

St Leger Homes – Asset Management Strategy 2021-2024

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1 Introduction

St Leger Homes is an Arm's Length Management Organisation (ALMO), established in 2005 to manage Doncaster Council's housing stock. We manage over 20,000 council homes, shops, community facilities, garages, Gypsy and Traveller sites, and other residential sites.

This strategy defines our asset management goals over the next 3 years, from 2021 to 2024. It sets out shorter term targets in the light of longer-term ambitions, most notably, to work towards a new standard for Council homes in Doncaster and to meet all new statutory and regulatory standards.

Having delivered the Decent Homes programme between 2005 and 2015 and subsequently continued to invest in further programmes of improvement we feel the time is right to review our quality standard along-side the anticipated 'Decent Homes 2' that will emerge.

Therefore, within this asset management strategy we are setting out our proposals for a new home standard for Doncaster's Council Homes. Our vision is:

Homes that are modern, safe, energy efficient, sustainable, well placed, resilient, digitally included and contributing.



The strategy is aimed at everyone with an interest in housing in Doncaster, our customers, staff, partners and suppliers.

Operating Environment and Context

An overview of the national and regional context in relation to the strategy

National Context

In November 2020 the Government published its charter for social housing residents in the social housing white paper. It sets out the actions the Government will take to ensure that residents in social housing are safe, are listened to, live in good quality homes, and have access to redress when things go wrong.

Against the backdrop of the Grenfell tragedy the charter aims to put residents back at the heart of building safety and proposes further changes to make sure every social housing resident is safe inside their home, including strengthened powers for the housing regulator and a requirement that social landlords have a nominated lead person for health and safety.

Chapter 6 of the White Paper stresses the importance of having a good quality home and neighbourhood to live in. The White Paper makes the commitment to review the Decent Homes Standard, including energy efficiency and improving communal and green spaces.

We agree with the aims of the White Paper which is why we are setting out our proposals for a new homes standard in this strategy. And, to demonstrate our ongoing commitment to safety, in 2021 we will become a signatory to the Building a Safer Future Charter.

Turning to the environment, the [Climate Change Act 2008](#) introduced the UK's first legally binding target to reduce greenhouse gas emissions by at least 80% by 2050, compared to 1990 levels. In June 2019 the UK government [amended the Climate Change Act](#) and set a legally binding target to achieve net zero greenhouse gas emissions from across the UK economy by 2050.

In November 2020 the Government unveiled its 10 point plan for a green industrial revolution accelerating our path to net zero carbon, including greener transport, greener buildings and protecting our natural environment. The plan references a Future Home Standard comprising high levels of energy efficiency and low carbon heating.

Our asset management strategy acknowledges the importance of net zero carbon and sets out our preliminary proposals for achieving this in the homes that we manage, by building on the investment made thus far.

The government's updated fuel poverty strategy *Sustainable Warmth – Protecting Vulnerable Households in England*¹ updates, the measure defines a household to be fuel poor if it:

- Has a residual income below the poverty line (net of required fuel costs) and
- Lives in a home that has an energy efficiency rating below Band C

The government strategy sets the fuel poverty threshold for as many fuel poor homes to be Band C or higher, as is reasonably practicable. We know that affordable warmth is also a priority for our customers and this strategy reflects our continuing commitment to achieve a minimum EPC C wherever possible in the housing stock.

Local Context

The developing Borough strategy in Doncaster for wellbeing (WD2030) contains six goals including those relevant to Asset Management:

- Greener and Cleaner
- Safe and Resilient

Doncaster Council's Housing Strategy Vision to 2025 has the following aims:

- Our residents live in safe & healthy homes, in communities that are resilient and prosperous
- All agencies and residents work together to make our homes fit for the future
- Homes will change over time to meet our changing needs, with adaptable design, greater digital connectivity, higher energy efficiency and remain affordable

An overview of St Leger Homes Vision, Strategic Objectives and Behaviours

A link to Corporate Plan objectives

In 2019 SLHD agreed a new 5-year corporate plan, 2019-24, with a mission to provide homes in neighbourhoods that people are proud to live in. In our efforts to achieve that, a key objective is to ensure that all homes are modern, decent and energy efficient.

And as part of team Doncaster delivering the aims of Doncaster, growing together SLHD will help to deliver anti-poverty commitments by reducing the risk of fuel poverty and support 'this is my Doncaster' campaign to ensure that all assets and land are clean, green and well maintained.

