

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

**To be held at 1:15pm on Thursday 2 December 2021
Boardroom at SLC or via MS Teams (Hybrid Meeting)**

AGENDA

- | | | | |
|---|---|-----------------------------|-------------------------|
| 1 | Apologies and Quorum
Apologies:- Anthony French | | <i>Verbal</i> |
| 2 | Declarations of Interest by Board Members | | <i>Verbal</i> |
| 3 | Minutes of the meeting held on 7 October 2021 and matters arising | | <i>Enclosed</i> |
| 4 | Chair and Chief Executive's update | D Wilkinson &
D Richmond | <i>To be circulated</i> |

Policy and Strategy Items

- | | | | |
|---|---------------------------------------|------------|-----------------|
| 5 | Outcomes from Neighbourhoods away day | D Richmond | <i>Enclosed</i> |
| 6 | Annual Fairness and Equality report | M McEgan | <i>Enclosed</i> |
| 7 | Social Statement | M McEgan | <i>Enclosed</i> |

Financial and Performance

- | | | | |
|----|---------------------------|---------|-----------------|
| 8 | Value for Money Statement | J Crook | <i>Enclosed</i> |
| 9 | KPI Performance | J Crook | <i>Enclosed</i> |
| 10 | Revenue Monitoring | J Crook | <i>Enclosed</i> |
| 11 | Capital Monitoring | J Crook | <i>Enclosed</i> |

For Information

- | | | | |
|----|---|---------|-----------------|
| 12 | Board Expenses and Attendance Register | J Crook | <i>Enclosed</i> |
| 13 | Board Forward Plan | J Crook | <i>Enclosed</i> |
| 14 | Committee minutes for noting: <ul style="list-style-type: none">• Audit & Risk (2 Nov)• Employment & People (3 Nov)• Performance & Improvement (18 Nov)• Building Safety & Compliance (22 Nov) | | <i>Enclosed</i> |
| 15 | Any Other Business | | |
| 16 | <i>Date of next meeting</i>
3 February 2022 | | |

Company Number 05564649
A Company Limited by Guarantee
Registered in England

St. Leger Homes of Doncaster Limited

BOARD MEETING

Via MS Teams

7 October 2021

Present:

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

Also In Attendance

Julie Crook (Director of Corporate Services), Chris Margrave (Director of Property Services), Jane Davies (Interim Director of Housing and Customer Services), Maxine Johnson (minutes), Anthony Brown (Specialist Independent Advisor to Board).

Members of the public

Brenda Lennon.

	Action
1 Apologies and Quorum	
1.1 Apologies were received from Joe Blackham and Susan Jones.	
1.2 Anthony Brown, Specialist Independent Advisor to Board was welcomed to the meeting.	
2 Declarations of Interest by Board Members	
2.1 There were no declarations of interest.	
3 Minutes of the meeting held on 5 August 2021 and matter arising	
3.1 The minutes were agreed as a true reflection with matters arising detailed within the table at the end of the minutes.	
4 Chief Executive and Chair update	
4.1 Members were pleased to receive updates in relation to the following items: Covid-19, Agile Working, Board Terms of Reference, Board Governance, Chief Executive Appraisal, Operational Issues (rise in homelessness presentations), The One Project and Improving the Repairs Service.	
4.2 <u>2 December 2021 – Pre Board Discussion Topic</u>	DR/JC/ JD/CM

The Chair requested a pre board discussion topic prior to the next board meeting:

'Financial impact of the current economic circumstances' to look at the impact on our tenants, residents and SLH as an organisation.

This was in response to energy and fuel rises, £20 reduction in Universal Credit and potential impacts of the furlough scheme.

4.3 Homelessness Presentations and Best Use of Stock

Concerns were raised by one member regarding the strain on the Housing Options service dealing with the rise in homelessness presentations.

The CEO advised a number of factors were influencing the rise; the vast majority of presentations are from people that fear, but are not in immediate danger of homelessness and homelessness can be avoided. He said that prevention is key and it was making sure that people have access to good quality information. It was noted, SLH was seeing approximately 40% less houses (excluding bungalows, flats, maisonettes) becoming available to let, but demand by families has increased.

Currently approximately 95% of houses are allocated to the platinum and gold bands which is impacting on the remaining bands, which include applicants who are overcrowded or downsizing. He said should the current level of applicants maintain we will need to explain that the private renting sector could be the best option for them. It was noted that the CEO had taken steps to contact private landlords nationally and locally. St Leger Lettings was also looking at options of getting into the HMO (House in Multiply Occupation) market. He shared his experience of dealing with fixed term tenancies as an option.

The Interim Director of Housing and Customer Services added this links to discussions already taking place around the allocations policy and how SLH can make best use of its housing stock. Furthermore, we need to work more closely with partners to try and reduce the incidence of domestic abuse which will hopefully impact on the levels of homelessness across the borough. Additionally we are looking at the customer journey of some cases to help determine areas for improvement.

4.4 A lengthy discussion took place and Board requested to receive a report.

DR/JD

Following the meeting agreement was reached with the Board Deputy Chair for the report to be taken to the next Performance & Improvement Committee in November 2021.

4.5 **Board noted the report and agreed;**

1. **To the proposed changes to the Board 'Terms of Reference'**
2. **To receive a report early in the new year concerning the review of committees as indicated in 8.1.**
3. **The approach to formally record the 2021 CEO appraisal at E&P Committee.**

5 ICT Strategy update

5.1 The Director of Corporate Services reminded members that Board approved the ICT Strategy 2020 – 2024 and associated 1 year action plan in July 2020.

She commented the paper provides Board with an update on the progress made against the year 1 action plan and seeks approval for the year 2 action plan.

She highlighted The One Project (a significant project) was nearing its 'go live date' in mid October.

5.2 A member queried if the potential transfer of staff to the Civic office needed to be recognised within the report with any significant impacts on resources?

The Director of Corporate Services advised she would treat this work as business as usual and did not see this having a significant impact on resources.

5.3 Another member sought assurance that the programme for year 2 was realistic and achievable?

The Director of Corporate Services gave assurance that whilst there was potentially a lot of work around cyber attacks and supporting DMBC in preparation and response to cyber attacks, she said yes we think the programme is achievable.

5.4 The Director of Corporate Services commented what we do see in the future is significant savings in regards to licence costs, as we move to one system driving efficiencies with joined up working.

5.5 The Board noted the progress/plans against the ICT year 1 action plan and approved the year 2 action plan.

6. Annual Development Plan – Current Year update

6.1 The Director of Corporate Services presented the report that gave members an up to date position.

She commented that the ADP was approved in March 2021 following an extensive review. Since the last update we maybe being a little pessimistic as some indicators have changed to red however, we have tried to be realistic.

- 6.2 She highlighted that work on the ADP for next financial year (2022/23) had commenced and will be brought to the board away day on 4 November 2021.
One member requested that the RAG status is updated for the current years ADP and brought to the away day on 4 November 2021 also.

JC

- 6.3 No questions were received.

- 6.4 **Board noted the Annual Development Plan (ADP) for 2021/22.**

7. Corporate Plan Refresh

- 7.1 The Chief Executive reminded members that Board had agreed to a mid-term review of the Corporate Plan at its board meeting in May 2021. He said the review was intended to be limited in scope with no wholesale changes to the plan required or appropriate at this time.

Following consultation with key stakeholders he drew members attention to the key issues identified at point 6 of the report. He then drew attention at point 7 to the suggested key changes that included potentially changing the mission statement.

- 7.2 The Deputy Chair expressed that the mission statement will not fundamentally change what we do as an organisation. He felt the proposed changes were nothing but words.

He said I still find the document woolly where you can't see what is going to be different in 2024. He added when we refer working with tenants we don't use working in 'partnership' with tenants, there is no reference to 'St Leger Lettings' and no mention of 'agile working'. He agreed with the points around compliance but where we are making the proposed changes a 'rationale' needs to be applied.

- 7.3 A discussion ensued and it was agreed to park the mid-term review as well as any textual changes and include the discussion on the agenda for the first Board Strategic meeting in 2022.

- 7.4 **Board agreed to defer the discussion and any proposed changes to the corporate plan until the first Board Strategic Planning meeting in 2022.**

DR/MJ

8. Health, Safety and Compliance

8.1 The Director of Property Services highlighted he was pleased to see the 100% key performance indicators however, drew members attention to the key points:

8.2 Gas Servicing

Members noted we were approaching completion of the annual programme, he said at this point we are looking at the cleansed asset data that we worked on with Pennington's in preparation for migration of a completed gas servicing programme into C365. This data set will be placed in C365 to form the basis of next year's gas service programme along with any future acquisitions.

He added the subject matter expert for gas will be undertaking an audit of the data once in post to offer further rigour to the process.

8.3 EICR

He advised through engaging with our housing colleagues there are still 12 properties that are overdue on the 10 year cycle, work continues to effect entry and complete the EICR.

8.4 FRA

The Director of Property Services highlighted that since the report had been produced a further 1,241 actions have been closed by the Compliance Team, which are mainly non overdue actions.

He confirmed to address the overdue actions all of which require an accredited installer the contractual arrangements with Fortems have now been agreed and 193 level 1 actions have been passed to the contractor, of those 108 are past their review date.

He went onto explain that consideration is being given to bringing the service in-house in addition to using local contractors on a framework agreement so that FRAs can be actioned immediately.

8.5 The Specialist Independent Advisor (SIA) asked do we have clear controls in place with our contractors and are we certain the FRAs are being closed down properly?

The Director of Property Services advised we do to some degree although Fortems hasn't commenced work with us yet. We have a subject matter expert appointed now for both fire and gas positions who will be responsible for inspecting completed actions. He commented taking the service in-house would add to a more robust process.

8.6 The SIA asked in relation to asbestos, do we have a clear time line for the risk register?

The Director of Property Services highlighted the organisation held a significant amount of asbestos data, of which it had extracted the

highest quality data to input into C365. Going forward to ensure only quality data is collected a refreshed surveying strategy had been embedded. It was noted the SIA would pick up separately with the Director of Property Services regarding the timeline.

8.7 The SIA was pleased to see that EICR programme testing was moving towards a 5 year programme and that the gas KPI was measured on a valid certificate.

8.8 The SIA observed at 8.2 of the report that in terms of the 355 asbestos re-inspections there were only 12 remedial actions commenting it would be useful if further detail could be given.

8.9 The SIA then went onto explain the 3 lines of defence model to Board, which one board member highlighted he was pleased to hear and reinforced its the importance.

The Director of Property Services highlighted that he had been working towards this model since starting with the organisation and that the Head of Building Safety was fully conversant with the 3 lines of defence.

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

9. KPI Performance

9.1 The Director of Corporate Services reminded members that the report gave detailed commentary for all red indicators and that targets were not set relating to homelessness until quarter 2.

9.2 Referring to point 3.8 of the report she highlighted the increase in sickness levels and explained that the organisation was having a huge push on the 70 vacancies it currently held. The vacancies were being reviewed on a fortnightly basis and should a vacancy not be filled it required Director sign off.

9.3 One member asked if the response rates to the vacancies had been sufficient and could current sickness levels be attributed to home working?

It was noted that so far good response rates were being received for the vacancies. She said in general there are some posts across the organisation that can be more challenging to fill than others however, as a whole the recruitment drive proved promising.

It was also noted that regular staff pulse surveys were carried out to monitor if staff still felt 'connected' to the organisation and working from home was proving to work for them. She explained a lot of analysis is carried out across the organisation to detect any trends or adverse responses from staff.

CM

- 9.4 In relation to point 3.7 of the report - KPI 10 – Gas Servicing one member queried if all of the 23 properties were in the legal process?

It was noted the full end to end 'no access' process includes a number of letters - some cases of which are further down the line than others. However, until a gas service is completed they are recorded as in the legal process.

- 9.5 The SIA commented he was pleased to see the dashboard at Appendix A and that gas servicing was measured on properties with 'a valid gas safety certificate'. It gave Board assurance that robust processes were in place rather than reporting on 'number of visits made' measured in previous years.

9.6 Board noted the KPI dashboard as at 31 August 2021.

10. Committee Annual Reports

10.1 Audit & Risk

The Chair of the committee praised the great work carried out by members and staff involved.

10.2 Performance & Improvement

The Chair of the committee acknowledged he had taken on the role of Chair part way through the year and praised the committee for its great work.

10.3 Employment & People

The Chair commented on the busy year and asked that particular thanks is passed onto the Head of HR & OD for her contributions.

JC

10.4 Building Safety & Compliance

The Chair confirmed the newly established committee was working well and he was pleased to see the appointment of the Specialist Independent Advisor to Board/Committee.

10.3 Board noted the annual reports.

11. Committee minutes for noting

- 11.1 Board noted the following Committee minutes:

- a. Performance & Improvement (1 September 2021)
- b. Employment & People (14 September 2021)
- c. Building Safety & Compliance (21 September 2021)

12 Date of Next Meeting

- 12.1 2 December 2021, 2pm

The meeting ended at 16:15hrs

Matters Arising from the previous minutes

Month	Ref	Action	Progress	Completed Y/N	Owner
Jan'21	3.7	<p>From Agenda Item 8.0 – Fire Management Policy and Fire Management Plan Members noted the milestone plan with timeframes would be produced and brought to Board once the programme had been established.</p> <p><u>5 August 2021 update:</u> Members noted actions are inter-dependent and reliant on the implementation date of the C365 system. Therefore, it was difficult to determine a realistic timescale at this time.</p> <p><u>7 October 2021 update:</u> being reported to BSC Committee on 18.11.2021.</p>	<p>Complete</p> <p>Detailed piece of work.</p>	Y	CM
Aug'21	7.4	<p>Asset Management Strategy 2021 - 2024</p> <p>The Chair summarised by asking that stock condition survey timescales are incorporated into the strategy and he highlighted the importance of starting them asap.</p> <p><u>7 October 2021 update:</u> Members noted 3,000 annual surveys undertaken in-house over the next 5yrs (15,000), with Savills undertaking 3,500. Resulting in an overall total amount of 18,500 stock condition surveys.</p>	Complete	Y	CM
Aug'21	9.3	<p>Health & Safety Strategy 2021-2025 High level action plan to be taken to the BSC Committee within the next quarter - date of next meeting 18.11.2021.</p>	Complete	Y	CM
Oct'21	4.2	<p>December Pre Board Discussion Topic</p> <p><i>'Financial impact of the current economic circumstances'</i> to look at the impact on our tenants.</p>	In progress	N	DR/JC/ JD/CM

Oct'21	4.3	Rise In Homelessness Presentations & Best Use of Stock Agreement reached with Board Deputy Chair for the report to go to the next Performance & Improvement Committee on 17 November 2021.	In progress	N	DR/JD
Oct'21	7.4	Corporate Plan Refresh Defer to first board strategic planning meeting in 2022.	In Progress	N	DR
Oct'21	8.8	Health, Safety & Compliance Report <u>Asbestos</u> In the table at point 8.2 of the report – further detail required around 355 re-inspections and only 12 remedial actions. Requested by the SIA.	In Progress	N	CM
Oct'21	10.3	Employment & People Committee JC to pass on thanks to SM for her support throughout the year.	Complete	Y	JC

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 2 December 2021

Item : 05

Subject : Outcomes from Neighbourhoods away day

Presented by : Dave Richmond, Chief Executive

Prepared by : Dave Richmond, Chief Executive

Purpose : To address environmental concerns and opportunities for improvement identified by SLHD customers by maximising the resource available from SLHD and by working collaboratively with other organisations and the local community.

Recommendation: That the Board considers the report and endorses the approach outlined in section 9.

Company Number 05564649
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**To the Chair and Members of the
ST LEGER HOMES OF DONCASTER BOARD**

**Agenda Item No. 05
Date: 2 December 2021**

1. Report Title

1.1 Outcomes from Neighbourhoods away day

2. Executive Summary

2.1 At the September strategic away day The Board considered issues of concern to SLHD customers regarding the local environment and neighbourhood and suggested issues that they would like to see the company address. This report suggests ways in which the aspirations of The Board can be realised.

3. Purpose

3.1 To address environmental concerns and opportunities for improvement identified by SLHD customers by maximising the resource available from SLHD and by working collaboratively with other organisations and the local community.

4. Recommendation

4.1 That the Board considers the report and endorses the approach outlined in section 9.

5. Background

5.1 The Board held a strategic planning session on Sept 16th 2021 with a theme of 'Neighbourhoods', the purpose of which was to consider the potential for further improving our activity on locality, neighbourhood and environmental agendas.

5.2 The Board heard from a range of contributors drawn from across St Leger Homes and DMBC, which helped to contextualise the issues and understand key priorities for action from both a St Leger Homes (SLHD) and DMBC service department perspective.

6. The Regulatory Context

6.1 The Regulator of Social Housing has four 'Consumer' regulatory standards one of which is the 'The Neighbourhood and Community Standard', this addresses:

Anti-Social Behaviour, Local Area Cooperation and Neighbourhood

Management.

The standard requires that:

“ Registered providers shall consult with tenants in developing a published policy for maintaining and improving the neighbourhoods associated with their homes.”.

- 6.2 A number of issues in the SLHD Corporate Plan and Housing Management Strategy (and to a lesser degree the recently approved Environmental Strategy) concern this issue and meet the requirement to have a published plan, in particular:

Our mission statement “provide homes in neighbourhoods that people are proud to live in” leads to our corporate plan commitments to:

1. Ensure all our land and assets are clean, green and well maintained
2. Provide safer neighbourhoods through reduced anti-social behaviour and crime

- 6.3 Our Housing Management Strategy 2019-2024 describe a number of activities that seek to deliver these commitments, in particular:

- The caretaking service
- Estate walkabouts
- Communal area maintenance and cleaning
- CCTV services
- Tree services
- Gardening scheme
- A focus on tackling ASB

7. What is the problem we are trying to solve and the opportunities we are trying to grasp?

- 7.1 Whilst only one source of information and only asked specific questions, the 2021 STAR survey can provide some insight into what tenants think about their local neighbourhood issues.

- 7.2 The good news is that of the 1000 respondents, 80% said they were satisfied with SLHD’s management of their neighbourhood and only 9% said they were dissatisfied.

- 7.3 Satisfaction rates vary widely between areas with the central area being least satisfied (76% satisfied) and south west being most satisfied (at 85%)

- 7.4 Perhaps the reason why SLHD scores relatively highly for satisfaction on neighbourhoods relates to the nature of the problems people are most concerned about, namely litter and rubbish closely followed by drug use; it may be that tenants largely attribute these issues as being mainly the responsibility of other services.

However, when we drill down to those respondents who had reported ASB to us, only 48% were satisfied with the SLHD response and 42% were

unsatisfied. So clearly from a an analysis of the customer's responses, their concerns are localised and a sense that we can do more; for example specific areas prioritise differing issues, so whilst ASB, fly tipping and untidy gardens are a key concern of Balby, whereas drugs and loitering were a bigger concern of residents in Mexborough and Denaby.

7.5 Kellie Hopkins, DMBC AD Environment Services advised the Board of what the council considered key issues, this was:

- The 1 Million Trees commitment
- Naturalisation & Wildflower (Biodiversity / Carbon Sequestration)
- Including use of flexible surfacing (to reduce areas where weeds can establish), etc.
- Fly Tipping
- Designing out and protect existing infrastructure to reduce access for Fly Tippers
- Volunteering (Litter Pickers)

8. The View of the Board

8.1 Having heard presentations from a housing perspective, environmental services perspective and localities perspective the board discussed what it felt needed to be addressed. From a neighbourhoods perspective this included:

- Understanding what makes the biggest difference and what makes tenants and residents proud of their neighbourhoods.
- putting our most Vulnerable Customers at the heart of the community
- Closer working (earlier and better) - both externally and internally
- Better engagement and positive communication with communities and delivering on promises.
- Promotion of outside/useable/community space.

9. Proposal

9.1 As the management company for the council housing stock in Doncaster SLHD is a contributor to those issues, which influence tenant's perspective relating to their neighbourhood. Whilst SLHD does not have sole control, there is much that SLHD can do to improve our approach to neighbourhood management and hence in turn tenants perspectives of their local area. This includes:

1. Better partnership working with key services

This primarily concerns working on ASB and Environmental management issues.

SLHD are actively involved in the development of the new locality working arrangements. One key strand of the approach to locality working relates improved partnership working and enhanced cooperation to address and prevent significant locality issues.

- 9.2 These new arrangements will improve the relationship and joint working of a range of local services including SLHD and SYPF; enhanced intelligence will improve the targeting of resources and activity. Moreover, SYPF have agreed to provide an additional Inspector so that they can better align with the four-locality model.
- 9.3 As mentioned, within the Social Housing Regulator's Neighbourhood and Community consumer standard, there is strong expectation that we can demonstrate we are working closely with partners and consulting regularly and meaningfully with our tenants on issues relating to ASB.
- 9.4 The area housing teams are engaged in a number of collaborative activities with partners to tackle ASB, including;
- Area Housing teams work closely with key partners including DMBC, SYP and SYFS with key issues being identified through the Neighbourhood Action Group (NAG) and Case Identification Meeting (CIM) to ensure neighbourhood priorities are aligned. In addition, the area JAG (Joint Action Group) assess performance on a month basis to identify key or emerging issues.
 - Through these intelligence-led approaches, we are able to make decisions on issues such as where static and mobile CCTV are located as well as targeted patrols of the Council's Neighbourhood Teams and SYP resources
 - Area Impact Assessments, usually issue-led and give an invaluable picture of what is happening in an area as well from the perspective of local residents. They are useful for SLHD and partners but aside from the direct complainant, wider residents rarely receive any follow up advising them of what action has taken place or planned to address their concerns.
 - Playing a key role in joint visibility ventures such as area 'Days of Action' involving SLHD, SYP, Community Safety and a range of DMBC departments - these are well received in the neighbourhoods, but it is recognised that not enough feedback is provided to residents on what outcomes were achieved as a result.
- 9.5 However, continuing to tackle ASB and improve the community perceptions of safety remain a top priority. To help achieve this, we plan to;
- Consider our development of or contribution to Neighbourhood Plans.
 - Develop a Communications Plan aimed at providing assurance that ASB is being tackled, as well as addressing tenant perceptions of area safety. The Communications plan will ensure;
 - *Regular features on ASB – focussing on successes, community projects and enforcement outcomes*
 - *Feedback on activities such as the outcomes from area Days of Action – with contributions from a range of partners*
 - *Develop community-led newsletters covering local issues - such as 'It's Our Community' (commended recently by Tpas)*

- Feedback on Area Impact Assessments – preferably in person and using existing channels

- Continue to provide an ASB focus in our Community Involvement Consultation plan, with pre-planned follow up to measure impact and progress as a result of our actions.
- Improve the monitoring of ASB case management, enforcement actions and outcomes.
- Improve the satisfaction levels of ASB.
- Review the tools and powers of the partnership to ensure timely and appropriate action (for example, the use of closure orders etc.).
- Develop better access to timely mediation services for tenants to prevent disputes escalating into ASB.
- Consider a TRIP review of how we manage ASB cases.

9.6 In respect of environmental issues, we can do much in partnership with DMBC Environmental Services.

Firstly, SLHD has three SLAs with DMBC environmental services which address differing environmental issues that are monitored regularly between service managers from both organisations. SLHD is currently considering how it can better join the dots of all the data and intelligence sources it has available to it. Ensuring that the SLHD service manager has available to them, information in respect of customer complaints, service requests and the outcomes from customer engagement activity will enable them to engage in a more detailed dialogue with service managers from Environmental Services. Similarly, it is incumbent of SLHD to ensure that any planned changes such as to small environmental projects or issues such as fencing schemes are regularly discussed with DMBC so that they adjust to any changes and can better manage their resources. However, perhaps the greatest opportunities lie in working with partners in conjunction with our residents and communities

1. Enhanced working with local residents

9.7 A key element of the locality agenda relates to understanding and using community strengths and assets and supporting and building upon these, building capacity and networking with the voluntary, community and faith sectors so they have a stronger voice and influence. The approach aims to empower and engage local enabling them to feed into locality plans and investment priorities and the way services are delivered

9.8 St Leger are well placed to play a significant part in this agenda, partially because of the way our services are already organised in localities, but primarily because of the extensive community networks that we already have in place, not least through the TARAs, community groups and communal halls/community houses. This means that St Leger could play a significant part in helping planners and commissioners understand local community need so that services are delivered in ways that meet community expectations but also helping to coordinate local community responses to

the challenges identified.

- 9.9 Currently SLHD works with or supports in the region of 200 community groups of which there are 23 TARAs. Potentially these groups could be a key strand in our approach to improving the local neighbourhood.

The extent of activity and the interests of each group will differ, however active local groups can have a significant influence in local communities and it is in the interests of SLHD to seek to reinvigorate these groups as a means of connecting with communities and marshalling the resources available within local communities. Working through these groups as a means to connect with local communities potentially offers a range of possibilities.

Some TARAs are extremely active and are actively engaged in supporting their communities, however currently some groups are experiencing dwindling membership, lacking energy and focus. If they are to become a focal point in galvanising community resources, they need to be supported, to grow and worked with to ensure they have ambition and focus.

