

CORPORATE PLAN 2024-29

*Providing homes in neighbourhoods
where people are proud to live*



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Introduction

This plan sets out St Leger Homes' key priorities for the next five years which we've grouped into four themes; People, Partnerships, Homes and Communities. It is a plan for St Leger Homes, our employees, and partners, but most importantly a plan that lets our tenants know what they can expect from us.

We are an effective organisation that is doing well, but we are determined to improve further. We are committed to making a positive impact on the lives of the people we serve and employ, the economic well-being of Doncaster and the environment. We will do this by working together with our partners and being transparent with both our customers and employees.

In developing our plans, we have looked closely at the Doncaster Borough-wide strategy ('Doncaster Delivering Together') and the things that matter to our tenants, residents, stakeholders and colleagues. During extensive consultation, you told us that you expect us to provide good quality, safe homes at a reasonable price. Homes tenants can be proud to live in. This is our starting point and it's important we get it right.

Beyond this, we want to make a positive contribution, to the health and wellbeing of our tenants and the economic and environmental success of Doncaster. We want to do our bit in tackling crime and anti-social behaviour and generally helping make Doncaster a more compassionate and fair place to live.

We have developed this plan in partnership with our tenants, staff and other stakeholders to ensure it's right for all. In it, we need to build on those things we do well, but also be mindful of those areas where we have an opportunity to improve.

We are very proud of our achievements at St Leger Homes; we believe we offer high-quality, well-performing services at great value for money.

We believe we are a compassionate and caring organisation that seeks to do its best for our tenants and communities.



Introduction continued

We are particularly proud that we have the highest standards of building safety, that we go beyond expectations with our tenancy sustainability work, and we provide support for vulnerable people including the disabled and care leavers.

We hold numerous accreditations that show both our intention of delivering quality services and stand as testimony to the standards we achieve. In all areas of our business there are things to learn and to do better. However, we are conscious that in particular we can do and are doing more to improve our understanding of the condition of our stock and our customers circumstances and needs. We are seeking to be more efficient in the ways we deliver our repair service, and this will go a long way to reducing the number of complaints that we receive. Our tenants want to enjoy living in their home without the worry caused by anti-social behaviour and we are improving the ways we deal with such issues.

We are also aware that we can improve the ways in which we communicate with tenants, this will involve us looking at our channels of communication and also our own communication skills. These issues will be critical to our progress over the next five years.

We operate in a time of an ageing workforce, a national construction skills labour shortage and a rising cost of living. Our plan needs to take account of these issues.

Our employees are passionate about providing excellent service to our customers and are keen to see the way that we operate modernised to meet changing demand.

We are proud to have high levels of employee satisfaction. For the next five years, our plan will see us maintaining these high levels by addressing the key issues our employees tell us are important to them.

We will do all of this against a backdrop of national imperatives, and legislative and regulatory requirements which will measure our performance; we intend that both Doncaster's Council housing and St Leger Homes will not be found wanting.



Dave Wilkinson, Chairman, Board

About Us

St Leger Homes is the City of Doncaster Councils' arm's length management organisation, we manage the housing services on behalf of the City of Doncaster Council.

Properties we manage

20,000



People we employ

800+



Budget we manage

£55m



Community groups we support

250



We make sure we deliver services to a high standard; the Council set those standards and hold us to account, making sure we deliver services in the way and to the level they expect.





You can read more about our performance in the tenants' annual report www.stlegerhomes.co.uk or watch this short video which gives a flavour of what we do: [YouTube/stlegerhomes](https://www.youtube.com/stlegerhomes)

Our Mission and Our Values

Providing homes in neighbourhoods where people are proud to live

We involved our customers and colleagues to determine the values that will drive our organisation forward.

We agreed:

-  **We want to get it right for the **People** that live in our homes and that work for us**
-  **We take **Pride** in what we do and want our tenants to be proud to live in a St Leger Home**
-  **We want to achieve the best possible individual and organisational **Performance****
-  **We expect **Progress**, to get things done and change how we do things when there is a better way**

Our values drive the skills and behaviours we expect of our employees. In developing these we had in mind both customer expectations and the Chartered Institute of Housing Professional Standards. You can see a diagram of this on the following page. We will use this framework to inform how we recruit, manage, retain and reward our workforce.

Underpinning the way that we work is our commitment to championing equality, diversity and inclusion for our customers and colleagues. Demonstrating respect through our dealings with colleagues, customers, and partners as well as an explicit duty to speak out when we see or hear something that is inappropriate, are behaviours which are embedded within our values.



Through our partnerships and accreditation with The Housing Diversity Network and Disability Confident, we will continue to strive to ensure that St Leger Homes offers an inclusive service to our customers and a working environment where diversity is celebrated.



Our Priority Themes

People Homes Communities Partnership

Many people contributed to this plan, there were many differing views expressed, but all agreed on the four themes and objectives detailed in the following pages.

