

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

**To be held at 2pm on Thursday 1 December 2022
Civic Office, Floor 4 – Room 410 or via MS Teams (Hybrid Meeting)**

AGENDA

1pm – 1.45pm Pre-Board Training – ASB

- | | | | |
|---|---|-------------|-------------------------|
| 1 | Apologies and Quorum | | Verbal |
| 2 | Declarations of Interest by Board Members | | Verbal |
| 3 | Minutes of the meeting held on 6 October 2022 and matters arising | | Enclosed |
| 4 | Chair and Chief Executive's update | D Wilkinson | To be circulated |

For Approval

- | | | | |
|---|---------------------------|---------|-----------------|
| 5 | Value for Money Strategy | J Crook | Enclosed |
| 6 | Value for Money Statement | J Crook | Enclosed |

For Information

- | | | | |
|----|---|------------|-----------------|
| 7 | Annual Fairness and Equality report | J Crook | Enclosed |
| 8 | Social Statement | J Crook | Enclosed |
| 9 | KPI Performance (October 2022) | J Crook | Enclosed |
| 10 | Revenue Monitoring | J Crook | Enclosed |
| 11 | Capital Monitoring | J Crook | Enclosed |
| 12 | Top Outcomes | J Crook | Enclosed |
| 13 | Board Expenses, Attendance Register, Declarations of Interest and New Board Expenses Policy | J Crook | Enclosed |
| 14 | Towards a new Corporate Plan 2024 - 2025 | D Richmond | Enclosed |
| 15 | Board Forward Plan | D Richmond | Enclosed |

Committee Information for Noting

- | | | | |
|----|--|--|--|
| 16 | Committee Minutes <ul style="list-style-type: none">Audit and Risk Committee – 31 OctoberPerformance & Improvement Committee – 17 November 2022 | | |
| 17 | Any Other Business | | |
| 18 | <i>Date of next meeting</i>
<i>2 February 2023</i> | | |

Company Number 05564649
A Company Limited by Guarantee
Registered in England

St. Leger Homes of Doncaster Limited

BOARD MEETING

Hybrid meeting

6 October 2022

Present: Dave Wilkinson (Chair), Cllr Phil Cole, Cllr Richard Alan Jones, Stuart Booth, Steve Lyons, Dave Richmond, Susan Jones, Milcah Walusimbi, Cllr Joe Blackham

Also In Attendance:

Julie Crook (Director of Corporate Services), Chris Margrave (Director of Property Services), Mark McEgan (Director of Housing and Customer Services), Anne Tighe (minutes).

Attending from Tenant and Residents Improvement Panel (TRIP):

Betty Clayton, Edward Oluromi and Cameron Hickman

	Action
1 Apologies and Quorum	
1.1 Apologies were received from Trevor Mason and Sam Bartle.	
2 Declarations of Interest by Board Members	
2.1 There were no declarations of interest.	
3 Minutes of the meeting held on 4 August 2022 and matters arising	
3.1 The Board noted the updates against outstanding actions.	
4 Chair and Chief Executive's Update	
4.1 The Chief Executive presented the above update and asked for questions.	
4.2 <u>Repairs Performance</u> Members asked for clarification around floating jobs statistics in table 5.1 of the report and the Director of Property Services explained the difference between different trades and slight variations in the borough. Although tenants may have to wait quite some time for a plasterer for example, a gas operative would be able to attend any issues very quickly.	

- 4.3 A member pointed out that the Council tended to scrutinise voids closely and asked if the voids process could be categorised in order to show demands on trades staff; this would allow for a fuller picture and explain why some voids took so long to turn round.
- 4.4 A member further queried the floating jobs and asked how many were interconnected i.e. one trade waiting for another. The Director of Property Services clarified that it was unlikely that the days until next available appointment offered would be as long as stated in the table; with repairs excellence then the floating jobs get allocated to the first operative that is available. The chances of operatives waiting on another trade were very low.
- 4.5 Repairs – JTL Contracts Update
Members noted the update on contractors and asked for further information around the 1500 jobs not completed, and which timeframe that encompassed. The Director of Property Services reported that the bulk of the jobs were scheduled repairs and they had been returned to the scheduled list. The main issue was that Tomlinsons said they had/would complete the jobs over 6 months; the tenants involved had been advised of the issue and that in house operatives would catch up with the backlog. In response to a further query around total numbers rather than percentages when talking about repairs figures, it was agreed this would be provided going forward.
- 4.6 Cost of Living Crisis
Following an update around the cost of living crises and rent arrears, members noted that the cost of private rent in Yorkshire last year had increased by 11% and more private renters were approaching the organisation, as they simply could not afford to pay it. Members queried what percentage of rents were collected by Direct Debit (DD) and were advised it was just under 30%. In response to a suggestion from members that it would be useful to carry out analysis as DDs should generate efficiency savings, the Director of Housing and Customer Services explained that campaigns were already planned in next year to promote DD, however legally the organisation couldn't enforce it.
- 4.7 Board Member Recruitment
The Chair proffered congratulations to Stuart Booth and Steve Lyons for their re-engagement as Board Members, and welcomed Milcah Walusimbi as the recently appointed Tenant Board Member. The Chief Executive advised that the Committee Structures would be reviewed in the new year and it was anticipated that all Board Members would only sit on one Committee going forward.
- 4.8 Carbon Monoxide Detection
The Chief Executive updated the Board around conversations that other organisations had held with the Regulator for Social Housing.

CM

The Board were asked for agreement to not self-refer to the Regulator as all actions for compliance would be completed before the end of October 2022. **The Board agreed not to self-refer to the Regulator for Social Housing.**

4.9 Strategic Planning

Members noted that work around the Corporate Plan was ongoing and would be redrafted and presented to Board for approval. The Council would be considering the Management Agreement and the Chief Executive was working with senior Council Officials to progress and this could potentially include an external body evaluation of performance. In response to a query around the agenda for the Strategic Planning, the Director of Corporate Services advised that it would be:

- Corporate Plan
- Forward look of Annual Development Plan and Key Performance Indicators for the next financial year
- Financial update
- National Housing Federation Code of Governance Update

4.10 Budget Update

Members referred to the rent increase, which was highly likely to be below the rate at which costs were rising, and asked if there was any estimate as to what the inflationary increases might be and if they would be funded by the Council. The Director of Corporate Services explained the difference between the Housing Revenue Account (HRA) and General Fund (GF) and advised that the Board would be updated at the next Board meeting.

4.11 Members acknowledged they were being updated on the cost of living crisis (COLC) with tenants, however was any support being provided to employees facing COLC issues. The Chief Executive provided an update to members around the proposed pay award that was on offer to employees, however staff had been advised that they could approach the Tenancy Support Team for advice to ensure they were accessing any support available to them. It was confirmed that the extra day's holiday proposed was for all staff under Chief Officer grade. The Director of Corporate Services advised her team were exploring more salary sacrifice purchases.

4.12 A Council Board Member referred to the Council discussions around Winter Plans and suggested that the organisation should join the discussions for joint working. His concern for this winter was the issue of energy bills, excess debts, missing cooked meals and pressures on the NHS. He queried if the organisation made wellbeing calls to tenants, particularly elderly ones. The Director of Housing and Customer Services confirmed that the organisation worked closely with localities teams and were exploring warm spaces, however his team would have to look at capacity around the

MMc

suggestion of wellbeing calls. Members were further advised that the Tenant Sustainability Team were aware of tenants in fuel poverty and they would be contacted to ensure they were in receipt of everything they were entitled to.

4.13 Members expressed concern that community centres that would be providing warm spaces would only be able to offer limited support for short periods of time and wouldn't be comfortable places to be all day. The support should ideally be provided in the tenants own homes. The Chief Executive reported that there were a number of articles in this month's HouseProud for tenants informing tenants about every energy savings tips and additional benefit streams to access for support, however it was acknowledged that this could be challenging. The Tenancy Support Team were attempting to make contact with up to 1,500 tenants that didn't claim the Council Tax rebate. Member requested a copy of the HouseProud referred to.

AT

4.14 A Member requested details around St Leger Homes' social housing decarbonisation work. The Director of Property Services advised the organisation was working with the Council in terms of applying for grants to carry out the work, however the issue all organisations would have would be the capacity for carrying out the work. The costs associated with carrying out the programme of works were escalating month on month. The conversations his teams were having were the consideration on what we'd have to stop doing to enable us to be able to carry out the work. The Director of Corporate Services acknowledged that to bring the work forward would be of benefit for tenants, however there were strict timetables for utilising the grants; although solar panels were being considered, wall insulation saved more power than solar panels and this was being considered to progress work. In response to a suggestion about compiling a task force, it was explained that it would be particularly challenging to offer competitive salaries and therefore attract staff.

4.15 The Chief Executive referred to the Government's discussions around capping rents; he advised that this would impact on the capital programme and the biggest portion of that would be insulation works, therefore the irony of making rents less would mean that the organisation couldn't carry out insulation works that would make bills less.

4.16 **The Board noted the content of the report and agreed to a review of the Corporate Plan with a view to adopting a final version of the plan at the end of 2023.**

5 Health, Safety & Compliance Performance Update

5.1 The Director of Property Services presented the Health, Safety and Compliance Performance Update and highlighted:

- Landlords Gas Safety Record Programme (LGSR) – all first visits complete and currently 117 properties left in the programme were 2nd and 3rd visits; of this 12 properties were with the legal teams to gain access.
- Electrical Installation Condition Reports (EICR) – there were 16 EICRs over 10 years old and officers were working with housing colleagues trying different ways to get access.
- Fire Risk Actions (FRAs) – from 9,000 actions there remained under 2,500. Through engagement and consultations with colleagues in the Council plans were in place to deal with all actions.

5.2 Discussion around court costs for no access being passed back to tenants through amendments to the recharge policy were ongoing.

5.3 In response to a query around tenants bypassing gas and electricity meters, the Director of Housing and Customer Services explained considering was being given to the difference types of I we can use the gain access.

5.3 Members commended hard work of staff for the stepped change and vast improvement with the Building Safety Committee as it was evident their work had paid off for the organisation.

5.4 **The Board noted the contents of the report.**

6. Annual Development Plan Update

6.1 The Director of Corporate Services provided the update to the Annual Development Plan which Board had approved earlier in the year. She reported robust challenges in the management team and all actions were on track or amber except high rise work.

6.2 **The Board noted the report for information.**

7. ICT Strategy Update

7.1 The Director of Corporate Services advised that the Board had approved the ICT Strategy 2020-2024 in 2020 and had also received an updated on the action plan in year 1 and forecast for year 2; this update was quite short, however encompassed a massive business transformation programme.

- 7.2 The Chair queried if staff were seeing tenants more able to carry out transactions more electronically. It was explained that at the present time there were no statistics.
- 7.3 The Board referred to cyber security and risks contained in the report and asked for assurance that the organisation was doing enough with safeguards and enhanced security around cyber threats. The Director of Corporate Services reported that none of the IT systems were the organisations own systems; they were all through the Council network. The major risk was that staff could click on links in emails and staff were constantly reminded to be cautious around this.
- 7.4 A member asked if there would be an update on The One Project (TOP) and it was confirmed that a report was scheduled to be provided at the next Board Meeting.
- 7.5 A member referred to a recent visit to Balby Bridge where a systems server was discovered to be in a basement; he asked if a conversation had taken place with the Council to have it moved to a more secure location. It was explained that the comments and suggestions of Board members had been reported back to the Council as it was their services in our location. It was agreed to feed back to Councillor Cole outside of the meeting.
- 7.6 **The Board noted progress against ICT Year 2 Action Plan and approved the Year 3 Action Plan.**
- 8. KPI Performance (August 2022)**
- 8.1 The Director of Corporate Services presented the August 2022 KPI Performance and highlighted a slight deterioration from the previous month, however the direction of travel on the dashboard was important to note. She referred to sickness as this wasn't moving in the right direction and reported that the Sickness Policy was due for review.
- 8.2 Following a brief discussion around staff that had achieved 100% attendance it was agreed a slide in staff conference congratulating staff would be considered.
- 8.3 The Chair queried the work related stress figures and queried if they related to staff in one particular area of the business. It was explained that the cases were from across the business.
- 8.4 It was agreed that weekly KPIs email to staff should be forwarded to Board members.
- 8.5 **The Board noted the report for information.**

JCr/
CM

JCr

9. Committee Annual Reports

9.1 Audit & Risk Committee

The Director of Corporate Services presented the Audit & Risk Committee Annual Report and asked members to note the contents; in particular the challenge to the fuel cards audit. Members of the Committee had requested that all the issues were addressed as soon as possible and an updated report provided at the next scheduled Audit and Risk Committee meeting.

9.2 Building Safety and Compliance Committee

The Chair presented the Building Safety and Compliance Committee Annual Report and advised members were now focussing on exceptions due to the hard work of staff to reduce outstanding actions.

9.3 A member requested further detail on Wayfinder. The Director of Property Services reported officers were working with South Yorkshire Fire and Rescue (SYFR) around Wayfinder signage and it was planned to install the signage in all high rises as it was important for SYFR to be able to see direction and flat/floor numbers even through smoke. However this would be installed following remedial works.

9.4 Employment and People Committee Annual Report

The Chair presented the Employment and People Annual Report and highlighted the ongoing work of the Committee. A member commented that culture change takes a long time, in years rather than months, to progress and action suggestions from staff and they needed to be reviewed constantly.

9.5 Performance and Improvement Committee Annual Report

The Chair of Performance and Improvement Committee presented the Annual Report and advised there would be an increase in focus on excellence projects on repairs. He also reported positive engagement with the Tenants and Residents Involvement Panel (TRIP).

10. Committee Minutes

10.1 The Performance and Improvement Committee minutes were received and noted.

11. Any Other Business

11.1 Christmas Function

The Chair advised that a Leadership/Christmas event was planned and the Chief Executive's Executive Assistant would be in contact shortly.

11.2 Declarations of Interest
The annual declarations of interest were due imminently and would be sent to Board members for updated declarations.

11.3 Customer Access Team (CAT)
The Chair reported that he was interested in observing CAT to see the challenges they faced. If any other members were interested could they contact the Director of Housing and Customer Services.

ALL

12. Date of Next Meeting

12.1 1st December 2022

Matters Arising from the previous minutes

St Leger Homes of Doncaster Board - Action Log						
NO	Month	Ref	Action	Progress	Completed Y/N	Owner
41	Oct-22		MATTERS ARISING - members asked that an article in HouseProud or social media be aimed at tenants around their obligation to maintain their own electrical appliances, particularly on the run up to Christmas for tree light safety.	Complete.	Y	CM
42	Oct-22	4.5	CHIEF AND CHAIRS UPDATE - Repairs JTL Contracts - In response to a further query around total numbers rather than percentages when talking about repairs figures, it was agreed this would be provided going forward.	Complete - future reports will reflect this.	Y	CM
43	Oct-22	4.1	CHIEF AND CHAIRS UPDATE - Budget Update - The Director of Housing and Customer Services confirmed that the organisation worked closely with localities teams and were exploring warm spaces, however his team would have to look at capacity around the suggestion of wellbeing calls.	In Progress - Currently investigate use of texting service to contact people via voicescape	N	MMc

44	Oct-22	4.1	CHIEF AND CHAIRS UPDATE - Budget Update -The Tenancy Support Team were attempting to make contact with up to 1,500 tenants that didn't claim the Council Tax rebate. Member requested a copy of the HouseProud referred to.	Complete.	Y	AT
45	Oct-22	7.5	ICT STRATEGY UPDATE - A member referred to a recent visit to Balby Bridge where a systems server was discovered to be in a basement he asked if a conversation had taken place with the Council to have it moved to a more secure location. It was explained that the comments and suggestions of Board members had been reported back to the Council as it was their services in our location. It was agreed to feed back to Councillor Cole outside of the meeting.	Complete. Informaiton provided with some additional information due to be shared soon.	Y	CM/JCr
46	Oct-22	8.4	KPI PERFORMANCE - It was agreed that weekly KPIs email to staff should be forwarded to Board members.	Complete	Y	JCr
47	Oct-22	11	AOB - CUSTOMER ACCESS TEAM (CAT) - The Chair reported that he was interested in observing CAT to see the challenges they faced. If any other members were interested could the contact the Director of Housing and Customer Services.	Complete. The Chair has undertaken this exercise	Y	ALL

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 1 December 2022

Item : 04

Subject : Chief Executive and Chair's Update Report

Presented by : Dave Richmond

Prepared by : Dave Richmond, Chief Executive

Purpose : To provide an update to Board Members on recent significant activity.

Recommendation:

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

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

**Agenda Item No. 04
Date: 1 December 2022**

1. Report Title

1.1 Chief Executive and Chair's Update Report

2. Executive Summary

2.1 This report updates Board Members on the key issues that have arisen since the last board meeting.

3. Purpose

3.1 To provide an update to Board Members on recent key issues.

4. Recommendations

4.1 Board note the content of this report and indicate if further information is required.

5. Chairs Update

5.1 During the last few months I have continued to familiarise myself with the operations of the business.

On the 10th November I spent the day visiting teams at Shaw Lane and the Civic Office.

Customer Access Team

I visited CAT in the morning and spent time listening to customer's calls. This team deal with all first point of contact calls for repairs, housing, choice based lettings, estates and rent, answering around 49,000 calls a quarter. The team provide a service from 8:00 am in the morning until 7:00 pm at night, and work during Christmas close down. I was impressed with the level of knowledge the Customer Access Officers have to be able to do their jobs effectively and with the professionalism of the team.

Home Options Team

I visited Home Options on the afternoon and spent time with the following teams:

- Service Development – looking at the 'Journey to Excellence' overview and management arrangements
- Home Options – front end and case management
- Housing Solutions – private rented sector, accommodation support and rough sleeper initiative

- Changing Lives / Complex Lives – session with frontline workers around the services and initiatives delivered

I then had the opportunity to visit Wharf House supported housing hostel for over 16s managed by Riverside Housing.

On the 13th October I attended the Doncaster Chamber Patrons Dinner where I heard from Damian Allen, the Council's Chief Executive on the work that was being done to save Doncaster airport followed by John Minion, CEO and co-founder of the Yorkshire Wildlife Park who discussed the growth of the wildlife park and the impact it has in the area.

On 1st December I will be attending the Doncaster Chamber Business Awards at Doncaster Racecourse where we have been shortlisted for two awards, Apprentice of the Year and Business in Education, again outcomes were not known at the time of writing.

6. Housing Management Review

- 6.1 A review of Housing Management structures is currently underway. The whole service have been consulted around changes to how we deliver housing management including for some staff potential changes to their roles, grade or line management arrangements, and as well a series of visioning sessions have been attended by all staff. The review has focussed on future-proofing the service to improve tenant satisfaction, increase our responsiveness and accountability to tenants, particularly on issues such as Anti-Social behaviour, safeguarding and supporting the Doncaster Localities model.

Also included in the changes is the transfer of the management of Gypsy & Traveller tenancies and sites and the viewing and sign up activities. These will move from Access to Homes to Housing Management. St Leger Lettings has already moved to Access to Homes to support the reduction of homelessness.

With the forthcoming introduction of Tenant Satisfaction Measures and the Regulatory Standards, it is important that we continue to develop streamlined and agile working practices to improve the effectiveness of our service and deliver value for money.

7. Housing Allocations

- 7.1 The review of Doncaster Council's Housing Allocations Policy is in the final stages of the decision making process, with Regeneration and Housing Overview and Scrutiny on the 23rd of November followed by Council Cabinet on the 30th of November.

The new policy makes 14 major changes to the existing policy designed to ensure a fairer, quicker and transparent allocation of properties whilst seeking to strike an appropriate balance between support for those with

the greatest needs whilst still retaining an element of the policy that can assist those with lesser requirements for social housing.

This piece of work has been really well received by Doncaster Council's Executive Leadership Team and by all Members of the Council. Particular recognition was given to the scope of the review, evidence base and robust consultation undertaken.

It is proposed that the new policy will take effect early in the year once the new allocations software is operational. Implementation will be delivered with the move to the Capita System from the existing Abritas software provider and will involve a robust review of applicants, processes and information.

8. Tenant Engagement

8.1 Tpas Accreditation

Following a robust and rigorous process, St Leger Homes (SLHD) has been awarded the Tenant Participation Advisory Service (Tpas) Landlord Accreditation in Engagement. Tpas offer the only independent evidence-based accreditation scheme that assesses a Landlords resident involvement arrangements. The meticulous accreditation process demonstrates a commitment to resident involvement and ensures an effective approach to offering the best value for money.

As well as helping SLHD set out plans for the continued involvement of our tenants in how services are delivered and developed, Tpas also highlighted a number of areas of good practice including our new EDI, Communications and Tenant Voice Strategies, as well as the transparent approach SLHD takes to sharing information on issues such as complaints and the various methods in which tenants can contact us.

SLHD now joins an elite list of just 20 landlords in the country to hold this prestigious accreditation.

8.2 One Voice Forum

The first One Voice Forum was held on 31st October, with several tenant members attending and our Tpas Assessor in attendance as an observer. Steve Lyons has agreed to act as temporary Chair until a suitable election process can take place.

The One Voice Forum will consist of the 3 Tenant Board members, representatives from TARAs as well as other involved tenants and has been developed following feedback from tenants as part of the Tenant Voice consultation, which highlighted that dialogue on local issues reflective of all areas, needed to be strengthened.

The Forum will ensure the objectives of the Tenant Voice Strategy are

implemented by monitoring the progress of the Tenant Voice Action plan and eventually play a key role in monitoring areas of performance such as Tenant Satisfaction Measures. The Forum will also create opportunities for TARAs and other tenants to directly feed into strategic decision-making in a more direct and consistent way. The One Voice Forum will provide a focus on local issues, projects and ideas to improve services.

Over the next few weeks, the Forum will develop it's terms of reference as well as deciding on the process for electing a Chair and Vice-Chair.

9. Homelessness

9.1 Winter Plan

The Winter Plan has been developed in partnership with key partners and using the Homeless Link toolkit. The Severe Weather Emergency Protocol (SWEP) additional provision is set out below and we will offer this provision based on appropriateness of the individual. The overnight sit-up services will be staffed by St Leger Homes staff from 8pm to 8am.

Provider	Type	Units
Churches	Sit-up service	10
Fire Service	Sit-up service (overflow)	10
Wharf House	E-beds/Assessment Hub	4
Foyer	Winter Bed	1
Target	Winter Beds	4
Core Hotels	Hotel	10

10. CIH UK Housing Awards – Landlord of the Year

10.1 St Leger Homes has been shortlisted as part of the housing sectors flagship annual awards. 'Landlord of the Year' is the most coveted award in the ceremony and many leading housing organisations are keen to be awarded it. Just to be shortlisted is an achievement and members of Executive Management Team recently pitched to a panel of judges on why we should win it. There are a total of eight organisations in the shortlist. The awards ceremony was cancelled in the wake of the death of Awaab Ishak, however the winner will be announced shortly.

11 Repairs Excellence Phase Two

11.1 Board Members will be well aware of the success that the Repairs Excellence programme has had so far in freeing up resources by ensuring that the numbers of 'no contact' operative visits is kept to an absolute minimum.

We will continue to monitor the phase one outcomes to ensure that the no access procedure is fully embedded within the workforce. Planning has now commenced for Phase 2, which will address a wider range of

inefficiencies and service standards. Many, if not all, of the potential changes for Phase 2 will require extensive consultation and agreement with DMBC and our tenants. The potential scope of these changes can be summarised as below:

1. Creating a number of geographically based repairs teams but ending the split between responsive and scheduled repairs. The argument for this revolves around a leaner simpler structure, which avoids handovers between operatives and teams and reduces the potential for duplicated effort. Under this proposal once an operative has been allocated a job it will be their responsibility to complete it. Whilst some jobs may require more time than the initial timeslot allows, it will be for the operative to reschedule the work at a time convenient for the tenant and the operative. This will avoid the tenant having to deal with numerous operatives.
2. Reconsidering our approach to service standards. In particular:
 - I. Works undertaken for 'vulnerable' tenants - Considering who and in what circumstances it is justified to undertake works on the basis of 'vulnerability'.
 - II. What minor works we undertake - An example would be do we continue to send an operative to deal with cosmetic cracks in plasterwork
 - III. Call out - Our staff tell us they attend a large volume of calls out of hours that they do not consider to be genuine emergencies. We want to reduce the numbers of out of hours call out, but when we are called out, so far is practicable, complete repairs, rather than taking the 'temporary fix' approach we often take out of hours. Examples of issues to consider would include should we undertake repairs after 10pm? Should we go out for leaking roofs at night, when in fact all we do currently do is put a means of catching the water in place?, is a non-flushing toilet an out of hours emergency repair, when tenants could flush the toilet with a bucket of water? If we were to make these changes it would be on the proviso that they were attended as priority the next morning.
 - IV. Do we need to adjust the tenancy agreement to further support adjustment to repairs standards - for example clarifying which work we will and won't undertake?
 - V. Should we take a more rigorous approach to charging for damage or avoidable repair's? Examples would include damage caused by pets and lock changes due to lost keys

The potential financial implications of these changes are difficult to estimate, however they are believed to be significantly in excess of £500k p.a.

The Programme Board established for Repairs Excellence will now begin to assess the feasibility and implications on such changes prior to

undertaking extensive consultation with all stakeholders.

12. Damp, mould and condensation (DMC)

- 12.1 The Board will be aware of recent coverage of the death of Awaab Ishak. Awaab died on the 21st December 2020 at the Royal Oldham Hospital at the age of 2 years and 2 weeks. Since his birth he had lived at in a social housing flat with his mother and father. The accommodation was managed by Rochdale Boroughwide Homes (RBH), a housing association and former ALMO.

During Awaab's life he had been exposed to environmental mould which had formed in the home address due to damp and condensation arising from the normal activities of daily living. The mould had been reported to RBH in 2017. In 2017, having determined that there were no structural issues causing the mould the RBH advised the family to paint over the mould. This was not clear advice nor effective in addressing the underlying cause of the mould.

On 19th November 2022 Michael Gove the Secretary of State, Department of Levelling Up, Housing and Communities, wrote to Local Authorities asking them to provide information relating to conditions in the private rented housing sector. The Secretary of State also wrote to large social housing landlords on the same day advising that they would shortly receive a further letter from the Regulator of Social Housing outlining expectations of landlords in respect of damp and mould. The letter from the Regulator was received on the 21st November and is attached at Appendix B.

The regulator has asked

To inform this work, please provide:

- Firstly, your approach to assessing the extent of damp and mould issues affecting your properties, including how you assess the prevalence of category 1 and 2 damp and mould hazards
- Secondly, and in the context of that approach, your most recent assessment of the extent of damp and mould hazards in your homes, including the prevalence of category 1 and 2 damp and mould hazards
- Thirdly, given those findings, the action you are taking to remedy any issues and hazards, and ensure that your homes meet the Decent Homes Standard
- Lastly, tell us how you ensure that individual damp and mould cases are identified and dealt with promptly and effectively when raised by tenants and residents

A deadline of 19th December has been given.

As background to this issue it is worth noting that SLHD repairs inspectors typically visit homes every day in relation to reports of damp or mould. From October 2021 to the end of April 2022, there were over 900 inspections for DMC, which is around 4.5% of the housing stock. The remedies required varied in complexity from a quick and simple mould treatment, to a replacement damp proof course.

We also take a proactive approach to the identification of damp and mould through our stock condition surveys (SCS). This year we will have visited over 6,000 properties to undertake a SCS any category 1 hazards including damp and mould are identified at this survey and a repair raised to address the issues.

DMC arise from an excess of moisture in a property. This excess can arise from either an issue with the structural fabric of a building; a leaking roof or pipework or porous brick work for example. Or excess moisture can be a result of normal living conditions within the home; bathing, cooking, drying clothes and a failure to adequately heat or ventilate the home.

In the current climate of rising fuel poverty there are very real concerns that tenants will struggle to adequately heat their homes and may be reluctant to ventilate. In such circumstances reports of damp and mould will escalate and the traditional approach of treating mould caused by general family living by applying a fungicidal wash and offering advice to tenants about the importance of ventilation are likely to be insufficient.

Very often there is an underlying reason for the DMC that is not apparent from the original repairs inspection. Rarely in the past has a tenant consciously decided not to heat their home to an ambient temperature, hence the Ombudsman's response that damp and mould is not a "lifestyle" problem as many landlords claim. However going forward it is increasingly likely that tenants will not adequately heat or ventilate homes due to concerns about cost.

In responding to DMC, SLHD firstly seek to take a strategic approach where both property and housing management colleagues become "joined up".

The technical and housing teams require specific specialist training in understanding both the property and tenancy (behavioural) parts of DMC. Training for front line staff to enable the identification of DMC has now been actioned, and detailed training to provide SLHD with the specialist surveying capacity has also taken place.

SLHD issues leaflets at sign up and provides advice on their website, a YouTube video was also produced some years ago, but there is scope to be more pro-active. We need to analyse reports and surveyors inspections, determine whether themes exist, such as those arising out of property archetypes. We need to link up with all relevant parties to ensure that these instances are monitored and rectified, with a follow up mechanism to ensure we "check in" with tenants to ensure we have remedied the problem, or that additional support is needed for tenants to heat and ventilate their home effectively.

Following last weeks' case we have set up a working party to undertake a thorough review of our approach.

In the first instance we have redeployed three surveyors from stock condition surveying to analysing all reports which may indicate DMC, visiting where appropriate and recommending appropriate courses of action. Over 257 calls were received in the wake of Awaab Ishaks death, 173 are believed to relate to DMC. All reports are being visited by surveyors and actions determined and ordered.

It is probable that most landlords will struggle to answer the Regulators questions as they currently stand, primarily because our systems do not categorise requests for repairs in respect of DMC. It could be for example that DMC is present but the repair is recorded as a roof leak. We aim to have a comprehensive response to the Regulators request for information ready for the consideration of EMT week ending 9th December.

Other improvement actions could include: looking to link in with utility providers to provide a competitive rate for our tenants, when energy switching is available again, and exploring technology; SLHD already use some localised data tags to measure humidity and temperature, however some RSLs have provided tenants with their own humidistats to assist them with managing the balance of temperature and humidity in their homes.

Moving forward it may be appropriate to bring a specific report on DMC to the Board but in any event we will include DMC in the regular compliance report which the Building Safety Committee considers.

13. Addition to Current Management Agreement

- 13.1 We are currently working with the Council and Trowers & Hamblins solicitors to agree an additional schedule for the current management agreement which sets out the legal responsibilities arising from the Building Safety Act and Fire Safety Order. This schedule will be ready for consultation soon. The Board are not required to agree any changes to the management agreement but it is good practice to consult with Board Members. As this consultation is likely to be between now and the next Board meeting, we are proposing that the additional schedule is circulated to Board Members via email and that we feed back any responses as part of the consultation and formally record the outcome at the next Board meeting.

14. Staff Conference

- 14.1 This year's staff conference (termed a colleagues festival) will take place over four sessions on the 6th and 7th of December.

There will be an element of both looking back and looking forward within the conference. We will reflect on the past years achievements and for the first time include the staff awards as part of the conference.

Looking forward we will concentrate on the importance of good customer

service, engage all staff in helping determine the key issues to include in the next corporate plan and share the work that has been done on organisational skills and behaviours.

Members of the Board are welcome to attend and have already indicated their preferred sessions to Leandra.

15. Procurement

- 15.1 A list of recent and planned procurement activity is included as Appendix A.

16. VFM Considerations

- 16.1 VFM matters are considered as part of the appraisal process for any items mentioned above.

17. Financial Implications

- 17.1 Any financial implications will be addressed as issues progress.

18. Legal Implications

- 18.1 Legal matters are considered as part of the appraisal process for any items mentioned above.

19. Risks

- 19.1 Any risks arising from issues in this report will be considered as part of normal governance processes.

