

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

**To be held at 2pm on Thursday 6 August 2026
Civic Office, Floor 4 - Room 410 or via MS Teams (Hybrid Meeting)**

AGENDA

12:30 – 13:30 – Board Training - Performance / KPI's / Benchmarking - – EMT 14.07

13:30 – 14:00 – Lunch

1	Apologies and Quorum		Verbal
2	Declarations of Interest by Board Members		Verbal
3a	Matters arising and action log from previous meetings	D Wilkinson	Enclosed
3b	Ratification of minutes of meeting held on 11 June 2026	D Wilkinson	Enclosed
4	Chair and Chief Executive's update	D Wilkinson	Enclosed
5	Committee Updates	Committee Chairs	Minutes Enclosed
	1. Customer & Performance Committee – 28 May 2026	PCole	
	2. Audit & Risk Committee – 6 July 2026	TMason	

For Approval

6	Financial Statements	S Slater	Enclosed
7	Customer Charter and Service Standards	J Davies	Enclosed
8	Damp Mould & Condensation Policy	Lee Winterbottom	Enclosed

For Information

9	KPI Performance and Infographics	S Slater	Enclosed
10	Revenue Monitoring	S Slater	Enclosed
11	Capital Monitoring	S Slater	Enclosed
12	Annual complaint performance and service improvement report	J Davies	Enclosed
13	One Repairs	L Winterbottom	Enclosed
14	Minimum Energy Efficiency Standards / Decent Homes 2	L Winterbottom	Enclosed
15	Any Other Business	D Wilkinson	Verbal
16	Reflection on effectiveness of meeting	D Wilkinson	Verbal
17	<i>Date of next meeting 1 October 2026</i>		

St Leger Homes of Doncaster Board - Action Log						
NO	Month	Ref	Action	Progress	Completed Y/N	Owner
205	Jun-26	4.8	<u>CHIEF & CHAIRS REPORT - SAFEGUARDING</u> - The Chairman noted the update, asking, given the topic of news yesterday, if cuckooing cases can be reported separately moving forward? The Director of Housing & Customer Services agreed to this.	COMPLETE AND NOTED - Future reporting in the Chief and Chairs report will record this separately	Y	JD
206	Jun-26	4.9	<u>CHIEF & CHAIRS REPORT - POLICY UPDATES</u> - The Chief Executive confirmed a delegation framework in place, however suggested that it is timely that a review of the framework takes place.	COMPLETE - A review of all Forward Plans together with the Governance Assurance Framework will start in August with plans to gain approval at December Board	Y	CM/SS
207	Jun-26	5.2	<u>COMMITTEE UPDATES - E&P CTTEE</u> - The Chair asked if there has been any thought of linking all the KPIs to Core? The Chief Executive agreed to consider presentation of the KPIs in line with CORE.	COMPLETE - CORE values are pivotal to the delivery of each and every KPI. They define the fundamentals of how we would like colleagues to deliver the results captured within the KPIs.	Y	SS
208	Jun-26	9	<u>EDI STRATEGY - (ACTION RELATES TO ALL STRATEGIES)</u> The Member asked if we can detail impact on the organisation and customers as part of the evaluation of all strategies.	COMPLETED AND NOTED - Agreed this will be incorporated into future reports and updates	Y	EMT
209	Jun-26	9.2	<u>EDI STRATEGY</u> - For future reporting, Board asked if the report can be more deliberate in pointing activities to the outcomes and tie into the pulse survey feedback.	COMPLETED AND NOTED - Agreed this will be incorporated into future reports and updates	Y	SS
210	Jun-26	10.3	<u>PEOPLE STRATEGY</u> - Board noted progress against year 2 of the action plan, however asked for more detail at August Board on impacts delivery of the strategy has made so far.	COMPLETE - INCLUDED IN CHIEF AND CHAIRS REPORT	Y	SS

211	Jun-26	11.2	<u>CUSTOMER SUPPORT AND ACCESSIBILITY POLICY (NOTE THIS IS FOR THE EQUALITY IMPACT ASSESSEMENTS)</u> - A Member questioned the Equality Impact (EAI) Assessment template used for this policy, specifically question 17. The Director of Corporate Services agreed to consider this for the template.	COMPLETE - A review has taken place and the document has been changed as a result of this.	Y	SS
212	Jun-26	12.2	<u>DECANT POLICY</u> - Members asked that consideration is given to how this new policy is communicated with use of tenant magazine, Houseproud.	COMPLETE	Y	JD
213	Jun-26	12.2	<u>DECANT POLICY</u> - A Member highlighted the IT/computer facilities available at Westbourne Gardens Communal Hall, Balby. The Member asked if this facility can also be promoted and communicated as much as possible.	COMPELTE	Y	JD
214	Jun-26	14.2	<u>HEALTH AND SAFETY STRATEGY</u> - Board asked that any future updates on the strategy details learning and impacts on our customers.	COMPLETE - Agreed this will be incorporated into future reports and updates	Y	CT/LW
215	Jun-26	15.2	<u>YEAR END CAPITAL MONITORING</u> - A Member asked if Building Safety & Compliance Committee could monitor areas of activity by reviewing the Capital programme and project plans? The Chairman agreed this proposal.	COMPLETE - A review of Committee remit and TORs will take place as part of the Governance Assurance Framework review	Y	SS/CM/LGH
216	Jun-26	19.3	<u>ALLOCATIONS AND MUTUAL EXCHANGES UPDATE</u> - A Member asked about downsizing case numbers, what is the process and if we can approach customers direct? The Director of Housing & Customer Services advised this is in the region of 2,000 but agreed to confirm this.	COMPLETE - Information was circulated to Members 21 July 2026	Y	JD
217	Jun-26	20.2	<u>TENANCY & ESTATE MANAGEMENT</u> - A member suggested consideration to the positive work detailed and some communications and publicity around this.	COMPELTE	Y	JD

Board Report



Title	Chief Executive and Chair's Update Report		
Status	☒ For noting ☐ For approval	Meeting Date	06/08/2026
		Item No	04
		Confidential	No
Author	Name: Chris Margrave Job title: Chief Executive		
Presenter	Name: Chris Margrave Job title: Chief Executive		

Purpose and Executive Summary:

This report updates Board Members on the key issues that have arisen since the last board meeting and include the requests from board from the last meeting.

Recommendation/s:

That Board note the report and indicate if further information is required.

2. Key Issues, considerations and options considered	
	Corporate and Governance issues <u>Appointment of new Board Member, Councillor Symeon Waller</u> Board are asked to note and welcome new Board Member Councillor Symeon Waller who was appointed very recently. <u>People Strategy Update – impacts on delivery following June Board</u> At the request of Board, further detail is provided at Appendix A detailing impacts delivery of the People Strategy has made so far.
	National Issues <u>Awaab's Law Phase 2 – Regulatory Expansion</u> In mid-July, the Government published Phase 2 guidance for Awaab's Law, extending statutory response requirements beyond damp and mould to a wider range of HHSRS hazards including excess cold, excess heat, fire, electrical safety, structural collapse and falls hazards. The new requirements take effect from 30 November 2026, increasing emphasis on case management, hazard triage, evidence trails and response times. This has

significant implications for all social landlords and reinforces the need for robust compliance, asset intelligence and inspection arrangements. At SLHD we have been preparing for this for some time and looking at the systems we have in place. As with other key areas of regulatory change, we will continue to keep board abreast at relevant points go forward.

HHSRS Reform and Housing Quality Expectations

The revised Housing Health and Safety Rating System (HHSRS) came into force in June 2026, modernising the way housing hazards are identified and assessed. The changes strengthen the focus on health outcomes and align closely with Awaab's Law and future Decent Homes Standard requirements. Housing providers are continuing to review policies, stock intelligence and operational processes to ensure compliance.

Decent Homes Standard 2 and Asset Investment Planning

The sector continues to prepare for Decent Homes Standard 2 and wider housing quality reforms. Providers are reassessing long-term investment programmes, lifecycle planning and stock condition intelligence to ensure readiness for future compliance expectations around safety, condition, energy performance and tenant wellbeing. The level of asset data we now hold places us well for this, as does a newly created role that is covered below.

Building Safety and Remediation Delivery

Nationally, the focus on building safety remains significant, with Government continuing to monitor remediation progress across high-rise and medium-rise residential buildings. Boards are being encouraged to maintain assurance over fire safety, remediation programmes and the quality of underlying asset data supporting investment decisions. At SLHD we do this via our Building Safety Committee, along with periodic updates to board.

Homelessness and Rough Sleeping – Prime Minister commitment and plans

The Prime Minister has made ending long-term rough sleeping a national priority, with investment and a stronger focus on prevention, Housing First principles and integrated public services. For Doncaster, this supports local priorities on prevention, health integration, resettlement, move-on pathways, and multiple disadvantages.

Strategic leadership sits with City of Doncaster Council (CDC) through its Strategic Housing Team and Adult Social Care, working with health, criminal justice, voluntary sector, commissioned support and housing partners. SLHD remains a key partner, contributing to homelessness prevention, temporary accommodation, housing management, allocations, move-on pathways, and multi-agency case management.

South Yorkshire Mayoral Combined Authority (SYMCA) will play a part in coordinating a consistent South Yorkshire approach, with shared assessment, referral and commissioning principles. Unlike Greater Manchester, South Yorkshire can establish common arrangements from the outset, accelerating best practice, strengthening funding bids and reducing the risk that a more accessible Doncaster offer creates demand displacement. There are lots of positives in the plans that Doncaster is

already working towards this goal and has firm plans in place with regards to homeless prevention and the Long-Term Rough Sleeping Innovation Plan. However, risks do exist:

- Engagement: some entrenched rough sleepers may remain unwilling or unable to engage, so accommodation alone will not deliver sustainable outcomes.
- System capacity: without robust multi-agency assessment and prioritisation, demand could expand beyond rough sleepers, echoing aspects of the COVID 'Everyone In' response.
- Demand displacement: a more generous local offer could attract demand from neighbouring areas unless SYMCA supports shared eligibility principles and pathways.
- Housing management and community impact: SLHD must balance meeting housing need, protecting neighbourhoods and making effective use of stock. Social housing should remain the route to independent living, not a substitute for supported accommodation. Without sufficient specialist support and move-on options, complex cases could be placed into secure tenancies prematurely, increasing tenancy failure and unintentionally positioning SLHD as a supported housing provider rather than a social landlord.

The announcement is an opportunity to strengthen Doncaster's response through a CDC-led Team Doncaster approach, supported by South Yorkshire collaboration. SLHD can contribute through prevention, housing management, move-on pathways and partnership working, while protecting council housing assets and sustainable communities.

No Access – compliance

SLHD have been reviewing the use of tools and powers to use to enforce the access to properties where outstanding compliance checks exist with our inhouse legal team. We have been using Environmental Protection Act (EPA) orders for gas cases and injunctions for Electrical Installation Condition Reports (EICR's). Before taking any court action, our teams do everything possible to gain access and carry out the work.

We have recently been notified by the National Federation of ALMOs (NFA) and Chartered Institute of Housing (CIH) that there has been a legal challenge on the use of EPA's and the judiciary has made a decision that this power will no longer be accepted by local authorities to gain access for safety checks – this is a huge backwards step as EPA's were a much quicker and cheaper tool than injunctions, which are protracted, costly and ineffective.

Ministry for Housing, Communities and Local Government (MHCLG) are currently working with Devonshires Solicitors to work up a new proposal for an enforcement process and tool and have lodged a proposed amendment to the current Social Housing Bill, which is currently going through parliament. For this proposal to be accepted, MHCLG require data and evidence to back up the proposal – St Leger Homes have been asked by the NFA to assist with this.

	Alongside this, we have taken advice from Anthony Collins Solicitors on the use of S139 and S140 of the Housing Act 2004, which is primarily used by Environmental Health to gain access on private properties. Following positive advice from Anthony Collins regarding the use of this power, we have liaised with our inhouse legal team and Environmental Health who have agreed to allow us to progress using this power – this will be quicker and will effectively provide forced entry power if the tenant does not willingly comply. We have provided this advice to MHCLG to use in their work regarding this and will be progressing processes to start using this power as soon as possible. We have also been advised by CDC to gain entry for any outstanding safety checks in high-rise or flats with communal areas, where we can demonstrate we have made every attempt to gain access. No access continues to be a massive challenge and risk for us, as it is for all local authorities in the country. SLHD are doing everything possible to alleviate this and reduce the risk of breaching compliance requirements.
	Operational issues <u>Head of Investment Delivery Appointed</u> Property Services has completed the recruitment of the new Head of Investment Delivery role. Following a multi-stage recruitment process, Daniel Boardman was appointed into the role. This strengthens leadership capacity at a critical time and will support the acceleration of planned investment activity, high-rise building safety programmes and delivery of future capital work priorities. <u>PAMI – Predictive Asset Maintenance & Investment</u> Work continues on the development of an integrated approach to repairs, voids and asset management. The initiative is focused on deploying better stock intelligence to reduce avoidable repairs, minimise void costs, target investment more effectively and deliver stronger value for money. We have had early interest in our approach from a number of organisations, who are interested to mirror what we are looking to achieve. One of this is a potential software partner who sees an opportunity for us to shape their system to what we require, but also for them to have a sector developed product. <u>Court of Protection – tenants lacking mental capacity</u> We have been experiencing huge issues regarding tenants who are admitted to residential care permanently due to mental capacity due to the fact that the tenants are unable to end their tenancies normally due to lacking the mental capacity to do so. We had been advised by legal services that the only resolution for this was to apply to the Court of Protection to end the tenancy – due to national delays, this process has been taking up to 2 years per case resulting in rent arrears and properties standing empty for long periods of time, alongside complaints from family members.

	We have worked with Anthony Collins Solicitors with regards alternative legal remedies and have now agreed a much quicker and fairer resolution to these cases, negating the need for the Court of Protection. This will prevent the delays that have been experienced and allow us to end tenancies where required. <u>Connect Sessions</u> Property Services and Housing and Customer Services held their directorate Connect Sessions on 30th June and 1st July respectively. Both sessions were well attended and highly successful and engaging. <u>Colleague Festival</u> Plans for this year's Colleague Festival are well under way and will take place on 23 and 24 September 2026 at Keepmoat Stadium with 4 sessions over 2 days. The theme is Rewriting the Script and will focus on the organisations continued commitment to serving customers, learning and continuous improvement amidst constant challenges, underpinned by our CORE values. Board members are invited to attend one of the sessions and interact with colleagues. <u>Policy update</u> Executive Management Team approved the following policies due to minor changes following reviews. • Family Leave Policy • Pension Discretion Policy • Health and Safety Policy
3. Implications	
Impacts on Customers and Colleagues	Our customers are at the heart of decisions detailed within this report, and consultation events will take place where there are direct impacts to our customers and also our workforce.
Health, Safety and Compliance	Any implications arising from issues in this report will be detailed as part of that update.
Legal and Regulatory	
Risk Assurance / Appetite	
Financials & VFM	
Strategic Alignment	
Procurement	
Equality, Diversity and Inclusion	

Data Privacy	
Technology Implications	
Environmental	
Appendix	Appendix A – People Strategy Update – Impacts on delivery
Supporting Document/s	Name of document/s

Appendix A

People Strategy 2024-29: End of Year 2 Executive Summary

At the end of Year 2, the People Strategy is delivering positive outcomes across all three strategic themes: Recruit and Retain, Support and Develop, and Engage and Celebrate. Despite a period of change within the HR and L & OD team, progress has been made in strengthening organisational capability, improving employee engagement and building the foundations for a high-performing, values-led culture.

Recruit and Retain

The November 2025 Employee Pulse Survey demonstrates that SLHD continues to be viewed positively as an employer, supporting the People Strategy ambition to be an employer of choice within the housing sector. Employee satisfaction, pride and loyalty remain high, indicating strong levels of organisational commitment and retention.

Employee Pulse Survey Outcomes

- **90%** of employees are satisfied with SLHD as an employer.
- **95%** feel proud, or somewhat proud, to work for SLHD.
- **70%** of respondents have worked for the organisation for more than four years.

Continued focus on workforce planning has contributed to sustained low vacancy levels across the organisation, including significant reductions in hard-to-fill roles.

Support and Develop

Significant progress has been made in developing workforce capability, supporting professionalisation across the housing sector and creating opportunities for career progression.

Investment in learning and development continues to support organisational sustainability and regulatory compliance:

- **24 employees** were supported through sponsored study
- **11 employees** are currently undertaking CIH qualifications to meet competence, conduct and Level 4/5 qualification requirements

These initiatives contribute to the development of a professionally qualified workforce and strengthen SLHD's ability to deliver high-quality housing services.

The implementation of the YourLearning system has further strengthened accountability for learning and development. During 2025/26, SLHD achieved:

- **100% PDP completion** (excluding employees on long-term sickness absence or maternity leave).

For the first time, development actions identified through PDPs are captured directly within the learning system and reviewed through regular check-in conversations.

This represents a significant shift away from development being viewed as an annual exercise and supports ongoing discussions regarding performance, career aspirations and personal growth.

Engage and Celebrate

A major achievement during Year 2 has been designing the introduction of the new CORE Values and Behaviours Framework, which establishes clear behavioural expectations and provides a foundation for a consistent organisational culture. The launch of CORE has been supported by significant manager engagement and development activity. The introduction of Manager Away Days directly delivers against the People Strategy objective to create a culture where regular feedback is the norm and high performance is actively encouraged and celebrated. March's Managers Away focused on CORE.

- **103 managers** attended.
- **98%** found the event useful.
- **99%** reported a better understanding of the behaviours expected of themselves and their teams.
- **14 colleagues** volunteered to become CORE Champions to support the ongoing embedding of the framework.

Collectively, these outcomes indicate that the foundations are now in place to support a culture of professionalism, accountability, continuous feedback and high performance.

Summary

At the end of Year 2, SLHD has made strong progress towards its vision of being an employer of choice. Employee engagement and retention remain high, workforce capability continues to strengthen through investment in learning and professional qualifications, and the introduction of the CORE Values and Behaviours Framework has established the foundations for a consistent, high-performing culture. While work continues in relation to workforce planning, recruitment transformation and workforce diversity, the organisation is well positioned to build on these achievements during Year 3 of the People Strategy.

Governance Summary Communications Template

Report from:	Customer and Performance Committee	
Date of meeting:	28 May 2026	
Report author:	Phil Cole	
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):	
<u>1.Performance Information – Key Performance Indicators</u> Members asked for more details around voids, and in particular what the letting standards were. <u>2.Service Standards</u> Members were advised there was a budget of £12k for compensation and this financial year the spend to date was £1.372k. As the previous financial year had totalled £3k overall the budget was being closely monitored.	It was explained that there was a service standard for letting, however it did not extend to carpets and decoration. The Committee noted that the compensation was mainly used for service failure and that it was also now being used for voids issues; an updated position was requested for the September Committee Meeting.	
Additional notes for communication to governance:		
None.		

St. Leger Homes of Doncaster Limited

CUSTOMER & PERFORMANCE COMMITTEE

28 May 2026

Present

Phil Cole (PC - Chair), Mo Tennison (MT), Rodger Haldenby (RH), Councillor Glyn Whiting, Jane Davies (JD) Director of Housing and Customer Services and Lee Winterbottom (LW) Director of Property Services

In Attendance

Asim Munir (AM), Nicky Harvey(NH), Brian Whitmore (Co-opted Committee Member), Anne Tighe (minutes)

1. Apologies and Quorum	ACTION
1.1 Apologies were received from Jackie Linacre (JL) and the meeting noted as quorate.	
2. Declarations of Interest by Committee Members	
2.1 No declarations of interest were received.	
3. Minutes of the meeting held on 19 February 2026 and matters arising	
3.1 The minutes of the meeting held on 19 February 2026 were agreed as an accurate reflection of discussions held.	
3.2 From item number:- 4.3 – Damp and Mould Update It was noted that the final update was included in the agenda.	
3.3 From item number:- 4.4 – Damp and Mould Update AM advised that just over 13,500 tenant received HouseProud by email at this present time. Members were pleased to note this, however queried how many of these were actually read or went into spam. AM agreed to find out the possibility of obtaining this information, and reported that staff did keep contact details up to date and if any emails bounced back tenants were contacted to obtain up to date information.	AM
3. From item number:-9.7 and 9.8 – Customer Focus and Service Standards LW acknowledged that he could see why tenants would like the same operative attending, however he reported that the Dynamic Resource Scheduling System (DRS) that allocated jobs was unable to be altered so that the same operative could be allocated a job to finish what had been started once parts arrived, or to	

attend with other trades. This may change in the future but his preference would be to continue to let the DRS allocate as present as it was the most efficient way to do it.

- 3.5 A member commented that in other places he had worked, operatives did less hours in the summer and more hours in the winter when demand peaked. LW explained that SLHD had consistent all year round demand, for example gas servicing for ten months of the year which leaves two months free for busy winter periods. He was considering a new approach of alternative shifts, extending hours at the start and end of day and also weekends. JD added that for the garden service, work peaked during the summer and quieter periods in winter so it could be interesting to explore the idea.

3.6 ***From item number:-9.9 – Customer Focus and Service Standards***

Members were pleased to note that landline calls from the organisation to tenants now showed the officer's number. In response to a further query around operatives ringing ahead and their number not showing, it was explained that if the number showed then the tenants would make a note of it and use it and operatives did not have the capacity to engage in any calls. A member asked if operatives had the ability to 'go the extra mile' and call tenants a number of times before aborting a repair. LW advised that operatives should ring 3 times, and if there was no response then leave a voicemail. The job would then be logged as no contact.

3.7 ***From item number:-9.12 – Customer Focus and Service Standards***

NH confirmed there was a budget of £12k for compensation and this financial year the spend to date was £1.372k. As the previous financial year had totalled £3k overall the budget was being closely monitored. The Chair asked if compensation was just for service failure and this was confirmed, however it was also now being used for voids issues to refund rents. The Chair asked for an updated position at the September Committee Meeting.

NH

3.8 ***From item number:-10.7 – Repairs Improvement***

It was noted that a breakdown of vacancies and in all different trades had been sent to the Board Member who had requested them.

4. **Customer Focus and Service Standards**

- 4.1 JD introduced NH, Customer Experience Service Manager, who led on this item. She highlighted the following:

- End of year Service Standards – members were asked to note some changes throughout the year, call answering had softened at the latter part of the year and management were looking at ways to improve this

- Anti-Social Behaviour (ASB) – remains stable
 - Repairs – satisfied with performance
 - Complaints and Enquiries – remain stable continuing at 99%, however enquiries were slightly missed so she would be drilling down on the performance/team
 - Housing Ombudsman – this was related to historical complaints. Members were asked to note that the Housing Ombudsman was increasing their staffing levels so SLHD numbers were increasing
- 4.2 JD reported that the Executive Management Team (EMT) were aware that levels of complaints were higher. However when Savills carried out a mock inspection they indicated that they were not worried about complaints levels and advised they were not a major concern. They had noted that the organisation was effectively capturing the learning from complaints and that the organisation could evidence changes to service delivery following the learning. One observation was that although SLHD were doing some good work, our tracking of the learning should be in one place so work was underway to do this.
- 4.3 Members were also asked to note that EMT had employed a company, CGA – Customer Experience Consultancy, which was recommended by Housemark to undertake a customer journey analysis. Following a brief discussion it was agreed it would be useful to have sight of the CGA findings as the Spotlight on Performance for the September meeting. **AT**
- 4.4 NH was pleased to report that although initially the organisation was an outlier and our complaints had risen markedly, it was soon apparent that SLHD had been proven right to log dissatisfaction as a complaint; now other organisations were looking to us for best practice examples of working. She provided examples of learning being implemented such as:
- Operatives were now recording and accessing notes on their devices more easily which aided delivery of repairs
 - Article in HouseProud explaining clearly how repairs were delivered managed expectations
 - Complaints clinics to look at themes
 - Drilling down in complaints to see patterns – this piece of work should be completed later this year
- 4.5 A member asked what is determined as a complaint and was advised that SLHD log every enquiry which was useful.
- 4.6 The Chair and members indicated it would be useful to see data around 'power users' and how/why they were contacting the organisation, and if any major themes had been identified. JD suggested this could be the Spotlight on Performance for the November meeting. **AT**

- 4.7 NH concluded her presentation by advising the teams were looking to trial a customer video link that tenants could click and show us if they are able to, the issue they were reporting. This was in the very early stages, however was an exciting development that staff were keen to use.

5. Final Damp and Mould Update

- 5.1 LW presented the final Damp and Mould update and asked the Committee to note progress. Once the action list was completed members would be advised, however the closing briefing would only be taken to the Tenant Scrutiny Panel (TSP).
- 5.2 The Chair and members commended the teams for the amount of work that had gone into the TSP Review, both by tenants and by staff in responding so robustly to each and every question. They acknowledged damp and mould concerns had generated a significant amount of enquiries from tenants who were concerned with conditions in their properties.

6. Tenant Voice Outcomes

- 6.1 AM attended to lead on the Tenant Voice Outcomes update and provide information around positive outcomes in the last quarter. Performance highlighted included:
- Engagement Forums were busy and One Voice Forum (OVF) continues to consult to allow customers to have input into key policies. It was noted that JL also wanted to involve the Get Involved Group (GIG) also with key strategy consultation
 - The tenant review hub reviews were doing positive work and had input in Tenancy Agreement consultation and a number of Fact Sheets
 - New members had joined TSP and were currently reviewing Keep In Touch (KIT) visits
- 6.2 The Chair observed that it was good that customers were feeding back, however they needed to understand what they were being told, and why this kind of constant review was necessary.
- 6.3 Members asked if there was a fatigue responding to surveys. Asim agreed there were a large number, however these were not only with TSP, GIG and OVF – officers also included Tenant and Residents Associations (TARAs), Voicescape and other ways of engaging. The forward plan including pacing the reviews throughout the year to ensure that tenants were not overwhelmed with a large number of surveys. He concluded by advising that Tpas had praised the organisations template of engagement which was very positive.
- 6.4 In response to a query around engaging with tenants on a new format, members were advised that one of the new Tenant

Engagement Officers was currently in Civic Reception trying to engage with customers. Large posters had been commissioned to be put up in Frenchgate and teams were planning some days there in person.