A possibility is to encourage greater participation within TARAs by seeking to engage them in an 'Environmental Pride' programme. As part of this TARAs, working with members of staff from SLHD and DMBC could be supported to identify ultra-local issues that could enhance their local environment. They could then be provided with either financial or staff support (or both) to address these issues. It would be for the TARA to agree what the local issues were and how they wished to address them (clearly subject to SLHD/DMBC approval if it involves council land), but potential projects might include:

- Identifying land for tree planting and contributing to the work as part of the Mayors One million trees programme.
- Promoting local greenspace naturalisation with low maintenance bulbs and shrubs or wild flower seeding
- Local litter picks
- Adopting and maintaining small green spaces
- Providing local inspections of environmental areas or pocket parks and reporting concerns.
- Intergenerational projects perhaps with the TARA working on a project with a local school

Or indeed a range of other issues as influenced by local community concerns.

- 9.10 SLHD could support such activity in a range of ways.

SLHD could:

- Provide small amounts of funding to pay for equipment or materials.
- Provide staffing – SLHD has a policy that employees can take up to 1

days per annum as volunteering days. These are rarely used.

However, as an organisation we could be more proactive. If a TARA needed physical support, we could approach staff groups with the relevant skills or interest to undertake the identified work. This could be a key strand of our Corporate Social Responsibility commitments.

- Introduce the technology to enable easy to use environmental assessment and reporting of problems – and example is the Housemarks' photobook system, which enable users to take photographs annotate them and directly feed them into the organisations appropriate database.
- Work with the Chamber or other contacts to secure private sector support for such endeavours.

This approach would constitute a significant element of the new 'Customer Voice Strategy' that is due to be presented to board early in the New Year. To make this approach effective, careful consideration will need to be given to tenant communication and ensuring appropriate organisational support.

10. Procurement

- 10.1 No direct procurement issues relate to this report. However it should be noted that one of the ways this activity could be funded, at least in part, is by utilising windfall monies arising from a community fund levy that is being returned to SLHD from EN North procurement.

11. VFM Considerations

- 11.1 Not Applicable.

12. Financial Implications

- 12.1 These are hard to determine at present. Financial commitments will fall into two main areas; direct funding to community groups for which it is intended to utilise EN North funds in year one (this currently stands at approximately £25,000). In subsequent years, it is intended to use EN North funds estimated at approximately £7,000 p.a. supplemented by other budgets yet to be identified.
- 12.2 In addition it is anticipated that there will be funding in kind; namely staff hours. The demand for this will vary between projects and is currently hard to predict. However, it will be utilised in accordance with the existing volunteering policy and where other work-based priorities have been addressed first.

13. Legal Implications

- 13.1 Not Applicable.

14. Risks

14.1 No significant risks anticipated.

15. Health, Safety & Compliance Implication

15.1 There are no direct Health Safety or Compliance issues, however any projects identified for work would be subject to an appropriate risk assessment.

16. IT Implications

16.1 Not Applicable.

17. Consultation

17.1 Ideas contained in this report have arisen following consultation with the Board and appropriate officers at DMBC. Projects will be identified after consultation with tenants and it is anticipated that such projects will arise from options put forward by tenants themselves. The Customer Engagement Team and the Communication Team will undertake consultative work.

18. Diversity

18.1 Not Applicable.

19. Communication Requirements

19.1 A programme of communication and consultation will be required.

20. Equality Analysis (new/revised Policies)

20.1 Not Applicable.

21. Environmental Impact

21.1 Whilst projects are likely to be small scale, it is hoped that they will have an environmental impact and serve to promote community understanding, cohesion and pride. Prior to sign off the environmental impact of each project will be assessed and issues such as sustainability will need to be addressed.

22. Report Author, Position, Contact Details

22.1 Dave Richmond
Chief Executive
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23. Background Papers

23.1 None

ST LEGER HOMES OF DONCASTER

Board Briefing Note

Title:	Equality, Diversity and Inclusion Annual Report 20/21 and Diversity Dashboard
Action Required:	Board note the contents of the 20/21 Annual Report and the Diversity Dashboard
Item:	06
Prepared by:	Jackie Linacre, Head of Customer Service and Louise Robson Customer and Communications Service Manager
Date:	2 nd December 2021

1. Purpose

- 1.1 To inform Board of the equality and diversity information we hold on our customers and employees for 20/21 and to update on work we have undertaken during 20/21 to advance fairness, equality and diversity.
- 1.2 To introduce a quarterly Diversity Dashboard that will be reported to future meetings of the Employment and People Committee. Using the insight this provides we will shape how we deliver services to our tenants and shape our employee experience taking action to ensure that our workforce is representative of the communities in which we work.

2. Background

- 2.1 The 20/21 Equality, Diversity and Inclusion Annual Report, attached at Appendix A, outlines the equality and diversity information we held on our customers and employees in 20/21. We use this information to help identify how we can better meet our employees' and customers' needs and to ensure our legal obligations are met. It shows our commitment to advancing Equality, Diversity and Inclusion.
- 2.2 Following the positive feedback last year, we have continued to present the Annual Report using a visual approach to make it more inclusive.
- 2.3 Each of the sections in the Report are drawn from data gathered through various questionnaires customers and employees have completed. We gather this in order to inform and improve the services that we deliver to both our customers and to support the employees that deliver those services.
- 2.4 The Report includes information on our achievements during 20/21 and sets out some of our future plans and aspirations.
- 2.5 Also attached at Appendix B, as supplementary information for Board, is the 21/22 Q2 Dashboard. This provides more update diversity information in relation to our customers and employees. The recommendation for providing diversity information using a Diversity Dashboard approach came out of the Board Strategic Planning Day, which specifically focused on Equality and Diversity and was held earlier this year.

2.6 Future quarterly Dashboard reports will be submitted to Employment and People Committee, detailing highlights and actions to be taken.

2.7 Dashboard

2.7.1 Analysis of the attached Dashboard shows that not all our employees are providing diversity information through the HR portal. This makes it more difficult for us to build a picture of what the workforce looks like, which impacts on the support we can give to existing employees and our ability to encourage diverse applicants to our organisation. We will be running a targeted survey specifically aimed at encouraging employees to complete this information and asking for feedback, from those that don't as to the reasons why.

2.7.2 Similar to the above point at 2.7 there are a number of our tenants, nearly 11%, who have not provided any diversity information at all. Actions we will be taking to address this includes:

- Carrying out targeted campaigns to understand why this information has not been provided as good quality data about our tenants' individual characteristics can help achieve more positive outcomes. Part of the campaign will be to explain to tenants why we gather this information and what we do with it.
- Exploring the use of Voicescape to contact tenants to update their diversity data.
- Part of our development of the My Access portal includes providing the facility for our tenants to report and update diversity on line. Once this has been developed and ready to go live we will publicise this on-line, through social media and through HouseProud.
- We will review how easy it is to capture this data during first point of contact calls using the CAT. Tenants will be asked whether or not they wish to update their diversity data. This will add to the call length and impact on the number the % of calls answered within target timescales but will provide an improved quality service and will help us to gather this information while we have an active contact.

2.7.3 From an employee perspective, the information we hold based on those that answered the question, shows employees who identified as LGBTQ+ reduced in Q2 when compared to Q1, from 1.75% to 1.52%. The number of employees identifying as part of a minority ethnic group increased, from 2.71% to 2.84%. The number of BAME candidates applying to work at St Leger Homes decreased compared to Q1 to 6.06% however, it is still representative of the local BAME population of 4.8%*. *(4.8% figure from 2011 Census and 2019 Doncaster state of the Borough statistics). Our new Equality, Diversity and Inclusion Strategic Plan 2021 – 2025, includes a number of actions to increase the number of diverse employees employed, to ensure all employees are aware of and kept up to date on diversity issues within a more inclusive culture that embraces different perspectives.

2.7.4 From a tenant perspective, we have seen increases in all areas measured. Reports of Hate Crime have increased by 1 in Q2 to 3 reported Hate Crimes. There has also been an increase in the number of tenants asking us to communicate with them in a particular way. These related to a number of issues, requests for large print, dyslexia, need for documents in braille and speech and hearing impairments. We provide a number of alternative means of communication to support tenants with these disabilities, such as using coloured paper and text messaging and telephone and visiting support.

- 2.7.5 From the data analysed relating to the Dashboard, we can see that 5.98% of our tenants are reporting as suffering from mental health issues. We have recently provided a number of training sessions for the CAT and housing teams to help better identify tenants who contact us and who have mental health issues so that we can provide continued support. We are also working with partners via the locality model and other multi-agency forums to support tenants with mental health issues. Alongside this we are reviewing our tenancy sustainability model to bolster resources dedicated and skilled in dealing with mental health and have submitted a bid to the Provider Executive Board for funding.
- 2.7.6 The scorecard also indicates that a large proportion of our tenants, 22.86%, are reporting with disabilities. This can cover a range of issues from permanent disabilities to debilitating conditions. A small number of our tenants have reported that they have a physical as well as a mental disability. As well as providing support to our tenants with mental health issues as outlined above we tailor the delivery of our repairs service to meet the needs of our disabled tenants. To provide additional support we intend to establish local connections with a range of diverse groups to ensure improved communication and engagement.
- 2.7.7 We have a range of support mechanism in place to support our diverse tenant base. We provide a text reporting service for tenants who are speech impaired or hard of hearing. Our website includes a language translation service. Employees and tenants can also access a verbal translation service in the office or out on site for those tenants whose first language is not English. We provide various documents in braille, on request, and a signing service for those who are hearing impaired.

3. Recommendation

- 3.1 Board notes the Q2 EDI Dashboard and Equality, Diversity and Inclusion Annual Report 20/21 and note the proposed future actions.

4. Background Papers

- Appendix A - Equality, Diversity and Inclusion Annual Report
Appendix B - 21/22 Q2 EDI Dashboard



St Leger Homes of Doncaster



Equality, Diversity & Inclusion Annual Report

2021

Providing homes in neighbourhoods
that people are proud to live in

Foreword

St Leger Homes' Annual Equality, Diversity and Inclusion Report outlines the equality and diversity information we hold on our customers and workforce.

We use this information to help us identify how we can better meet people's needs, deliver services in the right way, and to ensure our legal obligations are met.

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

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

Characteristics of Doncaster's population

Our Customer Profile

Our Waiting List Profile

Our Workforce Profile

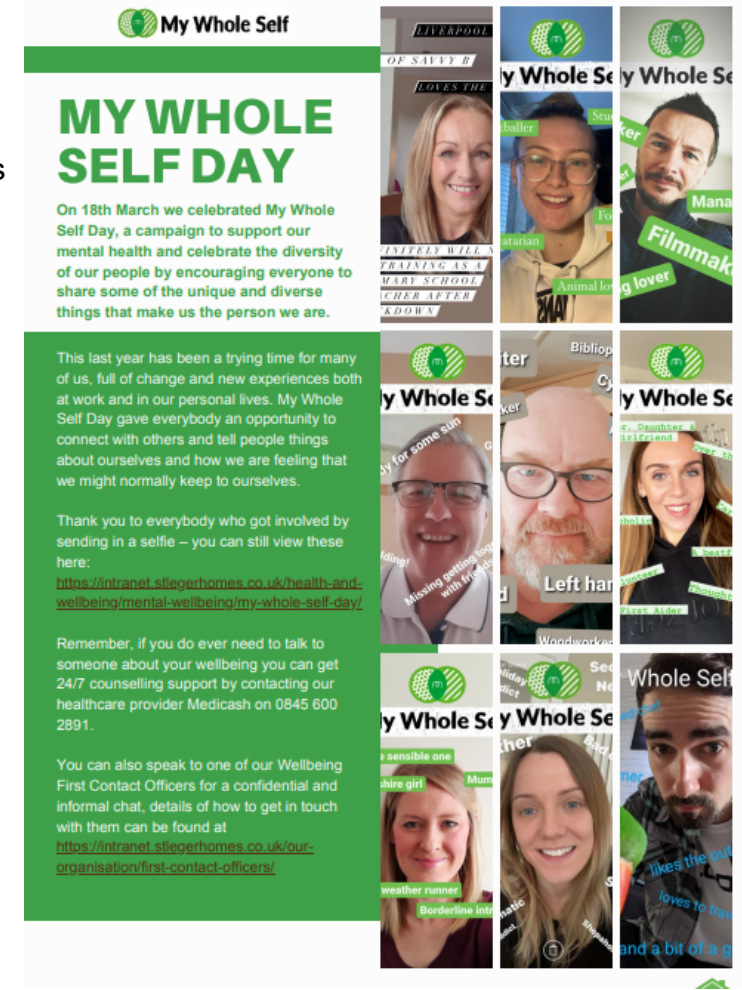
Each of the sections are drawn from data gathered through various questionnaires that customers and staff have completed.

The data is used to inform the equality objectives and action plan set out in our Equality Strategy.



Our Achievements 2020/21

- We continue to raise the profile of how disability affects employees across the organisation by making subtle changes to how we communicate the impacts. Using various methods including localised email, staff newsletter articles and changes to the workplace environment (i.e. Deaf Awareness week in May and Learning Disability week in June).
- We have implemented a 'Diversity Calender' to celebrate the varying international and national celebrations such as Black History Month and religious festivals such as Ramadan. We have internally promoted different cultural differences and events, further educating our teams. This has also been coupled with posts on our Social Media platforms to engage with the diverse customers we help as well.
- We have listened and have conducted surveys and consultation with both staff and customers to inform our new Equality and Diversity Strategy, launching later in 2021.
- We have introduced 'Relay UK'. A text based service that facilitates contact between our staff and customers / potential customers who may experience hearing difficulties.
- We continue to support Doncaster Pride and promote the positive messages support and advice that comes from the event. We also take an active part in the Culture Fusion Network and celebrated the 'My Whole Self' campaign, a campaign to support mental health and celebrate the diversity of people by encouraging everyone to share some of the unique and diverse things that make us the person we are.
- We are now a key partner in a number of different Fairness, Inclusion and Minority Boards across Doncaster, ensuring the voices of our customers or employees are heard, for example we helped shape and consulted on a communication survey during the Covid pandemic aimed at those in minority ethnic groups to ensure they had all the relevant information advice and support they needed.
- We have introduced a new updated fairness statement based on the changing needs of our employees and customers and adopted the All-Party Parliamentary Group (APPG) definition of Islamophobia and the International Holocaust Remembrance Alliance's (IHRA) definition of Anti-Semitism.



Doncaster Borough

Doncaster's latest 'State of The Borough' report tells us the local population has increased to 310,542 (up by 3.1%) since 2010.

We need to keep this in mind when considering the impacts of delivering our obligations as it is important to understand the Borough in which we work and deliver our services.

The 2011 Census and the Team Doncaster 'State of the Borough 2019' assessment (carried out by Doncaster Council) show the following characteristics for Doncaster

Disability



62,108

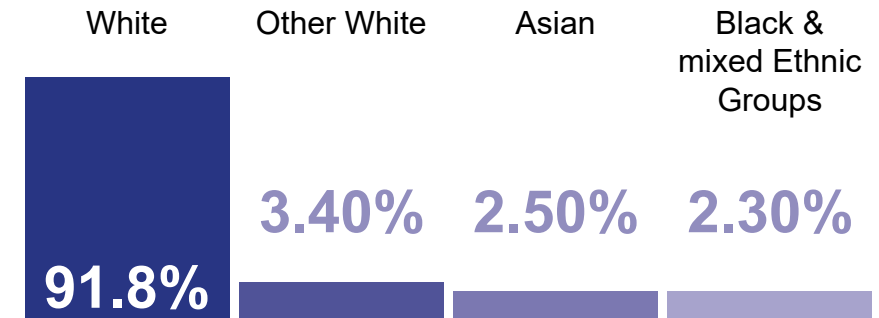
A fifth of the population of Doncaster have a Disability

Age



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

Ethnic Groups



Doncaster's ethnic make up shows that, Black and mixed multiple ethnic groups such as Afro-Caribbean make up a small amount of the overall population.

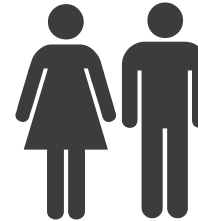


St Leger Homes' Customer Profile

To enable us to deliver services in a way that our tenants need and to improve the services that we currently offer, we hold detailed information of all tenants and their household members, including those on our waiting list.

We do this by asking all of our customers to complete a 'Customer Insight Form'. This form asks for details about their protected characteristics when they sign up for a home. As at the end of 2020/21 we had **19,876** tenants.

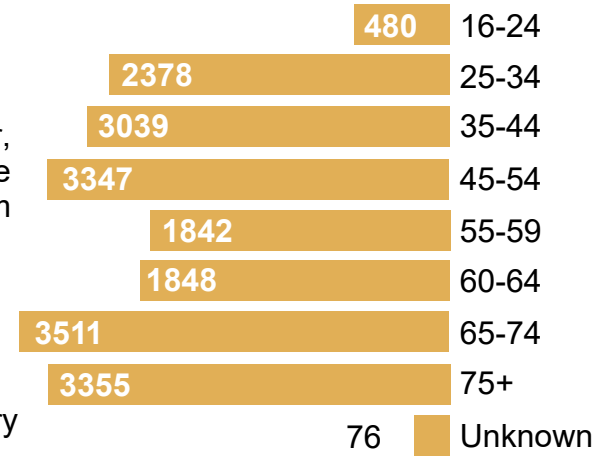
The information in this report, as usual, is based on the listed lead tenant only (not the whole household). It is also worth noting that in some cases, not all questions have been answered. Where this has occurred, the number of respondents will be listed.



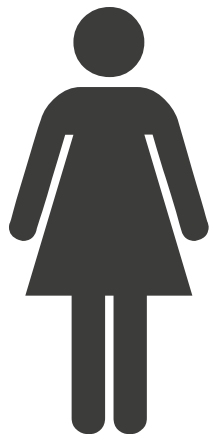
Age

Following the trend seen last year, the largest increase was in the 65-74 age category up by **109** from **3,402** last year.

The single largest category is now customers between **65-74** which stands at **3,511** overtaking the **75+** which has been the highest category for the past few years.



Gender



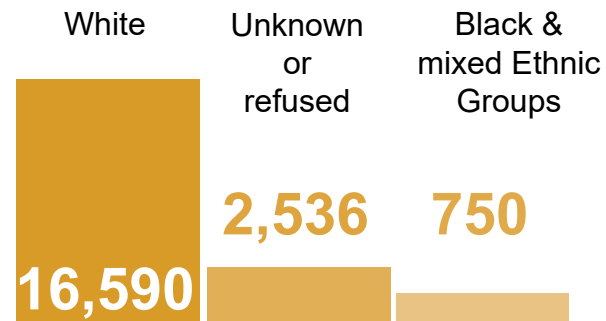
12,573
(63.2%)

7,178 (36.1%)

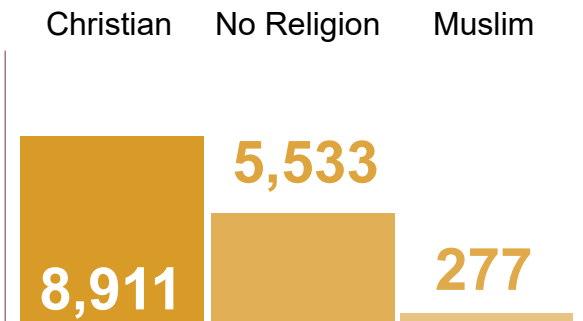


Out of **19,876** tenants there has been a small decrease from **7,191** in the number of our tenants that are male and there has been an decrease from **12,667** in the number of our female tenants, this is due to a smaller number of tenants overall. **125** tenants did not answer this question and left it blank.

Ethnic Background & Religion



17,340 people responded to this question. Our customer ethnic make up has changed slightly with an increase in White British from **16,105** and a decrease in BAME customers. There are still **2,536** tenants who declined to answer.

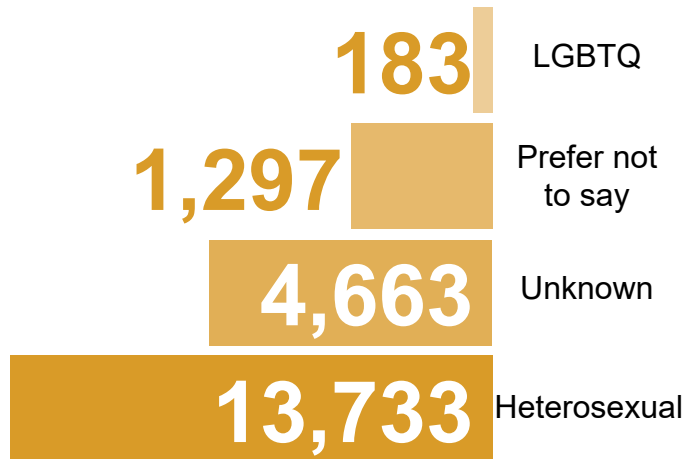


15,541 people answered this question. Christian still makes up the largest religious group with No Religion and Muslim following at **5,533** and **277** respectively. **218** chose the option 'prefer not to say'.

St Leger Homes' Customer Profile

Sexual Orientation

183 tenants have identified as LGBTQ, which is an increase of 1 compared to last year. We have seen a decrease in heterosexual and 'prefer not to say' respondents down **642** and **70** respectively. The unknown category has unfortunately increased by **583**.



Disabilities



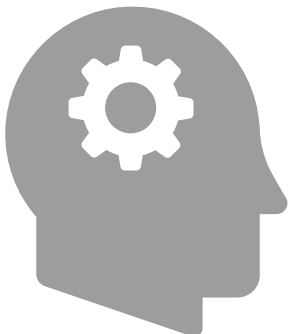
4,531

Of the **19,876** people who make up our customer base, the number of customers who said they have a disability was **4,531**, down from last year.

Due to a change in reporting, the number of people who did not respond to this question is currently unknown.

Disabilities by Type

1,276



Mental Health still plays a large part in our customers disabilities rising by just over **611** since last year.

The number of customers who said that they have a physical impairment dropped to **2,777** from **4,446** a decrease of **1,669**, this large decrease could be due to the way in which the data is reported, further investigation is underway.

Alternative Format Preferences

11,557



We communicate via a range of means with our customers. These include audio and large print through to individual languages using translation and technology such as Google Lens and text chat service 'Relay UK'.

11,627 people responded to this question, of those, customers requesting written communications fell this year to **11,557** from **11,789**. Written communication includes formats requested in alternative formats such as communications on blue paper. We have **46** customers who have requested either via Braille, Sign language or Audio.

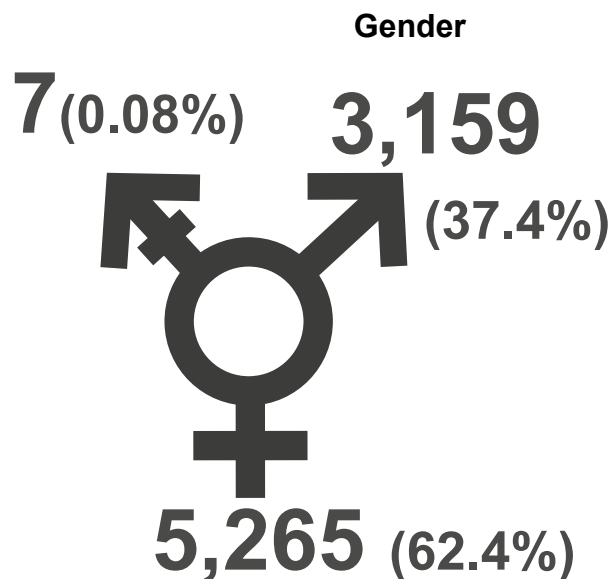
St Leger Homes Waiting List

In addition to collecting Customer Profile information on our tenants, we also gather and monitor profile data for the customers on our waiting list.

When a prospective tenant applies for a home, as part of the sign-up process, customer profile information is collected to ensure that we have an accurate picture of the people that are applying for council homes across the borough, this allows us to allocate homes in the fairest and most appropriate way through our banding scheme.



New homes



We have seen demand for properties increase during 2020/21. This has resulted in an increase in all gender types. Transgender up by 3 to 7, Female applicants by 763 to 5,265 (who, like our current tenant base, remain the largest category) and Male by 259 to 3159.

All applicants provided this information

Waiting List Applicant Ethnic Origin



635
applications were from the BAME community

We have seen a significant decrease in BAME applicants compared to 2019 (-518) and an increase in applicants identifying as White, we need to analyse this information further to understand why. 24 applicants refused to answer this question.

St Leger Homes Waiting List

Disabilities



3543

applicants have advised us that they have a disability

Although marginal (**0.09%**), this year we have seen an increase in the number of applicants that have a declared they have a disability.

Sexual Orientation



210

applicants identify as LGBTQ+

Out of the **8,431** applicants that completed insight forms **7,006** answered this question, **6,796** applicants indicated they were heterosexual, **210** advised they were LGBTQ+, **603** indicated that they preferred not to say which when added to the **822** unknown category means **1,425** did not complete this part of the form.