¹ <https://www.gov.uk/government/publications/sustainable-warmth-protecting-vulnerable-households-in-england>

There are strong links between our asset management and environmental strategies because we realise that as a housing management company over 90% of carbon emissions come from the homes in management. Our environmental strategy contains our commitment to reduce the risk of fuel poverty to under 5% by 2030, to manage the effects of climate change and to improve the housing stock towards net zero carbon.

Consultation and our Customers

In developing this strategy we have consulted with customers and stakeholders. To ensure that we are accountable for the delivery of this strategy it will be published on our website.

In consultation with our customers through the 'Get Involved Group' (GIG) there is 100% support for the vision established in this Asset Management Strategy and they ranked the objectives as:

1. Safe
2. Energy Efficient
3. Sustainable
4. Resilient
5. Well Placed
6. Modern
7. Digitally Included
8. Contributing

Consultation has also taken place with Board Members, DMBC senior officers and DMBC councillors. Comments and observations from these stakeholders have helped to shape this strategy.

2 Asset Portfolio

SLHD manages a diverse range of over 20,000 homes ranging in age from brand new to over 100 years old. The characteristics of our housing stock are detailed in Appendix A and comprise:

- Dwelling type and bedroom number
- Non housing stock
- Conservation area and listed buildings
- Non-traditional homes
- Year built
- Homes by electoral ward

Changes to the asset profile over the last 5 years

The table below shows the change in the housing stock profile since 2015. Over the last five years the number of homes in management has reduced by 414, mainly as a result of right to buy sales but a significant number of new build homes have been introduced. These are constructed to modern standards and promote sustainability of our portfolio into the future.

When the profile of the stock is compared from 2015 to 2020, it can be seen that the biggest reduction in numbers is in 3 bed houses, which are the greatest proportion of RTB sales. Right to buy sales have had an effect on the numbers of 2 bed houses too, but not to the same extent. In the case of 2 bed houses the sales have been more than off-set by the council housing new build programme, which has contributed 284 new 2 bed houses into the housing stock.

Stock Profile 5 Year Change				
Dwelling Type	No Beds	2015	2020	Change
Houses	1	5	8	3
	2	1,876	2,011	135
	3	8,517	8,031	-486
	4	385	384	-1
	5+	5	6	1
Bungalows	1	3,273	3,270	-3
	2	2,549	2,587	38
	3	64	65	1
	4	1	1	0
Flats and Maisonettes	Bedsit	109	57	-52
	1	1,732	1,691	-41
	2	1,647	1,643	-4
	3	333	329	-4
	4	12	11	-1
Total		20,508	20,094	-414

Portfolio Performance

There is currently very little information available on asset performance such as individual and average Net Present Values (NPV). In order to understand asset performance and to help us make more sophisticated and informed investment decisions, we will be developing our active asset management capability. This will also contribute to, and compliment wider regeneration activity, improving the sustainability of the SLHD portfolio and the wider neighbourhoods in which they sit.

3 Strategic Priorities

During the currency of this Asset Management Strategy, strategic priorities will be driven by achieving and maintaining service excellence in business as usual and becoming 'Fit to Invest' in promulgated initiatives that will present escalating demands on resource and investment. The most significant of these being Decent Homes 2, the Homes (Fitness for Human Habitation) Act 2018, the Zero Carbon Agenda and Building Safety Assurance.

The six priorities detailed below focus on achieving these objectives in a planned and deliverable manner, providing the foundations for effective delivery and long-term clarity on future demands.

a. Operational Efficiency

Existing resource structures, processes, procedures and ways of working have evolved to serve the business since its inception. Changes in strategic direction and world events have generated the opportunity to modernise the way asset management is delivered, and the impending escalation in investment detailed above, will require a different approach.

A process of realignment of delivery structures is underway and the introduction of better technology through the TOP project, Open Housing and C365 will help us to operate more efficiently at the same time as reducing risk.

The challenge now, is to develop simplified, intuitive systems, processes and procedures that support service excellence and operational efficiency.

The introduction of technology will also benefit our customers and allow us to respond more effectively. To promote this, we will pilot connectivity solutions that provide benefits such as reduced maintenance costs, lower energy bills and a better quality home environment for residents.