20. Health, Safety & Compliance Implication

- 20.1 There are obvious Health Safety and Compliance implications for the matters relating to DMC. In addition Health, Safety and Compliance matters are considered as part of the appraisal process for any items mentioned above.

21. IT Implications

- 21.1 None arising.

22. Consultation

- 22.1 Extensive consultation will be required on the issues arising out of the Repairs Excellence Phase 2 programme any further matters requiring consultation will be considered as the matters discussed above are progressed.

23. Diversity

23.1 In the case of Awaab Ishak there are matters that relate to the treatment of BME tenants. Ensuring our services are culturally sensitive is something that SLHD takes seriously and board will be aware of our practice in this regard.

24. Communication Requirements

24.1 Several items mentioned in this report will require careful handling of communications

25. Equality Analysis

25.1 Any changes arising out of the Repairs Excellence programme will be considered on the basis of equality impact.

26. Environmental Impact

26.1 All appropriate environmental implications will be considered as the matters discussed above are progressed.

27. Report Author, Position, Contact Details

27.1 Dave Richmond, Chief Executive
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01302 862700

28. Background Papers

28.1 Appendix A - Procurement Report
Appendix B – Regulators Letter DMC

Appendix B

<u>Procurement Exercise</u>	<u>Estimated Contract Value Based on a 4 year Term (exc VAT)</u>	<u>Framework or Tender</u>	<u>Service Area</u>	<u>Work, Supply or Service</u>
<u>Primarily capital expenditure, so Contracting Authority to be Doncaster Council</u>				
Fire Stopping Works	£4,000,000	Tender	Building Safety & Compliance	Works
Windows and Doors	£1,200,000	Tender	Asset Management	Supply/Works
Fencing - Supply and Install	£800,000	Framework	Asset Management	Supply/Works
Electrical Work	TBC	Framework	Asset Management	Works
<u>Primarily revenue expenditure, so Contracting Authority to be St. Leger Homes of Doncaster</u>				
Emergency Accommodation	£6,000,000	Tender	Access To Homes	Service
Waste Management - General Waste Skips, Metal, Cardboard, Tipping Points	£1,600,000	Tender	Repairs & Maintenance	Service
Provision of Temporary Agency Staff	£726,000	Framework	HR & OD	Service
Plant Hire & Maintenance	£590,000	Tender	Repairs & Maintenance	Service
Fire Risk Assessments	£240,000	Framework	Building Safety & Compliance	Service
Metal Fencing/Handrails Fabrication & installation	£480,000	Tender	Repairs & Maintenance	Supply/Works
Purchase of tools & equipment	£360,000	Tender	Repairs & Maintenance	Supply
PPE & Workwear (inc Stakeholder Engagement)	£332,000	Tender	Asset Management	Supply
Painting & Decorating	£300,000	Framework	Asset Management	Supply
Door Entry Systems	£300,000	Tender	Repairs & Maintenance	Service
Glazing	£200,000	Tender	Asset Management	Supply
Provision for the supply of Furniture and Furnished Goods	£180,000	Tender	Access To Homes	Supply
Intranet Maintenance and Hosting	£150,000	Framework	ICT	Service
Ecology Services	£144,000	Tender	Asset Management	Service
Communal Aerial Remedial Works	£125,000	Framework	Repairs & Maintenance	Service
Supply, Service and Repair of Garden Equipment	£120,000	Tender	Housing Management	Supply/Service
Field Management	£115,000	Quotation	ICT	Services
HR Performance Management System	£84,000	Tender	HR & OD	Service

Project Design & Consultancy Services	£83,000	Tender	Asset Management	Service
Sprinkler Maintenance	£80,000	Framework	Building Safety & Compliance	Service
Survey & Supply of Adapted Bathroom Equipment	£70,000	Framework	Asset Management	Service
Bio-Mass Boilers - Maintenance and Repairs	£64,000	Quotation	Repairs & Maintenance	Service
Signage	£42,000	Quotation	Asset Management	Supply
Consultancy SLHD Board	£29,000	Quotation	Property Services	Service
File Analysis Software	£28,000	Quotation	ICT	Service
Plumbing and Heating Materials	TBC	Tender	Asset Management	Materials
Project Management Consultant	£160,000	Quotation	Asset Management	Service



22 November 2022

Dear Chief Executive

Assurance on addressing risks relating to damp and mould in tenants' homes

The tragic case of Awaab Ishak, who died of a respiratory condition caused by mould in his home, has rightly focused attention on the responsibility of all registered providers – private and local authority – to ensure that the homes they provide are well-maintained and of a decent standard. It demonstrates the serious effects that having damp and mould in their homes can have on people's health and it has highlighted once again the importance of providers listening to their tenants' concerns, understanding their diverse needs, removing barriers to accessing services and responding promptly.

Damp and mould are potential hazards under the Housing Health and Safety Rating System; failing to address them could lead to failure of the Decent Homes Standard and our Home Standard. All providers should have systems in place to ensure that their homes are free from hazardous levels of damp and mould, and to identify and deal with cases promptly and effectively.

As we move into winter, cases of damp and mould are likely to increase. We are therefore seeking assurance from all providers that they have a clear understanding and strong grip on damp and mould issues in their homes and are addressing risks to tenants' and residents' health. Where we consider providers are not meeting the standards, including the Decent Homes Standard, we will take appropriate action.

To inform this work, please provide:

- Firstly, your approach to assessing the extent of damp and mould issues affecting your properties, including how you assess the prevalence of category 1 and 2 damp and mould hazards
- Secondly, and in the context of that approach, your most recent assessment of the extent of damp and mould hazards in your homes, including the prevalence of category 1 and 2 damp and mould hazards
- Thirdly, given those findings, the action you are taking to remedy any issues and hazards, and ensure that your homes meet the Decent Homes Standard
- Lastly, tell us how you ensure that individual damp and mould cases are identified and dealt with promptly and effectively when raised by tenants and residents

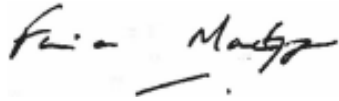
Explanations should be supported with recent data. If data are not available, this should be noted.



Submission of this information should be made through this MSForms survey <https://forms.office.com/r/ravGxEizWR> by 19 December 2022. We will review all the information provided and may request further information if necessary. Should you identify that your homes do not meet the relevant standards, you should self-refer immediately.

I look forward to receiving your data and working with you to improve conditions for tenants and residents – ensuring they are treated equitably and with respect, there are no barriers to reporting problems, and that their concerns are appropriately addressed.

Yours sincerely

A handwritten signature in black ink, appearing to read "Fiona MacGregor". The signature is written in a cursive style with a horizontal line underneath.

Fiona MacGregor
Chief Executive

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 1 December 2022

Item : 05

Subject : Value For Money (VFM) Strategy 2022

Presented by : Julie Crook
Director of Corporate Services

Prepared by : Nigel Feirn
Head of Finance and Business
Assurance

Purpose : To present Board with an updated
VFM Strategy for review and approval.

Recommendation :

That Board approve the VFM Strategy.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

**To the Chair and Members of the
SLHD BOARD**

**Agenda Item No. 05
Date: 1 December 2022**

1. Report Title

1.1. Value For Money (VFM) Strategy

2. Purpose

2.1. To provide Board with an updated Value For Money (VFM) strategy for consideration and approval.

3. Executive Summary

3.1. This strategy updates the Board approved document from January 2017 and the content has been discussed at EMT meetings in June and October 2022. The strategy was then reviewed by Audit and Risk Committee on 31 October 2022 and recommended to Board for approval.

3.2. The strategy was scheduled for review in 2020/21 but has been delayed due to a number of issues, most notably in responding to the global pandemic and its impact on operations.

3.3. The 2017 strategy was the first for five years and the main drivers were around responding to the challenging political and economic climate, in particular the impact of the four year 1% rent reduction programme, and to improve SLHD's financial, operational and VFM reporting and benchmarking.

3.4. There has been a considerable amount of work undertaken including:

- increased and improved financial and operational systems, reporting and benchmarking;
- operating within challenging budgets;
- monthly, quarterly and annual KPI targets aligned with budgets and corporate objectives; and
- approval and publication of annual VFM statements for the past five years.

3.5. In the period since the last strategy, there have been a number of events globally, nationally and within the sector and SLHD that are drivers for this 2022 update :

- Grenfell tragedy / Building Safety Act / Fire Safety Regulations;
- Covid19;

- Brexit;
 - Social Housing White Paper – Regulatory inspection regime and Tenant Satisfaction Measures;
 - Renewal of the Management Agreement with DC 2019-24;
 - New 5 year SLHD Corporate Plan 2019-24;
 - Welfare Reform and Universal Credit roll out;
 - Homelessness Reduction Act 2017;
 - Inflation / current cost of living crisis; and
 - New integrated housing management system within SLHD
- 3.6. SLHD has an improving track record on VFM, with good operational performance in recent years whilst achieving significant cost reductions and experiencing extensive budget pressures, effectively delivering more for less with the increased demand on services. This strategy seeks to build on the work done to date and address the challenges of the drivers listed above and others that will arise over the next few years
- 3.7. In drafting this 2022 strategy, relevant sector VFM publications have been reviewed, along with a large number of housing provider strategies. The latter were of varying quality and detail, but best practice and common themes have been incorporated into our format, and the aim was to keep it concise. The format is :
- Why do we have a strategy?
 - Who is it for?
 - VFM principles
 - VFM performance summary to date
 - Actions we will take and how (action plan)
 - Monitoring
- 3.8. Key to the strategy are the VFM ‘principles’ and how these link to our corporate plan, which then leads into sections on each to say ‘to achieve this we will’, with a number of points for each.
- 3.9. There are four VFM principles
- Commercially aware: ensure best use of all assets for which SLHD is responsible;
 - Customers : maximise customers, leaseholders and stakeholders' VFM engagement;
 - Culture : maximise staff involvement in VFM and embed a VFM culture;
 - Collaboration : be an efficient and effective provider of, or contributor to, services to residents and stakeholders of the borough.

3.10. A detailed action plan has been produced and is attached to the strategy. The strategy is overarching and integral part of the five year corporate plan, so actions will change over this period. The plan therefore is for an 18 month period and will be updated and refreshed as required at that point. Some required actions are already listed elsewhere in existing plans from working groups or Boards, eg Digital Transformation Board programmes, and are referenced as appropriate.

4. Recommendation

4.1. That Board approve the VFM strategy.

5. Procurement

5.1. Robust procurement is a key element of VFM and implications are explicitly referenced in the VFM Strategy.

6. VFM Considerations

6.1. The strategy is for VFM so considerations are inherent in the document.

7. Financial Implications

7.1. The strategy is for VFM so Financial implications are also inherent in the document. Achieving VFM is about the optimum balance Economy (Cost), Efficiency and Effectiveness (Performance), so the strategy is ensuring the limited income received by St Leger Homes is invested appropriately and maximum outcomes achieved for our customers.

8. Legal Implications

8.1. None specifically arising from this report.

9. Risks

9.1. Risks are implicit in the strategy. St Leger must ensure its limited income is invested appropriately to meet strategic objectives and priorities. If not, Operational, Financial and Reputational risks could crystallise.

10. ICT Implications

10.1. ICT Implications are implicit in the strategy. To achieve efficient and effective outcomes, robust ICT systems are imperative and this is referenced within this and also the ICT strategy.

11. Consultation

11.1. Consultation has not been undertaken as the strategy underpins all service areas which have themselves had the required consultation.

12. Diversity

12.1 Like customer consultation, equality and diversity has been considered as part of the direct service area development, with VFM implicit in this work.

13. Communication Requirements

13.1. Communication is one of the 6 objectives of the strategy and is therefore referenced accordingly within it.

14. Equality Analysis

14.1. Not applicable

15. Environmental Impact

15.1. Not applicable

Report Author, Position, Contact Details

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Head of Finance and Business Assurance

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Appendix A – VFM Strategy

Draft Value for Money (VFM) Strategy

Contents

1. Purpose
2. What is VFM?
3. Strategy overview - Why does SLHD have a VFM strategy?
4. Strategy overview - Who is the strategy for?
5. VFM principles /objectives
6. Links to other strategies
7. VFM summary performance to date
8. Actions we will take to achieve the strategy
 - a. Commercially aware
 - b. Customers
 - c. Culture
 - d. Collaboration
9. VFM framework and tools
10. Governance framework
11. Monitoring progress / overall outcomes we want to achieve

1. Purpose

- 1.1. The purpose of the strategy is to provide :
- a clear definition of what VFM is and why we have a strategy;
 - VFM performance to date;
 - VFM objectives and principles; and
 - how we will deliver and monitor the actions planned.

2. What is VFM?

- 2.1. There are many definitions for value for money – both academic and informal – and these include “getting more for the same”, “the same for less”, “maximising outputs while minimising inputs”,
- 2.2. The most informal definition of VFM is simply “**getting your money’s worth**”. It is not necessarily about buying the cheapest, it is about getting the most out (performance) from what you put in (cost).
- 2.3. In all of the work done to date, SLHD formally defines value for money as: **“Achieving the best balance between service cost and benefit to the customer and business”**
- 2.4. **SLHD therefore has to fully understand the costs of all its services and achieve challenging, aspirational service targets that are aligned to these costs.**
- 2.5. Our VFM principles, detailed below, are around our commercial awareness, our customers, our culture and working collaboratively with partners.
- 2.6. Linking our VFM principles to operations means doing the right things (customers) in the right way (culture) at the right price (commercial) to the right standard (collaboration).
- 2.7. It is not just about cost and buying the cheapest. Cost is an approach to achieving the right price, ie the right quality at the lowest price.
- 2.8. Historically within the sector, VFM has been about achieving an optimum balance of the ‘three Es’
- **Economy** : the price paid for the goods or services;
 - **Efficiency** : a measure of productivity – how much you get out in relation to what you put in;
 - **Effectiveness** : Delivering services that customers want – a quantitative and/or qualitative impact measure.
- 2.9. SLHD has always adopted these, and also a fourth ‘E’ - **Equality** - that overarches the above three and that we consider in all of our activities.
- 2.10. In recent years, the concept of ‘Social Value’ has had an increasing profile in relation to VFM. Social Value is catch-all term and has many similar definitions, ie: Social Value measures :

- the difference an organisation or project can make to the community they are operating within;
- the positive value businesses create for the economy, communities, and society; and
- the full net value an organisation provides to society or a community.

2.11. Social Value has been implicit in SLHD's vision and values to date, but this strategy aims to ensure it becomes more explicit, with increasing references and reporting – within the annual VFM statement and elsewhere as appropriate - and an action to measure where possible in monetary terms. In the sector, the concept is usually approached in themes, ie jobs, growth, environment, technology, environment, residents, etc. and these and others will be investigated within the action plan.

3. Strategy overview - Why does SLHD have a VFM strategy?

- 3.1. Structure : SLHD is income led, receiving management fees to manage and maintain Doncaster Council's (DC) housing related assets; around 20,000 homes, 100 shops, 2,000 garages and sites and some Housing Revenue Account (HRA) land, and a number of other key housing services.
- 3.2. The average weekly rent is the lowest in South Yorkshire, directly influencing management fee income, emphasising the need to achieve VFM.
- 3.3. Robust budgetary control is imperative. Budgets are approved annually by the SLHD Board, alongside a DC approved suite of Key Performance Indicators aligned to both DC's and SLHD's corporate plans.
- 3.4. In 2019, a new five year Management agreement with DC has VFM as a performance measure, and SLHD's five year 2019-24 Corporate Plan has VFM embedded in its four strategic objectives and related actions.
- 3.5. Both the Management Agreement and Corporate Plan are due to be renewed on 1 April 2024, with reviews commencing in 2023, and VFM will be a key consideration in both.
- 3.6. Economic climate - the wider economic climate continues to provide challenges to the sector as a whole, such as increasing inflation (highest in 40 years as at September 2022) - notably fuel, utilities and food all impacting on our tenants, increasing bank base rates, the impact of Brexit, and emerging from two years of varying Covid19 restrictions and impacts.
- 3.7. Housing Sector drivers - As well as the above national drivers, there are also VFM drivers within the housing sector

The Social Housing White Paper

- Regulation - means that DC now falls within the Regulatory inspection regime and therefore SLHD will be impacted by this, so must meet all of the Economic and Consumer Standards, of which VFM is one with its requirements and metrics (**Appendix B**)
- Tenant satisfaction measures – following the White Paper and subsequent consultation, the Regulator of Social Housing has published (September 2022 performance measures to capture tenant satisfaction, all directly evidencing whether VFM is achieved;

Government legislation

- Possible rent increase restrictions in a period of high inflation, a cost of living crisis and post Covid19 pandemic challenges;
- Ongoing impact of four years of rent reductions of one per cent per annum for four years from 2016 meant a £26m reduction for DC over this period. Over the longer term, the impact is huge with the compounding of this reduction;
- Welfare Reform and UC - £24m to collect directly from 7,000 tenants
- Homelessness Reduction Act 2017

3.8. In addition to and as a result of the above, customer expectations have increased in recent years, with increasing scrutiny of services provided and holding housing providers to account.

3.9. Achieving VFM is fundamental to any successful business and we recognise the importance of VFM at all levels within SLHD. Improved VFM leads to improved outcomes for customers and stakeholders, and it generates savings on resources which can be re-invested in the business.

4. Strategy overview - Who is the strategy for ?

4.1. This strategy is therefore for all of our stakeholders – our tenants, Doncaster Council, our employees, customers, suppliers and other partners. It should provide a framework for stakeholders, in particular DC, our Board and our customers, to hold SLHD to account.

5. VFM principles / objectives

5.1. There are four strategic objectives within our 5 year Corporate Plan :

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

5.2. In the Corporate Plan, a balanced scorecard of priorities and targets has been developed for each objective and these are reviewed, updated and agreed annually with DC to reflect current plans and risks.

5.3. VFM principles for this strategy must therefore align with the Corporate Plan. This VFM strategy contains **four principles** and are related to the Corporate Plan as summarised below

VFM principles	SLHD Corporate Plan 2019/24
<u>Commercially aware</u> : enable DC to make best use of all assets which SLHD manage.	Ensure all homes are modern, decent and energy efficient;
<u>Customers</u> : maximise customers, leaseholders and stakeholders' VFM engagement	Support our tenants to lead successful and fulfilling lives;
<u>Culture</u> : maximise staff involvement in VFM and embed a VFM culture;	Be a nationally recognised housing services provider;
<u>Collaboration</u> : be an efficient and effective provider of, or contributor to, services to residents and stakeholders of the borough	Deliver the aims of Doncaster Growing Together through innovation and partnership

6. Links to other strategies and structures

- 6.1. This VFM strategy is a key, underpinning element within a number interdependent and related SLHD strategies, as summarised below. VFM, efficiency and effectiveness are implicitly and explicitly referenced in all the strategies and the governance framework programmes and reporting.

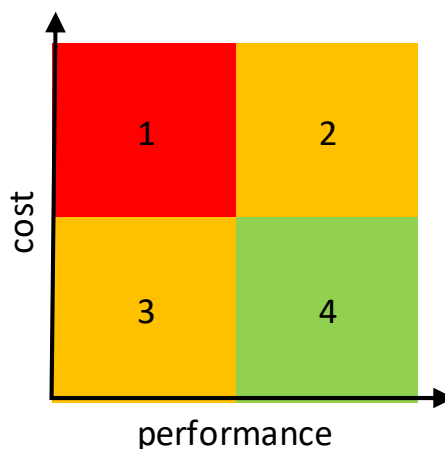
Strategies	Governance
Environmental Asset Management Procurement ICT Customer Access Tenant Voice People	DC governance framework <u>SLHD governance framework, namely :</u> Board Audit and Risk Committee Performance and Improvement Committee Digital Transformation Board and Programme Executive Management Team (EMT), Leadership, Heads of Service, Senior Management Team (SMT)

7. VFM summary performance to date

- 7.1. St Leger Homes (SLHD) has a strong track record on VFM, with good performance in recent years against a backdrop of cost reductions, budget pressures and operational challenges from regulatory and socio-economic drivers.
- 7.2. We have followed good practice and the regulatory standards for the past five years, and have produced annual VFM statements to summarise the work we have done in terms of cost, performance and benchmarking. The statements all show budget reductions in real terms on core activities, and increased/sustained operating performance against a challenge commercial environment.
- 7.3. SLHD is, in general, a low cost, mid to high performing organisation when benchmarked with our peers (~25 organisations) and also all housing providers nationally (~100 organisations). The table below shows the quartile positions of the main cost and performance indicators for the past five years when compared with our peers, consistently showing the majority are above median.

COST	21/22		20/21		19/20		18/19		17/18	
	no.	%	no.	%	no.	%	no.	%	no.	%
Quartile 1 (Top)	6	15	2	6	9	28	9	28	6	19
Quartile 2 / Median	17	43	19	56	10	31	8	25	10	31
Quartile 3	10	25	8	24	7	22	9	28	11	34
Quartile 4 (Bottom)	7	17	5	14	6	19	6	9	5	16
Totals	40	100	34	100	32	100	32	100	32	100
PERFORMANCE			20/21		19/20		18/19		17/18	
	no.	%	no.	%	no.	%	no.	%	no.	%
Quartile 1 (Top)	14	33	9	28	15	47	14	42	10	36
Quartile 2 / Median	14	33	8	27	7	22	7	22	5	18
Quartile 3	11	25	10	30	6	19	11	33	7	25
Quartile 4 (Bottom)	4	9	5	15	4	12	1	3	6	21
Totals	43	100	34	100	32	100	33	100	28	100

- 7.4. Customer satisfaction : Included within the benchmarking are customer satisfaction levels, which we measure annually with an industry standard STAR (survey of tenants and residents) and also throughout the year with transactional surveys. Historically, customer satisfaction levels have been above median.
- 7.5. VFM matrix : One of the key graphics when benchmarking is a cost/performance 'matrix' where our cost and performance indicators for each service area are plotted and compared with our peers and also nationally.



- 7.6. The matrix can be split in to four quadrants. In terms of VFM, the ideal scenario would be for all services to be within quadrant 4, ie high performance and low cost.
- 7.7. The worst scenario would be where a service is in quadrant 1, implying the company is paying a high cost for a low performing service.
- 7.8. In some instances, quadrant 2 may be satisfactory as it may be a result of strategic decision. For example, increased costs to address anti-social behaviour may lead to strong performance such as high customer satisfaction, low tenancy turnover, low void rent loss, etc.
- 7.9. **SLHD's services have generally been plotted within quadrants 3 and 4, ie. a low cost, mid to high performing organisation**

8. Actions we will take to evidence that we are achieving VFM

- 8.1. An Action Plan is attached at **Appendix A** detailing the works that will be undertaken during the term of this strategy to embed the VFM principles.
- 8.2. Each action details the work required, a target/measure, a lead officer or officers and a timescale.
- 8.3. The Action Plan is underpinned by a number of ‘non-negotiables’ that must be achieved or delivered year in, year out. These are that SLHD will always :
 - operate within the challenging budgets approved by Board;
 - endeavour to meet or exceed our KPIs;
 - have accurate, up to date quality stock condition and customer data.
- 8.4. The Action Plan also assumes that VFM related actions in other strategies and programmes will be delivered as planned, eg Tenant Voice Strategy, Customer Access strategy, Business Transformation Programme.
- 8.5. Progress against the plan will be monitored and reported to Board as part of the annual VFM Statement.

9. The VFM framework / VFM tools

- 9.1. SLHD has an established framework in place for ensuring that service quality improves while costs and resources are effectively controlled, employing a range of tools to meet the VFM objectives set out above.
- 9.2. It can be summarised as a ‘balanced scorecard’, with Customer Engagement overarching four elements. Extensive, robust cost and performance management and reporting frameworks underpin the four main strands to the scorecard, as follows:

Balanced Scorecard

Customer Involvement and Engagement			
Customer	Finance	Process	Growth / Learning
Service Development plans; Tenant Voice strategy; Access strategy; Timely, demand led outputs delivering measured outcomes; Optimum balance of service costs and deliverable benefits meeting customer needs; Identification how VFM gains are reinvested /redirected to meet customer needs.	Annual budget; Long term forecasting; Interactive budget holders; Timely and accurate budget monitoring information; Rigorous competitive tendering that achieves balanced outcomes in terms of cost and quality.	Business transformation team; Robust ICT systems; Continuous review of services through a cross-functional, systems thinking approach; Service Reviews; Elimination of wasteful processes that realise cashable savings and non-cashable efficiencies.	Staff appraisals ICT strategy Benchmarking Risk registers People strategy Returns achieved on assets.
Performance Management framework – KPIs, Pls, MI, business intelligence			
Reporting framework – EMT, Audit Committee, , P&I Committee, Board			

9.3. The above framework ensures that service quality improves while costs and resources are effectively controlled

10. Governance framework

10.1. SLHD has a robust, established governance framework and the summary below sets out roles and responsibilities in relation to VFM.

The Board will :

- be responsible for VFM and oversee VFM itself;
- ensure that it understands and demonstrates being able to meet the regulator's expectations on VFM;
- approve the VFM strategy, ensuring that it is aspirational and has input from stakeholders;
- ensure that Tenants challenge the delivery of VFM;
- challenge and scrutinise Leadership on its delivery;
- ensure all reports and key corporate strategies reference VFM, cost and performance.

The Leadership Team will :

- deliver the VFM strategy and objectives;
- be responsible for ensuring that all strategic decisions made on the use of company resources clearly demonstrate VFM;
- seek to drive VFM improvement over time, evidenced KPIs, budgets and business plans;
- have a clear understanding of SLHD's cost base, cost drivers and performance;
- actively benchmark services with peers and nationally and use results to inform service development.

The Senior Management Team (SMT) will :

- have day to day responsibility for delivering VFM and the strategy actions;
- be responsible for embedding a VFM culture;
- lead on VFM reviews of individual service area;

Employees will :

- have a clear understanding of what VFM means for them;
- have a clear understanding of SLHD's cost base, cost drivers and performance;
- recognise their continuing obligation to seek VFM as part of their daily activities.

Customers will :

- operate a scrutiny panel with clear terms of reference and actions;
- have involvement in strategy and policy input, review and approval input into strategy and policy formulation;
- review performance information and challenge as appropriate;
- be Tenant members, including co-opted, on Board, Audit and Performance Committees;
- develop service standards and associated performance measures and targets.

11. Monitoring progress / Overall outcomes we want to achieve / what does it look like

11.1. Achieving the objectives of this strategy will have the following outcomes for SLHD and its customers:

- VFM becomes more embedded with our employees who understand the costs of the services delivered;
- Our Customers are assured that we are proactive in facing the challenges of the economic and legislative climate, that their rent is managed effectively and they inform the services we deliver ensuring limited resources are spent wisely;
- Our customers will have informed our services and we will have detailed and extensive satisfaction measures that meet the requirements of the White Paper;
- We understand how our costs and performance compare with others and that we will target the highest standards of quality and performance whilst optimising use of resources;
- We will be consistently upper quartile performers when compared with our peers;
- We will be 'inspection ready' for all of the Regulatory Standards;
- Clear and consistent messages are provided for our customers and employees about how we are achieving VFM and our plans to further improve, and in doing so enhance our reputation;
- We make best use of all of assets for which we are responsible, including employees, properties and equipment, generating VFM gains for reinvestment into the business for continuous improvement of services;
- We optimise use of ICT and all staff receive the support and tools needed to deliver VFM in all our services.
- Continue to modernise the services we deliver through targeted change programmes.

Contact Officer
Nigel Feirn
Head of Finance and Business Assurance
October 2022

REGULATOR FOR SOCIAL HOUSING - VALUE FOR MONEY STANDARD**Required outcomes**

- 1.1 Registered providers must:
- a. clearly articulate their strategic objectives
 - b. have an approach agreed by their board to achieving value for money in meeting these objectives and demonstrate their delivery of value for money to stakeholders
 - c. through their strategic objectives, articulate their strategy for delivering homes that meet a range of needs
 - d. ensure that optimal benefit is derived from resources and assets and optimise economy, efficiency and effectiveness in the delivery of their strategic objectives.

Specific expectations

- 2.1 Registered providers must demonstrate:
- a. a robust approach to achieving value for money – this must include a robust approach to decision making and a rigorous appraisal of potential options for improving performance
 - b. regular and appropriate consideration by the board of potential value for money gains – this must include full consideration of costs and benefits of alternative commercial, organisational and delivery structures
 - c. consideration of value for money across their whole business and where they invest in non-social housing activity, they should consider whether this generates returns commensurate to the risk involved and justification where this is not the case
 - d. that they have appropriate targets in place for measuring performance in achieving value for money in delivering their strategic objectives, and that they regularly monitor and report their performance against these targets
- 2.2 Registered providers must annually publish evidence in the statutory accounts to enable stakeholders to understand the provider's:
- a. performance against its own value for money targets and any metrics set out by the regulator, and how that performance compares to peers
 - b. measurable plans to address any areas of underperformance, including clearly stating any areas where improvements would not be appropriate and the rationale for this.

Tenant Satisfaction Measures (September 2022)

Tenant satisfaction indicator	Measured by :
Overall satisfaction	
1. Overall satisfaction with the service provided by the landlord	tenant perception survey
Keeping properties in good repair	
2. Satisfaction with repairs	tenant perception survey
3. Satisfaction with time taken to complete most recent repair	tenant perception survey
4. Satisfaction that the home is well-maintained	tenant perception survey
5. Homes that do not meet the Decent Homes Standard	landlords' management information
6. Repairs completed within target timescale	landlords' management information
Maintaining building safety	
7. Satisfaction that the home is safe	tenant perception survey
Safety checks	
8. Gas safety checks	landlords' management information
9. Fire safety checks	landlords' management information
10. Asbestos safety checks	landlords' management information
11. Water safety checks	landlords' management information
12. Lift safety checks	landlords' management information
Respectful and helpful engagement	
13. Satisfaction that the landlord listens to tenant views and acts upon them	tenant perception survey
14. Satisfaction that the landlord keeps tenants informed about things that matter to them	tenant perception survey
15. Agreement that the landlord treats tenants fairly and with respect	tenant perception survey
Effective handling of complaints	
16. Satisfaction with the landlord's approach to handling of complaints	tenant perception survey
17. Complaints relative to the size of the landlord	landlords' management information
18. Complaints responded to within Complaint Handling Code timescales	landlords' management information
Responsible neighbourhood management	
19. Satisfaction that the landlord keeps communal areas clean and well-maintained	tenant perception survey
20. Satisfaction that the landlord makes a positive contribution to neighbourhoods	tenant perception survey
21. Satisfaction with the landlord's approach to handling anti-social behaviour	tenant perception survey
22. Anti-social behaviour cases relative to the size of the landlord	landlords' management information

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 1 December 2022

Item : 06

Subject : Value For Money (VFM) statement

Presented by : Julie Crook, Director of Corporate Services

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

Purpose : To present a VFM statement for the financial year ended 31 March 2022.

Recommendation :

For Board to approve the VFM statement for the financial year ended 31 March 2022.