We will continue addressing this through education at the point the form is being completed as knowing this information allows us to better serve and accommodate the needs of different communities.

Religion and Belief

3498

applicants have advised us that they follow Christianity as a religion



Buddhism



Christianity



Confucianism



Hinduism



Islam



Judaism



Shinto



Sikhism



Taoism

We weren't able to report on this protected characteristics last year last year, however changes have now been made to ensure we can report on as many protected characteristics as possible.

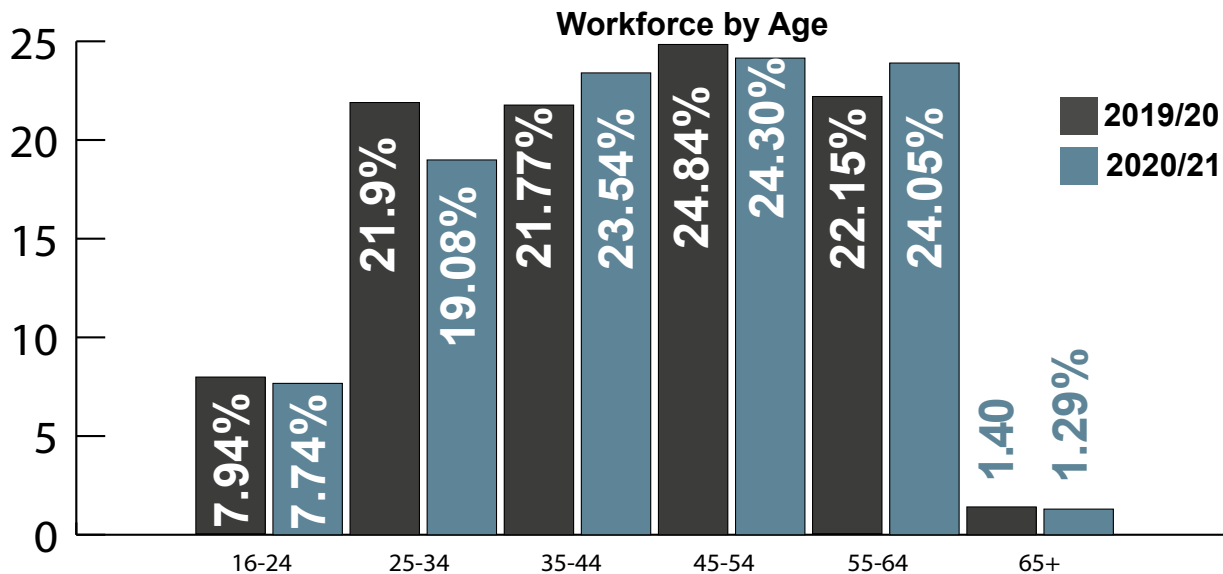
Whilst our waiting list applicants told us that Christianity is the religion that most worship, other notable religions were Islam with **218**, Sikh with **25** and 'other' with **384**. **3168** said they had no religion and **1103** did not complete this section. Work to add more options to the available list of religions will be completed to allow potential customers more choice on the religions that they tell us they follow or to indicate the 'other' religion is.

St Leger Homes Workforce Profile

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

New starters provide this information when joining St Leger Homes that is then input into our HR portal. We also remind staff regularly to check and update their details on the portal to ensure the information is up to date and accurate.

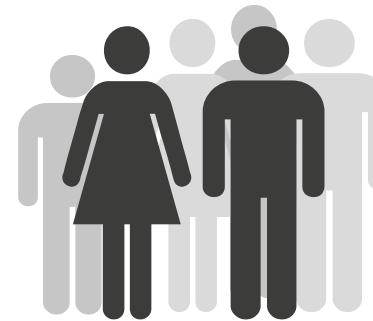
In 2020/21 we had **805** employees. As the information on our HR system is live, the data for the purpose of this report is as of September 2021 and based on **795** members of staff across the whole company. In most cases all staff answered questions posed to them, where staff did not answer a question this has been shown.



Workforce Ethnicity

564

members of staff are White



Of the **795** staff members, **214** chose not to respond to this question and of those that did, **564** indicated they were White.

Ethnic Minority accounts for **17** members of staff. Efforts to work with partner agencies are underway to gather information on how best to attract applicants from under-represented groups.

Workforce Disability



18
members of staff are disabled

Only **703** employees answered this question and by far the largest proportion of staff tell us that they are not disabled. **18** staff members said they were, which saw a slight increase compared to last year.

With seeing an increase in the number of disabled staff we employ, we will continue to work with local groups and partners to encourage more applicants from the disabled community.

St Leger Homes Workforce Profile

Workforce by Sexual Orientation



498

staff members are heterosexual

The figure for this characteristic is based on only **508** members of staff who answered this question. People identifying as heterosexual still represent the largest category. Those staff members that identify as LGBTQ has increased compared to last year from **5** to **10**.

Work will continue to look at why **287** members of staff declined to answer.

Workforce Gender



468

We employ **141** more male employee than women employees.

In the last year the number of women who work with us has decreased from **332** to **327**.

327



Workforce by Religion



317

members of staff are Christian

282 employees chose not to answer this question or preferred not to say, meaning only **503** told us their religious views. **184** employees chose the option 'None' when answering this question, **9** chose 'Other' and **3** chose Islam.

Workforce by Gender Pay Gap



41%

of our employees are female

This year we have seen an increase in our mean pay gap which now shows a **9.86%** gap, with men earning more than women. This gap can be attributed to the number of male employees we have at a senior level. The national mean pay gap is **7.4%**, so this shows that we are **2.46%** higher than the national figure.

To address our gender pay gap, over the next 12 months we will start developing a future leaders framework to help identify and support women to take on more senior roles. We will also use our early careers framework to work even closer with schools and facilitate apprenticeships

Future Plans - Customers & Staff

We will launch and embed our new 2021-2025 EDI strategy and action plan, which include a number of actions to be delivered over the lifetime of the strategy based on the information provided in this report and employee and customer feedback. The actions included on this page are a sample of our core actions to improve engagement, communication and connections.

As the number of tenants aged 65 and over is increasing, due to longer life expectancy, we will work to ensure our homes and services are suitable for their needs. Linking closely with our new Customer Voice Strategy we will do this through more frequent monitoring and consultation with customer groups such as Tenant and Resident Associations and local tenant action groups.

To ensure that we have positive engagement on issues within communities and on how policy and strategy affects those communities we manage, we will establish local connections with a range of diverse groups to ensure improved communication and engagement that can provide accurate and trusted feedback. Working alongside the Customer Involvement Team and HR, we will implement a framework of employee diversity networks across the organisation to cultivate inclusion.

Work has started but is still ongoing to understand the reasons why 'unknown' has been selected as a response or where the respondent chose not to answer a specific diversity question. This is for both staff and customers so that we can truly understand and shape our organisation based on the most accurate data available. Working alongside our Customer Involvement and HR teams, we will connect with local groups to get a better understanding of why this is and in turn, attempt to bust any myths that customers have as to why we are collecting the information.

In relation to customer data, we will continue to monitor our systems and forms such as the Housing Application Form to make sure they are being used correctly to gather accurate data. We will also investigate the use of the My Access Tenant portal for customers to provide and update their personal information and protected characteristics.

In terms of workforce profile, we will implement more frequent monitoring across the full range of protected characteristics with a particular focus on any emerging themes. We will take action with a view to addressing any imbalances.

Alongside our people strategy, we will undertake a full review of external and internal recruitment process and will continue to monitor how effective we are at attracting candidates from all characteristics.

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

We will continue to build on the work started this year with the new diversity calendar and improve communication on the importance of Equality and Diversity.

We will also re launch our equality E-Learning and face to face 'Equally Yours' training to ensure all employees are aware of and kept up to date on diversity issues and know who to speak to for support.

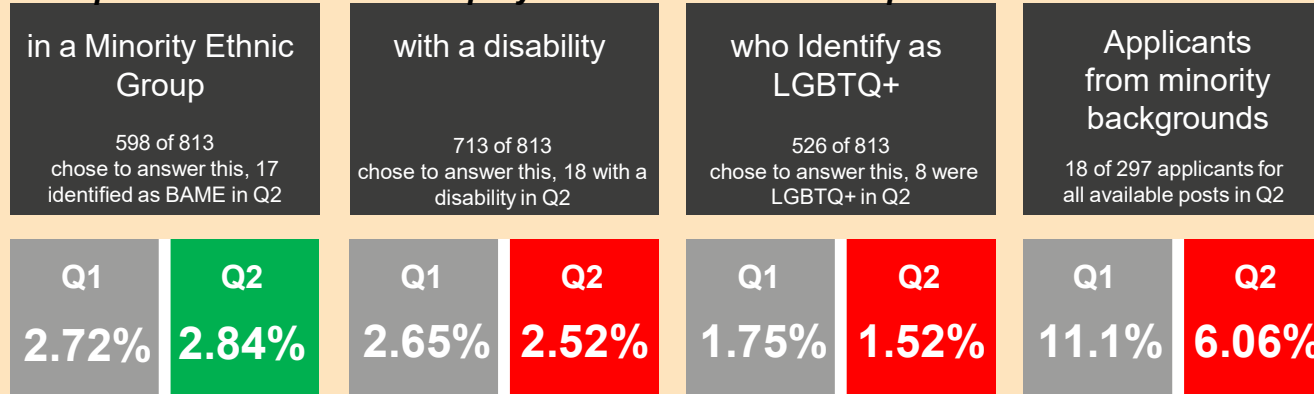
Equality, Diversity & Inclusion Dashboard

Quarter 2 - 2021

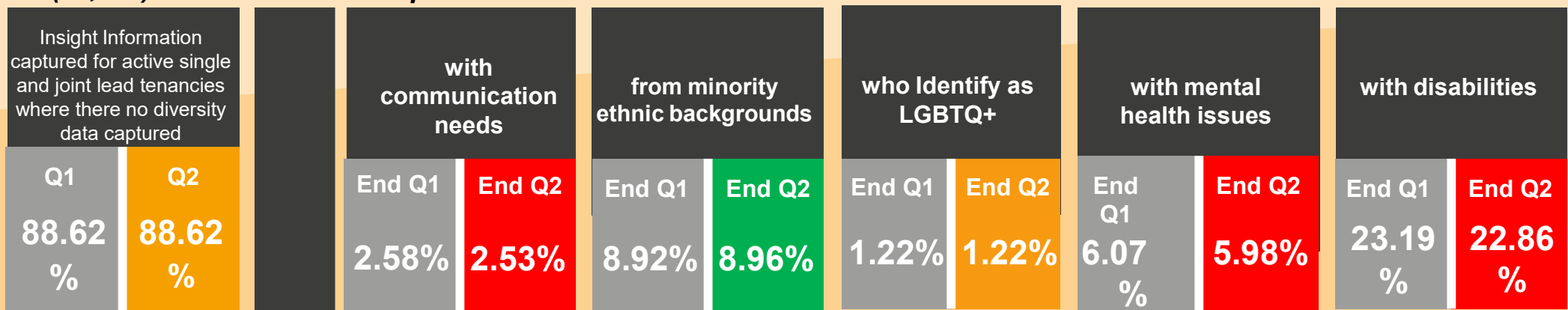


Employees

% responses are based on employees that answered the question.



Tenants *% responses are based on all active tenants (single and joint) at the end of Q 1 (23,015) and Q2 (23,012) who answered the question*



- Data Starting Point (Q1)
- No movement
- Increased
- Decreased

Figures are benchmarked against our own performance over the previous three months.

Employees



There was a fall in the number of applicants from ethnic minority communities for roles at St Leger Homes as well as a drop in the number of employees who identified as LGBTQ+ in Q2. A full review of the recruitment and application process is already underway led by the HR team and this will be broadened to ensure that the application and recruitment process is best placed to attract a diverse pool of applicants to our roles.

Human Resources have contracted payroll managers with a view to attending team meetings to discuss the importance of ED&I data and what it is used for.

What does this mean and What are we doing about it?

We have some gaps in our customer insight data. We will carry out work to understand why some of our customers chose not to provide some of the data we collect. We plan to carry out a number of promotional and targeted campaigns and actions to increase the amount of data we hold.

There has been a slight reduction in the number of tenants with specific communication needs. These can include, use of coloured paper, hearing impaired, braille. The largest request is for large print. Our tenant base is aging or suffer with disabilities. We will continue to support tenants by communicating with them in a way which meets their needs.

There is a sizable contingent of our tenant base that have told us that they suffer with mental health problems. Feelings of isolation have increased due to Covid. We have recently provided training to some front line staff to help identify customers who present with mental health issues so that they can be supported. Following a review of the impact of this training we will be considering rolling this out to other teams as appropriate.

Tenants - Existing & New

ST LEGER HOMES OF DONCASTER

Board Briefing Note

Title:-	St Leger Homes Social Statement 2020/21
Action Required :	For Information only
Item:	07
Prepared by:	Louise Robson Customer and Communications Service Manager 862866
Date:	November 2021

1. Purpose

- 1.1 To present to Board the 2020/21 Social Statement. The statement focuses on our social impact and the activities that add value to our core business and mission to provide homes in neighbourhoods that people are proud to live in.

2. Background

- 2.1 We are pleased and proud that for the seventh year running we have drafted our 'Making a difference/social statement'. Our 'Social Statement' is produced on an annual basis, drawing out the main outcomes, where we make a difference to the quality of life of our tenants and communities.
- 2.2 This year, we have followed the same process as last year and have aligned our outcomes to our corporate plan and the strategic objectives below. Our social statement complements our annual review, and highlights our performance using short statements and info graphics.
- 2.3 Our four strategic objectives are:
- Strategic Objective: Our tenants lead successful and fulfilling lives.
 - Strategic Objective: All our homes are modern, decent, safe and energy efficient.
 - Strategic Objective: Through innovation and partnership, we will deliver the aims of Doncaster Growing Together.
 - Strategic Objective – We will be a nationally recognised provider of Housing Services

3. Social Statement

- 3.1 The 2020/21 Social Statement is attached at Appendix A, showing how we made a difference throughout 2020/21 to our tenants and our communities, either directly or working in partnership with others.
- 3.2 The statement shows that we continue to ensure that our resources are being best employed to make a difference to our customers, notwithstanding the continuing effects of the Covid pandemic during 20/21.

4. Communication

- 4.1 We will promote the Social Statement both internally and externally, including via a press release, on our website, via social media, and through internal channels too.

5. Recommendation

- 5.1 Board reviews and notes the findings from the 2021/21 Social Statement

6. Background Papers

- 6.1 Appendix A – Social Statement



ST LEGER HOMES OF DONCASTER SOCIAL STATEMENT 2020/2021

Providing homes in neighbourhoods that people are proud to live in

ALL OUR HOMES ARE
MODERN, DECENT,
SAFE AND ENERGY
EFFICIENT

 **£19.1**
MILLION

£19.1 Million pounds
invested to improve
homes and estates



We improved the health,
safety and wellbeing of our
workforce and tenants by
achieving the British Safety
Council 5 star audit for the
tenth consecutive year

WE WILL BE A
NATIONALLY RECOGNISED
PROVIDER OF HOUSING
SERVICES

 **1597**

1597 tenants were involved
in shaping the delivery of
our services in
2020/21

 **90%**

We paid 90% of
suppliers' invoices
within 30 days

SHIFT
GOLD

Achieved Gold Award in the
SHIFT (Sustainable Homes
Index for Tomorrow)
accreditation scheme

 **100%**

We completed 100% gas
servicing in our properties,
meaning our tenants remain
safe throughout the year

 **280**

280 community groups use
our Communal Halls across
the borough, offering a
variety of activities for users

 **11**

We supported 11
apprenticeships/student
placements to improve
employment prospects
for the future

 **865**

Number of people
accommodated via the
'everyone in' scheme during
the pandemic

 **16,000**

Telephone calls made to
vulnerable residents across
Doncaster to check on people's
welfare during the pandemic

OUR
TENANTS LEAD
SUCCESSFUL AND
FULFILLING LIVES

 **1702**

1702 new cases of anti-
social behaviour were
reported to us of which we
resolved 96%

 **65**

65 people signed up to our
award winning World of Work
scheme, 45 of which found
employment because of this
support

THROUGH INNOVATION
AND PARTNERSHIP, WE
WILL DELIVER THE AIMS
OF DONCASTER
GROWING TOGETHER

 **604**

We prevented 604
households from
becoming homeless

 **£8,691**

£8,691 was donated by our
staff to support local
families using local
foodbanks

 **28**

28 Tenants and Residents
supported into employment

 **£566,000**

Our Tenancy Sustainability
team achieved £566,000
financial gains for our
tenants

 **97%**

97% of tenants who received
intensive support from our
Tenancy Sustainability Team
sustained their tenancy for at
least 6 months after this
support ended

 **£5.83**
MILLION

£5.83m of our spend was local,
resulting in positive cash flow
for the local economy in
Doncaster

 **927**

927 tenants were supported
by our Tenancy Sustainability
Team, who provide tailored
support relating to Universal
Credit for particularly
vulnerable customers

 **289**

We made 289 safeguarding
referrals to partner
agencies

We are pleased and proud to share with you how we have made a difference in 2020/21 through our Social Statement. This statement complements our extensive existing reporting systems by focusing on our social impact and the activities that add value to our core business of providing quality housing for our tenants and their families.

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 2 December 2021

Item : 08

Subject : Value For Money (VFM) statement

Presented by : Julie Crook, Director of Corporate Services

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

Purpose : To present a VFM statement for the financial year ended 31 March 2021.

Recommendation :

For Board to approve the VFM statement for the financial year ended 31 March 2021.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

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

**Agenda Item No. 08
Date: 2 December 2021**

1. Report title

1.1. Value For Money (VFM) statement.

2. Executive Summary

2.1. An action within the St Leger VFM strategy is to produce an annual VFM statement to evidence that we are meeting our objectives and delivering VFM services. The VFM statement for 2020/21 is attached at **Appendix A**.

2.2. Renewal of the management agreement with Doncaster Council (DC) in 2018 was subject to St Leger presenting annually to DC a review of its performance, including a Value for Money assessment.

2.3. The 2020/21 financial year was an exceptional year with numerous challenges facing the company. Primarily, this was managing the impact of Covid19, but St Leger also developed and implemented a new company-wide, integrated housing management system, and addressed the Building Safer Futures and Social Housing White Paper requirements.

2.4. Performance was strong in a number of areas and St Leger operated within budget, whilst staffing levels and budgets and have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.

2.5. Some targets were not met but this was unavoidable given the constraints of the Covid19 pandemic, where business critical services only were delivered in April and May 2020, and further lockdown and tier restrictions were in place in Quarters 2 and 3.

2.6. However, despite these significant operational and financial challenges, some targets were met or exceeded, and was the best ever in one instance (sickness).

2.7. The statement also shows that St Leger is again, in general, a low cost, mid to high performing organisation when benchmarked with our peers (25 organisations – ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all housing providers nationally (120 organisations). As before, there are areas of good performance and also areas for improvement.

3. Purpose

3.1. To present Board with a VFM statement for the financial year ended 31 March 2021. **Appendix A**

4. Recommendation

- 4.1. For Board to approve the VFM statement for the year ended 31 March 2021.

5. Background information / methodology

- 5.1. As an income led organisation, receiving management fees to manage, maintain and improve Doncaster Council's (DC) housing and related assets, it is therefore imperative that St Leger achieves VFM in all of its activities, particularly in the economic climate of recent years.
- 5.2. St. Leger's VFM strategy states that the annual VFM statement should include:
- details of cash savings and quality improvements achieved;
 - appropriate narrative;
 - absolute and relative benchmarking data against a clearly defined group;
 - description of VFM delivery mechanisms;
 - focus on and links to customer outcomes, including 'social VFM'; and
 - details of reinvestment of gains.
- 5.3. St Leger Homes of Doncaster (St Leger) defines VFM as: **“Achieving the best balance between service cost and the benefit to the customer and business”** and VFM is implicit within the vision and strategic objectives of the new five year Corporate Plan for 2019-2024:
- 5.4. VFM is one of the Standards within the Social Housing Regulatory Framework. St Leger is not bound by this regulation but the White Paper means this will be more relevant going forward, so recognising it over the past few years as we have is best practice and places us in a strong starting position for the increased regulation.
- 5.5. The VFM Standard states that you must clearly articulate strategic objectives and have an approach, agreed by Board, to achieving VFM in meeting these objectives. The standard also states that you must publish evidence to enable stakeholders to understand performance against VFM targets, and how that performance compares to others.
- 5.6. St Leger can choose the format and content of its statement and a similar format has been adopted for this 2020/21 statement as those from previous years. Additional commentary has been provided in this statement to provide the required context around Covid19 and its impact on operations, budgets and performance. The statement details our :
- VFM environment;
 - Costs;
 - Performance;
 - Benchmarking; and
 - Achievements and plans
- 5.7. St Leger maintains a suite of detailed financial and operational information enabling timely and accurate monitoring and benchmarking.

5.8. St Leger benchmarks its costs and performance, primarily via 'Housemark', the main national benchmarking organisation. Their annual benchmarking information starts to become available from mid-October and further information will be released as submissions are validated. We also carry out more tailored benchmarking with specific organisations, where appropriate, and these are referenced in the statement.

5.9. As with previous annual statements, the Senior Management Team are reviewing all indicators that are in the bottom benchmarking Quartiles (3 and 4), or where indicators have not been produced, to understand why this is and to put actions in place to improve.

6. Procurement

6.1. Procurement implications are considered within the body of the report

7. Value For Money

7.1. Value for money is referenced comprehensively in the report.

8. Financial Implications

8.1. All the financial implications are considered within the body of the report.

9. Legal implications

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

10. Risks

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

11. Health, Safety & Compliance Implication

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

12. IT Implications

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

13. Consultation

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

14. Equality and Diversity

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

15. Communication

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

16. Equality Analysis (new/revised Policies)

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

17. Environmental

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

Report author, Position, Contact Details

Nigel Feirn

Head of Finance and Business Assurance

Appendix A – VFM statement 2020/21

ST LEGER HOMES OF DONCASTER LIMITED

VALUE FOR MONEY (VFM)

STATEMENT

FINANCIAL YEAR ENDED

31 MARCH 2021

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

Our strategic objectives :

- *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.*

Contents

1. **Executive Summary**
2. **VFM environment**
3. **Covid19**
4. **Performance - Key Performance Indicators (KPIs)**
5. **Performance - Customer Service standards**
6. **Benchmarking - how we compare with others**
 - **Housemark dashboard**
 - **Optimising service costs**
 - **Cost and performance quartiles summary and details**
 - **Customer satisfaction**
7. **VFM achievements 2020/21**
 - **Investment**
 - **Procurement**
 - **Employees**
 - **Systems**
 - **Customers**
8. **VFM plans 2021/22**
9. **Summary**

1. Executive Summary

- 1.1. St Leger Homes of Doncaster (St Leger) defines value for money as: **“Achieving the best balance between service cost and the benefit to the customer and business”**.
- 1.2. A balanced scorecard of priorities and targets were developed for each strategic objective and were agreed with Doncaster Council (DC) to reflect plans and risks. It should be noted here that priorities, targets and budgets were approved before Covid19 took full effect.
- 1.3. An Annual Development Plan (ADP) and a suite of Key Performance Indicator (KPIs) for the year was also approved by the Board, based on our strategic objectives and also Mayoral priorities. Key themes for 2020/21 were :
 - Responding to emerging building and fire safety regulations;
 - Using technology to modernise and transform the business and service delivery;
 - Helping tenants to sustain their tenancies;
 - Reviewing the Asset Management strategy and making best use of DC’s assets;
 - Customer access - engaging with tenants, residents and communities;
 - Expanding our World of Work programme (WoW);
 - Delivering the ICT strategy and digital transformation;
 - Reducing and preventing homelessness within the borough;
 - Reducing the number of empty properties in the borough; and
 - Embedding a positive health, safety and wellbeing culture.
- 1.4. Operationally, the main challenges in 2020/21 were to maintain core services within the constraints of Covid19 restrictions (**see Section 3 below**), develop and implement a new integrated housing management system, further rollout of Universal Credit (UC), Building Safer Futures consultation and publication of the social housing White Paper.
- 1.5. Doncaster has the lowest rents within South Yorkshire and tenant satisfaction levels that rent provides value for money is top quartile with our peers and nationally. 2020/21 provided many challenges to this and St Leger met these within limited budgets.
- 1.6. At this highest level, increased performance targets have mostly been met, but not meeting some was unavoidable due to Covid19 implications, and we operated within budget, whilst budgets and staffing levels have largely stayed the same. The statement expands on this by looking at cost and performance by service and how these compare with other organisations.
- 1.7. The assessment below also shows that St Leger is, in general, a low cost, mid to high performing organisation when benchmarked with our peers and also all housing providers nationally, and there are areas of good performance and also areas for improvement.