- 6.5 AM referred to the recent 'Stigma in Social Housing' video by a tenant and advised that this had been picked up locally and nationally and had been widely praised.
- 6.6 A member stated that if the surveys weren't comparing apples to apples it was a waste of time. It was explained that SLHD were benchmarked to similar sized organisations with similar stock of around 20k.

7. Performance Information

- 7.1 JD presented the Performance Information and advised that the May Committee meeting would be in the final Thursday of the month each year to allow for full year end reporting. She advised that EMT were very pleased to note more green than ever before which reflected excellent service. Although there were some Key Performance Indicators (KPIs) in red there was positive movement to be noted in the comments.
- 7.2 KPI1 - % of current rent arrears against annual debit
Members were asked to note exceptional turnout of achieving target in the current climate. EMT were very pleased, however it was a watching brief as more cases were over £3k than teams had every had. It was noted that as an organisation teams were being more lenient, however officers would not allow them to escalate any further.
- 7.3 KPI2 – average number of nights in B&B Accommodation
The Committee acknowledge excellent progress in this KPI, which had never reached target before. There was a 20 nights average turnround. Families were 8 days on average, however it was more challenging to house single applicants.
- 7.4 KPI5 – percentage of settled accommodation (6 months or more) at presentation stage
It was explained that this was the first part of the homeless prevention pathway and 58.57% of approaches is benchmarked well with other organisations.
- 7.5 KPI7 – % of complaints responded to within timescale (10 working days)
Members were pleased to note that although the team was getting more complaints overall, the target was in green and at almost 100% which was performance to be commended.
- 7.6 KPIs 2/3 – void rent loss and relet
LW reported that both KPIs competed against each other and he explained about the high number of major voids and how this

impacted on void rent loss. He has seen some improvements and his teams were working hard to turn around very challenging properties. It was important to emphasise that SLHD were in Quartile 1 nationally and other organisations were approaching management to ask how voids were processed, so they could learn from us, given our performance. Members agreed they had seen significant improvement on this KPI, with one member recalling the average number of relet days was over 40 in the past.

7.7 KPIs 10/10a/10b – Repairs

LW advised he expected to see some improvements overall, and he would prefer emergency repairs to be at 100%; there was a lot of work that he would better inform members in the repairs presentation.

7.8 KPIs 11-16

LW was pleased to report excellent performance, particularly KPI 16 percentage of properties with valid electrical test. His teams were working jointly with JD's teams to gain access. There had been numerous attempt and the newly appointed Access Team were working hard with a number of complex cases. The tenants that needed additional support were offered a number of ways to engage. There were also a number of tenants not occupying their property and legal action was being taken to terminate tenancies and gain access.

7.9 A member asked for further detail around voids and asked what the standards were. LW explained that there was a service standard for letting, however it did not extend to carpets and decoration. Decoration packs were provided under certain circumstances, otherwise there were minor repairs and all safety checks before viewings, although some major voids needed £30-40k of work. A point to note and an attributing factor, it is now 20 years past the first decent homes programme therefore there were a number of components that were near end of their lifecycle.

7.10 A member queried if the Recharge Policy was used in major voids in particular. LW reported that recharges are issued, but the success rate was very low, and major voids on many occasions could be abandoned tenancies. What does happen is that a flag is added next to their former tenancy and if they re-present for accommodation the former recharge would have to be settled. One thing he was pleased to note was that soon to be former tenants were now asking, when they end their tenancy, was what would they get recharged for; this was an indication that the message was getting out in communities.

8. Spotlight on Performance

8.1 It was noted that both September and November Committee meetings Spotlight had been decided earlier in the meeting.

9. Repairs Improvement Update

- 9.1 LW reported on the 'One Repairs' service improvement plan and provided an update around what actions had been implemented, which were underway, and the two new actions of asset led data approach and priority classification. He stated that he hoped it gave members assurance of action against red and amber KPIs.
- 9.2 A member asked if recharge prices were increasing year on year. It was explained that the schedule of rates costs, which was always up to date, was used to pass the costs on to tenants..
- 9.3 Members asked if more repairs were being reported each week that were being carried out. LW advised that there was no backlog to repairs, however they were appointed to future weeks. The average number of repairs was 70k per annum, and this remained consistent, however what has changed is the urgency. So overall repairs didn't outstrip appointments, but there was more expectation from tenants on the time taken even though the 'next available appointment' for the vast majority of repairs reported were given appointments within a week or so.
- 9.4 A member expressed concern that a recent repair operative had not had a liveried van. LW explained that sometimes operatives had a plain van if their liveried van was in for service, and plain vans were also used recently when some teams had been split for different jobs and this was a short term measure. In response to an observation that tenants may be wary of a non-liveried van, LW assured the Committee that operatives called ahead to let tenants know they were coming, they also have photo ID to show they are bona fide representatives of SLHD.
- 9.5 The Committee noted that electric vans were on order and asked if staff would still take vans home at night. LW confirmed they would and advised that a survey of staff had been carried out to ask who would be able to have a vehicle on a drive, and if they could accommodate a charger. Those that had responded to confirm they could would be issued with the new vans first, and chargers would also be installed at the Shaw Lane depot. In response to a question about how much it cost to install a charger, LW advised he would have to report back on this query. It was further explained that if an operative moved properties the charger would be left in situ as it was too much cost to remove. LW explained it accepted this may seem less than ideal but in the round this was the best of the options.

LW

10. TSP Complaint Feedback

- 10.1 JD thanked Tenant Board Members and Co-opted Committee member and the rest of the Complaint Panel for the amount of work, which was very much appreciated, going into looking into

complaints and feeding back. This was a good development on governance and staff in complaints clinic were continuously improving service in response to issues raised.

10.2 RH presented his slides which explained:

- Annual timetable and process
- One repairs service management model
- Details the Panel were provided for selection
- Questions the panel asked and were answered
- Panel observations and recommendations

10.2 RH concluded by advising that SLHD would be an open, confident housing provider if tenants could see all policies on its website.

10.3 JD added that all the learning and feedback, as discussed earlier in the meeting, would all go into one place and would be constantly reviewed by the whole business to demonstrate that actions were taking place 'on the ground'.

10.4 The Chair stated that the presentation showed that the Complaints Panel were very thorough and he thanked them for their commitment.

10.5 A member asked if tenants phoned up about boilers, and had the team on video call, could operatives diagnose by hearing the boiler sounds. JD reminded the Committee of the earlier discussion around video calls and diagnosis, and that the teams were going to see more and more instant analysis and problem solving, which would minimise journeys and allow for directed assistance as required.

10.6 NH added that there were videos on the SLHD website for tenants to look at frequently called in repairs, and the Customer Access Team were trained to give advice over the phone about error messages to give advice to help the customer resolve it themselves.

Appendix A

Our Themes	Customer Promise/Standard	Measure and Target	Tenant outcomes
Transparency, Influence and Accountability How we communicate, listen, treat people fairly and hold ourselves accountable for delivering what we promise.	1. We will communicate clearly, keep you informed and do what we say we will. 2. We will treat every individual customer with dignity, fairness and compassion, regardless of their background, housing status, or personal circumstances.	1. 98% of customers who thought staff and contractors were polite and helpful respectful (Transactional Survey) 2. Monitor the provision of translation and interpretation services to ensure it is accessible for customers (Mystery shopping) 3. 95% of customer records with identified communication needs have those needs reviewed annually (Survey) 4. < 5% of complaints received about attitude of staff or lack of respect. 5. Improve overall tenant satisfaction with communication about repairs, including updates where required, by year end (Transactional Survey).	As a tenant, I will understand what will happen, when it will happen and how to get help in a way that meets my needs. I will be treated fairly, respectfully and consistently, and communication should be clear and accessible.
Safety & Quality of your Home Keeping properties in good repair and maintaining building safety	3. We will do our best to get it right first time, every time. 4. We will regularly inspect your home and use what we find to plan and deliver investment programmes that keep your home decent, modern and free from significant hazard. 5. We will carry out necessary work to help you make sure you feel safe in your home. 6. We will always aim to offer you an appointment that is the most convenient to you within the operating hours we deliver our services.	6. 100% of properties with a stock condition survey completed in the last 5 years. 7. 100% of Cat 1 hazards successfully mitigated following a stock condition survey. 8. 88% of tenants satisfied with the most recent responsive repair carried out on their property (Transactional Survey) 9. 95% of customers satisfied with the condition of their new property (Transactional Survey). 10. Improve overall customer satisfaction by reducing the number of responsive repair appointments that need rescheduling by year end. 11. 85% of customers satisfied with the end to end repairs journey (Transactional Survey) 12. No. of properties that have benefitted from capital investment. 13. Less than 10% of repairs recalled within the previous 12 months.	As a tenant, I will live in a home that is safe, well maintained and supported by better information about its condition. I will experience fewer avoidable appointment disruptions and a repairs service focused on getting the job right.

Neighbourhood and Community How we work with others to create safe, strong and thriving communities	7. Working positively with other agencies, we will make a positive contribution to your neighbourhood.	14. 95 % of Medium Risk ASB reports responded to within 3 working days. 15. 90% of high risk category antisocial behaviour reports responded to within one working day. 16. 60% of customers whose ASB was closed during the quarter, who were satisfied with the way their anti-social behaviour complaint was handled. (Transactional survey)	As a tenant, I will know what to expect when anti-social behaviour is reported and have greater confidence that the organisation is working with partners to support safer, stronger neighbourhoods.
Tenancy How we help people to successfully maintain their tenancy and make fair decisions about access to homes.	8. We will ask for and listen to your views to help inform the decisions we make and to improve our services. 9. We will aim to deal with your enquiries quickly and effectively having knowledgeable staff. 10. We will be easy to contact using your own preferred method.	17. Number of customer consultations that resulted in “You said, We did” actions. 18. We will make an assessment of tenancy support needs and respond to all referrals within 20 working days. 19. Increase in the % of customers registered for and actively using the customer portal to access services online by year end.	As a tenant, I will have opportunities to influence services, access support when I need it and get enquiries resolved effectively. I will be able to use services in a way that works for me, including through improved digital access.
Competence and Conduct How we ensure colleagues and contractors have the right skills, behaviours and standards to deliver respectful, professional services.	11. Our colleagues will be professional, knowledgeable and committed to continually improving the service they provide	20. 88% of customer satisfied that the person they spoke to had the knowledge or information to resolve tenants' calls at the first point of contact (Transactional Survey). 21. 100% of new starter employees attend Customer Excellence Training.	As a tenant, I will receive services from people who are competent which will give me greater confidence that services will be delivered professionally, effectively and fairly.

Appendix B

Removed Promise	Rationale
All staff and contractors are: Helpful, respectful, courteous, polite, friendly and professional	Removed and incorporated into Promise 2 "We will treat every individual customer with dignity, fairness and compassion, regardless of their background, housing status, or personal circumstances" . This now aligns with our approved Respect Standard and Repairs Charter.
Keep our promises and do what we say we will	Removed and incorporated into Promise 1 "We will communicate clearly, keep you informed and do what we say we will." Feedback from customers consistently shows that keeping promises is closely linked to receiving clear information, regular updates and being informed when things change. Monitoring this through communication-related measures provides a more meaningful and evidence-based assessment than a standalone measure, which would duplicate existing performance information
Treat you as an individual, with respect and decency and without discrimination	Removed and incorporated into Promise 2 "We will treat every individual customer with dignity, fairness and compassion, regardless of their background, housing status, or personal circumstances" . This now aligns with our approved Respect Standard.

Measures and Targets Changed, Deleted or Added

Appendix C

Added	Monitor the provision of translation and interpretation services to ensure it is accessible for customers.	Added to provide assurance that customers who need translation or interpretation support can access services fairly and effectively. This measure will help evidence delivery of our accessibility and equality commitments, including the Equality, Diversity and Inclusion Strategy. Customer outcome impact: Customers who need communication support should find it easier to access services and understand information provided to them.
Added	95% of customer records with identified communication needs have those needs reviewed annually.	Added to provide assurance that identified communication needs are kept up to date, so services can respond appropriately and consistently. Customer outcome impact: Keeping communication needs up to date helps customers receive contact and information in a way that works for them.
Deleted	95% respond to written enquiries, complaints and compliments within 10 working days.	Removed because complaint response times are already captured through Tenant Satisfaction Measures and reported to Committee and Board and we are consistently above this target. The Customer Relations Team will continue to update Customer and Performance Committee on performance on responding to enquiries and complaints through the Customer Feedback Report. This report is also presented to the One Voice Forum, Tenant Scrutiny Panel and published on our website. Any customer dissatisfaction with the timeliness or quality of responses will continue to be identified through complaints relating to communication.

Added	< 5% of complaints received about attitude of staff or lack of respect.	Added to provide a direct complaints-based check on whether customers feel they are treated with respect, dignity and fairness. Customer outcome impact: Complaints about attitude or lack of respect can be identified and acted on more quickly, supporting fairer treatment for customers.
Replaced	Damp and mould inspections raised during the quarter, completed in target — replaced with 100% of properties with a stock condition survey completed in the last 5 years and 100% of Cat 1 hazards successfully mitigated following a stock condition survey.	Replaced because a single damp and mould inspection measure does not fully demonstrate how homes are being kept safe and in good condition. The replacement gives a broader view of property condition and hazard management. Customer outcome impact: A broader focus on home condition and hazards gives customers greater assurance that safety and quality risks are being managed.
Added	100 % of properties with a stock condition survey completed in the last 5 years.	Added to monitor whether up-to-date stock condition information is available to support investment planning and proactive maintenance of homes. Customer outcome impact: Better stock condition information supports earlier identification of issues and more effective investment in customers' homes.
Added	100% of Category 1 hazards successfully mitigated following a stock condition survey.	Added to measure whether serious hazards identified through stock condition information are being acted on and mitigated effectively. Customer outcome impact: Tracking Category 1 hazards through to mitigation helps ensure customers live in safer homes.

Replaced	98% of repairs appointments made and kept.	Removed because repairs appointments made and kept is already reported as a KPI, avoiding duplication. Replaced with % of appointments completed without rescheduling, as this tells customers whether appointments were honoured and their overall service needs met. Customer outcome impact: Customers should experience fewer disrupted appointments, better reliability, and less inconvenience from rearranged visits. It also helps identify where rescheduling is affecting trust, satisfaction and the overall repairs experience.
Added	85% of customers satisfied with the end-to-end repairs journey.	Added to measure the customer's overall repairs experience from start to finish, rather than focusing only on a single aspect of the repairs process. Customer outcome impact: Measuring the full repairs journey gives a better understanding of whether repairs are completed in a way that works for customers.
Deleted	95% of Low ASB reports responded to within 5 working days.	Removed because low-risk ASB response performance was removed from reporting in 2025/26 and is no longer proposed as a customer standard measure. Customer outcome impact: Removing the low-risk ASB measure allows reporting to focus on ASB measures that are more of a higher or medium risk cases.

Changed	90% of high-risk anti-social behaviour reports responded to within one working day.	Minor change to read "90% of high category antisocial behaviour reports responded to within one day"to better align with wording within current ASB categorisation, policy and operational procedures. The service expectation remains the same. Customer outcome impact: Clearer wording on high-risk ASB response times helps customers understand what service they can expect.
Deleted	100% of policies that require approval by Board discussed at the One Voice Forum.	Deleted because customer consultation is now embedded in governance processes and does not need to remain as a standalone measure. Customer outcome impact: Customer involvement remains embedded through governance routes without duplicating the same measure in the standards.
Changed	We will make an assessment of tenancy support needs and respond to all referrals within 12 working days	Changed from 12 to "20 working days" to provide a more realistic and sustainable target that reflects current demand and customer support needs. Customer outcome impact: Customers may wait longer for an initial tenancy support response, but the revised timescale should be more realistic and achievable, helping provide more consistent, meaningful support rather than missed or unmanageable targets.

Deleted	90% of calls answered within 150 seconds.	Deleted as this target pushes the wrong behaviours. One Voice Forum fed back that they want the organisation to move away from speed of response to ensure focus on the quality of the call. This will however continue to be monitored at a local level across the organisation by those using Liberty CX. Customer outcome impact: Moving away from call speed alone places greater emphasis on the quality and usefulness of customer contact. Customers may not always have calls answered within a fixed speed target, but the focus shifts to getting the enquiry resolved properly first time. This should support better-quality conversations, clearer advice and fewer repeat contacts.
Added	Improve overall tenant satisfaction with communication about repairs, including updates where required, by year end.	Added to strengthen the focus on communication during the repairs journey, not just whether the repair was completed. This measure will help show whether tenants are kept informed, understand what is happening and know when to expect progress or completion. Customer outcome impact: Tenants should feel better informed and less likely to need to chase for updates, reducing frustration and improving confidence in the repairs service.

Added	Number of properties that have benefitted from capital investment	Added to show the scale of investment being delivered into tenants' homes and to provide assurance that capital programmes are resulting in visible improvements to properties. This helps demonstrate how stock condition information and investment planning are being translated into practical improvements for tenants. Customer outcome impact: Tenants should benefit from safer, better maintained and more modern homes, with investment targeted where it is needed most. This should support improved confidence in the quality of homes and the organisation's commitment to maintaining them.
Added	Less than 10% of repairs recalled within the previous 12 months.	Added to reflect customer feedback about repeat visits, unresolved repairs and the need to get repairs right first time. Measuring responsive repairs recalled in the past 12 months will help identify where repairs are not being completed effectively, where follow-up work is needed, and where service improvements should be targeted. Customer outcome impact: Tenants should experience fewer repeat repairs, less disruption and greater confidence that repairs are completed properly and sustainably the first time.

Added	Improve overall customer satisfaction by reducing the number of responsive repairs appointments that need rescheduling by year end.	Added to provide assurance that avoidable disruption from repairs appointment rescheduling is being monitored and reduced. This measure will help identify scheduling issues, contractor capacity pressures or communication gaps that affect the customer experience. Customer outcome impact: Customers should experience fewer changed appointments, less inconvenience and greater confidence that repairs will be completed when agreed.
Added	Number of customer consultations that resulted in "You Said, We Did" actions.	Added to evidence how customer feedback and consultation activity leads to visible service changes through "You Said, We Did" actions. This measure will help demonstrate that customer views are listened to and acted upon. Customer outcome impact: Customers should see clearer links between their feedback and improvements to services, increasing trust, transparency and engagement.
Added	Increase in the % of customers registered for and actively using the customer portal to access services online by year end.	Added to monitor digital access and uptake of the customer portal, supporting improved self-service and easier access to online housing services. This measure will help show whether customers are registering for and actively using digital services. Customer outcome impact: Customers who choose to use digital services should find it easier and quicker to access information, request services and manage their tenancy online.

Added	100% of new starter employees attend Customer Excellence Training	Added to provide assurance that all new employees receive Customer Excellence Training and understand the expected standards for customer service from the start of their employment. Customer outcome impact: Customers should receive more consistent, respectful and helpful service from employees who understand customer expectations.
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Board/Committee Report



Title	Damp and Mould Policy Review		
Status	☐ For decision	Meeting Date	06/08/2026
	☒ For approval	Item No	08
		Confidential	No
Author	Craig Parkin Damp Mould and Disrepair Manager		
Presenter	Craig Parkin Damp Mould and Disrepair Manager		

Purpose and Executive Summary:

Awaab's Law, introduced on 27 October 2025, forms a key part of the government's wider reform agenda in relation to social housing standards. In anticipation of this legislation, it was identified within the forward plan that the existing Damp and Mould Policy would require review to ensure full alignment with the expectations, duties, and emerging best practice associated with the new legal framework.

Recommendation/s:

- Acknowledge that the document represents a substantial rewrite, incorporating operational learning since 2023 and aligning with the principles and requirements of Awaab's Law.
- Recognise the transition from a high-level policy to a more robust, compliance-focused framework, including formal triage, case management, and enhanced governance arrangements designed to support legislative compliance and improved service delivery.
- Endorse the decision to avoid embedding prescriptive legislative timescales within the policy, ensuring flexibility to respond to future amendments to Awaab's Law without requiring frequent policy revisions.
- Support the enhanced emphasis on tenant safety, vulnerability, proactive intervention, and root cause analysis, alongside clearer expectations on service delivery and accountability.
- Note that detailed operational procedures sit alongside the policy to enable implementation and can be updated flexibly as legislation and guidance evolves
- Approve the revised Damp, Mould and Condensation Policy.

This approval will enable the organisation to demonstrate a clear, compliant, and forward-looking approach to managing damp and mould, aligned with regulatory expectations and informed by both operational experience and customer insight.

1. Background	At the outset of the review process, it became evident that a more fundamental reassessment was necessary. Since the establishment of the dedicated Damp and Mould Team in 2023, a range of operational insights and recurring scenarios have emerged that were not fully reflected in the existing policy. It was therefore considered essential that these lessons learned were embedded within the revised approach to strengthen consistency, decision-making, and service delivery. As a result, the scale of change required has effectively led to a comprehensive rewrite rather than a minor revision. Given the substantive nature of these changes, producing a traditional “table of amendments” has been deemed disproportionate; instead, this document should be regarded in part as a new policy. The current policy can be found in Appendix 1 and the Revised Policy can be seen in Appendix 2.
2. Key Issues, considerations and options considered	SLHD has actively participated in ongoing roundtable discussions with the Ministry of Housing, Communities and Local Government (MHCLG) as part of the Phase 2 consultation for Awaab’s Law. These discussions indicate that further refinements to both statutory guidance and legislative requirements are likely over the coming years, as the framework continues to evolve to ensure it is fit for purpose. In recognition of this, the policy has been deliberately drafted in a principles-based manner, avoiding overly prescriptive references to legislative timescales or specific statutory wording. This approach is intended to provide sufficient flexibility to accommodate future changes without necessitating frequent formal policy reviews.
3. Policy Changes	The revised policy represents a significant shift from the original 2023 version, moving from a high-level, principles-based document to a more detailed, operationally driven framework aligned with Awaab’s Law. The new policy explicitly incorporates the requirements of the Social Housing (Regulation) Act 2023 and embeds compliance with Awaab’s Law throughout, including clear references to legislative expectations, case management, and hazard response. In contrast, the previous policy focused on general commitments and “reasonable timescales” without defined legislative drivers. A key fundamental change is the introduction of a structured end-to-end process for managing cases. The updated policy establishes formal triage, risk assessment, investigation, repair, and case management stages, supported by defined roles, data capture, and oversight mechanisms. This represents a move away from the earlier policy’s broader commitments toward a more prescriptive and auditable operating model, ensuring consistency in decision-making and stronger governance. There is also a strengthened focus on tenant safety, vulnerability, and proactive intervention. The revised policy introduces enhanced consideration of vulnerabilities, removes reliance on “lifestyle assumptions,” and emphasises root-cause analysis, early intervention, and use of data and technology (e.g. remote triage, monitoring equipment). While the original

	policy recognised tenant partnership and responsibilities, it placed greater emphasis on shared accountability rather than the more proactive, landlord-led approach now adopted. Finally, the new policy significantly expands operational detail around areas such as decants, compensation, contractor management, and tenant support, alongside more comprehensive performance measures and reporting requirements linked to compliance. Collectively, these changes reflect a transition from a relatively high-level policy position to a robust, compliance-focused framework designed to evidence performance, manage risk, and meet evolving regulatory expectations.
Policy Consultation	<u>Property Services</u> On 10 December 2025, an initial draft of the revised policy was presented to the Property Services Management Team for early engagement and feedback. Members of the group were given until the end of December to undertake a detailed review and provide comments, ensuring that operational insight and service experience were fully reflected. In early January 2026, all feedback received was systematically reviewed and incorporated into the document, resulting in a refined final draft. This version was then considered sufficiently developed to be progressed to the One Voice Forum to support formal tenant consultation and engagement. <u>One Voice Forum</u> The revised Damp, Mould and Condensation Policy was presented to the One Voice Forum (OVF) on 29 January as part of the formal consultation process. The session provided an overview of the key changes, including alignment with Awaab's Law, the introduction of a structured triage and case management approach, and an increased focus on vulnerability, tenant support and root cause analysis. Members were also briefed on the rationale for a full policy rewrite and how operational procedures would sit alongside the policy to maintain flexibility as legislation evolves. The consultation enabled OVF members to review the proposed approach in detail and ask questions on how the policy would be implemented in practice, particularly in relation to investigations, repairs, and support for tenants. Feedback from the forum was positive, with members recognising the strengthened focus on tenant safety, clarity of process, and the proactive approach being taken by SLHD. No amendments were requested as a result of the consultation, and the One Voice Forum confirmed its support for the revised policy. <u>Tenant Scrutiny Panel (TSP)</u> Throughout late 2024 and early 2025, TSP undertook an extensive review of the Damp and Mould Service. The report produced, along with the comments and recommendations made by TSP, has been carefully considered and has played a fundamental role in the development of this policy.

	While the report contained limited comments relating directly to the policy itself, a number of observations and recommendations regarding working practices and procedures have been adopted and subsequently incorporated into this version of the policy. For example, TSP highlighted health and safety concerns associated with the use of mould wash products. In response, we have transitioned to a non-toxic, COSHH-free treatment product as our nominated standard product, and this approach is now reflected within the policy. There are several other examples where TSP's feedback has directly influenced the development of our service and helped shape the improvements outlined in this policy. <u>Directorate Working Together Group</u> On 9th June 2026 the policy was taken to the Directorate Working Together (DWT) Group, the group was given until the 19th June 2026 to review the policy. Following this consultation, minor comments were received regarding the need to align the policy with the recently created decant policy as well as minor changes to the governance reporting and the inclusion and consideration of leaseholders. All comments were reviewed and incorporated where appropriate, and the policy has been updated accordingly. The version presented alongside this paper reflects these amendments and is considered the final draft for Board consideration.
Impacts on Customers and Colleagues	The revised policy does not introduce any new service requirements beyond those already implemented in October 2025 in line with Awaab's Law. However, it provides greater clarity, consistency, and transparency for both customers and colleagues by formalising existing working practices, expectations, and processes. Customers will benefit from a clearer understanding of service standards, improved communication, and a more structured approach to case management. For colleagues, the policy provides a strengthened framework to support consistent decision-making, accountability, and service delivery.
Health, Safety and Compliance	The policy reinforces the organisation's commitment to protecting the health, safety, and wellbeing of residents through a robust and proactive approach to managing damp, mould, and condensation. It aligns with Awaab's Law and broader regulatory expectations, supporting improved compliance through defined processes, clear responsibilities, and strengthened governance arrangements. The policy ensures that hazards are identified, assessed, and addressed in a timely and consistent manner.
Legal and Regulatory	The policy reinforces the organisation's commitment to protecting the health, safety, and wellbeing of residents through a robust and proactive approach to managing damp, mould, and condensation. It aligns with Awaab's Law and broader regulatory expectations, supporting improved compliance through defined processes, clear responsibilities, and strengthened governance arrangements. The policy ensures that hazards are identified, assessed, and addressed in a timely and consistent manner.

