		3.95%	
Rate of increase of pensions in payment	3.20%		2.80%	
Discount rate	2.70%		2.10%	
Rate of inflation	3.20%		2.70%	
<b>Value of assets</b>	<b>£000</b>	<b>%</b>	<b>£000</b>	<b>%</b>
Equities	79,430	46.6	75,941	49.2
Bonds	30,620	18.0	33,486	21.7
Property	14,600	8.6	13,985	9.1
Cash	1,900	1.1	2,128	1.4
Other	43,920	25.8	28,880	18.7
Total market value of assets	<u>170,470</u>		<u>154,420</u>	
Actuarial value of liability	(213,392)		(213,213)	
Net pension liability	<u>(42,922)</u>		<u>(58,793)</u>	
<b>Expected rate of return</b>				
Equities (UK)	6.5%		6.5%	
Bonds	5.1%		5.1%	
Property	5.9%		5.9%	
Cash	0.5%		0.5%	
Other	6.5%		6.5%	

### Defined Benefit Obligation

	Year ended 31 March 2022	Year ended 31 March 2021
	£000	£000
Opening Benefit Obligation	213,213	171,295
Current service cost	8,061	6,203
Interest Cost	4,546	4,089
Contributions by Members	1,337	1,309
Actuarial Losses/(Gain) on Liabilities	(11,187)	33,348
Impact of Losses settlements and curtailments	0	118
Benefits/transfers Paid	(2,578)	(3,149)
Closing Benefit Obligation	<u>213,392</u>	<u>213,213</u>

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### Fair value of employer assets

	Year ended 31 March 2022	Year ended 31 March 2021
	£000	£000
Opening Fair Value of Employer Assets	154,420	128,650
Expected Return on Assets	3,254	3,096
Contributions by Members	1,337	1,309
Contributions by Employer	2,503	2,553
Contribution to unfunded benefits paid	4	0
Administration expenses	0	(100)
Actuarial Gain on Assets	11,530	22,061
Benefits/transfers Paid	(2,578)	(3,149)
Closing Fair Value of Employer Assets	<u>170,470</u>	<u>154,420</u>

### Movements in surplus/(deficit) during the year

	Year ended 31 March 2022	Year ended 31 March 2021
	£000	£000
Opening Deficit in the Scheme	(58,793)	(42,645)
Movement in year:		
Current service cost	(8,061)	(6,303)
Employer Contributions	2,503	2,553
Contribution to unfunded benefits paid	4	0
Impact of settlements and curtailments	0	(118)
Net returns on (interest cost)	(1,292)	(993)
Actuarial (loss)/gain	22,717	(11,287)
Deficit in scheme at end of year	<u>(42,922)</u>	<u>(58,793)</u>

## St Leger Homes of Doncaster Limited

**Notes** (forming part of the financial statements-continued)

<b>Amounts charged to profit/(loss)</b>	<b>Year ended 31 March 2022</b>	<b>Year ended 31 March 2021</b>
	<b>£000</b>	<b>£000</b>
Current service cost	<b>8,061</b>	6,303
Impact of settlement and curtailments	<b>0</b>	118
Total charge	<b>8,061</b>	6,421

### 15. Analysis of net funds

<b>Cash at bank and in hand</b>	<b>Year ended 31 March 2022</b>	<b>Year ended 31 March 2021</b>
	<b>£000</b>	<b>£000</b>
At the beginning of the year	<b>1,260</b>	(385)
Cash flow	<b>1,267</b>	2,145
At end of the year	<b>2,527</b>	1,760

### 16. Related Party Transactions

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

Total Company turnover in 2021/22 was £48.5m including £37.0m from DC in management fees and £7.9m relating to capital works. Service level agreements amounted to £5.3m.

	<b>Year Ended 31 March 2022</b>	<b>Year Ended 31 March 2021</b>
	<b>£000</b>	<b>£000</b>
Debtors (monies owed by DC)	<b>3,723</b>	3,500
Creditors (monies owed to DC)	<b>5,269</b>	4,408

## **St Leger Homes of Doncaster Limited**

**Notes** (forming part of the financial statements-continued)

### **17. Contingent Liabilities**

The Company had no contingent liabilities at 31 March 2022 (2021: £Nil).

### **18. Ultimate controlling body**

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



Audit Management Letter

**St Leger Homes of Doncaster**  
Year Ending 31 March 2022

29 June 2022

BEEVER  
AND  
STRUTHERS

CHARTERED ACCOUNTANTS  
AND BUSINESS ADVISORS



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## Scope of the Audit Work

Our audit of the financial statements of St Leger Homes of Doncaster Limited is substantially complete.

The purpose of this letter is to bring to your attention the findings from our audit. We appreciate that you will already be aware of the majority of the matters contained in this letter.

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

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

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

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

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

We acknowledge that during 2021/22 the finance team has been impacted by staff absences and also the continued phased introduction of the new Housing Management system. In light of those challenges which have also continued at year-end, we would like to take this opportunity to formally record our appreciation for the assistance and co-operation provided to us by the Finance Team.

**Beever and Struthers**

## Key Audit Issues

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

Audit Risks	Audit Findings
<p><b>Revenue recognition</b> Under ISA (UK) 240 there is a presumed risk that revenue may be misstated due to improper revenue recognition. The auditor therefore presumes that there are risks of fraud in revenue recognition and considers which types of revenue may give rise to fraud risks.</p>	<p>Turnover for the year totalled £48,452k financial statements which comprises of management fees of £44,530k for revenue and capital purposes and Other Income of £3,922k.</p> <p>Our testing is complete and we have not identified any issues.</p>
<p><b>Management override</b> Under ISA 240 there is a presumed risk of management override of the system of internal controls. Material misstatements can arise from management overriding the controls which are in place or by manipulating the results to achieve targets and the expectations of the stakeholders.</p> <p>Our audit is designed to provide reasonable assurance that the accounts are free from material misstatement whether caused by fraud or error.</p>	<p>Our journals testing is complete and there are no matters to bring to your attention.</p>
<p><b>Going Concern</b> Under the going concern assumption, a Company is viewed as continuing in business for the foreseeable future. Accounting requirements indicate that any material uncertainties about the appropriateness of the going concern assumption are disclosed adequately in the financial statements.</p>	<p>We have reviewed the directors' assessment of the going concern assumption and are content that this is an appropriate basis on which to prepare the financial statements.</p> <p>We have completed our review and we agree with Management's assessment that there is no material uncertainty to St Leger Homes being a going-concern.</p>
<p><b>Pension Scheme</b> The Company is a member of the Local Government Pension Scheme. The deficit associated with the scheme will be recognised in the financial statements in line with FRS 102 Section 28 (Employee Benefits).</p>	<p>The financial statements reflect the year end valuation provided by the Company's actuary. The pension liability has decreased by £15,871k, as a result of a small increase in the benefit obligation of £179k offset by an increase of plan assets of £16,050k.</p> <p>The disclosures included within the financial statements were appropriate and consistent with the information provided by the Actuary which and in line with applicable reporting standards.</p>