2. VFM environment

- 2.1. St Leger is income led, receiving management fees to manage and maintain Doncaster Council’s (DC) housing related assets; around 20,000 homes, 100 shops, 2,000 garages and sites and some Housing Revenue Account (HRA) land, and a number of other key housing services. It is therefore imperative that St Leger achieves VFM in all of its activities.
- 2.2. Annual management fee incomes for 2020/21 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, growth or specifically agreed elements, and therefore robust budgetary control was required and achieved in the year.
- 2.3. Our VFM strategy contains six objectives :
 - **Culture** : maximise staff involvement in VFM and embed a VFM culture;
 - **Customers** : maximise customers, leaseholders and stakeholders' VFM engagement;
 - **Comparison** : expand the performance management framework and benchmarking;
 - **Communication** : improve the quality, range and use of VFM reporting;
 - **Commercial**: ensure best use of all assets for which St Leger is responsible; and
 - **Collaboration** : strengthen the role of Support Services to the business.

- 2.4. St Leger has again followed the Regulator for Social Housing framework in producing this document. The VFM standard states that a registered housing provider must clearly articulate its strategic objectives and have an approach agreed by board to achieving VFM in meeting these objectives. <https://www.gov.uk/guidance/regulatory-standards>
- 2.5. We validate our performance with employee and customer surveys and we actively benchmark our services with other organisations. As in previous years, the main method of benchmarking is through our membership of Housemark (see Section 6 below), but we also carry out more tailored benchmarking with specific organisations.

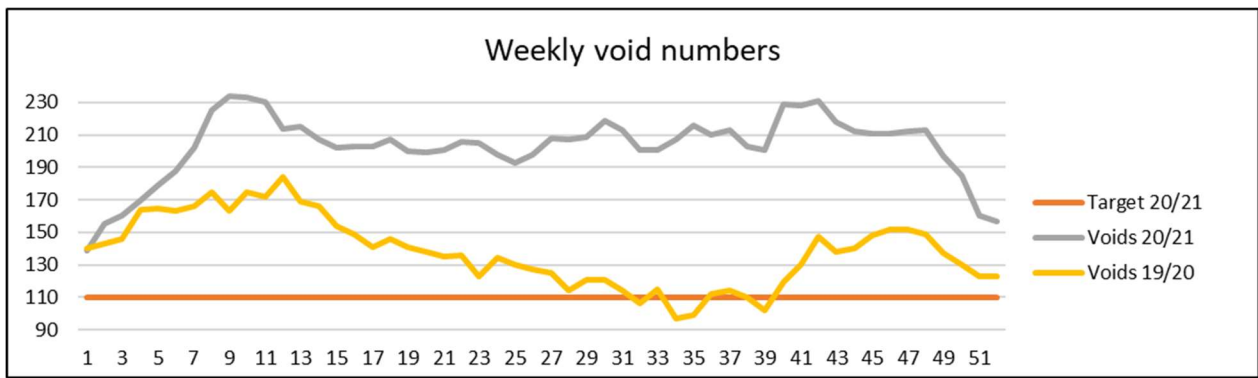
3. Covid19

- 3.1. 2020/21 was an exceptional year with the Covid19 pandemic providing numerous challenges, and to provide the required context for this VFM statement, the main challenges are listed below. Further details appear throughout the statement as appropriate :
- Business critical services only were delivered in April and May 2020 and normal services started to resume from June, as lockdown restrictions were eased. Covid19 continued to impact as there were further lockdown and tier restrictions in Q2 and Q3;
 - St Leger offices were closed and all office based staff were working from home throughout 2020/21;
 - No employees on furlough in the year;
 - Reduced capital income of £2.4m mainly due to quarter 1 restrictions. Bottom line adverse impact of £1.2m;
 - Court closures, eviction bans and no enforcement action available on tenants;
 - Mayoral option of a three month rent payment holiday in Q1;
 - Additional PPE required for employees costing nearly £100k more than budget;
 - New Covid-safe systems of work introduced, eg. one tradesperson per van, 'shift' arrangements on site to minimise contact, increased hygiene requirements;
 - Significant, unbudgeted investment in IT equipment, primarily laptops, to enable employees to work from home;
 - Full year expenditure commitment on some Service Level Agreement budgets, eg Grounds Maintenance, Cleaning, compared to some Housing Associations who would reduce expenditure due to Covid19 restrictions; and
 - Additional temporary accommodation costs of £1.6m to meet government instructions and providing increased demands on employee capacity.

PERFORMANCE

4. Company performance - Key Performance Indicators (KPI)

- 4.1. Annually, the Board approve the ADP, budget and Key Performance Indicator (KPI) targets aligned with our strategic objectives. Budgets and KPIs are monitored monthly.
- 4.2. The budgets and targets were approved before the Covid19 pandemic restrictions were put in place (March 2020) and they had a material impact on all services, particularly in Quarter 1.
- 4.3. Void levels in the year reflect this and the chart below plots void numbers throughout the year compared to target and also 2019/20. It shows an increase in the first quarter and again towards the end of quarter 3 in line with Government tier and lockdown instructions, but were heading towards target towards again by year end.



4.4. The table below shows the KPIs for 2020/21 and whether targets were met, with comparatives.

KPI	KPI description	20/21 Outturn	20/21 Target	19/20 Outturn	18/19 Outturn
1	Current rent arrears % against annual rent	2.75%	2.80%	2.79%	2.61%
2	Void rent loss % of annual rent	1.00%	0.50%	0.59%	0.49%
3	Average no. of days to re-let a property	46.11	20.0	22.7	20.9
5	Full Duty homelessness acceptances	398	160	228	130
6	Homeless preventions	604	800	965	n/a
7	Complaints upheld as a % of interactions	0.065%	0.075%	0.061%	0.070%
8	Tenancies sustained post support	97.25%	90.00%	93.80%	n/a
9	Repairs – First visit complete	90.92%	92.00%	90.24%	n/a
10	Gas servicing - % of properties attended	100.00%	100.00%	100.00%	100.00%
11	Days lost through sickness per FTE	6.60	7.90	8.22	8.90
12	Percentage of local expenditure	52%	70%	59%	58%
13	Anti-Social Behaviour % of resolved cases	95.19%	95.00%	95.55%	92.99%
14a	Tenants & residents undertaking training	30	56	53	n/a
14b	Tenants & residents into employment	28	25	31	n/a
15	Tenant satisfaction overall	87.00%	89.00%	87.00%	n/a
16	Homes meeting Decent Standard	99.99%	100.00%	100.00%	n/a
17	Tenant satisfaction with property condition	89.40%	89.00%	89.40%	n/a
18	Energy efficiency of properties – new	64.74%	42.00%	99.96%	n/a

Key:

Target met/exceeded	Within tolerance	Target not met
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4.5. The table shows twelve KPIs meeting or within tolerance of target and six not meeting target, two of which are voids related, due to lettings suspensions during the year, and two due to homelessness as a result of following government's 'everyone in' instructions.

4.6. Despite the Covid19 constraints, there was some exceptional performance areas :

- Rent arrears ended the year at 2.75%, below target and also below 2019/20 levels, even with restrictions on evictions and legal action, and also rent holidays on offer to tenants at the start of the year;
- Tenancies sustained exceeded target at 97.25%;
- All gas appliances were serviced and had a valid gas safety certificate; and
- Sickness levels were better than target and the lowest ever.

4.7. Detailed commentary appears at **Section 7** below.

5. Customer Service standards

- 5.1. To complement our corporate KPIs, St Leger has developed Service Standards with our customers. These are operational indicators to ensure we provide the highest levels of customer service. They are reported quarterly with actions generated to improve performance. The table below summarises our performance:

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

- 5.2. The three standards where we weren't meeting target were:
- Increasing the number of tenants in the Get Involved Group (GIG);
 - Resolve/respond to enquiries, compliments and complaints within 10 working days; and
 - Answering calls within 20 seconds.

BENCHMARKING

6. Benchmarking – how we compare with others

- 6.1. We actively benchmark our services with other organisations, because a key element of being able to claim whether VFM is being achieved is how we compare with other organisations.
- 6.2. The main method of benchmarking is through our membership of Housemark. One outcome of benchmarking is grading our costs and performance into four bands or quartiles, ie Quartile 1 for top performers or lowest cost, etc. We submit performance information quarterly and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 6.3. We also carry out more tailored benchmarking with specific organisations, where appropriate. This was limited in 2020/21 due to restrictions on travel and focus on core services during the pandemic, but some benchmarking was undertaken involving:
- Universal Credit (UC) – working with the DWP national policy team to develop year-end processes for all social housing landlords
 - Income Management (IM) – participation in a regional (northern) benchmarking group;
 - Income Management (IM) – talking to other organisations to review systems;
 - Part of the National Early Adopter programme for High Rise Buildings (HRRB);
 - Participated in a regional health, safety and compliance benchmarking group;
 - Member of a national Former Tenant Arrears forum;

HOUSEMARK

- 6.4. The benchmarking information from Housemark for 2020/21 compares our performance to a peer group of 25 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations, and also around 120 housing providers nationally.
- 6.5. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 6.6. Some organisations would have had employees on furlough in the year and therefore received government income. Housemark have accounted for this by treating it as income rather than netting off employee costs, so all cost comparisons will be consistent
- 6.7. **In summary, for all benchmarking information submitted, it shows that St Leger remains a low cost, mid performing organisation** (see below).

Housemark - VFM dashboard

- 6.8. At an overview level, VFM dashboards can be produced by plotting a selection of cost and performance indicators in a 2x2 matrix to show how an organisation compares with its peer group, geographically or nationally, for core service areas. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area.
- 6.9. The dashboard is intended to give a VFM snapshot and generate further investigation. The dashboards for 2020/21 and 2019/20 comparatives are shown below.
- 6.10. The tables below shows the cost and performance indicators selected with the dashboards for 2020/21 and 2019/20, for both our Peer Group and Nationally.

PEER GROUP VFM DASHBOARDS

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

* CPP = Cost Per Property

Peer group 2020/21 - 25 ALMOs, Metropolitan Boroughs and Unitary authorities



Peer group 2019/20 - 25 ALMOs, Metropolitan Boroughs and Unitary authorities



NATIONAL DASHBOARDS

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

* CPP = Cost Per Property

Nationally 2020/21 – approx. 120 housing providers



Nationally 2019/20 - approx. 90 housing providers



Housemark - Optimising service costs

- 6.11. Total expenditure is analysed into Housemark service areas to give headline and detailed costs per service. The table below summarises our headline **costs per property (CPP)** together with comparatives and peer and national group benchmarks from Housemark.

Cost Category	18/19 Outturn CPP £	19/20 Outturn CPP £	20/21 Outturn CPP £	Peer Median CPP £	Peer Quartile	National Quartile
<u>Repairs</u>						
Major Works	1,815	1,134	1,101	1,163	Q2	Q3
Cyclical Maintenance	129	127	138	266	Q1	Q1
Responsive Repairs	571	571	583	535	Q3	Q2
Void Works	200	193	214	233	Q2	Q2
<u>Housing</u>						
Rent arrears collection	76	78	88	112	↓Q2	Q1
Resident Involvement	14	16	19	30	↓Q2	Q1
Tenancy Management	89	90	104	129	Q2	↓Q2
Lettings	30	36	39	64	↓Q2	Q1
Anti Social Behaviour	56	58	62	63	↑Q2	↑Q2
Estate Services	115	128	130	179	↑Q2	Q2
Housing – total	380	406	442	577	Q2	Q1
Total Cost Per Property	3,095	2,431	2,478	2,774		

Overheads are allocated by Housemark into each service categories

↑ ↓ arrows indicate any quartile movements compared to 2019/20

Housemark - Cost and Performance indicator quartile summaries

- 6.12. The tables below show the banding of our quartile positions for all cost and all performance indicators submitted.. Over the past four years, small majorities of our Cost (~60%) and Performance (~60%) indicators are in Quartiles 1 and 2:

COST		20/21		19/20		18/19		17/18	
	no.	%	no.	%	no.	%	no.	%	
Quartile 1	2	6	9	28	9	28	6	19	
Quartile 2 / Median	19	56	10	31	8	25	10	31	
Quartile 3	8	24	7	22	9	28	11	34	
Quartile 4	5	14	6	19	6	9	5	16	
Totals	34	100	32	100	32	100	32	100	
PERFORMANCE		20/21		19/20		18/19		17/18	
	no.	%	no.	%	no.	%	no.	%	
Quartile 1	9	28	15	47	14	42	10	36	
Quartile 2 / Median	8	27	7	22	7	22	5	18	
Quartile 3	10	30	6	19	11	33	7	25	
Quartile 4	5	15	4	12	1	3	6	21	
Totals	34	100	32	100	33	100	28	100	

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

Housemark - Detailed Cost and Performance indicator quartile position

6.14. The tables below show the indicators submitted and comparatives from the previous two financial years with our Peer Group. The tables also shows the quartile positions for 2020/21 and 2019/20. Tables have been separated into two sections – Upper Quartiles (Q1, Q2) and Lower Quartiles (Q3, Q4). These indicators provide further detail behind the VFM dashboards and tables above.

Housemark - Quartile position table – UPPER QUARTILES 1 and 2

Service area	Indicator Description	18/19 Outturn	19/20 Outturn	20/21 Outturn	Peer Median	20/21 Quartile	19/20 Quartile
Corporate	Staff turnover in the year %	7.20%	7.5%	5.0%	7.5%	Q1	Q1
Cyclical Maintenance	Total CPP	£129	£127	£111	£266	Q1	Q1
Cyclical Maintenance	Gas servicing - % valid certificate	100.00%	100.00%	100.00%	99.96%	Q1	Q1
Cyclical Maintenance	% gas safety checks by annivers date	100.00%	100.00%	100.00%	99.89%	Q1	Q1
Lettings	Dwellings vacant unavailable to let %	0.00%	0.00%	0.04%	0.54%	Q1	Q1
Lettings	Void rent loss % of rent loss	0.49%	0.59%	1.00%	1.45%	Q1	Q1
Major Works	% of dwellings that are non-decent	0%	0.0%	0.0%	0.4%	Q1	Q1
Rent arrears&collection	Write offs %	0.47%	0.35%	0.04%	0.31%	Q1	Q3
Responsive repairs	Appointments kept % of apps made	98.90%	99.3%	99.3%	96.5%	Q1	Q1
Responsive repairs	Satisfaction repairs service (STAR)	85.90%	90.1%	86.3%	78.7%	Q1	Q1
Total Housing M'ment	Total CPP	£265	£278	£311	£385	Q1	Q1
Anti Social Behaviour	Total CPP	£56	£58	£62	£63	Q2	Q3
Corporate	Days lost through sickness per FTE	9	8.3	6.6	8.6	Q2	Q1
Corporate	Finance Costs CPP	£6	£7	£8	£11	Q2	Q1
Corporate	Direct revenue costs - finance costs %	2.20%	2.3%	2.5%	2.5%	Q2	Q2
Corporate	Central Overheads and HR CPP	£30	£31	£33	£48	Q2	Q2
Estate Services	Direct employees per 1000 props	0.42	0.68	0.78	1.06	Q2	Q2
Estate Services	Total CPP	£115	£127	£130	£179	Q2	Median
Lettings	Average re-let time (major works)days	43.2	54.0	96.7	98.3	Q2	Q2
Lettings	Average re-let time (all re-lets) days	24.2	27.6	54.7	70.0	Q2	Q1
Lettings	Total CPP	£30	£36	£39	£64	Q2	Q1
Lettings	Direct employees per 1000 props	0.67	0.85	0.78	0.94	Q2	Q1
Lettings	Average re-let time in days (standard)	21	23.0	46.1	49.9	Q2	Q2
Lettings	Dwellings vacant & available to let %	0.58%	0.61%	0.74%	0.76%	Q2	Median
Major Works	Total CPP	£1,815	£1,134	£1,001	£1,163	Q2	Q2
Rent arrears&collection	Total CPP	£76	£78	£88	£112	Q2	Q1
Rent arrears&collection	Current rent arrears %	2.62%	2.79%	2.75%	2.76%	Q2	Q2
Rent arrears&collection	Percentage of Rent collected %	98.91%	99.58%	99.68%	98.06%	Q2	Median
Rent arrears&collection	Direct employees per 1000 props	1.78	1.88	1.72	1.76	Q2	Q3
Resident Involvement	Total CPP	£14	£16	£19	£30	Q2	Q1
Resident Involvement	Direct employees per 1000 props	0.29	0.33	0.34	0.47	Q2	Q1
Responsive repairs	Average cost of responsive repair £	£128	£121	£140	£150	Q2	Q2
Tenancy Management	Average days to respond to complaints	7.0	7.0	9.0	10.09	Q2	Q1
Tenancy Management	Total CPP	£89	£90	£104	£129	Q2	Q2
Tenancy Management	Direct employees per 1000 props	1.99	1.89	1.94	1.96	Q2	Q2
Total Housing M'ment	Direct employees per 1000 props	5.73	6.03	5.85	6.12	Q2	Q2
Void repairs	Average cost of void repair £	£2,259	£2,197	£2,879	£3,712	Q2	Q1
Void repairs	Total CPP	£200	£193	£214	£233	Q2	Q2

Housemark - Quartile position table – QUARTILES 3 and 4

Service area	Indicator Description	18/19 Outturn	19/20 Outturn	20/21 Outturn	Peer Median	20/21 Quartile	19/20 Quartile
Anti Social Behaviour	Direct employees per 1000 props	1.00	1.08	1.08	0.92	Q3	Q2
Corporate	IT & Comms CPP	£15	£15	£41	£36	Q3	Q1
Corporate	Overheads as % of Revenue costs	20.73%	20.5%	22.0%	19.6%	Q3	Q3
Corporate	Direct revenue costs - IT&comms costs %	5.01%	4.7%	5.9%	4.8%	Q3	Q3
Corporate	Premises costs CPP	£20	£24	£21	£14	Q3	Q3
Corporate	Direct revenue costs - premises costs %	3.08%	3.4%	3.1%	1.9%	Q3	Q4
Major Works	Average SAP rating	66.3	68.6	68.6	70.6	Q3	Q3
Rent arrears & collect	Former tenant arrears %	1.50%	1.72%	1.93%	1.54%	Q3	Q3
Rent arrears & collect	UC tenants in arrears %	no data	66.22%	58.64%	58.14%	Q3	Q3
Rent arrears & collect	Non- UC tenants in arrears%	no data	21.89%	20.47%	19.41%	Q3	Q2
Resident Involvement	RI in consultation groups %	5.60%	10.2%	4.0%	4.4%	Q3	Q1
Resident Involvement	% residents regd. for online access	10.56%	9.3%	11.2%	19.0%	Q3	Q4
Resident Involvement	Requests made online/1,000 props	106	93	112	574	Q3	Q4
Responsive repairs	Repairs completed at the first visit %	88.20%	90.2%	90.9%	91.8%	Q3	Q2
Responsive repairs	Total CPP	£571	£571	£584	£535	Q3	Q3
Responsive repairs	Direct employees per 1000 props	8.4	8.60	8.22	5.75	Q3	Q4
Tenancy M'ment	% of complaints responded to target	89.30%	86.8%	74.7%	80.4%	Q3	Q2
Tenancy M'ment	Tenancy turnover	7.43%	7.41%	6.16%	5.84%	Q3	Q3
Anti Social Behaviour	ASB cases per 1,000 properties	75	84	85	67	Q4	Q3
Corporate	Direct revenue costs - central o'heads%	10.41%	10.1%	10.6%	7.1%	Q4	Q3
Corporate	Overheads as % of turnover	10.67%	10.6%	11.3%	9.6%	Q4	Q4
Cyclical Maintenance	Direct employees per 1000 props	2.58	2.54	1.96	0.02	Q4	Q4
Major Works	Direct employees per 1000 props	7.79	8.06	6.23	0.39	Q4	Q4
Resident Involvement	Number of services changed	8	15	4	8	Q4	Q2
Resident Involvement	Number of unique website hits	75,228	no data	19,949	109,538	Q4	
Responsive repairs	Ave. responsive repairs per prop.	3.6	3.9	3.4	2.6	Q4	Q4
Responsive repairs	Average days to complete repairs	16.33	17.29	16.75	8.52	Q4	Q4
Void repairs	Direct employees per 1000 props	4.14	3.76	3.57	1.61	Q4	Q4
Anti Social Behaviour	Satisfaction with case handling %	no data	no data	no data			
Anti Social Behaviour	Satisfaction with case outcome %	no data	no data	no data			
Major Works	Quality of your home (STAR)	89.20%	89.4%	no data			Q1
Corporate	Satisfaction overall (STAR)	88.80%	87.0%	no data			Q2
Corporate	Rent provides VFM (STAR)	92.80%	94.2%	no data			Q1
Estate Services	Satisfaction with n'hood (STAR)	81.30%	81.2%	no data			Q3
Resident Involvement	Views taken into account % (STAR)	83.50%	83.1%	no data			Q1
Tenancy Management	Evictions	0.23%	0.19%	no data			Q2
Void repairs	Average days to complete repairs	10.1	11.1	no data	17.0		Q1

Satisfaction surveys

- 6.15. The main customer survey is an annual Survey of Tenants and Residents (STAR), and a survey was planned to be undertaken in January 2021. However, given the Covid19 challenges nationally throughout the year, the decision was taken to defer this survey until July 2021.
- 6.16. Results from the July 2021 survey are being analysed and a review of the quartile markers for 2020/21 shows St Leger is in the upper quartiles compared to our peers and nationally for the main core questions. These core questions are around satisfaction levels overall, repairs, property condition, engagement, neighbourhood and VFM.

7. Key VFM achievements 2020/21

- 7.1. Core services were unchanged during 2020/21 whilst St Leger addressed the Covid19 constraints listed in Section 3 above, as well as managing the impact of Brexit, which affected availability of contractors and building materials, implementing a new IT system and all office based staff working from home.
- 7.2. There were achievements in VFM in a number of areas, both strategically and operationally in the year, and are summarised below.

Systems

- 7.3. As with 2019/20, the main focus in 2020/21 was the development and implementation of a new integrated housing management system for implementation in 2020/21. Phase 1 was successfully delivered in November 2020 (and Phase 2 successful in October 2021)
- 7.4. The new system rationalises a number of separate systems (TotalRepairs, Universal Housing and Keystone) to give a much more comprehensive single view of a tenant and will also deliver savings around software licencing.
- 7.5. There has also been investment in other software and also in server architecture and equipment for agile working, all of which will generate operational efficiencies.
- 7.6. In turn, agile working has led to reduced use/need of premises, which will mean savings on rent and utilities, plus travel time and cost for employees and improving our carbon footprint.
- 7.7. This investment in 2019/20 and 2020/21 will lead to even bigger savings in 2021/22 as the systems and agile working become embedded.
- 7.8. The Business Intelligence Tool ('Qlik') continued to be developed in the year and interrogates core systems, providing timely and accurate performance information to Managers across the business.

Investment

- 7.9. Despite the early Covid19 disruptions, St Leger managed and maintained DC's housing and related stock also effectively managed £17.4m of DC's £19.1m capital programme, and £8m of this was delivered by the St Leger in-house tradesteam.
- 7.10. This investment in the housing stock sustained and enhanced decency works already carried out. Improvements to over 5,000 homes were delivered and included an external improvement programme, heating conversions and upgrades, communal hall works, estate works and structural repairs.
- 7.11. The year saw continued investment in health and safety compliance works in all properties under our management and also saw continued focus on strengthening and improving fire safety in our high rise buildings. This included delivering a range of fire safety improvements identified from extensive intrusive fire surveys and fire risk assessments.
- 7.12. As well as our programme of capital works we continue to carry out responsive and scheduled repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock. We operate a 24/7 contact service.
- 7.13. Implementation of the new IT system includes an industry standard Schedule of Rates (SORs), which was purchased in late 2019/20 for implementation in Phase 2 2021/22 (see below).

Procurement/cost savings

- 7.14. St Leger has a dedicated Procurement team with performance targets, including contracted spend levels, and maintains a contract log and efficiency register.

- 7.15. The efficiency register captures savings as contracts are renewed and managed, and for 2019/20, effective procurement and contract management generated savings of approximately £0.8m compared to previous years or contracts.
- 7.16. We have robust Financial Regulations and Contract Standing Orders and these documents ensure we operate in a legal, ethical and inclusive manner whilst achieving best value for money. We utilise OJEU compliant frameworks operated by procurement consortia and all contract evaluations consider cost and quality assessment criteria.
- 7.17. One of the corporate KPIs for the year was a target of 70% of expenditure being local to Doncaster. The outturn was below target at 52%, largely as a result of having to use a contractor outside of Doncaster, but within South Yorkshire.
- 7.18. In addition to this, we changed our payment arrangements with suppliers to maintain positive cashflow within the local markets and we delivered a very good performance of paying suppliers within target timescales.
- 7.19. New, industry standard Schedule of Rate (SORs) from the National Housing Federation (NHF) will be implemented in 2021/22 and will ensure our in-house works are charged appropriately, enable effective performance monitoring and allow accurate benchmarking with external suppliers to ensure VFM is achieved with suppliers.
- 7.20. 'Social Value' assessments were introduced in 2020/21 whereby 10% of all contract assessments are based on the social value of the contract. These consider factors such jobs created, carbon footprint, community groups and local expenditure, and Targets/Outputs/Measures (TOMs) are built in to every contract.