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

**Agenda Item No. 6
Date: 1 December 2022**

1. Report title

1.1. Value For Money (VFM) statement.

2. Executive Summary

- 2.1. An action within the St Leger VFM strategy is to produce an annual statement to evidence that we are delivering VFM services. The statement for 2021/22 is attached at **Appendix A**.
- 2.2. Renewal of the management agreement with Doncaster Council (DC) in 2018 was subject to St Leger presenting annually to DC a review of its performance, including a Value for Money assessment.
- 2.3. The 2021/22 financial year was a 'normal' year after the disruptions of 2020/21. However, assessing VFM and comparing inputs and outputs is less straightforward, as outputs were lower in 2020/21 due to service restrictions.
- 2.4. 2021/22 operational performance showed a mix of KPIs meeting, within tolerance of, or not meeting target, but with improving trends in most areas. All were robustly managed within a challenging budget, and staffing levels and budgets and have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.
- 2.5. Good progress was made with implementing the integrated housing management system, and we addressed the actions from building safer futures and social housing white paper requirements.
- 2.6. 'Social Value' as a concept has had an increasing profile in recent years and actions appear in the 2022 updated VFM strategy. We have always considered social value in the form of social accounts and annual social statements. The latter has been included as an appendix the VFM statement and the increased social work planned for 22/23 onwards will be included within VFM statements.
- 2.7. Benchmarking is a key element of assessing VFM and for 2021/22, this showed very good results. Details appear in the statement at **Section 10**.
- 2.8. We have more cost and performance indicators in the upper quartiles (above median), and improved VFM dashboards (**see 2.10 below**) when benchmarked with our peers (20 ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all housing providers nationally (90 organisations).
- 2.9. Benchmarking for 2021/22 shows **St Leger is a low cost, high performing organisation** when compared to our peers and housing providers nationally.

- 2.10. At an overview level, VFM 'dashboards' can be produced by plotting a selection of the main cost and performance indicators in a 2x2 matrix to show how an organisation compares with others for core service areas.
- 2.11. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area (see below).
- 2.12. The dashboard is intended to give a VFM snapshot and generate further investigation. The tables below shows the cost and performance indicators selected with the dashboards for 2021/22 for our Peer Group.

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

* CPP = Cost Per Property

Peer group 2021/22 - 20 ALMOs, Metropolitan Boroughs and Unitary authorities



- 2.13. As in previous years, within the full suite of 80+ cost and performance indicators, there are areas of good performance and also areas for improvement or further investigation, which will be addressed.

3. Purpose

- 3.1. To present Board with a VFM statement for the financial year ended 31 March 2022. **Appendix A**

4. Recommendation

- 4.1. For Board to approve the VFM statement for the year ended 31 March 2022.

5. Background information / methodology

- 5.1. As an income led organisation, receiving management fees to manage, maintain and improve Doncaster Council's (DC) housing and related assets, it is therefore imperative that St Leger achieves VFM in all of its activities, particularly in the recent and ongoing current challenge economic climate.
- 5.2. St. Leger's VFM strategy states that the annual VFM statement should include:
- details of cash savings and quality improvements achieved;
 - appropriate narrative;
 - absolute and relative benchmarking data against a clearly defined group;
 - description of VFM delivery mechanisms;
 - focus on and links to customer outcomes, including 'social VFM'; and
 - details of reinvestment of gains.
- 5.3. VFM is one of the Standards within the Social Housing Regulatory Framework. St Leger is not bound by this regulation but the White Paper means DC will be bound, so is more relevant going forward. Recognising the framework over the past few years as we have is best practice and places us in a strong starting position for the increased regulation.
- 5.4. The VFM Standard states that you must clearly articulate strategic objectives, have an approach to achieving VFM and that you must publish evidence to enable stakeholders to understand performance against VFM.
- 5.5. St Leger can choose the format and content of its statement. There are similarities to the 2020/21 statement but it has been changed slightly for 2021/22 by aligning it more to the four Objectives within the Corporate Plan.
- 5.6. The statement details our :
- VFM environment;
 - Corporate Objectives;
 - Costs;
 - Performance;
 - Benchmarking;
 - Achievements; and
 - Plans for 2022/23 onwards.
- 5.7. St Leger benchmarks its costs and performance, primarily via 'Housemark', the main national benchmarking organisation. Their annual benchmarking information starts to become available from mid-October and further information will be released as submissions are validated.
- 5.8. We also carry out more tailored benchmarking with specific organisations, where appropriate, and these are referenced in the statement.
- 5.9. The Senior Management Team will review all indicators that are below median, or where indicators have not been produced, to put actions in place to improve.

6. Procurement

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

7. Value For Money

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

8. Financial Implications

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

9. Legal implications

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

10. Risks

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

11. Health, Safety & Compliance Implication

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

12. IT Implications

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

13. Consultation

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

14. Equality and Diversity

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

15. Communication

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

16. Equality Analysis (new/revised Policies)

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

17. Environmental

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

Report author, Position, Contact Details

Nigel Feirn

Head of Finance and Business Assurance

Appendix A – VFM statement 2021/22

Appendix B – Social Statement

ST LEGER HOMES OF DONCASTER LIMITED

VALUE FOR MONEY (VFM)

STATEMENT

FINANCIAL YEAR ENDED

31 MARCH 2022

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

Our strategic objectives :

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

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2. VFM environment

COSTS AND PERFORMANCE

3. Operations

4. Costs

5. Performance

CORPORATE OBJECTIVES

6. Objective 1 : all our homes are modern, decent and energy efficient

7. Objective 2 : our tenants live successful and fulfilling lives

- **Service Standards**
- **STAR survey**

8. Objective 3 : we will be a nationally recognised provider of housing services

9. Objective 4 : through innovation and partnership working we will deliver the aims of Doncaster growing together

10. Benchmarking

- **VFM dashboards**
- **Cost and Performance indicator quartile summaries**
- **Service area costs**

11. Plans for 2022/23 onwards

12. Summary

Appendix A : Benchmarking Quartiles by service area

1. Executive Summary

- 1.1. The most simple definition of VFM is “**getting your money’s worth**”. It is not necessarily about buying the cheapest, it is about getting the most out (performance) from what you put in (cost).
- 1.2. It is about ensuring our customers obtain maximum benefit from the resources available. St Leger Homes of Doncaster (St Leger) therefore defines VFM as: “**Achieving the best balance between service cost and the benefit to the customer and business**”.
- 1.3. There are many other definitions for VFM – academic and informal – two of which are relevant here; “getting more for the same” and “the same for less”.
- 1.4. Both phrases should be considered throughout this statement as there are examples in 2021/22, but aren’t easy to quantify. Inputs for 2021/22 were generally the same, or less in some areas, as in 2020/21, but comparing outputs is not straightforward due to Covid constraints.
- 1.5. Operationally, 2021/22 was about returning to pre pandemic core services, to develop and implement a new integrated housing management system, further rollout of Universal Credit (UC), Building Safer Futures consultation and social housing White Paper requirements.
- 1.6. Doncaster has the lowest rents within South Yorkshire, and 9th lowest of all Housing Revenue Accounts (HRAs), which drives our management fee income and therefore provides many budget challenges to the services we strive to deliver.
- 1.7. Performance against a suite of challenging targets was again good or improving in a number of areas. Staffing levels have largely stayed the same and we again operated within budgets. The statement expands on this by looking at cost and performance by service and how these compare with other organisations (benchmarking).
- 1.8. Benchmarking is a key element of assessing VFM. For 2021/22, this was positive overall with more cost and performance indicators in the upper quartiles (above median). We also have improved VFM dashboards when benchmarked with our peers (20 organisations – ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all housing providers nationally (90 organisations). (see Section 10 below).
- 1.9. This benchmarking work shows that **St Leger is a low cost, high performing organisation**.
- 1.10. It also shows the areas of good performance and also some areas for improvement or further investigation, which will be followed up and acted on. **Appendix A** details 80+ cost and performance indicators and how we compare with our peers.
- 1.11. ‘Social Value’ as a concept has had an increasing profile in recent years and actions appear in the 2022 updated VFM strategy. We have always considered social value in the form of social accounts and annual social statements. The latter has been included as an appendix to the VFM statement and the increased social work ongoing or planned will be included within VFM statements. Our Social Statement for 2021/22 is attached at **Appendix B**.

2. VFM environment

- 2.1. St Leger has again followed the Regulator for Social Housing framework in producing this document. The VFM Standard states that a registered housing provider must clearly articulate its strategic objectives and have an approach agreed by board to achieving VFM in meeting these objectives. <https://www.gov.uk/guidance/regulatory-standards>
- 2.2. St Leger is income led, receiving management fees to manage and maintain Doncaster Council’s (DC) housing related assets; around 20,000 homes, 100 shops, 2,000 garages and sites and some Housing Revenue Account (HRA) land, and a number of other key housing services. It is therefore imperative that St Leger achieves VFM in all of its activities.

- 2.3. Annual management fee incomes for 2021/22 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, growth/specifically approved elements, and therefore robust budgetary control was required and achieved in the year.
- 2.4. 2021/22 was the third year of the five year corporate plan and everything we do is linked to its four objectives:
- 1 Ensure all our homes are modern, decent and energy efficient;**
 - 2 Support our tenants to lead successful and fulfilling lives;**
 - 3 Be a nationally recognised housing services provider; and**
 - 4 Deliver the aims of Doncaster Growing Together through innovation and partnership.**
- 2.5. A balanced scorecard of priorities and targets were developed for each strategic objective and agreed with Doncaster Council (DC) to reflect plans and risks. Each of the above objectives has performance measures which are detailed below.
- 2.6. An Annual Development Plan (ADP) and a suite of annual Key Performance Indicator (KPIs) for the year is also approved, based on our strategic objectives and Mayoral priorities. Key themes for 2021/22 were :
- building and fire safety regulations;
 - digital transformation;
 - agile working;
 - tenancy sustainability;
 - allocation policies;
 - improving communications with tenants and residents;
 - stock condition information, investment and making best use of DC's assets;
 - improving customer access and engagement;
 - delivering the Environmental strategy;
 - an efficient and effective repairs and maintenance service;
 - reducing and preventing homelessness;
 - reducing the number of empty properties; and
 - a positive health, safety and wellbeing culture.
- 2.7. Our VFM strategy has been in place since 2018 and is being updated in 2022. The existing strategy contains six objectives :
- **Culture** : maximise staff involvement in VFM and embed a VFM culture;
 - **Customers** : maximise customers, leaseholders and stakeholders' VFM engagement;
 - **Comparison** : expand the performance management framework and benchmarking;
 - **Communication** : improve the quality, range and use of VFM reporting;
 - **Commercial**: ensure best use of all assets for which St Leger is responsible; and
 - **Collaboration** : strengthen the role of Support Services to the business.
- 2.8. The updated strategy for 2022 has revised but very similar objectives :
- **Commercially aware**: enable DC to make best use of all assets which SLHD manage;
 - **Customers** : maximise customers, leaseholders and stakeholders' VFM engagement;
 - **Culture** : maximise staff involvement in VFM and embed a VFM culture; and
 - **Collaboration** : be an efficient and effective provider of, or contributor to, services to residents and stakeholders of the borough
- 2.9. We validate our performance with employee and customer surveys and we actively benchmark our services with other organisations. As in previous years, the main method of benchmarking is through our membership of Housemark (see Section 10 below), but we also carry out more tailored benchmarking with specific organisations.

COSTS AND PERFORMANCE

3. Operations

- 3.1. Core services were delivered fully during 2021/22, following the Covid19 disruptions and restrictions in both 2019/20 and 2020/21. A number of areas had been adversely affected by the disruptions and 2021/22 focussed on returning performance to pre-pandemic levels.
- 3.2. The main project in the year was the continued, company-wide implementation of a new integrated housing management ICT system, with Phase 2 going live in October 2021 after the first phase going live in November 2020. The successful implementation means the new system will mean more efficient and effective ways of working and improved services to customers.

4. Company performance - Costs

- 4.1. As stated above, annual management fee incomes for 2021/22 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, and growth/specifically approved elements. Therefore robust budgetary control was required, and achieved, in the year.
- 4.2. Detailed budget reports are presented monthly to EMT and quarterly to Board or Audit Committee, containing explanations of variances to budget, key risks and actions taken and commentary from Heads of Service as budget holders.
- 4.3. Comparing 2021/22 spend levels with the previous year is not easy as the majority of Quarter 1 (April to June) in 2020/21, plus several other periods in that year, were in various states of lockdown, reducing outputs.
- 4.4. At the highest level employee numbers (WTEs) for both years were virtually the same, and with a small increase in agency numbers in 2021/22, so inputs in terms of employee resources were broadly the same.
- 4.5. So at this highest level, increased activity (outputs) in 2021/22 will indicate VFM and this was the case in most areas. The commentary in the various sections below expands on this.

5. Company performance - Key Performance Indicators (KPIs) and Service Standard

- 5.1. A suite of challenging targets were set as KPIs. These are reported monthly, quarterly or annually to numerous groups, including Heads of Service, EMT, Committees, Board and to DC, and on our website. In addition weekly schedules of a selection of KPIs are published to all employees, the Board and to DC.
- 5.2. The table below summarises whether or not the KPIs were met, with comparatives.

	21/22	20/21	19/20
Green (meeting target)	7	8	10
Amber (within tolerance)	4	2	4
Red (not meeting target)	5	7	4
No target (homelessness)	3	0	0
Total	19	17	18

- 5.3. Although some targets were not met, 13 of the 19 indicators had improved or maintained on the performance from the previous year.
- 5.4. The detailed KPIs are reported and commented on within the separate corporate objectives sections they relate to below, whether targets were met and with comparatives from previous years.

CORPORATE OBJECTIVES

6. **OBJECTIVE 1 : ALL OUR HOMES ARE MODERN, DECENT AND ENERGY EFFICIENT**

- 6.1. The objective has a number of cross cutting measures, including
- Percentage of homes maintaining Decent Homes standard
 - Repairs completed at first visit
 - Gas servicing percentage of properties attended
 - Number of properties managed
 - Level of tenant satisfaction with property condition
 - Energy efficiency of properties

6.2. The table below summarises the **related KPIs** for 2021/22 and comparatives :

KPI	KPI description	Trend	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn
9	Repairs – First visit complete	↓	90.2%	92.0%	90.9%	90.2%
10	Gas servicing - % of properties attended	↔	100.0%	100.0%	100.0%	100.0%
16	Homes meeting Decent Standard	↔	99.99%	100.00%	99.99%	100.00%
17	Tenant satisfaction with property condition	↓	86.5%	89.0%	89.4%	89.4%
18	Energy efficiency of properties	↑	70.3%	68.0%	64.7%	n/a

Keys :

Target met/exceeded	Within tolerance	Target not met
---------------------	------------------	----------------

- ↑ Improving trend
- ↓ Deteriorating trend
- ↔ Unchanged performance

Achievements in year

- 6.3. St Leger managed and maintained DC's housing and related stock also effectively managed £18.5m of DC's £24.2m capital programme, and £9m of this was delivered by the St Leger in-house tradesteam. These were higher than in 2020/21 but from similar levels of resource.
- 6.4. Operational performance was strong with all KPIs either meeting or within tolerance of targets. Significant in roads were made in addressing backlogs arising for the Covid disrupted services from 2020/21.
- 6.5. Investment in the housing stock continued to sustain and further enhance decency works already carried out. The programme included an external improvement scheme, heating conversions and upgrades, estate works and structural repairs.
- 6.6. The year again saw continued investment in building safety compliance works.
- 6.7. As well as our programme of capital works we carried out responsive repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock. We also continued our External Wall Insulation (EWI) programme in the year and secured external funding towards this. We operated a 24/7 contact service.
- 6.8. A Repairs Excellence Project commenced at the end of 2021/22 aimed at identifying and implementing efficiencies in all repairs processes. This will generate operational improvements and cash savings going forward.
- 6.9. A stock condition surveying programme also commenced in 2021/22 and results will be used as part of the long term investment planning, leading to improved decency and energy efficiency performance of housing stock.

7. **OBJECTIVE 2 : OUR TENANTS LIVE SUCCESSFUL AND FULFILLING LIVES**

7.1. The objective has a number of cross cutting measures, including :

- Number of tenants involved
- Improvements made due to tenant involvement
- Tenancies sustained
- Rent arrears
- Percentage of ASB cases resolved
- Tenant satisfaction levels
- Number of tenants and residents helped into training and employment

7.2. The table below summarises the **related KPIs** for 2021/22 and comparatives :

KPI	KPI description	Trend	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn
1	Current rent arrears % against annual rent	↑	2.55%	3.00%	2.75%	2.79%
8	Tenancies sustained post support	↑	98.3%	90.0%	97.3%	93.8%
13	Anti-Social Behaviour % of resolved cases	↑	97.6%	95.0%	95.2%	95.6%
15	Tenant satisfaction overall	↓	84.8%	89.0%	87.0%	87.0%

Customer Service Standards

7.3. To complement our corporate KPIs, St Leger has developed Service Standards with our customers. These take into account our Corporate Plan, KPIs and the Regulator's Consumer Standard, to ensure our customers are clear about the levels of service they can expect from us and we are clear about what we need to deliver.

7.4. The standards are reviewed periodically and approved by EMT and Board. Performance against the standards is monitored by EMT and Performance and Improvement Committee on a quarterly basis, with actions generated to improve performance.

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

- Helpful, friendly and polite staff and contractors;
- Being treated with respect and decency;
- Feeling safe in their home;
- Knowledgeable staff dealing with enquiries efficiently and effectively;
- Easy to contact us by their preferred method;
- Convenient appointments; and
- Getting the service right.

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

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

7.7. The areas where we weren't meeting target were:

- Increasing the number of tenants in the Get Involved Group (GIG);
- Resolve/respond to enquiries, compliments and complaints within 10 working days; and
- Answering calls within 20 seconds.

7.8. Our Service Standards will be reviewed again in 2023/24 in light of the introduction of new Tenant Satisfaction Measures under the Social Housing White Paper requirements.

Satisfaction surveys

- 7.9. The main customer survey is an annual Survey of Tenants and Residents (STAR). Results from the July 2021 survey are summarised below. Results of all providers across the country also fell, and St Leger remains in the upper quartiles compared to our peers and nationally for the main core questions. (see benchmarking section below)

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

Achievements in year

- 7.10. Customers will be the ultimate beneficiaries from all VFM work. St Leger is committed to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life
- 7.11. Operational performance was strong with all KPIs either meeting or within tolerances of targets, and from similar levels of resource from the previous year.
- 7.12. 2021/22 was another difficult year as we continued to address numerous challenges, where we saw approximately 25% more tenants on UC this year than last, the continued implementation of a new housing management IT system and the majority of staff working mainly from home for most of the year due to Covid19.
- 7.13. Full roll-out of UC continued in 2021/22, now affecting nearly 8,000 St Leger Homes tenants and equating to over £24million of income per annum. For 2021/22, we collected nearly £2million more rent in UC than the previous financial year.
- 7.14. It is pleasing to report that current rent arrears performance out-turned at 2.55% against the year-end target of 3.00%, and is the lowest level since March 2017 (2.44%). The five year period since then has seen UC roll out fully across the borough, Brexit and the Covid19 pandemic, with the latter bringing with it many restrictions
- 7.15. The Board approved a new Customer Voice strategy (previously Customer Involvement) to further strengthen our outcome focussed customer involvement structure. We have undertaken a full review of tenant engagement operations and work in our neighbourhoods continued extensively in the year.
- 7.16. Considerable focus on voids was again applied in the year to improve turn around and re-let times. This improved slowly throughout the year (and continues in 2022/23). We aim to ensure properties are empty for as short a period as possible as this has a positive impact on neighbourhoods, reducing anti-social behaviour (ASB) and crime, as well as having a positive impact on rental income

8. **OBJECTIVE 3 : BE A NATIONALLY RECOGNIED PROVIDER OF HOUSING SERVICES**

- 8.1. The objective has a number of cross cutting measures, including
- Number of standard void re-let days
 - Percentage of complaints upheld against interactions
 - Staff sickness absence levels
 - Proportion of invoices paid on-time
 - Rent loss from empty properties
 - Compliance with ISO45001 health and safety management system
 - Health & Safety outcomes
 - Our performance against comparable organisations (**Benchmarking ***)

8.2. *** Benchmarking is a key element of meeting this objective and assessing VFM, so a separate section appears at Section 10 below, summarising the extensive work undertaken in this area.**

8.3. The table below summarises the **related KPIs** for 2021/22 and comparatives :

KPI	KPI description	Trend	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn
2	Void rent loss % of annual rent	↑	0.79%	0.50%	1.00%	0.59%
3	Average no. of days to re-let a property	↑	33.7	20.0	46.1	22.7
7	Complaints upheld as a % of interactions	↓	0.13%	0.07%	0.07%	0.06%
11	Days lost through sickness per FTE	↓	11.9	7.9	6.6	8.22
20	Employee satisfaction SLHD as an employer	n/a	83%	80%	n/a	n/a
21	Recommending SLHD to family and friends - Tenant survey Net Promoter Score	n/a	47	25	n/a	n/a
22	Recommending SLHD to family and friends – Employee survey Net Promoter Score	n/a	-7	25	n/a	n/a

Achievements in year

KPIs

- 8.4. Voids performance was worse than target throughout the year for both void rent loss and re-let times, as we continue to recover from the impact of Covid restrictions from the previous year. However, performance improved as the year progressed and a number of indicators were above median when benchmarked. Improving performance continued into 2022/23 as we aim to get to pre-pandemic levels.
- 8.5. Complaint levels increased significantly during the year and this received increased focus as the year progressed to understand the reasons why and to take appropriate action.

People

- 8.6. We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the twelfth year running - awarded for demonstrating focus on the needs and preferences of their customers.
- 8.7. St Leger's main offices re-opened in mid 2021/22 and an agile working project enabled office based staff to move to a mix of home and office working. Agile working has led to reduced use/need of premises, which will mean savings on rent and utilities going forward, plus travel time and cost for employees and improving our carbon footprint.
- 8.8. The results from three more employee pulse surveys, which focussed on employee wellbeing, were used to inform St Leger's agile working approach and lead the implementation of policy change and associated guidance and learning, and facilitate plans to embed the new ways of working.

- 8.9. There were further realignments in the year and also strengthening of certain teams, all of which improved or will improve operational efficiency.
- 8.10. St Leger Homes again achieved the maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the last eleven years and retained accreditation to the international ISO45001 health and safety standard during 2021/22.
- 8.11. Following achievement of the Silver level in the Public Health Bewell@Work Award in 2019/20, we continued our wellbeing activity throughout 2021/22 and working towards achieving Gold.
- 8.12. The number of RIDDOR reportable injuries reduced in the year and a full evaluation of health and safety performance is provided to Board on a regular basis.
- 8.13. St Leger Homes has a strong safeguarding culture and are a member of both the Adult & Children Safeguarding Boards and play an important role with strategic partners across Doncaster.
- 8.14. In addition, we increased activity as members of other partnership panels and boards, including the Health and Wellbeing Board, the Doncaster Integrated Care Partnership Board and also the Multi-Agency Risk Management Arrangements Conference (MARAC).
- 8.15. Considerable work took place in 2021/22 to enable SLHD to become an accredited member of the Domestic Abuse Housing Alliance (DAHA).

Systems

- 8.16. The main systems project was the new integrated housing management ICT system, with Phase 2 going live in October 2021 after the first phase going live in November 2020. The successful implementation means the new system will mean more efficient and effective ways of working and improve services to customers.
- 8.17. The new system rationalises a number of separate systems to give a much more comprehensive and efficient single view of a tenant and will also deliver cost savings around software licencing.
- 8.18. There has also been investment in other software and also in server architecture and equipment for agile working, all of which will generate operational efficiencies.
- 8.19. The Business Intelligence Tool ('Qlik') continued to be developed in the year and interrogates core systems, providing timely and accurate performance information to Managers across the business.

Procurement

- 8.20. St Leger's Procurement arrangements were merged with DC's late in the year to give operational and purchasing synergies.
- 8.21. Industry standard Schedule of Rate (SORs) from the National Housing Federation (NHF) were implemented in 2021/22 and ensure our in-house works are charged appropriately, enable effective performance monitoring and allow accurate benchmarking with external suppliers to ensure VFM is achieved with suppliers.
- 8.22. 'Social Value' assessments, which were introduced in 2020/21, ensure 10% of all contract assessments are based on the social value of the contract. These consider factors such jobs created, carbon footprint, community groups and local expenditure, and Targets/Outputs/Measures (TOMs) are built in to every contract.

9. OBJECTIVE 4 : THROUGH INNOVATION AND PARTNERSHIP WORKING WE WILL DELIVER THE AIMS OF DONCASTER GROWING TOGETHER

- 9.1. The objective has a number of cross cutting measures, including
- Number of households in “bed and breakfast”
 - Number of homelessness acceptances
 - Number of homelessness preventions
 - Proportion of our expenditure spent in Doncaster
 - Recognition for our contribution to a growing and successful Doncaster
 - Public sector apprenticeship target
 - Contribution to partnerships
 - Customer Involvement evaluation
 - World of Work participation rates and outcomes

9.2. The table below summarises the related KPIs for 2021/22 and comparatives :

KPI	KPI description	Trend	21/22 Outturn	21/22 Target	20/21 Outturn	19/20 Outturn
4	Households placed in B&B accommodation	↑	787	n/a	831	84
5	Full Duty homelessness acceptances	↑	384	n/a	398	228
6	Homeless preventions	↓	566	n/a	604	965
12	Percentage of local expenditure	↑	73%	70%	71%	n/a
14a	Tenants & residents undertaking training	↔	30	56	30	53
14b	Tenants & residents into employment	↑	51	25	28	31

Achievements in year

- 9.3. The three homelessness related KPIs didn't have targets in the past two years due to the influences of Covid, but 2021/22 saw improved performance in two of the KPIs and similar levels in the third. The other three KPIs related to this Corporate Objective showed improved or maintained performance.
- 9.4. We recognise that we maximise our effectiveness through joint working, and have increased, effective partnerships with numerous partnering organisations, in particular DC, DWP, CAB, and Community First Credit Union and Doncaster Financial Inclusion Group (FIG) to deliver solutions to our tenants. We also work closely with 24 Tenants and Residents Associations (TARAs).
- 9.5. St Leger has a proactive approach to anti-social behaviour and we continued to work effectively with our partners via the Doncaster Safer Partnership.
- 9.6. We attended monthly Neighbourhood Action Groups and Case Identification Meetings across the borough. As well as low level enforcement and support we successfully carried out enforcement sanctions on Notice of Seeking Possessions (Secure Tenancies), Notice of Possession Proceedings (Introductory Tenancies), Injunctions, Demoted Tenancy Orders, Evictions and Closure Orders.
- 9.7. Addressing homelessness is one of the key priorities of Doncaster Growing Together, and therefore within our Corporate Plan, ADP and SDPs. We work very closely with the Complex Lives (CL) Alliance, including DC, NHS and Children's Services, to support vulnerable Doncaster residents.
- 9.8. Successful bids to Government in recent years for funding initiatives such as the Protect and Vaccinate Fund, Rapid Rehousing Pathway, Vulnerable Renters Fund and Rough Sleeper Initiative, secured funding in 2021/22 and this provided much needed resources and capacity to the service in their work towards addressing homelessness in Doncaster.
- 9.9. Our Tenants and Residents Improvement Panel (TRIP) undertake a number of tasks and reviews each year to inform service improvements. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking.

10. BENCHMARKING – how we compare with others

- 10.1. We actively benchmark our services, because a key element of being able to evidence VFM is how we compare with other organisations.
- 10.2. The main method of benchmarking is through our membership of Housemark. One outcome is the grading our costs and performance into four bands “quartiles”, ie Quartile 1 for top performers or lowest cost, etc. We submit performance information quarterly and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 10.3. We also carry out more tailored benchmarking with specific organisations, where appropriate. This was limited in 2021/22 but some benchmarking was undertaken involving:
 - Universal Credit (UC) – working with the DWP national policy team;
 - Income Management (IM) – participation in a regional (northern) benchmarking group;
 - Income Management (IM) – talking to other organisations to review systems;
 - Part of the National Early Adopter programme for High Rise Buildings (HRRB);
 - Participated in a regional health, safety and compliance benchmarking group; and
 - Member of a national Former Tenant Arrears forum.

HOUSEMARK

- 10.4. The benchmarking information from Housemark for 2021/22 compares our performance to a peer group of around 20 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations, and also around 90 housing providers nationally.
- 10.5. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 10.6. In summary, benchmarking information for 2021/22 shows our strongest performance to date, indicating that we are **a low cost, high performing organisation**.
- 10.7. This is summarised below and further details of benchmarked cost and performance indicators are attached at **Appendix A**.

Housemark - VFM 'dashboard'

- 10.8. At an overview level, VFM 'dashboards' can be produced by plotting a selection of cost and performance indicators in a 2x2 matrix to show how an organisation compares with its peer group, geographically or nationally, for core service areas.
- 10.9. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area (see below).
- 10.10. The dashboard is intended to give a VFM snapshot and generate further investigation. The tables below shows the cost and performance indicators selected with the dashboards for 2021/22 and comparatives for 2020/21, for both our Peer Group and Nationally.

PEER GROUP VFM DASHBOARDS

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

* CPP = Cost Per Property

Peer group 2021/22 - 20 ALMOs, Metropolitan Boroughs and Unitary authorities



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



NATIONAL DASHBOARDS

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

* CPP = Cost Per Property

Nationally 2021/22 – approx. 90 housing providers



Nationally 2020/21 – approx. 120 housing providers



Housemark - Cost and Performance indicator quartile summaries

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

COST	21/22		20/21		19/20	
	no.	%	no.	%	no.	%
Quartile 1	6	15	2	6	9	28
Quartile 2 / Median	17	43	19	56	10	31
Quartile 3	10	25	8	24	7	22
Quartile 4	7	17	5	14	6	19
Totals	40	100	34	100	32	100

PERFORMANCE	21/22		20/21		19/20	
	no.	%	no.	%	no.	%
Quartile 1	14	33	9	28	15	47
Quartile 2 / Median	14	33	8	27	7	22
Quartile 3	11	25	10	30	6	19
Quartile 4	4	9	5	15	4	12
Totals	43	100	34	100	32	100

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

Housemark - Optimising service costs

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

Cost Category	18/19 Outturn CPP £	19/20 Outturn CPP £	20/21 Outturn CPP £	21/22 Outturn CPP £	Peer Median CPP £	Peer Quartile	National Quartile
<u>Repairs</u>							
Major Works	1,815	1,134	1,101	971	1,469	↑Q1	↑Q1
Cyclical Maintenance	129	127	138	141	312	Q1	Q1
Responsive Repairs	571	571	583	622	631	↑Q2	Q2
Void Works	200	193	214	223	280	Q2	Q2
<u>Housing</u>							
Rent arrears collection	76	78	88	92	120	↑Q1	Q1
Resident Involvement	14	16	19	19	41	↑Q1	Q1
Tenancy Management	89	90	104	110	137	Q2	Q2
Lettings	30	36	39	41	61	Q2	Q1
Anti Social Behaviour	56	58	62	64	58	↓Q3	↓Q3
Estate Services	115	128	130	137	179	Q2	Q2
Housing – total	380	406	442	463	596	Q2	Q1
Total Cost Per Property	3,095	2,431	2,478	2,420	2,774		

Overheads are allocated by Housemark into each service categories

↑ ↓ arrows indicate any quartile movements compared to 2020/21

11. Plans for 2022/23 onwards

- 11.1. Operationally, as with 2021/22, one of St Leger's main plans for 2022/23 onwards is to conclude the implementation and embed the new integrated housing management system, and deliver its projected efficiency savings. This new system is central to VFM gains going forward. It replaces a number of separate systems to give one view of a customer and therefore much more efficient processes for employees, service benefits for our customers, and will change the way everyone works across the company.
- 11.2. Financially, DC have set St Leger a £1m budget savings target over a three year period, commencing in 2022/23. Operating within reduced budgets will force process improvements and efficiencies, and maintaining the high performance levels and meeting targets will further evidence VFM.
- 11.3. The cost of living crisis – utilities, fuel, inflation, interest rates – will provide numerous challenges over the next couple of years. This will impact on SLHD costs and performance, and also for tenants as they try to manage their budgets.
- 11.4. Progression of the Social Housing White Paper provides additional challenges, not least the regulatory framework, part of which is the VFM standard, and also the recently published Tenancy Satisfaction Measures, and all of the requirements have been built in to plans from 2022/23 onwards.
- 11.5. The employee performance monitoring framework introduced in 2021/22 will continue to be developed along with a wider performance management framework that will monitor progress against a range of measures, including KPIs, PIs, budgets and governance actions (risk, internal audit).
- 11.6. Strategically, work has or will commence in 2022/23 on reviewing and updating the VFM strategy, done in November 2022, and also the Corporate Plan, which is due for renewal by March 2024.
- 11.7. In summary, the main priorities for 2022/23 are :
 - embed the new integrated housing management system;
 - develop the performance management framework and culture;
 - improve performance where targets are consistently not being met – primarily around voids, sickness and complaints;
 - deliver the required budget savings; and
 - develop the workforce.