## Overview of Financial Statements

### Statement of Comprehensive Income

	2022 £'000	2021 £'000	
Turnover	48,452	45,343	<p>Turnover has increased by £3.1m compared to last year. The main increases relate to the HRA management fee and capital income which have increased by £1.4m and £1.3m respectively.</p>
Cost of Sales	(47,429)	(42,646)	<p>Cost of sales has increased by £4.8m on the prior year. This is mainly due to inflation related increases prices for supplies and services and the increase in spend to clear backlogs that arose during the pandemic.</p>
Administrative expenses	(6,577)	(6,565)	<p>Only a £12k increase on the prior year as the expected increase due to salaries and wages did not materialise due to vacancy savings.</p>
Interest payable	(1,292)	(993)	<p>Interest relates to notional interest on the pension scheme which is consistent with the Local Government Scheme Actuarial Report.</p>
Actuarial gain/(loss)	22,717	(11,287)	<p>The reduction on the pension liability was £15,871k and after reflecting the other pension costs in the cost of sales (£5,554k) and interest payable (£1,292k) the actuarial gain is consistent with the Local Government Scheme Actuarial Report.</p>
<b>Total comprehensive income</b>	<b>(15,871)</b>	<b>(16,148)</b>	

## Overview of Financial Statements

### Statement of Financial Position

	2022 £'000	2021 £'000	
Fixed Assets	-	28	Fixed assets have reduced by £28k on the prior year, which reflects the depreciation charge for the year.
Assets	8,539	6,729	Current assets comprise debtors, stock, and cash. Overall levels of current assets have increased by £1.8m compared to the prior year, which is largely the result of an increase of £1.3m in the cash position and £0.3m in stock materials.
Creditors	(8,469)	(6,697)	Overall creditor levels have increased by £1.8m compared to the prior year. This is mainly due to an increase: in the creditor with Doncaster Council of £0.8m and accruals and deferred income, and an increase in accruals of £1.0m.
Provisions	(70)	(60)	Last year's provision related to a potential employee matter which has now been released in year. The provision for 21/22 relates to potential costs to rectify dilapidations in relation to St Leger Court and St Leger House.
Pension liability	(42,922)	(58,793)	The pension liability has decreased by £15.8m, as a result of an increase in the plan assets of £16.1m and offset by a decrease of in the benefit obligation of £179k, which is consistent with the Local Government Scheme Actuarial Report.
Capital and reserves	42,922	58,793	The Company's accumulated reserves reflect the pension liability.

## Independence

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

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

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

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

### **Relationships which may bear on Objectivity and Independence**

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

### **Non- Audit Services**

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

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

### **Conclusion**

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

## Qualitative Aspects of Accounting Practices and Financial Reporting

### **Accounting Policies**

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

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

### **Accounting Estimates**

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

### **Financial Statement Disclosures**

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

### **Timing of Transactions**

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

### **Going Concern**


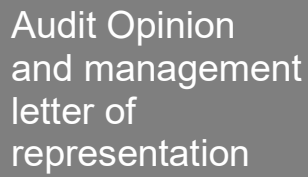
The financial statements have been prepared on a going concern basis. We have completed our evaluation of your initial assessment of the Company's ability to continue as a going concern and confirm that this basis is appropriate.

### **Significant Matters Discussed with Management**

There were no significant matters arising from the audit to date, that were discussed, or subject to correspondence with management.

### **Strategic and Board Reports**

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

Audit Opinion  
and management  
letter of  
representation

**Letter of representation**

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

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

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

**Audit opinion**

We propose to provide an unqualified audit opinion on the financial statements for the year ended 31 March 2022.

We require the following to complete our work:

- Update inquiries of management on post balance sheet events.
- Signed letter of representation.

:

## Audit Adjustments

### Materiality

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

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

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

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

	Materiality £'000	Triviality £'000
St Leger Homes of Doncaster	1,453	73

### Audit Adjustments

We have not identified any audit adjustments for the financial statements.

### Uncorrected Adjustments

We have not identified any errors arising from our work which Management will not correct.



**Internal Controls Systems**

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

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

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

There were no points to follow-up from the 2020/21 management letter.



CHARTERED ACCOUNTANTS  
AND BUSINESS ADVISORS

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White Rose Way,  
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**Email** c/o Leandra.graham-  
hibling@stlegerhomes.co.uk  
**Tel** 01302 862700  
**Date** 7 July 2022

Dear Sirs,

## FINANCIAL STATEMENTS OF ST LEGER HOMES OF DONCASTER

This representation letter is provided in connection with your audit of the financial statements of St Leger Homes of Doncaster Limited (“the Company”) for the year ended 31 March 2022 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view of the results and financial position of the Company in accordance with The Companies Act 2006 and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

1. We are responsible for the preparation of financial statements in accordance with The Companies Act 2006 and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), which give a true and fair view of the financial position of the company as of 31 March 2022 and of the results of its operations and its cash flows for the year then ended and for making accurate representations to you.
2. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
3. We have no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.
4. We have disclosed all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and these have been disclosed in accordance with the requirements of accounting standards.
5. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of accounting standards.





6. All events since the balance sheet date which require disclosure or which would materially affect the amounts in the financial statements have been adjusted or disclosed in the financial statements.
7. We confirm that the financial statements are free of material misstatements, including omissions. We believe that any uncorrected misstatements identified during the audit are immaterial both individually and in aggregate to the financial statements as a whole.
8. We confirm that, having considered our expectations and intentions for the next twelve months, and the availability of working capital, the company is a going concern. We confirm that the disclosures in the accounting policies are an accurate reflection of the reasons for our consideration that the financial statements should be drawn up on a going concern basis.
9. All accounting records and relevant information have been made available to you for the purpose of your audit. We have provided to you all other information requested and given. unrestricted access to persons within the entity from whom you have deemed it necessary to obtain audit evidence / request information. All other records and related information including minutes of all management and shareholders' meetings have been made available to you.
10. All transactions undertaken by the company have been properly reflected in the accounting records and are reflected in the financial statements.
11. We acknowledge our responsibility for the design, implementation and maintenance of controls to prevent and detect fraud. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
12. We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves management or employees who have significant roles in internal control, or others, where fraud could have a material effect on the financial statements.
13. We have disclosed to you all information in relation to allegations of fraud, or suspected fraud affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.





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

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

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

Yours faithfully,

Signed on behalf of the Board of Directors by:

.....(Signature)  
 .....(Director)  
 .....(Date)



## Governance Summary Communications Template

<b>Report from:</b>	Building Safety & Compliance Committee	
<b>Date of meeting:</b>	19 May 2022	
<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><u>1. British Safety Council (BSC) Audit &amp; ISO 45001 Audit</u></p> <p>Committee were advised SLH have been externally assessed by the BSC in an annual Five Star Occupational Health and Safety Audit.</p> <p>This resulted in the organisation being awarded the maximum five star safety audit rating for the last 11 years.</p> <p><u>2. Committee Annual Report</u></p> <p>Members considered the committee annual report.</p> <p><u>3. Vision for the Health, Safety &amp; Compliance Team</u></p> <p>The Health, Safety and Compliance Manager explained the key objectives, current priorities as well as her future vision for the team.</p>		
<p>Members noted the action plan detailing specific recommendations highlighted in the audit will return to Committee in 12 months to evidence progress.</p> <p>Members recognised the excellent work undertaken by the Health, Safety &amp; Compliance team focussing on performance across compliance and suggested the report could be strengthened further to reflect this.</p> <p>Members noted:</p> <ol style="list-style-type: none"> <li>Restructuring of the Building and Compliance Safety Teams in order to ensure there is appropriate knowledge and resource to deliver property compliance effectively.</li> <li>Challenges related to compliance data validation and implementation of C365.</li> <li>Health &amp; Safety team projects.</li> </ol>		
<b>Additional notes for communication to governance:</b>		
None.		

