

**Annual Report**

**31 March 2022**

**St Leger Homes of Doncaster Ltd**

**Company Registration Number: 05564649**

# St Leger Homes of Doncaster Ltd

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# St Leger Homes of Doncaster Limited

## Company Information

Company registration number: 05564649

### Registered office:

Civic Office  
Waterdale  
Doncaster  
DN1 3BU

### Bankers:

Lloyds Bank Plc  
14 Church Street  
Sheffield  
S1 1HP

### Solicitors:

Anthony Collins Solicitors  
134 Edmund Street  
Birmingham  
B3 2ES

### Auditors:

Beever and Struthers  
St George's House  
215-219 Chester Road  
Manchester  
M15 4JE

### Internal Auditors:

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

### Board of Directors

Mr A Richmond Appointed: 01.10.20

### Independent Chair

Mr D Wilkinson Appointed: 11.11.19

### Tenant Board Members

Mr A French Appointed: 26.09.18  
Mr S Lyons Appointed: 26.09.18  
Mr S Bartle Appointed: 07.10.20

### Council Board Members

Cllr J Blackham Appointed: 10.07.14  
Cllr R A Jones Appointed: 10.07.14  
Cllr SP Wray Appointed: 19.01.21 Resigned: 21.05.21  
Cllr P Cole Appointed: 25.05.21

### Independent Board Members

Mr T Mason Appointed: 29.11.17  
Mr S Booth Appointed: 01.01.20  
Mrs S Jones Appointed: 13.01.20

## St Leger Homes of Doncaster Limited

### Executive Management Team

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

# St Leger Homes of Doncaster Limited

## Strategic Report

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

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

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

St Leger Homes has a wide ranging, large number of stakeholders and partner organisations, with strategic, operational and governance arrangements in place to ensure we optimise engagement and foster strong relationships with them, and how they are considered in our decision making. These include Doncaster Council (DC), employees, tenants, Doncaster Children's Trust, Department of Work & Pensions (DWP), Team Doncaster, Doncaster Chamber of Commerce, Doncaster College, health services, emergency services, procurement consortia, Citizens Advice Bureau (CAB), Community First Credit Union, suppliers, and trade unions, among many others. We are members of or lead on many strategic boards as well as many community agencies and groups, involvement in these groups is fundamental in St Leger Homes understanding the challenges facing the borough and also developing our own services.

The following paragraphs summarise how the Directors have fulfilled their duties in this regard, and in doing so have regarded (amongst other matters):

#### ***The likely consequences of any decision in the long term***

St Leger Homes operates a comprehensive and effective business planning framework, where the consequences of decisions over the short, medium and long term are considered. A five year Corporate Plan sets out strategic objectives which in turn sets out our service delivery plans and related measures. At the start of each year, and based on the Corporate Plan objectives, an Annual Development Plan (ADP) is approved by Board and sets out key corporate objectives, alongside an Annual Operating Budget.

Progress against the Corporate, Annual Development and all other plans is reviewed regularly with Board meetings six times per year, and quarterly meetings with a number of strategic and management committees within DC (see pages 6 to 15).

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

Employees of St Leger Homes have always been recognised as the company's most important asset, and we have a dedicated Human Resource and Organisational Development (HR&OD) team to support the recruitment, development and retention of our workforce. Corporately, the People Strategy has an action plan aligned with our strategic objectives and Corporate Plan (see pages 6 to 15).

#### ***The need to foster the organisation's business relationships with suppliers, customers and others***

St Leger Homes places Customers' interests at the heart of everything we do and Customers are involved and relationships developed at every level, including representation on the Board, extensive consultation in the five year Corporate plan and Customer strategies, a Tenants and Residents Improvement Panel (TRIP) and working closely with a number of Tenants and Residents Associations (TARAs). To maximise these relationships, we also have effective partnerships with numerous partnering organisations, such as the DWP, Community First Credit Union, and a number of local food banks, among others (see pages 6 to 15).