Risk Assurance / Appetite	The policy strengthens risk management by introducing a more structured and auditable approach to damp and mould case handling, including triage, investigation, and case management. This reduces the risk of non-compliance, service failure, and reputational damage, while supporting the organisation's risk appetite in relation to health and safety and regulatory compliance. Ongoing monitoring and performance reporting will provide assurance to EMT and the Board.
Financials & VFM	There are no additional financial implications associated with this policy review. All operational changes and resource requirements were previously approved and implemented as part of earlier EMT papers in Spring/Summer 2025. The policy supports value for money by formalising efficient processes, enabling better use of resources, and promoting proactive interventions that may reduce longer-term costs associated with damp and mould.
Strategic Alignment	The policy aligns with the organisation's Corporate Plan objectives, particularly in relation to providing safe, decent homes and delivering high-quality, customer-focused services. It also supports compliance with regulatory standards and contributes to wider strategic priorities, including health and wellbeing, asset management, and continuous service improvement.
Procurement	There are no new procurement requirements arising from this policy. Existing arrangements for repairs, maintenance, and specialist contractors remain in place and are sufficient to support delivery of the policy.
Equality, Diversity and Inclusion	The policy promotes a fair and equitable approach to service delivery, with a strengthened focus on identifying and responding to vulnerability. It ensures that individual circumstances are considered and that appropriate support is provided where needed.
Data Privacy	The policy supports the appropriate collection, use, and storage of data in line with the organisation's data protection policies. Case management and monitoring arrangements will ensure that personal data is handled securely and only used where necessary to support service delivery and compliance.
Technology Implications	There are no new technology requirements associated with this policy. Existing systems and tools used to support damp and mould case management, reporting, and monitoring remain appropriate and will continue to be utilised.
Environmental	The policy supports the organisation's broader environmental objectives by linking damp and mould management with asset investment and energy efficiency considerations. Data gathered through service delivery will help inform future investment decisions, including those aligned to carbon reduction and improving the thermal performance of homes.
Appendix	1 – Current Damp and Mould Policy 2 – Proposed Damp and Mould Policy

Supporting Document/s	N/A
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POLICY DOCUMENT

DAMP, MOULD & CONDENSATION POLICY

POLICY TITLE:	Damp, Mould & Condensation Policy
LEAD OFFICER:	Head of Asset Management
DATE APPROVED:	August 2023
APPROVED BY:	St Leger Homes Board
IMPLEMENTATION DATE:	September 2023
DATE FOR NEXT REVIEW:	August 2026 (or sooner if new guidance or legislation is introduced)
ADDITIONAL GUIDANCE:	Damp, Mould & Condensation Operating Procedures (to be developed)
ASSOCIATED CUSTOMER/EMPLOYEE PUBLICATIONS:	• Asset Management Strategy • Repairs & Maintenance Policy • Customer Complaints Policy • Environmental Strategy • Tenant's Handbook • Tenancy Agreement • Damp & Mould Operating Procedures
TEAMS AFFECTED:	All staff and departments
THIS POLICY REPLACES	This is a new policy

Brief Policy Summary: This policy sets out the organisation's approach towards managing damp, mould and condensation in tenanted homes.

Page	Version	Date	Author
Page 1 of 11	1.2	July 2023	Head of Asset Management
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DOCUMENT CONTROL

Revision History

Date of this revision:	19.07.2023
Date of next review:	August 2026
Responsible Officer:	Head of Asset Management

Version Number	Version Date	Author/Group commenting	Summary of Changes
1.0	01.06.2023	HoAM	Original version for initial consultation with EMT
1.1	04.07.2023	EMT, Customers, Staff	Minor tweaks throughout the document following consultation feedback
1.2	19.07.2023	EMT	Minor tweaks to the document following final consultation

Policy Creation and Review Checklist

Action	Responsible Officer	Date Completed
Best practice researched (HouseMark, HQN, Audit Commission, general websites)	D,M & C Working Group	31.05.2023
Review current practices from similar organisations	D,M & C Working Group	31.05.2023
Review customer satisfaction data from the area the policy relates to	Head of Customer Services	N/A
Review Customer complaints from the area the policy relates to	Head of Customer Services	06.06.2023
Undertake customer consultation if applicable	Head of Asset Management	June 2023
Staff consultation if applicable	Head of Asset Management	June 2023
Trade Union consultation if applicable	Head of Asset Management	N/A at present
Stakeholder consultation if applicable	Head of Asset Management	N/A at present
Equality Analysis carried out	Head of Asset Management	19.06.2023
General review and refresh	Head of Asset Management	N/A at present

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Page 2 of 11	1.2	July 2023	Head of Asset Management
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POLICY DOCUMENT

DAMP, MOULD & CONDENSATION POLICY

1. Introduction

This policy is intended to provide clarity for customers, staff and other key stakeholders around the level of service that can be expected from St leger Homes, and the approach that will be taken in relation to Damp, Mould and Condensation.

The policy sets out SLHD's commitment to ensuring that damp, mould and condensation issues are always be taken seriously, and that these are dealt with in true partnership with tenants, with each party having their own responsibilities and roles to play.

The tragic death of Awaab Ishak is a stark reminder of the devastating consequences of the failure to manage damp and mould in homes can have. The Regulator of Social Housing expects all registered providers of social housing to fulfil their responsibility to take action to protect tenants from hazardous damp and mould. More importantly, our customers rightly expect to be able to live in safe and decent housing.

St Leger Homes of Doncaster (SLHD) wants to do the right thing, and we are firmly committed to providing good quality, safe and decent homes. This commitment is a key objective within our corporate plan and is at the heart of our customer-focused approach to delivering our services.

Providing safe and decent homes includes ensuring that any damp or mould issues identified within our properties are robustly addressed in a reasonable timescale, commensurate with the scale of the issue, and with the collaboration and support of our tenants.

SLHD recognises the wider impact damp, mould and condensation within a home can have on our tenants, and we understand our responsibilities and obligations in addressing such issues when they occur. We have developed this policy to set out our commitment to tackling issues of damp and mould, demonstrating the importance we place on meeting our responsibilities and obligations.

To enable us to fulfil our obligations we also recognise the need to work in true collaboration and partnership with our tenants, working together to achieve a common goal: ensuring our homes are decent, modern, safe and free from hazards.

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2. Purpose

This policy sets out our specific commitment to a **zero** tolerance approach to damp and mould in our properties. This policy complements and supports other key strategies, policies and documents including SLHD's:

- Asset Management Strategy
- Repairs & Maintenance Policy
- Customer Complaints Policy
- Environmental Strategy
- Tenant's Handbook
- Tenancy Agreement
- Damp & Mould Operating Procedures

The policy will underpin the work of our dedicated Damp and Mould Team to provide assurance that SLHD:

- Takes all reports of damp and mould seriously.
- Takes appropriate and reasonable measures to maintain the Decent Homes Standard and Homes Standard across its managed housing stock.
- Has robust systems in place to ensure that tenants' homes are free from hazardous levels of damp and mould, alongside comprehensive operational processes in place to identify and effectively deal with cases that may arise within a reasonable timescale.
- Complies with all relevant associated legislation and takes account of existing and emerging best practice.

3. Scope

This policy applies to:

- All City of Doncaster Council properties under the management of SLHD that are tenanted.
- Communal spaces in residential accommodation under the management of SLHD.

It covers:

- Rising, penetrating and condensation damp, including internal leaks. A definition of the different types of damp is covered in Appendix 1.

It sets out:

- SLHD's responsibilities for identifying and dealing with damp, mould and condensation.
- Tenants' responsibilities for identifying, reporting and dealing with damp, mould and condensation.

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It confirms:

- Our commitment to addressing damp and mould issues and how we will meet these promises.

It also:

- Clarifies the guidance, advice, and assistance available throughout the process to all tenants living in SLHD managed properties.
- Identifies situations where SLHD will not be able to undertake works to rectify damp, mould and condensation.

4. Ownership and Responsibilities

Our Statutory Obligations

The key statutory and contractual obligations applicable to this policy are:

- Housing Act 2004.
- Decent Homes Standard.
- Homes (Fit for Human Habitation) Act 2018.
- Housing Health and Safety Rating System (HHSRS).
- Defective Premises Act 1972 (Section 4).
- Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994.
- Landlord and Tenant Act 1985 (Section 11).
- Tenancy Agreement.
- Equality Act 2010.
- The Health And Safety At Work Act 1974.

Our Responsibilities

In preventing and managing issues relating to damp, mould and condensation, SLHD is responsible for:

- Maintaining the main fabric of the building in good condition including: walls, roof, chimneys, doors, windows, guttering, fascia and soffit.
- Ensuring that internal components such as pipework, heating, insulation and ventilation are in good working order.
- Responding to reports of faulty components or repairs in a reasonable timescale (and in accordance with our repairs and maintenance policy).
- Responding to reports of damp and mould in a reasonable timescale.
- Utilising data and other asset intelligence to proactively identify potential issues.
- Delivering the specific commitments contained within this policy.

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Tenant Responsibilities

In preventing and managing issues relating to damp mould and condensation, tenants are responsible for:

- Regularly checking for, and reporting in a timely manner, any damp or mould issues. This includes faulty equipment that will hamper the management and control of damp, condensation, and mould (e.g. leaks, faulty extract fan, unable to open windows, faulty or absence of heating in habitable spaces etc.).
- Regularly checking for mould and cleaning signs of mould as soon as they are discovered.
- Following all advice and guidance issued by SLHD on managing and controlling damp and condensation and taking all reasonable steps to reduce and manage condensation within the home, e.g., using fans where provided, adequately ventilating the property, using trickle vents, covering pans when cooking, drying laundry outside where possible, keeping the kitchen or bathroom door closed when cooking or bathing.
- Adequately heating the property (recommended between 18-21 degrees) and keeping humidity levels below 60%.
- Providing reasonable access for repairs and inspections, in accordance with the tenancy agreement.

If the tenant fails to take the advice and reasonable steps to reduce damp the tenant may be recharged for any resulting repairs required which are considered to be as a result of this neglect.

5. Policy

Our Policy Commitments

In delivering our Damp and Mould service to our customers, we are committed to delivering the following to the best of our abilities:

- Taking all reports of damp, mould and condensation seriously.
- Making it easy for tenants to report and raise concerns relating to damp, mould and condensation and to raise a formal complaint where they are dissatisfied with the response.
- Triaging reports of damp, mould and condensation to ensure more urgent cases and issues are prioritised accordingly, including consideration of tenant circumstances and vulnerabilities.
- Ensuring that concerns raised are listened to, and tenants are treated fairly and with respect.
- Focusing on working in partnership with tenants to resolve any issues raised together.
- Taking into account individual tenant needs, circumstances and vulnerabilities when investigating and addressing concerns raised.

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- Undertaking effective and time appropriate investigations.
- Keeping a record of issues raised and our response (including inspections).
- Using independent specialists where appropriate.
- Informing tenants of findings following a property inspection and the proposed next steps.
- Delivering all reasonable remedial repair solutions and improvements to eradicate damp and mould including, managing, and controlling condensation, in line with our repairs policy.
- Making good internal surfaces following any remedial work carried out ensuring that surfaces are prepared to a condition ready for the tenant to redecorate.
- Ensuring that when a third party deliver works on behalf of SLHD, only competent contractors are used.
- Ensuring that tenants have access to comprehensive advice and guidance on managing and controlling damp, mould and condensation.
- If it is unsafe for the occupants to remain in the property while the works are carried out, arranging for alternative accommodation. This may be on a day-by-day basis or a temporary move to an alternative property. The tenant will be supported through this process to find suitable accommodation.
- Supporting tenants, where appropriate, to take their own proportionate and reasonable actions to help control and manage condensation related issues within the home.
- Making referrals to the Tenancy Support Team for tenants where financial issues or other vulnerabilities may have been a contributory factor in instances of damp, mould or condensation. The team will work with the tenant to maximise incomes and build financial resilience.
- Ensuring that the fabric of SLHD managed property is protected from deterioration and damage resulting from damp and condensation.
- Maximising available budgets and ensuring that they are used effectively and efficiently to deal with damp and condensation problems.
- Using information gathered from reports of damp and mould to inform future investment programmes across the housing stock, ensuring strong links with the journey to net zero carbon.
- Complying with appropriate statutory requirements.
- Adopting a continuous improvement approach to the service, including learning from complaints and customer feedback, and identifying and adopting emerging best practice where feasible.
- Ensuring that relevant staff have appropriate damp, mould and condensation training and understand their obligations under this policy.

Policy and Commitment Limitations

In responding to concerns around damp, mould and condensation, there are some limitations and exclusions to what SLHD will, or are able to provide, and these include, but are not limited to:

- Controlling damp and mould where it is unreasonable or impractical to do so or if any remedial action would be ineffective. For example poor construction or design

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(not meeting current construction and living standards), i.e. listed buildings, or cold bridging areas in the fabric of the building that cannot be eliminated. Where such buildings are identified, the future retention and use of these will be reviewed.

- Non-habitable rooms, for example: out-buildings and other add-on structures or unheated or uninsulated semi external toilets and storerooms. Where tenants are considering converting or using non-habitable buildings and spaces or rooms they should seek advice and permission from SLHD in accordance with the tenancy agreement conditions.
- Where internal conditions within a home prevent inspections or remedial work being safely carried out, for example overcrowding or excessive hoarding of personal belongs. In such instances, SLHD will provide support and assistance to review the tenant's options that may include moving to more appropriate alternative suitable accommodation, or referral for other methods of support.

Also, under this policy:

- Mould wash treatment will only be carried out by St Leger Homes where this is found to be:
 - o A persistent or extensive issue.
 - o Cannot be controlled by the tenant following previous documented attempts.
 - o Where vulnerabilities prevent the tenant being able to undertake independently.
- Surfaces will be prepared ready for decoration, but decoration will not be provided following works. In very exceptional circumstances, SLHD may consider this at their discretion as a gesture of goodwill.
- SLHD will not normally reimburse for personal items damaged by mould unless it is proven that SLHD have been negligent.

6. Monitoring, Compliance and Effectiveness

The Director of Property Services has overall responsibility for this policy, including ensuring its effective implementation and delivery of the commitments specified.

- The Head of Asset Management is responsible for:
 - o The day-to-day implementation and delivery of the policy.
 - o Monitoring the day-to-day performance and delivery of the policy.
 - o Reviewing the policy.
- The Damp and Mould Manager has responsibility for:
 - o Supporting the development and ongoing review of this policy.
 - o Developing the processes and procedures that underpin this policy.

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- o Delivering the Damp & Mould action plan, which brings to life the aims and commitments within this policy.

As a minimum, the Policy will be reviewed every three years, or sooner if required in response to:

- Legislative changes.
- SLHD strategy or policy changes.
- Customer feedback, including complaints.
- Emerging new best practice.
- Ineffective policy terms.

Oversight, governance and monitoring of this policy will be provided through the existing SLHD Board & Committee structure, with regular damp and mould updates being provided as a minimum via the Health, Safety and Compliance report.

7. Performance Standards

New performance monitoring measures will be developed and introduced within the first six months of the policy. As a minimum, these will include:

- **Number of damp, mould & condensation inspection requests made by tenants each week or month.**
- **Number of damp, mould & condensation inspections completed each week or month.**
- Average time to complete a damp, mould & condensation inspections (from the date reported to the date the inspection completed).
- Number of repairs raised following a damp, mould & condensation inspection.
- Number of repairs completed following a damp, mould & condensation inspection.
- Average time to complete damp, mould & condensation related repairs following an inspection.
- Number of properties where a category 1 hazard in relation to damp & mould is recorded at a moment in time.
- Number of properties where a category 2 hazard is relation to damp & mould is recorded at a moment in time.
- Number of referrals made to the tenancy sustainability team.

The indicators highlighted in bold above will be included in the Health, Safety & Compliance report, which is monitored by the Executive Management Team and Building Safety Committee (on behalf of the Board).

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8. Appendices

Appendix 1: Types of Damp & Mould

The types of damp covered by the policy are:

Rising Damp: The movement of moisture from the ground rising up through the structure of the building through capillary action.

Penetrating Damp: (including internal leaks); Water penetrating the external structure of the building or internal leaks causing damp, rot and damage to internal surfaces and structure. The cause can be the result of, for example:

- Water ingress due to defective or poor original design or workmanship of the structure.
- Defective components for example roof coverings, external wall doors and windows.
- Defective or blocked rainwater gutters and pipes.
- Defective or leaking internal waste pipes, hot and cold water and heating systems.
- Flooding due to burst pipes.

Condensation Damp: Condensation occurs when moisture held in warm air comes into contact with a cold surface and then condenses producing water droplets. This can take two main forms:

- Surface condensation arising when the inner surface of the structure is cooler than the room air.
- Condensation inside the structure where vapour pressure forces water vapour through porous materials (e.g., walls), which then condenses when it reaches colder conditions within the structure.

The conditions that can increase the risk of condensation are:

- Inadequate ventilation e.g., natural opening windows and trickle or background vents and mechanical extraction in bathrooms and kitchens.
- Inadequate heating e.g., undersized boilers and radiators.
- Inadequate thermal insulation. e.g., Missing, or defective wall and loft insulation.
- High humidity e.g., presence of rising and penetrating damp
- Poor building design and construction – specific cold areas (bridging) which are integral with the building construction.

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Conditions that can lead to condensation are:

- Inadequate ventilation – lack of opening windows or mechanical ventilation or extraction, not opening windows, blocking up vents not turning on extract fans, not allowing air to circulate around furniture.
- Inadequate heating – absence of suitable heating system or not heating property appropriately (acknowledging that in some cases fuel poverty may be a contributing factor).
- Defective insulation –dislodged insulation in lofts.
- High humidity - not covering pans when cooking and drying laundry inside the house can contribute to this.
- Overcrowding.

Mould is a natural organic compound that develops in damp conditions and will only grow on damp surfaces. This is often noticeable and present in situations where condensation damp is present.

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POLICY DOCUMENT

DAMP, MOULD & CONDENSATION POLICY

POLICY TITLE:	Damp, Mould & Condensation Policy
LEAD OFFICER:	Head of Asset Management
DATE APPROVED:	August 2026
APPROVED BY:	St Leger Homes Board
IMPLEMENTATION DATE:	August 2026
DATE FOR NEXT REVIEW:	August 2029 (or sooner if new guidance or legislation is introduced)
ADDITIONAL GUIDANCE:	Damp, Mould & Condensation Operating Procedures
ASSOCIATED CUSTOMER/EMPLOYEE PUBLICATIONS:	• Asset Management Strategy • Repairs & Maintenance Policy • Customer Complaints Policy • Environmental Strategy • Tenant's Handbook • Tenancy Agreement • Damp & Mould Operating Procedures • No Access Policy • Recharge Policy • Decant Policy
TEAMS AFFECTED:	All staff and departments
THIS POLICY REPLACES	Damp and Mould Policy (2023)

Brief Policy Summary: This policy sets out the organisation's approach towards managing damp, mould and condensation in tenanted homes.

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DOCUMENT CONTROL

Revision History

Date of this revision:	August 2026
Date of next review:	August 2029
Responsible Officer:	Head of Asset Management

Version Number	Version Date	Author/Group commenting	Summary of Changes
1.0	01.06.2023	HoAM	Original version for initial consultation with EMT
1.1	04.07.2023	EMT, Customers, Staff	Minor tweaks throughout the document following consultation feedback
1.2	19.07.2023	EMT	Minor tweaks to the document following final consultation
2.0	27.10.2025	Damp, Mould and Disrepair Manager	Refresh in line with Awaab's Law.
2.1	January 2026	PS Mgt Team	Minor tweaks to the document following consultation
2.2	January 2026	One Voice Forum	No Changes Requested
2.3	June 2026	Directorate Working Together	Minor tweaks to the document following final consultation
2.4	July 2025	EMT	Addition of new logo following final consultation

Policy Creation and Review Checklist

Action	Responsible Officer	Date Completed
Best practice researched (HouseMark, HQN, Audit Commission, general websites)	D,M & C Working Group	31.05.2023
Review current practices from similar organisations	D,M & C Working Group	31.05.2023
Review customer satisfaction data from the area the policy relates to	Head of Customer Services	N/A
Review Customer complaints from the area the policy relates to	Head of Customer Services	06.06.2023
Undertake customer consultation if applicable	Head of Asset Management Damp, Mould & Disrepair Mgr	June 2023 January 2026
Staff consultation if applicable	Head of Asset Management	June 2023 January & June 2026

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	Damp, Mould & Disrepair Mgr	
Trade Union consultation if applicable	Head of Asset Management	N/A at present
Stakeholder consultation if applicable	Head of Asset Management	N/A at present
Equality Analysis carried out	Head of Asset Management	19.06.2023
General review and refresh	Head of Asset Management	N/A at present

POLICY DOCUMENT

DAMP, MOULD & CONDENSATION POLICY

1. Introduction

This policy is intended to provide clarity for customers, staff and other key stakeholders around the level of service that can be expected from St Leger Homes, and the approach that will be taken in relation to Damp, Mould and Condensation.

The policy sets out SLHD's commitment to ensuring that damp, mould and condensation issues are always taken seriously, and that these are dealt with in true partnership with tenants, with each party having their own responsibilities and roles to play.

The tragic death of Awaab Ishak is a stark reminder of the devastating consequences of the failure to manage damp and mould in homes can have. The Regulator of Social Housing expects all registered providers of social housing to fulfil their responsibility to take action to protect tenants from hazardous damp and mould. More importantly, our customers rightly expect to be able to live in safe and decent housing.

On October 27th 2025, Awaab's Law was introduced into the Social Housing (Regulation) Act 2023, which sets out in legislation, steps a landlord must take to investigate and remediate and reports of damp and mould hazard.

St Leger Homes of Doncaster (SLHD) wants to do the right thing, and we are firmly committed to providing good quality, safe and decent homes and ensuring the safety and wellbeing of our tenants. This commitment is a key objective within our corporate plan and is at the heart of our customer-focused approach to delivering our services.

Providing safe and decent homes includes ensuring that any damp or mould issues identified within our properties are robustly addressed in a reasonable timescale, commensurate with the scale of the issue, and with the collaboration and support of our tenants.

SLHD recognises the wider impact damp, mould and condensation within a home can have on our tenants, and we understand our responsibilities and obligations in addressing such issues when they occur. We have developed this policy to set out our commitment to

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tackling issues of damp and mould, demonstrating the importance we place on meeting our responsibilities and obligations.

To enable us to fulfil our obligations we also recognise the need to work in true collaboration and partnership with our tenants, working together to achieve a common goal: ensuring our homes are decent, modern, safe and free from hazards.

2. Purpose

This policy sets out our specific commitment to a **zero** tolerance approach to damp and mould in our properties. This policy complements and supports other key strategies, policies and documents including SLHD's:

- Asset Management Strategy
- Repairs & Maintenance Policy
- Customer Complaints Policy
- Environmental Strategy
- Tenant's Handbook
- Tenancy Agreement
- Damp & Mould Operating Procedures
- No Access Policy
- Recharge Policy
- Decant Policy

The policy will underpin the work of our dedicated Damp and Mould Team to provide assurance that SLHD:

- Takes the health, safety and wellbeing of tenants seriously.
- Takes all reports of damp and mould seriously.
- Takes appropriate and reasonable measures to maintain the Decent Homes Standard and Safety & Quality Standard across its managed housing stock.
- Has robust systems in place to ensure that tenants' homes are free from hazardous levels of damp and mould, alongside comprehensive operational processes in place to identify and effectively deal with cases that may arise within a reasonable timescale.
- Complies with all relevant associated legislation and takes account of existing and emerging best practice.

3. Scope

This policy applies to:

- All City of Doncaster Council residential properties under the management of SLHD.
- Communal spaces in residential accommodation under the management of SLHD.

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It covers:

- Rising, penetrating and condensation damp, including internal leaks. A definition of the different types of damp is covered in Appendix 1.

It sets out:

- SLHD's responsibilities for identifying and dealing with damp, mould and condensation.
- Tenants' responsibilities for identifying, reporting and dealing with damp, mould and condensation.

It confirms:

- Our commitment to addressing damp and mould issues and how we will meet these promises.

It also:

- Clarifies the guidance, advice, and assistance available throughout the process to all tenants living in SLHD managed properties.
- Identifies situations where SLHD will not be able to undertake works to rectify damp, mould and condensation.

4. Ownership and Responsibilities

Our Statutory Obligations

The key statutory and contractual obligations applicable to this policy are:

- Housing Act 2004.
- Decent Homes Standard.
- Homes (Fit for Human Habitation) Act 2018.
- Housing Health and Safety Rating System (HHSRS).
- Defective Premises Act 1972 (Section 4).
- Secure Tenants of Local Housing Authorities (Right to Repair) Regulations 1994.
- Landlord and Tenant Act 1985 (Section 11).
- Tenancy Agreement.
- Equality Act 2010.
- The Health And Safety At Work Act 1974.
- Social Housing (Regulation) Act 2023 (Including Awaab's Law)

Our Responsibilities

In preventing and managing issues relating to damp, mould and condensation, SLHD is responsible for:

- Maintaining the main fabric of the building in good condition including: walls, roof, chimneys, doors, windows, guttering, fascia and soffit.

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- Ensuring that internal components such as pipework, heating, insulation and ventilation are in good working order.
- Responding to reports of faulty components or repairs in a reasonable timescale (and in accordance with our repairs and maintenance policy and other legislative timescales).
- Triaging reports of damp and mould, whilst considering severity and customer vulnerability.
- Responding to reports of damp and mould, in accordance with the legislative timescales dictated under Awaab's Law where applicable. Utilising data and other asset intelligence to proactively identify potential issues.
- Delivering the specific commitments contained within this policy.