We will look at solutions that give us data in real time that help us maintain homes as healthy places in which to live and alert us to the warning signs of extremes of temperature and humidity that can lead to damp and mould growth, detect leaks and alert us to boiler failures.

b. Asset Intelligence

Complete, robust and reliable stock information is essential for us to make the right investment decisions at the right time. It informs the 30-year business plan and determines required programmes of work, together with the costs associated with that work. Where data is absent, incomplete or dated, the risk of inaccurate investment demands on the business is substantial.

A programme of stock condition surveying commenced in 2018 but was hampered by resource diversion to respond to floods and latterly by access issues during the COVID 19 pandemic. Consequently, we only hold data for 18% of our stock, under the sector benchmark for aged data of 5 years.

In order to plan effectively for escalating investment in Decent Homes 2 and the Zero Carbon agenda, we need to understand exactly what the current condition of our assets is and what the investment demand will be. Accordingly, a full-scale stock condition survey needs to be completed, well ahead of the anticipated escalation.

To meet sector standards we will require 20% of stock to be surveyed each year, a full stock survey once every 5 years, or a hybrid approach. Given our current status of 18% surveyed in the last 5 years, a loaded front-end approach would mitigate risk of unreliable business planning for the medium-term investment.

As a provider of social housing we are required to consider the viability of investment and balance commercial and social value where investment would appear to be unwise. The introduction of Active Asset Management and Stock Profiling will provide an evidence based, scientific approach to assessing the value of investment in properties that deliver a marginal or negative return. We currently need to understand the Net Present Value (NPV) of each of our assets and determine at what point they become a commercial liability. Decisions on whether to retain, dispose or find an alternative use can then be considered on a strategic or social basis. This may be applied to single properties, blocks, or wider patches where regeneration opportunities present.

We are aware that there are some big challenges ahead in asset management in Doncaster, including the decarbonisation of the housing stock and the building safety agenda. The investment requirements of these challenges will be over and above the provision in the current 30-year business plan. In addition, it is possible that some homes are not able to be improved to meet the new standards within acceptable cost.

c. High Rise Blocks

The status of high-rise ownership within social housing is being interrogated nationally in the context of the Grenfell tragedy and in the substantial increase in operational and financial obligations placed upon landlords. However, the viability of high-rise retention has been questioned for a number of years before Grenfell. This flows from the cost of bringing such properties up to a satisfactory standard against the remaining lifespan of the building.

SLHD high-rise portfolio has enjoyed significant investment in recent years, in making them safe and warm. Investment continues, to promote further safety and includes fire door upgrades and fire safety upgrades. There remains three high rise blocks that have a gas infrastructure for heating. As the risk posed by gas installations in buildings over 18m tall is elevated, subject to funding becoming available, we will remove gas services and replace with renewable energy heat sources. Grant funding should be available to part fund this proposal.

Issues with the cladding systems applied in recent times has presented issues but also opportunities to rethink investment in the short to medium term.

Notwithstanding this, a longer-term strategy needs to be developed to ensure future liabilities and remaining structural life are considered when planning current and medium-term investment.

Options appraisals will be conducted to objectively determine viability of investment and these need to consider social issues, wider neighbourhood sustainability and the political landscape.

d. Capital Investment

Capital Investment will continue to ensure the Decent Homes Standard is sustained, maintain external structure and fabric to a good standard that mitigates repairs, presents properties in a favourable light, and promote a good quality of public realm.

The strategic objective for 2021 will be to introduce longer term programmes of work, providing clarity and certainty for the medium term. This will not only allow us to plan effectively in terms of programme content and cashflow, but will generate efficiencies in contract delivery through continuity of work, resource allocation and scale. It will also enable us to engage more effectively with our customers.

Building stronger relationships with external contractors will promote us as clients of choice and this will become increasingly important as demand for contracting support is likely to escalate in the sector.

We will ensure that all homes have modern facilities which means that they have, for example, a reasonably modern kitchen (20 years old or less) and a reasonably modern bathroom (30 years old or less). Works to bring our homes up to the Decent Homes Standard were completed to the majority of the stock between 2005 and 2015, although some properties were not improved either through no access or customer refusal. These amounted to 1,400 in total. Since 2015 many of these homes have been improved to decent homes standard at re-let stage and others as part of an ad hoc re-inclusion programme.