12. Summary

- 12.1. The 2021/22 financial year was a return to normality after the disruptions of 2020/21. Demand on all services was high and we had a higher number of vacant posts than anticipated. Performance overall was good, or with improving trends in most areas, and all were managed within a challenging budget. Staffing levels and budgets have stayed the same or reduced, except where there had been agreed cost or inflationary increases with DC.
- 12.2. Good progress was made with implementing the integrated housing management system and addressed the actions from building safer futures and social housing white paper requirements.
- 12.3. We continue to be a low cost, high performing organisation compared to other housing providers. This places us in a strong starting point going into 2022/23 as performance wise, our levels are generally equivalent or better than most, but again there are areas where our costs and performance could be improved, and our plans will improve our VFM performance.

Housemark - Quartile position table – UPPER QUARTILES 1 and 2

APPENDIX A

Service area	Indicator Description	21/22 Outturn	21/22 Peer Median	21/22 Peer Quartile	20/21 Peer Quartile
Corporate	Staff turnover in the year %	9.6%	11.8%	Q1	Q1
Corporate	Satisfaction overall (STAR)	84.8%	78.0%	Q1	no data
Corporate	Landlord is easy to deal with % (STAR)	85.4%	72.0%	Q1	no data
Corporate	Treats tenants fairly and with respect % (STAR)	90.9%	84.1%	Q1	no data
Cyclical Maintenance	Total CPP	£141	£292	Q1	Q1
Cyclical Maintenance	Gas servicing - % valid certificate	100.00%	99.99%	Q1	Q1
Cyclical Maintenance	% gas safety checks by annivers date	100.00%	99.88%	Q1	Q1
Lettings	Dwellings vacant unavailable to let %	0.04%	0.52%	Q1	Q1
Lettings	Void rent loss % of rent loss	0.81%	1.67%	Q1	Q1
Major Works	Total CPP	£971	£1,468	Q1	Q2
Major Works	Quality of your home (STAR)	86.5%	75.7%	Q1	no data
Major Works	Home is safe and secure % (STAR)	92.8%	80.4%	Q1	no data
Major Works	% of dwellings that are non-decent	0.01%	0.4%	Q1	Q1
Rent arrears & collection	Total CPP	£92	£120	Q1	Q2
Rent arrears & collection	Percentage of Rent collected %	100.41%	99.37%	Q1	Q2
Resident Involvement	Total CPP	£19	£41	Q1	Q2
Resident Involvement	Direct employees per 1000 props	0.33	0.64	Q1	Q2
Resident Involvement	Views taken into account % (STAR)	74.9%	59.9%	Q1	no data
Resident Involvement	Make views known % (STAR)	81.6%	65.4%	Q1	no data
Responsive repairs	Satisfaction repairs service (STAR)	86.3%	74.2%	Q1	no data
Total Housing M'ment	Total CPP	£325	£424	Q1	Q1
Community investment	Total CPP	£33	£33	Q2	Q3
Corporate	Finance Costs CPP	£42	£63	Q2	Q2
Corporate	Direct revenue costs - finance costs %	2.3%	2.6%	Q2	Q2
Corporate	Total Overheads CPP	£390	£413	Q2	Q2
Corporate	Central Overheads CPP	£131	£158	Q2	Q2
Corporate	IT & Comms CPP	£110	£117	Q2	Q3
Corporate	Days lost through sickness per FTE	11.9	11.9	Q2	Q2
Estate Services	Direct employees per 1000 props	0.81	0.94	Q2	Q2
Estate Services	Total CPP	£137	£151	Q2	Q2
Estate Services	Satisfaction with n'hood (STAR)	79.9%	79.3%	Q2	no data
Lettings	Total CPP	£41	£61	Q2	Q2
Lettings	Direct employees per 1000 props	0.84	0.92	Q2	Q2
Lettings	Average re-let time (major works) days	87.2	87.2	Q2	Q2
Lettings	Average re-let time (all re-lets) days	46.2	53.4	Q2	Q2
Lettings	Average re-let time in days (standard)	33.7	42.4	Q2	Q2
Lettings	Dwellings vacant & available to let %	0.47%	0.80%	Q2	Q2
Major Works	Average SAP rating	70.5	70.8	Q2	Q3
Rent arrears & collection	Direct employees per 1000 props	1.81	1.84	Q2	Q2
Rent arrears & collection	Current rent arrears %	2.53%	3.30%	Q2	Q2
Resident Involvement	RI in consultation groups %	8.0%	4.2%	Q2	Q3
Responsive repairs	Total CPP	£623	£631	Q2	Q3
Responsive repairs	Appointments kept % of apps made	97.2%	97.1%	Q2	Q1
Responsive repairs	Emergency repairs as % of all resp repairs	17.3%	30.3%	Q2	Q1
Responsive repairs	Repairs completed at the first visit %	92.9%	90.9%	Q2	Q3
Tenancy Management	Total CPP	£110	£137	Q2	Q2
Tenancy Management	Direct employees per 1000 props	1.96	1.98	Q2	Q2
Tenancy Management	Average days to respond to complaints	10.0	10.6	Q2	Q2
Tenancy Management	Tenancy turnover	5.91%	6.28%	Q2	Q3
Total Housing M'ment	Direct employees per 1000 props	5.98	6.12	Q2	Q2
Void repairs	Average cost of void repair £	£3,106	£3,378	Q2	Q2
Void repairs	Total CPP	£223	£280	Q2	Q2

Housemark - Quartile position table – QUARTILES 3 and 4

APPENDIX A

Service area	Indicator Description	21/22	21/22	21/22	20/21
		Outturn	Peer Median	Peer Quartile	Peer Quartile
Anti Social Behaviour	Total CPP	£64	£58	Q3	Q2
Anti Social Behaviour	Direct employees per 1000 props	1.05	0.88	Q3	Q3
Anti Social Behaviour	ASB cases per 1,000 properties	77	58	Q3	Q4
Community investment	Direct employees per 1000 props	0.59	0.51	Q3	Q4
Community investment	Residents undertaking training or education	30	116	Q3	Q2
Community investment	Residents supported into employment	51	54	Q3	Q3
Community investment	Households provided with money advice	955	957	Q3	Q2
Corporate	Direct revenue costs - total overheads %	21.4%	19.2%	Q3	Q3
Corporate	HR CPP	£54	£40	Q3	Q2
Corporate	Overheads as % of Revenue costs	21.4%	19.2%	Q3	Q3
Corporate	Direct revenue costs - IT&comms costs %	6.0%	5.5%	Q3	Q3
Corporate	Premises costs CPP	£52	£44	Q3	Q3
Corporate	Direct revenue costs - premises costs %	2.9%	1.8%	Q3	Q3
Rent arrears & collection	% of rent paid by HB	37.1%	35.4%	Q3	Q3
Rent arrears & collection	Former tenant arrears %	1.83%	1.58%	Q3	Q3
Rent arrears & collection	UC tenants in arrears %	57.64%	55.02%	Q3	Q3
Rent arrears & collection	Non- UC tenants in arrears%	20.46%	18.65%	Q3	Q3
Responsive repairs	Average cost of responsive repair £	£156	£152	Q3	Q2
Responsive repairs	Ave. responsive repairs per prop.	3.3	3.2	Q3	Q4
Tenancy Management	% of complaints responded to target	66.3%	79.3%	Q3	Q3
Anti Social Behaviour	Satisfaction with case handling %	54.5%	69.2%	Q4	no data
Anti Social Behaviour	Satisfaction with case outcome %	49.4%	70.2%	Q4	no data
Corporate	Direct revenue costs - HR %	3.0%	1.9%	Q4	Q4
Corporate	Direct revenue costs - central o'heads%	7.2%	7.1%	Q4	Q3
Corporate	Overheads as % of turnover	16.4%	10.7%	Q4	Q4
Cyclical Maintenance	Direct employees per 1000 props	2.57	0.82	Q4	Q4
Major Works	Direct employees per 1000 props	6.37	0.04	Q4	Q4
Rent arrears & collection	Write offs %	0.70%	0.37%	Q4	Q1
Responsive repairs	Direct employees per 1000 props	8.3	4.5	Q4	Q3
Tenancy Management	Evictions	0.08%	0.04%	Q4	no data
Void repairs	Direct employees per 1000 props	3.61	1.62	Q4	Q4



ST LEGER HOMES OF DONCASTER SOCIAL STATEMENT 2021/2022

Providing homes in neighbourhoods that people are proud to live in

£19,750

of grants from Efficiency North went to local community groups as part of our Environmental Pride Project

£24.2 MILLION

£24.2 Million pounds invested to improve homes and estates



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

2.48%

of our new starters were apprentices in 2021/22 (above the public sector target of 2.3%)

1521

1521 tenants were involved in shaping the delivery of our services in 2021/22

6

Our Tenants' Choice Awards honoured 6 local people and community groups for making a positive difference

SHIFT GOLD

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

100%

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

336

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

39

We supported 39 apprenticeships/student placements to improve employment prospects for the future



We won Large Employer of the Year Award at the South Yorkshire Apprenticeship Awards



South West Housing Team won a Celebrating Safeguard Award from Doncaster Council

12 YEARS

We achieved the Customer Service Excellence Accreditation from the Government for the twelfth straight year

1522

1522 new cases of anti-social behaviour were reported to us of which we resolved 98%

71

71 people signed up to our award winning World of Work scheme.

2

new properties for young people moving out of care opened in Partnership with Doncaster Council

566

We prevented 566 households from becoming homeless

34

We attended 34 local school and college career events in our community

23

23 Tenants and Residents supported into employment



£750,000

Our Tenancy Sustainability team achieved £750,000 financial gains for our tenants

2

Secured funding for Two Mental Health Navigators

£13.1m MILLION

£13.1m of our spend was local, resulting in positive cash flow for the local economy in Doncaster

815

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

£10,691

£10,691 was donated by our staff to support local families using local foodbanks

We are pleased and proud to share with you how we have made a difference in 2021/22 through our Social Statement. This statement complements our extensive existing reporting systems by focusing on our social impact and the activities that add value to our core business of providing quality housing for our tenants and their families.

ST LEGER HOMES OF DONCASTER

Board Briefing Note

Title:	Equality, Diversity and Inclusion (EDI) Annual Report 21/22
Action Required:	Sign off the EDI Annual Report for Publication
Item:	07
Prepared by:	Sarah Moore, Head of HR and OD and Dan Debenham, EDI Manager
Date:	1 December 2022

1. Purpose

- 1.1 To inform Board of the equality and diversity information we hold on our customers and employees for 21/22 and to update on work we have undertaken during 21/22 to advance, equality and diversity and inclusion as well as the planned action.
- 1.2 It is a legal requirement that we publish our EDI Report as a public sector organisation.

2. Background

- 2.1 The 21/22 Equality, Diversity and Inclusion Annual Report, attached at Appendix A, outlines the equality and diversity information we held on our customers and employees in 20/21. We use this information to help identify how we can better meet our employees' and customers' needs and to ensure our legal obligations are met. It shows our commitment to advancing Equality, Diversity and Inclusion.
- 2.2 The data is taken at a point in time correct as at end of March 2022.
- 2.3 Each of the sections in the report are drawn from data gathered through various questionnaires customers and employees have completed. We gather this in order to inform and improve the services that we deliver to both our customers and to support the employees that deliver those services.
- 2.4 The Report includes information on our achievements during 21/22 and sets out some of our future plans and aspirations. Future plans are all captured within the action plan for the delivery of the EDI strategy which is monitored regularly and reported annually to board.
- 2.5 Quarterly Dashboard reports were introduced 12 months ago and will continue to be completed to monitor progress and activity in a timely way.

3. Recommendation

- 3.1 Board approves the Equality, Diversity and Inclusion Annual Report 21/22.

4. Background Papers

Appendix A - Equality, Diversity and Inclusion Annual Report



St Leger Homes of Doncaster

Foreword

St Leger Homes' Annual Equality, Diversity and Inclusion Report outlines the equality and diversity information we hold on our customers and workforce. We use this information along with our quarterly EDI dashboard to help us identify how we can better meet people's needs, deliver services in the right way, and to ensure our legal obligations are met.

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

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

Characteristics of Doncaster's population

Our Customer Profile

Our Waiting List Profile

Our Workforce Profile

Each of the sections are drawn from data gathered through various questionnaires that customers and employees have completed and census data. The data is used to inform the objectives, goals and action plans set out in our Equality Diversity and Strategy 2022-2026.

Key for reading the comparison data



Figures raised
since last year



Figures lower
since last year



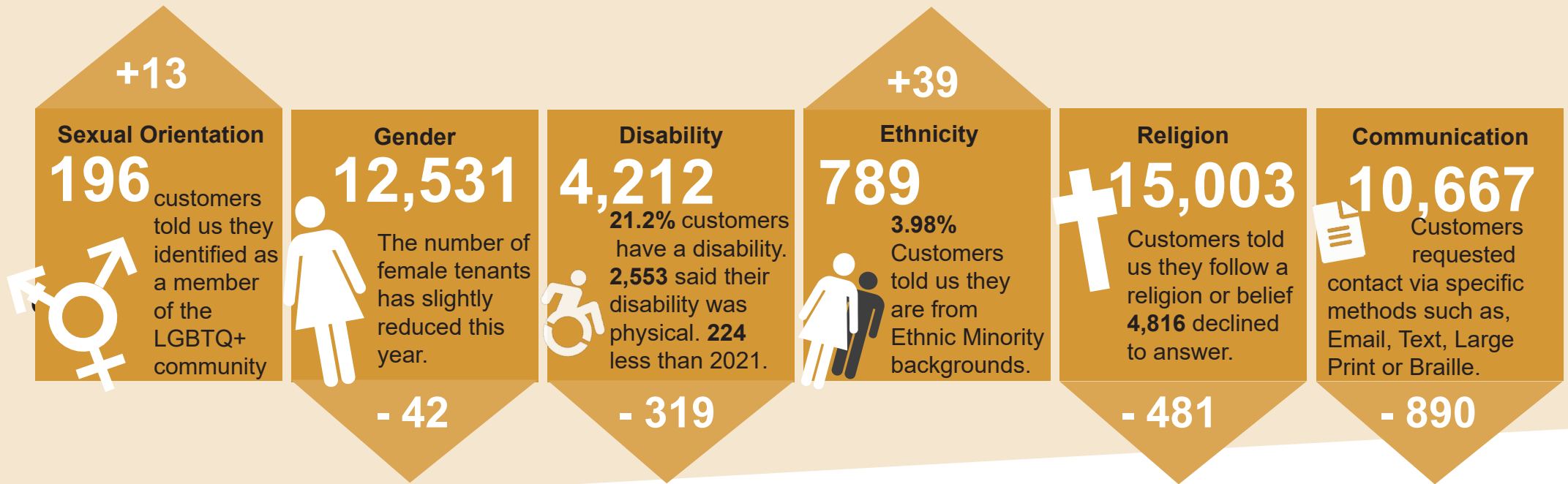
No change
since last year



Equality, Diversity & Inclusion Annual Report 2022

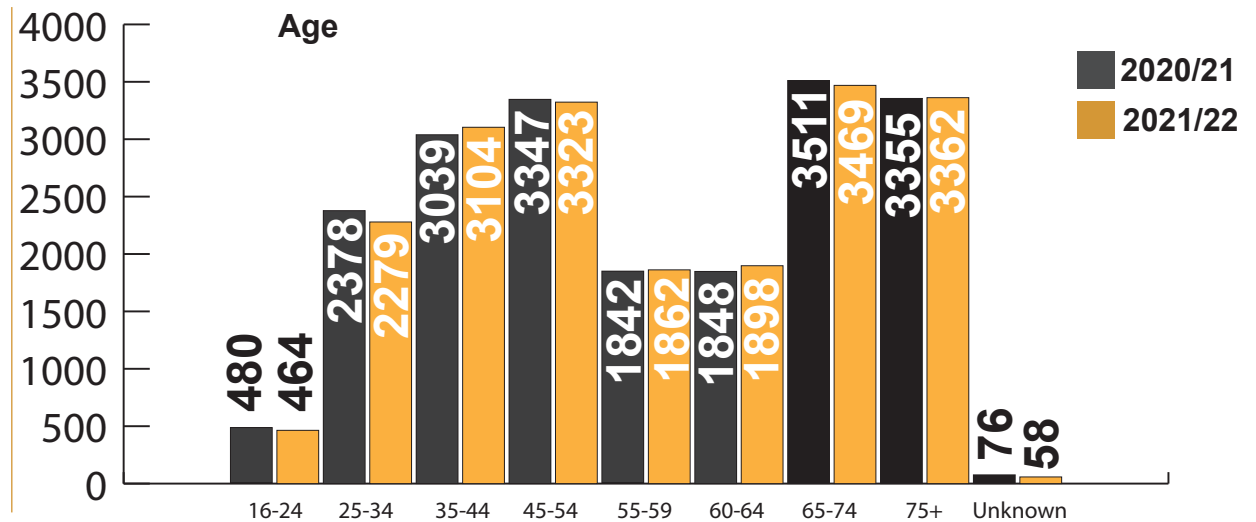


St Leger Homes' Customer Profile 2021/2022 comparison

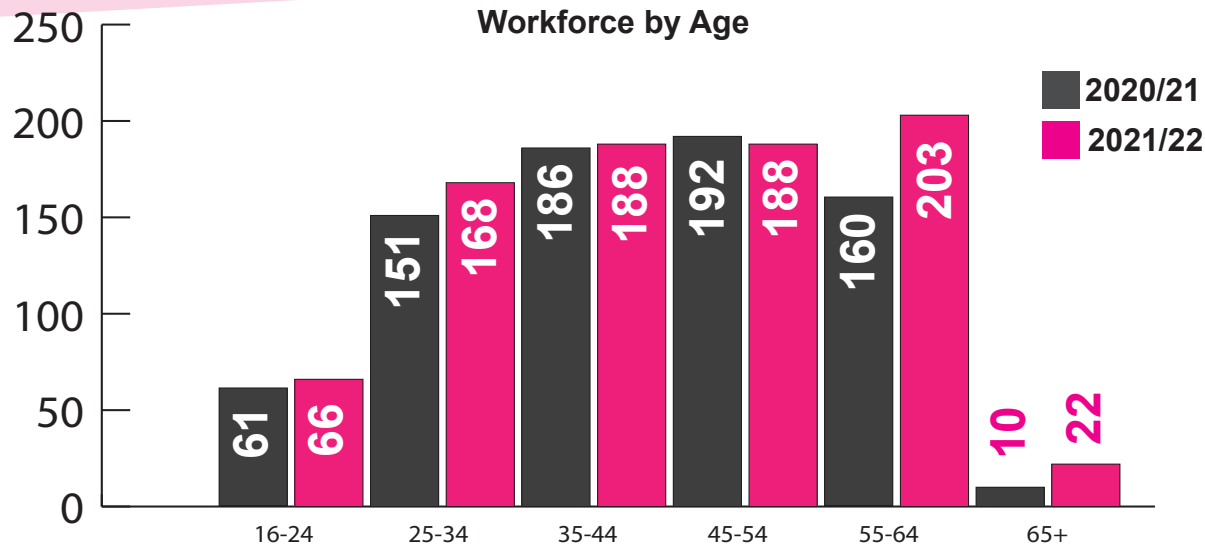
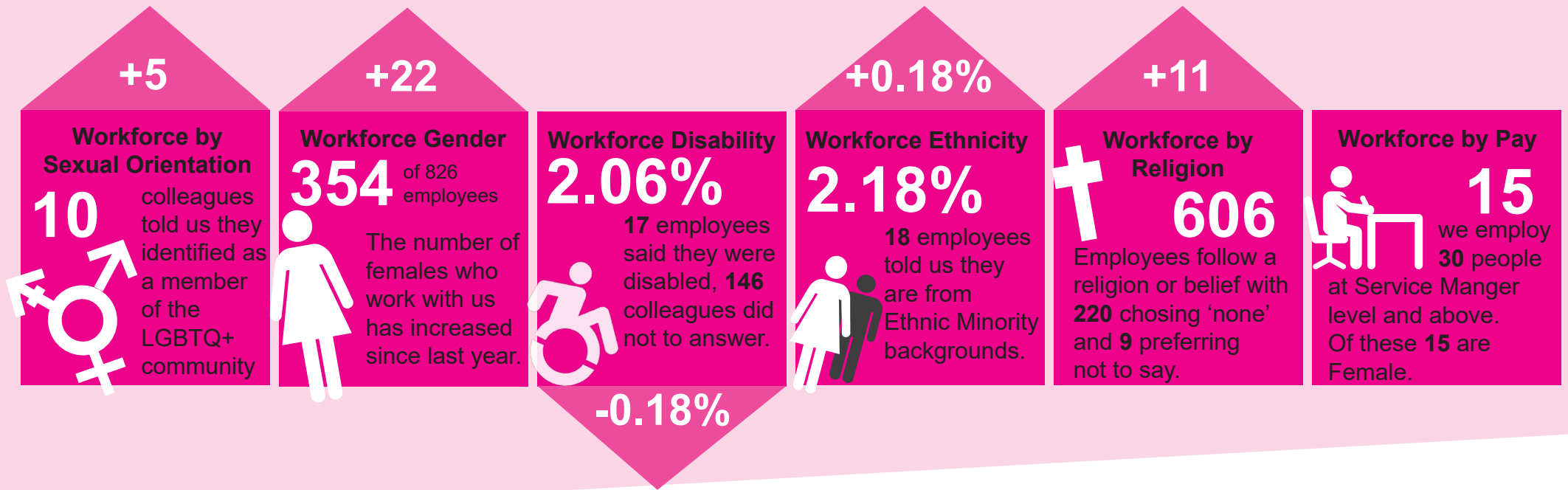


To enable us to deliver services in a way that our tenants need, and to improve the services that we currently offer, we build up detailed profiles of all customers and household members including those on our waiting list.

This data is based on a customer base of **19,819** active tenancies. Responses are from the listed tenant only (not the whole household) and not all listed tenants answered all questions. Of those that did answer, they represent 84.73% of our customer base.



St Leger Homes Workforce Profile 2021/2022 comparison



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

We do this by regularly asking colleagues to fill out surveys, details that new starters provide when joining St Leger Homes and through regular individual meetings with managers and at all levels.

In 2021/22 we had **826** employees. 475 employees have completed the diversity data section on their portal.

Disabilities



of applicants have advised us that they have a disability

8,917 applicants answered this question, showing this year has seen a decrease of **233** in the number of applicants that have a disability.

Sexual Orientation

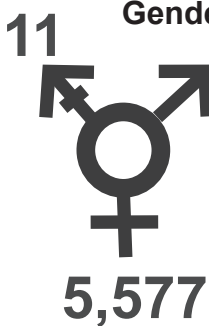


7,217

of applicants tell us they are heterosexual

Out of the **8,917** applicants that completed insight forms **8,099** answered this question, **7,217** applicants indicated they were heterosexual, **224** advised they were LGBTQ, **658** indicated that they preferred not to say and **818** declined to answer.

Gender



3,329

We have seen a slight increase in Transgender up by **1** to **4** and Female applicants by **167** to **5,577**, who remain the largest category. Male applicants decreased by **149** to **3,329**.

Waiting List Applicant Ethnic Origin



1,433

of applications were from the BAME community

This year we have seen a slight increase of **280** in BAME applicants **24** of our applicants did not answer the question.

Doncaster's State of The Borough report tells us the local population has increased to **310,542** (up by **3.1%**) since **2010**. it is important to understand the Borough in which we work.

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

Disability



62,108

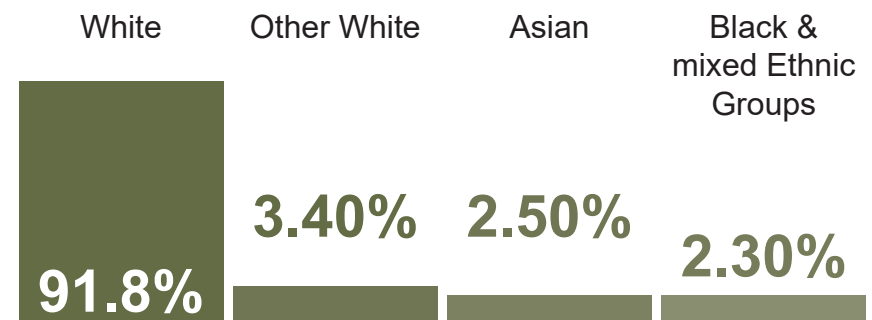
A fifth of the population of Doncaster have a Disability

Age



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

Ethnic Groups



Our Achievements 2021/22

- We continue to raise the profile of how disability affects employees across the organisation by making subtle changes to how we communicate the impacts. Using various methods including localised email, employee newsletter articles and changes to the workplace culture.
- We have initiated a review of our delivery of Equality & Diversity training to all colleagues to ensure that the e learning and in person sessions are impactful and up to date
- We recognise that some communities may find it harder to interact directly with us and we are taking positive steps to address this. An example of this is our work with the Minority Partnership Board, the Culture Fusion Network and our membership of the Housing Diversity Network.
- We continue to support events such as Doncaster Pride and promote the positive messages from International Celebration Days that come from those events whilst striving to have those community voices heard.
- We offer venues for minority groups to use in order for them to meet and have begun the process of setting up internal and external groups to form better links with minority and under represented communities.
- We have communicated internally to all teams to reiterate the importance of adhering to customers required preferences i.e. alternative formats or coloured paper for our dyslexic customers.
- We have gained membership of the Housing Diversity Network, a peer group set up to support us and to enable us to better deliver services that meet the needs of our colleagues and tenants who live and work in the communities that we manage.



Pride 2019

Future Plans - Employees & Customers

We are working hard to deliver the actions that have been identified

As the number of people aged 65 and over is increasing due to longer life expectancy, we will work to ensure our homes and services are suitable for their needs. We will do this through monitoring and consultation with customer groups.

In relation to customer data, we will continue to monitor our systems and forms such as the Housing Application Form to make sure they are being used correctly to gather accurate data.

To ensure we have a good understanding of the needs of our transgender customers, we will carry out a cross checking exercise across the various systems to ensure we are collecting accurate data, which is permitted by the Gender Recognition Act 2004 and the Data Protection Act 2018. We will achieve this through consultation with Customer facing teams and random sample checks on the data collected.

We will undertake a peer review in order to understand where we are and what we have achieved so far in our EDI journey. The peer review will allow us to identify areas that we need to make changes to better meet our goals.

We will continue to form involvement groups for our colleagues and customers across various communities including LGBTQ+, BAME, Religion, Disability and others as needed both in our workforce and with our customers.

We will also continue to monitor how effective we are at attracting women in to work, particularly into the construction area of the business and look to retain them in long term employment and support them to progress through the organisation.

We will make it easier for our customers to update their diversity information by exploring ways that the information can be captured both during contacts with us and through self serve portals and use this information to better support colleagues and customers.

In terms of workforce profile, we need to continue monitoring the full range of information across the protected characteristics, with a particular focus on any emerging themes. We will take action to address any imbalances and review the effectiveness of our existing measures.

We will review and update EDI training for colleagues to better reflect changes in landscape over the past few years with a view to arming them with the skills to support each other and customers where

We need to ensure we are attracting new employees from the full range of protected characteristic groups as we still have some way to go in building a workforce representative of the wider community. We will continue to advertise jobs (and monitor how effective they are) in a way that helps draw interest from applicants from diverse backgrounds as well as work with local minority groups to further attract applicants. To do this we have a people strategy that sets out our goals to achieve a balanced workforce and have undertaken a review of the vacancy process.

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

ST LEGER HOMES OF DONCASTER

Board Briefing Note

Title:-	St Leger Homes Social Statement 2021/22
Action Required :	For Information only
Item:	08
Prepared by:	Louise Robson - Governance Service Manager
Date:	1 December 2022

1. Purpose

- 1.1 To present to Board members the 2021/22 Social Statement. The statement focuses on our social impact and the activities that add value to our core business and mission to provide homes in neighbourhoods that people are proud to live in.

2. Background

- 2.1 We are proud that for the eighth year running we have drafted our 'Making a difference / social statement'. Our 'Social Statement' is produced annually, drawing out the main outcomes, where we make a difference to the quality of life of our tenants and communities.

3. Social Statement

- 3.1 The 2021/22 Social Statement is attached at **Appendix A**, showing how we have made a difference throughout the year to our tenants and our communities, either directly or by working in partnership with others.
- 3.2 The statement shows that we continue to ensure that our resources are deployed to make a difference to our customers and communities.

4. Communication

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

5. Recommendation

- 5.1 Board reviews and notes the findings from the 2021/22 Social Statement.

6. Background Papers

- 6.1 Appendix A – 2021/22 Social Statement



ST LEGER HOMES OF DONCASTER SOCIAL STATEMENT 2021/2022

Providing homes in neighbourhoods that people are proud to live in

£19,750

of grants from Efficiency North went to local community groups as part of our Environmental Pride Project

£24.2 MILLION

£24.2 Million pounds invested to improve homes and estates



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

2.48%

of our new starters were apprentices in 2021/22 (above the public sector target of 2.3%)

1521

1521 tenants were involved in shaping the delivery of our services in 2021/22

6

Our Tenants' Choice Awards honoured 6 local people and community groups for making a positive difference

SHIFT GOLD

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

100%

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

336

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

39

We supported 39 apprenticeships/student placements to improve employment prospects for the future



We won Large Employer of the Year Award at the South Yorkshire Apprenticeship Awards



South West Housing Team won a Celebrating Safeguard Award from Doncaster Council

12 YEARS

We achieved the Customer Service Excellence Accreditation from the Government for the twelfth straight year

1522

1522 new cases of anti-social behaviour were reported to us of which we resolved 98%

71

71 people signed up to our award winning World of Work scheme.

2

new properties for young people moving out of care opened in Partnership with Doncaster Council

566

We prevented 566 households from becoming homeless

34

We attended 34 local school and college career events in our community

23

23 Tenants and Residents supported into employment



£750,000

Our Tenancy Sustainability team achieved £750,000 financial gains for our tenants

2

Secured funding for Two Mental Health Navigators

£13.1m MILLION

£13.1m of our spend was local, resulting in positive cash flow for the local economy in Doncaster

815

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

£10,691

£10,691 was donated by our staff to support local families using local foodbanks

We are pleased and proud to share with you how we have made a difference in 2021/22 through our Social Statement. This statement complements our extensive existing reporting systems by focusing on our social impact and the activities that add value to our core business of providing quality housing for our tenants and their families.

ST LEGER HOMES OF DONCASTER LTD

Board Briefing Note

Title:	Month end 31 October 2022 KPI dashboard
Action Required:	For information
Item:	09
Prepared by:	Nigel Feirn Head of Finance and Business Assurance
Date:	1 December 2022

1. Purpose

- 1.1. To provide Board members with the KPI dashboard as at 31 October 2022 and brief commentary for those KPIs where the target was not met. The KPI dashboard is attached at **Appendix A**.

2. Executive summary

- 2.1. There are 19 KPIs agreed with Doncaster Council (DC) for 2022/23 and include :
- two measured quarterly – residents supported in training and residents supported in employment. The most recent results (Q2 22/23) are included here;
 - four measured annually - STAR survey (2), energy efficiency and Decent Homes Standard numbers. **NB** : the annual STAR survey for 2022/23 is now complete and the two annual KPIs have been included in this Q2 reporting; and
 - two KPIs relating to Homelessness do not have targets.
 - quarterly and annual KPI commentary is included in the quarterly reports to Board.
- 2.2. The table below summarises the KPI dashboard as at 31 October 2022. Performance comparatives have been included from previous years. At the end of October 2022, seven KPIs were met or were within agreed tolerances of target.