For suppliers, St Leger Homes has robust Financial Regulations and Contract Standing Orders and a Procurement Strategy, and these documents ensure we operate in a legal, ethical and inclusive manner whilst achieving best value for money. Our dedicated Procurement team utilise Official Journal of the European Union (OJEU) compliant frameworks operated by procurement consortia.

# **St Leger Homes of Doncaster Limited**

## **Strategic Report (continued)**

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

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

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

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

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

St Leger Homes has an Environmental Strategy, which was updated in 2021/22, and the main objectives of the strategy are to reduce fuel poverty, our carbon footprint and our waste. We undertake enhanced stock condition surveys and utilise strategic asset management software.

For a number of years we have managed investments in a range of environmental improvements including Solar PV panels, external wall insulation (EWI) and Biomass boiler installations on district heating systems. In addition to these, we continue to install efficient heating systems as part of our ongoing improvement programmes, we are replacing our vehicle fleet with more fuel efficient vehicles and we use repair scheduling software to optimise travel.

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

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

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

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

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

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

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

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

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

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

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

- Appointment of new Board Members;
- Responding to and recovering from the operating restrictions relating Covid19;
- Development and implementation of a new integrated housing management system whose phased implementation commenced in 2020/21 and concluded in 2021/22;
- Responding to and implementing changing Building Safer Futures legislation;
- Development and approval of three year budgets and the Annual Development Plan (ADP); and
- Responding to the requirements of the Social Housing White Paper.

# St Leger Homes of Doncaster Limited

## Strategic Report (continued)

### Business model and review of the financial year

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

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

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

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

### Vision, values and objectives

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

Our mission is underpinned by our values :

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

Our strategic objectives are to :

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

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

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

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



# St Leger Homes of Doncaster Limited

## Strategic Report (continued)

### Vision, values and objectives (continued)

At every Board meeting, Members and Directors review progress against strategic priorities via timely and accurate reports, including Key Performance Indicators (KPIs), financial and operational reports, ADP progress reports, strategy updates and numerous other control documents.

### Results and performance

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

#### Operations

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

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

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

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

#### Financial

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

#### Homes

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

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

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

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

#### People (Employees)

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

## St Leger Homes of Doncaster Limited

### Strategic Report (continued)

#### People (Employees) - continued

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

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

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

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

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

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

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

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

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

#### People (Tenants)

St Leger Homes maintained our commitment to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life.

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

We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the twelfth year running. The standard is awarded to public service organisations which meet strict criteria demonstrating that they focus on the needs and preferences of their customers, and all elements are considered either 'Compliant' or 'Compliance Plus'.

## St Leger Homes of Doncaster Limited

### Strategic Report (continued)

#### People (Tenants) - continued

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

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

Addressing homelessness is one of the key priorities of Doncaster Growing Together, and therefore within our Corporate Plan, ADP and SDPs. We work very closely with the Complex Lives (CL) Alliance, including DC, NHS and Children's Services, to support vulnerable Doncaster residents.

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

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

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

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

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

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

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

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

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

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

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

#### People (Tenants) – (continued)

Feedback from our tenants on a survey on Equality, Diversity and Inclusion (EDI) has helped to inform our renewed Equality, Diversity and Inclusion Strategy 2022-2026. The EDI balanced scorecard reported to Employment and People Committee includes information about the diversity of our customer base. This is reported quarterly and is used to inform future action planning.

Our Communication Strategy 2022-2026 was approved by Board in February 2022. The Strategy sets out our plans to build a strong company reputation and to ensure all our stakeholders: tenants, employees, partners and other customers, are engaged, involved and informed about what we do and how we do it and that there are clear two way lines of communication to influence the services we deliver and how we deliver them.