Between 2025 and 2035 all the kitchens installed in the Decent Homes Programme will become 20 years old and require replacing, followed in 2035 to 2045 by the bathrooms, which will be reaching 30 years old. Our strategic priorities of Operational Efficiency and Asset Intelligence will support successful delivery of these future programmes.

As part of our longer-term planning, we will model different investment scenarios by considering bringing forward some replacements and putting back others to smooth the spending profile over a longer period of time. The modelling will take account of customer feedback, repairs data and stock condition survey information.

Through ongoing capital investment we will also continue to improve homes, through the re-let and re-inclusion programmes.

The Social Housing White Paper highlights the importance of having both a good quality home and a good quality neighbourhood to live in. Whilst investment has hitherto primarily been in improving homes, we have an ongoing programme of environmental improvements including car parking schemes, streetscape improvements and re-purposing of old garage sites. Recent examples include the repurposing of old garage sites in Rossington and a new access road, enclosing gardens and fencing in Highfield.

Green spaces and biodiversity can deliver major benefits to our health and wellbeing. St Leger Homes manages 20,090 homes set in 1,266 hectares of land of which, we estimate 7% is protected land comprising trees and woodland.

e. Carbon Reduction

SLHD is committed to meeting a number of targets set by government and DMBC. Our approach to doing so is detailed in the Environmental Strategy 2021-2024.

We recognise the growing importance of having energy efficient homes from the viewpoint of affordable warmth and the need, in the light of the climate emergency, to be moving to net zero carbon. Our Asset Management Strategy is complemented by our Environmental Strategy. Having delivered the decent homes programme between 2005 and 2015 we know that the low carbon housing agenda is the next imperative for Doncaster. Our strategy is an incremental approach to addressing affordable warmth in the short to medium term, leading on to net zero carbon in the longer term.

Affordable Warmth

Having a warm home is a basic need and is at the very core of our new housing standard.

We are using SAP to measure our journey to affordable warmth because SAP is an indicator of how much it costs to heat a home. Our target, in line with the government's fuel poverty strategy² is to meet EPC C as a minimum for all homes by 2030. EPC C is the level at which it is known from research that the risk of fuel poverty is less than 5%.

Currently, 64.85% of our homes are at EPC C and above and having the goal of wanting to achieve 100% by 2030 requires improving 4.39% each year, thus the targets for the next three years are:

2022 – 69.24% 2023 – 73.63% 2024 – 78.02%

We will achieve this through our capital investment programme which between 2021 and 2024 will benefit over 3,000 homes with External Wall Insulation and heating upgrades. [1,000 EWI (3 x 329 pa) on solid wall homes and 2,100 heating upgrades]

Net Zero carbon

A housing company's stock is responsible on average for 99% of its total carbon footprint³, therefore we want to continue to deliver energy efficiency improvements to those homes in management as a way of reducing their environmental impact. However, we realise that we will need to adopt a much more radical approach in the coming years, including deep retro fit and low carbon heating if we are to achieve net zero carbon.

As recommended in a report commissioned by SLHD and produced by 'Savills', a three-stage strategy to achieving net zero carbon by 2050 is proposed. In doing so, it is realised that if we follow the 2050 target we will not meet the Climate Emergency Declarations to which DMBC subscribes, to be carbon zero by 2040, and also to have achieved an 85% reduction by 2030. However, Savills has identified that there are some real financial and delivery challenges in meeting the climate emergency targets. Accordingly, the Asset Management Strategy and Environmental Strategy follow the Savills recommended zero carbon strategy, thus:

Stage 1 (2021 to 2035) – Reducing energy demand by upgrading insulation and the introduction of improved air tightness and ventilation. Within this stage, we will ensure that all homes below EPC C are upgraded to the C standard by 2030 to promote affordable warmth (see above).

² <https://www.gov.uk/government/publications/sustainable-warmth-protecting-vulnerable-households-in-england>

³ Sustainable Homes (2017) The Review: Safe as Houses

Stage 2 (2035 to 2045) - The removal of fossil fuel appliances and the introduction of electric heating and hot water forms the next stage of the strategy. Most likely through the introduction of air source and ground source heat pumps, although we will embrace new technology as it emerges.