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

**Thursday 19 May 2022 at 10am**

**Present**

Dave Wilkinson (DW) (Chair), Steve Lyons (SL), Cllr Phil Cole.

**In Attendance**

Chris Margrave (CM) (Director of Property Services), Danny Boardman (DB) (Head of Building Safety), Laura Dougan (LD) (Health, Safety & Compliance Service Manager), Glen Sheppard (GS) (Building Safety Manager), Carl Raybould (CR) (Fire Safety Compliance Officer) - Maxine Johnson (MJ) (Executive Support Officer).

**Also in Attendance**

Anthony Brown (AB) – Specialist Independent Advisor

		<b>ACTION</b>
<b>1.</b>	<b>Apologies and Quorum</b>	
1.1	Apologies received from Trevor Mason and the meeting was quorate.	
<b>2.</b>	<b>Declarations of Interest by Board Members</b>	
2.1	There were no declarations made.	
<b>3.</b>	<b>Minutes of the meeting held on 27 January and matters arising</b>	
3.1	<b>From agenda item 4.3 – Consolidated Action Plan</b>	
	DB explained he had taken on board the amendments requested by Committee, a new action plan had been developed which includes all of the previous actions plans. This was in its final stages that will be presented to the next committee meeting.	
	<b>Action:</b> DB to circulate following the committee meeting.	<b>DB</b>
<b>4.</b>	<b>Health, Safety and Compliance update</b>	
4.1	<b>From agenda item 4.1 Compliance Status – Executive Summary – ASHP (Air Source Heat Pumps) list of 15 properties</b>	
	<b>Action:</b> DB to request from Scott Hibbert a list of the 15 properties with ASHP. Complete.	
4.2	<b>From agenda item 4.4 Compliance Status, Exec Summary: High Level Reconciliation of Numbers on each programme.</b>	

**Action:** High level reconciliation of numbers on each programme to be included in future reports.

It was noted reconciliation of the numbers were anticipated to be completed by mid June 2022, the team were working hard to validate the numbers ensuring C365 was populated.

4.3 **From Agenda item 4.19 - Fire Safety – Fortems FRA performance against Action Plan**

**Action:** DB to provide in the next report a one line update on Fortems FRA performance against the action plan with dates.

Progress made to also be covered by G Sheppard – item 7 on the agenda.

4.4 **From agenda item 4.24 Health Safety & Compliance update**

**Action:** SMEs to attend future Committee meetings, to provide further assurance to committee in relation to FRAs outstanding actions and also provide an overview of their role. Complete – included in the forward plan.

**Action:** AB suggested removing tables 12 and 13 until a time that the data was available. Complete

4.5 **From Agenda item 4.28 Asbestos - Communal areas and work premises, asbestos management surveys**

DB advised 72% of them had asbestos management surveys, the remaining 28% (228) will be surveyed within the next 6 months.

**Action:** AB asked if this data could be included in the next report. LD to cover in item 4 on the agenda.

4.6 **From agenda item 4.32 - C365 Compliance Summary**

**Action:** Sample Table 9.1 to leave out of the next report and replace with a small paragraph giving an update on progress and implementation. Complete.

4.7 **From agenda item 8.6 Milton Court**

**Action:** It was agreed to take a report regarding Milton Court to a future confidential Board meeting for further consideration.

It was noted that a briefing note had been prepared for submission to EMT next week. Complete.

4.8 **From agenda item AOB 9.1 – Site Visit High/Low Rise Buildings**



Committee requested a site visit to the buildings being discussed at the meeting to give greater insight. Complete.

## **5. Vision for the Health, Safety & Compliance Team**

5.1 The Health, Safety and Compliance Manager explained that the key objective of the team was for the organisation to be in a position to provide assurances to all stakeholders both internally and externally and that it meets all of its statutory property Health & Safety and Occupational Health & Safety responsibilities. She advised this will be carried out through evidence based reporting.

5.2 She said we have created a team often referred to as 'subject matter experts' covering all 6 areas of compliance who have been tasked with gathering performance data to evidence we are compliant but also to forensically cleanse the data before being uploaded to C365.

More recently successful recruitment to the occupational Health & Safety team with a Health & Safety Manager was carried out, to help the team move forward.

5.3 LD shared current priorities and future aims in each of the following property compliance areas; gas and mechanical, water and lifts, asbestos and electrical – with fire being covered by the Fire Compliance Officer item 8 on the agenda.

5.4 Committee noted that the Health & Safety team will be focusing on delivering a number of projects including some identified through the British Safety Council ISO 45001 and 5 Star Audit; occupational health provision and health surveillance requirements, review of risk assessment processes including launching new guidance and critical review of management systems.

5.5 She summarised by saying all areas in the team will be forecasting and horizon scanning in their areas. Working less in isolation and looking at what other providers in the sector are doing and sharing best practice.

She said populating C365 and integrating it into existing business processes and other system such as Open Housing will be a priority for the team and wider organisation.

Having an internal team of SME means we do not need to use external experts and consultants we have on hand our own experts who are used to writing technical specifications and working with colleagues in the Assets team putting together cyclical testing programs.

5.6 The Chair asked if the team had a good working relationship with Doncaster Council?

DB confirmed it had and explained weekly catch up meetings took

place. He gave examples where Doncaster Council had launched a lone working system which SLH adopted, equally following the successful implementation of C365 by SLH – Doncaster Council had done the same.

- 5.7 AB acknowledged that C365 is key and integral to the vision and asked when is the go live date?

DB advised it's effectively live now, we are coming out of the implementation phase at difference times for each compliance area, so when each programme can be managed within C365 it goes live. Electrical may take the longest to complete, as there is still quite a bit to achieve getting all properties onto the 5 year programme.

- 5.8 AB commented in terms of challenges and uploading certificates - some certificates are handwritten and some typed, what assurance can you give that uploads to C365 are accurate and correct?

It was noted that the Electrical Compliance Officer was manually reading and forensically reviewing the certificate before it was uploaded to C365, which was a very intensive process.

**Action:** LD to ensure that the above process is documented.

LD

- 5.9 AB referred to '11.55% - Asbestos Surveys Compliant' on page 6 of the presentation and asked, what else is the organisation doing to mitigate the risk for staff and contractors?

LD advised it was a tough decision to not use the majority of asbestos data previously held by the organisation due to its poor quality. However, it was felt that to use the data was a bigger risk. Other mitigations included; all staff had received category A training awareness with specific teams trained at higher levels, good robust risk assessments and method statements were in place as well as a new survey strategy that had been adopted which reduced the number of visits to a property.

## 6. **British Safety Council Audit & ISO 45001 Audit**

- 6.1 DB presented the report that advised SLH have been externally assessed by the British Safety Council (BSC) in an annual Five Star Occupational Health and Safety Audit.