#### Neighbourhoods

During the year, the Board approved a new Customer Voice strategy (previously Customer Involvement) to further strengthen our outcome focussed customer involvement structure. We have undertaken a full review of tenant engagement operations and work in our neighbourhoods continued extensively in the year, including estate caretaker work, positive activity expenditure, estate walks and new fencing.

St Leger Homes has a proactive approach to anti-social behaviour and we continued to work effectively with our partners via the Doncaster Safer Partnership.

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

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

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

The board also sanctioned the development of an 'Environmental Pride' programme, designed to support communities to take action to improve their neighbourhoods.

#### **Modern slavery**

Modern slavery is a potential risk to our tenants, employees, residents of the borough, our suppliers and therefore to St Leger Homes.

It has no place in St Leger Homes' business or supply chains and we take a zero tolerance approach to it. Our commitment to all aspects of equality and diversity is inherent in our mission, vision, values and strategic objectives.

We are committed to acting ethically and with integrity in all our business dealings and relationships and to implementing and enforcing effective systems and controls to ensure modern slavery is not taking place anywhere within our operations.

We are also committed to ensuring there is transparency in St Leger Homes and in our approach to tackling modern slavery throughout our supply chains, and we demand the same high standards from all of our contractors, suppliers and business partners.

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

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

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

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

#### **Employment Policy**

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

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

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

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

#### Performance

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

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

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

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

## St Leger Homes of Doncaster Limited

### Strategic Report (continued)

#### Key Performance Indicators 2021/22:

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

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

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

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

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

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

## St Leger Homes of Doncaster Limited

### Strategic Report (continued)

#### Customer Satisfaction 2021/22

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

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

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

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

#### Customer Service Standards

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

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

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

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

The table below summarises out performance for the past five years :

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

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

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

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

#### **Value For Money (VFM)**

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

We recognise the Regulator of Social Housing's Regulatory Standards as good practice and during the year, published our annual VFM self-assessment (based on the 2020/21 financial year) to capture all VFM achievements and work into one summary document.

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

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

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

#### **Principal Risks and Uncertainties**

Effective risk management has always been an integral part of our business planning process. We have recognised that identifying and managing the risks we face is a critical element in achieving our wider vision.

All strategic risks are considered by their potential impact on the delivery of the company's aims, objectives and the provision of services together with the predicted likelihood of the actual event or occurrence and the score registered on a risk matrix. A member of the Leadership Team is assigned as being the risk owner and assumes the responsibility of ensuring effective mitigation actions are in place. As in previous years, quarterly reviews and updates of the risk register took place during the year and this will continue in 2022/23.

#### **Review of the Risk Register**

Strategic risks have been identified with varying degrees of probability and impact on the organisation. These are monitored on a regular basis by the Board, Audit and Risk Committee, EMT and Leadership. A full review of the risk format, content and methodology was undertaken in the year to ensure all risks were adequately recorded and the processes were still fit for purpose.

The key strategic risks in the register at year end and going forward are 'The failure to:

- manage Homelessness issues within the borough
- develop and maintain a robust and secure ICT framework
- deliver the Digital transformation programme and optimise use of ICT
- manage political and local expectations of St Leger and deliver on performance and value for money as measured by DMBC
- recruit, develop and retain a skilled, efficient and effective workforce
- manage all issues surrounding property compliance risks, including high risk residential accommodation and any emerging requirements
- manage corporate health, safety and compliance risks
- effectively govern and manage in an increasingly regulated climate
- maintain core service delivery and business continuity as a result of external factors (eg. Covid19, inflation, fuel and material shortages, weather)



## St Leger Homes of Doncaster Limited

### Strategic Report (continued)

#### Future Developments

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

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

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

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

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

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

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

By order of the Board and signed on its behalf

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



Dave Wilkinson  
Chair

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

### **Directors' Report**

#### **Legal status of Company**

The Company is limited by guarantee and does not have any Share Capital.