Employees

- 7.21. 2020/21 saw a fundamental shift in ways of working for all employees. Government instructions on 23 March 2020 meant all offices were immediately closed and office based staff worked from home for the year. Customer facing staff had to work in new Covid19 compliant ways.
- 7.22. Business critical services only were delivered in April and May and then all core services resumed from June 2020, and as referred to above, performance was strong throughout the year with any targets not being met mainly as result of the pandemic and related restrictions.
- 7.23. Employee wellbeing was at the forefront of a number of initiatives in the year.
- 7.24. Three staff pulse surveys were undertaken, specifically aimed at assessing employees' wellbeing, issues with new home working arrangements and capturing thoughts for possible changes post restrictions. They have now become the regular ongoing way we monitor employee voice and opinion across the whole organisation.
- 7.25. Sickness levels reduced to 6.6 days per FTE, the lowest ever, and is above median when compared to our peer group and nationally.
- 7.26. Staff turnover was very low at 5.0% and is top quartile against our peer group and nationally.
- 7.27. Corporately, a People Strategy is in place with an action plan aligned with our strategic objectives and Corporate Plan.
- 7.28. Despite the enforced new working arrangements, we continue to involve and invest in our staff, delivering a comprehensive learning and development programme for all staff during 2020/21 offering over 200 training courses and learning events, providing over seven learning hours per full time equivalent employee.

- 7.29. There were some realignments in year, most notably in HR and OD, and strengthening the Health and Safety Compliance Team commenced in the year, which will conclude in 2021/22.
- 7.30. The Customer Access Team (CAT), implemented in 2019/20, continued its phased development. The CAT deals with first point of contact enquiries, including by phone, email, video and in person at our office receptions. The CAT brings together all our customer access channels to deliver a single, whole organisation customer access service.
- 7.31. This is changing the way customers access our services for first point of contact enquiries and, means we are able to deal with enquiries at the first point of contact without passing the customer on to other teams, providing a better service for tenants.
- 7.32. In 2020/21 we continued our wellbeing activity, following achievement of the Silver level in the Public Health Bewell@Work Award in 2019/20, and are developing our plan to achieve Gold by March 2022.
- 7.33. St Leger Homes again achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the last ten years, and achieved the international ISO45001 health and safety standard during 2019/20.

Customers

- 7.34. Customers will be the ultimate beneficiaries from all VFM work. Despite the numerous constraints resulting from the Covid19 pandemic, St Leger Homes maintained our commitment to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life.
- 7.35. We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the eleventh year running. The standard is awarded to public service organisations which meet strict criteria demonstrating that they focus on the needs and preferences of their customers, and all elements are considered either 'Compliant' or 'Compliance Plus'.
- 7.36. Addressing homelessness is one of the key priorities of Doncaster Growing Together and our own Corporate Plan, and three of the KPIs for the past three years are related to this. This service had an exceptionally busy year, primarily as a result of responding to Covid19 and the government's 'everyone in' instruction in March 2020, ensuring a bed for the night for everyone presenting as homeless during the pandemic.
- 7.37. This was in addition to the usual high demand in general service approaches for access to the housing register, housing advice and homeless applications, statutory rehousing and use of homeless temporary accommodation.
- 7.38. Successful bids to Government in recent years for funding initiatives such as the Rapid Rehousing Pathway, Private Rented and Rough Sleeper Initiative, secured funding for 2020/21 and this provided much needed resources and capacity to further reduce homelessness in Doncaster.
- 7.39. The severe weather emergency protocol (SWEP) remained in place during the year and was activated on several occasions. SWEP ensures normal operational service is maintained and increased measures to prevent rough sleeping during these periods. In conjunction with our partners, we were able to ensure a bed was available for every rough sleeper who wanted one during the severe weather.
- 7.40. Our Tenants and Residents Improvement Panel (TRIP) undertake a number of tasks and reviews each year to inform service improvements. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking.
- 7.41. We have effective partnerships with numerous organisations, in particular the DWP. CAB, and South Yorkshire Credit Union to deliver solutions to our tenants.

- 7.42. Helping our tenants with the impact of benefit reform is key to sustaining tenancies. Our dedicated tenancy sustainment team ensures tenants have the financial capability and skills to manage their money.
- 7.43. Full roll-out of UC is expected to conclude in 2021/22, affecting over 7,500 tenants by then and totalling over £24million of income per annum. For 2020/21, this meant approximately £4million more rent to collect than the previous financial year. Our work with partner organisations to date has minimised the impact of UC and welfare reform, and again proved very effective in 2020/21 with an exceptional performance in managing rent arrears, being better than target and comparing favourably with other housing providers.

8. Plans for 2021/22 onwards

- 8.1. St Leger's plans for 2021/22 onwards are to embed the new integrated housing management system and deliver its projected efficiency savings. This new system is central to VFM gains going forward. It replaces a number of separate systems to give one view of a customer and therefore much more efficient processes for employees, service benefits for our customers, and will change the way everyone works across the company.
- 8.2. Financially, challenging one year and medium term budgets have been set and performance targets have either been maintained or are more challenging, demanding and driving efficiency and effectiveness improvements in the organisation. Operating within these budgets whilst maintaining the high performance levels and meeting targets will evidence VFM.
- 8.3. The Social Housing White Paper provides additional challenges, not least the regulatory framework, part of which is the VFM standard, so plans from 2021/22 are heavily influenced by this.
- 8.4. A new employee performance monitoring framework has been introduced in 2021/22 that contains individual targets aligned with KPIs and the ADP and embedding this will contribute significantly to achieving company-wide VFM.
- 8.5. In summary, the main priorities for 2021/22 are :
- implement and embed the new integrated housing management system;
 - develop the workforce; and
 - health and safety compliance.

9. Summary

- 9.1. The 2020/21 financial year was an exceptional year with numerous challenges facing St Leger. Primarily this was managing the impact of Covid19, but this became business as usual as the year progressed. St Leger also developed and implemented a new integrated housing management system and addressed the actions from building safer futures and social housing white paper requirements.
- 9.2. The above all provided significant budget challenges but the company operated within budget and core operating costs remain stable. There was some exceptional areas of performance in the year, notably around rent arrears and sickness levels, the latter set against the pandemic and the wellbeing challenges of all staff having to change ways of working, with the large majority working from home almost overnight. This in turn provided numerous IT challenges and all were addressed to ensure core services were maintained.
- 9.3. We continue to be a low cost, mid to high performing organisation compared to other housing providers. Performance wise, our levels are generally equivalent or better than most, but again there are areas where our costs and performance could be improved, and our plans will improve our VFM performance.

ST LEGER HOMES OF DONCASTER LTD

Board Briefing Note

Title:	Month end 31 October 2021 KPI dashboard
Action Required:	For information
Item:	09
Prepared by:	Nigel Feirn Head of Finance and Business Assurance
Date:	2 December 2021

1. Purpose

1.1. To provide Board members with the KPI dashboard as at 31 October 2021 and brief commentary. The KPI dashboard is attached at **Appendix A**.

2. Executive summary

2.1. For 2021/22 :

- there are 19 KPIs;
- two are measured quarterly – residents supported in training and residents supported in employment – so there is no commentary in this report;
- four are measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers. **NB** : It should be noted here that the annual STAR survey for 2021/22 is now complete and the two KPIs have been included in this report;
- three KPIs relating to Homelessness do not have a target this year due to ongoing Covid19 requirements; and
- the only KPI change from 2020/21 is for gas servicing; we are now reporting properties with a valid safety certificate rather than properties attended.

2.2. The table below summarises the KPI dashboard as at 31 October 2021. Comparatives have been included from 2020/21 as the KPIs are the same this year, apart from the gas KPI.

	Oct 21 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Green (meeting target)	3	4	4	8	5	6	6
Amber (within tolerance)	1	2	3	2	3	1	1
Red (not meeting target)	7	8	5	7	7	8	8
Data not available	1						
No target (homelessness)	3	3	3	0	0	0	0
Quarterly / Annual KPIs	4	2	4	0	4	4	4
Total	19	19	19	17 ¹	19	19	19

NB :

¹ For 2020/21, there were four annual KPIs. Two of these were related to a planned January 2021 STAR survey but this was deferred until July 2021 as part of a wider programme. This is now complete and included in this report

3. KPI commentary

3.1. KPI 2 : Void rent loss (lettable voids)

Target **0.50%**
Oct 21 YTD Performance **0.81%** **WORSE THAN TARGET – RED**

	Oct 21 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss YTD %	0.81%	0.79%	0.82%	1.00%	1.02%	0.97%	0.97%
Void numbers at month/quarter end	170	160	142	159	216	195	209

The number of voids held at the end of October shows an increase of ten to 170 when compared to the previous month. This figure includes ten properties made up of five non-lettable voids and five acquired properties. The scheduled repairs team are completing work in all acquired properties. October month end performance at 0.93% shows a decline when comparing to September's 0.84%.

The YTD (year to date) number of terminations at 699 continues to exceed the YTD number of re-lets at 643. It is imperative that the number of re-lets exceeds the number of terminations to ensure a continued improvement in performance.

A number of issues are contributing to targets not being achieved; increased delays waiting for R&D survey results, asbestos containing materials (ACM) removals, shortage of materials, delays waiting for the delivery of non stock items.

In addition to this, AHR (accessible housing register) voids continue to accrue lengthy delays before re-let as a result of the availability of DMBC's occupational therapist to attend viewings.

3.2. KPI 3 : Average Days to Re-let Standard Properties

Target **20.00 days**
Oct 21 YTD Performance **30.79 days** **WORSE THAN TARGET – RED**

	Oct 21 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	30.79	31.62	32.72	46.11	48.27	49.32	55.05

In-month performance for October stands at 31.37 days, this shows a slight improvement when comparing to September's of 32.95 days.

Cumulative performance shows a slight decline, standing at 30.79 days and remains worse than the target.

Stringent monitoring remains in place across all teams involved in the key to key process to ensure work is completed in voids and all teams are working collectively to ensure that voids are re-let at the earliest opportunity, to ensure a continued improvement in performance.

3.3. KPI 7: Number of complaints upheld as a percentage of all interactions

Target **0.070%**
30 September* YTD Performance **0.093%** **WORSE THAN TARGET – RED**

*Complaints are reported one month in arrears to ensure that the complaints are closed down within our service standard of 10 working days.

The table below summarises the interactions and complaints upheld in the six months to end of September for the past three financial years

	Interactions	Complaints	Upheld	% upheld
21/22	185,203	543	174	0.093%
20/21	176,794	494	106	0.060%
19/20	165,891	433	104	0.063%

Volumes of both interactions and complaints continue to fluctuate each month, which makes comparisons to previous years unrepresentative due to restrictions placed on the organisation due to Covid-19.

The main themes for upheld complaints relate to time taken to complete a repair, lack of information / communication and staff actions. Complaint levels and details are reviewed on a monthly basis, and a number of actions are being taken to reduce the number of complaints, including extra funding in the financial year to catch up on the repairs backlog.

3.4. KPI 11 : Days lost to sickness per Whole Time Equivalent (WTE)

Profiled target **4.40 days**
Oct 21 2021/22 YTD Performance **5.94 days** **WORSE THAN TARGET – RED**

October saw 0.85 days absence per employee against the target of 0.7 days, showing now a continued downward trend each month since the high of July, however still above target. This brings the cumulative YTD absence to 5.94 days against a target of 4.40 days and a year end projection of 9.27 days above the 7.9 days target.

Property Services remains the biggest contributor to the high levels of absence accounting for 6.68 days of absence per FTE, and housing accounting then for 5.33 days absence per FTE YTD. Both Corporate and Exec Services sit below target at the current time.

The highest cause of absence YTD remains stress depression and anxiety accounting for a 41% of the absence. Non work related stress followed closely by Depression and anxiety remain the biggest contributors with work related stress accounting for just 3% of this total. The second highest reason for absence remains Musculo Skeletal (MSK) accounting for 21.2%, followed by Coronavirus which now accounts for 12.2% of all absence to date, a total of 74.3 days were seen in October, a drop from last month but still significantly higher than was seen for much of the last financial year

3.5. KPI 12 : Local expenditure

Target	70.0%	
Oct 21 YTD Performance	58.61%	WORSE THAN TARGET – RED

The table below summarises the total and Doncaster spend for the five months to end of August with comparatives from previous financial years.

	Doncaster spend YTD	Total spend YTD	KPI%
21/22	£3,937k	£6,717k	58.6%
20/21	£2,685k	£4,980k	53.9%
19/20	£3,055k	£5,086k	60.1%

Cumulatively, YTD performance stands at 59% and an under-performance of £765k.

It should be noted that if capital spend were to also be included, rather than just revenue, cumulatively performance for the year to date would be 73% and the target met.

Annual KPIs

The annual STAR survey for 2021/22 is now complete and results were received in September. These are currently being analysed in detail and action plans will be developed as required. The two indicators have been included since Q2 reporting.

3.6. KPI 16 : Tenant satisfaction with overall service

Target	87.00%	
2021/22 Performance	84.80%	WORSE THAN TARGET – RED

3.7. KPI 18 : Tenant satisfaction with property condition %

Target	89.00%	
2021/22 Performance	86.50%	WORSE THAN TARGET – RED

Nigel Feirn

Head of Finance and Business Assurance

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Appendix A – 31 October 2021 2021/22 KPI dashboard

St Leger Homes of Doncaster Performance Dashboard October 2021

Colour = Cumulative performance (Tick/Green = On Target, Triangle/Orange = Near to Target, Cross/Red = Not on Target, Blue = No Target)

NB : Arrows = compares performance in the month with performance in the previous month (↑= Improved, ↓= Not Improved, ↔ = Remained the same)



ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 2 December 2021

Item : 10

Subject : Q2 Revenue Monitoring Report
2021/22

Presented by : Julie Crook
Director of Corporate Services

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

Purpose : To inform Board of the projected
revenue income and expenditure for
2021/22 and the actual and committed
income and expenditure to date as at
30 September 2021.

Recommendation :

For Board to note the Revenue Monitoring report as at 30 September 2021 and the projected outturn for the financial year 2021/22.

1. **Report title**

1.1. Q2 Revenue Monitoring Report 2021/22.

2. **Purpose**

2.1. To report income and expenditure to 30 September 2021, projected for 2021/22, and variances to the approved budget. Commentary appears in the main body of the report with more detailed commentary from Heads of Service included as Appendices.

3. **Executive Summary**

3.1. At the halfway stage of the 2021/22 financial year, an **overall deficit for the year of £253k** is projected. This comprises a **surplus** on Housing Revenue Account (HRA) operations of £94k and a £347k **deficit** on Housing Options activities, which are funded from the General Fund.

	Q2	Q1
	Sep-21	Jun-21
	£k	£k
Housing	-158	-53
Corporate	240	240
Asset Management	-276	-243
Property	100	41
HRA Surplus	-94	-15
Housing Options (GF)	347	246
Overall Deficit	253	231

3.2. A number of budget pressures have emerged in the first half of the 2021/22 year and additional management fee (based on the Q1 projections) has been approved by DMBC and is included in the figures. The position will be reviewed again with the Council as part of Q2 monitoring.

3.3. Required electrical testing work was postponed in 2020/21 to commence in 2021/22, and stock condition survey work planning has progressed in the year to date. Each will be in the region of £500k over a two year period – circa £1.0m in total. Additional Management Fee of £500m has been approved by DMBC towards the electrical testing, and a backlog of repairs, and the costs and income are in the projections.

3.4. The stock condition surveys will now be directly funded from the HRA (£500k in total), but still managed by SLHD.

3.5. The table below summarises material variances and where these are occurring compared to the '£zero' budget, with comparatives to show movements in quarter.

	HRA		Housing Options	
	Q2 21/22 projected variance	Q1 21/22 projected variance	Q2 21/22 projected variance	Q1 21/22 projected variance
<u>Variances</u>				
<u>Expenditure</u>	£k	£k	£k	£k
Salaries	-1,104	-867	-79	2
Temporary staff	534	382	237	72
Training	65	58	0	0
IT	139	145	0	0
Materials	-446	-380	0	0
Supplies & Services	140	104	0	0
Arboriculture SLA	50	50	0	0
Premises Other (Rents)	0	0	129	141
B&B and Security	0	0	1,584	895
External Contractors	756	157	0	0
Net Others	-129	-90	29	21
<u>Income</u>				
Capital Income	713	695	0	0
Other Income	-111	-68	-1,307	-885
Additional Mgmt. Fee	-701	-201	-246	0
Surplus(-) / Deficit	-94	-15	347	246
<i>WTE vacant posts (no.)</i>	67.2	61.5	7.0	6.0

4. KEY RISKS

Employees:

- 4.1. The largest projected variance is in salary costs (£1,183k), largely due to the vacant posts. There are currently 71.4 FTE posts vacant which equates to an 8.5% vacancy factor (VF). The budget assumes a 3.5% VF, equating to approximately 29.5 FTEs.

Budgeted Establishment	Vacant posts	21/22 Total vacant	21/22 Total vacant	20/21 Total vacant
2021/22 FTE		Q2 FTE	Q1 FTE	Q4 FTE
236.6	Housing & Customer Services	16.4	13.7	14.0
73.6	Corporate Services	4.0	4.0	4.0
78.2	Asset Management	18.5	13.5	11.0
401.2	Property Services	28.3	30.3	28.4
29.5	Housing Options	7.0	6.0	6.5
819.1	Total	74.2	67.5	63.9
	Not appointing to **	-2.8	-2.8	-21.9
819.1	Net Total vacant posts*	71.4	64.7	42.0

- 4.2. Over the past few months there has been increased focus on the number of vacant posts and the ongoing challenges in recruiting and retaining staff. This included looking at other ways of recruiting, and alternative options and structures, if the challenges persist.
- 4.3. Where appropriate, vacant posts have been covered by temporary agency staff and in the first half of 2021/22 we have had on average 24 temporary agency staff covering vacant posts - 5 in Property Services, 5 in Housing Services, 4 in Corporate Services, 4 in Asset Management, and 6 in Housing Options.
- 4.4. It is anticipated that 2.8 FTEs will not be recruited to in 2021/22:

		FTEs
Property Services	Handyperson	2.0
Property Services	Plumber	0.4
Property Services	Surveyor	0.4
		<u>2.8</u>

Capital income

- 4.5. The next largest projected variance, on HRA operations, is on Capital income, with heating installations currently showing £713k under budget. Savings will be made on materials (~£300k) and staff costs offsetting this variance but the ability to recruit gas fitters and electricians remains a risk to achieving income targets.
- 4.6. SLHD's existing Schedules of Rates (SORs), which are used for charging DMBC for capital works, are out of date and not fit for purpose. They are currently being replaced with the National Housing Federation (NHF) SORs as part of the implementation of the OpenHousing IT system. A significant amount of analysis is being undertaken to quantify the financial impact of moving to the new rates, and this is not yet finalised, although is not expected to be material over the remaining few months. The projections used in this report are based on the existing rates and assume no change to the budgeted delivery. Whilst there may be a financial impact in SLHD's accounts when the new NHF SORs are implemented, the net effect is zero when the SLHD accounts are consolidated at year end with DMBC's accounts, as SLHD Capital income will equal DMBC Capital expenditure.
- 4.7. The NHF rates are industry standard across the sector and will provide greater transparency in monitoring and matching the prices of external contractors.

Covid19:

- 4.8. Following the lifting of all restrictions in July 2021, there has been an increase in infection and self-isolation rates that led to limited service disruption. This will continued to be monitored and actions planned accordingly. This impacts on both HRA and GF operations with staff, contractor and materials availability and inflation, and demands on the homelessness service.

Brexit

- 4.9. In addition to Covid19, Brexit is also impacting on operations with inflationary increases and availability on certain goods and services emerging. These have been built into the projections as appropriate and is being monitored and managed very closely.

HRA OPERATIONS

5. Operations - year to date variances, reasons and key points

5.1. Additional management fee of £701k has been approved by DMBC HRA towards additional costs required in the year as follows :

<u>Additional cost description</u>	<u>£k</u>
Electrical testing £400k / repairs backlog £100k	500
Arboriculture SLA	50
Compliance 365 system software	45
Agency costs (acting Head of Service – Assets)	48
Contractor health check costs	58
Additional Management Fee income	701

5.2. The main HRA variances projected are in the following areas:

- Salary costs; £1,104k under budget due to vacant posts;
- Temporary staff: £534k over budget to cover vacant posts / demand;
- Training: £65k over budget – due to a backlog of compliance training from 2020/21;
- IT: £140k over budget, of which
 - £73k relates TOP implementation moving to October 2021; and
 - £45k for C365 software (additional management fee approved see 5.1);
- Supplies & Services: £58k additional contractor costs for 'health checks' on H&S compliance. Additional management fee is approved (see 5.1);
- Materials; £446k net saving, comprising savings of £292k in capital heating installs, £100k reduction in Scheduled Repairs, £61k on WOW activities, and £40k on other planned works, being slightly offset with inflationary and volume increases in responsive repairs.
- External Contractor; projected overspend of £756k of which;
 - £400k Electrical tests - offset by additional management fee;
 - £197k of contractor spend to address the Covid19 related backlog scheduled and responsive repairs, with additional management fee (See 5.2);
 - A Q2 increase of £40k on the minor works budget as a result of preliminary costs charged alongside the volume of works already issued.
- Capital Income; £713k shortfall to budget;
 - £650k Heating/Boiler installs due to resources being committed to gas servicing, including agency staff and no dedicated heating team during the servicing programme. There is potential for some of the shortfall to be clawed back if some factors are favourable, ie Covid restrictions, resource levels and the weather (mild winter);
 - Internal works re-inclusions scheme has reduced by £49k due to staff isolations and sickness, compounded by the resource requirements on larger schemes including acquisitions and communal halls.
- SLAs: £50k over budget. This is the Arboriculture SLA, funded from additional management fee, to fund works carried over from 2020/21; and
- Other income: includes £65k additional income relating to RSI (Rough Sleeper Initiative) grant funded temporary posts in Tenancy Support and St Leger Lettings.

Housing and Customer Services:

- 5.3. No budget pressures have been identified at this stage for Housing Services, with savings forecast on mileage claims for area teams, and other savings identified in supplies and services budgets.

Corporate Services:

- 5.4. The main budget pressures are ICT software and project team costs relating to the extension of TOP implementation to mid October 2021. The forecast also includes additional costs relating the recently acquired 'Voicescape' software package.
- 5.5. The variance on the Supplies & Services budget is largely due to pressure on the professional fees budget due to ongoing legal cases.
- 5.6. The pressure reported on the training budget is largely due to compliance led training to ensure that known gaps are closed and that the training plan delivers newly highlighted requirements. This leaves little room for any wider developmental work.

Asset Management Services

- 5.7. There has been a review of the structure and a small number of job descriptions for new posts have passed through moderation panel. Six compliance officer posts have recently gone through the recruitment process with all posts successfully appointed to by the end of November.
- 5.8. As noted in 5.2 there is a £40k budget pressure on the minor works contract due to backlog of works and demand in services largely around wet room floor replacements. This budget is being closely monitored.

Property Services

- 5.9. Whilst Covid restrictions have been lifted recently, there is still a cautious approach and there have been ongoing positive Covid cases impacting the level of resource to deliver all aspects of repairs. Some staff and customers' preferences will still require some form of safety, mainly PPE requirements and continued social distancing.
- 5.10. Due to Covid restrictions, resource issues (pandemic self-isolating and/or vacancies) have left a backlog of works. Scheduled and plastering works have now been projected to be carried out by contractor. Most recently our contractors have passed work back due to capacity issues so transferring trades across Property Services and recruiting agency has enabled the works to be completed.
- 5.11. There is still a number of vacant posts within Property Services (see 4.1) that have not yet been appointed to. Agency staff and overtime are being utilised to cover certain vacant posts and to ensure essential delivery targets are met.
- 5.12. As referred to above, electrical testing and repair work delayed in 2020/21 has recommenced with contractors picking up the backlog, totalling £500k and funded by additional management fee.

- 5.13. Total void numbers have reduced slightly from August to 159 at end of September (Q2), but are higher than the position at end of June (Q1) of 142. Overtime work is continuing to attempt to drive the numbers down due to absentee levels.
- 5.14. The table below shows repairs orders and void numbers after six months, and comparatives from last two years.