Stage 3 (2040 or 2050) - This stage involves the introduction of low and zero carbon renewable technology to homes in order to offset residual carbon, based upon known decarbonisation rates of the national electricity grid. The Savills strategy assumes the BEIS projections for a fully decarbonised electricity grid will be achieved by 2050. If that is the case stages 1 and 2 will be sufficient to get our housing stock to net zero through our proposals for stages 1 and 2 alone. However, if we are to decarbonise by 2040, in line with the Doncaster climate emergency declaration then we will need to adopt other measures to offset residual CO2 emissions. These could include:

- Installing renewables such as solar PV with additional battery storage
- Installing solar hot water heating
- Community solar PV and community wind farms
- Tree planting to offset carbon

These additional measures will demand very significant investment.

f. Building Safety

Building Safety is of paramount importance to SLHD and significant investment has been made to ensure we are providing the safest of environments for our customers. A dedicated Building Safety Strategy is being developed but in summary we will ensure that all homes are free of hazards and are in a good state of repair. In terms of hazards this means a regime of regular checks and servicing to ensure that homes are safe from risk.

Our high level approach is summarised in the table below:

Control of Risk	Frequency
Fire risk assessment	3 Yearly
Smoke Alarm	Annual
CO Detector	Annual
Gas safety	Annual
Solid Fuel	Annual
Electrical Check	5 Yearly
Legionella	Weekly and six-monthly
Lifts	Monthly, bi-monthly and six-monthly
Asbestos	Risk based re-inspection regime according to Asbestos Management Plan

From a building safety and compliance perspective, we will continue to adhere with all legislation, regulation and codes of practice in the six areas of compliance: fire, water, asbestos, gas, electricity and lifts & lifting equipment. We will commission regular independent health checks on how we are managing those areas of compliance to make sure that we fully understand our duty, that our policies and practices are robust, that our coverage is comprehensive and we have processes in place for training and assessing competency for operatives and contractors.

To help us manage and demonstrate compliance we are investing in a new ICT system that will provide a single live dashboard of the status in all six areas of compliance. This investment will allow us to provide customers with health check reports on their homes to provide peace of mind and demonstrate that we are transparent in our working practices.

We are preparing for the requirements of the Fire Safety Bill and the Building Safety Bill. With regard to the second, we are making arrangements to allocate resource to have designated Building Safety Managers for the High Rise blocks, who will oversee the creation of the building safety case and building safety files. In addition, we will review our pre-construction processes to include the gateway principles proposed in the Bill.

In all this our customers' voice will be key. Through our community engagement strategy, we will be open and transparent in the way we manage safety and compliance and provide easy access for customers to raise any concerns they have.

We are aware that the Decent Homes Consultation, introduced in the Housing White paper, will contain safety requirements so we will keep a watching brief so that we are ready to introduce any other changes that are part of the new standard.

Housing Health and Safety Rating System, Homes (Fitness for Human Habitation) Act 2018

We will ensure that all homes are free from risk when they are let retaining 'as let' photographs as a record of condition to evidence this in the light of subsequent claims that it was not. Our staff will continue to use every home visit as an opportunity to check for hazards and instances of disrepair, and make sure that these are reported back to the relevant team so they can be rectified.

In ensuring that all our homes are safe and in a good state of repair we will rigorously defend any claims of disrepair where we consider that we are not at fault. We have strong record in successfully defending disrepair claims where we consider that there is no liability and we will continue to take this firm approach. At the same time we will maintain our strategy to encourage customers to report repairs to us so that we can address them in a timely and effective manner. We will also continue to promote our complaints procedure so that customers who are unhappy with the condition of their home can come to us directly with their concerns.

4 Delivery and Performance

This strategy does not lend itself to a delivery action plan, but rather, the development of a set of project plans to cover each of the six Strategic Objectives. Although the Asset Management team will own the project plans, they will be developed cross service to capture impacts and influences from the wider business, residents and stakeholders. It is envisaged that these will be live documents as the nature of each objective is evolution. This is necessarily so, to ensure the outcomes support the optimum efficiency and effectiveness of the major capital investment delivery that will follow.