#### **Status of Company and composition of the Board**

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

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

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

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

#### **Proposed dividend**

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

#### **Directors and Directors' interests**

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

#### **Post Balance Sheet Events**

There were no post balance sheet events to report.

#### **Disclosure of information to auditors**

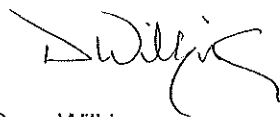
The Directors who held office at the date of approval of this Directors' report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's Directors are individually unaware; and each Director has taken all the steps that they ought to have taken as a Director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

#### **Auditors**

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

By order of the Board and signed on its behalf

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



Dave Wilkinson

Chair

## St Leger Homes of Doncaster Limited

### Statement of Internal Control

The Board of Directors acknowledges its ultimate responsibility for ensuring that the Company has in place a system of controls that is appropriate to the various business environments in which it operates. These controls are designed to give reasonable assurance with respect to:

- The reliability of financial information used within the Company or for publication;
- The maintenance of proper accounting records; and
- The safeguarding of assets against unauthorised use or disposal.

It is the Board of Directors' responsibility to establish and maintain systems of internal financial control. Such systems can only provide reasonable and not absolute assurance against material financial misstatement or loss. The system of internal control includes the following key elements:

- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Company's assets;
- Experienced and suitably qualified staff to take responsibility for important business functions. Annual employee development review procedures have been established to maintain standards of performance;
- The establishment of written policies and procedures and a scheme of delegated authority designed to ensure that proper accounting records are maintained;
- A risk management framework in which priority risks are reviewed by the Board, Executive Management Team and senior managers;
- Forecasts and budgets are prepared which allow the Board of Directors and management to monitor the key business risks and financial objectives and progress towards financial plans set for the year and the medium term. Regular management accounts are prepared promptly, providing relevant, reliable and up-to-date financial and other information and significant variances from budgets are investigated as appropriate;
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures, through the Board of Directors and officers of the Company;
- The internal audit programme is in place to review, appraise and report upon the adequacy of internal controls. Any actions necessary to correct any weaknesses identified by internal or external audit are incorporated within the action plan that is agreed and monitored by the Audit Committee. The annual report of the Internal Auditors for 2021/22 was received by Audit and Risk Committee in March 2022 and gave a positive opinion that the systems of internal control examined were generally sound with only a few exceptions.
- A full range of insurance including Fidelity Guarantee has been put in place to safeguard assets.

On behalf of the Board, management has reviewed the effectiveness of systems of internal control in existence for the year ended 31 March 2022. No weaknesses were found in the internal controls, which resulted in material losses, contingencies or uncertainties, which require disclosure in the financial statements or in the auditor's report on the financial statements. The Board of Directors is satisfied that this remains the case up to the signing of these documents.

The Board of Directors is also of the opinion that the Company has suitable internal controls for maintaining adequate accounting records, safeguarding the assets of the Company and for taking reasonable steps to prevent and detect fraud and other irregularities. These financial statements have been prepared on the basis that the Company is a going concern.

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

### **Statement of Directors' Responsibilities**

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice).

The financial statements are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that its financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

# St Leger Homes of Doncaster Limited

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

### Opinion

We have audited the financial statements of St Leger Homes of Doncaster (the 'Company') for the year ended 31 March 2022 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Reserves, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2022 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

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

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

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

### Other information

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

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

We have nothing to report in this regard.

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

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

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

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

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

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

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

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

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

#### **Responsibilities of directors**

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

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

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

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

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

## St Leger Homes of Doncaster Limited

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

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

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

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

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

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

#### Use of our report

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

*Beever and Struthers*

Richard Graham ACA (Senior Statutory Auditor)

**For and on behalf of**  
**Beever and Struthers**  
Statutory Auditor  
St George's House  
215-219 Chester Road  
Manchester  
M15 4JE

Date: 29 July 2022

## St Leger Homes of Doncaster Limited

### Income Statement

For the year ended 31 March 2022

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

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

The accounts are prepared on a historical cost basis.