This has resulted in the organisation being awarded the maximum five star safety audit rating for the last eleven years.

Members noted that the action plan detailing specific recommendations highlighted in the audit will return to Committee in 12 months to evidence progress.

- 6.2 **Action:** Action Plan (Appendix 1 - Point 7) – to ensure that first use of the acronym is expanded - HAVS = Hand-Arm Vibration Syndrome.

DB

6.3 Members noted and were delighted with the outcome of both external accreditations.

## 7. Safety & Compliance Activity report

7.1 DB presented the report that provided an update on all areas of compliance, occupational and building safety health and compliance performance.

7.2 SL referred to 15.2 of the report and asked are any of the underspends attributable to availability of materials or other physical resources?

CM advised predominantly resources in the past, in terms of materials we had an issue with boilers and made the decision early to purchase from an alternative supplier Potterton at a higher rate and stock pile.

7.3 The Chair asked if there were any staffing issues?

CM explained that in terms of the challenges with the electrical side of the business we have a significant amount of vacancies. We have a target to bring all EICRs into the 5 year testing cycle by 2023. The DLO has 1.6k EICRs in the programme and this will be supported in this next year with contractor support. He advised we are currently in the middle of a recruitment exercise but recognises that in the current market this will be difficult.

CM added in respect of Building Safety we are reviewing if we can take some of the fire door installation programme in-house due to the significant costs associated with installing fire doors at circa £600 per door. This will provide longer term assurance for the business and enables us to deliver all aspects of remediation work from FRAs.

7.4 EICRs past their suggested 10 Year review date

AB referred to point 4.5 table 7a of the report and asked of the properties in the legal process what does the legal process mean and have SLH applied for an injunction?

DB explained that he had dates of the 9 properties and when they were referred to the Housing Management team.

**Action:** DB to include in future reporting 'where' in the no access process properties are.

**DB**

7.5 **Action:** CO briefing note to be place on the agenda for Septembers 2022 committee.

**MJ**

7.6 **Action:** page 2 table 1 Gas Safety – insert the month in the table which the figures relate to ie 18,999 as at end March 2022.

**DB/LD**

8. **Building Safety Manager – Introduction and Overview of Role (GS)**

8.1 GS advised of the work he was carrying out to establish a fit for purpose fire door register, a register had existed in the past however there were concerns over the quality and accessibility of data.

Members were given assurance and informed that C365 had started to be populated and used to assist in the recording of the fire door register, the required inspections and subsequent monitoring and resolution of remedial works. He advised we have started to develop processes where a fire door needs to be replaced.

GS further advised he had been reviewing works completed and underway by Fortem on the priority level 1 fire risk actions and where appropriate challenging the contractor. Additionally, since starting with the organisation he had established a good working relationship with Wates during removal of the render systems.

8.2 The Chair recognised the excellent news around the reduction in number of outstanding FRA level 1 actions.

8.3 AB commented it would be useful to see more detail on the remedial work and overdue outstanding actions for FRA works. **Action:** GS to forward the Fortems FRA performance action plan.

GS/DB

**9. Subject Matter Expert (Fire Safety Compliance Officer) – Introduction and Overview of Role (Carl Raybould)**

9.1 CR gave an overview of the structure of the Fire Safety team which included himself along with the Fire Safety Co-ordinator – Louise Duffell and two temporary trades colleagues dedicated specifically to carry out outstanding FRA (fire risk assessments) remedial works.

9.2 He explained one of the key priorities for the team was to reduce the amount of outstanding Fire Risk Assessment actions with the aim of providing safer homes for all, as well as ensuring the organisation met its statutory responsibilities in this compliance area.

9.3 He also advised of other on-going work the team also carried out; management of trained resources for fire door installation certification and inspection, management of fire contracts, collating and validating performance data to upload to C365, managing the accident/incident reporting procedure, working closely with other partnering agencies in particular SYFR (South Yorkshire Fire & Rescue) and providing support and guidance on a wide range of fire safety queries to SLH colleagues.

9.4 The Chair queried who was responsible for the fitting of CO and smoke alarms?

It was noted that the organisation was responsible, with both being checked annually. CM added CO alarms have a 10 year life expectancy, as an organisation we took the decision in 2014 to install every property with a co alarm, unfortunately what we didn't do at the time was evidence where they had been fitted. We have a 2 year period of grace before we need to replace them.

9.5 PC asked do we have an inspection process to ensure tenants don't disconnect the smoke alarm?

DB explained the annual landlord gas safety record (LGSR) programme would pick this up, but we are also working with Aico and smart technology.

9.6 **Action:** DB agreed to include in future reporting the number of fires in all properties, this will be included in the quarterly full performance report.

DB

9.7 DB highlighted when he had first started with the company in autumn of last year there were 6k FRA actions with 1k overdue, currently the team had significantly reduced the figure to 3k FRA actions with 610 overdue.

Committee noted the hard work and commitment of the team.

## 10. Committee Annual Report

10.1 Members considered the Committee Annual report and raised:

**Action:** typo – 5.7 – delete 'gas' analysis add 'gap' analysis.

MJ

10.2 TOR point 3.6: The provision of an Independent advisor to the Committee with specific knowledge of compliance shall also be in attendance.

**Action:** SL suggested:

1. Deleting - 'The provision of' *or*
2. Replacing - 'shall also be in attendance' *to*  
'shall be appointed to the Committee'

MJ

10.3 **Action:** AB – recognised the time spent by the team focussing on performance across compliance activities and thought the report could be strengthened to reflect this, where very positive results and trends could be shown.

DB

10.4 Following the above amendments Committee were happy for the report to progress to Board.

## 11. Joint Safety Committee minutes (14 April 2022)

11.1 CM highlighted that he had expanded the agenda to include wider items for discussion. This had included Repairs Excellence programme and

introduction of members of the Health, Safety & Compliance team.

Members noted the minutes.

## 12. High Rise Forum minutes (23 February 2022)

12.1 CM reported that we are working with Housing Services colleagues to increase attendance however, the numbers were still low. He said we are a long way away from implementation of any High Rise Forum sub groups.

### 12.2 Comms

DB advised of the presence of his team working from Balby Bridge and in conjunction with Housing Services colleagues which was working really well. He said residents are paying visits.

He advised a newsletter template was being drafted along with the Comms team and there has been consideration to deliver Road Shows to promote the Building Safety and Health, Safety & Compliance teams to explain their who they are, their purpose and what services they can offer.

### 12.3 Draft Resident Engagement Strategy – PEEPs

AB asked how compliant are we in terms of PEEPs (Personal Emergency Evacuation Plans) and how much of a handle do we have on up to date profiling for PCFRAs (Person Centred Fire Risk Assessments)?

DB advised the organisation was in the process of developing a draft process for vulnerable tenants and SYFR in respect of PCFRAs.

In terms of PEEPs, government has done a u turn – it is incredibly difficult to achieve in independent living conditions. There are huge financial costs as well as GDPR (General Data Protection Regulation) implications. He said until it is clearer and legislation is released as an organisation we are working to put ourselves in a better position until we know what's happening and looking at personal rescue plans.