Tenant Responsibilities

In preventing and managing issues relating to damp mould and condensation, tenants are responsible for:

- Regularly checking for, and reporting in a timely manner, any damp or mould issues. This includes faulty equipment that will hamper the management and control of damp, condensation, and mould (e.g. leaks, faulty extract fan, unable to open windows, faulty or absence of heating in habitable spaces etc.).
- Regularly checking for mould and cleaning signs of mould as soon as they are discovered.
- Following all advice and guidance issued by SLHD on managing and controlling damp and condensation and taking all reasonable steps to reduce and manage condensation within the home.
- Using any product issued by St Leger Homes, in accordance with instructions and guidance, to treat and manage mould within their property.
- Adequately heating the property (recommended between 18-21 degrees) and keeping humidity levels below 60% relative humidity (rh)
- Providing reasonable access for repairs and inspections, in accordance with the tenancy agreement.

If the tenant fails to take the advice and reasonable steps to reduce damp, mould and condensation, the tenant may be recharged for any resulting repairs required which are considered to be as a result of this neglect.

5. Policy

5.1 Our Ethos

SLHD will make it easy for tenants to report and raise concerns relating to damp, mould and condensation and take all reports seriously to protect their health, safety and wellbeing. The damp and mould team will strive to identify the root cause of the problem. It is acknowledged that property use can have an impact on damp, mould and condensation, but we will never assume 'lifestyle' is the sole cause and all necessary testing will be carried out to rule out any construction defect with the property. The Damp and Mould team will ensure that concerns raised are listened to, and tenants are treated fairly and with respect, focusing on

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working in partnership with tenants and other business areas to resolve any issues raised together.

5.2 Awaab's Law

SLHD will adhere to legislative timescales and guidance as detailed in Awaab's Law which forms part of the Social Housing (Regulation) Act 2023. As the legislation is being introduced on a phased approach it may be subject to changes with each additional phase, so specific details have not been included within this policy. The policy is however supported by the organisations documented Awaab's Law Operating Procedure, which will be routinely updated with changes in legislation.

A Damp and Mould hazard is not considered in scope of Awaab's Law under the following circumstances:

- If the hazard arises due to tenant neglect or misuse, such as failing to ventilate properly, not heating the property adequately, or causing damage that leads to damp or mould.
- External Factors Beyond Landlord Control. i.e. Hazards caused by extreme weather events, flooding, damages caused by a third party or other external circumstances where immediate repair is not possible.

Where no defect in the property is identified, the case may fall outside the formal scope of Awaab's Law. However, SLHD adopts a robust and proactive approach by assessing all reports of damp and mould in line with the principles of Awaab's Law. Wherever possible, where a significant or emergency hazard is identified, SLHD will aim to complete remedial works within Awaab's Law timescales, even where the case technically falls outside of scope due to factors beyond the landlord's control.

This approach reflects SLHD's commitment to safeguarding residents' health and wellbeing. SLHD recognises that some contributing factors to damp and mould may be outside the control of both the landlord and the tenant, such as the affordability of energy and the ability to adequately heat the home.

5.3 Triaging

We will conduct an initial remote triage of all reports of damp, mould, and condensation to assess whether an 'emergency' or 'significant' hazard exists, as defined under Awaab's Law. This process ensures that investigations are carried out within the required timescales. Where the triage confirms that no 'emergency' or 'significant' hazard is present, the inspection will proceed in accordance with other organisational policies and the terms of the tenancy agreement.

SLHD will adopt a risk assessment matrix when triaging damp, mould and condensation issues, with consideration of tenant circumstances and vulnerabilities to ensure a fair and consistent approach is applied across all damp and mould reports.

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We will not request medical evidence to confirm vulnerabilities; however, tenants may be encouraged to update their tenancy records if a vulnerability is not currently listed. Any deliberate attempt to exaggerate a medical condition in order to gain priority will be considered a breach of tenancy and may result in an investigation by the housing management team.

Tenants have the right to decline answering questions about personal circumstances or vulnerabilities during the damp and mould triage. However, SLHD cannot accept responsibility for any inaccuracies in the application of the risk assessment matrix that may arise as a result.

5.4 Damp and Mould Investigations

Following the triage, the Damp and Mould Team will arrange an investigation into the reported issue. Any 'emergency' or 'significant' hazards will be investigated within the timescales set out under Awaab's Law.

In minor cases, not all reports will require a physical visit; in some instances, the investigation may be completed during the triage process.

Where appropriate, the team may use digital technology to assist with investigations. For example, tenants may be asked to provide initial photographs via email, although other digital tools may also be used. Personal circumstances will always be considered, and digital methods will not be used where a tenant is unable to participate. Even if an investigation is carried out remotely, a physical visit may still be required depending on the findings.

Following the initial investigation of a potential 'emergency' or 'significant' hazard, the investigating surveyor will produce a report outlining the findings, any required repairs, and next steps, including associated timescales.

Diagnosing and resolving damp and mould can be complex, and further investigations may be necessary. These could include:

- A revisit by an SLHD surveyor to carry out intrusive testing
- Installation of specialist monitoring equipment
- A specialist survey by a partnering contractor

If further investigations are required, tenants will be kept informed throughout the process. In some cases, the investigation may conclude that no constructional defect exists (i.e., no repairs are required). In these instances, we will work with the tenant to provide advice and support to help improve conditions in their home. Further details are outlined in section 5.8.

5.5 Repairs

If repairs are required following an investigation into damp, mould, or condensation, the Damp and Mould Team will raise a repair order, typically with the in-house Repairs and Maintenance team. In a small number of cases, specialist contractors may be required.

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While the Damp and Mould Team does not have direct management control over the Repairs and Maintenance team, we will work collaboratively to ensure repairs are completed efficiently and without unnecessary delay.

Where an 'emergency' or 'significant' hazard exists, repairs will be logged within the timescales set out under Awaab's Law. In these cases, repairs may have two separate timescales:

- Urgent repairs to immediately reduce or remove the hazard
- Additional repairs to prevent the hazard from recurring, completed within a reasonable timeframe

Where no 'emergency' or 'significant' hazard is identified, any findings and repairs will be managed in line with organisational policies and the tenancy agreement.

5.6 Mould Treatments

St Leger Homes will only carry out mould wash treatment where one or more of the following conditions apply:

- The mould growth is caused by factors outside the tenant's control (e.g., an internal plumbing leak)
- The issue is persistent or extensive
- The problem cannot be managed by the tenant despite previous documented attempts
- The tenant has vulnerabilities that prevent them from undertaking treatment independently

Most commercially available mould wash products are bleach-based. Bleach is ineffective on porous surfaces such as plaster because it only lightens the surface, giving the impression that mould has been removed, while the underlying root system often remains, leading to regrowth. For this reason, St Leger Homes only permits the use of antimicrobial solutions. These products provide a more effective and long-lasting treatment, are environmentally friendly, and are considered safe for operatives, tenants, children, and pets.

Antimicrobial solutions do not bleach surfaces, so black staining may remain after treatment. This does not indicate treatment failure. It is generally the tenant's responsibility to redecorate to remove any residual staining.

Where a mould wash treatment does not meet the above criteria, St Leger Homes may provide tenants with an antimicrobial mould treatment spray to enable them to manage the issue effectively themselves.

5.7 Specialists and Contractors

Where necessary, St Leger Homes may appoint independent specialist contractors to carry out surveys and/or repairs. This typically occurs when the work is considered extensive and

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beyond the scope of the Repairs and Maintenance team, for example, large-scale damp proofing projects. We will ensure that only competent and approved contractors deliver works on behalf of SLHD.

Contractors are not responsible for sharing survey details directly with tenants. All findings will be communicated by the Damp and Mould Team.

In some cases, major components may need to be removed to facilitate damp and mould remediation works. Contractors engaged for these works are responsible solely for the remediation process and, unless exceptional circumstances arise, will remove and refit existing items as part of the works. Any repairs to fixtures and fittings will be assessed and undertaken by the Repairs and Maintenance Team. Contractors will only be held accountable for general repairs where damage is a direct result of their actions during remediation.

SLHD may provide support to tenants with the temporary removal and storage of large furniture items where these prevent essential works, and the tenant is unable to relocate them independently.

Appointed contractors will take reasonable steps to protect floor coverings using heavy-duty sheeting. However, tenants are advised to consider temporarily removing floor coverings while works are in progress.

Following works, floor coverings may not fit correctly due to changes in skirting profiles or wall levels. In such cases, SLHD will not normally reimburse tenants for replacement flooring, as flooring remains the tenant's responsibility. Each case will, however, be assessed on its individual merits, considering the age, condition, and expected lifespan of the floor covering. In exceptional circumstances, SLHD may offer a contributory payment as a gesture of goodwill.

If flooring needs to be removed to facilitate works to the floor, the tenant will be responsible for any costs associated with removal and refitting through their chosen flooring contractor. The Damp and Mould Team is responsible for the operational management of contractors appointed for damp, mould, or condensation remediation. Quality control measures will be in place to ensure value for money, high standards of workmanship, and that tenants are treated fairly and with respect.

5.8 Supporting our Tenants

Tenants will have access to comprehensive advice and guidance on managing and controlling damp, mould, and condensation. This information will be available via our website, social media channels, HouseProud, or directly from an SLHD employee. All advice will be periodically reviewed, and literature updated as necessary to ensure it remains current and relevant.

Where appropriate, SLHD will support tenants in taking proportionate and reasonable actions to help manage condensation-related issues within their home. In exceptional

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circumstances, SLHD may consider installing additional equipment or technology to assist further. This may include, but is not limited to:

- Positive Input Ventilation (PIV)
- Central Mechanical Extract Ventilation (CMEV)
- Remote Monitoring Environmental Sensor Technology

Any energy costs associated with operating installed equipment will remain the responsibility of the tenant.

If a triage and/or investigation identifies that financial hardship or other vulnerabilities have contributed to damp, mould, or condensation issues, a referral may be made to the Tenancy Sustainability Team. This team will work with the tenant to maximise income and build financial resilience.

5.9 Case Management

To ensure compliance with Awaab's Law, a case management approach will be applied to all significant and emergency hazards. Cases within the scope of Awaab's Law will remain open until all identified repairs and/or investigations have been completed.

The case management system will record all evidence of SLHD's efforts to comply with the legislation, including (but not limited to):

- Triage investigations
- Survey reports
- Outcome reports issued to customers
- No-access records
- Customer contact logs
- Follow-on actions (e.g., repairs or further investigations)
- Any recorded data

Full operational guidance is detailed within the organisation's Awaab's Law Procedure.

5.10 Decoration

Responsibility for decoration within the home lies with the tenant, as outlined in the tenancy agreement. However, in exceptional circumstances, SLHD may exercise discretion and consider contributing as a gesture of goodwill. An example of this would be where extensive damp-proofing works are required, which are outside the tenant's control.

SLHD does not generally provide decoration allowances following mould clearance. Even after treatment, black staining may remain; however, this does not indicate that mould has not been eradicated. It remains the tenant's responsibility to redecorate to remove any residual staining.

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Decoration allowances, where applicable, will be calculated in accordance with the amounts specified in the Repairs and Maintenance Policy.

5.11 Decants

Where a hazard falls within the scope of Awaab's Law and an investigation determines that an 'emergency' or 'significant' hazard cannot be resolved within the required legislative timescales, appropriate temporary accommodation will be offered to the household. This provision applies to all individuals residing at the property, including those who may not be formally listed on the tenancy but occupy the home on either a permanent or temporary basis, such as children in shared custody arrangements.

The organisation's approach to temporary moves is governed by a separate Decant Policy, which provides a clear framework for identifying when a decant is required and the types of decant that may be implemented, including emergency, temporary, and permanent relocations. The policy also outlines the support available to customers, including the provision of suitable alternative accommodation, assistance with removals, and access to financial support where appropriate.

The policy delivers a joined-up, multi-service approach to managing decants, ensuring that customers feel informed, supported and safe throughout the process. It also provides clear expectations for staff, enabling more consistent decision-making, and strengthen assurance by aligning delivery with regulatory requirements and Housing Ombudsman standards.

5.12 Vulnerable Persons

While SLHD has a separate Customer Support and Accessibility Policy, the definition of vulnerability within the Awaab's Law Operating Procedure may differ slightly, as a more rigorous approach is required to accurately assess damp and mould risk. These guidance notes have been developed using Housing Health and Safety Rating System (HHSRS) operating guidance, NHS advice, and Government recommendations.

Although damp and mould pose a health risk to everyone and should always be addressed promptly, it is particularly important to act with urgency for the following groups, who are more vulnerable to significant health impacts:

- People with pre-existing respiratory conditions (e.g., allergies, asthma, COPD, lung cancer, or other respiratory diseases), who are at increased risk of worsening symptoms and developing fungal infections or additional allergies
- Individuals of any age with weakened immune systems, such as those undergoing chemotherapy, recovering from a transplant, or taking immunosuppressive medication
- People living with mental health conditions, where damp and mould may act as a trigger that worsens their condition

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- Pregnant women, unborn babies, and women who have recently given birth, who may have reduced immunity
- Children and young people aged 14 or under, whose organs are still developing and who are more susceptible to respiratory problems
- Elderly people, whose immune systems weaken with age, making them more vulnerable to damp and mould-related illness
- Individuals who are bedbound, housebound, or have mobility issues, making it harder for them to leave a damp environment and access fresh air

Surveyors reserve the right to adjust the risk score based on the likelihood of time spent in affected rooms. Any such adjustments must be fully justified and documented within the case management system.

5.13 Complaints

All complaints will be handled in accordance with the Compliments, Comments, and Complaints Policy.

SLHD takes all complaints relating to damp and mould extremely seriously, ensuring that every concern raised is listened to and addressed. Tenants will be treated fairly and with respect, and individual needs, circumstances, and vulnerabilities will be considered throughout the investigation and resolution process.

SLHD is committed to continuous improvement, learning from complaints and customer feedback to enhance the quality of our service.

5.14 Compensation

SLHD will not normally reimburse tenants for personal items damaged by damp or mould unless it is proven that St Leger Homes has been negligent. Tenants are responsible for ensuring they have adequate contents insurance to protect their belongings.

The presence of damp and mould alone is not generally considered evidence of negligence. Where a tenant believes St Leger Homes has been negligent, they may submit a claim through our insurers. Claims can be made by post or online, and the outcome of any claim will be determined solely by our insurers.

Compensation may be considered only as a gesture of goodwill in exceptional circumstances where there has been a clear service failure. Any compensation offered will be in accordance with St Leger Homes' Compensation and Disturbance Policy.

5.15 Data

SLHD aim to use information and data to take a proactive approach in its response to damp and mould. Analysis of data and information gathered from reports of damp and mould will be used to learn from previous approaches as well as identify areas of interest, including common archetypal issues, to inform future investment programmes across the housing stock, ensuring strong links with the journey to net zero carbon.

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All data gathered will be processed in accordance with the organisations data protection and data retention policies.

5.16 Leaseholders

The relationship between the landlord and leaseholders is founded on shared responsibility for maintaining safe, decent, and well-managed homes. The organisation will meet its statutory and contractual obligations in relation to the structure, external fabric, and communal areas of buildings, and will take reasonable steps to investigate and address any reports of damp, mould, or condensation that fall within these responsibilities. Leaseholders are expected to maintain internal elements of their property in accordance with the terms of their lease, ensure adequate heating and ventilation within the property, promptly report any issues that may impact the wider building, and provide reasonable access for inspections and works where required.

SLHD will not be responsible for instances of damp, mould, or condensation that arise as a result of a leaseholder’s failure to adequately heat or ventilate the property. Both parties are expected to work collaboratively, maintaining open and constructive communication to enable timely resolution of issues, protect the condition of the building, and ensure the health and safety of all residents.

5.17 Environment

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

6. Policy Limitations

When responding to concerns about damp, mould, and condensation, there are certain limitations and exclusions to what SLHD can provide. These include, but are not limited to:

- Hazards arising from tenant neglect or misuse, such as failing to ventilate properly, not heating the property adequately, or causing damage that leads to damp or mould.
- External factors beyond landlord control, such as hazards caused by extreme weather events, flooding, damage caused by third parties, or other circumstances where immediate repair is not possible,
- Situations where controlling damp and mould is unreasonable or impractical, or where remedial action would be ineffective—for example, poor construction or design that does not meet current standards (e.g., listed buildings or cold bridging areas in the building fabric that cannot be eliminated). Where such properties are identified, their future retention and use will be reviewed,
- Non-habitable rooms, such as outbuildings, add-on structures, or unheated/uninsulated semi-external toilets and storerooms. Tenants considering

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converting or using non-habitable spaces must seek advice and permission from SLHD in accordance with tenancy agreement conditions.

- Internal conditions that prevent inspections or remedial work from being carried out safely, such as overcrowding or excessive hoarding of personal belongings. In these cases, SLHD will provide support and assistance to review the tenant's options, which may include moving to more suitable accommodation or referral for additional support services

7. Monitoring, Compliance and Effectiveness

The Director of Property Services has overall responsibility for this policy, including ensuring its effective implementation and delivery of the commitments specified.

- The Head of Asset Management is responsible for:
 - The day-to-day implementation and delivery of the policy.
 - Monitoring the day-to-day performance and delivery of the policy.
 - Reviewing the policy.
- The Damp and Mould Manager has responsibility for:
 - Supporting the development and ongoing review of this policy.
 - Developing the processes and procedures that underpin this policy.
 - Delivering the Damp & Mould action plan, which brings to life the aims and commitments within this policy.

As a minimum, the Policy will be reviewed every three years, or sooner if required in response to:

- Legislative changes.
- SLHD strategy or policy changes.
- Customer feedback, including complaints.
- Emerging new best practice.
- Ineffective policy terms.

Oversight, governance and monitoring of this policy will be provided through the existing SLHD & CDC Board & Committee structure, with monthly damp and mould updates being provided as a minimum via the Health, Safety and Compliance report.

8. Performance Standards

SLHD's performance monitoring and Key Performance Indicators (KPIs) include all damp and mould cases managed in line with Awaab's Law principles, including those which may technically fall outside of its statutory scope. This ensures transparency, drives consistent service standards, and reflects SLHD's commitment to treating hazards with the same level of urgency, regardless of their formal classification.

There are a number of Key Performance Indicators that will be used to measure individual(s) and team(s) performance, as well as legislative compliance, these include:

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- Number of damp and mould inspection requests
- Number of damp and mould inspections completed
- Time taken to complete a damp and mould inspections
- Number of repairs raised following a damp and mould inspection.
- Number of repairs completed following a damp and mould inspection.
- Time to complete damp and mould repairs following an inspection.
- Number of reports with an emergency or significant hazard.
- Time taken to abate an emergency or significant hazard.
- Number of open cases related to an emergency or significant hazard.
- Time taken to close a case with an emergency or significant hazard.
- Number of decants due to an emergency or significant hazard.
- Number of properties where a category 1 hazard in relation to damp and mould.
- Number of properties where a category 2 hazard is relation to damp and mould.
- Number of referrals made to the tenancy sustainability team.

The above key Performance indicators will be included in the Quarterly Assets Performance Report, which is monitored by the Executive Management Team and Building Safety Committee (on behalf of the Board).

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9. Appendices

Appendix 1: Types of Damp & Mould

The types of damp covered by the policy are:

Rising Damp: The movement of moisture from the ground rising up through the structure of the building through capillary action.

Penetrating Damp: (including internal leaks); Water penetrating the external structure of the building or internal leaks causing damp, rot and damage to internal surfaces and structure. The cause can be the result of, for example:

- Water ingress due to defective or poor original design or workmanship of the structure.
- Defective components for example roof coverings, external wall doors and windows.
- Defective or blocked rainwater gutters and pipes.
- Defective or leaking internal waste pipes, hot and cold water and heating systems.
- Flooding due to burst pipes.

Condensation: Condensation occurs when moisture held in warm air comes into contact with a cold surface and then condenses producing water droplets. This can take two main forms:

- Surface condensation arising when the inner surface of the structure is cooler than the room air.
- Condensation inside the structure where vapour pressure forces water vapour through porous materials (e.g., walls), which then condenses when it reaches colder conditions within the structure.

The Conditions that can lead to condensation are:

- Inadequate ventilation – For example, lack of opening windows or mechanical ventilation or extraction, not opening windows, blocking up vents not turning on extractor fans, not allowing air to circulate around furniture.
- Inadequate heating – For example, absence of suitable heating system or not heating property appropriately (acknowledging that in some cases fuel poverty may be a contributing factor).
- Defective insulation – For example, insulation in lofts becoming dislodged or missing
- High humidity – For example, not covering pans when cooking and drying laundry inside without proper ventilation.
- Overcrowding – For example, ore people in a property means more moisture from breathing, cooking, and washing
- Water leaks or water ingress – contributing to additional moisture in the air.

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Black Mould

Black mould is a type of fungus that thrives in damp, warm, and poorly ventilated environments. It appears as dark green or black patches.

How Does Black Mould Grow?

- Moisture is essential – Black mould needs a constant source of moisture to grow. This can come from condensation, leaks, flooding, or high humidity.
 - Organic material – It feeds on materials like wood, paper, wallpaper, plasterboard, and fabrics.
 - Poor ventilation – Areas with little airflow, such as behind furniture, in bathrooms, kitchens, or basements, are prime spots.
 - Warm temperatures – It grows best in warm indoor environments.
- Once established, black mould releases spores into the air, which can spread to other damp areas and pose health risks, especially for people with respiratory conditions, weakened immune systems, or allergies.

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People

June 2026/27 : Cumulative Performance
(year to date)

KEY:



Performance improved compared to February 25/26



Performance worsened compared to February 25/26



Stayed the same compared to February 25/26



Key Performance Indicator



Tenant Satisfaction Measure

TSM KPI



% Tenants satisfied with the overall service from their landlord.

81%



⦿ No Target ⦿

TSM KPI



% of stage 1 and 2 complaints responded to within Ombudsman timescales.

99.4%



⦿ Target 95.0% ⦿

TSM KPI



% satisfied that their landlord listens to tenant views and acts upon them

74%



⦿ No Target ⦿

TSM KPI



% satisfied landlord keeps them informed about things that matter to them

85%



⦿ No Target ⦿

TSM KPI



% agree their landlord treats them fairly and with respect

90%



⦿ No Target ⦿

TSM KPI



% satisfied with landlord's approach to complaints handling

41%



⦿ No Target ⦿



Number of tenants on Get Involved Group

280



⦿ No Target ⦿

KPI



Number of residents in training, education or employment

23



⦿ Annual Target 97 ⦿

TSM KPI



Number of complaints per 1,000 properties

25.4



⦿ www.stlegerhomes.co.uk/performance/ ⦿

Homes

June 2026/27 : Cumulative Performance



KEY:



Performance improved compared to February 25/26



Performance worsened compared to February 25/26



Stayed the same compared to February 25/26



Key Performance Indicator



Tenant Satisfaction Measure

TSM

KPI



Homes testing completed

Gas – 99.5%

Fire/smoke – 100%

Asbestos – 97.8%

Water – 100%

Lifts - 100%

Electric – 99.8%

100% for All properties



% of properties that have had a stock condition survey in last five years

91%



Target 100%

KPI



% Properties NOT meeting decent homes standard

8.2%



Target 3%

Damp and Mould inspections requested

809

Year to date



No Target

TSM

KPI



% of non-emergency and emergency repairs completed within target times

70.8%



Target 88%

TSM

KPI



% satisfied with the overall repairs service.

80%



No Target

TSM

KPI



% satisfied with time taken to complete most recent repair

76%



No Target

TSM

KPI



% satisfied that their home is safe

86.%



No Target



Repairs transactional satisfaction survey %

77.3%



Target 97

Communities

June 2026/27 : Cumulative Performance

KEY:



Performance improved compared to February 25/26



Performance worsened compared to February 25/26



Stayed the same compared to February 25/26



Key Performance Indicator



Tenant Satisfaction Measure



TSM KPI



Number of ASB cases per 1,000 homes.

12.7



Target 60

TSM KPI



% satisfied with their landlord's approach to handling ASB

76%



No Target

TSM KPI



% satisfied landlord makes a positive contribution to the neighbourhood

80%



No Target

KPI



Time taken to relet an empty home (calendar days)

23.6



Target 25



Number on housing register

7,585



No Target

Our Performance page



% ASB service standard response times (medium risk category)

98.3%

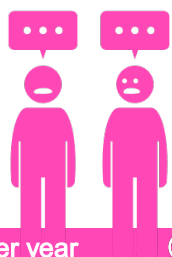


3 days

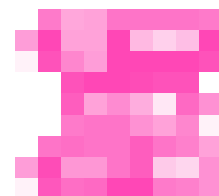


Number of Keep In Touch 'KIT' visits completed

1,819



6,666 per year



Partnerships

June 2026/27 : Cumulative Performance



KEY:



Performance improved compared to February 25/26



Performance worsened compared to February 25/26



Stayed the same compared to February 25/26



Key Performance Indicator



Tenant Satisfaction Measure

KPI

% Properties meeting EPC Level C

Annual KPI



Target - meet EPC Level C by 2030

KPI

Homelessness.
Average number of nights in Hotel Accommodation

17.6



Target 21



KPI

Number of tenancies sustained post support

99.3%



No Target



KPI

Tenancy turnover %

1.5%



Target – 3.2%



Safeguarding and Vulnerability cases received

204



No Target



KPI

% of homeless cases resolved at prevention stage

60%



Target - 50%

Board Report



Title	Revenue Monitoring Quarter 1 ended 30 June 2026		
Status	☐ For decision	Meeting Date	06/08/2026
	☒ For noting	Item No	10
		Confidential	No
Author	Name Nigel Feirn Job title Head of Finance and Business Assurance		
Presenter	Name Steve Slater Job title Director of Corporate Services		

Purpose and Executive Summary:

To inform St Leger Homes of Doncaster (SLHD) Board of the actual to date and projected income and expenditure as at 30 June 2026.

At the end of the first Quarter of 2026/27, there are a number of budget variances and pressures to note in the projected outturn to 31 March 2027 largely due to budget assumptions and changes in anticipated activity in certain areas. These are summarised and commented on in the following report.

The table below shows the projected outturn by Directorate at this early stage of the financial year, against a £zero budget. Overall, a small deficit is projected, comprising a deficit on HRA activities and surplus of General Fund (GF) operations.