<u>Year to date repairs orders</u> – 6 months	Sept-21	Sept-20	Sept-19
	no.	no.	no.
Emergency Orders	4,169	4,447	4,399
Urgent Orders	15,544	14,123	16,432
Routine Orders	8,086	5,829	9,038
Scheduled Orders	3,799	4,171	5,844
Total	31,598	28,570	35,713
<u>Voids</u>			
Terminations – <u>Year to date</u>	572	594	776
Lettable voids <u>at month end</u>	159	178	92
Non lettable <u>at month end</u>	5	4	2
Earmarked for demolition	5	0	0
Gross voids <u>at month end</u>	169	182	94

HOUSING OPTIONS

6. Operations - year to date variances, reasons and key points

- 6.1. A £347k **deficit** on Housing Options activities is now projected, even after additional General Fund management fee of £246k has been included, which was based on Q1 reporting.
- 6.2. The main Housing Options variances projected are in the following areas:
- Salary costs : £79k under budget – comprising unbudgeted grant funded posts totalling £159k, offset by a forecast saving due to vacancies of £238k;
 - Temporary staff: £237k over budget to cover for vacant posts and an interim Service Development Officer;
 - Premises: £129k over budget largely due to rental of additional temporary HRA accommodation units (currently 111 properties cf budgeted 85)
 - Supplies & Services: £1,604k over budget largely due to emergency hotel accommodation and security costs;
 - Other income: £1,307k additional income, including;
 - £925k - assumes 65% recovery of Housing Benefit income on additional hotel accommodation costs and 95% recovery relating to HRA temporary accommodation;
 - grant funding of £200k has been secured from the MHCLG Emergency Fund in contribution to these those costs and to fund temporary staff; and
 - further external funding of £159k to fund temporary posts (RSI & BCF).

- 6.3. Although progress has been made to reduce the number of single placements, the main challenges continue to be dealing with the high volume of family cases that have been opened in the last six months, and the reduced opportunities to prevent and secure alternative accommodation. This has been compounded by Doncaster International hotel serving notice on rooms by the end of August, and is reflected in the increased forecast on hotel spend.
- 6.4. A major risk is that despite the significant progress made with the mobilisation of the recovery plan from 1 June the Private Rented Sector (PRS) required period of notice has reduced from six to four months. Therefore giving potential for a spike in homelessness applications, which could overwhelm the service, prior to the use of Hotels recovering to pre-Covid levels and prolong the use and cost of providing such accommodation.

7. Recommendation

- 7.1. For Board to note the Revenue Monitoring Report as at 30 September 2021 and the projected outturn for the financial year 2021/22.

8. Procurement

- 8.1. Procurement implications are referenced as appropriate in the body of the report, but there are direct procurement issues arising from the Covid19 pandemic and related restrictions. In addition, there are some procurement issues as a result of Brexit and more recently some minor, short term issues around fuel supplies.
- 8.2. In the year to date there have been some challenges around external contractor availability, delivery of building materials for repairs and sourcing the necessary protective clothing (PPE) to provide the assurance to both our employees and tenants when visiting properties. This continues to be managed effectively to ensure business critical and re-commencement of core services is maintained. The projections assume availability of contractors, materials, access to properties and no further lockdowns.
- 8.3. The SLHD procurement function will be transferring to Doncaster Council in December 2021 but this will not impact on service delivery.

9. Value For Money

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

10. Financial Implications

- 10.1. Financial implications are considered within the body of the report

11. Legal implications

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

12. Risks

- 12.1. Financial and Operational risks are detailed in the report. Heads of Service have raised a number of financial risks, the mains being around the office premises budgets, the costs of replacement vehicles, maintenance of G&T sites and the operational and affordability impact of the Building a Safer Futures report.

13. IT Implications

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

14. Consultation

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

15. Equality and Diversity

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

16. Communication

- 16.1. There are no communication requirements arising from this report

17. Environmental

- 17.1. There is no environmental impact resulting from the proposals in this report.

Report author

Nigel Feirn – Head of Finance and Business Assurance

Appendices A to F – Directorate Revenue Summaries

1. Housing and Customer Services

1.1. At the end of September, the Housing and Customer Services Directorate is projecting a **surplus of £158k**.

1.2. There are currently 16.4 FTE vacant posts in the Directorate;

Vacant Posts	FTEs
Customer Services Advisor	3.5
Community Caretaker	1.0
Customer Access Admin Assistant	0.5
Customer Access Officer	2.9
Customer Relations Assistant	1.0
Financial Inclusion Support Officer	1.0
Homechoice Support Officer	1.5
Home Exchange Officer	0.5
Housing Assistant	1.0
Modern Apprentice	1.0
Occupational Therapist	1.0
Strategic Involvement Assistant	0.5
Tenancy Support Officer	1.0
	16.4

Housing Management

1.3. There are no major concerns or issues identified at this stage for Housing Services. Possible changes and pressures relate to agile working and different ways of working for area teams and the subsequent impact on budgets, and these will emerge as the year progresses.

1.4. Employee Expenses

- Vacancies have been examined and no issues of concern were noted with all vacancies being progressed appropriately;
- Car allowances are under budget to date but spend is expected to increase in the remaining two quarters. Some savings have been assumed.

1.5. Premises

- Premises costs are underspent primarily due to reduced use of communal halls at the start of the year, with associated utilities savings;
- Cleaning costs to communal halls have increased due to a deep cleaning regime following the long-term closures.

1.6. Transport and Supplies and Services forecasts have been revised to reflect the activities of the reduced fuel cost for Gardening Service and Caretaker teams.

1.7. Supplies and Service underspend is mainly due to reduction in printing and stationery while teams work in a more agile way and using web-based technology to a greater degree

1.8. All SLA costs are on target with the exception of a £50k overspend to reflect the Arboriculture works which is funded from additional Management Fee

Customer Services

1.9. No major concerns or issues to report in respect of this budget. Currently forecasting an under spend due to SLAs awaiting invoicing, and employee vacancies which are now being filled.

Choice Based Lettings

1.10. There are no budget pressures at this stage of the year.

Appendix B

2. Corporate Services

2.1. At the end of Q2 2021/22, the Corporate Services Directorate is projecting a **deficit of £240k**.

2.2. The main elements to this variance are :

- Employee costs over budget by £109k, including £91k for temporary staff and £67k for training;
- IT Equipment & Licenses over budget by £145k, of which £45k is funded by additional management fee for C365 software, and £100k relating to additional licensing costs arising from the extension of TOP, and Voicescape software costs;
- Supplies and Services over budget by £115k, including £58k additional expenditure on consultancy costs. Penningtons carrying out 'health checks' on the company compliance to H&S. Additional management fee to fund this as stated in the main body of the report.

Human Resources & Organisational Development (HR&OD)

2.3. Training - As previously reported, the current planned training spend is heavily focused on compliance led training ensuring that known historical gaps are closed and that the training plan delivers newly highlighted requirements. This leaves little room for any wider developmental work. Close monitoring of the budget is ongoing alongside work to understand any potentially learning needs, which have not already been identified for this coming year. In particular we now know and are actively closing the gap around manual handling and asbestos training requirements. One further professional development request has been received for the coming quarter which has been included in the projections. Given the easing of social distancing restrictions less additional cost for training venues is being incurred but we are mindful this may change depending upon and winter restrictions that are imposed. CIH membership applications reached only a quarter of those invited and as such the spend for this is lower than projected reducing the initial pressure.

2.4. As of period 6, the full projected budget for the year for legal spend has been utilised in relation the ongoing employment tribunal case, a clearer estimate of ongoing costs will be known at the end of October. Legal costs outside of this case remain low.

Financial Services

2.5. There are no budget pressures at this stage of the year.

ICT & Business Excellence

- 2.6. Staffing budgets have overspent mainly due to additional TOP requirements, and the service area currently has just one vacant posts an ICT Technical Support Officer.
- 2.7. There will be a pressure on the SLA budget as the latest version supplied by DMBC takes into account additional services and equipment resulting in around £5k increase.
- 2.8. There are no risks with the general supplies and services spend. However, the funding of C365 and Voicescape products have put some pressure on the software budget.
- 2.9. As above, there is a risk to the increased SLA charges. Also as a result of Covid19 there continues to be a demand for additional devices to be issued to internal and agency staff.
- 2.10. Actions include the continual monitoring of the budgets and identifying spend and potential risks.
- 2.11. Assumptions are that no further major issues arise from TOP or Office 365.

Appendix C

3. Asset Management Services

- 3.1. The current end of year forecast is that the department's budget will **underspend by £158k.**
- 3.2. **In summary** the key issues to note are:
 - The key contributing factor to the forecast underspend position is the continuing number of staffing vacancies (8.5FTE) within the team against the approved budget. Most recruitment has been put on hold pending a realignment of the service.
 - There remains concerns regarding the external contractor's revenue budget and an overspend has now been built into the end of year forecast. This will continue to be carefully monitored over the coming months.
 - There are a number of emerging potential budget pressure risks that are currently being monitored that relate to agile working, external wall systems, disrepair and asset modelling software.

Appendix D

4. Property Services

4.1. At the end of Q2 the Property Services repairs and maintenance budget is projecting a **deficit of £100k**.

4.2. In Summary

- **Staffing** – indicates a 3% decrease on original budget predictions, however agency costs and sub-contractor costs have increased as below.
- **Materials** – projects a circa £446k saving; which includes £292k in capital heating installs, £100k reduction in Scheduled Repairs and £61k on WOW materials. Some inflation has been projected as costs have increased in recent months. Overall Jewson's are predicting a 9% uplift on materials.
- **Contractors** - indicates a £588k increase; £400k as included for Electrical tests With £30k delivered by Fullwood's carrying out works that were suspended from the previous year (Covid) and 3 large Closomat disabled WC replacements at circa £10k
- **Agency** – shows a £85k increase for 6 trades to pick up the external works whilst company trade staff are transferred to scheduled repairs to help reduce backlog as Tomlinson's can only deliver 60% of the works that were originally identified for them to complete. The remaining 40% work will be completed in house and material costs have been adjusted to reflect this.

4.3. Risks

- Material shortages/further price increases (including fuel) with operational and financial risk. Currently prices are up to a 10% increase in the year in some places, with timber shortages the main issue. We will adjust fuel budgets at period 7, when we will have a clearer indication of the financial impacts.
- It is too early to indicate any impact by fuel shortages with movement in the month, but they now seem to be back on track suggesting limited impact on service delivery.
- Covid related absence has increased slightly across a number of teams but still manageable as we head towards the winter months.
- All R&M vacant posts have been evaluated to indicate, active recruitment, movements of staff, posts held over apprentices and posts yet to be filled that are covering agency costs due to the trade mix.

Appendix E

5. General Fund Housing Options

5.1. The Housing Options service is projecting a **deficit of £347k**, inclusive of the additional management fee of £246k (which was the projected deficit at Q1).

5.2. The main elements to this variance are detailed at 6.1 in the main body of the report, namely Temporary staff (£242k), Premises/Temporary Accommodation (£129k), Supplies & Services (Hotels £1,604k) Other income (Housing Benefit/grants £1,307k) Additional Management fee (£246k).

5.3. The service currently has a number of vacant posts, all of which are either in the process of recruitment or covered by temporary agency staff.

Vacant Posts	FTEs
Home Options Officer	3.0
Home Options Support Officer	1.0
Implementation Manager	1.0
Accommodation Support Officer	2.0
	7.0

5.4. The increase in the overall forecast deficit is due to an increase in projected spend on hotels due to the sustained increase in placements - particularly high cost family placements, and a reduction in the forecast recovery of costs via HB from 70% to 65% based on current levels.

5.5. Total number of nights in B&B remains high, but continued to reduce month on month. The number of people moving on from Hotels remains consistent, but during September we had 69 placements, with 26 of these being in the last week, including 11 on a single day.

5.6. The team is moving towards full capacity and will need to recover from the impact of the end of September placements during October. The length of stay has reduced with 62% of customers being placed within the last month and only 11 customers have been in Hotels for longer than two months, which demonstrates the continued progress to achieve move on options.

5.7. However, the impact is that Hotel numbers will remain at a level that requires security to be provided for longer than originally envisaged, potentially until the end of Q3. (Whilst it is an unrecoverable cost it has to be considered against the room rate charged compared to other hotels).

5.8. Risks – Demand - Current high levels of demand from new applicants continues or increases further. The impact of this spike in late September is that with increased staff capacity there will be more emphasis on casework and prevention, as well as rapid rehousing plans, which should reduce both the numbers placed and number of nights customers stay in hotels. It is difficult to project reduced number of hotel nights whilst demand remains high and supply of move on options remains relatively low. In addition, as illustrated above the impact of a one-week spike can significantly affect the outturn and future projections. Therefore, a prudent approach has been taken to forecasting projections.

5.9. Winter Pressures - As we approach the winter months and traditionally our busiest periods the use of hotel accommodation albeit at a reduced level in all probability will continue until year-end. The Winter Plan and resources within the Management Fee will mitigate this.

5.10. Staff Capacity – Employee costs - To build capacity in the team, temporary agency staff have been engaged to cover vacancies, short-term grant funded posts, and a recruitment campaign is in progress with sufficient interest to fill vacancies during November. The employee expense budget therefore will be fully committed.

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 September 2021

	Income / Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2021 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	28,594	14,300	13,720	-580	28,217	-377	-1%
Premises Expenses	2,068	1,030	734	-296	2,188	120	6%
Transport	2,367	1,180	1,157	-23	2,313	-54	-2%
Supplies & Services	3,159	1,580	2,589	1,009	5,022	1,863	59%
Materials-Buildings Services	5,941	2,970	2,667	-303	5,495	-446	-8%
Service Level Agreements	3,534	1,770	1,170	-600	3,578	44	1%
Total Management Expenditure	45,663	22,830	22,037	-793	46,812	1,150	3%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,253	630	739	109	2,009	756	60%
External Maintenance Contractors (Capital)	674	340	267	-73	674	0	0%
Total Maintenance Expenditure	1,927	970	1,006	36	2,683	756	39%
Gross Expenditure	47,590	23,800	23,043	-757	49,496	1,906	4%
Income							
Management Fee - HRA	-32,724	-16,360	-16,362	-2	-33,425	-701	2%
Management Fee - General Fund	-1,531	-770	-766	4	-1,777	-246	16%
Recharges to Capital Schemes (In House)	-10,588	-5,290	-5,303	-13	-9,876	713	-7%
Recharges to Capital Schemes (Contractors)	-674	-340	-267	73	-674	0	0%
Other Income	-2,073	-1,040	-611	429	-3,491	-1,418	68%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-47,590	-23,800	-23,309	491	-49,242	-1,652	3%
Surplus(-) / Deficit	0	0	-265	-265	253	253	-

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 September 2021 - General Fund Housing Options

	Income / Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2021 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	1,075	540	518	-22	1,232	158	15%
Premises Expenses	618	310	182	-128	768	150	24%
Transport	0	0	0	0	0	0	-
Supplies & Services	280	140	1,067	927	1,883	1,603	572%
Materials-Buildings Services	0	0	0	0	0	0	-
Service Level Agreements	50	30	0	-30	40	-10	-20%
Total Management Expenditure	2,024	1,020	1,766	746	3,924	1,900	94%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	0	0	0	0	0	0	-
External Maintenance Contractors (Capital)	0	0	0	0	0	0	-
Total Maintenance Expenditure	0	0	0	0	0	0	-
Gross Expenditure	2,024	1,020	1,766	746	3,924	1,900	94%
Income							
Management Fee - HRA	0	0	0	0	0	0	-
Management Fee - General Fund	-1,531	-770	-766	4	-1,777	-246	16%
Recharges to Capital Schemes (In House)	0	0	0	0	0	0	-
Recharges to Capital Schemes (Contractors)	0	0	0	0	0	0	-
Other Income	-493	-250	0	250	-1,800	-1,307	265%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-2,024	-1,020	-766	254	-3,577	-1,553	77%
Surplus(-) / Deficit	0	0	1,001	1,001	347	347	-

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 2 December 2021

Item : 11

Subject : Q2 Capital Monitoring Report
2021/22

Presented by : Julie Crook
Director of Corporate Services

Prepared by : David Henderson
Management Accountant

Purpose : To inform Board of the projected capital expenditure for 2021/22, the funding available and the actual and committed expenditure to date as at 30th September 2021.

Recommendation:

For Board to acknowledge the Capital Monitoring Report and the projected outturn for the financial year 2021/22.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

To: Board

Agenda Item No. 11
Date: 02 December 2021

1. Report Title

1.1 Q2 Capital Monitoring Report 2021/22 as at 30 September 2021.

2. Executive Summary

2.1 The reported projections at Q2 show the planned, in-year spend on the Housing Capital Programme would be £26.43m, an under-spend of £1.77m from the revised budget.

3. Purpose

3.1 To inform Board of the projected capital expenditure for 2021/2022, the funding available and the actual and committed income and expenditure to date as at 30th September 2021.

4. Recommendation

4.1 Board is asked to acknowledge the Capital Monitoring Report and the forecast outturn for the financial year 2021/2022.

5. Background - Housing Capital Programme 2021/22

5.1 The Housing Capital Programme for 2021/22, for which SLHD has overall financial management is summarised at **Appendix A**. The projected in year spend of £26.43m is an under-spend of £1.77m from the revised quarter 1 budgeted expenditure of £28.20m.

5.2 Further analysis of the Housing Capital Programme can be found at **Appendices B&C:-**

1. **Appendix B**. Public Sector Housing Capital Programme.
2. **Appendix C**. Private Sector Housing Capital Programme.

5.3 SLHD manage the finances for the whole of the housing capital programme.

5.4 The Council approved a four year Housing Capital Programme on 1st March 2021, totalling £174m across the four years.

The main priorities of the programme in 2021/22 are:

- Council House build programme.
- Council House improvement and maintenance programme.

- Fire safety improvements.
- Electrical works.
- Energy efficiency works.
- Net zero carbon.

6. Expenditure Variances

6.1 The following paragraphs give explanations of expenditure variances as shown in Appendix A. Following consultation with Audit Committee, only variances in excess of £250k or 20% of scheme costs are detailed in the report. (Under) / Over spends and %'s are summarised below.

SLHD Managed Schemes

6.2 The element of the capital programme managed by SLHD is forecast to outturn at £20.20m against resources of £21.97m, an under-spend of £1.77m.

6.3 (£0.20m, 100%, under budget), Sprinklers / Fire Safety Works
The settlement of the sprinkler fire safety works final account has been slipped into 2022/23 pending the resolution of some newly arising contract queries.

6.4 (£0.34m, 4%, under budget) External Works

(£0.25m) Communal Hall Refurbishment / Conversions

The planned communal hall refurbishments have been delayed to allow the contractor to deliver the ongoing capital works in the programme that directly affect the tenants.

(£0.03m) Structural Works

The forecast has been reduced to reflect the delay in the commencement of a number of referrals, pending the return of the contractor's quotes.

(£0.06m) Shops and Flats

The focus to bring the current void shop units back into use has been hampered as a number have been returned in a very poor state, resulting in the need for additional works to be carried out.

6.5 (£0.60m, 93%, under budget) Residential Site Improvements

The design and consultation process relating to the investment across three Gypsy & Traveller and the three park homes sites is anticipated to commence shortly. It is unlikely that any significant works will commence until 2022/23.

6.6 (£0.20m, 86%, under budget) Assistance Loans

The forecast spend has been revised pending the new empty homes loan product being approved by Sheffield Homes and loans.

7. DMBC Managed Schemes

7.1 The element of the capital programme managed by DMBC is forecast to outturn at £6.23m against resources of £6.23m.

7.2 There are no reportable variances.

8. Future Plans / Work In Progress.

8.1 Appendix D details of the outcomes delivered by the capital programme for 2021/2022 including:-

- Original number of properties forecast to receive benefit in the year.
- Actual number of properties receiving benefit to date.
- Revised number of properties estimated to benefit in the year.

8.2 The Asset Management and Environmental Strategies have now been approved and will shape the investment in future years. It is likely a 10-year plan will be approved for the Housing capital programme in the next budget round.

8.3 Various areas of the programme are being affected by the increase in the time taken for refurbishment & demolition asbestos surveys, due to a number of factors including surveyor and laboratory analysis capacity. The contracts for this work are currently being re-tendering and extra surveying and analytical capacity has been sourced in the interim period.

8.4 The contract with Willmott Dixon Construction Ltd for the new build developments at Adwick, Edenthorpe and Intake to deliver 33 units has now been signed. The Edenthorpe and Intake schemes are programmed to be completed by November 2022 and the Adwick scheme by January 2023.

8.5 SLHD are in the process of implementing the National Housing Federation (NHF) schedule of rates, as replacements to the existing rates which are out of date and not fit for purpose. As the financial impact of moving to the new rates is yet to be finalised, the forecasts used in this report are based on the existing rates and assume no change to the budgeted delivery.

9. Procurement

9.1 All the work delivered through the DMBC capital programme were procured in line with the requirements of DMBC's financial procedure rules and contract standing orders.

9.2 Delivery of the projected programme for 2021/22 will be subject to the ability to procure building materials and contractors as the company, borough and the country is experiencing both supply and inflationary increases issues across the sector.

10. VFM Considerations

10.1 Efficiency and Value for Money principles have been adopted throughout the capital monitoring process.

11. Financial Implications

11.1 All the financial implications are considered within the body of the report.

12. Legal Implications

12.1 There are no legal implications arising from this report.

13. Risks

13.1 Risk implications are implicit in the report. DMBC's Capital Programme budget was £34.1m to deliver a number of priorities, primarily building new affordable homes and improving and maintaining existing housing stock.

13.2 Other noteworthy risks which will potentially have a financial impact are;

- Contract risk with Fortem;
- Fire doors;
- Ongoing compliance risks;
- Ongoing investigations of the render on high rise blocks.

Mitigation measures are being introduced to address these issues including; the restructuring of the Asset Management Team and the employment of our; Head of Building Safety and a number of subject matter experts (6 posts). We are also currently out to advert to recruit to the newly created Building Safety Manager post.