### Statement of Comprehensive Income

For the year ended 31 March 2021

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

The notes on pages 26 to 37 form part of these financial statements.



## St Leger Homes of Doncaster Limited

### Statement of changes in Revenue Reserve

As at 31 March 2022

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

# St Leger Homes of Doncaster Limited

## Statement of Financial Position

As at 31 March 2022

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

These financial statements were approved by the Board of Directors on 7 July 2022 and were signed on its behalf by:



Dave Wilkinson  
Chair

Company registration number 05564649

The notes on pages 26 to 37 form part of these financial statements

## St Leger Homes of Doncaster Limited

### Statement of Cash Flows

For the year ended 31 March 2022

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

The notes on pages 26 to 37 form part of these financial statements

# **St Leger Homes of Doncaster Limited**

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

## **1. Accounting Policies**

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Company's financial statements. The prior year results are for the year ended 31 March 2021. St Leger Homes was incorporated in the United Kingdom and its registered office is St Leger Court, White Rose Way, Doncaster, DN4 5ND.

### **Basis of Accounting**

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

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

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

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

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

### **Turnover**

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

### **Post-retirement Benefits**

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

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

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

## St Leger Homes of Doncaster Limited

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

### Post-retirement Benefits (continued)

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

### Judgements

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

#### Going Concern

The accounts have been prepared on a going concern basis.

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

### Estimates

#### Provisions for bad debts

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

#### Provisions for liabilities

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

#### Pension liability

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

### Property Plant & Equipment

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

### Operating Leases

Operating lease rentals are charged to the profit and loss account on a straight line basis over the period of the lease.

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### Taxation

The charge for taxation is based on the result for the year and takes into account taxation deferred because of timing differences between the treatment of certain items for taxation and accounting purposes. Except where otherwise required, full provision is made, without discounting, for all timing differences which have arisen but not reversed at the balance sheet date except as required by FRS 102 Section 29.

### Cash

Cash, for the purpose of the statement of cash flows, comprises cash in hand and deposits repayable within three months, less overdrafts payable on demand.

### Inventories

Stock is stated at the estimated selling price less cost to sell. WIP is attributable to finished goods that include labour, materials and direct/indirect overheads.

## 2. Analysis of turnover

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

## 3. Profit/Loss on ordinary activities before taxation

Turnover and profit/loss on ordinary activities all arose in the United Kingdom and are attributable to the principal activity of the business.

Profit/loss and profit/loss on activities before taxation is stated after charging:

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

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### 4. Staff numbers and costs

The average monthly number of whole time equivalent (WTE) employees was:

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

Their aggregate remuneration comprised:

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

### 5. Remuneration of Directors

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

#### Members of the Board of Directors

Directors' emoluments	24	21
None of the Directors are members of the defined benefit pension scheme	0	0

#### Members of the Executive Management Team

The Executive Management Team, including the Chief Executive Officer, received emoluments as follows:

Aggregate emoluments (wages and salary) payable to the Executive Management Team. (Including pension contributions. No benefits in kind were received.)	477	472
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## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### 6. Taxation

Analysis of charge in period

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

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

### 7. Property Plant & Equipment

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



## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### 8. Inventories

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

### 9. Debtors

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

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

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

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### 11. Provisions for liabilities and charges

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

### 12. Called up share capital

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

### 13. Financial Commitments

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

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

### 14. Pension scheme

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

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

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

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

## St Leger Homes of Doncaster Limited

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

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

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

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### Actuarial Assumptions

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

### Defined Benefit Obligation

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

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

### Fair value of employer assets

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

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

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

## St Leger Homes of Doncaster Limited

Notes (forming part of the financial statements-continued)

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

### 15. Analysis of net funds

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

### 16. Related Party Transactions

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

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

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

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

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

### **17. Contingent Liabilities**

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

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

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