Directorate	Q1 Projections £k
Housing	40
Corporate	-26
Asset Management	-19
Property Services	312
HRA Deficit	307
GF Housing Options Surplus	-195
SLHD TOTAL Deficit	112

There are a number of budget lines where projections are expected to differ to the budget as a result of known activity not aligning with the assumptions applied at the time of budget setting. These are all commented on in more detail below.

Recommendation/s:

For Board to note the Revenue Monitoring report as at 30 June 2026 and the projected outturn for the financial year 2026/27.

1. Background

In summary the main projected variances relate to:

HRA Operations

- Call out costs over budget (£192k)
- Vacant posts and recruitment timing savings (-£116k)
- SLA reduced Civic Office space (-£57k)
- Fuel costs for vehicles increasing (£100k)
- Additional van hire (£146k)
- Various contractors additional works (£40k)

GF Operations

- TA and hotel costs savings and reduced Housing Benefit (-£140k total)

Staffing

The staffing budget includes salaries and on costs, temporary staff and training and accounts for over 60% of SLHD's total annual spend.

Staffing levels assumes a Vacancy Factor (VF) of 4% which is circa 35 Whole Time Equivalents (WTEs). There are currently 61.3 WTE vacant posts, with relevant budget and actual WTE numbers are summarised in the table below

	Housing	Corporate	Asset	Property	Housing Options	Total
Budget WTEs	217.9	67.6	98.2	442.1	53.0	878.8
Budget Vacant	9.1	2.8	4.1	18.4	2.2	36.6
Actual vacant						
Q1 26/27	5.8	5.2	13.2	25.1	12.0	61.3
Q4 25/26	4.0	7.1	7.8	27.5	6.7	53.1
Q3 25/26	5.8	5.7	8.4	27.0	6.3	53.2
Q2 25/26	4.7	4.7	8.2	19.5	4.3	41.4
Q1 25/26	5.7	4.5	8.8	28.4	5.0	52.4

Housing Services

At present, Housing Management is not experiencing any direct emerging budget pressures. However, there are several areas under review that may indicate potential future pressures.

- White Towers G&T site – water charges: We are currently reviewing issues relating to excessive water costs.
- G&T sites – repairs: There may be a budget pressure relating to repair spend. This is being reviewed, as these costs should not be occurring following the installation of the new pods.
- Property and garden clearances: We are maintaining a watching brief on cases requiring payment in advance prior to recharge, particularly where deep cleans are needed to facilitate access for EICRs.

- PeopleSafe devices: There appears to be an increased cost of approximately £2k this year. The allocated budget is £6k, but this uplift is being investigated and may represent a pressure.
- Land clearance: This is emerging as a pressure. We have a small budget for clearance of specific sites; however, not all sites were identified initially. Work is underway to determine responsibility and the appropriate budget for this clearance (see below).

Corporate Services

The Directorate is projecting to be in line with budget overall but there are a few budget lines where pressures may be felt.

Within People and Culture:

- potential tribunal case which will potentially put pressure on the legal expenses budget; and
- health surveillance recalls are higher than expected which could put pressure on the budget allocated.

ICT are projecting to be in line with budgets but some software products – existing and new - are being reviewed and this may impact. These will be incorporated as and when any decisions have been made.

Asset Management

There are a number of budget pressures and issues emerging and all are being closely monitored:

- an estimated budget shortfall of £60k due to incorrect advice received around electricity costs during the budget setting process (advice was to deflate budgets by 9% when in fact rates have increased by 8%);
- a further £80k deficit due to national changes in metering charges (MHSS);
- Waste / Refuse Costs at Shaw Lane continue to be a concern. Whilst skip usage currently appears steady, other waste costs, for example the appropriate disposal of nitrous oxide cannisters, continue to place ongoing pressures;
- Shaw Lane repair costs. A large proportion of the budget has already been committed. Careful monitoring will continue to ensure spend is on essential repairs only to keep spend within budget;
- Disrepair spending is within budget and new claims remain steady, however, legacy cases continue to progress to the litigation stage;
- Play Areas expenditure is reactive to deal with health and safety issues as they arise. Whilst current spend is within budget, the risk of further spend in this area, over and above budget provision cannot be ruled out;
- Pest control. A new SLA came into effect on 1 June. The budget provision for this service is £10k. This will fund approximately 100 treatments. Within the first six weeks of the SLA, demand has been considerably higher than expected with 76 referrals already made (~75% of the annual budget). To maintain this service and meet demand, the budget for this SLA will need to be increased, or the service suspended once the SLA value has been reached.
- Land maintenance and clearance costs. There are an increasing number of HRA land sites that are requiring extensive maintenance or clearance, over and above normal grounds maintenance. This includes clearing extremely overgrown areas or ones experiencing significant fly tipping and there is no budget provision within SLHD. Clarity on SLHD responsibility for maintenance of these sites, i.e Housing or Assets, is ongoing due to the type of clearance work. Longer term plans/use by CDC will be pursued as this may change management fee requirement.

Health, Safety and Compliance

Staffing – In the Health, Safety and Compliance Team there are three vacancies. There has been some difficulty in filling some posts and the wider structure is being looked at but two of these posts need filling first to ensure service delivery is maintained if other changes are made. A number of different approaches are being used to enable successful recruitment.

The Fire Risk Assessment budget was under pressure and overspent last year and is being monitored closely and should be on budget this year.

For 26/27, we had an increase in the Morgan and Lambert budget for Third Party gas and electrical assurance to £74k. This allows us to increase the percentage of activities carried out bringing us in-line with similar providers and we are projecting to be in line with budget.

Other budgets are currently on track to spend as planned for the year.

Property Services

There are a number of budget pressures and issues emerging and all are being closely monitored:

- Call out is forecasting £900k at this stage which is £192k over budget, plus call out holiday pay is £72k which is £35k over budget. Current review of call out procedures is ongoing, including an additional shift pattern option;
- Current resource levels in the admin team are stretched and over budget due to current demands in the service. £69k pressure currently. Staffing structures are under review.
- Partially offsetting the above is £109k savings on vacant posts. Up to 19 apprentices will be coming out of their time in September and whilst most will be successful in staying on with the company
- Fuel is projecting £100k over budget due to the current conflict in the middle east driving up oil prices. Usage is similar to last financial year and estimates based on the assumption that the current price/usage is constant for the remainder of the financial year, but this can fluctuate either way
- Vehicles are showing a net pressure of £49k, projecting 6 unbudgeted hire vans (3x voids, 3x repairs) £39k for the year - this is for splitting up teams and creating more capacity for works – plus additional costs as a result of stolen vehicle.
- Materials; £69k saving to budget as result of virement, use of subcontractors and WOW, the latter due to works being more labour intensive - path works and relaying existing slabs the majority of the time.
- External Contractors; Showing £41k over budget, but mainly due to £50k (see above) has been moved from materials to fund the HHSRS remedial works. The remainder is a number of small variances on lifts, water services and M&E budget lines.

In terms of demand, repairs volumes have been very similar for the past seven or eight years at around 17,500 repairs raised during Quarter 1. However, the priority mix has changed in recent years, with nearly a third being categorised as Emergency and nearly two-thirds being Emergency and Urgent.

Voids activity in recent years has been higher, being a mix of lower lettings compared to terminations, and acquisition numbers being higher in the past two years. The table below shows the number of voids at the end of each Quarter 1, and lettings and terminations in the three month periods up to quarter end.

Voids	Terminations – Year to date	Lettings – Year to date	Lettable voids at month end	Non lettable month end	Earmarked for demolition	*Gross voids month end	Acqn Voids
Jun-26	302	277	235	3	4	242	23
Jun-25	268	277	175	9	0	184	41
Jun-24	282	250	157	5	0	162	30
Jun-23	307	318	122	10	0	132	6
Jun-22	281	315	134	10	8	152	1
Jun-21	351	277	125	8	0	133	11
Jun-20	219	n/k	194	0	0	194	n/k
Jun-19	378	n/k	134	0	0	134	n/k

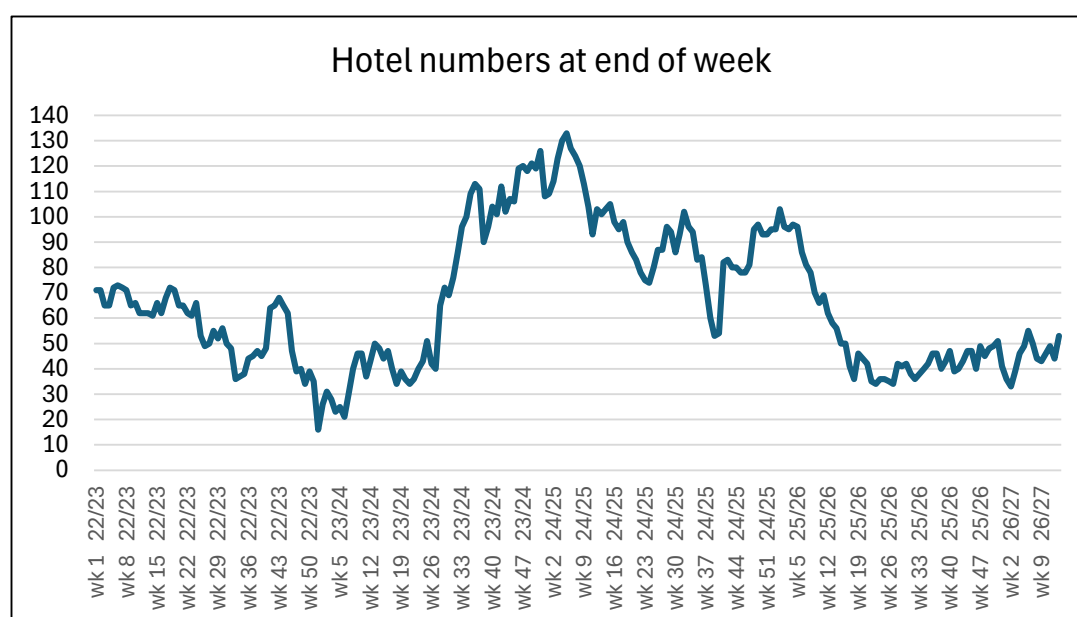
* includes acquisition voids

General Fund

At the end of Q1, Housing Options is forecasting an end of year surplus of £195k. This position includes an additional £110k management fee to fund temporary posts and prevention activity funded from HPG Top Up carried forward from 2025/26.

The homelessness budgets assume 120 TA properties in use and 70 placements in hotels at any point in time. Hotel numbers have been averaging below 50 for over a year now. TA numbers have been just below 120 for a while expected to remain around 100 units for the remainder of the year. Housing Benefit recovery remains high at the budgeted 95% levels. All of this means projected savings to budget totalling £140k.

There are other small variances to budget but the homelessness savings make up most of the GF projected surplus for the 26/27.



	Whilst the overall position is currently favourable, this is being kept under close review due to several moving parts within temporary accommodation, hotel usage and grant-funded staffing. The main savings are currently linked to reduced TA rent and cleaning, lower hotel costs, reduced security and lower spend on TA equipment. The position on temporary accommodation and hotels will continue to be closely monitored. Current performance is generating savings, but there is a risk that costs could increase in Q2 due to family placements linked to the Renters Rights Act and also the HMO. The Morley Road HMO is now operational and reached full occupancy, with a 15% void rate assumed in the budget. Occupancy growth was slower than expected largely due to turnaround times for voids being slower than planned as a result of cleaning issues. Demand is high. Continued monitoring will be required to ensure the forecast position remains deliverable and that any movement in demand, occupancy or Housing Benefit recovery is reflected in future monitoring reports.
2. Key Issues, considerations and options considered	Key Issues, considerations and options considered relating to each budget area as at the end of June and the actions planned are detailed within the body of the above report.
3. Implications	
Impacts on Customers and Colleagues	A balanced '£zero' budget is set annually to deliver our planned, core services. Maintaining robust financial monitoring and budgetary control should ensure expenditure has the maximum positive impact on customers, employees and also assets under SLHD management.
Health, Safety and Compliance	Adherence to all Health, Safety and Compliance requirements is imperative and included in all SLHD operations, covering customers, employees and properties under management. Specific budgets and implications are included in the body of this report where appropriate, but are explicitly reported in the building safety compliance section.
Legal and Regulatory	Specific implications are included in the body of this report where appropriate.
Risk Assurance / Appetite	Specific risks and assumptions are included in the body of this report.
Financials & VFM	Specific financial implications are included in the body of this report. VFM is about achieving the optimum balance of cost and performance for each service area and the KPIs are developed and approved on this basis.
Strategic Alignment	Specific implications are included in the body of this report where appropriate.
Procurement	Specific implications are included in the body of this report where appropriate.
Equality, Diversity and Inclusion	Specific implications are included in the body of this report where appropriate.

Data Privacy	Specific implications are included in the body of this report where appropriate.
Technology Implications	Specific implications are included in the body of this report where appropriate.
Environmental	Specific implications are included in the body of this report where appropriate.
Appendix	A – SLHD B – Housing Services C – Corporate Services D – Asset Management Services E – Property Services F – Housing Options (GF) G – HRA only
Supporting Document/s	Not applicable

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 June 2026

	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 June 2026 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	37,915	9,480	8,967	-513	38,103	188	0%
Premises Expenses	2,267	570	348	-222	2,374	107	5%
Transport	2,635	660	777	117	2,782	147	6%
Supplies & Services	6,012	1,500	1,403	-97	5,825	-187	-3%
Materials-Buildings Services	8,880	2,220	1,877	-343	8,811	-69	-1%
Service Level Agreements	5,365	1,340	390	-950	5,308	-58	-1%
Total Management Expenditure	63,074	15,770	13,762	-2,008	63,202	128	0%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,918	480	461	-19	1,959	41	2%
External Maintenance Contractors (Capital)							-
Total Maintenance Expenditure	1,918	480	461	-19	1,959	41	2%
Gross Expenditure	64,992	16,250	14,223	-2,027	65,161	169	0%
Income							
Management Fee - HRA	-45,829	-11,460	-11,457	3	-45,829	0	0%
Management Fee - General Fund	-3,436	-860	-859	1	-3,546	-110	3%
Recharges to Capital Schemes (In House)	-12,902	-3,230	-4,188	-958	-12,949	-46	0%
Other Income	-2,709	-680	-119	561	-2,610	99	-4%
Direct Charge to HRA	-116	-30	0	30	-116	0	0%
Total Income	-64,992	-16,260	-16,623	-363	-65,049	-57	0%
Surplus(-) / Deficit	0	-10	-2,400	-2,390	112	112	-

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 June 2026 - Home Options (General Fund)

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 June 2026 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	2,494	620	520	-100	2,503	9	0%
Premises Expenses	1,182	300	145	-155	1,143	-39	-3%
Transport	0	0	0	0	0	0	-
Supplies & Services	1,950	490	324	-166	1,738	-213	-11%
Materials-Buildings Services	0	0	0	0	0	0	-
Service Level Agreements	83	20	0	-20	83	0	0%
Total Management Expenditure	5,710	1,430	990	-440	5,468	-242	-4%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	0	0	0	0	0	0	-
Total Maintenance Expenditure	0	0	0	0	0	0	-
Gross Expenditure	5,710	1,430	990	-440	5,468	-242	-4%
Income							
Management Fee - HRA	0	0	0	0	0	0	-
Management Fee - General Fund	-3,436	-860	-859	1	-3,546	-110	3%
Recharges to Capital Schemes (In House)	0	0	0	0	0	0	-
Other Income	-2,274	-570	0	570	-2,117	157	-7%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-5,710	-1,430	-859	571	-5,662	47	-1%
Surplus(-) / Deficit	0	0	131	131	-195	-195	-

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 June 2026 - HRA ONLY

	Income/Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 June 2026 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	35,420	8,860	8,447	-413	35,599	179	1%
Premises Expenses	1,085	270	202	-68	1,231	146	13%
Transport	2,635	660	777	117	2,782	147	6%
Supplies & Services	4,061	1,010	1,079	69	4,087	26	1%
Materials-Buildings Services	8,880	2,220	1,877	-343	8,811	-69	-1%
Service Level Agreements	5,283	1,320	390	-930	5,225	-58	-1%
Total Management Expenditure	57,364	14,340	12,772	-1,568	57,735	370	1%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,918	480	461	-19	1,959	41	2%
External Maintenance Contractors (Capital)	0	0	0	0	0	0	-
Total Maintenance Expenditure	1,918	480	461	-19	1,959	41	2%
Gross Expenditure	59,282	14,820	13,234	-1,586	59,694	412	1%
Income							
Management Fee - HRA	-45,829	-11,460	-11,457	3	-45,829	0	0%
Management Fee - General Fund	0	0	0	0	0	0	-
Recharges to Capital Schemes (In House)	-12,902	-3,230	-4,188	-958	-12,949	-46	0%
Other Income	-435	-110	-119	-9	-493	-58	13%
Direct Charge to HRA	-116	-30	0	30	-116	0	0%
Total Income	-59,282	-14,830	-15,764	-934	-59,387	-104	0%
Surplus(-) / Deficit	0	-10	-2,530	-2,520	307	307	-

Board Briefing Note



Title	Annual Complaint and Service Improvement Report 2025/26		
Status	☐ For information ☐ To update ☒ To provide assurance	Meeting Date	06/12/26
Confidential	No	Item No	12
Presenter	Jane Davies Director of Housing and Customer Services		
Author	Jackie Linacre Head of Customer Service		

Purpose and Executive Summary:

This report provides Board with a strategic overview of the Annual Complaint and Service Improvement Report 2025/26, attached at Appendix A. The appendix sets out SLHD's (St Leger Homes of Doncaster) complaint handling performance, compliance with the Housing Ombudsman's Complaint Handling Code, key themes from customer feedback, learning from complaints and the service improvement activity being taken forward, and the impact on outcomes.

The report demonstrates that SLHD remains compliant with the Housing Ombudsman's Complaint Handling Code and continues to maintain strong response time performance, despite an increase in complaint volumes during 2025/26.

It also provides assurance that complaints are being used as a source of intelligence to identify service pressures, strengthen governance oversight and drive practical improvements, particularly in relation to repairs, communication, case progression, customer handling and follow-through.

Action Required:

Board is asked to consider the Annual Complaint and Service Improvement Report 2025/26 and provide scrutiny, challenge and assurance on the overall approach to complaint handling, learning and service improvement.

Board is also asked to note that, once considered, the report will support publication requirements linked to the Housing Ombudsman's Complaint Handling Code and wider transparency around complaint performance and learning which are statutory requirements.

Board is further asked to note that the appendix will also be reported to Doncaster Council's Cabinet. This will provide additional oversight of SLHD's complaint performance, the impact of services on tenants and the actions being taken to improve outcomes.

1. Background

The Housing Ombudsman's Complaint Handling Code requires landlords to produce an annual complaint and service improvement report for scrutiny and challenge by the governing body.

The 2025/26 report brings together the annual complaint performance data. It is intended to provide Board with assurance that complaint handling remains compliant, transparent and focused on learning, while also highlighting the areas where sustained improvement is required.

2. Current Position

Overall, SLHD is operating from a compliant and well-controlled position in relation to complaint handling. The organisation continues to meet the requirements of the Housing Ombudsman's Complaint Handling Code and has maintained strong performance in responding to complaints within the required timescales. This provides assurance that the formal complaint process is functioning effectively and that tenants are able to access a clear route to raise concerns when services do not meet expectations.

The position should also be seen in the context of a more transparent and demanding regulatory environment. Complaint volumes have increased, but this is not viewed solely as a negative indicator. It reflects greater awareness of the complaints process, clearer recording of dissatisfaction and a stronger organisational focus on listening to tenants. The key issue for Board is therefore not simply the number of complaints received, but what those complaints tell us about the experience of tenants and where services need to improve.

Complaint insight gives SLHD a clear and valuable understanding of the parts of the customer journey that matter most to tenants, particularly repairs, communication, completion of work, case ownership and follow-through. This intelligence is helping the organisation to focus improvement activity where it will have the greatest impact, strengthening tenant confidence, improving satisfaction and supporting more consistent service delivery and governance oversight.

3. Risk and Assurance Update

The report provides assurance that SLHD remains compliant with the Housing Ombudsman's Complaint Handling Code. The annual self-assessment is reviewed and reported to Board, with additional scrutiny through tenant involvement via the Tenant Complaint Panel, the Tenant Board Complaint Champion and the Member Responsible for Complaints.

Further assurance has also been provided through Internal Audit, which has advised that SLHD is fully compliant with its complaint handling procedures. This provides an additional level of independent assurance that the organisation's approach is operating effectively and in line with agreed requirements.

The main strategic risk is not compliance with the Code, but the risk that recurring complaint themes point to avoidable dissatisfaction in parts of the customer journey, particularly where repairs take longer than expected, communication is unclear or issues are not followed through effectively. The report sets out the actions being taken to mitigate this risk, including complaint clinics, repairs journey mapping, strengthened record keeping, improved customer communication, complaint handling training, tenant scrutiny and targeted service improvement activity.

Ombudsman determinations and annual performance data are used as part of SLHD's wider assurance framework. Findings and recommendations are shared with relevant service areas and used to strengthen practice, policy and training. This supports a culture where complaints are not treated simply as individual service failures, but as evidence to inform service design, accountability and continuous improvement.

The Member Responsible for Complaints and the Tenant Board Member Complaint Champion have reviewed and signed off the Annual Complaint and Service Improvement Report. Both have also been given the opportunity to provide a response to the report, supporting transparent governance, independent challenge and tenant-focused assurance.

4. Impacts on Customers and Colleagues

For customers, the report shows that SLHD continues to provide accessible routes for raising concerns and responds to complaints within required timescales in almost all cases. The increase in complaint volumes also demonstrates that tenants and customers know how to complain and that dissatisfaction is being recorded in line with the Code. The key customer impact is that complaint learning is being used to improve repairs, communication, completion of follow-on work, ownership of cases and consistency of service delivery.

For colleagues, the report reinforces the importance of complaint handling as a shared organisational responsibility. Complaint clinics, training, improved guidance and better use of customer insight are intended to support colleagues to resolve issues earlier, improve the quality of responses and reduce avoidable escalation. The focus is on learning and improvement rather than blame, while maintaining clear accountability for service follow-through.

5. Appendix

A – Annual Complaint and Service Improvement Report 2025/26



Annual Complaint and Service Improvement Report – 25/26

1. TENANT SUMMARY – KEY MESSAGES

This report explains how we handled complaints during 2025/26, what tenants told us about our services, what we have learned, and how we are using that feedback to improve services.

During the year we received 1,671 Stage 1 complaints and 187 Stage 2 complaints. The main reasons people complained were repairs, delays, communication, case progression and customer handling. Whilst complaint numbers increased compared with the previous year, this does not necessarily mean services have worsened. It can also show that tenants know how to raise concerns and feel confident that their complaint will be listened to and acted upon.

We continued to perform strongly in how quickly we responded to complaints, with 99.76% of Stage 1 complaints and 98.40% of Stage 2 complaints answered within target timescales, and with satisfaction on how we handle complaints at 45%, performing better than many other housing organisations we compare ourselves against.

When compared with other Arm's Length Management Organisations, St Leger Homes receives a relatively high number of Stage 1 complaints but has one of the lowest rates of Stage 2 complaints. This suggests that while tenants are using the complaints process, relatively few complaints need escalating for further review. Our performance in responding to complaints within target timescales also compares favourably with similar organisations.

Most complaints are resolved without escalation and only 12 cases were considered by the Housing Ombudsman during the year. When considered against the size of our housing stock, this represents a low level of Ombudsman involvement and provides assurance that the vast majority of complaints are resolved before external intervention is required.

The main reasons tenants and leaseholders complained were linked to **repairs, time taken, incomplete work, communication, case progression and customer handling**. These themes show us where services need to improve most and are being used to focus action on the parts of the customer journey that cause the most frustration.

Complaint feedback, Housing Ombudsman Service learning, tenant scrutiny and customer satisfaction information have helped us identify You Said, We Did improvements. During the year we introduced complaint clinics, improved complaint handling training, strengthened record keeping, reviewed repairs services, improved customer communications and introduced new customer-focused policies and charters.

Other customer feedback continues to show strong performance in a number of areas when compared to some other housing organisations. Satisfaction remains strong for overall repairs satisfaction, home maintenance, home safety, listening, informing, and being treated fairly and with respect. We use this feedback alongside complaint information to identify where services are working well and where further improvements are needed.

Our priorities for 2026/27 are reducing avoidable dissatisfaction, improving communication and follow-through, completing repairs more effectively, strengthening ownership and accountability, and making sure tenants can clearly see how their feedback leads to service improvements.

Overall, the report and our benchmarking shows that St Leger Homes is responding to complaints quickly, remains compliant with the Housing Ombudsman Service Complaint Handling Code, and is using tenant feedback to identify where services need to improve. The main focus for 2026/27 will be reducing avoidable dissatisfaction, improving repairs communication and follow-through, and making sure tenants can see how complaints lead to service improvement.

2. INTRODUCTION

This report looks at how we handled complaints between 1 April 2025 and 31 March 2026. It explains how we performed against our own Compliments, Comments and Complaints Policy and the Housing Ombudsman Service Complaint Handling Code during 25/26.

The report also provides assurance to St Leger Homes of Doncaster's Board and the City of Doncaster Council's Cabinet that complaint handling, learning and governance arrangements support compliance with the Housing Ombudsman Service Complaint Handling Code and the Regulator of Social Housing's consumer standards.

Complaint insight also supports assurance against the Regulator of Social Housing's consumer standards. The strongest links are to the Transparency, Influence and Accountability Standard, through accessible complaints, tenant scrutiny, clear performance reporting and evidence that tenant feedback informs service improvement. Complaint themes also provide important insight for the Safety and Quality Standard, particularly where dissatisfaction relates to repairs, property condition, damp and mould, communication, and the condition of homes.

In particular, the report demonstrates how St Leger Homes uses complaint data, tenant feedback and Ombudsman learning to support transparency, accountability, tenant influence, fair access to services, and continuous improvement.

The report brings together the main complaint data for the year, including how many complaints we received, what people complained about and how quickly we responded. More importantly, it shows what we have learned from customer feedback, what we have already changed, and where further action is planned.