CM added we will provide guidance to EMT once we know more, as well as speak to colleagues in Doncaster Council to get a sense of direction.

**Action:** Update at the next Committee meeting in September 2022.

**DB**

### 12.4 Leaseholders – Gas/Electricity

AB asked are we effectively managing leaseholders in terms of gas and electricity?

DB advised that leaseholders were regularly discussed at the Building Safety Group (Doncaster Council/SLHD corporate meeting) where

advice is taken from the Legal team at Doncaster Council. PEEPs are also regularly discussed at this group.

CM highlighted recent concerns over the use of calor gas – a piped gas which is incredibly expensive and dangerous and a marked increase in bypassing of electrical metres that is more prevalent. He said as a Committee we will keep members informed.

### 13. Forward plan

13.1 Members noted the forward plan.

**Action:** Penningtons Health Check Review (April 2022) to be added to the 30 September 2022 committee following submission to EMT.

**MJ**

**Action:** AB requested to add the High Level Consolidated Action Plan to each future committee for review

**MJ**

### 14. AOB

14.1 'Stay Put' Policy

SL highlighted a recent news press release where government plans to keep the 'stay put' policy. The policy asks residents of most buildings to wait inside for rescue services rather than leaving in the event of a fire. SL highlighted potential risks for disabled tenants and residents.

DB advised he was shortly meeting with SYFR where this will be discussed, he said I doubt that they will want to move away from the 'stay put' policy. He further advised that a phased evacuation could be an option using an emergency voice activation system. In our case, this may only be appropriate for Silverwood House.

GS added that there has been a long standing recommendation from the inquiry to have a disabled refuge, with a two way system – so tenants can advise they have left their apartment and have gone to the refuge.

#### **Date and Time of Next Meeting**

Thursday 30 September 2022.

## Governance Summary Communications Template

<b>Report from:</b>	Performance and Improvement Committee	
<b>Date of meeting:</b>	23 May 2022	
<b>Report author:</b>	Stuart Booth	
<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><u>1. Performance Information – Key Performance Indicators</u> Members were pleased to note that KPI1 – Current Rent Arrears Against Annual Debit had finished at a 5 year high, however expressed concern that cost of living pressures would have a great impact on SLHD tenants.</p> <p><u>2. Service Standards</u> Members noted the contents of the report, and acknowledged that although there was a lot of data, it was informative and helpful. Members pointed out that issues around ASB could be beyond SLHD control, specifically in areas where there were very few SLHD properties in a large catchment area.</p> <p><u>3. Repairs Excellence Update</u> Members noted the pilots had been successful and it was hoped to ‘go live’ Borough wide on 13 June 2022. Members queried if multiple prevention repairs would be included and it was explained that in Phase 2 of the roll out operatives could potentially ask tenants if they had any other repairs.</p>	<p>MMc agreed and advised that members would be provided with updates around partnership working and joint campaigns to help the community as best they could.</p> <p>AR agreed with member’s suggestion that SLHD should publicise their work around ASB with partner agencies.</p> <p>It was agreed that future data should show eliminating wasted journeys to almost zero would enable more jobs to be completed per day. Further analysis would be presented at P&amp;I for the next 12 months.</p>	
<b>Additional notes for communication to governance:</b>		
None.		



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

**23 May 2022**

**Present**

Stuart Booth (SB - Chair), Anthony French (AF), Sam Bartle (SBa),

**In Attendance**

Mark McEgan, Director of Housing and Customer Services, Chris Margrave, Director of Property Services, (CM), Jackie Linacre, Head of Customer Services (JL), Jennie Daly, Head of Housing Services (JDy), Alison Rayner, Area Housing Manager (AR), Anne Tighe (minutes)

	<b>ACTION</b>
<b>1. Apologies and Quorum</b>	
1.1 No apologies received and the meeting noted as quorate.	
<b>2. Declarations of Interest by Committee Members</b>	
2.1 No declarations of interest were received.	
<b>3. Minutes of the meeting held on 3 March 2022 and matters arising</b>	
3.1 The minutes of the meeting held on 3 March 2022 were agreed as an accurate reflection of discussions held.	
3.2 <b>Item 5.11 – Customer Focus Update</b> MMc reminded members that the Key Performance Indicators (KPIs) were set by the Mayor and for this financial year could not be changed. However he had proposed to EMT to record the number of complaints received and the number of complaints upheld going forward for the Committee, and report this alongside current KPI's. Members were pleased to note this as they felt there would be more learning from complaints i.e. poor communications.	
<b>4. Performance Information</b>	
4.1 MMc highlighted the following KPI's: <ul style="list-style-type: none"><li>• KPI1 – Current Rent Arrears Against Annual Debit – members were pleased to note that performance had finished at a 5 year high, however noted that with the cost of living, fuel hikes and food costs rising the Committee noted that people were going to have an extremely difficult year. Staff were working hard with partners and were</li></ul>	

rolling out joint campaigns to help the community as best they could.

- KPI14 – Number of Households Place in B&B Accommodation – members were advised that homelessness figures were still very high, however the direction of travel was changing.

4.2 The Chair stated that it would be important for EMT to articulate to the Board, and be honest, around what EMT thought were achievable for this year's KPI's as many were challenging. MMC agreed some modelling work could be done to put in predictions around where it could be.

4.3 SL referred to a query he'd raised at Board and received a response to around void relets, and has asked for reasons for refusals. AT explained that this information had been asked for and would be forwarded outside of the meeting.

AT

4.4 CM provided an update on the following KPI's:

- KPI2 – Void Rent Loss – members noted the increase in major voids and the ongoing work to try and quantify the issue.
- KPI9 – First Visit Complete – members were advised that the Housemark definition of first visit complete was very strict and did not allow for operatives attending and then leaving to get additional parts from stores to complete the repair on the same visit. On occasion the reported issue to the repairs team was incorrect therefore officers were exploring a 'misdiagnosed repair' on Total Mobile to address the issue for statistics.

4.5 A member queried how the repair was reported as completed, was it the tenant or the operative that did so. CM advised that the operative marked the repair as completed on Total Mobile device, however work was ongoing to see if different fields on device could be added to show whether or not he had completed following a trip to get spare parts. Members asked if van stocks were analysed to ensure they were well stocked. It was noted that this took place, however it was explained that operatives could not stock every piece of equipment required for every repair, and if particular parts were used up quickly the operative could get replenishment throughout the day. In response to a further query it was confirmed that regular audits of van stocks were made.

4.6 Members asked if the time lag for re-letting voids had built up during the pandemic. CM agreed that the pandemic did have challenges and teams had to find different ways of working in a safe environment which had caused a backlog. The practical aspects of obtaining repair stocks had had and still had a major impact; this problem was also being caused for our contractors

however the scarcity of materials had impacted on their ability to take up work on the organisations behalf.

- 4.7 A member referred to a complaint about a vehicle being parked in front of a house, and queried if multiple tenants might be complaining around the same issue, was each letter of acknowledgement and apology counted as different complaints. JL confirmed they were logged and counted separately, however this did not happen frequently.