The following pages contain only a snapshot of how we intend to improve. We keep this under constant review and each year we write a more detailed [Annual Development Plan](#).



People

Our aim is

To get it right for our customers and staff

We will focus on



Listening, communicating and engaging effectively, ensuring we have a courteous, compassionate and skilled workforce



Investing in our communication channels; increasing opportunities to access our services when and how it suits you



Doing more than providing homes; by offering you support to sustain your home and deal with the cost of living crisis



Working hard to tackle homelessness. Develop a new Preventing Homelessness Strategy for 2024-29



Understanding the needs and aspirations of our tenants and staff and delivering for them

**How you will see a difference:
We will**



Make sure our Leadership Team are visible, accessible and approachable



Use modern methods to improve security of our IT systems, utilise innovative technology and promote collaborative working



Embed the actions from our People Strategy 2024 - 29 being an employer of choice, Investors In People accredited and a great place to work.



Do more for our most vulnerable tenants by offering an effective sustainability service and growing our shared tenancy scheme for care leavers



Learn from customer feedback so we deliver better and more effective services



We will have a wider range of tenancies available including more private tenancies and a new furnished tenancy offer



Maintain and continually develop our website, which provides better customer functionality including the opportunity to request services online

Homes

Our aim is

To provide good quality, safe homes at a rent you can afford

We will focus on



Ensuring tenants are satisfied with the homes and services we provide



Delivering an efficient and effective repairs and maintenance service



Making sure our homes are safe and free from hazards



Reducing damp mould and condensation in our homes and making them more energy efficient



Achieving the highest standards of building safety and compliance

How you will see a difference:

We will



Comply with all building safety and compliance standards



Introduce a new Tenancy Agreement that meets today's requirements



Keep investing in our homes to ensure they continue to meet the decent homes standard



Be on target to achieve EPC C for all our homes by 2030, and continue to develop our environmentally sustainable approach to service delivery



Deliver a 4 year programme of property purchases



Commence a small in house new build programme to create training opportunities for our apprentices

Communities

Our aim is

To help build communities not just houses

We will focus on



Increasing engagement with the diverse communities of Doncaster



Seek Tenant Participation Advisory Service exemplar status. Ensure the One Voice Forum is the conduit for effective tenant influence



Providing safer communities through tackling and reducing anti-social behaviour and crime



Providing communal halls and spaces which the community value



Support the Council to regenerate communities

How you will see a difference:

We will



Promote economic opportunities for our communities by offering more training and employment opportunities via our World of Work, apprenticeship and graduate placement programmes



Increase community well-being by embedding a new team to tackle anti-social behaviour



Continue to develop our Environmental Pride programme, supporting communities who want to improve their neighbourhoods



Undertake a review of our communal halls' promote their usage and deliver a programme of investment



Delivering on our Equality, Diversity and inclusion (EDI) Strategy action plan

Partnerships

Our aim is

To work with others to deliver Doncaster's 'thriving people places and planet' ambitions

We will focus on



Tackling climate change by working to become carbon neutral in the ways we work and how we use stock and materials



Contributing to the Borough Strategy priorities especially:

- Supporting training and skills, economic regeneration, social care and locality working

- Making Doncaster a fairer and more inclusive place and tackling health inequalities.



Work with other social and private landlords to ensure those facing homelessness have a safe and secure home

How you will see a difference:

We will



Help to address poverty and other forms of disadvantage through keeping our rents low, making our homes easy to heat and supporting people to maximise their income



Help residents access good quality social and private homes with other landlords



Support the local economy by using local suppliers and contractors wherever possible



Align our resources to help City Of Doncaster Council meet the needs of vulnerable people



To work with City of Doncaster Council to help build more new homes

How will we know we are successful ?

Getting things right starts with listening to what you our customers think. We regularly ask for feedback and we act upon what you say. This activity includes the Government's standardised process for measuring tenants' satisfaction. We also work alongside customers in numerous ways to improve our services, for example, the Tenant Scrutiny Panel (TSP) conduct regular reviews and scrutinise our services and policies.

St Leger Homes maintains detailed monitoring and review processes. Right from the Board to our front-facing staff, we try to understand how we are performing by comparing ourselves against other landlords and benchmarking ourselves against national standards and regulatory responsibilities. We invite scrutiny from specialist third-party auditors and the Council's internal audit service to ensure we don't just mark our own homework but take an objective balanced view.

As an Arms Length Management Organisation, in addition to our work with tenants, the St Leger Board, its sub-committees and the Council also hold senior management to account. There are numerous ways this happens. For example, The Mayor, sets our targets and the Council's Cabinet, which includes The Mayor review our performance quarterly. The Council's Portfolio Holder for Housing takes a keen interest with several meetings held every month and we meet more frequently with council officers who look at a wide range of issues in significant detail.

These complex arrangements are described in our [performance management framework](#).



Get Involved

At St Leger Homes we think we provide a good quality service at a very reasonable price, but there is always more we can learn, improve and do better. We are determined to continue improving. We want to go from good to great. This plan sets out our intentions and plans. We will only succeed if we work effectively with our tenants and our partners.