To meet the Housing Ombudsman's requirements, this report also includes:

- ✓ A link to our annual self-assessment against the Housing Ombudsman's Complaint Handling Code.
- ✓ How we performed against the Housing Ombudsman's timescales for responding to complaints;
- ✓ A summary of any complaints we refused to accept and why;
- ✓ Any findings of non-compliance with the Housing Ombudsman's Complaint Handling Code;
- ✓ The service improvements we have made after learning from complaints;
- ✓ Actions we have taken, or will take, following the Ombudsman's annual landlord performance report and any other relevant Housing Ombudsman reports or publications about the services we provide.

3. BACKGROUND

Our definition of a complaint is compliant with the Housing Ombudsman's Complaints Code and is set out in our Compliments, Comments and Complaints Policy.

This states that a complaint is *"an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by St Leger Homes, its own staff, or those acting on its behalf, affecting an individual resident or group of customers"*

We have a statutory requirement, enforced by the Housing Ombudsman, to deal with complaints in accordance with the Housing Ombudsman's Complaints Code.

The purpose of the Housing Ombudsman's Complaints Code is to ensure we:

- Provide a **universal definition** of a complaint;
- Provide **easy access** to and awareness of our complaints procedure;
- Ensure our tenants know how to access the Housing Ombudsman service.
- Have a **structured complaints procedure** with clear timelines for responses.
- Are fair in how we handle complaints, using a process that is focused on the complainant.
- Take action to **put things right** and provide appropriate remedies.
- Create a **positive complaint handling culture** through continuous learning and improvement, throughout the organisation.
- Demonstrate how we have learnt from complaints in the Annual Complaint and Service Improvement Report.
- Ensure we conduct an **annual self-assessment** against the Code.

Based on the annual self-assessment, internal audit assurance, tenant scrutiny and confirmation from the Housing Ombudsman that previous recommendations have been implemented, St Leger Homes considers itself compliant with the requirements of the Complaint Handling Code for 25/26. Compliance is monitored through Board, Customer and Performance Committee, the Tenant Complaint Panel and regular reporting to the Member Responsible for Complaints and the Tenant Board Complaint Champion.

Our annual self-assessment against the Housing Ombudsman's Complaint Handling Code is reported to Board for scrutiny and challenge and can be found [here](#). It is also reviewed with our Tenant Complaint Panel, chaired by our Tenant Board Complaint Champion, and shared with the Portfolio Holder for Housing, who is also the Member Responsible for Complaints.

4. OUR COMPLAINT STAGES AND TARGETS

We have 2 stages for dealing with complaints.

Stage 1: A formal investigation of a complaint is conducted by a Service Investigating Officer, typically a Team Leader or Service Manager.

Stage 2: If the customer is dissatisfied with the Stage 1 response, the complaint can be reviewed by a Head of Service or above.

We tell all complainants that they can ask for their complaint to be reviewed at Stage 2 if they are unhappy with our Stage 1 response. This information is included in every Stage 1 response letter. If a customer remains unhappy after Stage 2, we explain how they can contact the Housing Ombudsman, including providing contact details.

5. MAKING IT EASY TO COMPLAIN

Customers can make a complaint in any way that works for them, and any member of staff can log it. Our Customer Relations Officers manage complaints and make sure they are handled in line with the Housing Ombudsman's Complaint Handling Code.

We explain how to complain in HouseProud magazine, on our website, and through leaflets and posters at our reception points.

6. KEY HEADLINE DATA FOR 25/26

The data provided in this report relates to all complaints received at Stage 1 and Stage 2 of our complaints process between 1 April 2025 and 31 March 2026.

It includes data on **all** complaints received from tenants and leaseholders and other customers, such as members of the public. Where relevant, this report compares 25/26 performance with 24/25 to show the direction of travel and the areas where further focus is needed. The graphic below is data for all complaints received.



Complaints received

1,671 complaints were received and investigated under **Stage 1** of our procedures.



Stage 2 complaints received

187 complaints, out of the total **1,671**, were investigated at **Stage 2** of our procedures.



99.76%

Complaints responded to within target

This performance is for **Stage 1** complaints only.



98.40%

Stage 2 complaints responded to within target

This performance is for **Stage 2** complaints only.



83.9 Stage 1

9.3 Stage 2

Number of complaints received per 1,000 properties



1

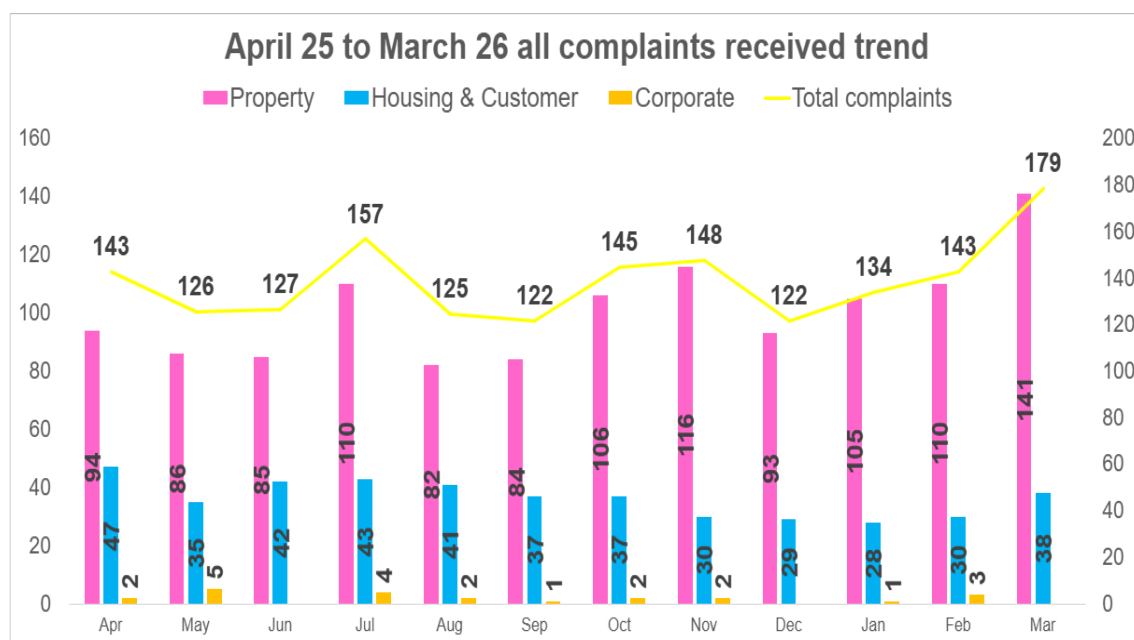
Complaints we refused to accept

We only refused to investigate one complaint at either **Stage 1** or **Stage 2** of our process

7. OVERVIEW and ANALYSIS OF PERFORMANCE

Numbers of Complaints

The graph below shows the monthly trend of Stage 1 and Stage 2 complaints received in 25/26. These are **all** complaints received from members of the public, tenants and leaseholders, split by Directorate.



Stage 1 complaints

We received 1,671 complaints in 25/26. This is an increase compared to 1,354 Stage 1 complaints reported in 24/25. The 25/26 total includes 1,490 complaints from tenants and leaseholders and 181 complaints from members of the public. Tenant and leaseholder complaints increased from 1,154 in 24/25 to 1,490 in 25/26. We refused to investigate one complaint in 25/26 as we had previously investigated the issues raised.

In considering this increase, it is important to look beyond the headline numbers and consider what complaint volumes tell us about access, awareness and recording practice. This is consistent with the Housing Ombudsman's wider position that complaint volumes should not be viewed in isolation or assumed to be negative. A higher number of complaints can indicate that customers know how to complain, feel able to raise concerns and that the landlord is recognising and recording dissatisfaction properly.

The key issue is whether complaints are handled well, resolved as early as possible, and used to improve services.

Out of 1,671 complaints received, 66.4% (1,109) were not upheld, 23.2% (388) were upheld and 10.4% (174) were partially upheld.

We recognise the relatively high proportion of complaints recorded as not upheld and are reviewing this through a thematic complaint review. This provides a structured opportunity to test the consistency and quality of decision-making and challenge outcomes. This work will support learning, improve transparency, and strengthen confidence that complaint outcomes are fair, evidence-based and customer-focused.

Stage 2 Complaints

We received 187 Stage 2 complaints in 25/26. This compares with 152 Stage 2 reviews reported in 24/25. As with the previous year, some Stage 2 complaints relate to Stage 1 complaints received in the previous reporting year.

The increase in Stage 2 complaints should be seen in the context of the wider increase in Stage 1 complaints, as a larger number of complaints at Stage 1 naturally increases the potential for some customers to remain dissatisfied and request a review.

Increases in complaint volumes generally are partly linked to our continued work to ensure complaints are recorded in line with the Housing Ombudsman's Complaint Handling Code. This includes recognising expressions of dissatisfaction, regardless of the channel used, and ensuring that complaints made through third parties are recorded correctly where they meet the definition of a complaint, including complaints about those who provide services on our behalf.

The increase in both Stage 1 and Stage 2 complaints reinforces the importance of using complaint data as a source of intelligence. It shows where customers experience delay, poor communication, unclear ownership or a gap between what the service has delivered and what the customer expected. We are using this data to support a Complaint Clinic approach, working with service areas, to get underneath the detail of the data and to better understand the causes of escalation to Stage 2.

8. COMPLAINTS BY SERVICE AREA

The 25/26 data shows that complaints continue to be concentrated in Property Services and Housing Services, with repairs, service delivery, time taken, communication and staffing/customer handling continuing to be key themes.

Out of **all** complaints received, the Property Service Directorate received the highest percentage complaints in 25/26, 72.53% (1212) compared to 68.24% in 24/25.

The Housing and Customer Service Directorate received 26.15% (437) of complaints in 25/26 compared to 30.87% in 24/25, and the Corporate Services Directorate received 1.32% (22) of all complaints in 25/26, an increase from 0.89 % in 24/25.

When looking at complaints from tenants/leaseholders only, 76.85% (1145) were for services provided by Property Services, 21.81% (325) were for services provided by Housing and Customer Services and 1.34% (20) were for services provided by Corporate Services.

For complaints from tenants/leaseholders only, the Property Services Directorate received the highest proportion of complaints in 25/26, 76.85% compared to 75.30% in 24/25. The Housing and Customer Services Directorate received 21.81% of complaints in 25/26, compared to 23.92% in 24/25. Corporate Services received 1.48% of all tenant/leaseholder complaints in 25/26, compared to 0.78% in 24/25.

While the overall increase in complaints is not, in itself, a cause for concern, we are now focusing our analysis on the underlying reasons for complaints, including the difference between upheld, partially upheld and not upheld outcomes.

This analysis has directly informed the actions set out later in this report, including the roll-out of complaint clinics, repairs service improvements, clearer customer communication, complaint handling training, and the continued use of data to identify high-volume and high-friction service areas.

8. HOW QUICKLY WE RESPOND

Stage 1 complaints

We responded to 99.76% of all Stage 1 complaints within our 100% target. This is an improvement compared to 24/25, of 0.20%.

Response time performance continues to be monitored against the Housing Ombudsman's Complaint Handling Code timescales. This is reported through internal performance monitoring: Customer and Performance Committee, Board and through the City of Doncaster Council's Cabinet.

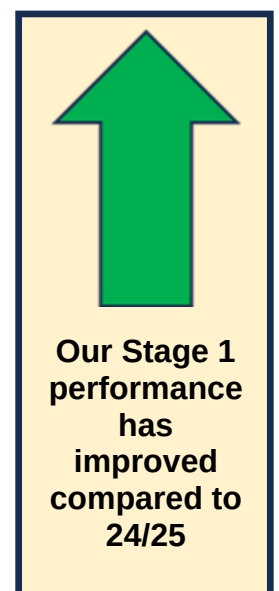
Maintaining timely responses remains important, but 25/26 learning shows that responding on time is only one part of good complaint handling. Customers also need clear ownership, accurate explanations, regular updates, and confidence that any outstanding actions will be followed through.

Stage 2 complaints

We responded to 98.40% (184) in target, which is a very minor reduction compared to 98.68% in target in 24/25.

We use the analysis of Stage 2 complaints to identify whether customers escalated because the original issue remained unresolved, the explanation was unclear, remedies were not sufficient, or communication and follow-up did not meet expectations.

To help prevent avoidable escalation, this analysis is being supported by targeted complaint handling training and continued work with the tenant complaint sub-group, whose reviews highlighted where some complaint responses needed clearer explanations and making sure customers understand what will happen next.



This work will support further improvements in early resolution, and provide clearer evidence of learning from complaints, in line with the expectations of the Housing Ombudsman's Complaint Handling Code.

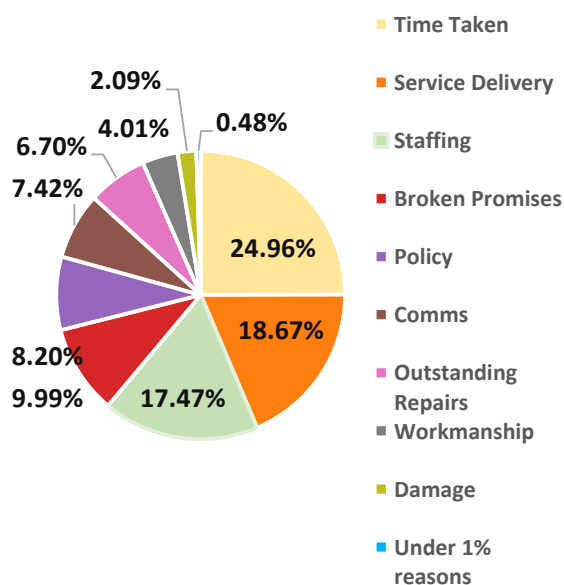
9. COMPLAINT THEMES

We carry out thematic analysis of the complaints we receive to help inform learning and changes to service delivery. Complaints cover a range of issues, and the headline reasons are shown below for **all** complaints **and** for complaints received from tenants and leaseholders only.

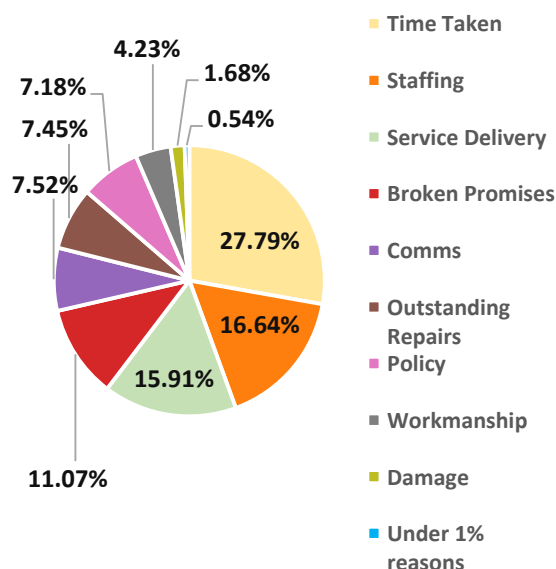
Top 3 Headline Reasons for complaints

Time Taken
Service Delivery
Staffing

Headline reason for all complaints 25/26



Headline reason for Tenant/leaseholder complaints 25/26



Pie charts showing the reasons for complaints

To understand the reasons why all customers and tenants/leaseholders complain, we also collect data on the detailed reason for complaints. We do not review this data in isolation we also consider feedback from our Tenant Satisfaction Measure surveys. When reviewed together this provide a holistic view of customer experience. Using this combined intelligence allows us to move beyond individual cases and identify systemic issues, prioritise resources, measure the impact of improvement activity and evidence whether changes are improving outcomes for customers. The learning from the review of this feedback is included in section 15.

When looking at sub theme level, for tenants, the main themes were **completion of repairs, staff actions, incomplete repairs, planning of work, and condition of property**. These findings highlight opportunities to improve end-to-end communication, scheduling, and follow-through. For Members of the Public, complaints were more focused on **allocations, staff actions, and homelessness criteria**.

For tenant and leaseholder complaints, the main areas of dissatisfaction relate to the time taken to complete repairs, outstanding or incomplete repairs, how cases are progressed, communication and the clarity of explanations provided to customers.

For tenants, this means our improvement work will focus most strongly on repairs, communication, follow-through and making sure actions are completed when we say they will be.

These themes will be explored through the clinic activity where service areas will be tasked with getting underneath the detailed reasons for complaints and developing action plans to address any improvements needed.

10. HOUSING OMBUDSMAN FEEDBACK

Tenants and customers can approach a number of Ombudsman offices if they are unhappy with the response made by St Leger Homes of Doncaster (SLHD) as part of our internal investigations.

SLHD received the outcome of 12 investigations from the Housing Ombudsman in 25/26.

Where the Ombudsman investigates an individual complaint, whether about St Leger Homes or another landlord, each case may include a number of different complaint categories. Each category can result in a separate finding by the Housing Ombudsman, such as no maladministration, service failure, maladministration or reasonable redress. Where remedies, orders or recommendations are made by the Housing Ombudsman, these are monitored to ensure completion and evidence of compliance is provided where required.

The Housing Ombudsman reported the following outcomes:

1. No maladministration in respect of the handling of antisocial behaviour reports.
2. No maladministration in respect of the response to reports that the shower was not working when the property was let.
3. No maladministration in respect of delays when answering the out of hours number and reasonable redress in respect of the complaint handling.
4. Service failure in respect of the handling of antisocial behaviour reports and no maladministration in relation to 6 issues, including counter allegations about the tenant's behaviour; reports of a smell; reports of smoking in communal areas; response to the tenant's use of CCTV; staff conduct and complaint handling.
5. Service failure in relation to concerns about staff conduct and no maladministration in relation to the complaint handling.
6. Maladministration in respect of the complaint handling and 2 instances of no maladministration in respect of the rent account and staff conduct.
7. No maladministration in respect of the incorrect use of the residents' title and the complaint management.
8. No maladministration in respect of the request for a flower bed to be removed and the complaint handling.

9. No maladministration in respect of reports of a faulty door lock and associated repairs.
10. No maladministration in respect of the handling of concerns of the correct landlord and no maladministration in relation to the associated complaint.
11. Maladministration in the handling of reports of ASB, reasonable redress in respect of the complaint handling.
12. Maladministration in the handling of reports about the condition of the roof and no maladministration in respect of the complaint handling.

It should be noted that some determinations shown above could relate to complaints originally with St Leger Homes raised prior to 2025/26. All determinations are reviewed for lessons learned.

During 25/26 we continued to use Housing Ombudsman learning, including Spotlight reports and severe maladministration reports across the sector, to test our own practice and identify actions to reduce the risk of similar failings occurring locally.

We have used the learning from this casework to support:

- Reviewing complaint handling practice to ensure complaints are fully addressed and decisions are clearly explained.
- Strengthening follow-up arrangements so that outstanding actions are owned and monitored after the complaint response is issued.
- Informing complaint clinics, service reviews, repairs improvement activity, and customer communication and policy and strategy development.
- Embedding learning through Service Investigating Officer training

11.COMPLIANCE WITH THE HOUSING OMBUDSMAN'S COMPLAINTS CODE

Since 1 April 2024 all landlords have been required to demonstrate compliance with the Housing Ombudsman's Complaint Handling Code at least annually through an annual submission to the Housing Ombudsman. We continue to complete and report our annual self-assessment to Board, supported by tenant scrutiny and governance oversight.

The Tenant Complaint Panel also plays an important role in providing tenant-led scrutiny of how complaints are handled and whether our responses reflect the requirements of the Housing Ombudsman's Complaint Handling Code. The Panel reviews complaint outcomes, the quality and clarity of responses, evidence of learning and the actions taken to put things right. Findings and learning from this work are reported through the Customer and Performance Committee and shared with the Tenant Scrutiny Panel and Heads of Service, ensuring tenant feedback informs both governance oversight and service improvement activity.

Part of the compliance process also involves the Housing Ombudsman carrying out an assessment to determine compliance against the Complaint Handling Code and our Compliments, Comments and Complaints Policy. These minor recommendations were reported in our Annual Complaint and Service Improvement Report 24/25. The Housing Ombudsman advised in January 2026 that they had reviewed these documents and confirmed all recommendations have been implemented.

12. CUSTOMER PROFILE INFORMATION

We do not capture profile information from complainants who are not our tenants. Where complaints are also made anonymously, we do not hold this data. This section of the report therefore focuses on those complaints received from tenants and leaseholders only.

Analysing complaint data alongside other customer information allows us to identify patterns and trends, enabling us to tailor our services more effectively and address the specific needs and concerns of different customers.

Analysis by Ethnicity

The ethnicity of all our current tenants/leaseholders, as of June 2026, is 76.44% White British and 9.66% from other ethnic backgrounds. The remainder have not reported or prefer not to say what their ethnicity is. We are currently in the process of using an automated telephone service to capture missing data.

From the complaints received from tenants and leaseholders, 77.3% (1,152) are White British, 8.8% (131) are from other ethnic backgrounds and 13.9% (207) have no ethnicity recorded.

When comparing complaint data with the wider tenant profile, there is no clear statistical evidence that White British tenants or tenants from other ethnic backgrounds are over or under-represented in tenant and leaseholder complaints. However, when planning focus groups linked to service reviews, we will use complaint data by ethnicity to support inclusive participation and ensure a broad range of views and lived experiences are considered.

Analysis by Ward

Although each ward has its own profile of complaints influenced by local housing stock, demographics and service demand, the analysis shows consistency in the types of issues raised. Similar complaint themes emerge across wards, indicating that opportunities for service improvement are often organisation-wide rather than ward-specific localised problems.

More detailed ward and theme analysis is used internally to help target service improvements, identify local issues and support performance monitoring. Analysis shows that the most common concerns raised by residents relate to repairs and maintenance, anti-social behaviour, property condition and communication. This information helps identify where local issues may be having the greatest impact on residents and supports targeted improvement activity, investment planning and service scrutiny.

13. MONITORING PERFORMANCE

Our self-assessment against the requirements of the Complaint Handling Code is reviewed annually and reported to Board for scrutiny, challenge and approval.

Performance on the number of complaints, how quickly we respond and the reasons for complaints are monitored internally using a live system which is accessible by all teams across the organisation.

Our Executive Management and Leadership Teams receive regular reports on performance. Our Customer and Performance Committee reviews performance on a quarterly basis; a member of the Committee is a Board member and our Tenant Board Member Complaint Champion attends the meetings to provide tenant challenge and assurance.

We report our performance to the City of Doncaster Council's Officer Liaison Board and the Overview and Scrutiny Management Committee. The Member Responsible for Complaints is updated on complaint handling performance at monthly meetings with the Chief Executive and our performance is reported to City of Doncaster Council's Cabinet as part of our overall performance reporting on key performance indicators.

14. LEARNING FROM COMPLAINTS

We place great importance on learning from complaints to improve services. In 25/26 we strengthened how learning is identified, recorded, shared and acted on by using complaint trend analysis, Tenant Scrutiny Panel feedback, internal audit findings, Housing Ombudsman learning and complaint clinics.

Complaint data shows that the strongest themes are time taken, delays in completing repairs and progressing cases, communication, service delivery and staffing/customer handling. These themes are being used to focus improvement activity on the parts of the customer journey that create the most frustration and repeat contact.

The Tenant Complaint Panel reviews complaints on a quarterly basis to provide independent customer challenge and assurance. Their feedback has helped identify opportunities to improve the quality and consistency of complaint handling and has already informed a number of service improvements during 2025/26. This demonstrates how tenant feedback is not only reviewed but actively used to shape services, strengthen our approach to complaints and improve the overall customer experience.

We are committed to using complaint data and customer feedback to improve services. Over the next 12 months our focus will be on the themes that have the greatest impact on customers: time taken, repairs completion, case progression, communication, ownership, remedies and expectation management.

15. LISTENING, LEARNING AND RESPONDING

Learning from customer feedback in 2025/26 has driven a number of service improvements. Learning from complaints is shared with tenants through "You Said, We Did" communications and with colleagues through training, team discussions, complaint clinics, governance reporting and service improvement plans. The complaint themes help us understand where customers experience the most frustration.

The section below sets out the main learning from the complaint themes, the action already taken during 2025/26, and the future actions that will help address the underlying causes of dissatisfaction. These have been shown separately so it is clear what complaints are telling us, what has already changed, and what we will do next.

Progress against these actions will be monitored through complaint clinics, repairs performance reporting, Tenant Satisfaction Measures, Tenant Complaint Panel feedback and regular reporting to Customer and Performance Committee and Board.

Time taken and delays

Learning: Complaints show that delays create frustration when customers do not understand what is happening, why work is taking longer than expected, or when they will receive an update. This is particularly important where repairs or casework involve more than one team, require follow-on work, or depend on clear handovers between services. Complaint insight also shows that delays can lead to repeat contact and escalation where ownership is unclear or customers feel they have to chase for progress.

Action already taken: We have introduced complaint clinics to bring together complaint data, operational knowledge, Ombudsman learning and service performance information. This has helped service areas look beyond individual complaints, understand where delays occur and agree practical actions, owners, timescales and measures of success. We have also strengthened follow-up arrangements so that outstanding actions are owned and monitored after complaint responses are issued.

Future actions: We will continue to use complaint clinics, repairs performance information, customer insight and Tenant Satisfaction Measures to identify recurring delays, improve visibility of outstanding actions and use performance dashboards and productivity scorecards to help managers identify where further intervention is needed.

Repairs completion and incomplete work

Learning: Repairs complaints show that dissatisfaction is often linked to incomplete work, repeat visits, unclear handovers, the planning of work, the condition of properties and customers having to chase for updates. This highlights the importance of getting the repair right first time where possible, improving diagnosis at the first point of contact and making sure follow-on work is clearly owned and completed smoothly.

Action already taken: We have introduced the Repairs Delivery Charter, co-created with tenants, to set clearer expectations around appointments, communication, behaviour in the home and quality of workmanship. We have also reviewed the follow-on repairs process to improve coordination between teams, strengthen hand-offs between initial and follow-on visits and make better use of resources. Wider repairs service improvements have also been introduced to reduce avoidable repeat visits, improve diagnosis at the first point of contact and support quicker, more effective resolution of repair issues.

Future actions: We will implement actions from the end-to-end repairs customer journey mapping work, strengthen the follow-on repairs process and use 2025/26 repairs complaint data as a baseline to assess whether wider investment and service

changes, including the Predictive Asset Maintenance and Investment programme, are reducing avoidable dissatisfaction.

Communication and keeping customers informed

Learning: Complaints show that customers are more likely to become dissatisfied when communication is unclear, inconsistent or reactive. Even where the original service issue cannot be resolved immediately, regular and clear updates can reduce frustration and help customers understand what will happen next.