KPIs	Oct 22/23	Q2 22/23	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Green (meeting target)	5	5	6	7	7	6	6	8	5	6	6
Amber (within tolerance)	2	2	1	4	3	3	2	2	3	1	1
Red (not meeting target)	8	8	6	5	4	5	4	7	7	8	8
No target (homelessness)	2	2	2	3	3	3	3	0	0	0	0
Annual	2	2	4	0	2	2	4	0	4	4	4
Total	19	19	19	19	19	19	19	17	19	19	19

- 2.3. The KPI targets for 2022/23 are considered to be very challenging across the board and work continues to establish how challenging. This work includes benchmarking nationally and locally, and speaking with our neighbouring organisations in the region. Only limited information continues to be available with our neighbours so far and we pursue more up to date data.
- 2.4. We submit monthly pulse survey performance data to Housemark for benchmarking. **Appendix B** summarises this data, and quartile positions with our peer group for September (latest benchmarking) and June (Q1). SLHD performance for September is largely above median.

2.5. 2021/22 year end benchmarking data for all providers has recently been published. Results are positive overall, showing SLHD as a low cost, high performing provider. These results are presented separately to Board in December as part of the annual value for money statement.

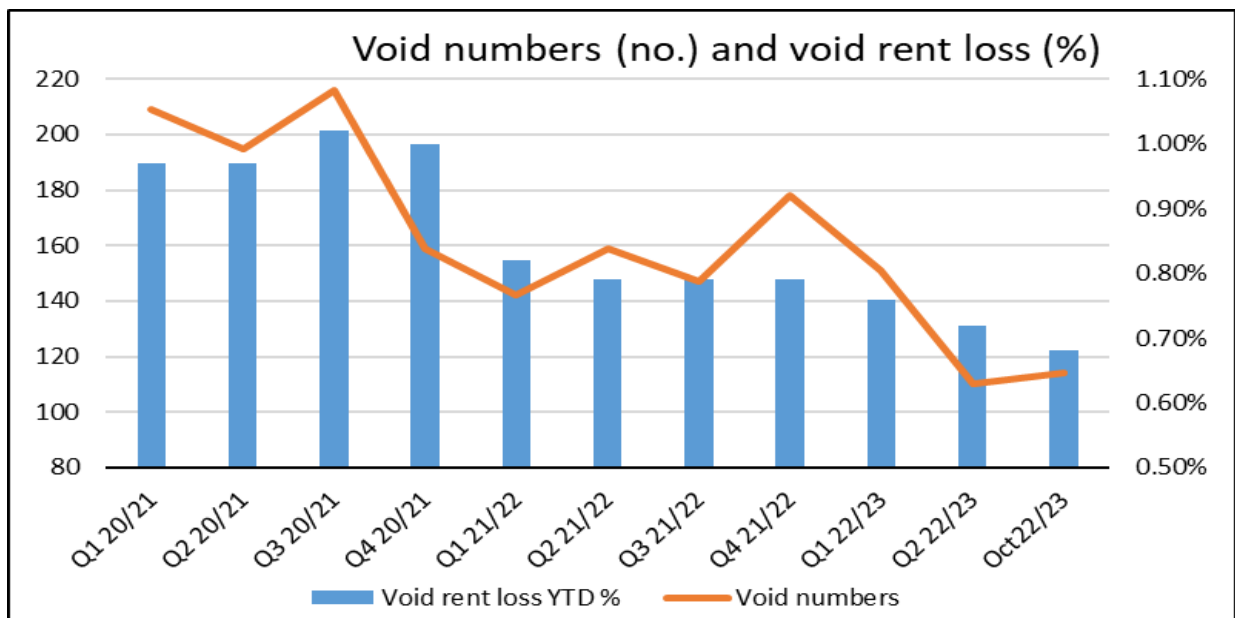
3. KPI commentary

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

Target **0.50%**
Oct 22 YTD performance **0.68%** **WORSE THAN TARGET – RED**

	Oct 22/23	Q2 22/23	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Void rent loss YTD %	0.68%	0.72%	0.76%	0.79%	0.79%	0.79%	0.82%	1.00%	1.02%	0.97%	0.97%
Target %	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%
Void numbers	114	110	151	178	147	159	142	159	216	195	209

The table above shows the KPI and void numbers by Quarter plus October. The KPI target during this period has been 0.50%, equating to approximately 110 void properties. Although the KPI has been red since April 2020 (the start of the first lockdown period), it is considered a very challenging target and meeting it would have been top quartile performance when benchmarked nationally, not just with our peers. Improvements have been made steadily in the period since and the graph below plots the data to try to reflect this and shows that this is the best performance for some time.



The number of voids held at the end of October shows a slight increase to 114 compared to the previous month. This figure includes nine non lettable voids, consisting of the following:

- 3 awaiting further investment;
- 1 acquisition;
- 4 undergoing adaptations by DMBC; and
- 1 awaiting lease commencing for SY Police to use.

In-month performance at 0.47% is the lowest in two and a half years and is better than target for the first time in that period. It is also a significant improvement compared September's 0.61%.

It also has a positive impact on the cumulative YTD KPI, now at 0.68% when comparing to the Q2 KPI of 0.72%.

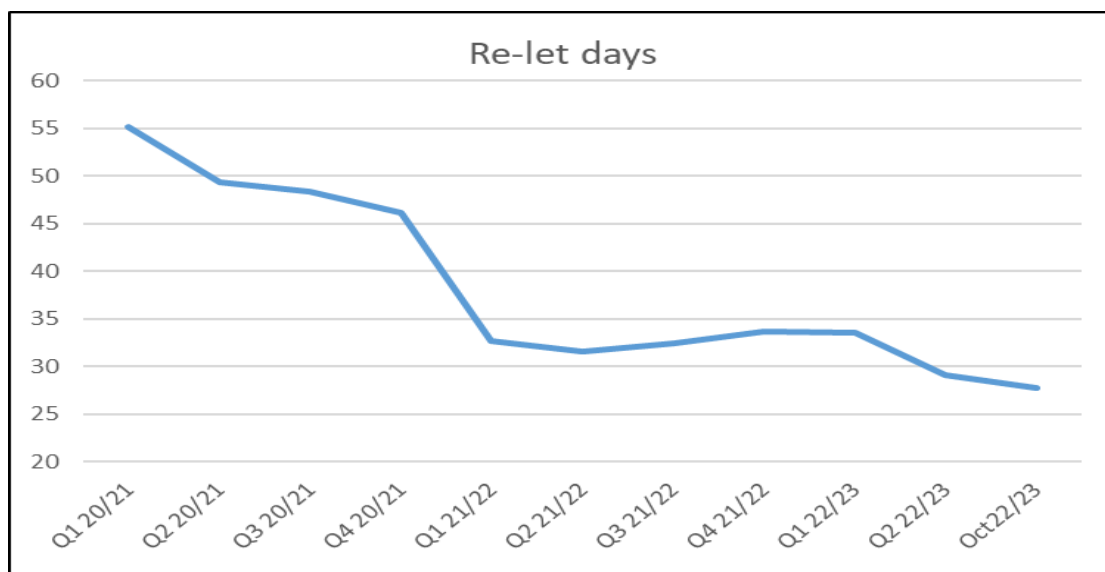
At the time of writing it is pleasing to see that the total number of relets at 740 continues to exceed the total number of terminations of 685, this is a key factor, to ensure a continued improvement in performance.

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

Target **20.0 days**
Oct 22 YTD performance **29.1 days** **WORSE THAN TARGET – RED**

	Oct 22/23	Q2 22/23	Q1 22/23	Q4 21/22	Q3 21/22	Q2 21/22	Q1 21/22	Q4 20/21	Q3 20/21	Q2 20/21	Q1 20/21
Re-let days	27.7	29.1	33.6	33.7	32.4	31.6	32.7	46.1	48.3	49.3	55.1

As with Void Rent Loss above, although the KPI has been red for some time, improvements are being made as the data is reflected graphically below and the move towards the 20 day target



Monthly performance for October shows a significant improvement at 18.5 days, better than target, when comparing to September of 25.8 days, this remains below the KPI target which is cumulative YTD.

Cumulative performance for the KPI also shows an improvement at 27.7 days when comparing to the previous month of 29.1 days.

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

3.3. KPI 4: Number of Households in B&B Accommodation at month end

Profiled Target September **40**
Oct 2022 performance **56** **WORSE THAN TARGET – RED**

Month end	Placements no.
April	66
May	60
June	76
July	66
August	63
September	62
October	56

Households in B&B at month end has fallen slightly from 62 to 56 in October and is eight less than this time last year.

The number of approaches into service however remains high and the number of placements made in October into B&B was 66, meaning 72 households were moved on into other accommodation.

The total number of days has also dropped from 1,944 last month to 1,512, reducing costs significantly. The number of households in B&B has continued to improve and now stands at 44. The team are working hard to move people on as quickly as possible with dedicated officers and move-ons into the private rented sector has increased significantly.

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

Target **0.07%**
Sept 22 * performance **0.11%** **WORSE THAN TARGET – RED**

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

We analyse the % of complaints upheld against all customer transactions. This provides us with a picture of our customer’s dissatisfaction and enables us to drill down further into the relevant service areas.

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

	Interactions	Complaints	Upheld	% upheld against interactions	Not upheld as % of all complaints	Upheld as % of all complaints
22/23	181,267	623	201	0.11%	68%	32%
21/22	194,384	543	174	0.09%	68%	32%
20/21	176,794	494	106	0.06%	79%	21%
19/20	198,223	515	112	0.06%	78%	22%
18/19	165,891	533	104	0.06%	80%	20%

In September 2022 we received 107 complaints, an increase of 19 from last month.

For 2022/23 so far, the average number of complaints per month is 104 compared to 99 per month in 2021/22 and 84 in 2020/21.

38 of the 107 September complaints received were upheld (35.5%) which is an increase when compared to August's upheld figure. Performance for September was therefore 0.13%, increasing the overall cumulative KPI figure to 0.11%, and not meeting the 0.07% target.

The main themes for upheld complaints in September 2022 relate to time taken to complete a repair, lack of communication/information and missed appointments

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

Profiled target	4.45 days	
Oct 22 YTD performance	5.96 days	WORSE THAN TARGET – RED

October saw 0.95 days absence per FTE vs a target of 0.70 days and an increase on last month (September saw 0.82 days absence per FTE).

This means YTD we have 5.96 days absence per FTE vs a target of 4.45 days. This results in a year end projection of 11.91 days which is slightly higher than projected last month (11.82 days) but still significantly above our target of 7.9 days per FTE.

Covid related absence is still one of this month's top reasons, and there has been a significant increase in cases since September; (36.90 days increasing to 90.75 days). It is expected that cases will increase as we head into the Winter months; but this will be closely monitored to see if any further action should be taken. The majority of Covid sickness cases were seen in our Property Services Directorate, accounting for 70.3% of all Covid cases (63.8 days).

Stress related cases account for 28.7% YTD of all absence, a decrease on last month (35.10%). This is the top reason for sickness for October (25.8% of cases), with the majority being for personal reasons. Infection/virus is the second highest reason this month accounting for 18.3% of all absence. Covid absence third (13.6%).

Short Term sickness continues to drive up the number of sickness cases. All cases continue to be managed in line with the attendance management procedures. Work has now begun to review the attendance management policy and in particular the short term triggers to enable us to more proactively manage short term absence cases across the workforce. This review is taking place throughout Autumn and Winter with the aim for any changes to have been agreed and implemented no later than January 2023 which is the scheduled review date of the existing policy.

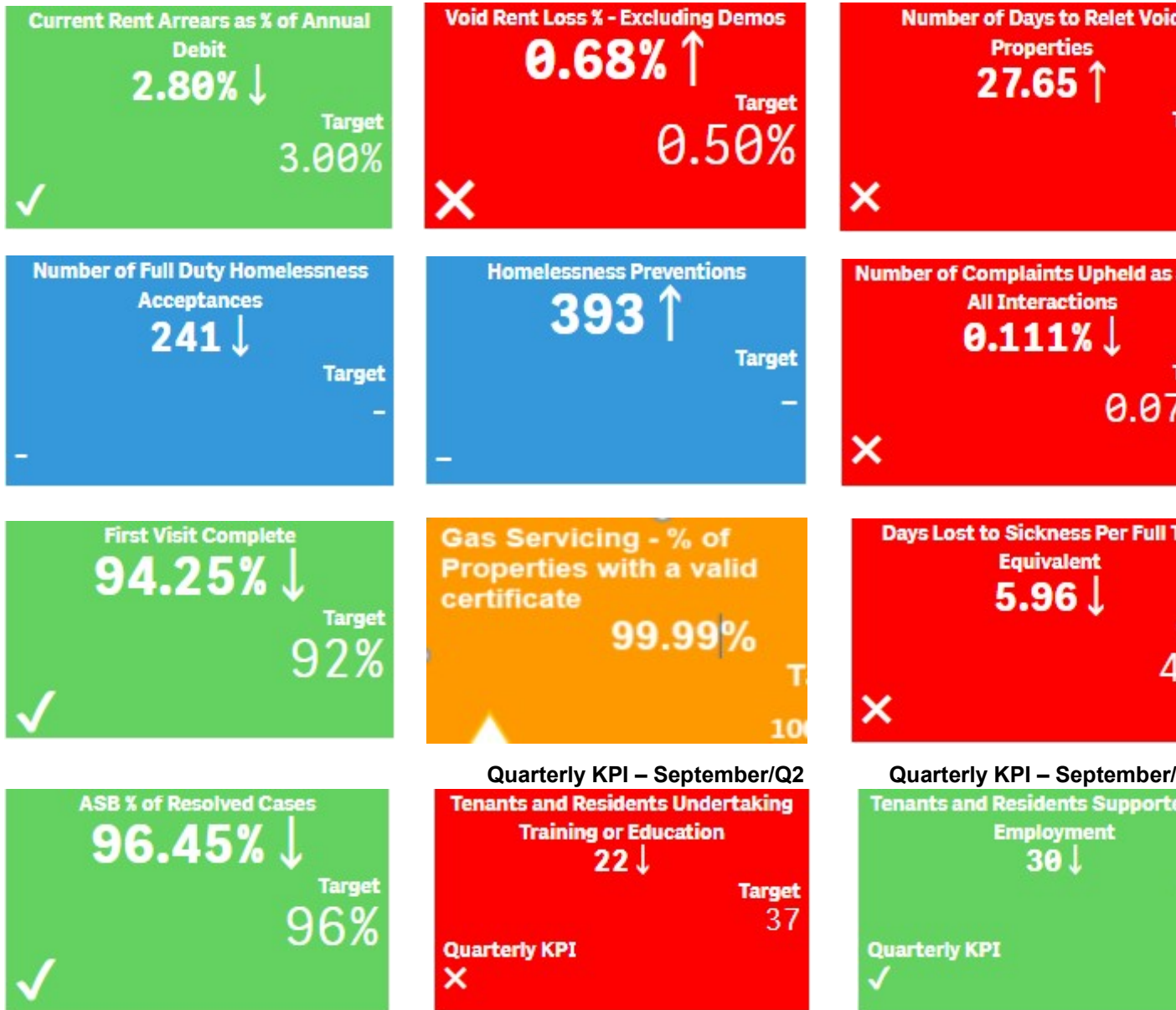
Nigel Feirn
Head of Finance and Business Assurance
01302 737485

Appendix A – 31 October 2022 KPI dashboard

Appendix B – Housemark benchmarking summaries September and June 2022

St Leger Homes of Doncaster Performance Dashboard 3

Colour = Cumulative performance (Tick/Green = On Target, Triangle/Orange = Near to Target, Cross/Red = Not on Target)
 NB : Arrows = compares performance in the month with performance in the previous month (↑= Improved, ↓= Decreased)



Annual KPIs

Colour = Cumulative performance (Tick/Green = On Target, Triangle/Orange = Near to Target, Cross/Red = Not on Target, Blue = No Target)
Arrows = comparison against previous month's monthly performance (↑= Improved, ↓= Not Improved, ↔ = Remained the same)



Benchmarking - Housemark monthly pulse survey results – September 22 and June 22

SEPTEMBER 22 Housemark pulse survey benchmarking						
Measure	peers			SLHD	quartile	Polarity
	Q1	Median	Q3			
No. of emergency repairs in month per 1,000 units	32.7	75.1	99.7	27.4	Q1	Lower is Better
Current tenant arrears at the end of the month (%)	3.58%	4.34%	5.22%	2.80%	Q1	Lower is Better
No. of social housing lettings in the month as a % of units	0.48%	0.43%	0.36%	0.54%	Q1	Higher is Better
No. of non-emergency repairs in month per 1,000 units	143.9	180.8	201.9	168.0	Q2	Lower is Better
No. of dwellings vacant but available to let at m/end as % of units	0.44%	0.84%	1.24%	0.49%	Q2	Lower is Better
% of homes with a valid gas safety certificate	100.00%	99.90%	99.84%	99.94%	Q2	Higher is Better
% of complaints resolved within timescale in month	87.0%	73.0%	63.0%	74.0%	Q2	Higher is Better
No. of new ASB cases reported per 1000 units	2.26	6.64	8.74	6.50	Q2	Lower is Better
% of working days lost to sickness absence in month	3.60%	4.15%	4.43%	4.43%	Q3	Lower is Better
No. of formal complaints received in month per 1,000 units	2.1	2.5	2.9	5.4	Q4	Lower is Better

JUNE 22 Housemark pulse survey benchmarking						
Measure	Q1	Median	Q3	SLHD	quartile	Polarity
Current tenant arrears at the end of the month (%)	3.25%	3.77%	5.62%	2.62%	Q1	Lower is Better
No. of non-emergency repairs in month per 1,000 units	143.6	187.8	204.9	157.1	Q2	Lower is Better
% of working days lost to sickness absence in month	4.08%	4.82%	5.45%	4.12%	Q2	Lower is Better
No. of dwellings vacant but available to let at m/end as % of units	0.36%	0.71%	1.19%	0.70%	Q2	Lower is Better
No. of social housing lettings in the month as a % of units	0.50%	0.43%	0.36%	0.47%	Q3	Higher is Better
% of homes with a valid gas safety certificate	100.00%	99.98%	99.87%	99.94%	Q3	Higher is Better
No. of new ASB cases reported per 1000 units	2.12	6.19	9.54	7.29	Q4	Lower is Better
% of non-emergency repairs within target timescale	98.3%	87.2%	78.0%	71.6%	Q4	Higher is Better
% of complaints resolved within timescale in month	90.6%	82.2%	67.3%	65.6%	Q4	Higher is Better
No. of formal complaints received in month per 1,000 units	1.3	2.2	3.0	4.67	Q4	Lower is Better

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 1 December 2022

Item : 10

Subject : Q2 Revenue Monitoring Report
2022/23

Presented by : Julie Crook
Director of Corporate Services

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

Purpose : To inform Board of the projected
revenue income and expenditure for
2022/23 and the actual and committed
income and expenditure to date as at
30 September 2022.

Recommendation :

For Board to note the Revenue Monitoring report as at 30 September 2022 and the projected outturn for the financial year 2022/23.

Company Number 05564649
A Company Limited by Guarantee Registered in England
To the Chair and Members of
The SLHD Board

Agenda Item No. 10
Date: 1 December 2022

1. Report title

1.1. Q2 Revenue Monitoring Report 2022/23.

2. Purpose

2.1. To report income and expenditure to 30 September 2022, projected for 2022/23, variances to the approved budget and related commentary.

3. Executive Summary

3.1. At the halfway stage of the 2022/23 financial year, an **overall Deficit is projected for the year of £2.46m, comprising HRA £2.26m and Housing Options £0.2m**, and includes a number of significant and unique variances. The deficit is largely due to inflation (£1.55m) and an assumed pay award (£1.4m) over and above what was budgeted. Additional management fee has or will be applied for and will adjust these deficits. The assumed pay award equates to 7% compared to the 2% budgeted.

3.2. The table below summarises the projected position at Quarter 2. Comparative Quarter 1 projections have not been included in the table below as they did not include the assumed pay award and non-utility inflation items. The table has additional rows to indicate the 'true' surplus/deficit position on the assumptions that additional management fees will be received.

	Housing	Corporate	Asset M'ment	Property	HRA	Gen Fund	SLHD
	£k	£k	£k	£k	£k	£k	£k
Q2 Projections	593	-27	696	995	2,257	204	2,461
Management Fee - inflation	-220	0	0	-1,333	-1,553	-86	-1,639
Management Fee - pay award	-302	-102	-538	-100	-1,042	-72	-1,114
True Q2 -surplus / deficit	71	-129	158	-438	-338	46	-292

3.3. In summary, without the additional management fees, HRA operations are currently projecting a Deficit of £2.26m. With additional fees, they would project a small surplus of £338k.

3.4. General Fund activities are less affected by inflation but with additional management fees, the projected deficit falls from £204k to £46k.

3.5. The key point, and risk, from the above is that on income of more than £50m, it is an extremely tight position. Robust budgetary control is imperative throughout the year on all budget lines.

4. Forward look to 2023/24 and 2024/25 challenges

- 4.1. DC have targeted £1m of savings from SLHD over three years and during Quarters 1 and 2, substantial consideration has been given to this target, additional pressures and potential savings this year and also 2023/24 and 2024/25.
- 4.2. A significant amount of work is ongoing to look at the overall budgets for the Housing Revenue Account (HRA) where the majority of our funding comes from and the impact of this will not be known until the rent increase for 2023/24 is finalised, but it is highly likely to be below the rate at which costs are rising.
- 4.3. For SLHD, we are still also assuming that the Council will fund all of our increased costs which are as a result of inflationary increases, these are projected to be significant and may be unaffordable.
- 4.4. For the SLHD 2022/23 budget we identified nearly £1m but these were offset by £626k of pressures to achieve a net saving of £333k.
- 4.5. The Finance Team have been working with all budget holders and at this stage we have identified nearly half a million pounds of savings which could be delivered in 2023/24, roughly split 50:50 in terms of staff costs and non pay costs, and at this early stage, nearly £100k of savings that could be delivered in 2024/25.
- 4.6. Budget pressures this year are detailed below and unfortunately there will also be budget pressures emerging in the next two years, but these have not yet been identified or quantified.
- 4.7. In summary, a significant amount of work is ongoing but there are many unknowns currently. A further update will be provided at the earliest opportunity.

5. Pay Award implications

- 5.1. The latest pay award offer of £1,925 per employee (an average of 7% per employee) is projected and, at the 7% average, is greater than the budgeted 2%. This total cost of the estimate pay award over and above this year's budgeted figure equates to £1.39m (£1.31m HRA and £82k GF).
- 5.2. An added complication is that the 2% budgeted increase for 2022/23 is on top of the assumed increase of 2.75% for 2021/22, but only 1.75% was received in 2021/22, so the pay budget this year is £273k overfunded. This has been projected and the net effect for additional management fee required is £1.114m.
- 5.3. The true salaries variance, ie. due to vacant posts and staff movements, is summarised below by extracting the pay award distortions.

<u>Salary Variances</u>	Housing	Corporate	Property	Asset & HS	HRA 22/23 variance	Housing Options 22/23 variance	SLHD TOTAL
	£k	£k	£k	£k	£k	£k	£k
Salaries Projected variances	349	39	30	-323	95	687	782
Pay award addl. mgmt. fee	-302	-102	-538	-100	-1,042	-72	-1,114
True Salaries variance	47	-63	-508	-423	-947	615	-332

- 5.4. For HRA operations, the true salaries variance after additional management fee would be £947k. £298k of this underspend is utilised on agency staff (see below), but the true HRA surplus at £338k means that there are overspends in other areas, primarily to address Covid backlogs, and these are being monitored very closely.
- 5.5. The pay award has a much smaller impact on General Fund operations and the above overspend is due to additional posts that are being funded by a separate additional management fee or funding from other sources, eg grant funding.

Inflation

- 5.6. Inflation is behind the largest non-pay cost variances – mainly on Utilities, Materials, Contractors and Fuel - leading to increased expenditure totalling £1.55m (see below).
- 5.7. £1.134m is currently projected on utility budgets of which £890k relates to the District Heating schemes. This represents inflation at around 384% for gas and 112% for electricity, much higher than originally budgeted, and reflect the cost of living crisis widely reported across the UK.
- 5.8. Materials, skips and contractors are subject to inflationary pressures that are over and above the budgeted increase linked to RPI/CPI. This is due to the soaring utility and fuel prices that are the biggest factors in the increase in supplier costs.
- 5.9. Fuel prices at the pump have increased significantly since the start of the financial year peaking in mid-July and although the prices have reduced slightly, there is still an inflationary cost pressure to the company of £50k.
- 5.10. The overall anticipated impact of inflation on **HRA operations** is summarised in the table below:

<u>Description</u>	<u>£k</u>
Gas	872
Electricity	198
Materials	384
Fuel	50
Skips	26
Contractors	23
Additional costs total	1,553
Additional Management Fee income (To be confirmed)	-1,553
Surplus and Deficit impact	0

- 5.11. Utility costs within **GF operations** are also not immune to the impact of inflation and additional management fee will be requested to cover the projected £86k overspend to budget.

6. Budget pressures – 2022/23 assumptions

6.1. The table below summarises material variances and where these are occurring compared to the '£zero' budget at Q2.

	HRA	Housing Options
<u>Variances</u>	Q2 22/23 projected variance	Q2 22/23 projected variance
<u>Expenditure</u>	£k	£k
Salaries (see note 3.8)	95	687
Temporary staff	298	172
Utilities	1,070	86
Fuel	50	0
Materials	178	0
Supplies & Services	42	130
SLAs	-107	-29
Private Rent Incentives	0	254
B&B and Security	0	63
External Contractors	668	0
Net Others	41	0
<u>Income</u>		
Capital Income	-70	0
Other Income	-8	-498
Additional Mgmt. Fee	0	-661
Surplus(-) / Deficit	2,257	204
<i>WTE vacant posts (no.)</i>	61.7	2.5

NB: For this report, variances above £40k from the budget will be considered significant.

HRA Operations

6.2. The projections table above contains a number of large budget pressures.

6.3. The main HRA variances projected for the year are in the following areas :

- Salary costs; £95k over budget – as detailed above alongside vacant post impacts;
- Temporary staff: £298k (754%) over budget to cover for vacant posts and additional requirements;
- Utilities; £1,134k over budget due to
 - A 384% inflation increase (budgeted 55%) for gas;.
 - Electricity budgeted increase by 38%, now expected to be 112%;
- Fuel; £50k budget pressure based on the increase of cost of petrol and diesel;
- Contractors; £668k over budget. Due to vacancies, key areas of work have been outsourced such as electrical testing, scheduled repairs and standard void works;

- SLAs: £107k saving, mainly due to £85k saving on the ICT SLA, largely due to server rationalisation and relocating to Civic; and
- Recharges to capital; Projections are generally in line with budget overall. An additional £70k of income has been projected, comprising £120k improvement works from Fire Risk Assessments recommendations and major works on voids is projecting £50k less income than budget.

Housing Options operations

6.4. The main Housing Options variances projected for the year are largely funded from additional management fee agreed by the Council and funding from DLUHC via the Rough Sleeper Initiative (RSI) as shown in the table below;

<u>Description</u>	<u>£k</u>
Additional Posts	846
Private Rent Sector Housing Initiatives	253
Temp Accommodation & Security Saving (net of HB)	-118
Additional costs total	981
Additional Management Fee income	-661
RSI & Other Grants	-320
Surplus and Deficit impact	0

6.5. The main Housing Options variances projected for the year are:

- Employee related costs : £858k over budget – comprising
 - management fee funded posts totalling £506k
 - grant funded posts totalling £270k. This is reflected by increased management fee and Other Income forecasts, the Q2 forecast includes additional grant income recently agreed for new posts approved to March 23 for the Accommodating Ex Offenders and Ukraine projects
 - Estimated impact of new pay award offer of £82k;
 - All temporary posts are now recruited to with start dates throughout August, September and October.
- Utilities: £86k over budget due to inflation;
- Supplies & Services: £447k over budget, partially funded from additional management fee. This includes
 - £253k to support initiatives to work with the Private Rented Sector (PRS) which will facilitate access to additional accommodation units
 - a forecast overspend of £98k on hotel accommodation and security. The planned removal of security at one hotel by end of July has not happened as numbers have not come down sufficiently – the revised forecast is based on the removal of security by end of October.
 - Also included in Q2 is £60k Winter Plan expenditure, funded by additional RSI funding
- Management Fee: £661k additional income; relating to the additional funding agreed for the recovery plan.
- Other income: £498k additional income;
 - £294k Rough Sleeper Initiative (RSI) grant
 - £60k Winter Plan Funding (RSI)
 - £51k Accommodating Ex Offenders Grant, including new posts approved to March 2023

- £81k additional Housing Benefit income to budget corresponding to the increased forecast for hotel accommodation
- £12k DC funding for post supporting the Ukraine project to March.

7. Operations - year to date key operational points and Risks/Key issues/Actions

7.1. Key issues or risks as summarised by Heads of Service are set out below (Appendices A-E).

Housing and Customer Services:

7.2. No operational issues other than the budget pressures identified above. The Q2 figures are projecting a £593k deficit which reduces to £71k after assumed additional management fees for pay award and inflationary pressures. This is expected to reduce further to a breakeven position as further analysis is underway and once confirmed will show a small reduction in projected salary costs due to timing of appointments, and increased grant funding to assumed mental health and domestic abuse posts.

Corporate Services:

7.3. No operational issues other than the budget pressures identified above.

Property Services: Asset Management Services

7.4. The Asset Management Team and Health & Safety are currently holding 17.8 vacant posts and the majority are being held pending re-alignment. Staff consultation started week commencing 26th September and all posts have passed through Moderation Panel, so realistically recruitment will start end of October at the earliest. There are still no major concerns on delivery of works within the service area in the short term.

7.5. The dilapidation costs resulting from relocation of staff from St Leger Court (SLC) and St Leger House (SLH) to the Civic Building are still being finalised, but there is an additional budget pressure of £45k currently projected.

7.6. The External Contractor budget is reporting a saving of £60k. The budget of £130k is specifically for cladding maintenance on high rise blocks, but due to disputes with the contractors who installed the cladding, the budget is being utilised with associated costs for expert witness samples and laboratory checks.

7.7. There are no other material changes from the position projected at this stage.

Property Services: Building Services

7.8. There is still a large number of vacant posts within Property Services (see below). The numbers reduced last month, but this was mainly the apprentices coming out of their time and filling permanent trade posts. Although recruitment is in progress for the majority of the posts there has been difficulty in appointing, especially in certain trades such as Electricians and Joiners.

7.9. A recruitment day was held recently on 14th September and there was a few potential appointments.

- 7.10. Agency staff, overtime and staff transfers internally are being utilised to cover certain posts and to ensure essential delivery targets are met.
- 7.11. Due to vacancies, some works have been passed to contractors to ensure delivery and performance targets are met. These include electrical testing, scheduled repairs and standard void works.
- 7.12. Lettable void numbers are significantly lower than this time last year and at a manageable level. Overtime has stopped at this stage and the costs incurred have resulted in a projection of £85k for the year. The recent recruitment of two Joiners will reduce the need for contractors and maintain low void numbers and relet times.
- 7.13. The table below shows repairs orders and void numbers after six months, and comparatives from earlier years. The mix of repairs has changed as all gas repairs are now classed as emergency and not urgent, so from Q2 there will be a spike in emergency repairs and a reduction in urgent orders.