Finance of operational delivery of the proposals for the term of this strategy is secured through established budget allocation and efficiency savings to date, with the exception of the following:

- Gas installation removal to three High Rise Blocks. As alluded to previously, the majority can be financed through grant funding but it is likely that further budget allocation will be required to facilitate collateral works.
- External assistance with stock condition surveying for asset intelligence. Roughly 20% of stock surveying is accounted for from the current year efficiency savings, we hold about 18% good stock data, and a further 20% should be achieved internally. The balance will need to be funded through further budget allocation or from efficiency savings. It is important to note that this process will also capture the detailed thermal performance data for each home, that will inform delivery of the Environmental Strategy.
- Asset Performance Evaluation software will be essential to appropriately grade the viability of our existing portfolio. Enquiries and market research to source a best fit solution has commenced and it is anticipated that this will be funded from further budget allocation.

Success will be measured through delivery against targets and the development of a dedicated set of outputs and Key Performance Indicators (KIP's). These will be for individual initiatives and projects as well as programmes, and will take a 360 view including customer as well as business. They will be drawn from the Strategic Objectives of:

- a. Operational Efficiency**
- b. Asset Intelligence**
- c. High Rise**
- d. Capital Investment**
- e. Carbon Reduction**
- f. Building Safety**

It is recognised that some of these objectives will only be measurable by implementation and completion, but amongst these will emerge specific and measurable targets which will be developed by service leads in consultation with their teams and wider stakeholders.

Once established, outputs and indicators will be monitored on an ongoing basis and reported to Executive Management Team at regular intervals to ensure strategic objectives are being fulfilled.

5 Appendices

- a. Asset portfolio information
- b. 30-year business plan – to be inserted
- c. 3-year business plan – to be inserted

Appendix A – Asset Portfolio Categories

Dwelling Type and Bedroom Number

Dwelling Type by Bedroom	Number
Bedsit	57
1	57
Bungalow	5,923
1	3,270
2	2,587
3	65
4	1
Flat	3,417
1	1,683
2	1,610
3	123
4	1
House	10,440
1	8
2	2,011
3	8,031
4	384
5	3
6	3
Maisonette	257
1	8
2	33
3	206
4	10
Total	20,094

Non Housing Stock

Non Housing Stock	Number
Caravan Plots	145
Shops and Flats	105
Garages and Garage plots	2,526
Leaseholders	276
Total	3,052

Conservation Area and Listed Buildings

Area	Number in Conservation Area	Number Grade II Status	Total
Arksey	22		22
Clayton	9		9
Clifton	3		3
Conisbrough	4		4
Finningley	4		4
Tickhill	41		41
Wadworth	2		2
Woodlands	144	29	173
Total	229	29	258

Non-Traditional Homes

Non Traditional Homes	Number
239 - Myton (Brick Cavity)	52
240 - Myton	84
242 - Dorman Long	100
243 - Bisf	122
244 - Wimpey 1	801
245 - Easiform	226
246 - Tower Block	595
248 - Hawksley	5
249 - Airey	254
250 - Swedish Timber	11
251 - Tarran	94
252 - Reema	259
253 - Unitys	110
254 - Spooner	82
256 - Cross Wall	28
257 - Trusteel	49
258 - Parkinson	39
260 - Easiform (External Wall Insulation)	22
Total	2,933

Build Period

Year Built	Number
Pre 1919	103
1919-44	4,712
1945-64	6,421
1965-74	2,472
1975-99	5,902
2000-25	484
Total	20,094

Homes by Electoral Ward

Ward	Number Homes	Number Households	% Homes in Ward
Adwick and Carcroft	1,720	6,695	26%
Armthorpe	677	6,267	11%
Balby South	949	4,409	22%
Bentley	1,132	7,441	15%
Bessacarr	768	6,188	12%
Conisbrough	1,851	6,913	27%
Edenthorpe and Kirk Sandall	313	3,442	9%
Edlington and Warmsworth	796	4,944	16%
Finningley	316	5,567	6%
Hatfield	745	6,331	12%
Hexthorpe and Balby North	700	7,106	10%
Mexborough	1,653	6,549	25%
Norton and Askern	798	6,580	12%
Roman Ridge	710	5,057	14%
Rossington and Bawtry	1,146	7,996	14%
Sprotbrough	108	5,209	2%
Stainforth and Barnby Dun	937	4,603	20%
Thorne and Moorends	1,246	7,276	17%
Tickhill and Wadworth	282	2,981	9%
Town	1,118	7,614	15%
Wheatley Hills and Intake	2,129	7,319	29%
Total	20,094	126,487	16%

Appendix B – 30 Year Business Plan

Appendix C – 3 Year Business Plan

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