14. IT Implications

14.1 Not applicable.

15. Consultation

15.1 All Budget holders and EMT.

16. Diversity

16.1 There are no diversity issues arising from this report.

17. Communication Requirements

17.1 There are no communication requirements arising from this report.

18. Equality Impact Assessment (New / Revised Policies)

18.1 Not Applicable

19. Environmental Impact

19.1 There are no environmental impact resulting from the proposals in this report

20. Report Author, Position, Contact Details

20.1 David Henderson
Management Accountant 01302 737987

21. Background Papers

21.1 Capital Programme (2021/22-2024/25) budget report 1st March 2021.

Summary of Housing Capital Programme 2021/22 as at 30th September 2021

	Original Estimate - Approved Programme £000	Revised Budget Inc slippage £000	Forecast Outturn £000	Variance Outturn to Revised budget £000
SLHD Managed Schemes				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	3,150	3,150	3,150	0
Mechanical and Electrical Improvements	2,953	2,256	2,109	(147)
Sprinklers / Fire Safety Works	200	200	-	(200)
Internal Works	3,119	2,199	2,007	(192)
External Works	10,087	8,844	8,507	(337)
Environmental Works	1,861	1,964	1,964	(0)
IT Improvements	196	209	209	0
Acquisitions	391	691	592	(99)
Residential Site Improvements	640	644	44	(600)
Assistance Loans	220	232	33	(199)
Demolition HRA	-	80	80	0
Sub-Total	24,317	21,969	20,195	(1,774)
DMBC Managed Schemes				
Adaptations for the Disabled	2,200	2,200	2,200	0
Council House New Build	7,072	3,198	3,225	27
Affordable Housing	-	263	263	0
Demolitions	530	567	543	(24)
Sub-Total	9,802	6,228	6,231	3
Overall Housing Programme Total	34,119	28,197	26,426	(1,771)
Funding				
Major Repairs Reserve / Depreciation	22,559	15,560	14,961	(599)
Revenue Contribution - HRA	9,349	9,660	9,660	0
Usable Capital Receipts	2,211	2,406	1,234	(1,172)
Section 106	-	263	263	0
Prudential Borrowing	-	-	-	0
Flood Grant	-	308	308	0
Under(-) / Over Commitments	34,119	28,197	26,426	(1,771)
Percentage Funded	100%	100%	100%	

Summary of Housing Capital Programme 2021/22 as at 30th September 2021

	Original Estimate - Approved Programme	Revised Budget Inc slippage	Forecast Outturn	Variance - Outturn to Revised Budget
	£000	£000	£000	£000
SLHD Managed Schemes				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	3,150	3,150	3,150	0
Mechanical and Electrical Improvements	2,953	2,256	2,109	(147)
Sprinklers / Fire Safety Works	200	200	-	(200)
Internal Works	3,119	2,199	2,007	(192)
External Works	10,087	8,844	8,507	(337)
Environmental Works	1,861	1,964	1,964	(0)
IT Improvements	196	209	209	0
Acquisitions	391	691	592	(99)
Demolition HRA	0	80	80	0
Sub-Total	23,457	21,093	20,118	(975)
DMBC Managed Schemes				
Adaptations for the Disabled	2,200	2,200	2,200	0
Council House New Build	7,072	3,198	3,225	27
Sub-Total	9,272	5,398	5,425	27
Overall Housing Programme Total	32,729	26,491	25,543	(948)
Funding				
Major Repairs Reserve / Depreciation	22,559	15,560	14,961	(599)
Revenue Contribution - HRA	9,349	9,660	9,660	0
Usable Capital Receipts	821	963	614	(349)
Prudential Borrowing	0	0		0
Flood Grant	0	308	308	0
Under(-) / Over Commitments	32,729	26,491	25,543	(948)
Percentage Funded	100%	100%	100%	

Summary of Housing Capital Programme 2021/22 as at 30th September 2021

	Original Estimate - Approved Programme £000	Revised Budget Inc slippage £000	Forecast Outturn £000	Variance - Outturn to Revised Budget £000
SLHD Managed Schemes				
Caravan Site Improvements	640	644	44	(600)
Assistance Loans	220	232	33	(199)
Sub-Total	860	876	77	(799)
DMBC Managed Schemes				
Affordable Housing	0	263	263	0
Demolitions	530	567	543	(24)
Sub-Total	530	830	806	(24)
Overall Housing Programme Total	1,390	1,706	883	(823)
Funding				
Usable Capital Receipts	1,390	1,443	620	(823)
Section 106	0	263	263	0
Under(-) / Over Commitments	1,390	1,706	883	(823)
Percentage Funded	100%	100%	100%	

Capital Outcomes

Programme	Description	2021/2022 Estimated Outcomes	Number Completed as at Q2	Revised forecast for the year	Notes
		No Homes Benefitting			
Mechanical & Electrical	Heating conversions and upgrades, (In house/ Contractor)	1,100	236	986	
	Electrical planned works, Periodic electrical testing and LED lighting upgrades, (In house)	N/A			
	Electrical planned works, High Rise and Sheltered Flats, (Contractor)	345	48	548	
	Lift replacement Lonsdale, (Contractor)	0	0	0	
	Mechanical planned works to district heating systems, Town Centre & Wheatley, (Contractor)	All Balby Bridge			
Internal Works	Kitchen replacements, (In house)	48	9	23	
	Bathroom replacements, (In house)	20	7	22	
	Electrical works including installation of Extractor fans, Smoke alarms and Heat detectors, (In house)	1,500	830	1,730	
	Fire safety remedial works following fire risk assessments including fire door replacements, (Contractor)	1,223	0	700	All high rise and high risk flat blocks
	Reactive repairs to existing stock, (In house)	N/A			
External Works	Planned Maintenance. Roofs and associated external works, Mexborough, Cantley, (In house)	406	166	366	
	External ECO works including wall Insulation, Balby, Armthorpe, Woodlands, (Contractor)	557	187	292	
	Structural remedial works, (Contractor)	30	7	26	
	Shops and flats. Roof replacements & shop frontage replacements, Balby, cantley, Scawthorpe, (Contractor)	6	1	3	
	Communal halls. Various internal improvements and repairs, (Contractor)	N/A			
	Conversion of Communal halls into dwellings, (Contractor)	5	0	1	in house delivery
Environmental Works	Estate car parking schemes to help ease traffic congestion, (Contractor)	68	1	76	Car parking spaces
	Improvements to 20 garage sites, (Contractor)	90 demolitions	7	36	36 demolitions forecast this year as two schemes slipped to 2022/23
	Estate roads and paths. Improvements to former garage sites to alternate usage, plus reactive works on Cat 1 hazards, (Contractor)	100	42	83	

Total**All works carried out Borough wide unless stated.**

ST LEGER HOMES OF DONCASTER

Board Briefing Note

Title:	Board Members Expenses and Attendance Register
Action Required:	Board are asked to note the information as an accurate record
Item:	12
Prepared by:	Julie Crook, Director of Corporate Services
Date:	2 December 2021

1. Summary

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

2. Background

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

3. VFM Considerations

- 3.1 From October 2011 both Tenant and Independent Board Members have an Agreement for Services. Board Members nominated from the Council receive no remuneration directly from the company as membership of SLHD Board is regarded as part of their Council duties.
- 3.2 In addition to Board and Committee meetings, attendance at training when appropriate ensures that Board Members have the level of skills and experience required to consider the information presented and make decisions. A copy of the attendance registers can be found at Appendix A.
- 3.3. Board strategic planning (half) days have taken place in July, September and November 2021.

Further, board strategic planning (half) days are scheduled for:

- 7 July 2022 and
- 3 November 2022.

4. Financial Implications

- 4.1 For the financial year 2021/22 a budget of £31,280 was included within the overall budget.

Expenditure to date is £14,297 and the projected outturn is £25,580. This projected saving is due to underspends on recruitment and conferences budgets.

5. Declarations of Interest

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

6. Legal Implications

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

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

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

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

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

7. Risk

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

8. Background Papers

8.1 Appendix A – Board and Committee Member Attendance Record
Appendix B – Declaration of Interests

Appendix A

Main Board Attendance Record

Appendix A

	Board Meeting	Board Meeting	Board Meeting	Board Meeting	Board Meeting	Board Meeting	Board Meeting
BOARD MEMBER	07-Oct-20	25-Nov-20	27-Jan-21	31-Mar-21	26-May-21	05-Aug-21	07-Oct-21
Dave Wilkinson, Chair	1	1	1	1	1	A	1
Anthony French	1	1	1	1	1	1	1
Dave Richmond	1	1	1	1	1	1	1
Joe Blackham	A	1	1	A	1	A	A
Phil Cole					1	1	1
Richard Allan Jones	1	1	1	1	1	1	1
Sam Bartle	1	1	1	A	1	A	1
Steve Lyons	1	1	1	1	1	1	1
Stuart Booth	1	1	1	1	1	1	1
Susan Jones	1	1	1	1	1	1	A
Trevor Mason	A	1	1	1	1	1	1

Total meetings attended	Total meetings held	%
6	7	86
7	7	100
7	7	100
3	7	43
3	3	100
7	7	100
5	7	71
7	7	100
7	7	100
6	7	86
6	7	86

KEY

- Apologies Received
- Attendance
- No Recorded
- Not applicable
- Attendance not required

A
1
NRA

St Leger Homes of Doncaster Limited

Register of Board Members' Interests Revised following 2021 AGM

Name	Category	Interest	Date Interest Arose	Date Interest Ceased	Date of Retirement
Dave Wilkinson	IBM	<ul style="list-style-type: none"> • Director – Interaction & Communication Academy Trust 	On Incorporation		
Anthony French	TBM	<ul style="list-style-type: none"> • Tenant of DMBC owned property • Sole Trader of Anthony French : reFresh 	On Incorporation On Incorporation		
Steve Lyons	TBM	<ul style="list-style-type: none"> • Tenant of DMBC owned property • Non-Executive Director of Healthwatch Doncaster • Volunteer member Healthwatch Doncaster • Volunteer member of Great North Road Medical Group Patient Forum • Volunteer member PPG Network 	On Incorporation On Incorporation On Incorporation On Incorporation On Incorporation		
Sam Bartle	TBM	<ul style="list-style-type: none"> • Tenant of DMBC owned property 	On Incorporation		
Trevor Mason	IBM	<ul style="list-style-type: none"> • N/A 	On Incorporation		
Stuart Booth	IBM	<ul style="list-style-type: none"> • Employee of South Yorkshire Fire and Rescue 	On Incorporation		
Susan Jones	IBM	<ul style="list-style-type: none"> • Owner/Partner - Jones Management Solutions Ltd • Director - Maria Mallaband Care Group 	On Incorporation 29.10.21		
Phil Cole	CBM	<ul style="list-style-type: none"> • Councillor of Doncaster Metropolitan Borough Council • YPO Director (DMBC Representative) • Volunteer at Friends of Martinwells Lake • Volunteer at Warmsworth Environmental Group • Volunteer at RVS Vaccination Centre 	On Incorporation On Incorporation On Incorporation On Incorporation On Incorporation		

		<ul style="list-style-type: none"> Member of Doncaster North Labour Party 	On Incorporation		
Joe Blackham	CBM	<ul style="list-style-type: none"> Councillor of Doncaster Metropolitan Borough Council Director of South Yorkshire Passenger Transport Executive Board Director of Moorends Miners Welfare & Community Development Centre 	On Incorporation 18.11.20 18.11.20		
Richard Allan Jones	CBM	<ul style="list-style-type: none"> Councillor of Doncaster Metropolitan Borough Council Parish Councillor Sprotbrough Sprotbrough Community Library 	On Incorporation 27.11.19		
Alan David Richmond	Chief Executive	<ul style="list-style-type: none"> Chief Executive of St Leger Homes of Doncaster Non Executive Director of Unity Housing Association Ltd 	On Incorporation 14.11.21		
Retired / Resigned					
Jane Nightingale	CBM	<ul style="list-style-type: none"> Councillor of Doncaster Metropolitan Borough Council Director of Jackson Butchers Ltd 	On Incorporation	23.10.18	Jan 2021

Board Forward Plan

	3rd Feb 22	7 April 22	26 May 22	7 July 22	4 Aug 22	6 Oct 22	1 Dec 22
Pre-Board discussion item (BOARD ONLY)	Organisational Culture (inc reference to corporate plan)	Repairs Excellence					
Minutes of the previous meeting	✓	✓	✓		✓	✓	✓
Chairs / CEO Update	✓	✓	✓		✓	✓	✓
KPI Performance	✓	✓	✓		✓	✓	✓
Committee minutes	✓	✓	✓		✓	✓	✓
QUARTERLY ITMES							
Capital/Revenue Monitoring	✓				✓		✓
Health & Safety Performance Update	✓		✓			✓	
Strategic Risk Register	✓	✓			✓		
6 MONTHLY ITEMS							
Annual Development Plan - Current Year	✓					✓	
Board Expenses & Attendance Register (Dec report includes new Declarations of Interest forms)			✓				✓
Board Forward Plan			✓				✓
ANNUAL ITEMS							
Financial Statements - <i>one item early July Board meeting</i>				✓			
People Strategy Update			✓				
Budget Approval		✓					
ICT Strategy Update						✓	
Year-end Performance			✓				
Health & Safety Annual Report						✓	
Annual Development Plan and draft KPI's – Year ahead	✓ (draft)	✓ (final sign off)					
Annual Development Plan - Year End Review			✓				
Annual Fairness and Equality report							✓

Board Forward Plan

Modern Slavery Statement			✓				
Value for Money Statement							✓
Committee Annual Reports						✓	
Board TOR Review (inc in CEO Report)						✓	
Social Statement							✓
AD-HOC ITEMS							
Customer Voice Strategy (previously known as Customer Involvement Strategy)	✓						
Governance Standard and NHF code of Governance update							
Communications Strategy	✓						
Equality and Diversity Strategy		✓					
Fencing Policy review		✓					
Feedback report on September 21 Strategic Planning Day							
Committee Membership Review		✓					
Housemark	✓						
Homelessness Update	✓						
Corporate Plan Refresh	✓						

Governance Summary Communications Template

Report from:	Audit & Risk Committee	
Date of meeting:	1 November 2021	
Report author:	Trevor Mason	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
<p><u>1. Temporary Accommodation Charges.</u> The Head of Finance and Business Assurance provided an update commenting that unfortunately the numbers had not tapered off and were on the increase again, with an average of around 60 cases per night and this was expected to be the case going forward.</p> <p><u>2. Monitoring of SLHD Internal Audit Programmes by DMBC Internal Audit</u> It was noted that the 2 outstanding recommendations were in the process of being implemented and both related to the "Go Live" implementation of Open Housing.</p> <p><u>3. The One Project (TOP)</u> TOP was discussed at a number of points during the meeting.</p>	<p>A member requested that we look further at the classifications and the reasons at the next meeting.</p> <p>The Chair reported that we had previously agreed to discuss this at the main board in December. The Director of Corporate Services would request that this analysis be presented to the main board.</p> <p>The Chair commented that this was a pleasing report and we would soon be at the point of no outstanding actions.</p> <p>A Member requested an update refresher on the TOP programme.</p> <p>The Chair suggested that the committee have a report on the outcomes of the project in the Spring.</p> <p>The Director of Corporate Services agreed to arrange this.</p>	
Additional notes for communication to governance:		
None.		

St. Leger Homes of Doncaster Limited

AUDIT & RISK COMMITTEE MEETING

1 November 2021 via ms teams

Present

Trevor Mason (Chair), Richard Allan Jones and Anthony French

In Attendance

Julie Crook - Director of Corporate Services (JCr), Nigel Feirn - Head of Finance and Business Assurance (NF), Nicci Frost-Wilson - Doncaster Council's Internal Audit Manager (NFW) and Shauna Brady – Executive Support Officer (minutes).

	Apologies and Quorum	ACTION
1.1	Quorum was noted and the meeting commenced. It was noted that AF was having difficulty joining the meeting.	
2.	Declarations of Interest by Board Members	
2.1	There were no declarations of interest.	
3.	Previous Minutes and Matters Arising – 24 June 2021	
3.1	The minutes of the meeting held on 24 June 2021 were agreed.	
3.2	<p>From Agenda Item 5.4 Temporary Accommodation Charges</p> <p>The Head of Finance and Business Assurance provided an update commenting that unfortunately the numbers had not tapered off and were on the increase again, with an average of around 60 cases per night and this was expected to be the case going forward.</p> <p>The Chair asked if this was a rolling 60? It was noted that it was.</p> <p>A member asked were there people within the figures from private accommodation too? It was noted that yes they were.</p> <p>A member requested that we look further at the classifications and the reasons at the next meeting.</p> <p>The Chair reported that we had previously agreed to discuss this at the main board in December. The Director of Corporate Services would request that this analysis be presented to the main board.</p>	JCr

- 3.3 **From Agenda Item 5.5 Shop Flats and Associated Rents**
It was noted that the timescales for completion were now within the Audit report.
Action: Complete.
- 3.4 **From Agenda Item 6.4 Internal Audit Reports - Rents**
It was noted that the timescales had been reviewed.
Action: Complete.
- 3.5 **From Agenda Item 8.2 Audit & Risk Committee Annual Report**
The Director of Corporate Services reported that the report had been amended.
Action: Complete.
- 3.6 **From Agenda Item 10.5 Procurement Update**
It was noted that details of waivers applied for but not approved would be included within future reports. An update was provided regarding the movement of the Procurement services to DMBC on 1 December 2021. It was noted that there were 9 outstanding waivers but significant progress was being made.
4. **Monitoring of SLHD Internal Audit Programmes by DMBC Internal Audit**
- 4.1 The Head of Finance and Business Assurance reported that we were in a positive position as per 2.7 of the report, with only 2 outstanding recommendations.
- 4.2 It was noted that the 2 outstanding recommendations were in the process of being implemented and both related to the “Go Live” implementation of Open Housing.
- 4.3 The Chair commented that this was a pleasing report and we would soon be at the point of no outstanding actions.
5. **Internal Audit Reports – Van Stocks**
- 5.1 The Internal Audit Manager reported that this was a positive report, one point to note within the report was the return process. A workaround solution had to be put in place, mainly for large items.
- 5.2 The Chair commented that that we were placing a lot of reliance upon carbonated forms, which seemed to be an antiquated way of working?
- 5.3 The Director of Corporate Services agreed, however unfortunately at the present time this was the only practical solution until the technology was available. This was one area of the business where the implementation of Open Housing had resulted in a backward step, however this was on our list of urgent priorities to improve.

- 5.4 A member queried the total value of the 201 individual van stores as it mentioned in the report that 30 of these stores were empty at the time of the audit?
- 5.5 It was noted that 171 of the vans had stock on them, this was to the value of approximately £373k, the 30 vans that were reported as being empty of stores were multi-use vehicles or vans to be utilised in case of breakdowns.
- 5.6 A member suggested that it may be useful for clarity that we are clear within the report that these stores are “boxes”.
- 5.7 It was noted that this was the case for some vehicles, however some vans had been racked out.
- 5.8 The Director of Corporate Services reported that we are concerned about the value of items on vans and there had been some small issues of theft.
- 5.9 A member queried if crime was a large problem and what has the company done to try and combat this?
- 5.10 The Director of Corporate Services reported that the vast majority of vehicles were kept at people’s homes, with break ins in certain areas and power tools being taken. All precautions are being taken and “quite often” referred to, relates to around 1 van a month being broken into. This was not a significant risk.
- 5.11 A member asked if he could have further clarification on the types of stores currently utilised.
- 5.12 It was noted that there were 3 types of stores – vans, call out container and an emergency box for call out.
- 5.13 The Chair suggested that any further clarification could be discussed outside the meeting.
- 5.14 **The Committee noted the contents of the report.**
- 6. Strategic Risk**
- 6.1 The Head of Finance and Business Assurance reported that a full review of the Strategic Risk Register (SRR) had been undertaken collectively by the Leadership team at their in person meeting on 5 October 2021.
- 6.2 It was noted that there had been very little movement on the risks since the last report.
- 6.3 It was noted that both phase 2 on Open Housing and agile working had now gone live.

- 6.4 The Chair commented that he was surprised that there was no change to the risk assessment for staffing and the issues with recruitment and also materials.
- 6.5 The Director of Corporate Services reported that we have had a push on recruitment and we have had a large number of applicants to the 12 current vacancies in the Home Options team. As we are finding it difficult to recruit Electricians, we have looked at a different approach to this, highlighting the different benefits of working for us.
- 6.6 With regards to materials, we have looked at increasing the value of stock we hold and we had also increased the list of suppliers.
- 6.7 A member asked were we paying over the odds to use agency staff?
- 6.8 The Director of Corporate Services replied that we are using contractors along with looking at the apprentice programme and also working closely with DMBC to see if we can undertake more partnership working. Unfortunately, it was impossible to match the market rate for electricians.
- 6.9 **The Committee noted the contents of the report.**
- 7. Risk Management Framework**
- 7.1 The Head of Finance and Business Assurance reported that he had looked at this in depth and there had been quite a lot of movement.
- 7.2 In addition, the Regulator annually published a housing sector risk profile report, with the latest published in October 2021. It was noted that the published sector profiles could be found on the government website of the following link and it was worth reading:
- <https://www.gov.uk/government/collections/sector-risk-profiles>
- 7.3 The framework we have in place was still fit for purpose and has just had a general refresh, with the only main change at section 3.
- 7.4 It was noted that DMBC's insurance providers had reviewed our framework 2 years ago and confirmed that it was in a good position.
- 7.5 The Chair queried if we had a regular time and cycle in place to review, also how was the document disseminated?
- 7.6 The Head of Finance and Business Assurance reported that we review every 3 years and the Strategic Risk register was reviewed every quarter by Board or by the Audit and Risk committee.
- 7.7 With regards to dissemination, the framework was discussed at EMT and also published on the intranet, although he fully understood the Chair's point regarding the Risk Appetite.

- 7.8 A Member queried the functionality of the links within the report.
- 7.9 The Head of Finance and Business Assurance reported that this was a formatting issue and confirmed that the link worked properly on word documents.
- 7.10 **The Committee noted the contents of the report and approval was given to the update.**

8. Fraud Register and Related Activities

- 8.1 It was noted at the last meeting, we reported that we were investigating one disciplinary case where the potential allegations were fraud related. This investigation had now concluded and resulted in a disciplinary hearing where the outcome was no sanction for the employee.
- 8.2 There was an agreed action plan for HR and Housing Management as a result of this case.
- 8.3 The Director of Corporate Services reported that this related to a Caretaker and issues around timekeeping. Unfortunately, the investigation was not very thorough and went straight to gross misconduct. Measures had been put in place to prevent any such re-occurrences and a new check in procedure had been rolled out along with the embedding of a performance management culture.
- 8.4 **The Committee noted and agreed the contents of the report.**

9. Revenue Monitoring

- 9.1 The Director of Corporate Services reported that this information would go to board in December. The position was still tight with a projected predicted deficit of £253k, with a small surplus on Housing Revenue Account of £94k.
- 9.2 A member queried how the increasing costs of temporary accommodation was being met?
- 9.3 The Director of Corporate Services reported that there are some Government grants and Covid grants available and we are trying to predict the figures for future years as the grant income would not be maintained.
- 9.4 It was noted that there was a visit taking place shortly by the Government agency to look at homelessness and the issues we are facing.
- 9.5 The Chair reported that the staff underspend due to the 8.5% vacancy factor had assisted with keeping the budget in balance.

9.6 The Director of Corporate Services reported that we have had significantly less income coming in due to staff isolation and the number of covid cases, however with the changes in regulations we shouldn't see the drop in income going forward.

9.7 A member sought clarification, as his understanding was the cost of agency staff was not any greater than in-house staff.

9.8 Clarification was given in that the market rate for electricians was significantly higher, although the rates for other staff was comparable.

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

10. **Capital Monitoring**

10.1 The reported projections at Q2 show the planned, in-year spend on the Housing Capital Programme would be £26.43m, an under-spend of £1.77m from the revised budget.

10.2 It was noted that all departments were being asked to be as realistic as possible with predictions and a thorough, line-by-line review of expenditure was undertaken every month.

10.3 It was noted the slippage relating to residential site improvements and expenditure would happen in future years.

10.4 A member queried the plan for the £1.77m underspend.

10.5 The Director of Corporate Services confirmed that the money would be rolled over into next year, although there was always the option to bring projects forward.

10.6 **The Committee noted the report.**

11. **Forward Plan**

11.1 Nothing was raised.

11.2 A Member asked for clarification with regards to the Audit Programme, discussed earlier on the agenda and the summarised findings at Appendix B.

11.3 The Head of Finance and Business Assurance clarified that the report was now in portrait and as discussed earlier we had only 2 outstanding actions relating to Open Housing and the implementation of the system.

11.4 The Director of Corporate Services reported that we have implemented these and are gathering the evidence which will then be forwarded onto the Internal Audit Manager for sign off and at that point there would be no outstanding actions.

- 11.5 A Member requested an update refresher on the TOP programme.
- 11.6 The Director of Corporate Services said that it was about having one IT system across the company so we can access all records across the business instead of navigating around several different systems. We have achieved this on the whole apart from customers on the waiting list.
- 11.7 The Chair suggested that the committee have an oversight of the project as a refresher in the Spring.
- 11.8 The Director of Corporate Services agreed to provide this.

JCr

Date and Time of Next Meeting

4 March 2022 – 10 am

The meeting closed at 15.10.

Governance Summary Communications

Report from:	<i>Employment and People Committee</i>	
Date of meeting:	3 November 2021	
Report author:	<i>Dave Wilkinson</i>	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
<p><u>Agile Working Update</u> Committee received an update on progress towards the organisation having a more agile working arrangement, including detail on the review of buildings and office space and discussed how the number of people who are working from an office base was increasing.</p> <p><u>Apprenticeship Update</u> Committee were appraised of current Apprenticeship Activity, specifically around vacancies, recruitment and current number of apprentices within the business.</p> <p><u>People Development Framework</u> Committee were presented with progress on the delivery of a revised People Performance Management process noting the detail of the framework including the 3 different sections of Embedding, Development and Growing.</p>	<p>Committee noted the position including reference to a number of policies that required review due to them being impacted by working in a new agile way.</p> <p>Committee noted the update agreeing that the report provides good news opportunities and requested this is progressed through all mediums both internally and externally. Committee also discussed training opportunities across Doncaster and agreed for benchmarking with other ALMO's to take place.</p> <p>Committee noted the information provided welcomed the wider piece of work to agree a range of behaviours that set out expectations for each of the levels which was also to highlight unwanted behaviours to provide further clarity to Managers.</p>	
Additional notes for communication to governance:		
Committee were also presented with early Headlines from the Staff Survey which was undertaken throughout October and noted the detail but understood that more indepth analysis was required. The Head of HR and Organisational Development committed to providing more detailed information over the coming weeks.		

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

Tuesday 3rd November 2021 at 9.00am

Present

Dave Wilkinson (Chair), Councillor, Susan Jones, Anthony French,

In Attendance

Dave Richmond (Chief Executive), Sarah Moore (Head of HR and Organisational Development), Leandra Graham-Hibling (EA to Chief Executive)

ACTION

1. Apologies and Quorum

1.1 Apologies were received from Joe Blackham. The meeting was quorate.

2. Declarations of Interest by Board Members

2.1 There were no declarations made.

3. Minutes of the previous meeting held on 14 September 2021 and matters arising

3.1 The minutes of the previous meeting were agreed as a true record with the following matters arising.

3.2 From Item: 8.1 – AOB – Forward Plan

The Head of HR and Organisational Development provided an overview on plans and priorities around the organisations culture. She advised this aligned with the People Strategy and coincides with plans to work towards gaining Investors In People Accreditation.

She proposed a report is considered at Committee in February, which will outline plans with priorities from the initiatives being added into the People Strategy for monitoring and delivery.

Members suggested that in terms of the culture of the organisation, that whilst we have a set of values and behaviours, we need to set out where we are aspiring to be and have a competitive edge with a clearly defined culture. SM suggested having an initial debate with Board.

The Chief Executive advised there are clear links to discussions around revising the Corporate Plan which is being discussed at Board in February. He went on to advise that whilst this was a mid-term review of the Corporate Plan rather than a fundamental review, Board have asked for some changes to be made before they review it again at their meeting in February and this will be a great time to have a discussion about what we are trying to achieve around culture. The Head of HR and Organisational Development agreed to form a small working group with Susan Jones in

SM

order that a series of recommendations can be discussed at the Board meeting.