## **5. Customer Feedback Quarter 4**

- 5.1 JL led on the above presentation and asked members to note the amended figure of +40% increase in cumulative complaints compared to Q4 2020/21. Members were further advised that numbers of complaints had increased nationally and the majority were about repairs impacted by lack of materials.
- 5.2 Members referred to the 344 upheld complaints in Property Services and 102 in Housing Service and only 2 learning points in the former and 1 learning point in the latter; it was pointed out that seemed to be disproportionate as surely there should be more learning. JL acknowledged staff were more focussed on providing a response to complaints that analysis, which was key and had been included in the corporate plan, had not been successfully addressed.

## **6. Service Standards**

- 6.1 JL presented the Service Standards presentation and asked members to note the new format and asked for feedback.
- 6.2 PC responded that there was a lot of data, however he found it helpful. He pointed out that system learning was needed; if the number of complaints are increasing then why are they? He was sure that staff did their best around ASB, however suspected that a number were beyond SLHD control. There was a danger that the standard to meet was unachievable, and if staff were trying to support tenants as much as they could then that was acceptable.
- 6.3 SBa stated he appreciated the clear precise information as he was better able to prepare for the meetings when better informed by statistics and outputs.

## **7. Repairs Excellence Update**

- 7.1 CM provided an update on the recent two 4 weeks sprint periods (pilots) and was pleased to report that operatives have worked incredibly hard on the pilots. Despite IT issues, additional training to incorporate into a working, and stock issues as discussed earlier in the meeting, the pilots have gone well and it was hoped to 'go live' Borough wide on 13 June 2022.

- 7.2 It was noted that as yet gas servicing would be excluded from repairs excellence, however different ways of working were being explored and when the Borough wide programme for repairs was launched further analysis would be done to see if it would be feasible to incorporate gas servicing.
- 7.3 Members were advised consultation was ongoing with Trade Union (TU) colleagues and staff around the financial impact of the number of call outs reduced, and the requirement in the future to possibly recharge tenants if the issue they claim to be urgent is not.
- 7.4 SL queried if multiple prevention repairs would be included i.e. if a tap required a washer replacement, would both be done at the same time to prevent future call outs. CM explained that although an MOT style of repair could make sense, if this was applied to every repair could prove expensive, however it was an interesting point that in phase 2 of the roll out operatives could potentially ask tenants if they had any other repairs.
- 7.5 SL reported that a deferred gas service had been carried out at his property and the operative had come from Edenthorpe, then going to Thorne, and SL lived in Woodlands. CM advised that this would not be normal practice.
- 7.6 PC commented that he saw Repairs Excellence as being about eliminating wasted journeys to almost zero, which enable more jobs to be completed per day and that would equal more satisfaction of tenants. He would look with interest at future data to see if this would make the service increasingly better. CM agreed it was driving waste out of the system; while operatives were not driving to a no access property then they could potentially be taking their next job on. Work was still ongoing to improve the service as one of the next pieces of analysis would be focussing on how long it's doing to take each job.

## **8. Tenant Sustainability Update**

- 8.1 JDy attended to lead on this item and reported that from 2020 until now the balance of Universal Credit (UC) recipients has completed changed with not only more tenants claiming UC, but more tenants moving onto UC with arrears. Officers were working with them to clear the arrears, however alternative arrangements to receive rent payments had quite strict criteria therefore officers were aware of the need to work through this.
- 8.2 Despite a number of setbacks, year-end performance on arrears was 2.59% which was a significant achievement, particularly with the impact of the £20 per week uplift ending. It was important to point out that an increase in the work allowance by £500 annually was aimed at making people better off in UC and working.

8.3 Members were asked to note the complexities and issues of a rent change in April of each year, and the impact of workload to staff; senior officer continued to lobby for further improvements to the service. The European Union (EU) settlement scheme had very little impact on SLHD tenants and rent arrears however officers had to contact all tenants affected to ensure their application was completed correctly.

8.4 Members were pleased to note the programme of works for the next 12 months, however expressed concern that 14 evictions were attributable to unpaid rent. This was confirmed as the main reason as ASB evictions were normally in single numbers.

## 9. **ASB Update**

9.1 AR attended to lead on this item and drew members attention to:

- Drop in noise cases compared to 2021
- Similar drop in drugs and substance misuse
- Small increase in verbal abuse/harassment/threats – when drilling down this ranges from organised criminal gangs to neighbour spats. This category would be split in the future as it was noted that officers needed to get smarter with dealing with this
- Garden nuisance cases had dropped dramatically due to lockdown lifting allowing officers to deal personally with tenants
- A rise in tenancy breach cases due to again lockdown lifting and officers were able to gain access to tenants homes. It was hoped this would fall gradually over the next 12 months.
- Future reports would include the ‘so what did we do’ information to report the proactive work that was taking place with tenants and partner agencies

9.2 The Chair referred to the Service Standards scrutinised by members earlier in the agenda, and particularly the risk category, and expressed concern that the organisation wasn't very good at responding to medium risk. It was explained that medium risk at present was a Team Leader responsibility and there were issues with Team Leaders not in their roles at present; work was ongoing to manage medium risk better and get it right to improve lives of tenants and make it easier and more effective for officers to address.

9.3 Members asked if joint work tackling ASB was publicised. AR advised that the organisation did not, however had noted that South Yorkshire Police (SYP) and other partner agencies did so therefore this was something that was being looked at.

9.4 PC referred to encouraging tenants to report ASB and stated he appreciated how acutely difficult that could be. In his constituency

residents would not report first hand witnessing even if they saw it for fear of reprisals. He asked if the organisation could guarantee anonymity. It was explained that they would advise the tenant that they had a duty to report anything that was highly dangerous to SYP, however we would report it through intelligence meetings and without mentioning their names/addresses. It was further noted that people were inclined to report issues to SLHD in preference to going direct to SYP.

- 9.5 In response to a query around partnership working, members were pleased to note that SLHD shared information with partner agencies such as Stronger Communities/SYP/Localities Team amongst others.
- 9.6 SBa reported that whilst reading Committee papers two officers, one from DMBC and one from SLHD knocked at his door to enquire if there had been any ASB. He appreciated this as a very proactive move, however commented that there was a specific house nearby where a lot of criminal activity had taken place and had been raided a number of times. Tenants could get frustrated by perceived lack of actions, therefore he was interested on how long that type of behaviour going on would determine any action taking place.
- 9.7 AR explained this would depend on evidence i.e. if SYP were unable to make a conviction, the balance for SLHD at Court would likely be if you can't prove criminality, could you provide nuisance information. This would also come down to neighbours completing monitoring sheets including dates and times and what they've witnessed, the judge would ask for this. This could be quite a commitment from tenants to do this as issues normally arose outside office hours.

## **10. Housing Ombudsman Spotlight Report on Damp and Mould**

- 10.1 CM led on this item and advised that the main area of concern was that some of the health implications resulting from damp and mould were almost as badly serious as gas issues. Members noted that it was important to train SLHD staff to identify issues appropriately. From now onwards if people couldn't afford to heat their properties, potentially even trickle vents and fans in kitchens/bathrooms would be turned off and homes would retain any and all moisture.
- 10.2 CM referred to the Ombudsman report and guidance which advised landlords on their responsibilities and the need to have an effective plan; to determine if the damp and mould issues were property related we needed support measures in place to signpost tenants to get support to heat their properties and vent appropriately as well. MMc gave reassurance to members that teams were working together on this; as the cost of living crises becomes worse people would be using blankets to warm themselves and not using heating to heat their homes.