Action already taken: We have improved customer communications by providing clearer information about repair priorities, including what counts as an emergency repair and what customers can expect in terms of response and timescales. Changes to job issuing arrangements, including the use of mobile technology and revised call-handling scripts, have also supported more accurate allocation of work and clearer information being passed to trade staff.

Future actions: We will continue to improve communication about repairs, priorities, timescales and next steps. Complaint handling training will continue to reinforce the importance of clear explanations, appropriate apologies and setting out what customers can expect.

Case progression, ownership and follow-through

Learning: Complaints highlight that customers can lose confidence when responsibility for resolving an issue is unclear or when agreed actions are not completed. This can result in repeat contact, escalation and a perception that the organisation has not taken ownership.

Action already taken: We have strengthened recording standards so that clearer, more consistent notes are captured on customer records, improving continuity where repairs or casework are passed between teams or require further follow-up. Complaint clinics and tenant scrutiny feedback have also been used to test whether actions are being completed and whether learning is being embedded.

Future actions: We will continue work on commitment keeping and ownership through the organisation's CORE values, strengthen follow-up arrangements after complaint responses and improve visibility of outstanding actions so that services can demonstrate where commitments have been completed.

Service delivery and customer handling

Learning: Feedback shows that the way a service is delivered can be as important as the outcome itself. Customers expect to be treated fairly, listened to, kept informed and given clear reasons for decisions. Complaints relating to staff actions, attitude, service delivery and customer handling show that dissatisfaction can increase where communication does not feel respectful, where decisions are not clearly explained, or where the customer's circumstances have not been fully considered.

Action already taken: We have embedded the Respect Standard across services to reinforce expectations around behaviour, communication and the overall customer experience. We have also used tenant scrutiny feedback to improve the tone, clarity and consistency of complaint responses and wider customer contact.

Future actions: We will implement customer experience training for repairs and maintenance trade teams and works planners. Service Investigating Officer training will continue to reinforce good practice, including fully addressing complaint issues, avoiding defensive language, considering customer circumstances, using appropriate apologies and setting out next steps, timescales and expectations.

Antisocial behaviour, neighbourhood issues and tenancy services

Learning: Ombudsman determinations and complaint feedback show the importance of clear expectations, consistent case management and effective communication where customers raise concerns about antisocial behaviour, neighbourhood issues, allocations, homelessness criteria or wider tenancy services. These cases can be complex and often require careful explanation of what action can be taken, what evidence is needed and what customers can expect from the service.

Action already taken: We have introduced a new Antisocial Behaviour Policy and Neighbourhood Charter to provide clearer expectations, improve consistency in how neighbourhood issues are managed and strengthen communication with customers affected by antisocial behaviour.

Future actions: We will continue to use Ombudsman learning and complaint clinics to test practice, identify any service weaknesses and ensure actions are completed where improvement is needed.

Accessibility, vulnerability and customer support

Learning: Complaint handling and tenant scrutiny feedback show the importance of considering customer circumstances, identifying vulnerabilities early and making appropriate adjustments to communication and service delivery. This supports fair access to services and helps ensure customers are not disadvantaged by how information is provided or how services are arranged.

Action already taken: We have introduced the Customer Support and Accessibility Policy to strengthen support for customers with additional needs, helping services identify vulnerabilities earlier and make more appropriate adjustments to communication and service delivery.

Future actions: We will use complaint learning, customer profile information and service review feedback to support inclusive participation, inform focus groups and ensure a broad range of lived experiences are considered when improvements are developed.

Using customer insight, tenant voice and performance information

Learning: Complaint data is most valuable when it is considered alongside other information, including Tenant Satisfaction Measures, customer profile information, high-contact customer analysis, service performance and tenant scrutiny feedback. Taken together, this helps identify systemic issues, high-volume or high-friction services, local patterns and whether improvement activity is making a difference for customers.

Action already taken: We have co-created the Tenant Voice and Communications Strategies to ensure customer feedback is used more systematically in shaping service design, communication and ongoing improvement work. Customer insight has also been used more proactively, including analysis of high-contact customers, to identify where repeated contact may point to unresolved issues or opportunities to improve the customer journey.

Future actions: We will continue to use complaint data, customer insight and performance reporting to target service improvements and monitor whether actions are having an impact. Progress will be reported through complaint clinics, Tenant Satisfaction Measures, Tenant Complaint Panel feedback, Customer and Performance Committee and Board.

Complaint handling quality, outcomes and Ombudsman learning

Learning: Internal audit, tenant scrutiny and Ombudsman learning provided assurance that complaints are being handled in line with the Complaint Handling Code, while also identifying opportunities to make learning and service management actions more consistently visible. This includes improving how partially upheld outcomes are recorded, testing the consistency of not upheld decisions, ensuring remedies are clear and proportionate, and making sure complaint responses fully address the issues raised.

Action already taken: Internal audit work during 2025/26 provided positive assurance that complaints were being recorded and handled in line with the Complaint Handling Code. We have also revised how outcomes are recorded, including improving the visibility of partially upheld outcomes, and used Ombudsman Spotlight reports and determinations to review practice, strengthen compliance and support targeted actions where service weaknesses were identified.

Future actions: We will continue to review complaint outcomes through complaint clinics, strengthen how learning and service management actions are recorded, and embed Ombudsman learning through Service Investigating Officer training, service reviews, repairs improvement activity, customer communication and policy development. Learning will continue to be shared with tenants through “You Said, We Did” communications and with colleagues through training, team discussions, governance reporting and service improvement plans.

Taken together, these actions show that complaint insight is being used to move beyond individual case resolution and support wider service improvement. The

intended outcomes are fewer avoidable delays, better repairs completion, clearer communication, stronger ownership, improved complaint response quality, better use of customer insight and greater visibility for tenants of how their feedback leads to change. There will be a lag between the implementation of some actions and any measurable reduction in complaint volumes, as service changes need time to embed and be reflected in tenants' day-to-day experience.

16. OUTCOMES AS A RESULT OF LEARNING

The Regulator of Social Housing expects landlords to use tenant feedback, complaints and performance information to understand service quality, identify where improvement is needed and show that action is making a difference. The outcomes below provide evidence of how learning from complaints and wider customer insight is supporting improvement against the consumer standards, particularly in relation to safety and quality, transparency, tenant influence, communication and fair treatment.

The measures shown below cannot all be directly attributed to complaint learning, but they provide positive indicators that customer experience is moving in the right direction.

- Overall repairs satisfaction has strengthened in 25/26 compared to 24/25, with improvements across transactional measures including overall satisfaction, quality and staff helpfulness.

From our Tenant Satisfaction Measure surveys for 25/26:

- 80.10% of tenants are satisfied with the repair they had completed.
- 81.20% of tenants are satisfied that their home is well maintained;
- 86.20% of tenants are satisfied that their home is safe;
- Satisfaction that their landlord listens to tenants views and acts upon them has increased to 76.30%;
- Tenants satisfied that their landlord keeps them informed about things that matter to them has increased to 85.00% in 25/26;
- Tenants who are satisfied St Leger Homes treats them fairly and with respect has increased to 89.70%;
- Tenants who are satisfied that their landlord keeps communal areas clean and well maintained has increased to 75.40%.

We will continue to listen to complaints, act on the learning, and report back to tenants on the changes made as a result of their feedback. We will do this through tenant updates, scrutiny activity, complaint clinics and future performance reporting.

17. GOVERNANCE STATEMENT

**RESPONSE FROM OUR MEMBER RESPONSIBLE FOR COMPLAINTS,
COUNCILLOR GLYN JONES AND OUR TENANT BOARD MEMBER
COMPLAINT CHAMPION, RODGER HALDENBY**

We ensure effective governance by working closely with the City of Doncaster Council's Member Responsible for Complaints and our Tenant Board Member Complaint Champion. These individuals play a crucial role in overseeing and managing complaints to ensure transparency, accountability and continuous improvement. Their response to this Annual Report is shown below.

"We welcome the Annual Complaint and Service Improvement Report 25/26 and recognise the important role complaints play in understanding customer experience, strengthening accountability and driving service improvement.

The report demonstrates that St Leger Homes has continued to meet the requirements of the Housing Ombudsman's Complaint Handling Code, with strong performance against response times at both Stage 1 and Stage 2. It also shows a mature and transparent approach to complaint handling, recognising that increased complaint volumes should not be viewed in isolation, but as part of a wider picture of greater customer awareness, improved access to the complaints process and stronger recording of dissatisfaction.

The data in the report provides clear strategic insight into where customers are experiencing the greatest frustration. The continued concentration of complaints around repairs, time taken, service delivery, communication and customer handling shows where improvement activity needs to remain focused. We welcome the way this insight is being used to inform repairs improvement work, complaint clinics, customer communication, staff training, policy development and wider service redesign.

We are particularly pleased to see the continued involvement of tenants in scrutinising complaint handling and shaping improvement. The role of the Tenant Complaint Panel and Tenant Scrutiny Panel provides important challenge and assurance, helping to test whether responses are clear, fair, evidence-based and aligned with the Housing Ombudsman's Complaint Handling Code. This tenant-led scrutiny strengthens governance and ensures that complaint learning is considered from the customer's perspective.

The report also demonstrates that complaint learning is being used strategically, not just to resolve individual cases but to identify root causes, improve systems and reduce avoidable dissatisfaction. We welcome the clearer distinction between the learning identified, the actions already taken during 2025/26, and the future actions planned for 2026/27. This provides stronger assurance that complaints are being translated into practical service improvements, including complaint clinics, repairs journey mapping, the Repairs Delivery Charter, improved communication, strengthened record keeping and the wider use of customer insight.

We recognise that there is more work to do, particularly in reducing avoidable escalation, improving follow-up and ownership, and ensuring that customers receive clear explanations and timely updates. The future actions for 2026/27 provide a clear focus on the areas that matter most to customers, including repairs completion, communication, commitment keeping, expectation management, accessibility, customer handling and the consistent use of learning across services.

As Member Responsible for Complaints and Tenant Board Member Complaint Champion, we are assured that St Leger Homes has the right governance

arrangements in place to monitor performance, respond to Ombudsman learning and ensure that complaint outcomes are reported, challenged and acted on. We will continue to work with St Leger Homes to make sure that complaint learning remains visible, actions are followed through and customers can see how their feedback leads to meaningful change.”

Board Briefing Note



Title	One Repairs Service – Revisit, Update and Next Steps		
Status	☒ For information ☐ To update ☐ To provide assurance	Meeting Date	06/08/26
Confidential	No	Item No	13
Presenter	Lee Winterbottom Director of Property Services		
Author	Lee Winterbottom Director of Property Services		

Purpose and Executive Summary:

This report provides Board with an update on the 'One Repairs' service model, reviewing and reflecting on progress made since implementation and setting out future refinements required to strengthen delivery and assurance.

The next steps continue to focus on consolidating consistent customer communication, by learning from what customers tell us, reducing the wait time for repairs by refocusing and determining what is a repair and what should be a planned component replacement event.

The report also aligns the key principles of 'One Repairs' with the regulatory outcomes of the Consumer Standards and provides evidence of compliance.

Action Required:

Board are asked to note the review and take assurance from the report that the One Repairs platform continues to be effective to meet service and Consumer Standards outcomes.

1. Background

One Repairs was established to address increasing weaknesses in the historic scheduled repairs model (including long waits, unclear ownership, increased complaints and inconsistent customer experience) by moving to a single, appointment-led operating model for responsive repairs.

The key principles support fairness, transparency and improved outcomes for tenants. The approach is:

A service that is an appointment-led model that aspires for a first-time fix, through clear diagnostics, standard ways of working and simple performance measures, while learning from tenant feedback.

Tenant engagement has been integral throughout, moving beyond consultation into practical co-design (e.g., appointment options, appointment reminders, call-ahead arrangements), with feedback routinely captured and reviewed alongside operational performance.

The report also provides assurance on how One Repairs aligns to the Regulator for Social Housing (RSH) Consumer Standards inspection framework. In particular, the model evidence's Service Outcomes (notably Safety and Quality) through a clear operating model, improved reliability and controls to reduce avoidable failure, and supports Transparency, Influence and Accountability through clearer customer information, embedded tenant influence, performance reporting and structured governance oversight.

Leadership messaging positions One Repairs as an enabling platform for demand control, customer driven appointments.

Inspection preparation feedback has been positive on the One Repairs model, but advised clear up to date explanation of the underpinning principles should be provided.

1.1 One Repairs – Origins and Rationale

The One Repairs project was established in response to growing weaknesses in the traditional scheduled repairs model, including long waiting times, unclear repair ownership, rising complaints, and poor customer experience. Background data showed that dissatisfaction, demand pressure and missed appointments were key drivers for change.

The initial concept was deliberately transformational rather than incremental moving from fragmented, area-based and scheduled delivery to one integrated, appointment-led repairs service covering all responsive repairs.

1.2 Core Principles of the One Repairs Model

Across early tenant and stakeholder engagement saw several consistent principles were coming out, that would form part of and underpin the One Repairs approach:

- One service, one operating model – removing the distinction between scheduled and responsive repairs to improve fairness and clarity for tenants.
- Appointment-led delivery – every repair treated as an appointment, improving reliability, accountability and customer confidence.
- Right work, first time – clearer repair classification, standard operating procedures and better diagnostics to reduce repeat visits and roll-over jobs.
- Trade-based planning and management – aligning planners and leaders to trades rather than geography, improving productivity and skills matching.
- Continuous performance feedback – simple, transparent measures focusing on next available appointment, no-access, first-time fix and tenant feedback.

These principles were explicitly designed to meet tenant expectations, align with regulatory expectations around fairness, transparency, and customer outcomes, rather than solely operational efficiency.

1.3 Tenant Engagement and Co-Design

Tenant engagement was not an afterthought, it formed a visible and deliberate part of the programme design and rollout.

Evidence across multiple board updates confirms that:

- Tenants were actively engaged early to explain the reasons for change, including the pause of scheduled repairs and the shift to a new service model.

- A targeted communications campaign, including an informative video shared via social media, was used to ensure tenants understood how the new model worked and what to expect.
- Contact detail validation and clearer appointment communication were co-developed in response to tenant feedback on missed visits and poor communication.
- Ongoing tenant feedback was systematically captured, tracked and reviewed as part of performance monitoring, not just through complaints but through routine satisfaction data.

Critically, the engagement approach moved beyond consultation to practical co-design. Tenant feedback directly shaped operational decisions around appointment reminders, pre-attendance calls, access rules and no-access controls, all of which subsequently delivered measurable improvements.

1.4 Strategic Significance

As later leadership and EMT papers make clear, One Repairs is best understood as a platform rather than a finished project. It created:

- a stable base for demand control and prevention
- the conditions for asset-led and data-driven decision-making
- a repairs model capable of standing up to regulatory scrutiny, including mock inspection feedback where the principles of One Repairs were positively received.

Importantly, tenant engagement and co-design remain central to the programme's credibility, reinforcing trust while enabling difficult but necessary changes in how repairs are delivered.

1.5 Timeline – One Repairs, 'A Story of Tenant Led Change'

2022 Repairs Excellence project foundations:

- Launched Repairs Excellence as a project to look at service delivery and upgrading ways of working to improve appointment discipline and customer experience.
- Early tenant-focused communications included an informative video and work to ensure contact details were correct and up to date

June 2022 Rollout of key principles:

- Repairs Excellence determines the name of 'One Repairs' as the approach.
- Implemented One Repairs as a trial and began tracking impact on access/no access, first visit completion and customer feedback.

Jan 2023 'One Repairs' concept formalised:

- Defined the One Repairs concept: modernise the service, improve tenant journey, reduce complaints, improve turnaround times, create clear classification/standardised operating produces and improve workforce planning.

Feb 2023 'One Repairs' service launched:

- Established One Repairs by merging responsive and scheduled repairs into one consistent appointment-led service, overseen by a planning function.

Mar 2023 Early outcomes evidenced and embedded:

- Reported strong early indications of performance improvements in reducing 'no access' and first visit completions.
- Tenant engagement and feedback mechanisms were embedded as part of performance monitoring (not just complaints).

2024 Strengthening the customer experience (access, comms, consistency):

- Introduced consistent appointment confirmations/reminders by text and 'call-ahead' approach, contributing to an 80% major reduction in no-access performance.

Nov 2025 to Feb 2026 Next phase, demand control and service refinement:

- EMT-approved next-phase proposals including pilot to remove 'attend today' practices, along with consultation with customer groups (incl. One Voice Forum) to align prioritisation with customer expectations and reduce avoidable demand.

2026 One Repairs service review, considering alignment with Consumer Standards:

EMT asked for a review of the One Repairs principles, in light of other repairs improvement plans that are underway. Work to look at all service areas alignment with the Consumer Standards, had gave assurance that the One Repairs model is well aligned. However, by way of this report, additional assurance is provided to EMT on the review undertaken and the actions to further refine the repairs service. These improvements are listed at section 1.7.

1.6 One Repairs – Review of alignment to the Regulator for Social Housing (RSH) Inspection Outcomes

The purpose of this section is to review the principles of One Repairs and to demonstrate assurance against the RSH Consumer Standards inspection framework, evidencing Service Outcomes and Transparency, Influence and Accountability, with tenant insight and governance grip.

1) How RSH frames inspections:

- RSH inspections are framed around two components:
 - o Service Outcomes - covering Safety and Quality, Neighbourhood and Community, Tenancy
 - and
 - o Transparency, Influence and Accountability.
- Inspections are assurance-based, landlords are expected to evidence how they deliver outcomes, and tenant insight/scrutiny is a key part of the approach (e.g. observing tenant scrutiny arrangements).

2) Below are the 'lines of enquiry', and a statement of how One Repairs aligns to this and then finally the evidence:

(a) Transparency, Influence and Accountability

Line of enquiry - Engagement and tenant influence – Are tenants' views taken into account and is feedback acted upon?

One Repairs: Embedded tenant engagement into rollout and continuous improvement; used communications and feedback loops to shape delivery.

Evidence: Tenant engagement (incl. informative video), feedback capture and analysis.

Line of Enquiry: Information and access to services – Do tenants understand what to expect and how to access the service?

One Repairs: appointment-led model; confirmations/reminders; call-ahead approach; clearer customer journey.

Evidence: Service description and comms approach (texts/reminders/call-ahead; non-attendance rules).

Line of Enquiry: Performance information and scrutiny – Is performance measured and shared in a way tenants can scrutinise?

One Repairs: 'Simple measures' plus tracking performance and tenant feedback; governance via board/working groups.

Evidence: Routine reporting/oversight performance dashboard activity through the One Repairs governance structure, EMT, board and into the Council via the performance booklet and agreed KPI set.

Line of Enquiry: Complaints learning – Are complaints handled effectively and used to drive service improvement?

One Repairs: Explicit objectives to reduce complaints and track customer feedback, linked learning from cases and complaint narratives into improvement activity.

Evidence: Objectives stated in programme updates, leadership narrative linking model to inspection expectations and learning.

(b) Service Outcomes (where One Repairs most strongly evidences Safety and Quality)

Line of Enquiry: Repairs service quality and timeliness – Are repairs delivered effectively and reliably, with a clear operating model?

One Repairs: single appointment-led model; clearer classification/standard operating procedure ambition; prioritisation of highest priority first; improved first visit completion.

Evidence: First visit completion (94.31%) and early operating outcomes; 'right work first' direction.

Line of Enquiry: Reducing missed appointments/access failures – What controls exist to reduce avoidable failure and waste?

One Repairs: Comms and call-ahead approach to reduce no access; appointment reminders and clearer access expectations.

Evidence: 87% reduction in no access (reported early); ongoing approach description and impact statement.

Line of Enquiry: Governance grip and assurance – Can the organisation evidence oversight, risk management, and improvement plans?

One Repairs: Formal programme governance (board and DRS group) and routine EMT updates, mock inspection learning translated into improvement actions.

Evidence: Governance and oversight statements; mock inspection feedback and follow-up actions.

1.7 Completed Actions and Next Steps – Actions to Refine Service Delivery

'Trade' based management and planning:

This allows for better management of resources, by creating ownership of a trade team, led by a Team Leader and work organised by a dedicated Works Planner. This allows for local decisions to be made on how the trade teams operate. Early gains were evident, due to examples such as splitting up two person plastering teams to create additional capacity. Similar actions are now underway in the roofing and bricklaying teams. This is possible as the new single person teams will focus on small repairs, while more extensive works will be scoped out, appointed and delivered by the larger work teams. (Implemented)

Job quotas:

This is a work scheduling system tool that protects the service by holding back a percentage of capacity (30%) to be made available for same day appointments. This provides urgent appointments for vulnerable customers and for emergency type responses. It also creates an avenue for appointing jobs that would otherwise go to call out, while preventing jobs already appointed from being cancelled and reappointed, to create capacity. The latter being the main theme, which is 'time taken', for the complaints we receive. (Implemented)

Repairs Charter:

Consultation undertaken with customers and the trade teams, via a survey, to determine what were the key aspects each party required for a request for repairs but go well, before, during and after the visit. Final version now agreed. Launched at team meetings and will be a focus at Property Services away day. (Implemented)

Standardised meeting agendas:

Provides a structure and consistent means of communication to all teams within Property Services, so all are receiving the correct messaging and updates. (Implemented)

Review of repair diagnostic scripts:

At times the scripts generate an outcome that is not ideal or has led to service failure or repeat complaint. In these limited circumstances the scripts are reviewed and amended to avoid repeat issues. (Ongoing)

Realign repair resource:

This will ensure the right level of resources are readily available. Repairs will be dealt with as per the Repairs and Maintenance policy, with larger jobs dealt with as planned/capital works. This will reduce the demand so 'true' repairs can be completed in a timely manner, while allowing adequate time for more complexed works to be correctly scoped appointed and delivered. (Underway)

Rechargeable repairs:

This will work in two ways. One will be to deter requests that should be dealt with by the customer, at the point of call, the other is to fairly reclaim costs where a repair is found to be due to customer actions. (Underway)

Heartbeat:

Refinements have been made to the repairs service and others are underway. There was an expectation that these would have provided a reduction in complaints and an improvement in outcomes. However, this has not transpired to date. The decision was taken to gain an external expert view, exploring the end-to-end customer journey, while mapping each stage. The scope of the project will not only look into complaints, but also analyse the high and low points, from the job being first reported, all the way through to completion of a job, including, where a customer decides to make a complaint. (Underway)

Video triaging:

The aim is to allow far more accurate diagnosing of repairs, reducing the need in some cases to physically pre-inspect work. It will also act to control the increased urgency and expectations we sometimes experience. To date we have reviewed two suppliers (Plentific and Omfax) solutions for video triaging. Next steps are to compare these and decide whether to progress or look at additional suppliers. (Scoping)

Alternative shift:

The shift will extend service times, allowing for earlier and later appointments, plus weekends. Feedback from working customers has shown a need for alternative appointments and this proposal will address the request. Early modelling shows this will dramatically reduce jobs going to call out, reducing costs while improving the service offer. The aim is to bring this forward during July. (Scoping)

Emergency and Appointed priorities:

This action would remove the current repair priorities listed in the Repairs and Maintenance policy, in favour of 'emergency' and 'appointed' only. This will help offer an appoint that suits the customer, as opposed to attempting to fix this within a predetermined priority timescale. Broaden consultation will be required due to the change and potential impact of this proposal. (Pending consultation)

Priority classification:

Similar to utility companies, this is aimed at making the service bespoke for those customers who may have a more urgent need in some instances when reporting certain property issues. An example of this may be someone who has incontinence will need more frequent bathing. So, if their home is affected by a leak or hot water failure, then a repair needs to be treated far more urgently. Holding this priority classification information and it being predetermined, will prevent the customer having to repeatedly negotiate a more urgent appointment. It will also provide some

protection for the service when basic repair requests are expected to be treated as emergencies. This classification will complement the recently approved Customer Support and Accessibility Policy. (Pending decision)

2. Current Position

Feedback from the mock inspection, on explaining the service is that it demonstrates customer influenced design, while answering the outcomes contained in the consumer standards, as such our explanation of the service is as follows:

“One Repairs is a single, appointment-led repairs model designed to improve safety, reliability and tenant experience. It strengthens our control of repairs demand, reduces avoidable failure, and provides clear, reportable outcomes. The model is overseen through EMT board governance, and through into the council via the meeting and governance structures. It continues to be refined by tenant feedback and complaint learning, and directly supports compliance with the RSH Consumer Standards, particularly Safety and Quality and Transparency, Influence and Accountability.”

3. Risk and Assurance Update

This report and the review it performed, provides board with the assurance that the One Repairs model of operation is compliant with the outcomes in the Safety and Quality Consumer Standard. It also provides update on the additional improvements the organisation is looking to make to further enhance repairs service delivery and drive efficiency.

4. Impacts on Customers and Colleagues

The focus of the report is all about positive impacts for customers, both in terms of service delivery and future improvements. The original One Repairs concept was designed with customers. This report will also be taken back to customer groups to confirm the review and the alignment with Consumer Standards outcomes.

5. Appendix

N/A

Overview of Proposed Government Changes to Energy Efficiency Requirements for Social Landlords

Wider Government Policy Context

GOVERNMENT AIMS

WHY THIS MATTERS



WARMER HOMES

- ✓ Improve thermal comfort
- ✓ Reduce heat loss
- ✓ Improve energy efficiency



LOWER ENERGY BILLS

- ✓ Reduce fuel poverty risk
- ✓ Make homes cheaper to heat
- ✓ Improve affordability for tenants



HEALTHIER HOMES

- ✓ Reduce damp and mould risk
- ✓ Improve living conditions
- ✓ Support better health outcomes



POLICY OBJECTIVE: Deliver safe, warm, affordable and lower-carbon social homes through improved energy efficiency standards.

Wider Government Policy Context

WHAT THIS MEANS IN PRACTICE

THE CHANGE AND THE IMPACT FOR SLHD



THE TEST IS CHANGING

Success will be measured using the reformed EPC system, not the current EPC measure.



TWO CLEAR MILESTONES

EPC C or higher against **one reformed EPC metric** by 1 April 2030.

EPC C or higher against **a second metric** by 1 April 2039.



MEETS EPC C AT BOTH DATES

Homes must achieve EPC C or higher at each milestone (unless a valid exemption applies).