Post meeting note:- at the Board Strategic Planning Day on 4th November, there was agreement that the Pre-Board Presentation session would be a presentation around Organisational Culture with reference to the revised Corporate Plan, to enable Board debate and consultation with further reports around development being presented to Employment and People Committee from then on.

**SM/ DR
LGH**

4. Agile Working Update

4.1 The Head of HR and Organisational Development provided an update to Committee on progress towards the organisation having a more agile working arrangement, with more in-depth information in relation to a series of consultation events that are taking place across the organisation.

4.2 It was noted that consideration is being given to our facilities including a review of office accommodation with an example given over the closing of St Leger House, originally due to an IT issue, which has led to the building being closed for the foreseeable future with other offices available for colleagues to work from if they want to. It was noted that this type of testing of office accommodation is taking place across the organisation. This also includes a review of Head Office accommodation with proposals to move Head Office services into the Council's Civic Building. It was noted that if this move takes place, it is expected this will take place in early 2022.

Committee were reassured that Leadership continue to communicate with the workforce as much as possible.

A Member suggested there may be staff concern over car parking if the Head Office is re-located to the town centre. The Chief Executive advised that this will be considered.

4.3 A Member asked, in terms of Covid, at what point are we going to start asking people to come back to working in the office?

The Head of HR and Organisational Development advised that we have already progressed this, and already a number of teams are working from the office permanently. It was noted a large number of team meetings and one to ones / check ins are now taking place face to face. Members were advised that this priority was progressing well and we were ahead in terms of what our partner organisations were doing but there was still a lot to do.

The Chair asked if there was any concerns raised about this from colleagues who work in a front line service and therefore do not have the opportunity to work from home even if they wished to do so? The Head of HR and Organisational Development advised that initially there had been some initial concerns raised, however these have reduced now front line working colleagues can see more and more that others are returning to the office.

Committee agreed that a hybrid approach for our support/office based staff is a good model and seems to be working well at present and will grow organically.

The Chief Executive took the opportunity to advise Committee that very recently he requested and arranged for the whole of the lettings team to be based at Shaw Lane, on a temporary basis, to see if the arrangement enabled them to work more effectively together with the rest of the voids team to try reduce communication issues.

He further advised that communications have been circulated advising that staff are able to work from home if they wished, and if their role allowed, however there was a reminder that if they were asked to come into the office, there is an expectation that this happens.

4.4 The Chief Executive asked Members to note reference to Flexi-Time on the last slide, where it was noted that there were no plans to change the current flexi time arrangement in place. He advised that there had been some incorrect facts raised with the Mayor which had since been clarified and that the opportunity to work more flexible was an additional option to flexi time.

4.5 **Committee noted the update provided and thanked the Head of HR and Organisational Development for her work on these priorities.**

5. **Apprenticeship Update**

5.1 The Head of HR and Organisational Development presented a paper which had been originally prepared as an action from the July 2021 quarterly union meeting who had requested an update on apprenticeship activity specifically providing detail of vacancies, recruitment and current numbers within the business. It was thought this briefing would be helpful for Employment and People Committee.

5.2 The Head of HR and Organisational Development asked Members to note that the term 'Apprentices' does not just mean new starters coming into the business, and that they can be current employees who are upskilling and utilising the apprenticeship levy.

It was noted that there is more planned around apprenticeships and career start activities, with lots of focus on traineeships which is a route to get people ready to apply and get onto apprenticeships, all of which is set out in the 'Career Start Framework' that has recently been developed.

The Chair referenced a student placement programme where the Council sponsor 'the best of the best'. He advised this was a program originally set up with the ODPM/LGA, asking if this was something that we should be considering?.

The Head of HR and Organisational Development advised that SLHD already have 3 student placements every year which are additional to

apprenticeships we provide. She explained these students come to us at Year 3 of their 4 Year University course and the arrangement provides good value for both. She also advised that there have been instances where these students apply for permanent posts with us after they leave University.

She also provided detail of the graduate level apprenticeships, of which we have 2 already and something the team are already looking at next year, in line with the Professional Development Framework. It was noted that the Framework will be used to develop a programme to pull graduates through the organisation.

It was noted that there is a CIH organised scheme 'GEM programme' which brings housing professionals through the 'bright young things' scheme. The Head of HR and Organisational Development advised this was something she has worked on before and typically works really well.

- 5.3 A Member commented that this information provides a number of good news stories, including the ability to utilise the full apprentice levy for the year and having built up loyalty with student placements who want to return to us permanently. They asked if there were any plans to communicate these?

The Head of HR and Organisational Development advised that whilst there are a number of communication channels internally, we don't do enough externally. There was agreement that using social media and different areas of the website should be considered as it is a good opportunity and may attract more good people in applying for opportunities that we have.

The Head of HR and Organisational Development suggested reviewing ALMO benchmarking information to help determine where we are in terms of other organisations.

- 5.4 The Committee discussed training opportunities currently available across Doncaster and the future of these through each of the colleges and universities in the area.

- 5.5 **Committee noted the information provided.**

6. Update on Performance Management Process

- 6.1 The Head of HR and Organisational Development provided an update on progress on the delivery of a revised People Performance Management process.

- 6.2 The Head of HR and Organisational Development reported on progress of the roll out of the new process which was going well, however asked Committee to note that this was either a new process or a change in process for many people, but support around this change was in place and being utilised.

Committee were asked to note that results from the ongoing pulse surveys

will show whether people are having one to ones, and work continues on exploring an automatic way in which one to ones/check ins can be monitored and recorded in the future.

6.3 The Chair asked about the consequences for Managers who don't take this seriously?

The Head of HR and Organisational Development advised that there is a window of opportunity for managers to provide detail and content of their individual team members' Personal Development Plans (PDP's) by mid-December. At that point she will have a list of managers who have not followed the policy and procedure and there will be consequences. However she asked Committee to consider that this is the first year where Annual Reviews / Personal Development Plans have been undertaken for some time and we need to be able to support Managers through this.

6.4 A Member asked if the requirement to complete PDP's is set within senior managers objectives?

The Chief Executive responded that there was nothing detailed within Job Descriptions but was a suggestion he would take on board.

6.5 The Chair reminded Committee that Board had set a KPI of 100% completion of Personal Development Plans by the year end, and there is an expectation that the organisation would meet this target.

6.6 **The Chair thanked The Head of HR and Organisational Development and the team involved in developing this programme and process.**

7. **People Development Framework**

7.1 The Head of HR and Organisational Development presented detailed plans on how the organisation is working towards having a People Development Framework in place to support the needs of staff across the business.

7.2 The Head of HR and Organisational Development advised this framework pulls together all development opportunities, details why we are delivering them and the outcomes of these.

Committee noted the detail of the Framework set into 3 different sections around

- 'Embedding' which encompasses the basics and all training relevant to each role. This needs to be in place before anything else can be built onto it.
- 'Development' – through Personal Development Planning, development needs will be identified.
- 'Growing' – This is around talent mapping and succession planning.

It was noted a wider piece of work will be developed to agree a range of behaviours which set out expectations for each organisational level which will be built on a tier process. This will be something the Organisational

Development Team will be working on as an additional piece of work.

A Member suggested that Directors assess each Head of Service using the Talent Management Tool '9 Box Grid' to identify their performance and potential in terms of succession planning.

A Member also suggested that when reviewing Values, consideration is given to 'unwanted behaviours' which will provide further clarity to individuals.

7.3 There was agreement that this priority links closely to the work around Organisational Culture and development of that will aid and influence this work.

7.4 **Committee noted progress of the People Development Framework.**

8. **Staff Survey – early headlines**

8.1 The Head of HR and Organisational Development provided very early headline information from the current pulse survey.

- Survey ran for 3 weeks during October.
- Response rate is around 60%, an increase from 54% on the last survey.
- Number of Property Services responses have increased which demonstrates the hard work put in by HR colleagues to support and guide staff in that area to be involved.
- Results highlight that we have lots of people working in the way we want from an agile perspective. Something concerning is the number of people who believe that they are now working from home permanently. There is lots of work to do in this area to dispel that myth.
- 71% of Managers completed the survey. This equates to 83 of 116. The figures are similar to the last pulse survey so need time to understand the reason for this as we need to ascertain if there is a certain group of people we think are managers who do not identify themselves as managers.
- 28% of those responded are saying they still haven't had a 1:1 in the last 6 months. There is a need to understand this more as there are similar numbers reporting that they are not feeling that they have meaningful conversations and get their voice heard.
- Approximately 90% of those who responded are telling us that Managers are caring about their teams' wellbeing. This remains high and a potential good news story.
- Additional question around workplace absence rates based on SMT discussions and colleague feedback. We last asked this question in May 2020 and have now seen a 10% drop in responses.
- 31% of those who responded feel their workloads are too high at times with 5% feeling their workload is entirely unmanageable.
- 25% of people are saying that they don't think they will still be working or SLHD in 2-3 years.

Housemark benchmark annual questions:

- 82.88% answered that they were either satisfied or very satisfied with SLHD as an employer which is up from 81.21% when asked the same question 12 months ago.
- In relation to the question 'How likely are you to recommend SLHD as an employer' This has interestingly dropped as a net promoter score, so there is more work to do to understand the detail but we have seen a 20% drop in our promoters with 10% increase in detractors and the remainder are in passives.

8.2 A Member asked about the questions in relation to workloads and if these were from a particular area of the business? The Head of HR and Organisational Development advised further analysis is required to understand what this is telling us.

The Chair asked that more detailed information is shared prior to the next Committee meeting in February.

SM

8.3 The Chief Executive advised that there are a number of areas he wants to investigate further including high levels of satisfaction compared to a drop in the net promoter score, alongside the comments around workloads and whether this is just about a moment in time or if there were parts of the organisation where workloads have been high for some time.

8.4 **Committee thanked the Head of HR and Organisation for the update and looked forward to the more detailed information over the coming weeks.**

SM/DR

9. Staff Conference Update

9.1 The Head of HR and Organisational Development provided early detail of plans for a staff conference in December.

9.2 Conference will run over 2 days, running 7th and 8th December and bookings will open next week. This will mostly be a digital conference lasting around 60 minutes with much pre-recorded including:-

- Annual review
- Looking forward to next year
- Celebrating St Leger Stars
- Q&A (this will be a live session with EMT based together in the Boardroom)

In relation to St Leger Stars, staff nominations have taken place and judging is taking place later today by a panel made up of winners from last years' awards. 27 nominations have been received for 25 separate individuals / team. 11 winners will be selected and invited to a celebration event before the staff conference sessions. Each day between the staff conference and Christmas, there will be an opportunity to have a spotlight on each winner.

9.3 The Chair asked that all Board Members are invited to either attend or be involved in the awards afternoon, as well as being invited to attend a staff conference session if they wished.

9.4 The Chair asked about the decision to pre-record many of the sections and whether there was any plans in place in case IT issues were experienced?

The Head of HR and Organisational Development advised that a 'webinar' application within Microsoft Teams was being explored rather than using the traditional Teams Meeting application which is not ideal with large numbers of attendees.

10. Any Other Business

10.1 Forward Plan

Committee considered the current forward plan.

The Chief Executive advised that whilst there is an annual requirement to review the Committee TOR in September each year, the Chair and Vice Chair have asked that a review of Committee's takes place at Board in February 2022, therefore a review of all Committee TOR's may be brought forward.

11. Date and Time of Next Meeting

11.1 8 February 2022

Governance Summary Communications Template

Keep this to one page

Report from:	Performance and Information Committee (P&I)	
Date of meeting:	17 November 2021	
Report author:	Stuart Booth	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
<p>Member received a presentation from Tenant and Residents Involvement Panel (TRIP) Cleaning Service Standard from TRIP review – main theme of discussion quality of service, and suggestions for future changes to be incorporated into practice.</p> <p>Tenant’s Voice Outcomes – feedback from consultation and TPAS accreditation application.</p> <p>Performance Information – detailed summary for P&I member’s review.</p>	<p>Decisions were to provide TRIP with transparency around EMT/Managers actions, which included a 6 month update to P&I Committee. Working towards this update managers would involve/keep TRIP updated around the action plan. TRIP members were invited to request a meeting with Chair/EMT to discuss progress if they felt no feedback was being received.</p> <p>Members agreed ‘you said we did’ was important, however asked that in future they would like to see if any actions that had been implemented hadn’t resolved issues, what further work would be undertaken to ensure the issue would not re-occur.</p> <p>The Chair requested that officers provide a more concise report, which concentrated on the main focus for officers to address poor performance, with limited resources. The Chair also requested to meet with CM/MMc to further discuss.</p>	
Additional notes for communication to governance:		
Not applicable.		

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

17 November 2021

Present

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

In Attendance

Mark McEgan (MMc) Director of Housing and Customer Services, Chris Margrave, Director of Property Services, (CM), Jenny Daly (JD), Acting Head of Housing Services, Jackie Linacre (JL), Head of Customer Services, Anne Tighe (minutes), Rodger Haldenby (RH), Deputy Chair TRIP, Ron Rickwood (RR), TRIP member

	ACTION
1. Apologies and Quorum	
1.1 Phil Cole apologies recorded and the meeting noted as quorate.	
1.2 Introductions were made for the benefit of new members.	
2. Declarations of Interest by Committee Members	
2.1 No declarations of interest were received.	
3. Minutes of the meeting held on 1 September 2021 and matters arising	
3.1 The minutes of the meeting held on 2021 were agreed as an accurate reflection of discussions held.	
3.2 Item 5.7 – TRIP Cleaning Standards Review It was noted that the full report was on the agenda.	
3.3 Item 10.4 – Lettable Property Standards CM advised the main issue was the amount of engagement that had taken place was with a limited number of respondents, therefore not appropriate that this was a big enough demographic to be useful. Further analysis and feedback was required.	
4. TRIP Report – Cleaning Service Standard	
4.1 The Chair welcomed RHaldenby (RH) and RRickwood (RR) to the meeting and thanked them for the report which was summed up as an in depth, hard hitting and informative piece of work.	
4.2 RH thanked the chair, however made reference to the September P&I Committee and expressed concern and disappointment that an incomplete report from TRIP had been presented to members by an SLHD officer. He and RR stated that the presentation they	

were about to give summarised the main issues, and overrode any previous information as it was now a complete piece of work.

4.3 RH and RR provided commentary to the presentation summarising all issues and recommendations contained in the report.

4.4 MMc referred to the email sent to Committee and TRIP members containing the EMT response to the TRIP Review. EMT welcomed the report and the extensive nature and recording of information which showed how the service was failing, with tangible information that could be worked on. EMT agreed that a review of the Service Level Agreement (SLA) was a must and residents needed to be aware of those standards.

4.5 An action plan would be developed to ensure all agreed recommendations were reviewed, and ownership of issues allocated to the appropriate officers. Feedback would then be given to TRIP.

4.6 It was explained that the high rises would be focussed on initially; MMc and CM were working on the engagement strategy and the action plan could be implemented by the group who are doing the engagement strategy. MMc pointed out that it was his ambition to be nationally recognised for work with tenants. CM added that the issues around repairs and maintenance and aesthetics raised were important and this also required attention from his Directorate.

4.7 SB apologised for the confusion that had taken place over the previous submission to the P&I Committee. He assured TRIP members that the Board and EMT acknowledged that the work that TRIP does is invaluable and if the work Metroclean were undertaking was not good enough, then changes would be made to bring forward the report's recommendations

4.8 SB queried if TRIP were satisfied with the response and commitment EMT have provided. RH confirmed that he had welcomed EMT's response and was confident that management would be working better with TRIP going forward and they were looking forward to the next review.

4.9 Members discussed with TRIP how best to review and feedback and the following was agreed:

- A 6 month update which would allow officers to work with TRIP to progress action plan using red/amber/green approach and longer term issues
- MMc to meet with TRIP prior to next scheduled meeting
- If required, TRIP to request attendance to February 2022 P&I meeting to raise any issues around progress

MMc

**MMc
TRIP via
AT**

4.10 RH and RR stated they felt far more encouraged that what TRIP were doing was relevant; to be a critical friend, and raise issues management may not be aware of. They pointed out that they had good working relationships with officers and could have frank conversations with managers which made their work feel worthwhile. Although both were invited by the Chair to stay for the remainder of the meeting, they both left at this point.

5. Customer Focus Update

5.1 JL led on the presentation and explained it was a standard report which showed the number of complaints split by Directorate service areas. It highlighted how officers learned from mistakes and contained timescales for responses and improvements from September to August. Overall complaints were going down however Councillor and MP enquiries were still quite high.

5.2 SB asked when the Committee would see a real difference; if improvements were still not substantial, how can we measure that point and say something isn't working? JL reported that repairs excellence should make a difference and affect/improve complaints. Colleagues in repairs were using contractors to catch up and this could impact on complaints. Heads of Services (HOS) and colleagues did try and look at complaints and use them to improve services.

5.3 MMC stated that he found the report helpful as it showed what we need to focus on and improve in different areas. Complaints were a huge thing nationally and will be part of inspections. Regulators would refer to substance; this was to show that we've got information and know problems and know what we need to improve. This report showed that, and some organisations don't have this type of information.

5.4 CM advised that the organisation usually employed contractors when behind in repairs/scheduled works for any reason, however they were struggling as well for both staff and resources. It was acknowledged that there was a direct correlation in complaints and repairs and we've had a sustained period of not being able to do repairs. He reiterated that the repairs excellence, a report at the end of the agenda, would hopefully increase activity to get us in a position to respond on a daily basis; this would then improve the relationship between responsive and reactive repairs.

5.5 The Chair commented that the percentage of complaints compared to transactions was very low, and the report was always comprehensive and gives clarity of management actions. However of interest to him was at what point do we change direction and give plans for continuous improvement.

6. Tenant's Voice Outcomes

- 6.1 JDa led on this item and advised that the reports sets out the aspects of consultation during Quarter 4; 325 responses collectively which covered a number of topics. There were now 150 in the Get Involved Group (GIG) with a further 4 tenants who have indicated an interest in being involved further with SLHD. With the help of the volunteers the organisation was trying to get TPAS accreditation.
- 6.2 It was acknowledged that the High Rise Forum was not particularly well attended, however it was building momentum and if tenants can see tangible and demonstrative change that may give the impetus for people to be involved.
- 6.3 SB pointed out that 'you said we did' was important, however when were all the actions reviewed; the organisation promise to do a lot of things but do they make a difference? He would like 'so what?' as part of the report, if it's not made a difference then what do we need to do. JDa agreed it was the missing element that needed evaluation and this was something that would be picked up.
- 6.4 MMc welcomed the Chair's comments and stated that the impetus for further action may be the report back from the TPAS application; any feedback would be welcomed and acted upon.

JDa

7. Performance Information

- 7.1 The Chair requested a succinct summary of any issues.
- 7.2 CM highlighted the voids; the important thing to note was that we were top quartile in terms of performance, however a working group was now in place to take apart components to see if it's efficient. This has initially highlighted a few areas we can improve on, and also the fact that a greater number of voids had larger costs associated with them for varying reasons.
- 7.3 Members were reminded that blue shading referred to no target, however there were issues in homelessness and in the main, prevention of homelessness. Compared to a pre-Covid average of 500 presentations a month, there had been consistently an average of over 2,000 presentations a month. To compound this, the waiting list has increased 15% and the numbers in Platinum Banding had increased by 54% and that was in addition to the serious and complex needs, and 'homeless tonight' numbers. There were currently 75 people/households in B&B and 95 people/households in temporary accommodation.
- 7.4 MMc advised his initial focus will be around homelessness and voids and he had met with the Council to drill down with analysis to see how effectively funds and grants were being used. In response to a query from the Committee around their scrutiny of

the subject, MMc reported that the committee receive the key information already. DMBC were aware and had raised this as an issue. Further updates would be provided at the February meeting

MMc

- 7.5 The Chair requested a more slimmed down performance summary that concentrated on how with finite resources what would be focussed on. Following a brief discussion it was agreed to set up a meeting with SB, CM and MMc to further discuss the request.

MMc/CM

8. Service Standards Update

8.1 JL led on this report and highlighted:

- Modest improvement in calls and responding to complaints
- Unsuccessful for recruitment to some part time posts and 2 officers that have gained employment elsewhere in the organisation which impacted on performance
- Work was ongoing to progress customer self-serve i.e. making their own appointments
- Text messaging to advise tenants that operatives were on the way for repair appointment was being explored
- IT that would bring up a customer's account when their telephone number was registered as an incoming call could potentially save time on calls

8.2 Members were surprised to note that performance was the same as Quarter 1 and no red indicators had changed; this was surprising given the actions identified and work taking place to address them. The question to management was that if the report was telling them that performance hasn't improved, at what point do they then say what we're doing isn't working and what should we then do. CM responded that all challenges are the same challenges and note are diminishing because of sustained issues.

8.3 The Chair reiterated that the reports should manage expectations and he felt that members should expect to see changes; should members expect the same in Quarter 3?

8.4 MMc referred to the 4 actions that haven't improved and pointed out that they haven't got worse. Those 4 actions were around transactional response and speed, and the reason for that was non-recruitment of staff. If the actions that we've taken so far haven't worked, i.e. we haven't recruited, then we need to know what plans there are to address that issue.

8.5 The Chair referred to answering calls and asked if it was a realistic target, and similarly for ASB, this was a higher response time in other areas he had worked in, was it a realistic expectation that if posts were recruited to would they be addressed. It was explained that 95% for a challenging target for responding to calls,

and quality of calls were actually more important as when we were getting good feedback from calls there were significantly less complaints.

- 8.6 Following a brief discussion around increasing workloads around ASB and quality of calls rather than answering, it was agreed that it may be that the standards need to reflect more of what the customer wants therefore they needed to be reviewed. It was agreed this could be discussed outside of the meeting.

JL/JDa

9. Anti-Social Behaviour Update

- 9.1 JDa reported that although members had requested that the update highlight repeat offenders, this was having to be done manually until the systems installed and could generate statistics in normal analysis. Members were also asked to note that the high level cases were not normal ASB as the complexity was changing; the new systems were 'blunt' as there used to be sub-categories, however it was now high medium and low. Where there were big variations in numbers it was because of the re-categorisation. The top 3 issues were verbal threats/harassment, noise and gardens.
- 9.2 SBa referred to the increases in ASB, and mention of mental health, and asked if tenants with underlying issues of mental health were adversely affected by the lockdown. He also asked what obligations does the organisation have dealing with people with mental health problems, and do we deal with partner agencies around this. It was explained that the issues around mental health were coming into the fore more than ever and agreed that the pandemic has affected this. SLHD worked closely with mental health and colleagues in crises teams, however pointed out that this was becoming difficult due to agencies being under so much pressure.
- 9.3 SLHD CEO was working with Clinical Commissioning Group (CCG) and Rotherham Doncaster and South Humber NHS Foundation Trust (RDaSH) looking at possible funding to have mental health navigators to work with tenants; this could potentially avoid presentations to acute services, and the Council were very supportive of this.
- 9.4 Members expressed concern about organised crime and queried when this was re-categorised from ASB to a criminal matter. JDa explained that when officers initially picked up a tenancy breach and then realised it was either cuckooing or organised crime officers would immediately work with partner agencies such as South Yorkshire Police (SYP) to address issues. Issues such as this could be very closely linked therefore SLHD and SYP had a very good working relationship. SL further queried would the ASB issue be removed once issues identified it was SYP's responsibility. It was reported that there could be occasions when this could happen however infrequently.

9.5 MMc reported that SYP were looking to realign their resources to have 4 Inspectors, 1 in each area, which should have a further positive impact on working relationships. He advised that if something becomes a criminal activity we needed to take action as soon as possible to remove the tenants', but the enforcement side will also need further analysis which he would make a priority to inform himself.

9.6 Members asked if this issue was on the risk register. Following a brief discussion the Chair asked that MMc take back to EMT to discuss how increases in ASB and mental health issues would affect us going forward.

MMc

10. Tenancy Sustainability Update

10.1 JDa led on this report and asked for any questions. SL asked if there was any impact from the reduction in uplift. It was reported that it was starting to come through in the current month and this coincided with people coming out of the job retention scheme. The main people affected were working people on low income as there was an increase of people joining Universal Credit from that group. With the increase in living expenses people will have to make choices around payments and the organisation needed to be first in the queue and assist with maximising their income.

11. Repairs Excellence

11.1 CM led on this report and explained it had started with data analysis to try and understand non-productive time; the non-productive time was then narrowed down further to identify concerns for management, which then shaped the programme for review of the relationship between responsive and scheduled repairs

11.2 Members noted the report and supporting programme and were pleased that an update on the programme would be given throughout 2022.

12. Committee Forward Plan

12.1 The Chair reported that following discussions with MMc he would like to freshen up the forward plan for issues of current interest and to have more of a thematic look at risks. Members were asked and agreed they would be happy to be flexible and change the agenda. MMc to take suggestion to EMT to look at identifying what the Board are focussing on and have that aligned to focus for P&I Committee.

MMc

13. Any Other Business

13.1 No other business was raised.