If you want to know more please take the time to look at our website (www.stlegerhomes.co.uk) where there is a great deal more information about how we are performing. There are a lot of ways you can help shape our services as demonstrated in the engagement framework graphic.

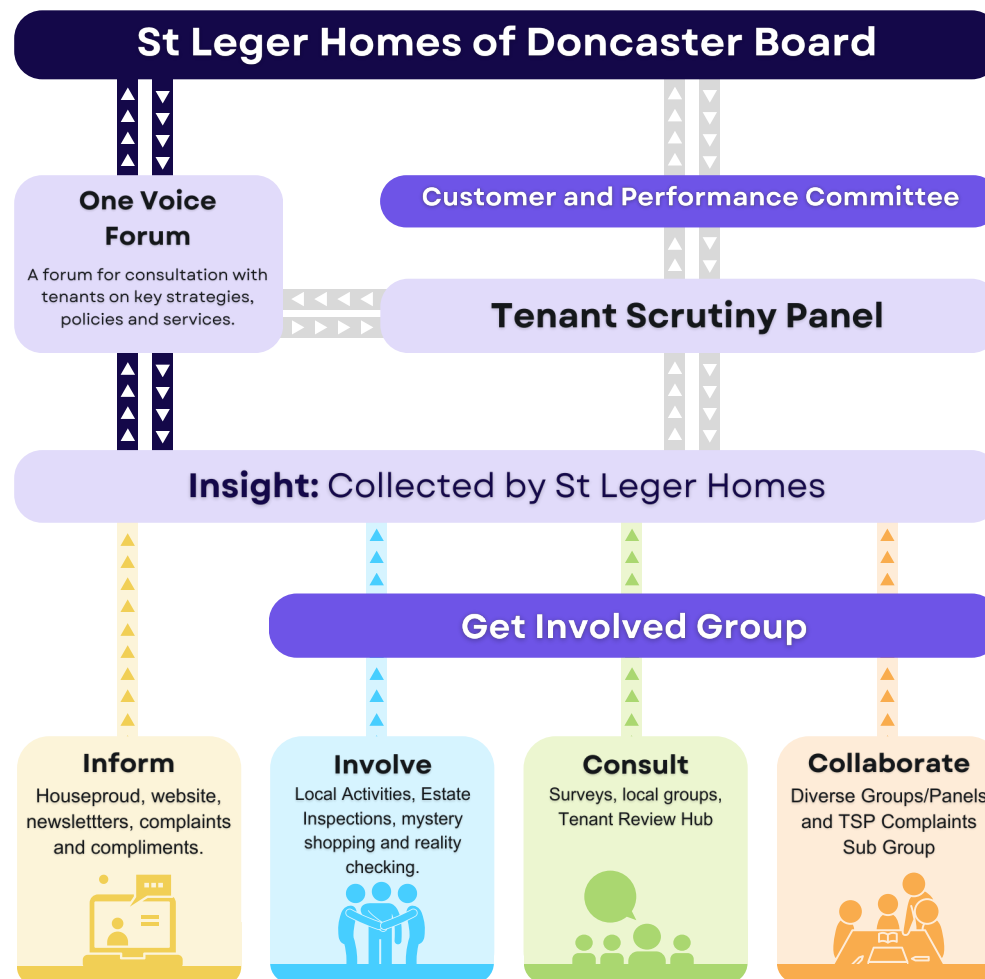
If you want to get involved and help us continue to improve please contact us:

Email: info@stlegerhomes.co.uk

Tel: 01302 862862



Tenant Voice Model

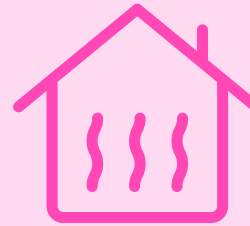


Our Commitments by 2029

Acquire **180** additional homes



Have thermally efficient homes with **94% at EPC C** or above



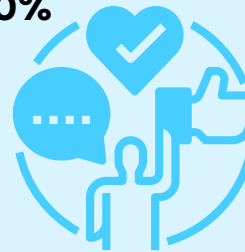
Ensure no home has a **damp and mould category 1 hazard**



Have **16** shared accommodation **homes** for **32** care leavers



Ensure at least **80%** of complainants are **satisfied** with our handling of **ASB**



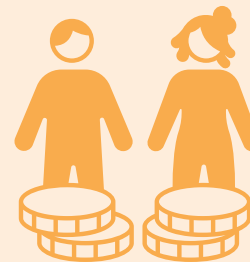
Be an **exemplar** organisation for **customer Involvement**



Recruit at least **2.3%** of our **new starters** on apprenticeships



Achieve a **gender pay gap** of less than **4%**



Communication channels will **increase**, so you can **interact** with us how and when you want.





www.stlegerhomes.co.uk

Email: info@stlegerhomes.co.uk
Tel: 01302 862862

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