10.3 Members queried if checking for damp and mould was part of the housing survey programme which should then be picked up for repairs in the Capital Investment Programme. It was explained that stock condition surveys do have this type of check but only where it's prevalent in the style of particular properties. If we've got tenants not reporting repairs for 5 or more years then this was checked. Issues used to be called lifestyle related, however this was not used any more. Landlords could put in vents and trickle vents, but if your property isn't warm anyway you're not going to open windows therefore it would be issues over issues.

10.4 The Chair asked if Board Members would be given assurance that this issue would be reported on going forward. CM advised that as part of Repairs Excellence in future phases the information would be captured and reported on. As previously mentioned the appropriate training would be rolled out for inspectors and this would also be reported on.

## **11. Tenant Voice Update**

11.1 JDy attended to lead on this item and highlighted:

- Tenant Participation Advisory Service (Tpas) Accreditation – a further meeting with the accreditation mentor was scheduled for 30 May 2022 and it was hoped to finalise the process in September 2022
- Tenant and Residents Panel (TRIP) – this detailed work to ensure all recommendations were given full consideration and a robust response
- Annual Tenant Choice (ATC) Awards and Annual General Meeting (AGM) – work was underway to combine both these events in December 2022

11.2 Members were pleased to note the contents of the report, particularly around Community Development.

## **12. Any Other Business**

12.1 No other business was raised.

## **13. Date of next meeting**

13.1 15 September 2022  
3-5pm – Civic Building

## Governance Summary Communications

<b>Report from:</b>	<i>Employment and People Committee</i>	
<b>Date of meeting:</b>	17 May 2022	
<b>Report author:</b>	<i>Dave Wilkinson</i>	
<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>	
An update was provided on the Agile Performance Management Roll out.	SJ reported that her organisation had commenced a programme of leadership development with a company based in Hull and she would happily share these details.	
An update was provided from the last Staff Survey conducted and a question was asked around the number of Mental Health First Aiders that were in the Company.	The Head of HR and Organisational Development responded that the figure was around 15, although she would clarify this figure.	
Consideration was given to the Committee Forward Plan.	It was agreed that Organisational Culture be an Agenda item in 12 months to see what difference has been made.  It was agreed that regular updates be provided to all meetings on Pay with a verbal update provided around the alleged bullying within Property Services.	
<b>Additional notes for communication to governance:</b>		



**St. Leger Homes of Doncaster Limited  
EMPLOYMENT & PEOPLE COMMITTEE**

**Tuesday 17 May 2022 at 9.00am**

**Present**

Dave Wilkinson (Chair), Susan Jones, Anthony French (Partial), Councillor Joe Blackham

**In Attendance**

Dave Richmond (Chief Executive), Sarah Moore (Head of HR and Organisational Development) and Shauna Brady (Executive Support Officer)

**ACTION**

- |   |  |
|---|--|
| <b>1. Apologies and Quorum</b>  |  |
| 1.1 There were no apologies received. The meeting was quorate.  |  |
| <b>2. Declarations of Interest by Board Members</b>   |  |
| 2.1 There were no declarations made.  |  |
| <b>3. Minutes of the previous meeting held on 8 February 2022 and matters arising</b>   |  |
| 3.1 The minutes of the previous meeting were agreed as a true record with the following matters arising.  |  |
| 3.2 <b>From Item: 4.3 EDI Dashboard</b> – The Head of HR and Organisational Development reported that the national data showed 1.8 % identifying as LGBTQ+.   |  |
| 3.3 <b>From Item: 5.2 Gender Pay Report</b> – The Head of HR and Organisational Development reported that we are in the midst of recruitment for the Trade Apprentices and typically this was no different to last time with 195 male applicants with just a small number of females. |  |
| 3.4 <b>From Item: 5.3 Gender Pay Report</b> – The Head of HR and Organisational Development confirmed that the report was now published.  |  |
| 3.5 <b>From Item: 7.2 Net Promoter Score</b> – The Head of HR and Organisational Development confirmed that the organisation was continuing with this until an alternative was available.   |  |
| 3.6 <b>From Item: 10.1 Committee Forward Plan</b> – It was noted that this item featured on the agenda for consideration.   |  |

#### 4. EDI Dashboard

- 4.1 The Chief Executive presented Q4 EDI dashboard for Committee to review.
- 4.2 Analysis of the Dashboard data showed that again there had been minimal movement across the majority of our data sets when comparing the quarters, although it was noted that the number of BAME candidates applying to work for SLHD was significantly higher than the last quarter.
- 4.3 There was also an increase in tenants identifying that they were from minority ethnic backgrounds (up by 36) and from LGBTQ+ community (up by 34).
- 4.4 The Chief Executive reported that there was a real sense of trying to capture data and increasing the awareness with staff to push this to try and obtain the relevant information at first point of contact.
- 4.5 Work was ongoing around being more active in various arenas eg Cultural infusion and Staff having more face to face interactions moving forward.
- 4.6 The Head of HR and Organisational Development commented that it was pleasing to see the increase in BAME applications although unfortunately this had not transpired into actual appointments. This could be due to a number of reasons, including a lag in data transfer or other barriers, therefore further investigations were ongoing.
- 4.7 **Committee noted the update provided.**

#### 5. Exit Payments Pensions Discretion

- 5.1 The Head of HR and Organisational Development presented the annual report detailing Exit payments and decisions made through the pension discretion policy.
- 5.2 It was noted that during 2021/22 there had been 1 redundancy at a total cost of £3446.33 and 7 agreed flexible retirement requests with no cost to the organisation. In addition, 1 flexible requirement was rejected and there had been 2 ill health retirement requests.
- 5.3 ***Q - Given the restructuring work being undertaken in Property Services do you think there will be a number of staff leaving?***
- 5.4 The Head of HR and Organisational Development responded that no redundancies are expected, however there may be efficiencies identified which are more likely to be achieved through natural turnover. We have seen a significant increase in flexible retirements particularly in trades which given the ageing nature of the workforce may also continue. There may also be a number of voluntary retirements.
- 5.5

The Chief Executive reported that the Repairs Excellence project may look

5.6 at reducing call out, this may also impact on Staff numbers.

**Committee noted the contents of the report.**

## **6. Agile Performance Management Roll Out Update**

6.1 The Head of HR and Organisational Development provided an update on progress on the delivery of a revised People Performance Management process including key updates and next steps.

6.2 It was noted that 100% PDP's completion (for Colleagues who were in work), this was very pleasing due to the hard work undertaken by the Team.

6.3 The results of the Staff survey showed a conflicting picture of staff who have had 1:1s, therefore quality was the next focus.

6.4 SJ reported that her organisation had commenced a programme of leadership development with a company based in Hull and she would happily share these details.

**SJ**

6.5 **Committee noted the information provided**

## **7. Staff Survey feedback**

7.1 The Head of HR and Organisational Development provided headline results from the last survey conducted in February and March.