<u>Year to date repairs orders</u> – 6 months	Sep-22 no.	Sep-21 no.	Sep-20 no.
Emergency Orders	6,056	4,169	4,447
Urgent Orders	11,039	15,544	14,123
Routine Orders	7,692	8,086	5,829
Scheduled Orders	3,612	3,799	4,171
Total	28,399	31,598	28,570
<u>Voids</u>			
Terminations – <u>Year to date</u>	547	572	594
Lettings – <u>Year to date</u>	623	552	n/k
Lettable voids <u>at month end</u>	91	159	178
Non lettable <u>at month end</u>	12	5	4
Earmarked for demolition	8	5	0
Gross voids <u>at month end</u>	111	169	182

General Fund Housing Options:

- 7.14. The Housing Options Service is still experiencing overwhelming high demand for services with circa 2,000 requests for service a month and an average of 50 customers per day claiming to be ‘homeless tonight’.
- 7.15. The budget variance information above shows where and why the main variances to budget are projected. The service has been awarded additional funding from the Council to deliver a transformation project and also funding from DLUHC via the Rough Sleeper Initiative (RSI). It is estimated that the proposed solution will take 12 months from the date of implementation to address the backlog of cases.
- 7.16. The additional funding will cover two main areas;
- 20.5 FTE additional temporary staff members for a period of 12 months at a cost of £846k, focusing on prevention work and dealing with cases before they become homeless or at the relief stage; and

- Additional funding of £253k to support initiatives to work with the private rented sector which will facilitate access to the much needed additional accommodation units and be used as prevention to people becoming homeless.

7.17. Significant progress has been made in recruitment with 27 appointments, some of which are backfills to existing posts, made in the past couple of months and all started or due to start shortly.

7.18. It is anticipated that the projected deficit will improve as Housing Benefit recovery rates are improving steadily. They are currently projected at the budgeted 65% but thought to be higher than this, with verification work underway at the time of writing.

Employees:

7.19. The largest projected variance is in salary related costs and totals a £1.25m 'overspend' – mainly £782k 'over' on salary costs and £470k over on temporary staff costs. The sections above detail the unique circumstances behind most of this variance, ie pay award assumptions. However, there are currently 64.2 WTE posts vacant which equates to a 8% vacancy factor (VF). The budget assumes a 4% VF, equivalent to around 33 WTEs.

Budgeted Establishment	Vacant posts	22/23 Total vacant	22/23 Total vacant	21/22 Total vacant
2022/23 FTE		Q2 WTE	Q1 WTE	Q4 WTE
236.3	Housing and Customer Services	6.5	11.7	11.9
65.1	Corporate Services	3.0	6.0	6.0
82.4	Asset Management / H&S	17.8	22.4	16.2
401.8	Property Services	34.4	55.2	42.2
31.5	Housing Options	*2.5	* 23.0	3.0
* 817.1	Net Total vacant posts	64.2	118.3	74.5

* includes temporary posts agreed as part of the recovery plan and were not included in the budgeted establishment

8. Recommendation

8.1. For Board to note the Revenue Monitoring report as at 30 September 2022 and the projected outturn for the financial year 2022/23.

9. Procurement

9.1. Procurement implications are referenced as appropriate in the body of the report.

10. Value For Money

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

11. Financial Implications

11.1. Financial implications are considered within the body of the report

12. Legal implications

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

13. Risks

13.1. Financial and Operational risks are detailed in the report.

14. IT Implications

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

15. Consultation

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

16. Equality and Diversity

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

17. Communication

17.1. There are no communication requirements arising from this report

18. Environmental

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

19. Recommendation

19.1. For Board to note the Revenue Monitoring Report as at 30 September 2022 and the projected outturn for the financial year 2022/23.

Report author

Nigel Feirn – Head of Finance and Business Assurance

Budget Monitoring Working Papers 2022/23 Budget

Appendices A to F – Directorate Revenue Summaries

Appendices 1, 2 and 3 – Revenue summaries for SLHD, HRA and General Fund

HEADS OF SERVICE COMMENTARY

1. Housing and Customer Services

- 1.1. At the end of September 2022, the Housing and Customer Services Directorate is projecting a **deficit of £593k**, of which £302k relates to the additional pay award for 22/23 and £220k price inflation. The adjusted deficit would be £71k.

Housing Management

- 1.2. The projected £593k deficit reduces to £71k after assumed additional management fees for pay award and inflationary pressures. This is expected to reduce further to a breakeven position with a reduction in projected salary costs due to timing of appointments and upon receipt of additional grant funding. Further analysis is underway.
- 1.3. Premises Expenses are a pressure area showing a significant projected overspend due to the increase in utility costs for communal areas. Forecasts are based on last year's usage and this year's prices. There is no indication at this stage that usage compared to last year has changed significantly
- 1.4. Legal SLA costs are projected to overspend by £20k due to increased casework and complexity of cases. A review is currently being undertaken to look at these costs.

Customer Services

- 1.5. No major concerns or issues to report in respect of this budget.

Choice Based Lettings

- 1.6. No exceptional variances in the Quarter 2 projected underspend, as previously reported. Main variances due to short-term vacancies due to maternity leave hours not being fully covered in the first quarter.
- 1.7. The projected underspend is likely to be needed to support backfilling of secondments to support the IT upgrade to Open Housing later in the year.

Appendix B

2. Corporate Services

- 2.1. At the end of Q1 2022/23, the Corporate Services Directorate is projecting a **surplus of £27k**, including the pay award inflationary pressure estimated at £102k. The adjusted surplus would be £129k.
- 2.2. There are two main elements to this variance :
- Salary costs over budget by £42k (including pay award pressure £102k)
 - SLA cost savings of £88k as a result of server and infrastructure from TOP and relocation to Civic Office

Human Resources & Organisational Development (HR&OD)

- 2.3. The HR&OD budget remains underspent against profiled budget year to date however this is in the main due to the fact that a number of learning activities planned are likely to occur and cost in the latter part of the year – for example Customer Excellence learning. Once these costs are realised this will significantly change the budget position reducing the underspent. We do remain mindful of the ongoing budget position for spend on training, particularly as new learning requirements continue to emerge, work is ongoing to determine what training needs to happen in this financial year.

Financial Services

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

ICT & Business Excellence

- 2.5. Due to the rationalisation and reduction of servers as a result of TOP, along with the reduced infrastructure/network charges as a result of moving from St Leger Court and St Leger House to the Civic Quarter, the SLA is lower than originally estimated.
- 2.6. Supplies and Services will include a number of in year procurements for hardware and software solutions but is expected to be within budget.

Appendix C

3. Asset Management Services

- 3.1. The service area is currently forecasting an end of year surplus of £72k. This is a static position from last month. The forecast (small) surplus is predominantly due to vacant posts across the department, some of which are being held pending the realignment (consultation now underway) or ongoing challenges with filling some vacancies (in particular construction project manager positions). The forecast end of year underspend would have been significantly higher, but the incorporation of the offered pay award and increasing costs around disrepair, skips and additional costs due to a delayed handover of St Leger Court and St Leger House earlier in the year, has significantly reduced the savings made from vacant positions.
- 3.2. Even though the External Maintenance Contractor (Revenue) budget line is tracking more or less on budget at the moment, this is being carefully monitored given concerns that the volume of work needing to be contracted out is not reducing.
- 3.3. Other issues to note are:
- The rise in utility costs for buildings and fluctuating fuel costs for vehicle fleet present a potential risk/budget pressure for the service area over the coming months.
 - A further potential risk is future rental costs for Shaw Lane. A rent review is currently underway and the proposed amounts from the landlord are significantly higher than current rental values. Doncaster Council Assets Team are supporting SLHD in these negotiations.

- A budget for the appointment of a specialist advisor / consultant to advise on options for the removal of gas at Intake high rise will be required if this option is to be explored further. This will be in the region of £70k. The hope is to commission this work before Christmas.
- The detailed dilapidation schedule for St Leger Court and St Leger House are still awaited, which may present a future budget pressure.
- The need to replace the aging CCTV at Shaw Lane has meant that the repairs budget for the year for the building will overspend.
- There may be a need to increase refuse collection provision to some communal halls due to welfare use and complaints from users (and potential for some of these to be used as warm banks), thus increasing the SLA costs. This is currently being explored.
- Whilst SLHD has successfully defended and won some recent disrepair cases, there has also been the need to settle some cases where the legal costs have run into several thousand pounds per case. The number of disrepair cases is starting to increase and are proving more difficult to defend given the link with delayed repairs during the pandemic. Consequently, the disrepair budget forecast has been increased to reflect this and may need to be increased further over the coming months.
- Skip usage at Shaw Lane has increased, with more teams seemingly using the provision, thus increasing central costs (but reducing service area costs).

4. Building, Health & Safety Compliance

In summary the key issues to note are:

- 4.1. External Maintenance contractors – the contract for the provision of Fire Risk Assessments through Savills expires this year and work is underway with the procurement team at DMBC to identify a route to market. A specification for the provision of fire risk assessments is being written by the compliance team. During the project consideration will be given to the way we undertake and record fire risk assessments with the goal of using one software system.
- 4.2. The Lift consultancy contract has been evaluated and awarded for a three year term. There is an increased demand for asbestos surveys and for removal works.
- 4.3. The contract for the remedial fire risk actions at Jubilee Court, Wheatley has been awarded to Openview work will be commencing on a 6 month project.
- 4.4. The key contributing factor to the forecast underspend position is the continuing number of staffing vacancies within the team against the approved budget. Recruitment continues with good progress.
- 4.5. Staffing –
 - the Health & Safety Advisor has been advertised and the position offered the candidate who will be starting November 21st 2022. We are also using one member of agency staff to assist with the increased number of requests for asbestos surveys this will continue for the remainder of the financial year. We have a grade 2 vacancy position of H&S admin we are holding the recruitment to this post whilst we consider the workload and establish the Occupational H&S team and recruit later in the year.

- The Building Safety Officer position has been advertised and a successful candidate has been appointed and will be starting before the end of October 2022. One of the Building Safety Surveyor roles will be recruited to before the end of the financial. The other position within the building safety team will be filled following the completion of the Assets structure review.

4.6. There are no emerging potential budget pressures.

Appendix D

5. Property Services

- 5.1. **Employee expenses** – have been reduced by £66k from original profile. This is based on current vacancies and agency staff that was originally projected, but not materialised (including void Joiners, less agency on planned also)
- 5.2. **Materials** – has shown an increase of £155k due to price increases across the board. This also includes a £30k estimate for CO detector replacements starting next February during the gas servicing programme
- 5.3. **Supplies & Services** – has also increased by £25k due to pressures on planned skip usage based on current work activities requiring more skips due to the type of work mix.
- 5.4. **External Contractors** – has increased by £100k overall and is now projecting £668k overspend; £45k for Wessex due to outstanding accounts from 21/22 that orders were not raised in OH and Wessex did not invoice us until after year end. An Ansa increase £22k combination of old invoices, additional spare parts and price increases; £15k for Metro Rod on responsive for drainage assistance; £10k on void cleans/screens (Orbis) with specialist industrial cleans becoming more expensive.
- 5.5. **Capital Income** – Now reduced by £50k on voids as discussed at the recent Q2 capital monitoring meeting.
- 5.6. **Risks** – There remains the ongoing risks on inflation, availability of resources and the need for additional contractors for the delivery of works across our services. Delivering our anticipated income on capital schemes also remains a risk due to these additional pressures.

6. Non Building Services

- 6.1. District Heating budgets and the Utility pressure is due to Gas prices set by Corona exceeding what was expected at budget setting from a 55% increase to 384% based on the external influences causing real volatility in the market. There is an expected further increase from October, but the details of the impact will be known shortly. Electricity budgets also remain under pressure in line with external influences and the budgeted 38% increase, but projected to be 112%.

7. General Fund Housing Options

- 7.1. The Housing Options service is projecting a **deficit of £204k** at Q2, including the impact of the additional pay award, estimated at £82k, utilities inflation of £86k, and the site clearance at White Towers, £36k. All other variances are funded from additional management fee.
- 7.2. The Home Options service is still experiencing overwhelming high demand for services with circa 2,000 requests for service a month and an average of 50 customers per day claiming 'homeless tonight'. This is still putting huge pressures on the workforce, providing minimum opportunities for robust case management and impacting on the use of B&B accommodation.
- 7.3. The projected overspend with regards premises is due to 2 main reasons:
- Payment of utilities for G&T sites
 - Payment of utilities for temporary accommodation (TA)
- 7.4. The utilities inflationary pressures for G&T sites/TA is due to 22/23 YPO prices far exceeding the inflation we included at 22/23 budget setting (gas 384% compared to 55% and electricity 112% compared to 38%). This is also due to the fact that St Leger Homes pay for utility usage for tenants in TA, which should be funded directly by the tenants.
- 7.5. Supplies and Services includes a cost of £250k for private rented sector (PRS) incentive costs, this is offset by the projected reduction in B&B as a result of higher use of PRS accommodation.

Actions to address

- 7.6. **Premises:** The TA tenancy agreement has been reviewed to ensure tenants are responsible for their own utility costs. This is in line with other local authorities and also financially prepares tenants much better for moving on to permanent accommodation.
- 7.7. **Supplies and Services / Employees:** The service has been awarded additional funding from the Council to deliver a transformation project and also funding from DLUHC via the Rough Sleeper Initiative (RSI). It is estimated that the proposed solution will take 12 months from the date of implementation to address the backlog of cases. Additional funding will cover two main areas;
- 20.5 FTE additional temporary staff members for a period of 12 months (seven of these posts are funded from RSI grant funding and will continue to be funded for a further two years from that approved grant allocation) at a cost of £846k. These staff will primarily focus on prevention work and dealing with cases before they become homeless or at the relief stage; and
 - Additional funding, £254k to support initiatives to work with the private rented sector which will facilitate access to the much needed additional accommodation units and be used as prevention to people becoming homeless.

7.8. The additional posts have now been recruited to and after a period of induction and training is fully operational from 19 September 2022. Staff have been deployed into key roles to ensure the development of the prevention agenda, access into the private rented sector and reduction of emergency B&B accommodation. Targets have been set to decrease high cost accommodation and we are already seeing positive progress in reductions, customer response times, case management and levels and move on.

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 September 2022

	Income / Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2022 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	29,134	14,570	13,993	-577	30,362	1,228	4%
Premises Expenses	2,228	1,110	1,138	28	3,458	1,230	55%
Transport	2,463	1,230	1,261	31	2,497	34	1%
Supplies & Services	4,215	2,110	2,373	263	4,712	496	12%
Materials-Buildings Services	6,188	3,090	3,161	71	6,366	178	3%
Service Level Agreements	4,017	2,010	410	-1,600	3,881	-135	-3%
Total Management Expenditure	48,244	24,120	22,335	-1,785	51,275	3,031	6%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,291	650	882	232	1,959	668	52%
External Maintenance Contractors (Capital)	674	340	117	-223	674	0	0%
Total Maintenance Expenditure	1,965	990	999	9	2,633	668	34%
Gross Expenditure	50,209	25,110	23,334	-1,776	53,908	3,699	7%
Income							
Management Fee - HRA	-34,206	-17,100	-17,103	-3	-34,206	0	0%
Management Fee - General Fund	-2,088	-1,040	-1,044	-4	-2,749	-661	32%
Recharges to Capital Schemes (In House)	-10,585	-5,290	-5,194	96	-10,655	-70	1%
Recharges to Capital Schemes (Contractors)	-674	-340	-117	223	-674	0	0%
Other Income	-2,656	-1,330	-566	764	-3,162	-506	19%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-50,209	-25,100	-24,024	1,076	-51,447	-1,237	2%
Surplus(-) / Deficit	0	10	-689	-699	2,461	2,461	-

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 September 2022 - 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 September 2022 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	28,028	14,020	13,225	-795	28,398	369	1%
Premises Expenses	1,422	710	1,013	303	2,566	1,144	80%
Transport	2,463	1,230	1,261	31	2,497	34	1%
Supplies & Services	2,987	1,500	1,404	-96	3,036	49	2%
Materials-Buildings Services	6,188	3,090	3,158	68	6,366	178	3%
Service Level Agreements	3,965	1,980	421	-1,559	3,858	-107	-3%
Total Management Expenditure	45,053	22,530	20,481	-2,049	46,721	1,668	4%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	1,291	650	882	232	1,959	668	52%
External Maintenance Contractors (Capital)	674	340	117	-223	674	0	0%
Total Maintenance Expenditure	1,965	990	999	9	2,633	668	34%
Gross Expenditure	47,018	23,520	21,480	-2,040	49,353	2,335	5%
Income							
Management Fee - HRA	-34,206	-17,100	-17,103	-3	-34,206	0	0%
Management Fee - General Fund	0	0	0	0	0	0	-
Recharges to Capital Schemes (In House)	-10,585	-5,290	-5,194	96	-10,655	-70	1%
Recharges to Capital Schemes (Contractors)	-674	-340	-117	223	-674	0	0%
Other Income	-1,552	-780	-567	213	-1,561	-8	1%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-47,018	-23,510	-22,980	530	-47,096	-78	0%
Surplus(-) / Deficit	0	10	-1,501	-1,511	2,257	2,257	-

St. Leger Homes of Doncaster Ltd Revenue Summary as at 30 September 2022 - General Fund Housing Options

	Income / Expenditure for the year				Projected Outturn at year end	Projected Variance at year end	
	Original Budget £'000	Budget to Date £'000	Actuals as at 30 September 2022 £'000	Variance to Date £'000	Estimates £'000	Variance £'000	Variance %
Management Expenditure							
Employee Expenses	1,105	550	768	218	1,964	858	78%
Premises Expenses	806	400	126	-274	892	86	11%
Transport	0	0	0	0	0	0	-
Supplies & Services	1,228	610	969	359	1,675	447	36%
Materials-Buildings Services	0	0	3	3	0	0	-
Service Level Agreements	52	30	-11	-41	23	-29	-55%
Total Management Expenditure	3,192	1,590	1,854	264	4,555	1,363	43%
Maintenance Expenditure							
External Maintenance Contractors (Revenue)	0	0	0	0	0	0	-
External Maintenance Contractors (Capital)	0	0	0	0	0	0	-
Total Maintenance Expenditure	0	0	0	0	0	0	-
Gross Expenditure	3,192	1,590	1,854	264	4,555	1,363	43%
Income							
Management Fee - HRA	0	0	0	0	0	0	-
Management Fee - General Fund	-2,088	-1,040	-1,044	-4	-2,749	-661	32%
Recharges to Capital Schemes (In House)	0	0	0	0	0	0	-
Recharges to Capital Schemes (Contractors)	0	0	0	0	0	0	-
Other Income	-1,104	-550	1	551	-1,601	-498	45%
Direct Charge to HRA	0	0	0	0	0	0	-
Total Income	-3,192	-1,590	-1,043	547	-4,351	-1,159	36%
Surplus(-) / Deficit	0	0	811	811	204	204	-

ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 1 December 2022

Item : 11

Subject : Q2 Capital Monitoring Report
2022/23

Presented by : Julie Crook
Director of Corporate Services

Prepared by : David Henderson
Management Accountant

Purpose : To inform Board of the projected capital expenditure for 2022/23, the funding available and the actual and committed expenditure to date as at 30th September 2022.

Recommendation:

For Board to acknowledge the Capital Monitoring Report and the projected outturn for the financial year 2022/23.

Company Number 05564649
A Company Limited by Guarantee
Registered in England

**To: the Chair and Members of the
SLHD Board**

**Agenda Item No. 11
Date: 1 December 2022**

1. Report Title

1.1 Q2 Capital Monitoring Report 2022/23 as at 30th September 2022.

2. Executive Summary

2.1 The reported projections at Q2 show the planned, in-year spend on the Housing Capital Programme would be £31.12m, an under-spend to the revised budget of £3.24m.

3. Purpose

3.1 To inform Board of the projected capital expenditure for 2022/23, the funding available and the actual and committed income and expenditure to date as at 30th September 2022.

4. Recommendation

4.1 Board are asked to acknowledge the Capital Monitoring Report and the forecast outturn for the financial year 2022/23.

5. Background - Housing Capital Programme 2022/23

5.1 The Housing Capital Programme for 2022/23, for which SLHD has overall financial management is summarised at **Appendix A**. The projected in year spend of £31.12m is an under-spend of £3.24m from the budgeted spend of £34.36m.

5.2 Further analysis of the Housing Capital Programme can be found at **Appendices B&C**:-
1. **Appendix B**. Public Sector Housing Capital Programme.
2. **Appendix C**. Private Sector Housing Capital Programme.

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

5.4 The Council approved a four year Housing Capital Programme on 28th February 2022, totalling £204m across the four years.
The main priorities of the programme in 2022/23 are:

- Council House Build Programme.
- Council House Improvement and Maintenance Programme.
- Fire Safety Improvements.

- Electrical Works.
- Energy Efficiency Works.
- Residential Site Improvements.
- Net Zero Carbon.

6. Expenditure Variances

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

SLHD Managed Schemes

6.2 The element of the capital programme managed by SLHD is forecast to outturn at £23.50m against resources of £26.04m, an under-spend of £2.54m.

6.3 (£0.30m, 15%, under budget) Fire Safety Works

The forecast has been revised to reflect the amount of works issued to the contractor and include the enabling works associated with the Milton Court scheme. The £302k funding will be slipped into 2023/24.

6.4 (£0.88m, 8%, under budget) External Works

(£50k, Soil Stacks)

Options for the replacement of the stacks are being assessed (PVC/ Cast). The contractor, Wates are hoping to be onsite in January after the design has been finalised and the profile has been reduced to reflect the works being completed next year. As the properties are age designated, there may be associated decanting costs incurred.

(£500k, Remedial Works to High Rise Buildings)

The delays associated with the cladding removal has affected the planned delivery of the balcony related works. Works to the first block has been re-scheduled to commence in April 2023 and the funding will be slipped into 2023/24.

£60k, External Planned (In house)

The forecast spend on external planned maintenance works has been revised to reflect the current programme of works. The overall level of in house income remains unchanged, with a corresponding reduction in the level of in house re-inclusion work.

(£391k, Communal Halls Refurbishment and Conversions)

The planned works to the remaining two halls has been delayed pending a review of the design required to comply with the planning requirements associated with construction in a designated flood zone.

6.5 (£0.12m, 23%, under budget) Acquisitions

The spend on acquisitions is reliant on the availability of properties that match the required criteria and the forecast has been reduced based on current availability. The market is being closely monitored to ensure there are no missed opportunities.

6.6 (£1.07m, 78%, under budget) Caravan Site Improvements

(£340k) Residential Sites

The planning applications in respect of the fire barriers have been submitted however, a decision is still pending following a request for additional information. It is unlikely that the project will be in a position to commence until early in the new financial year.

(£727k) Gypsy & Traveller Sites

The designs for the G&T sites have been received, but require resident consultation prior to submission of the planning applications. As the planning applications are not likely to be submitted by late November, it is unlikely that any works will fully commence until early in the new financial year.

6.7 (£0.10m, 90%, under budget) Assistance Loans

The empty home loan product with Sheffield Homes and Loans is yet to be approved and all the funding has been slipped into 2023/24. The uptake on empty property landlord grants is expected to be minimal.

6.8 £0.03m, 36%, over budget, Demolition HRA

The forecast in respect of the demolition of the units at Gargrave Close has increased due to additional costs associated with the demolition of the flooring structure.

7. DMBC Managed Schemes

7.1 The element of the capital programme managed by DMBC is forecast to outturn at £7.62m against resources of £8.32m, an under-spend of £0.70m.

7.2 (£0.70m, 12%, under budget) Council House New Build.

Phase 1.

The forecasts have remained unchanged this quarter with the following caveats;

The biggest risk with this project lies with the completion of the Adwick Lane site, originally scheduled for completion Feb/Mar 2023. Due to numerous delays and cancellation by Northern Power Grid (NPG) the mains connection are still outstanding. Until NPG connections are completed, there will be a delay in the build programme and this will

have an impact on programmed completion dates. This is a national problem and not isolated to Doncaster or the Contractor. Appleby Road and Athelstane Crescent, although delayed, should complete this financial year but likely to be in quarter 4 rather than quarter 3. However, Adwick Lane may be delayed into April 2023 and, if so, it will have an impact on the budget due to be spent this financial year resulting it having to be moved into 2023/24. A huge amount of work has been completed so far and is still on-going with the contractor to make up for lost time and the Council should know more about the delay over the coming weeks in respect of all 3 sites but in particular to Adwick Lane. The delay in the build programme will also result in a further Compensation Event (CE) with a risk increase in the total of price and a delay in completion. The monetary figure attached to this CE is unknown at present.

Phase 2.

(£0.70m, Council house new build)

The estimated budgeted spend on the Phase 2 developments has been revised pending the outcome of the full tender exercise which has a closing date of 19th October 2022. A fully worked up delivery programme will follow the tender completion and will be reported at Quarter 3.

8. Future Plans / Work In Progress.

- 8.1 Expenditure and the associated in house income will be closely monitored throughout the year to ensure that the budgeted levels are achieved.

9. Procurement

- 9.1 All the work delivered through the DMBC capital programme was procured in line with the requirements of DMBC's financial procedure rules and contract standing orders.
- 9.2 Delivery of the projected programme for 2022/23 will be subject to the availability of St leger homes employees, building materials and contractors as the whole sector is experiencing issues post Covid.

10. VFM Considerations

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

11. Financial Implications

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

12. Legal Implications

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

13. Risks

13.1 Risk implications are implicit in the report. DMBC's Capital Programme budget was £38.38m to deliver a number of priorities, primarily building new affordable homes, improving, and maintaining existing housing stock.

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

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

14. IT Implications

14.1 Not applicable.

15. Consultation

15.1 All Budget holders and EMT.

16. Diversity

16.1 There are no diversity issues arising from this report.

17. Communication Requirements

17.1 There are no communication requirements arising from this report.

18. Equality Impact Assessment (New / Revised Policies)

18.1 Not Applicable

19. Environmental Impact

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

20. Report Author, Position, Contact Details

20.1 David Henderson
Management Accountant 01302 737987

21. Background Papers

21.1 Capital Programme (2022/23-2025/26) budget report 28 February 2022.

Summary of Housing Capital Programme 2022/23 as at 30th September 2022

	Original Estimate - Approved Programme £000	Revised Budget (Approved Qtr1) £000	Forecast Outturn £000	Variance Outturn to Revised Budget £000
SLHD Managed Schemes				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	2,750	2,750	2,750	0
Mechanical and Electrical Improvements	2,921	2,921	2,921	0
Fire Safety Works	1,507	2,002	1,700	(302)
Internal Works	1,727	1,727	1,647	(80)
External Works	12,296	10,591	9,710	(881)
Environmental Works	2,009	2,200	2,175	(25)
IT Improvements	500	105	95	(10)
Acquisitions	373	543	420	(123)
Acquisition Refurbishments	-	150	170	20
Caravan Site Improvements	1,340	1,367	300	(1,067)
Assistance Loans	360	111	11	(100)
Demolition HRA	70	70	95	25
Sub-Total	27,353	26,037	23,494	(2,543)
DMBC Managed Schemes				
Adaptations for the Disabled	2,200	2,100	2,100	0
Council House New Build	8,687	5,953	5,253	(700)
Affordable Housing	88	211	211	0
Demolitions	54	59	59	0
Sub-Total	11,029	8,323	7,623	(700)
Overall Housing Programme Total	38,382	34,360	31,117	(3,243)
Funding				
Major Repairs Reserve / Depreciation	19,870	17,390	17,428	38
Revenue Contribution - HRA	9,271	6,793	6,420	(373)
Usable Capital Receipts	2,203	2,054	838	(1,216)
Section 106	88	211	211	0
Prudential Borrowing	6,950	4,762	3,410	(1,352)
Grants	-	3,150	2,810	(340)
Under(-) / Over Commitments	38,382	34,360	31,117	(3,243)
Percentage Funded	100%	100%	100%	

Summary of Housing Capital Programme 2022/23 as at 30th September 2022

	Original Estimate - Approved Programme	Revised Budget (Approved Qtr1)	Forecast Outturn	Variance - Outturn to Revised Budget
	£000	£000	£000	£000
SLHD Managed Schemes				
Capital Management Delivery Fee	1,500	1,500	1,500	0
Void Improvements	2,750	2,750	2,750	0
Mechanical and Electrical Improvements	2,921	2,921	2,921	0
Fire Safety Works	1,507	2,002	1,700	(302)
Internal Works	1,727	1,727	1,647	(80)
External Works	12,296	10,591	9,710	(881)
Environmental Works	2,009	2,200	2,175	(25)
IT Improvements	500	105	95	(10)
Acquisitions	373	543	420	(123)
Acquisition Refurbishment	0	150	170	20
Demolition HRA	70	70	95	25
Sub-Total	25,653	24,559	23,183	(1,376)
DMBC Managed Schemes				
Adaptations for the Disabled	2,200	2,100	2,100	0
Council House New Build	8,687	5,953	5,253	(700)
Sub-Total	10,887	8,053	7,353	(700)
Overall Housing Programme Total	36,540	32,612	30,536	(2,076)
Funding				
Major Repairs Reserve / Depreciation	19,870	17,390	17,428	38
Revenue Contribution - HRA	9,271	6,793	6,420	(373)
Usable Capital Receipts	449	517	468	(49)
Prudential Borrowing	6,950	4,762	3,410	(1,352)
Grants	0	3,150	2,810	(340)
Under(-) / Over Commitments	36,540	32,612	30,536	(2,076)
Percentage Funded	100%	100%	100%	

Summary of Housing Capital Programme 2022/23 as at 30th September 2022

	Original Estimate - Approved Programme £000	Revised Budget (Approved Qtr1) £000	Forecast Outturn £000	Variance - Outturn to Revised Budget £000
SLHD Managed Schemes				
Caravan Site Improvements	1,340	1,367	300	(1,067)
Assistance Loans	360	111	11	(100)
Sub-Total	1,700	1,478	311	(1,167)
DMBC Managed Schemes				
Affordable Housing	88	211	211	0
Demolitions	54	59	59	0
Sub-Total	142	270	270	0
Overall Housing Programme Total	1,842	1,748	581	(1,167)
Funding				
Usable Capital Receipts	1,754	1,537	370	(1,167)
Section 106	88	211	211	0
Under(-) / Over Commitments	1,842	1,748	581	(1,167)
Percentage Funded	100%	100%	100%	

ST LEGER HOMES OF DONCASTER

Board Meeting Briefing Note

Title:	The One Project ('TOP') position statement
Action Required:	To provide Board with an update on the procurement, implementation and next steps for OpenHousing (OH), the new integrated housing management ICT system project, formally known as 'TOP' For Board to note the progress of TOP
Item:	12
Prepared by:	Mark Haughey – Head of ICT and Business Transformation
Presented by:	Julie Crook - Director of Corporate Services
Date:	1 December 2022

1. Report Title

1.1 The One Project ('TOP') position statement.

2. Purpose

2.1 The purpose of this report to provide Board with an update on the :

- Purchase and implementation of Open Housing (OH);
- Progress made to date;
- Efficiencies gained in the period since the two go-live dates – Phase 1 November 2020 and Phase 2 October 2021 and
- Next steps.

2.2 This is a position statement as TOP is disestablished and the project moves to business as usual (BAU).

3. Executive Summary

3.1 In summary, given the scale of the undertaking and unprecedented circumstances during the life of the project, implementation has gone very well overall, with the phased milestones met. There are a small number of original project elements and also a few new additions that are still outstanding but these are scheduled to complete throughout 2023.

3.2 Investment and implementation project costs are summarised in the table below. Details and related commentary appear in the body of the report:

	Budget £k	Actual £k	Funding
IT Systems/Investment	800	622	DC Capital
TOP Team (staff costs)	552	904	SLHD resources
	1,352	1,526	

- 3.3 Costs of the contract with Capita for implementation are within the original budget despite the response to the Covid situation and splitting the project into two phases. However, the extended period of implementation and need for the TOP team to grow in that period has resulted in an overspend on the estimated staffing and backfilling costs.
- 3.4 Ongoing costs, summarised in the table below, for the support and maintenance of the solution have been significantly reduced, by £79k per year, when compared to the costs of the now decommissioned solutions.