PHASING MATTERS

Investment planning and delivery need to align with both milestones to stay compliant and avoid future costs and risk.



KEY MESSAGE: SLHD needs to plan and invest now so we can meet EPC C against two reformed metrics by the required dates — and protect tenants, homes and value for money.

Wider Government Policy Context



PURPOSE OF THIS BRIEFING

WHAT WE ARE ASKING BOARD TO CONSIDER TODAY



Summary of consultations

CONTEXT



Consultation periods
have now closed
across the key policy areas

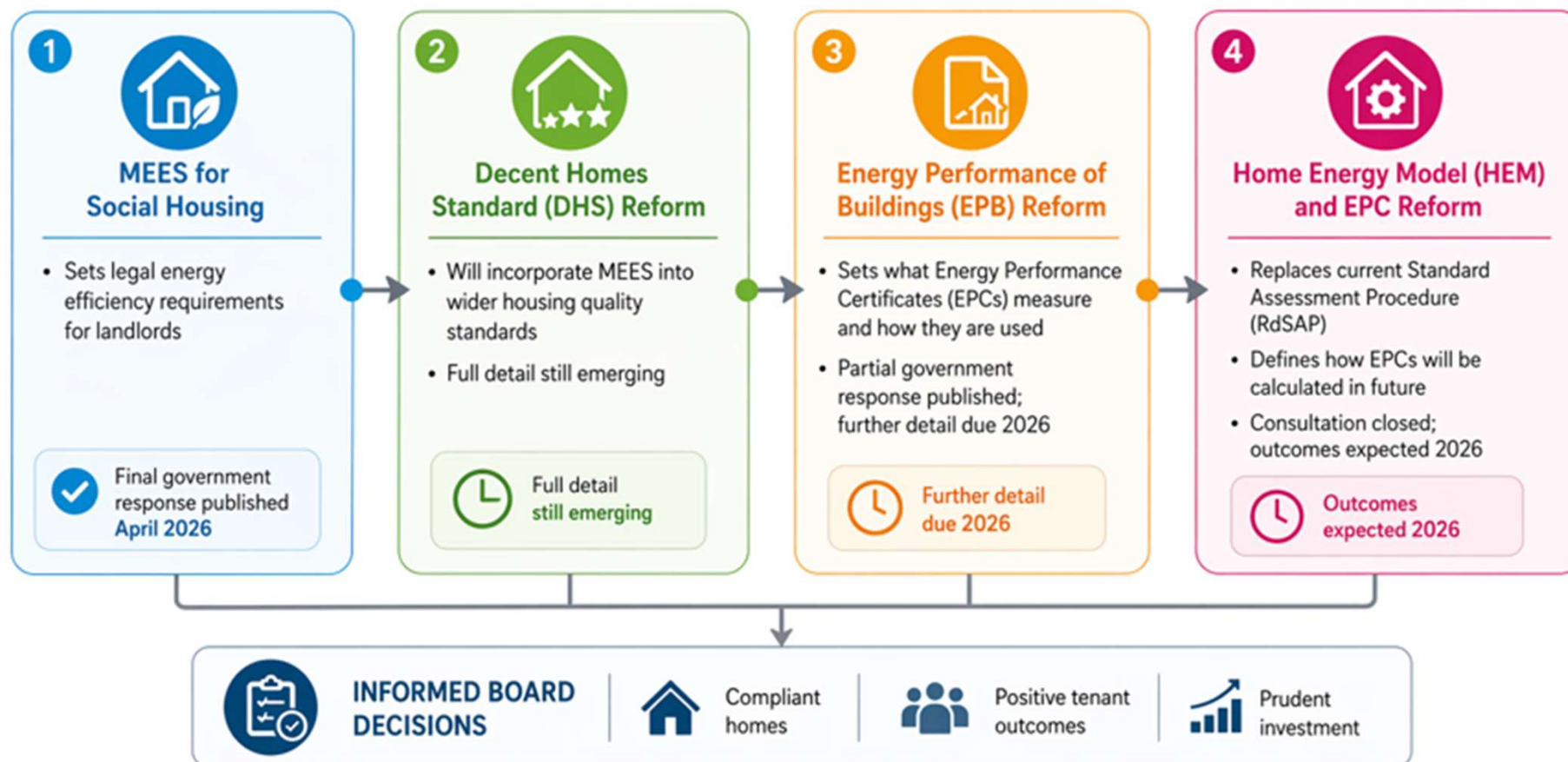


Government has published
responses to varying
degrees of detail



We now have a clearer
direction of travel
but key elements remain
undefined

LINKED GOVERNMENT CONSULTATIONS DRIVING CHANGE



Summary of consultations

HOW THEY FIT TOGETHER



**TOGETHER
THEY DELIVER**



Clear standards
to meet



Robust regulation
and enforcement



Consistent
measurement

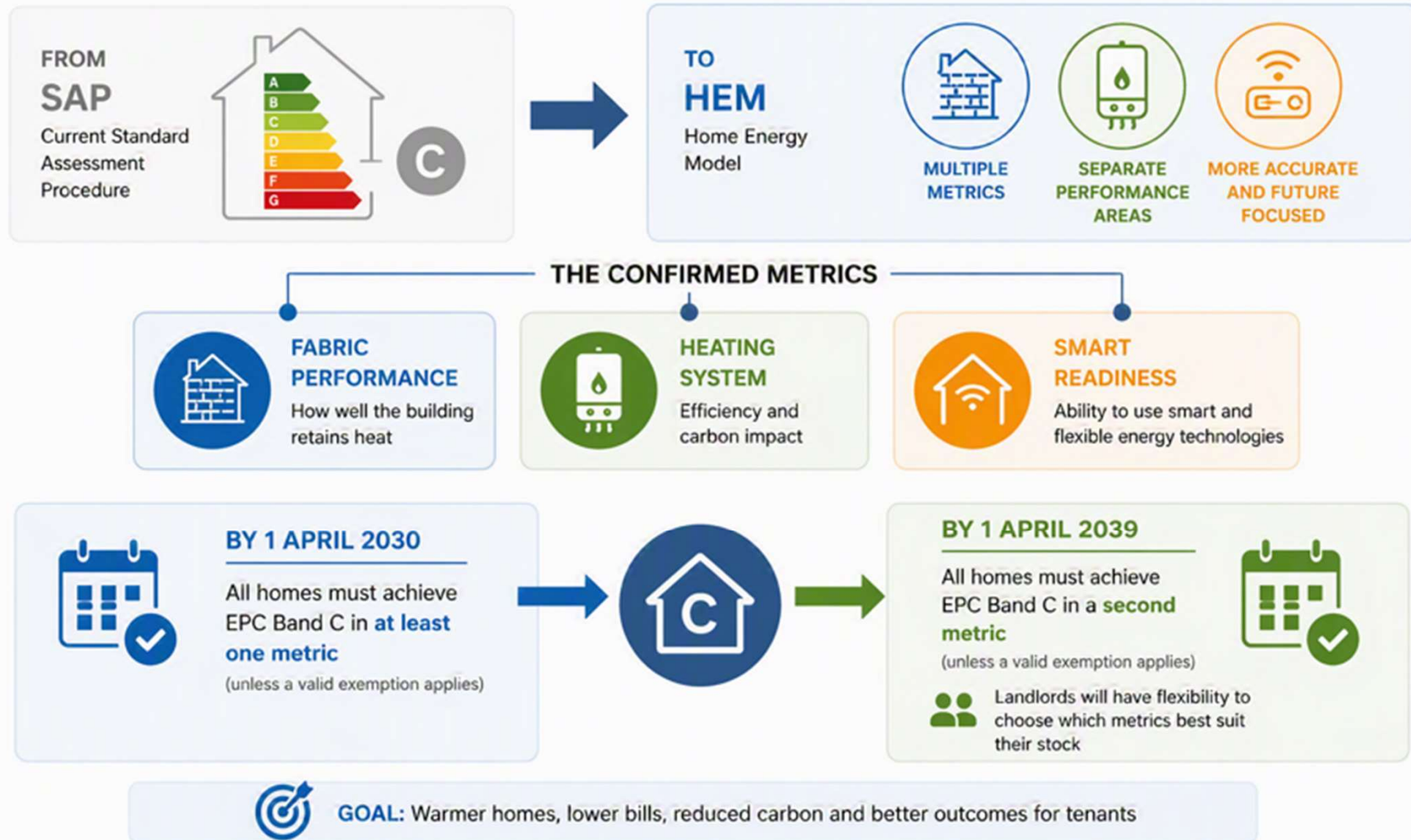


Accurate and
reliable results

Key headlines (What we know)

EPCs ARE CHANGING

New way of measuring and achieving energy performance



Exemptions

EXEMPTIONS & SPEND CAP – KEY POINTS

Not all homes will be able to fully comply where it is not practical or viable

CORE EXEMPTION SCENARIOS



Tenant refusal or inability to gain access



Physical, technical or planning constraints



Properties planned for sale, demolition or regeneration

SPEND CAP



£10,000
per property to meet 2030 requirement



£10,000
per property to meet 2039 requirement



10 YEARS
Each exemption applies for 10 years from the compliance date

FULL £10,000 DOES NOT NEED TO BE SPENT



If no further measures can be installed within the cap, an exemption can be applied.



e.g. £7k spent, next measure exceeds remaining budget – exemption applies

COSTS INCLUDED WITHIN THE SPEND CAP



VAT



Administration and ancillary costs (up to 15%)



PAS-related costs (not mandatory but allowed)



Certain grant funding
(including government grants from April 2026 onwards)



EPC assessment costs (up to two EPCs)

COSTS EXCLUDED FROM THE SPEND CAP



Incurred prior to April 2026



Installation of gas boilers



PURPOSE: Exemptions ensure a fair and proportionate approach, focused on practicality and value for money while supporting compliance delivery.



Home Energy Model (HEM)

WHAT IS THE HOME ENERGY MODEL (HEM)?



New methodology replacing
SAP / RdSAP for calculating EPCs



Provides a more **detailed** and
flexible model of building performance



KEY CHANGES FROM CURRENT SYSTEM



Moves from standardised
assumptions to **more
detailed, real-world data**



Introduces a modular approach:

- Assessors can use more
detailed data where available
- Less reliance on defaults



DIRECTION OF TRAVEL



Greater **accuracy** and
transparency in EPCs



Increased importance of:

-  Building fabric performance
-  Low carbon heating
-  Smart and flexible technologies



THE RESULT



More accurate
assessments



Clearer insights
for decision making



Better outcomes
for homes and tenants

HEM: Current status & uncertainty



Current position

- Consultation closed March 2026
- No government response published to date
- No confirmed timeline for final decisions



What HEM will determine

- How each metric is calculated
- Where A–G band thresholds are set
- How properties will be assessed in practice



Key uncertainty

- It is currently not possible to determine:
 - Where our stock sits under the new system
 - What is required to achieve Band C for each metric



Why this matters

- HEM is the final piece needed to understand compliance
- Until confirmed: **Cost, scope and delivery requirements remain uncertain**



Implication

- We have clarity on the targets (MEES) but not yet on how those targets are **measured / achieved**

Achieving EPC Band C under the new system



WHAT WE DON'T YET KNOW

- No confirmed thresholds for what constitutes Band C for all 3 headline metrics.
- Not yet possible to model where our stock will fall



WHAT WE DO KNOW WILL NOT ACHIEVE A C



SMART READINESS

- No smart meter → unlikely to achieve Band C
- No ability to support flexible energy use (e.g. no PV / smart controls)



HEATING SYSTEM

- Fossil fuel systems (e.g. gas boilers) will not achieve Band C



FABRIC PERFORMANCE

- Poorly insulated homes will not achieve Band C
- High heat loss (walls, roof, windows) will limit performance

WHAT IS LIKELY TO SUPPORT ACHIEVING A C



FABRIC

- Well-insulated homes (walls, loft, windows upgraded)
- Lower heat demand and reduced heat loss



SMART READINESS

- Smart meter installed
- Solar PV and/or battery storage
- Smart heating controls and flexible technologies



HEATING

- Low carbon systems (e.g. heat pumps, low-carbon heat networks)
- Efficient systems with good controls



KEY MESSAGE

- We have a clear direction of travel though final requirements will depend on HEM outcomes and band thresholds yet to be determined



SUMMARY IMPLICATION

- We have a clear direction of travel though final requirements will depend on HEM outcomes and band thresholds yet to be determined

What this means for our stock

Current Stock Position and Compliance Routes

1 Current stock position



Around 800 homes with solar PV



Very limited deployment of heat pumps

Significant historic investment in fabric improvements, including:



Double glazing



Loft insulation



Cavity wall insulation



External wall insulation

2 What this means in practice



Fabric investment places us in our strongest current position



Fabric improvements give us our highest likelihood pathway to achieving Band C



But until thresholds are confirmed, we cannot assess how much of our stock will comply



Solar PV presents a potential compliance route likely to support achieving Band C under the Smart Readiness metric:

- May be a cost-effective option for properties that fall short



Low carbon heating must be approached carefully

- Heat pumps in poorly insulated homes risk high running costs for tenants
- Fabric performance remains a critical pre-requisite

3 Potential routes



Solar PV may support Smart Readiness

- Could be cost-effective for homes that fall short



Low-carbon heating must be used carefully

- Heat pumps need well-insulated homes to avoid high tenant running costs



Multiple routes could support the pathway to Band C

4 Emerging opportunity and key message



Virtual Power Plant (VPP) model

- Potential pathway to achieve Smart Readiness at scale
- May enable compliance without direct capital investment



We have strong foundations in fabric performance



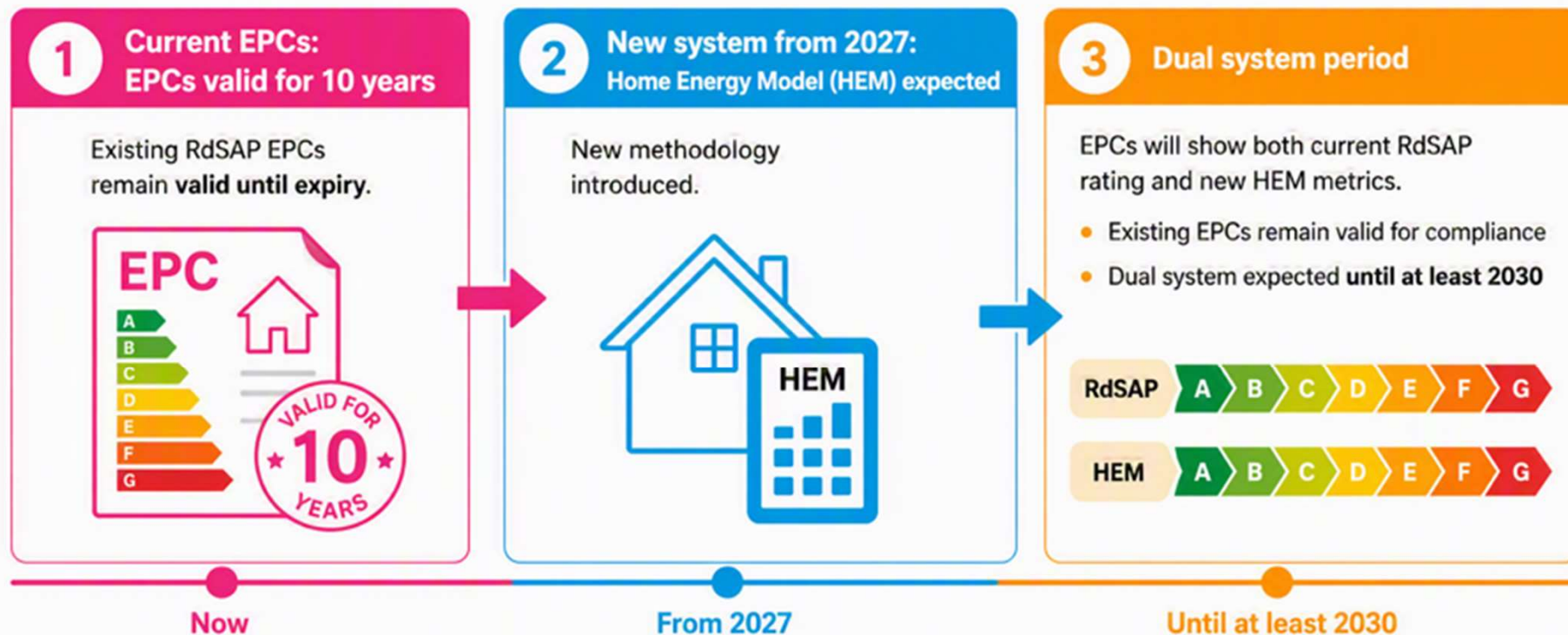
Multiple potential compliance routes are emerging



But final strategy depends on where thresholds are set under HEM

Transition to New System

EPC transition: no immediate cliff edge



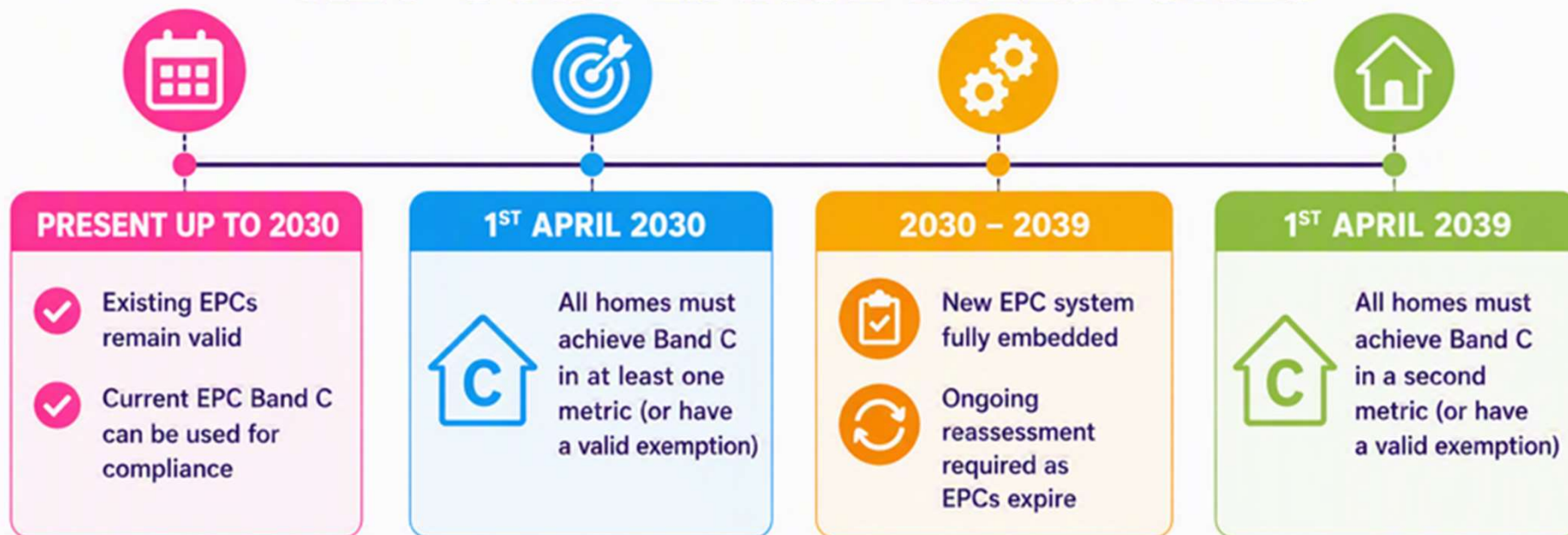
KEY POINT

No immediate cliff edge — transition period allows time to adapt to the new system.



Timeline and Decent Homes

KEY COMPLIANCE MILESTONES



HOW THIS FITS WITH DECENT HOMES STANDARD (DHS)



MEES will be incorporated into the Decent Homes Standard



Forms part of thermal comfort (Criterion D)



Compliance monitored through Regulator of Social Housing

Questions?

We're here to help.



Your questions

Do you have any questions about the new EPC system, metrics or compliance?



Clarify

Let's make sure we understand the key issues and opportunities for our homes.



Share your views

We welcome your thoughts, experiences and ideas.



Next steps

What would you like to know more about as we move forward?



Decent Homes 2 Board Briefing



Connected

Ownership

Respect

Excellence

DHS2 is a strategic shift, not a technical update

The new standard raises the baseline for what “decent” means: safe, healthy and well-evidenced homes.

For SLHD, DHS2 links asset condition, tenant wellbeing, investment planning and board assurance into one programme of work.

1

Quality baseline

More explicit safety, health and modern quality expectations.

2

Evidence standard

Current asset data and assurance processes become central to compliance.

3

Governance visibility

Board oversight must connect risk, resources and delivery choices.

Board lens: treat DHS2 as a transformation and assurance programme.

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From component compliance to outcome assurance

- A shift from rules and components to safe, healthy homes with evidence

Previous emphasis

Component age and specification

Static criteria can understate real-life condition.

Periodic evidence

Surveys are important but may not be sufficiently current.

Reactive risk management

Issues can appear between planned investment cycles.

DHS2 direction

Condition and outcomes

Homes must be demonstrably safe, healthy and fit for purpose.

Current asset intelligence

Data quality supports prioritisation and assurance.

Proactive hazard control

Risks are identified, tracked and resolved before escalation.

What changes for SLHD: stronger links between stock data, compliance decisions and investment governance.

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Why DHS2 matters now

Safety & health

Raises expectations on hazards, damp and mould.

Regulatory alignment

Supports Awaab's Law and inspection readiness.

Tenant safety and quality

Reputation & trust

Non-compliance could damage confidence and scrutiny outcomes.

Strategic investment

Choices now influence 2030 and 2035 readiness.

DHS2 should be treated as a core governance priority, not a back-office compliance exercise.

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The five DHS2 criteria

Each criterion must be understood, evidenced and planned for across the asset base

01	Hazard-free homes	Free from serious health and safety risks.
02	State of repair	Key and secondary components in reasonable repair.
03	Facilities and services	Adequate kitchens, bathrooms and noise insulation.
04	Thermal comfort & efficiency	Progress towards energy efficiency requirements.
05	Free from damp and mould	Healthy living conditions with responsive resolution.

Compliance risk can arise from failure in any one criterion — governance needs a balanced view across all five.

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Where the detail creates complexity

- DHS2 requires strong judgement, evidence and prioritisation

Operational complexity concentrates in four areas.

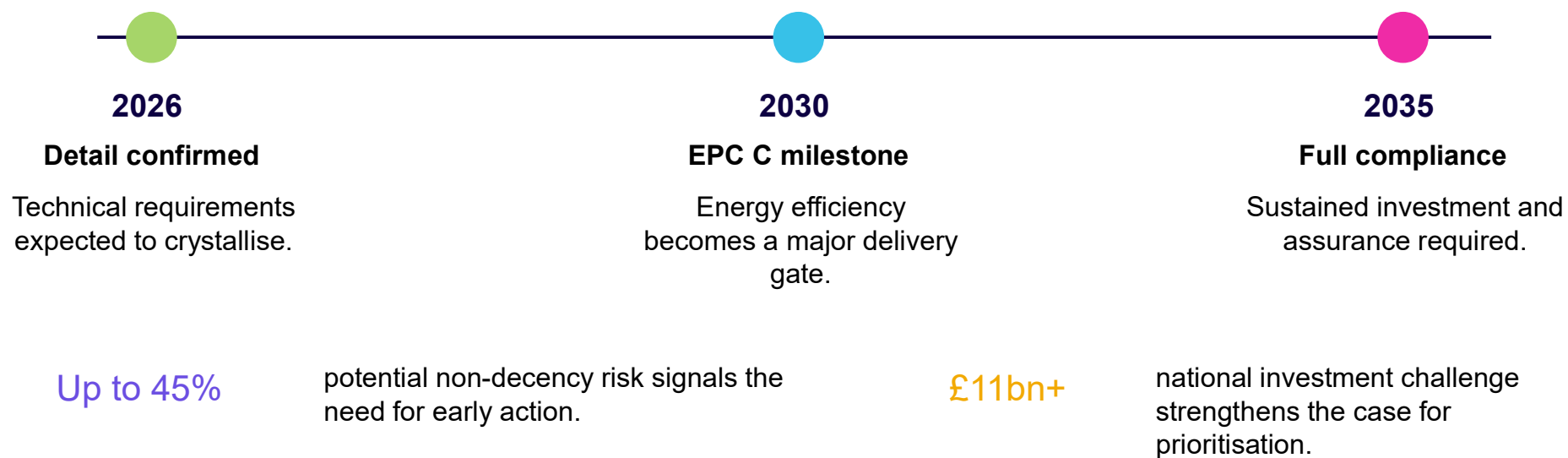
The board question is whether SLHD has the data, capacity and assurance route to manage them consistently.

- **Hazards**
HHSRS hazards reduce from 29 to 21, with zero tolerance for Category 1 hazards.
- **Repair definitions**
Key and secondary components require consistent interpretation and recording.
- **Property type rules**
Flats and houses can trigger different facilities and services criteria.
- **Thermal standards**
MEES milestones and damp/mould exemptions need explicit evidence.

Implication: professional judgement must be backed by auditable evidence.

Sector impact: key milestones

The sector milestones make DHS2 a multi-year delivery challenge — but planning decisions cannot wait.



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Current position at St Leger Homes

- A strong base to build from; assurance must keep evidence current and actionable

19,902

homes managed

91%

current stock
condition data

1 & 2

hazard
categories
actively
managed

Baseline scale

The portfolio scale means compliance must be systematic rather than case-by-case.

Data-driven planning

Stock condition information provides a strong basis for risk assessment and investment choices.

Responsive compliance

Existing programmes should be linked clearly to DHS2 criteria and board assurance.

Assurance focus: evidence quality, prioritisation rules and progress reporting.

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Future delivery challenges

- Choices now: what to prioritise, how to deliver, and how to evidence progress

Energy efficiency

Scale of MEES upgrades and phasing towards EPC C.

What investment assumptions should guide planning?

Compliance data

Keeping damp, mould and condition evidence complete and current.

What level of evidence gives the board confidence?

Delivery capacity

Selecting the right model and securing workforce capability.

Where are the capacity constraints and mitigations?

PAMI

Integrating PAMI into prioritisation, delivery planning and assurance.

How will PAMI support evidence, reporting and decisions?

Board role: set risk appetite, agree prioritisation principles and test delivery readiness.

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