### Summary

- **Good response rate** – 401 participants (about 50%) although lower than previous survey with 13%. Overall lower response rate in all services but good mix of colleagues participated.
- **Line Manager completion rates** 78 /116 managers 68% completed the survey. This is even lower than last time so need to encourage managers to participate or understand if we have a group that we think are managers that don't identify as such,
- **Agile work** –more and more colleagues are starting to work agile. 57 participants only work from home which is 91 less from last time.
- **Working in a team** – 72% of the respondents have indicated that they feel connected to their co-workers or a part of the a team, this is gradually getting lower than the last time we asked as similar question in October 2021 and May 2020
- **1:1s/check in** –some interesting changes as there was a decrease in recent check ins but a significant increase in colleagues that had a 1:1 in last 3 to 6 months
- **Wellbeing** – 76% feel like their voice is heard and have regular, meaningful conversations with their manager. 87% report that their manager cares about their wellbeing, the percentage continues to drop from the last two surveys
- **ED&I** – 3 newly introduced question to create an idea of the inclusivity of SLHD and demonstrates areas for improvements.
- **Communications** – Lots of feedback received. Colleagues want

more straightforward information relating to their service. All directorates shared they want updates on changes affecting the company to be communicated in advance to leave them with time to process.

- **Leadership** – Although 60% of the participants agree that leadership is visible, there is a need of bigger involvement.

It was noted that this was the Sixth pulse survey to date providing 19 months data, consisting of 17 questions in total including 8 new questions and 6 open text question.

Areas of concern around response rates include a drop in responses within all Directorates and data showed that only 68% of line managers have completed the survey which is less than the October 21 response rate.

- 7.2 The Head of HR and Organisational Development reported that potentially we were getting to a point where we are doing surveys too often, therefore we are considering reducing this to twice a year.
- 7.3 The Head of HR and Organisational Development reported that we are sharing the information with leaders and workloads for certain teams are seeming unmanageable which will be explored further in focus group and team meeting settings.
- 7.4 Interesting comments had been received from staff, however due to the anonymous nature it was difficult to progress, therefore we are moving to a focus type approach.
- 7.5 Further work was required in terms of wellbeing, and raising awareness with staff as we have a significant number of staff who don't engage with digital communication.
- 7.6 There was a number of themes around Management visibility and EMT had made a commitment to attend team meetings and undertake a series of work shadowing.
- 7.7 AF joined the meeting 09.26 following issues with Connection.
- 7.8 ***Q – There are a few disappointing comments around bullying within Property Services, any thoughts on this?***
- 7.8 The Chief Executive reported that hotlines had been set up for staff to use if required and correspondence sent out to raise awareness. Unfortunately this had not been utilised despite being launched over 3 weeks ago.
- 7.9 ***Q – Are the Trade Unions playing a role in this?***
- 7.10 This had not been raised by TU Colleagues although we are more than happy for their involvement.
- 7.11 ***Q – Was there an independent line to use?***
- 7.12 The Head of HR and Organisational Development reported that we have

First Contact Officers to be used in such instances and also the EAP via medicash.

Members agreed that they were happy with the organisations approach.

7.13

**Q -Why is Line Managers response low at 68%?**

7.14

The Head of HR and Organisational Development reported that her theory was that certain Line managers don't consider themselves to be a Line Manager, particularly within Property Services for example chargehands.

7.15

The Chief Executive reported that we had also tried to drill down the number of comments around staff who don't have a 1-1 and this was also proving difficult to progress.

7.16

**Q – Was there an age demographic and length of service?**

No, we need to look at the other demographics and build these back into future surveys.

7.17

**Q - How many Mental Health first aiders do we have?**

7.18

The Head of HR and Organisational Development responded that the figure was around 15, although she would clarify this figure.

SM

## **8. Pay and Benefits Review**

8.1 The Chief Executive and Head of HR and Organisational Development presented a report updating Committee on a range of conversations and options being considered relating to the organisations pay and benefits structure.

There was explanation that the reason for the considerations was due to feedback from the workforce and from experiencing challenges in filling some of our vacancies.

8.2 The Head of HR and Organisational Development had completed a round of benchmarking with NFA Colleagues and using EMA consultancy to look at our Benefits and Pay.

8.3 On the whole, particularly with regards to Benefits, St Leger was an attractive company especially with the generous Annual Leave allocation.

8.4 An in-depth look had been undertaken with regards to wages for Trades staff and unfortunately we are unable to match the Private Sector, however in the vast majority we are just slightly below the median when compared to the public sector, housing and ALMOs.

8.5

The Head of HR and Organisational Development reported on the Job Evaluation scheme that was in place, which was a comprehensive scheme but also led to complexities. A review of the system going forward would be undertaken, although we are Governed by DMBC in many ways and any change affecting over 10% of the workforce would need to be agreed

8.6

with them.

8.7 We have considered a shift to spot salaries utilising only the top SPC within each of our pay band 184 people who would get a pay rise. It was important to clarify that this wouldn't fix the recruitment and retention of certain staff.

8.8 The Head of HR and Organisational Development emphasised the commitment to undertake future work around this area and also consider Market Supplements for a fixed period of time for certain roles.

8.9 Communications with staff needed to be improved to ensure that our total rewards statement was understood including the promotion of our Pension scheme.

8.10 The current Annual Leave scheme was being reviewed with the possible introduction of the buying and selling of leave. It was noted that the Trade Unions had mixed reviews with regards to this.

8.11

***Q – What are the timescales with regards to Electricians/Gas Fitters?***

8.12 The Head of HR and Organisational Development responded that a proposal would be considered by EMT within the next two months. We would be looking at the promotion of our apprentices and what we can do in the short term to deliver our services.

The Chief Executive summarised that this was a complex problem aligned with the booming sector, which could be a totally different picture in a couple of years' time.

8.13 ***Q – With regards to JE, was there a problem with the weighting attached?***

8.14 The Head of HR and Organisational Development responded that the JE process comes with a raft of issues that doesn't compare us with the external sector who are paying salaries of £40k+.

8.15 A member reported that there was no comparison within the Trades rates and a flexible system needed to be in place, there was nothing in the evaluation scheme that promoted this.

The Chief Executive unfortunately lost connection at 09.40.

## **9. Organisational Culture development**

9.1 The Head of HR and Organisational Development provided information in preparation for the Board Strategic Planning event in early July which would cover "Our Culture".

9.2 The tool to use at the Board Away day had been discussed and we would look at this together with the future culture, resulting in agreeing our mapped Culture.

- 9.3 Prior to this a session would be held with a cross section of frontline staff in June to ascertain their views.
- 9.4 It was noted that the Head of HR and Organisational Development and SJ would work together and this would be the focus of the event.
- 9.5 SJ agreed that this was the right approach however cautioned that the discussion at board was more likely to focus on future rather than existing culture as the board are not as close to the day to day workings of the organisation.

**10. Committee Forward Plan**

- 10.1 Committee noted the content of the forward plan.
- 10.2 It was agreed that Organisational Culture be an Agenda item in 12 months to see what difference has been made. **SB/SM**
- 10.3 It was agreed that regular updates be provided to all meetings on Pay with a verbal update provided around the alleged bullying within Property Services. **SB/SM**

**11. Any Other Business**

- 11.1 There was no other business raised.
- 11.2 Meeting concluded at 09.53.

**12. Date and Time of Next Meeting**

- 12.1 13 September 2022