	Before £k	After £k	Savings £k
System related support costs	211	132	-79

- 3.5 In terms of staff related efficiencies, while no financial targets were set, there were some deliverables and efficiencies expected. However, because of the extended implementation timescales, changes in structures, processes and services it is difficult to quantify actual staffing savings. Conversely, with the implementation of an out-of-the-box solution it has been recognised that some inefficiencies, especially in the early years post implementation, are unavoidable and there are a number of areas where inefficiencies have been incurred as the system gets implemented, but it is expected that overall these will disappear and further efficiencies will emerge as OH becomes embedded.
- 3.6 What next; as is the case for any key corporate solution, the journey to improve services is never complete and we are constantly looking for ways to maximise the solution and use of ICT, and a program of work will continue to be identified and presented to the Digital Transformation Board (DTB) for discussion and approval.

4. Background

- 4.1 Board will be aware that in 2017, SLHD embarked on 'The One Project' (TOP), created to deliver the integrated housing management solution providing one view of our customer information. The scope of the project was to replace multiple solutions used to provide our services – primarily Universal Housing (UH), TOTAL and Keystone, among others – with one fully integrated housing management system that enabled all users to be able to manage and deliver services from the one software solution. After an extensive tendering exercise, OpenHousing (OH) was the chosen solution and was procured from Capita in October 2018.
- 4.2 The key deliverable of the project was the implementation of a solution that enables SLHD to:
- Enhance customer service delivery and satisfaction;
 - Introduce a 'one team' approach to customer service delivery;
 - Manage assets more efficiently;
 - Reduce unnecessary process waste;
 - Improve data accuracy;
 - Reduce IT support and revenue costs through the amalgamation of multiple systems;
 - Exploit technology to increase digital and mobile accessibility.
- 4.3 Extensive process mapping of all key services was undertaken as part of the TOP business case for procuring OH. This mapping considered all key processes 'as is' and 'to be' and applied a number of assumptions on the potential (utopian) functionality of the solution selected.

- 4.4 As a result of the extended implementation timescales, changes in structures, processes and services it is difficult to quantify the efficiencies against any exercises performed at the outset, so this report will focus on the cashable savings and efficiencies as a direct comparison on the cost of the services and infrastructure before and after the launch of OpenHousing.
- 4.5 It was also acknowledged on procurement that whatever product was chosen it wouldn't be best in class for every process, but overall that one system would be much more efficient than the sum of the existing systems. It was also understood that the selected solution would be a Housing Management solution and would not replace all solutions and systems supporting other parts of the business.

5. Project summary - progress to date

- 5.1 Overall, implementation went well, and the combining a number of solutions into one system that has a Customer Relationship Management (CRM) hub was achieved. This means that details of Tenants, properties and assets are in a single repository, which in turn has resulted in the ability to respond to multiple queries in a single place. All incoming calls are recorded and managed through the CRM and there is now an integrated Tenant Portal accessible on the St Leger website.
- 5.2 There are a small number of elements of the whole project that are still being developed, implemented or embedded, and a project plan with timescales is reviewed at every Digital Transformation Board meeting. The main OH projects still ongoing are as follows:

<u>TOP residual work</u>	<u>OH development work</u>
e5 interface	Choice Based Lettings/ Homelessness module
EDM interface	Planned Maintenance module
Former tenant arrears workflow	C365 integration
Complaints workflow	Tenant portal
	Stores / Purchasing

- 5.3 In addition to the ongoing work, a scheduled upgrade from the existing locally installed OpenHousing solution to the web based OneHousing version is being planned. This was always part of the project and the upgrade is part of the original contract. This upgrade is dependent upon the web based system being available and fully operational.
- 5.4 Progress against the key deliverables of the project can be summarised as follows:-

Deliverable	Achieved	Comments
Enhance customer service delivery and satisfaction	Partly Achieved	Customer service delivery is greatly improved through the use of a CRM approach. More enhancements and subsequent marketing is required to increase full self-service.
Introduce a 'one team' approach to customer service delivery	Achieved	Through the use of OH we now have all the information in a single and consistent place.
Manage assets more efficiently	Partly Achieved	All assets are in a single repository, though the quality of the data is constantly being validated and

		improved.
Reduce unnecessary process waste	Partly Achieved	Streamlining processes has been achieved in many areas, though limitations on the product or our processes has prevented some areas being as efficient, though the overall impact is positive.
Improve data accuracy	Achieved	Data validation and verification was performed at every stage of the project resulting in improved data quality and accuracy. Any data sets that were incomplete or missing are being addressed.
Reduce IT support and revenue costs through the amalgamation of multiple systems	Achieved	Significant annual savings achieved through the rationalisation.
Exploit technology to increase digital and mobile accessibility	Achieved	The project resulted in more areas being able to work remotely. This will be further increased when the web based version of the solution is implemented.

6. Financial Implications

6.1 At the outset of the project, it was estimated that the cost to replace the existing outdated systems was £1.0m and this was the basis for the £1.0m efficiency target that was set for St Leger Homes over the period 2022/23 to 2024/25. During the life of the project the estimated and actual costs changed but the £1.0m efficiency target remained and we are on track to deliver it.

6.1 System purchase (CAPITAL budgets – funded by DC Capital Programme)

6.1.1 Capita's OpenHousing system was procured in October 2018 and expenditure of a capital nature (i.e. system purchase) was funded via the Doncaster Council (DC) Capital Programme. The table below summarises the budget, together with actual spend in financial years, highlighting the move to a phased approach over a number of years.

IT Systems/Investment	Original £k	Actual £k
18/19	800	12
19/20		192
20/21		297
21/22		121
		622

6.1.2 A revised capital budget was set of £646k for the awarded contract as detailed in the table below. This table reflects the estimate of how the budget was predicted to be apportioned, however due to a number of factors, such as the ability to extract the data needed from the incumbent systems ourselves (rather than use third party suppliers) compared to the additional spend with Capita for the splitting of the phases, means it is not possible to do direct comparisons of actual spend against these original estimates. However, the table shows an approximation and reflects that the actual costs is below the original budget.

Area / Costs	Estimated £k	Actual £k
Application Software purchase	119	119
Software Implementation	134	422
Training, Project Management	98	0
Hardware, Virtualised	35	7
Integration of existing systems	150	18
St Leger TOP Staff Implementation	60	56
DMBC Staff Implementation	50	0
Total costs	646	622

6.2 System implementation (SLHD REVENUE budgets)

6.2.1 Capita's OpenHousing system was procured in October 2018 and a dedicated TOP team numbering between 6 and 20 worked on the development and implementation over a period of three years.

6.2.2 The TOP team consisted of a dedicated Project Manager and a team of seconded staff to act as subject matter experts (SMEs), with roles being backfilled where needed. The team make-up and size varied throughout the life of the project. The table below summarises the original budgets each year and actual staff costs in year. The team was disestablished December 2021.

Staff budgets	Budget £k	Actual £k
19/20	249	259
20/21	174	355
21/22	129	290
	552	904

6.2.3 1.1. The original implementation plan was to go live all at once (big bang) and had an initial ambitious implementation timetable of 18 months, but due to a number of reasons (including Covid) the project was split into two phases.

- Phase 1 - Housing Management functions was implemented in November 2020
- Phase 2 - Repairs, Stores and Assets was implemented October 2021

7. **Post implementation efficiencies update – October 2022**

7.1 There have been a number of stages to the project and also the types and sources of efficiencies, and these have been considered separately below.

7.2 Now the system is fully in place, a different approach to calculating gains has been applied, and efficiencies have been estimated by looking separately at Non Pay (direct spend) and Pay (employee) costs.

7.3 Non Pay Costs – Revenue and funded within SLHD accounts

7.3.1 This is the more straightforward method as SLHD can look at expenditure on ICT systems primarily but also other direct costs pre TOP and compare with current spend levels.

7.3.2 The 'before and after' table below summarises ICT software costs directly comparable, and shows that to date the move to OH will save nearly £80k per year.

Before	£ £k	After	£k	Savings £k
Civica - UH	39	Civica - UH	0	-39
Keystone	25	Keystone	0	-25
Total Licences	40	Total Licences	0	-40
Total Mobile	66	Total Mobile	3	-63
Abritas	41	Abritas	47	6
		Capita (annually)	47	47
		Total Mobile Licenses	10	10
		Additional Mobile Licenses	25	25
TOP related software costs	211		132	-79

7.3.3 In addition there is a small saving on the technical Service level Agreement (SLA) with Doncaster Council, due to the reduction in the number of servers as a direct result of decommissioning the software in the table above. The savings are minimal at the moment due to the increased number of servers needed for OpenHousing, however a number of these servers will no longer be needed when we move to the Web based version of the product after which a number of the servers can be decommissioned with an estimated saving of around £40k per year from the SLA charges.

7.4 Pay (employee) costs

7.4.1 Each service area has looked at their staffing structures and budgets before OH and now and categorised any changes to either TOP related or growth/legislative/other. We haven't identified any direct staffing savings as a result of TOP, primarily due to the massive changes that have occurred in the time between project specification and completion.

7.4.2 It should also be acknowledged here that a small number of inefficiencies have been incurred as part of the implementation, as new ways of working have taken time to embed or new processes initially aren't as efficient as previous ones. For example - the stores processes are not as streamlined as the previous system (TOTAL) but the upgrade to the web based version should address this.

7.5 Next Steps

7.5.1 OpenHousing has now been implemented in full for almost a year, the TOP team disbanded and so OpenHousing has effectively moved into Business As Usual (BAU) in terms of support and development.

7.5.2 As is the case for any key corporate solution, the journey to improve services is never complete and we are constantly looking for ways to maximise the solution and use of ICT, and a program of work will continue to be identified and presented to the Digital Transformation Board (DTB) for discussion and approval.

7.5.3 A number of key projects are already established and will be monitored at DTB going forward, with the main ones being :-

- OpenHousing did not meet all the needs of the Choice Based Lettings (CBL) and Homelessness services (currently provided through the Abritas solution). For this reason, it was excluded from TOP, however a separate review was commissioned and advancement in the OH product has resulted in the decision to utilise OH. A project has been established.
- Planned Maintenance did not meet the needs of the business in the out-of-the-box module

and required further design and configuration consideration. A project has been established to work with Capita on a solution.

- The out-of-the-box tenant portal was launched alongside the first phase of the project. As part of the objective of more channel shift, further enhancements are planned to introduce more functionality (like the ability to appoint a date/time slot to a repair). It is key that the portal delivers on the customer expectations, and a good customer experience will help in the way that customers contact and interact with us.

8. Risks

8.1 No risks.

9. Recommendations

9.1 For Board to note the update and progress.

10. Report Author

10.1 Author: Mark Haughey Head of ICT & Business Transformation

ST LEGER HOMES OF DONCASTER

Board Briefing Note

Title:	Board Members Expenses and Attendance Register
Action Required:	Board are asked to note the information as an accurate record and approve the revised Board Expenses Policy.
Item:	13
Prepared by:	Julie Crook, Director of Corporate Services
Date:	1 December 2022

1. Summary

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

2. Background

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

3. VFM Considerations

- 3.1 From October 2011 both Tenant and Independent Board Members have an Agreement for Services. Board Members nominated from the Council receive no remuneration directly from the company as membership of SLHD Board is regarded as part of their Council duties.
- 3.2 In addition to Board and Committee meetings, attendance at training when appropriate ensures that Board Members have the level of skills and experience required to consider the information presented and make decisions. A copy of the attendance registers can be found at Appendix A.
- 3.3. Board strategic planning (half) days have taken place in July and November 2022.

4. Financial Implications

- 4.1 For the financial year 2022/2023 a budget of £33,090 was included within the overall budget. Expenditure to date is £12,231 and the projected outturn is £27,090. Savings of £6k are projected.

5. Declarations of Interest

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

6. Legal Implications

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

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

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

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

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

7. Board Members Expenses Policy

- 7.1 The Board Member expenses policy has been reviewed. No changes to the policy or the rates within are proposed as these are the same as those in our Employee expenses policy (which was also reviewed in 2022).

Board Members are asked to familiarise themselves with the Board Members Expenses Policy to ensure that all claims are made within the remit of the Policy. The Policy is attached at Appendix C.

8. Risk

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

9. Background Papers

- 9.1 Appendix A – Board and Committee Member Attendance Record
Appendix B - Declaration of Interests
Appendix C – Board Member Expenses Policy

Main Board Attendance Record

	Board Meeting	Board Meeting	Board Meeting	Board Meeting	Board Meeting	Board Meeting	Board Meeting	Total meetings attended	Total meetings held	%
BOARD MEMBER	02-Dec-21	03-Feb-22	07-Apr-22	26-May-22	07-Jul-22	04-Aug-22	06-Oct-22			
Dave Wilkinson, Chair	1	1	1	1	1	A	1	6	7	86
Anthony French	A	1	1	A	A	1		3	6	50
Dave Richmond	1	1	A	1	1	1	1	6	7	86
Joe Blackham	1	1	1	A	1	1	1	6	7	86
Phil Cole	A	1	1	1	1	A	1	5	7	71
Richard Allan Jones	1	1	1	1	A	A	1	5	7	71
Sam Bartle	1	A	A	1	1	1	1	5	7	71
Steve Lyons	1	1	1	1	1	1	1	7	7	100
Stuart Booth	1	A	1	1	1	A	1	5	7	71
Susan Jones	1	1	A	1	A	1	1	5	7	71
Milcah Walusimbi							1	1	1	100
Trevor Mason	1	1	1	1	1	1	1	7	7	100

KEY

Apologies Received
Attendance
Not applicable

A
1

Audit & Risk Committee Attendance Record

Board Member	04-Mar-22	20-Jun-22	31-Oct-22	Total meetings attended	Total meetings held	%
Trevor Mason, Chair	1	1	1	3	3	100
Anthony French	1	A		1	2	50
Richard Allan Jones	1	A	1	2	3	67
Sam Bartle		1		1	1	100
Phil Cole		1		1	1	100
Milcah Walusimbi			1	1	1	100

Performance & Improvement Committee Attendance Record

BOARD MEMBER	03-Mar-22	23-May-22	15-Sep-22	17-Nov-22	Total meetings attended	Total meetings held	%
Sam Bartle	1	1	1	1	4	4	100
Stuart Booth	A	1	1	1	3	4	75
Phil Cole	1	1	1	A	3	4	75
Steve Lyons	1	1	1	1	4	4	100

KEY

Apologies Received
 Attendance
 Not applicable

A
1

Employment & People Committee Attendance Record

BOARD MEMBER	08-Feb-22	17-May-22	13-Sep-22	Total meetings attended	Total meetings held	%
Dave Wilkinson, Chair	1	1	1	3	3	100
Anthony French	1	1	1	3	3	100
Dave Richmond	1	1	1	3	3	100
Joe Blackham	1	1	A	2	3	67
Susan Jones	1	1	1	3	3	100

KEY

Apologies Received
 Attendance
 Not applicable

A
1

Building Safety and Compliance Committee Attendance Record

BOARD MEMBER	27-Jan-22	19-May-22	30-Sep-22	Total meetings attended	Total meetings held	%
Dave Wilkinson, Chair	1	1	1	3	3	100
Phil Cole	1	1	1	3	3	100
Steve Lyons	1	1	1	3	3	100
Trevor Mason	1	A	1	2	3	67

KEY

Apologies Received
 Attendance
 Not applicable

A
1

Board Training Records

	Board Strategic Planning	Cyber Security	Board Strategic Planning	Board Strategic Planning
BOARD MEMBER	04.11.2021	07.04.22	7.7.22	3.11.22
David Wilkinson, Chair	✓	✓	✓	✓
Anthony French	✓	✓	x	
Dave Richmond	✓	✓	✓	✓
Joe Blackham	✓	✓	✓	✓
Phil Cole	✓	✓	✓	✓
Richard Allan Jones	x	✓	x	✓
Sam Bartle	✓	x	✓	x
Steve Lyons	✓	✓	✓	✓
Stuart Booth	x	✓	✓	x
Susan Jones	✓	x	x	✓
Trevor Mason	✓	✓	✓	✓
Milcah Walusimbi				✓

✓	Complete
x	Apologies
	Not applicable

Total meetings attended	Total meetings held	%
4	4	100
2	3	67
4	4	100
4	4	100
4	4	100
2	4	50
2	4	50
4	4	100
2	4	50
2	4	50
1	1	100

St Leger Homes of Doncaster Limited

Register of Board Members' Interests Revised following 2022 AGM

Name	Category	Interest	Date Interest Arose	Date Interest Ceased	Date of Retirement
Dave Wilkinson	IBM	<ul style="list-style-type: none"> Director – Interaction & Communication Academy Trust (Check not noted on recent form returned) 	On Incorporation		
Steve Lyons	TBM	<ul style="list-style-type: none"> Tenant of DMBC owned property Board Member of Healthwatch Doncaster Volunteer Great North Road Medical Group Patient Forum (PPG) 	03.05.1982 2017 2012		
Sam Bartle	TBM	<ul style="list-style-type: none"> Tenant of DMBC owned property 	23.02.2004		
Milka Walusimbi	TBM	<ul style="list-style-type: none"> Tenant of DMBC owned property Employee of the Royal Mencap Society 	14.12.2017 July 2013		
Trevor Mason	IBM	<ul style="list-style-type: none"> N/A 			
Stuart Booth	IBM	<ul style="list-style-type: none"> Employee of Paystream 	17.10.22		
Susan Jones	IBM	<ul style="list-style-type: none"> Owner/Partner - Jones Management Solutions Ltd Director - Maria Mallaband Care Group 	On Incorporation 29.10.21		
Phil Cole	CBM	<ul style="list-style-type: none"> Councillor of Doncaster Metropolitan Borough Council Consultant trainer with Dods Group YPO Director (DMBC Representative) Volunteer at Friends of Martinwells Lake Citizens Advice (Doncaster) DMBC representative Spouse is Chair of Humber Teaching NHS Foundation Trust, which I believe may tender for 	May 2012 2020 2014 2010 2021 n/a		

		contracts in SYICS area.			
Joe Blackham	CBM	<ul style="list-style-type: none"> • Councillor of Doncaster Metropolitan Borough Council • Director of South Yorkshire Passenger Transport Executive Board • Director of Moorends Miners Welfare & Community Development Centre • Moorends Miners Welfare Trustee 	<p>May 2015 (has been councillor previously) 18.11.20</p> <p>18.11.20</p> <p>To be confirmed</p>		
Richard Allan Jones	CBM	<ul style="list-style-type: none"> • Councillor of Doncaster Metropolitan Borough Council • Sprotbrough Community Library 	<p>May 2014 (although had previously been a councillor before that he missed a year) 27.11.19</p>		
Alan David Richmond	Chief Executive	<ul style="list-style-type: none"> • Chief Executive of St Leger Homes of Doncaster • Non Executive Director of Unity Housing Association Ltd 	<p>01.10.20</p> <p>14.11.21</p>		
Retired / Resigned					
Anthony French	TBM	<ul style="list-style-type: none"> • Tenant of DMBC owned property • Sole Trader of Anthony French : reFresh 	<p>19.02.15</p> <p>On Incorporation</p>		



POLICY DOCUMENT

Expenses for Board Members

POLICY TITLE:	Expenses for Board Members
LEAD OFFICER:	Julie Crook
DATE APPROVED:	December 2022
APPROVED BY:	Board
IMPLEMENTATION DATE:	Immediate
DATE FOR NEXT REVIEW:	December 2026
ADDITIONAL GUIDANCE:	Board Member Code of Conduct, SLHD Governance Framework
ASSOCIATED CUSTOMER PUBLICATIONS:	N/A
TEAMS AFFECTED:	SLHD Board Members
THIS POLICY REPLACES WITH IMMEDIATE EFFECT:	July 2019

DOCUMENT CONTROL

For guidance on completing this section please refer to the document version control guidance notes

Revision History

Date of this revision:	December 2022
Date of next review:	December 2026
Responsible Officer:	Julie Crook

Version Number	Version Date	Author/Group commenting	Summary of Changes

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Policy Creation and Review Checklist

Action	Responsible Officer	Date Completed
Best practice researched (Housemark, HQN, Audit Commission, general websites)	Business Assurance Officer	Moderate research carried out Jan 2012
Review current practices from similar organisations	Business Assurance Officer	Moderate research carried out March 2017
Review customer satisfaction data from the area the policy relates to		N/A
Review Customer complaints from the area the policy relates to		N/A
Undertake customer consultation if applicable		N/A
Staff consultation if applicable		N/A
Trade Union consultation if applicable		N/A
Stakeholder consultation if applicable		N/A
Equality Analysis		

NB. The above table must be completed on all occasions. The policy will not be accepted or approved by EMT without this information completed.

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POLICY DOCUMENT

Expenses for Board Members

1. Introduction

1.1 As set out in ALMO Guidance published in October 2004, Ministers agreed that ALMOs should be given the same opportunities as Registered Social Landlords to pay their Board Members. The decision was made to pay St Leger Homes of Doncaster (SLHD) Board Members prior to the governance review and restructure of the Board in October 2011 in the interests of improving governance.

1.2 In addition to this pay Board Members may claim reimbursement from SLHD for wholly necessary and reasonable out-of-pocket expenses to meet the costs they incur in carrying out their approved SLHD duties. These include representing SLHD at board and committee meetings, training events and conferences etc.

No member should be disadvantaged financially when attending SLHD business and reimbursement will be made providing arrangements are made in line with this policy.

2. Purpose

2.1 The purpose of the policy is to provide guidance to Board members on their entitlement to claim wholly necessary and reasonable expenses, and the principles and rules adopted to ensure that members are reimbursed fairly and consistently.

3. Scope

3.1 This policy applies to Board Members only and sets out the expenses and amounts that may be reimbursed in connection with their approved duties.

4. Responsibilities

4.1 SLHD respects the integrity of each Board Member and expects expense claims to be made honestly and accurately. The responsibility lies with the

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claimant to seek authorisation prior to incurring any cost that is not explicitly allowable under this policy.

5. Policy

5.1 Approved Duties

5.1.1 The definition of company 'approved duties' for the purposes of this policy is Board Meetings, Meetings of Committees established by the Board, Ad-hoc meetings arranged by the Board, training events, or any other duty a member is invited to perform by SLHD, or by a body/organisation to which the Member has been appointed to or nominated for by SLHD.

Duties which are not covered would include attendance at meetings of political groups or meetings with constituents or tenants etc.

It should be noted however that certain conditions and exclusions apply and the responsibility lies with the claimant to seek authorisation prior to incurring any cost that is not explicitly allowable under this policy.

5.2 General Rules and Principles

- 5.2.1
- Claims can only be made where expenditure is wholly necessary and actually incurred for the purpose of attending SLHD approved duties.
 - All claims must be reasonable. Any expenditure above the reasonable is strictly a private matter and will be recovered from the Board Member. See section 5.3 for the principles of reasonableness.
 - Attendance at external training events, seminars and conferences should be agreed by the Chair of the Board or Chief Executive.
 - Wherever possible, payment should be made directly to a company by SLHD. Where direct payment is not possible, the cost will be reimbursed subject to compliance with the points above.
 - Members attending any meeting on behalf of their employing organisations where an expenses policy is in place will be ineligible to apply.
 - All claims must be submitted to the Executive Support Team on the approved claim form and be authorised by the Head of Service Finance and Business Assurance or the Director of Corporate Services for Board Members or Director of Corporate Services or the Chief Executive for the Chair of the Board.
 - Claim forms not completed properly; including items outside the scope of the policy or those not properly authorised will not be paid and will be returned to the claimant for correction.
 - All claim forms must be supported by the original receipt/invoice. Claims cannot be reimbursed without supporting original invoices or

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receipts.

- Expense claims for alcoholic drinks are not permitted.
- All expenses included in this policy will be made to the claimant's bank account through payroll. Expense claims must not be paid through petty cash.
- Claims must be submitted within three months (every quarter year) of the expenditure occurring.
- Records of all claims made will be kept on file for audit purposes by the Executive Support Team.

Any attempt to falsify an expenses claim will be considered to be fraudulent and appropriate action will be taken against the claimant. Where, with reasonable care, the authorising signatory should have recognised the fraudulent nature of the claim then action may also be considered in relation to this failure.

5.3 Reasonableness

5.3.1 All expenditure incurred by SLHD, particularly in respect of hotel accommodation and meals must be reasonable. Reasonableness should be judged by the Board Member against the particular circumstances.

5.3.2 A test for reasonableness is to ask how the expenditure of public monies in these circumstances would be viewed on external scrutiny.

5.4 Expenses Authorised for Reimbursement

5.4.1 Reimbursement is available for the following expenses providing the costs are incurred whilst travelling to or attending approved duties:

- Car Travel Rates
- Car Park Charges
- Public Transport - train/bus/taxi journeys
- Meals
- Childcare Costs
- Dependent Care
- Hotel Accommodation

5.4.2 Car Travel

When claiming for car travel the claimant must hold a current, full driving licence and the vehicle must have appropriate 'business use' insurance cover. The claimant and vehicle must comply with all the other requirements for use on public roads.

- Mileage claims will be reimbursed for the full distance travelled based on the basis of £0.45 per mile for the first 10,000 miles and £0.25

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thereafter.

- Mileage should be claimed as business use and as such is not taxable.
- Representatives are encouraged to car share whenever possible. In this instance the claim can only be made by the individual who has incurred these expenses (i.e. the driver).
- In order to comply with Inland Revenue tax regulations all VAT fuel receipts must be retained. It is the claimant's responsibility to retain VAT fuel receipts for a period of 6 financial years (April – March) plus the current year. Receipts may be required for inspection by HMRC.

5.4.3 Car Parking

- Charges will be reimbursed at the actual cost of parking, subject to submission of receipts with the completed claim form.

5.4.4 Train / Bus Journeys / Taxi

- Expenses will be reimbursed for the full amount subject to the submission of the ticket / receipt with the claim form.
- As far as possible, rail tickets should be arranged in advance via the Executive Support Team. This is to ensure advantage is taken of advance purchase tickets and other reductions.
- All rail travel will be by standard class. If first class tickets are purchased, any reimbursement will be for standard class travel only.
- SLHD will meet the cost of a taxi reasonably incurred for safety reasons or where the venue is of such location that no public transport is available, or it would be inefficient to use public transport. Special consideration will be made for Members with mobility problems. A taxi account with has been established should Members require this facility.

5.4.5 Meals

When it is necessary to take a meal whilst attending company business, the following limits should be observed (inclusive of drinks):

- Breakfast - £5.00
Lunch - £8.00
Dinner - £12.00
- Claims for meals should be supported by the appropriate receipts, and will be reimbursed for the amount actually paid, up to a maximum of the limits shown above. If no receipt is provided, then the claim will be disallowed.

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- Expense claims for alcoholic drinks are not permitted.

5.4.6 Childcare

- Childcare costs will be reimbursed providing a registered childcare provider has undertaken the care of the child.
- Invoices from the carer must be provided which show registration details, the hourly rate and the number of hours provided.
- Reimbursement can only be made if the childcare is outside of normal childcare arrangements and as a result of attendance at company approved duties.

5.4.7 Dependent Care

- The actual cost of dependent care will be reimbursed providing a registered carer has been used.
- Receipts must be provided for reimbursement, and must show details of registered carer status.
- Reimbursement can only be made if the care is outside of normal care arrangements and as a result of attendance at company approved duties.

5.4.8 Accommodation

- Where it is wholly necessary SLHD will meet the cost of suitable overnight accommodation needed to enable Board Members to carry out their approved duties.
- As far as possible, bookings should be made in advance via the Executive Support Team. This is to ensure advantage is taken of advance bookings and other reductions.
- If bookings cannot be made in advance hotel accommodation costs must be reasonable (see paragraph 5.3)

5.4.9 Other Support

- Consideration may be given to other forms of assistance if required.
- Requests should be made directly to the Chair and the responsibility lies with the claimant to seek authorisation prior to incurring any cost that is not explicitly allowable under this policy.

5.5 Tax and Benefit Implications

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5.5.1 Individual Board Members (not SLHD) are responsible for the notification of eligible income, including equipment, in tax and welfare benefit calculations. Board Members, particularly those in receipt of benefits are encouraged to seek specialist advice on their individual circumstances from Inland Revenue.

6. Monitoring and Review

6.1 All claims made will be recorded by the Executive Support Team and kept on file for audit purposes. The expenses policy will be formally reviewed every three years, whilst subsistence allowances will be increased in line any increases agreed for staff members. A review of the policy may be done sooner should there be a specific need to do so.

6.2 Expenses claimed by Board members will be reported to Board twice per year.

7. Performance Standards

7.1 N/A

8. Partnership issues

8.1 N/A

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ST LEGER HOMES OF DONCASTER LTD

Company limited by guarantee registered in England
Company Number 05564649

Board Meeting

REPORT

Date : 1 December 2022

Item : 14

Subject : Towards a new Corporate Plan 2024 - 2025

Presented by : Dave Richmond

Prepared by : Dave Richmond, Chief Executive

Purpose : To secure Board commitment to commencing a review of the Corporate Plan

Recommendation:

That Board

1. That Board agree to the process of developing the next corporate plan as described in Section 6.1

Company Number 05564649
A Company Limited by Guarantee
Registered in England

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

**Agenda Item No. 14
Date: 1 December 2022**

1. Report Title

1.1 Towards a new Corporate Plan 2024

2. Executive Summary

2.1 Extensive work undertaken in 2018/19 resulted in the current SLHD Corporate Plan 2019-2024. The next plan will be required from April 2024 and will coincide with the commencement of the next DMBC-SLHD Management Agreement, should DMBC decide to extend the St Leger contract.

3. Purpose

3.1 To secure Board commitment to commencing a review of the Corporate Plan.

4. Recommendations

4.1 That Board agree to the process of developing the next Corporate Plan as described in Section 6.1.

5. Background

5.1 The Corporate Plan is the key strategic document at SLHD. It determines the critical and aspirational requirements of the organisation, takes into account a wide range of factors impacting on the organisation and plots the intended direction of the business. The plan sets the context for prioritising efforts, allocating resources, aligns the shareholder, stakeholders and employees on the organisation's goals and ensures that those goals are backed by data and sound reasoning.

Creating the Corporate Plan is not a one off process, but the start of a process that continually scans the horizon, accounts for changing circumstances, opportunities and expectations and trickles down into all other business planning and strategy development processes. The most successful organisations are flexible and fleet of foot enough to adapt as the work around them changes.

At SLHD, the Corporate Plan sets the context for the development of the Annual Development Plan (ADP), the key operational development plan, and this in turn feeds Service Delivery Plans and individuals own key objectives.

5.2 The existing Corporate Plan was well researched and has proven useful in setting the strategic direction for SLHD. It covers all the main issues pertinent at the time of its inception, however four years later it is evident that a number of amendments and changes in emphasis will be required or may be desirable, these issues include:

- Work we are undertaking in relation to the organisations culture, values and behaviours.
- A greater emphasis on safety
- A clear link between the SLHD corporate plan and Doncaster Partnership Borough Strategy is required.
- Clarity on SLHD's commitment to environmental agendas.
- Account to be taken of demographic changes, especially an ageing local population and a significant shift in homelessness presentations.
- The current cost of living crisis and more widely the issue of poverty.
- A range of regulatory changes including the return of an intensive inspection regime undertaken by the Regulator of Social Housing

5.3 As we commence consultation, it is inevitable that a wide range of other factors become evident.

The development of the new Corporate Plan needs to take place in tandem with any appraisal process that the council wishes to undertake as part of the process to determine if a new management agreement will be offered to SLHD. With this in mind it will be important to establish in any consultation that the development of the corporate plan does not imply any expectation that a new management agreement will be offered to SLHD, but that developing a strategic planning document will be required for housing regardless of whatever form that service is delivered in.

Initial discussions have taken place with the portfolio holder, the council's clienting officer and this board at the strategic planning away day (3.11.22). These meetings have served to set the scene for the commencement of this work

6. Proposal

6.1 Within the context of the current and anticipated social and economic challenges, not least a below than inflation rent cap, the next Corporate Plan should set an ambitious and clear route map for the medium term direction of SLHD.

The plan needs to be grounded in reality but inspiring. It should set out a bold vision for SLHD to offer the best service for its customers and stakeholders, ensuring the organisation operates effectively, efficiently and economically. The plan will need to :

- Assess and reflect the changes that have already occurred during the lifetime of the current plan.

- So far as is possible, horizon scan to enable account to be taken of The Council, customers, stakeholders and staff requirements over the period of the plan and the foreseeable challenges and opportunities that are likely to be forthcoming.
- Listen to and take account of all those that can help us progress.
- Create a new vision and plan fit for the next 5 or so years.
- Be easily read and understood by a wide range of audiences, whilst giving sufficient detail to establish a clear context for other subordinate plans.
- Explain how the delivery of the key strategic objectives will be measured and monitored

6.2 To ensure that sufficient time is given to listening to the requirements of all stakeholders and to enable appropriate oversight by the SLHD Board and the Council, it is proposed to start the process of consultation on the plan now. An initial conversation has taken place with the Mayor and Portfolio Holder to seek their views.

The draft timeline for the development of the plan is as follows.

- **Autumn Winter 2022/23** – Analysis and initial consultation
- Early 2023 - 1st Draft
- Spring 2023 - consultation on 1st draft
- **Late Spring 2023** complete 2nd Draft
- Summer 2023 - consult 2nd draft
- Autumn 2023 - Board sign off.

This timeline should enable the Board to see both versions of the draft plan, where they have an opportunity to provide oversight, support, direction and constructive challenge prior to signing off the final version of the plan in a meeting in the Autumn. It is intended that there will be an opportunity for the Board to discuss what they wish to see in the new Corporate Plan as well as opportunities to comment on draft reports.

Whilst this report primarily seeks consent to start the process of plan development, Board Members are integral to setting and ensuring compliance with the values, vision, mission and strategic objectives of the organisation, ensuring its long-term success. Any views that the Board would wish to make in terms of what issues Board Members would like to see reflected in the plan would be warmly welcomed.

The draft timeline will allow time for the Corporate Plan to be drafted and consulted on prior to agreement by the Council in the last quarter of the financial year in 2023/24.

7. VFM Considerations

7.1 All work will be undertaken in house within existing resources.

8. Financial Implications

8.1 No financial implications involved in the drafting of the plan.

9. Legal Implications

9.1 Not Applicable.

10. Risks

10.1 Failure to develop a new plan will leave a policy vacuum and a lack of strategic direction for other planning activity. It is likely this will would also be a regulatory risk.

11. Health, Safety & Compliance Implication

11.1 No implications in the drafting of the plan.

12. IT Implications

12.1 No implications in the drafting of the plan.

13. Consultation

13.1 Extensive consultation will be required with local politicians, tenants, DMBC officers, SLHD staff, key stakeholders from the voluntary community faith and public sectors. The board of SLHD will be extensively involved in the development of the plan.

14. Diversity

14.1 A key issue that will need to be reflected in any future plan. In consulting on the plan careful consideration will be given to ensuring that a wide group of stakeholders are encouraged to contribute.

15. Communication Requirements

15.1 There will be a need for a range of communication methods, including face to face, digital and paper based processes. It will be necessary to develop a communication plan.

16. Equality Analysis (new/revised Policies)

16.1 The corporate plan will be subject to an equality analysis process.

17. Environmental Impact

17.1 Again a key issue which it is expected the corporate plan will address.

18. Report Author, Position, Contact Details

18.1 Dave Richmond, Chief Executive
dave.richmond@stlegerhomes.co.uk
01302 862700

19. Background Papers

19.1 None

Board Forward Plan

Board Forward Plan

	1 Dec 22	2nd Feb 23	6th April 23	1st June 23	6th July 23	3rd Aug 23	5th Oct 23	7th Dec 23
Pre-Board discussion item (BOARD ONLY) <small>ASB</small>								
Minutes of the previous meeting	✓	✓	✓	✓		✓	✓	✓
Chairs / CEO Update	✓	✓	✓	✓		✓	✓	✓
KPI Performance	✓	✓	✓			✓	✓	✓
Committee minutes	✓	✓	✓	✓		✓	✓	✓
Capital/Revenue Monitoring	✓ Q2 following A&R	✓				✓		✓ Q2 following A&R
Health & Safety Performance Update		✓		✓			✓	
Strategic Risk Register		✓	✓			✓		
6 MONTHLY ITEMS								
Annual Development Plan - Current Year		✓					✓	
Board Expenses & Attendance Register (Dec report includes new Declarations of Interest forms)	✓			✓				✓
Board Forward Plan	✓			✓				✓
ANNUAL ITEMS								
Financial Statements - <i>one item early July Board meeting</i>					✓			
People Strategy Update				✓				
Budget Update (as part of CEO report)		✓						
Budget Approval			✓					
ICT Strategy Update							✓	
Year-end Performance				✓				
Year-end Revenue and Capital Monitoring				✓				
Annual Development Plan and draft KPI's – Year ahead		✓ (draft)	✓ (final sign off)					
Annual Development Plan - Year End Review				✓				
Annual Fairness and Equality report	✓							✓
Modern Slavery Statement				✓				
Value for Money Statement	✓							✓
Committee Annual Reports							✓	
Board TOR Review (inc in CEO Report)							✓	
Social Statement	✓							✓
Communications Strategy - Update against actions & Delivery plan								
Asset Management Strategy - update against plan						✓		
Environmental Strategy - update against plan						✓		
Health and Safety Strategy - Update against plan								
Customer Voice Strategy - Annual update against action plan			✓					
Equality and Diversity Strategy - Annual update against action plan			✓					
Domestic Abuse Policy - update against action plan				✓				
AD-HOC ITEMS								
Governance Standard and NHF code of Governance update								
Fencing Policy review								
VFM Strategy	✓							
Revised Health and Safety Strategy		✓						
New Board Expenses Policy - as part of attendance report	✓							
Corporate Plan review	✓							✓
TOP Outcomes	✓							

Governance Summary Communications Template

Report from:	Audit & Risk Committee			
Date of meeting:	31 October 2022			
Report author:	Trevor Mason			
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):			
<p><u>1. Update on Fuel Cards</u></p> <p>The Director of Property Services provided an update on developments since the audit and the report that was considered by EMT in July 2022.</p> <p>The Head of Finance and Business Assurance reported that in terms of financial risk the main risk lies with vehicles.</p> <p><u>2. VFM Strategy</u></p> <p>The Committee reviewed the updated Value for Money (VFM) strategy in advance of it being presented for approval to the Board meeting in December.</p> <p><u>3. Strategic Risk Q2</u></p> <p>The Director of Corporate Services reported that was the regular quarterly report, the purpose of which was to update on all the strategic risks facing the company. This had been reviewed by the Leadership team at their recent meeting.</p> <p>With regards to staffing we have undertaken a lot of work with succession planning and looked at</p>			<p>That Audit and Risk Committee thank the Director of Property Service for his attendance and note the contents of this report.</p> <p>The committee welcomed the revised strategy at what is a critical time for VFM.</p> <p>The Chair reported that we need to incorporate the changes we have made to recruitment as this information was positive and needed capturing.</p> <p>A member requested that the October date be inserted at 5.2 of page 3. The Head of Finance and Business Assurance agreed to make this change.</p> <p>That Audit and Risk Committee note the updated Strategic Risk Register and</p>	

other ways to promote staffing and express their thanks for the recruitment. improvement.

Additional notes for communication to governance:

None.

St. Leger Homes of Doncaster Limited

AUDIT & RISK COMMITTEE MEETING

31st October 2022

Present

Trevor Mason (Chair), Richard Allan Jones and Milcah Walusimbi

In Attendance

Julie Crook - Director of Corporate Services (JCr), Louise Robson (LR) Governance Service Manager, Nigel Feirn - Head of Finance and Business Assurance (NF), Nicci Frost-Wilson - Doncaster Council's Internal Audit Manager (NFW), Chris Margrave (CM) – Director of Property Services (items 1-5) and Shauna Brady (SB) – Executive Support Officer (minutes).

1.	<u>Apologies and Quorum</u>	ACTION
1.1	Introductions were made and Milcah Walusimbi introduced herself to the meeting as new Tenant Board Member and a member of the Audit and Risk Committee.	
2.	<u>Declarations of Interest by Board Members</u>	
2.1	There were no declarations of interest.	
3.	<u>Previous Minutes and Matters Arising – 20th June 2022</u>	
3.1	The minutes of the meeting held on 20 June 2022 were agreed subject to Chair reporting that he had contacted board members in advance of the meeting to check if they wished to raise anything with the external auditors without officers being in attendance and they had confirmed they had no issues to raise.	
3.2	From Agenda item 6.19 – Fuel Cards – The Director of Property Services reported that he was present to address this item, which featured on the Agenda at item 5.	
3.3	From Agenda item 12.3 – Committee Annual Report – The Director of Corporate Services reported that no further comments had been received.	
3.4	From Agenda item 13.2 – Forward Plan – It was noted that Fuel Cards had been added to the agenda for this meeting.	

4. Monitoring of SLHD Internal Audit Programmes by DMBC Internal Audit

- 4.1 The Head of Finance and Business Assurance reported that the 2022/23 Audit Programme consisted of 80 planned audit days (including five contingency days).
- 4.2 The updated programme was attached at Appendix A and covered nine service areas, plus follow up work to previous audits and some training.
- 4.3 It was noted that the majority of work was scheduled throughout Q3/Q4 2022/23, with two audits potentially being deferred into 2023/24 depending on progress with OH development (FTAs) and contracts being finalised (Merchant cards).
- 4.4 It was noted that other key information to note was detailed at 4.6 and 4.7 of the report.
- 4.5 7 recommendations were outstanding as at October 2022, 3 of which related to the General Financial Audit and weekly meetings are being held to address this.
- 4.6 The Chair said we are very back loading the audit programme and a number of the outstanding recommendations are as a result of systems and interfaces.
- 4.7 Doncaster Council's Internal Audit Manager reported that there was not much we could do to progress at present, it's just a matter of time.
- 4.8 A member expressed his concerns around the issues around moving from TOTAL to Open Housing as detailed in appendix B – (ISS.6), as a year after commencing the project there are still issues and the wording "hopefully near completion" referred to in the status updates as being too vague.
- 4.9 Doncaster Council's Internal Audit Manager reported that some of the reports to chase up outstanding payments were not designed until after, this was the correct way to do this. Accounts Payable (AP) forensic works highlights elements that need further investigation.
- 4.10 The Director of Corporate Services reported that there was no errors found in payments being made, however we are having to do manual interventions. It was acknowledged that all interfaces should have been up and running at the start.
- 4.11 A member said that the assurance that has been given verbally doesn't tally in with the report.

- 4.12 The Chair agreed that we need to get a firmer grip on this area and have a set completion date.
- 4.13 **Audit and Risk Committee noted the contents of the report.**
- 5. Update on Fuel Cards**
- 5.1 The Director of Property Services provided an update on developments since the audit and the report that was considered by EMT in July 2022.
- 5.2 Further solutions as to how to address the issues identified were detailed at 3.1 of the report.
- 5.3 It was reported that going forward the monthly fuel card report was being shared with Team Leaders, this would improve reporting and allow information to be dissected.
- 5.4 The Director of Property Services reported that a key point was to provide SLHD fleet with a number, for example a Jetter machine needed a significant amount of fuel a couple of times a week and these transactions are now set up to use an identification number for each individual piece of plant. Unique employee numbers would now also be used at fuel stations.
- 5.5 The update would be rolled out at team meetings so that everyone was getting the same message and disciplinary action would be taken as a result of non-compliance.
- 5.6 The Chair gave his views on the 3 key areas highlighted before asking members if all now felt confident that the measures discussed would eradicate previous issues.
- 5.7 Doncaster Council's Internal Audit Manager reported that from her perspective, it should assist and a marked improvement should follow, however, there would always be issues.
- 5.8 A member questioned how much it was costing the organisation? The total annual fuel budget is just over £0.5m.
- 5.9 The Director of Property Services reported that the process was now embedded and tightened up and he had been assured that this issue was being taken seriously amongst staff.
- 5.10 The Governance Service Manager reported that she had seen documentation from 1-1s, where conversations around fuel cards had been evidenced.
- 5.11 A member queried how usage for generators and pressure washers would be checked, as he couldn't see these items mentioned in the report?

- 5.12 Doncaster Council's Internal Audit Manager reported that this would come out in data analysis as all equipment now had a plant number that tied in with the employee's number.
- 5.13 The Director of Property Services reported that we had to apply some elements of trust but eventually staff not adhering to the policy would be caught out.
- 5.14 The Head of Finance and Business Assurance reported that in terms of financial risk the main risk lies with vehicles
- 5.15 **Audit and Risk Committee thanked the Director of Property Service for his attendance and noted the contents of the report.**

6. VFM Strategy

- 6.1 The Head of Finance and Business Assurance provided an update as this has been high profile within the sector over the last few years due to the global pandemic and cost of living crisis.
- 6.2 The Head of Finance and Business Assurance reported that SLHD had an improving track record on VFM, with good operational performance in recent years, effectively delivering more for less with the increased demand on services.
- 6.3 The Chair commented that his initial thoughts were was this strategy was unnecessary, however in hindsight it was a useful document to have.
- 6.4 A member queried what impact, if any would this have for an operative on the front line?
Culture featured within the report and during employee's one to one meetings they should be aware of their individual performance indicators.
- 6.5 The Chair reported that he was also interested in our Social impact, how was this measured?
Doncaster Council's Internal Audit Manager reported that we don't measure this implicitly and moving forward we need to give this more emphasis.
- 6.6 The Director of Corporate Services clarified that an Annual report will be considered at the next Board meeting and will focus on the Social value impact of the organisation.
- 6.7 **Audit and Risk Committee noted the VFM Strategy and recommended approval by the Board.**

7. Q2 Revenue Monitoring

- 7.1 The Director of Corporate Services reported that this was the regular quarterly report that would be presented to the next Board Meeting.

- 7.2 It was presented to this meeting to ensure that a section of the Board had an oversight and were familiar with the content in a timely manner.
- 7.3 The Director of Corporate Services reported that the financial position was significantly more difficult to report and monitor than usual, with a massive deficit largely due to inflation and an assumed pay award that was over and above what was budgeted.
- 7.4 A number of vacancies exist across the business, some due to awaiting outcomes of restructures and others where it is unlikely that we will be able to recruit at the current time for example electricians.
- 7.5 In summary, it was a very tight position to be in and robust financial monitoring procedures were in place involving everyone responsible for a budget.
- 7.6 A member queried if dilapidation costs features regarding St Leger Court?
The Director of Corporate Services responded that we had asked for the lease to be checked so this was still to be concluded.
- 7.7 It was reported that there had been some cost savings from moving to the Civic Building and this was depicted in the 2022/23 Budget report that was previously agreed by Board.
- 7.8 A member queried did we build in staffing and vacancy costs?
The Director of Corporate Services responded that we factor in 4% but this year was running higher than this.
- 7.9 **Audit and Risk Committee noted the Revenue Monitoring Report as at 30 September 2022 and the projected outturn for the financial year 2022/23.**
8. **Q2 Capital Monitoring**
- 8.1 The Director of Corporate Services reported that the Housing Capital Programme for 2022/23 (which SLHD has overall financial management) had a projected in year spend of £31.12m, this was an under-spend of £3.24m from the budgeted spend of £34.36m.
- 8.2 There would be a large amount of this underspend which would be slippage into next year and the position was as expected.
- 8.3 **Audit and Risk Committee acknowledged the Capital Monitoring Report and the projected outturn for the financial year 2022/23.**

9. Update from Data Protection Officer

9.1 The Governance Services Manager provided an assessment of compliance with Data Protection and Freedom of Information Legislation along with an update on Data Protection Breaches.

9.2 It was noted that this information was previously considered by the Performance and Improvement Committee.

9.3 The Governance Services Manager explained that in most circumstances the Council was the data owner but we had delegated responsibility for its management. The Governance Service Manager reminded the Committee that she was the organisation's Data Protection Officer (DPO).

9.4 It was noted that Data Protection Breaches were at the same number as this time last year. Staff were aware of the need to report breaches and the process to follow to do so.

9.5 The Chair questioned if the number of breaches were at an expected level for an organisation of our size?

The Governance Services Manager responded that we are unsure, as comparative data is not available, however pleasingly we had not had to report any to the Information Commissioners Office.

The Director of Corporate Services reported that she attends a quarterly meeting with the Council and we are on par with them and the Governance Services Manager attends a regional group for Yorkshire and the Humber.

9.6 A member questioned what proportion of FOI enquiries are from Staff?

It was noted that FOI enquiries tend to be from external sources and if staff requested information then these were usually subject access requests.

9.7 A member sought clarification as to the process as he had recently requested some information via the FOI process.

The Governance Services Manager clarified the process and responded that this enquiry should not have been progressed as a FOI enquiry.

9.8 **Audit and Risk Committee noted the contents of the report.**

10. Strategic Risk Q2

10.1 The Director of Corporate Services reported that this was the regular quarterly report, the purpose of which was to update on all the strategic risks facing the company. This had been reviewed by the Leadership team at their recent meeting.

10.2 It was noted that no new risks had been added and one risk had been removed, which was around IT, as this was a DMBC function.

- 10.3 The SRR featured eight risks and the three areas that stood out were consistent against previous reports.
- 10.4 It was noted that a large number of the homelessness issues were originally because of COVID however; we were now experiencing issues caused by the cost of living crisis.
- 10.5 With regards to staffing we have undertaken a lot of work with succession planning and looked at other ways to promote staffing and recruitment.
- 10.6 The Chair reported that we need to incorporate the changes we have made to recruitment as this information was positive and needed capturing.
- 10.7 A member requested that the October date be inserted at 5.2 of page 3. The Head of Finance and Business Assurance agreed to make this change. **NF**
- 10.8 **Audit and Risk Committee noted the updated Strategic Risk Register and expressed their thanks for the improvement.**
11. **Fraud Register and Related Activities**
- 11.1 The Director of Corporate Services reported that this was the usual update on potential cases of fraud, which are currently ongoing within the organisation.
- 11.2 It was noted that we had provided our information to the bi annual national fraud initiative and we would be considering the output from this when it was received.
- 11.3 Doncaster Council's Internal Audit Manager reported that the biggest area of concern at present was issues around Right To Buy and an increase in the number of potential money laundering cases had been identified.
It was noted that there had been 76 applicants this year and this generates a lot of work with regards to checking for potential money laundering.
- 11.4 The Director of Corporate Services reported that consideration was been given to training with regards to Money Laundering as the RTB team are moving to Corporate services from 1 December 2022 and the team needed in depth refresher training and the rest of the business needed awareness raising training.
- 11.5 **Audit and Risk Committee noted the contents of the briefing note.**

12. Forward Plan

12.1 The Director of Corporate Services presented the Audit and Risk Committee's forward plan and reported that the key item for the next meeting was that the External auditors would be in attendance to present their Audit plan.

12.2 **Audit and Risk Committee noted the contents of the forward plan.**

13. Date and Time of Next Meeting

Monday 6th March 2023, 2pm

DRAFT

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

17 November 2022

Present

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

In Attendance

Mark McEgan (MMc) Director of Housing and Customer Services, Chris Margrave, Director of Property Services, (CM), Jen Daly (JDy), Acting Head of Housing Services, Jackie Linacre (JL), Head of Customer Services, Anne Tighe (minutes)

	ACTION
1. Apologies and Quorum	
1.1 No apologies were received 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 15 September 2022 and matters arising	
3.1 The minutes of the meeting held on 15 th September 2022 were agreed as an accurate reflection of discussions held.	
3.2 Item 5.3 – Customer Feedback JDy confirmed she had carried out further analysis around the 9 upheld complaints and had picked up issues with the staff involved. Staff were reminded aware of minor issues that caused complaints to be made and hopefully an improvement would be reflected in figures going forward.	
3.3 Item 5.4 – Customer Feedback CM advised he and JL were working on turnaround times and learning from complaints and he hoped to provide a more robust response to the next meeting.	CM/JL
3.4 Item 7.4 – Repairs Excellence Update The suggestion to use ‘cost avoidance’ rather than savings in future reports was noted.	
3.5 Item 9.2 – Communications Strategy Update Members were advised that the post of Communications Service Manager had not yet been filled; 2 candidates were being interviewed week commencing 21 November 2022.	

3.6 **Item 12.2 – Consumer Standards**

MMc pointed out the post meeting notes in the minutes that a report to updated Board following appointment of Governance Manager had been scheduled in the forward plan, therefore attendance at this committee would be a duplication.

4. **Service Standards Update**

4.1 JL led on the Service Standards presentation and commented it was pleasing to see the continued improvement of performance responding to calls with target; the number of complaints was also improving and a reduction from Quarter 1 to Quarter 2.

4.2 Members observed that the average wait times figures were quite high therefore some calls must have had to wait some time before being answered, and asked if the response time just related to customer access team rather than all calls. It was confirmed that it was just related to customer access team and the figure was improving.

4.3 JL further explained that her team were doing a large piece of work on complaints to see if any wastage could be taken out and if it was possibly to further learn from complaints. MMc added that the Tenant Satisfaction Measures have been published and one measure was the number of complaints per 1,000 properties. If an organisation has a positive complaints culture then the more the better. When going into inspection statistics and demonstrable learning would be really focussed on.

5. **Performance Information Q2**

5.1 MMc led on the Performance Information and highlighted:

- Number of Households Placed in B&B at month end – the figure reported on was 62, however that was in September 2022. The target is 40 and the team have been on an improvement journey; the Journey to Excellence (J2E) Board had commenced work. Extra staff had started in August 2022 and been trained. The B&B figure was now down to 41 and on track for a target of 30. In summary there had been real savings and managers could see improvements across the system.
- Number of Complaints Upheld as a % of All Interactions – members were asked to note that it was unlikely that the target would be achieved this year, based on the number of complaints around repairs and the expectations on ASB that tenants had. That indicator would be sent to the Council and Board have carried out strategic planning where the issue was being discussed. It was pointed out that the number of upheld complaints against tenants transactions were very low.
- Current Rent Arrears as % of Annual Debit – although dashboard was currently green, the upturn of tenants

asking for help meant that there was now a waiting time for tenants to be assisted by the Tenancy Sustainment Team. There would continue to be a real focus on assisting tenants.

5.2 CM provided an update on the following:

- Void Rent Loss % Excluding Demolitions – the target for teams was really challenging however the positive update was that void rent loss was cumulatively 0.68% which was really pleasing as it would be green for the first time. Teams were working towards getting numbers down going into the new gear in order to start afresh in the new year.
- Gas Services – there was only 1 property left where teams were struggling to get access, however this would be addressed in the current quarter.

5.3 MMc referred to the STAR Survey and advised that management were disappointed with the results, although it was noted that nationally tenant satisfaction has reduced. He pointed out that SLHD tenants didn't see rents as value for money, even though it was the lowest in South Yorkshire, therefore we needed to let tenants know what we're doing is good performance.

5.4 The Chair acknowledged the national issue, nevertheless asked how the organisation would turn the trend around. MMc explained that teams would be looking at communications at any touch points, making use of good news stories and understanding what people have said/fed back to us. We would also be working with the Council's localities model. The more information that was gathered, through doing and using tenants voice more, would mean we would have a wider picture/piece of work/intelligence in a decision making structure

5.5 Members referred to Void Rent Loss and asked what was making a difference. CM explained that teams were working out of Shaw Lane and working together. Managers had dedicated resources, including contract resources, to address major repair issues in voids; this has meant an increased spend with contractors however the outcome was key to improving turnaround.

5.6 Members were pleased to note that Relets figures were moving in the right direction to being under 30 days.

5.7 SBa referred to days lost to sickness, and the fact that the second highest cause of sickness was stress and depression. He appreciated what was provided for people's physical health, however asked if there was something currently for help around mental health. MMc advised that HR colleagues were promoting Medicash as there was a counselling and support service included. He had also specifically asked for a report on the numbers of staff that utilised this part of the employee benefit scheme. The HR team were confident they were doing everything

they could to support staff; everyone was different and an appropriate plan was in place for each employee.

- 5.8 CM reported that within his directorate the main absence was short term, with much few numbers in long term absence. He and his teams were trying to take a proactive approach to this, for example allowing operatives to have temporary working conditions and undertake difference tasks. He was also consulting with Trade union colleagues to discuss how to break down barriers to long term absence. In terms of short term muscular skeletal, it was pointed out that SLHD had an aging workforce and physio assistance was provided quickly in order to get operatives back to work.

6. Tenant Voice Outcomes Quarter 2

- 6.1 JDy led on this item and was pleased to report that SLHD had received accreditation from Tpas; this meant that the organisation could apply for exemplar status in 2023. She particularly thanked SL for his involvement.
- 6.2 Members were asked to note that the Tenants Choice Awards had been well attended and the event was a success. The Positive Activity Groups had provided £1,708.72 enabling 7 groups to deliver activities within their communities.
- 6.3 JDy concluded by reporting that over 2,000 responses had been received to consultations around policy decisions.

7. Anti-Social Behaviour Update

- 7.1 JDy led on the Anti-Social Behaviour (ASB) presentation and advised that staff were working to ensure the categories were in high, medium and low. It was noted that high category cases staff reacted very quickly and exceed target times, however this would adversely affect medium and low level responses times. The focus on high priority were that 179 were responded to on time out of 217, which equalled 38 that were out of time. The figures for medium ASB cases were on an improving trend and it was hoped to hit target shortly.
- 7.2 Members noted the presentation and asked what were the next steps for SLHD, business as usual? JDy advised her teams were carrying on developing partnership work as the breadth of work needed to continue. She was also looking at management structures to make resources available for ASB. A further piece of work was looking at reintroducing tenancy verification visits which should highlight a number of issues and staff would be able to gain pertinent information before tenants gave notice to vacate properties due to ASB.

7.3 SBa referred to the high/medium/low categories of ASB that staff had to categorise, and asked was it a subjective process or set criteria to sub group. It was explained it was a bit of both; there was guidance provided along what was included, however it could also be subjective as sometimes tenants would overstate the situation so Team Leaders worked closely with staff to ensure that the category was correct.

8. Tenancy Sustainability Update

8.1 JDy led on this item and advised that in terms of Universal Credit (UC) more cases were coming through as tenants came off Housing Benefit (HB). The average rent arrears were much higher and they were more likely to fall into arrears as evidenced by the increase from £-17.99 to now £-32.51 average increase per UC arrears tenant.

8.2 The tracking was almost identical to last year but was starting to creep up and staff were seeing cases that were taking longer to resolve in different ways. There was a dip in performance during August as the team lost staff to Home Options secondments, and additionally the complex mental health issues some tenants had that we were trying to engage with us.

8.3 SB asked if Voicescape use had had an impact and was the use recently implemented. JDy explained that all areas of the business were looking at ways of using Voicescape. It's been used for rent arrears cases and had certainly saved offices time as contact was made as soon as they contact back rather than officers repeatedly calling them. It was also used to get messages out quickly i.e. government schemes for additional benefits, and contacting tenants who should be in receipt of extra pension which passports them into other benefits.

8.4 SL referred to the foodbank donations that staff were encouraged to make and suggested that Board members could be made aware of this. MMc agreed to discuss further with CEO.

MMc

9. Repairs Excellence

9.1 CM presented the Repairs Excellence update and reported that Phase 1 rollout in June 2022 had provided the organisation with significant reductions in no access; management would continue to monitor and make sure operatives didn't take a step back with the success. In Phase 2 of Repairs Excellence the strategic objective was to realise a significant reduction in our of hours activity as it was costing approximately £1m per annum.

9.2 CM further reported that productivity would be examined to ensure all operatives were similar in output of activity. If, for example, one operative was taking 50% more time than a number of colleagues to carry out a specific repairs, then it would initially be addressed through check ins. If there were no real reasons

then potentially the operative could be taken through a capability process.

9.3 For Phase 2 it was important to absorb all jobs through daytime activity. Resource capacity has been created through time saved in no access issues in Phase 1 and this, in hand with defining the criteria for emergency repairs, would mean savings in the out of hours service.

9.4 SB queried what the timelines on Phase 2 would be. CM explained it was hard to quantify, it would depend on consultation and the issue of changing Terms and Conditions. The changed would have an impact on trades income and would be a contentious issue.

9.5 The Chair commented that Repairs Excellence was a good piece of work and he looked forward to updates.

10. Customer Focus Update

10.1 JL provided the Customer Focus presentation and highlighted:

- Customer Access Teams complaints have reduced in Quarter 2
- There were consistent numbers of compliments
- A number of actions were taking place to improve response times
- Work was ongoing with Tenants and Residents Improvement Panel and the Get Involved Group

11. Lettable Property Standards

11.1 CM presented the Lettable Property Standards Review and advised that the majority of work had been completed pre-pandemic therefore procedures were already adopted and staff had been working with it for some time.

11.2 SL commended the review, however raised the issue around reality checking. Prior to the pandemic tenants would go into the lettable voids and make comments and feed back. During the pandemic and post pandemic, a community engagement officer would record videos and gain feedback from tenants via email. The disadvantage of this procedure was that tenants were only seeing what the staff member filmed, and you couldn't get a real feel for the state of the property for example the smell of the property, being able to tap walls to gauge plasterwork, and not viewing the garden. SL suggested that a hybrid of the lettable voids viewing could be implemented.

11.3 JDy agreed to look at a hybrid model and feed back the results in a future meeting. MMc also pointed out that this could carry over to tenants voice work.

JDy

12. STAR Survey Outcomes

- 12.1 JL led on the annual STAR Survey Results and explained that feedback showed a reduction in satisfaction, however as explained earlier in the meeting staff were doing analysis to find out why there were reductions whilst acknowledging this was a national trend.
- 12.2 Members noted the presentation and pointed out that context was everything and as tenants have a different mind-set than pre-pandemic. There was a need to break the cycle but this would entail a lot of work and an increased communications plan to let tenants know the work being done by the organisation.

13. Any Other Business

- 13.1 No other business was raised.

14. Date and time of next meeting

23 February, 3pm Room 410 Civic Building

DRAFT

Governance Summary Communications

Report from:	Performance and Improvement Committee	
Date of meeting:	17 September 2022	
Report author:	Stuart Booth	
Summary of key items discussed at the meeting, (if possible, keep these to the top three):	Decisions made and actions agreed (if possible, keep these to the top three):	
<p><u>1. Service Standards</u> Members noted the contents of the report, and observed that the average wait times figures were quite high therefore some calls must have had to wait for some time before being answered.</p> <p><u>2. Performance Information – Key Performance Indicators</u> Members acknowledged that there was a national trend of reduced customer satisfaction, however asked how the organisation would turn the trend around in Doncaster.</p> <p><u>3. Lettable Property Standards</u> Members commended the review of the Lettable Property Standards, however expressed disappointment that tenant participation around viewing void properties was still taking place via video.</p>	<p>Members were advised that work was ongoing to improve the Customer Access Team response times.</p> <p>MMc explained that teams would be looking at communications at any touch points, making use of good news stories and understanding what tenants have said/feedback to us.</p> <p>JDy agreed to review the process of tenant participation and move towards a hybrid approach of at least 1 member of TRIP or GIG attending a viewing.</p>	
Additional notes for communication to governance:		
None.		