

**ST LEGER HOMES OF DONCASTER LIMITED**

**VALUE FOR MONEY (VFM)**

**STATEMENT**

**FINANCIAL YEAR ENDED**

**31 MARCH 2020**

**Contents**

- 1. Executive Summary**
- 2. VFM environment**
- 3. Performance - Key Performance Indicators (KPIs)**
- 4. Performance - Customer Service standards**
- 5. Benchmarking - how we compare with others**
  - **Housemark dashboard**
  - **Optimising service costs**
  - **Cost and performance quartiles summary and details**
  - **Customer satisfaction**
- 6. VFM achievements 2019/20**
  - **Investment**
  - **Procurement**
  - **Employees**
  - **Systems**
  - **Customers**
- 7. VFM plans 2020/21**
- 8. Summary**

## 1. Executive Summary

1.1. The many definitions of VFM all centre around achieving 'more outputs for the same inputs' or 'the same outputs for less inputs'. St Leger Homes of Doncaster (St Leger) defines value for money as: **"Achieving the best balance between service cost and the benefit to the customer and business"**

1.2. VFM is implicit within the vision and strategic objectives of the new five year Corporate Plan for 2019-2024:

Vision : ***"Provide homes in neighbourhoods that people are proud to live in"***

Four strategic objectives :

- 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.

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

1.4. An Annual Development Plan (ADP) is approved by the Board at the start of each financial year. The ADP, and related Directorate Service Delivery Plans (SDP), are based on our strategic objectives and also Mayoral priorities, and key themes for 2019/20 were :

- Responding to emerging building and fire safety regulations;
- Reviewing the repairs service;
- Reviewing the Asset Management strategy and making best use of DC's assets;
- Customer access - engaging with tenants, residents and communities;
- Housing management – sustaining tenancies;
- Expanding our World of Work programme (WoW);
- Delivering the People strategy;
- Delivering the ICT strategy and digital transformation; and
- Addressing homelessness and reducing the number of empty properties.

1.5. Operationally, the aim for 2019/20 was to embed the new Corporate Plan, developing partnership working, a performance culture, digitisation (in particular the sourcing and development of a new integrated housing management system), and responding to the risks and needs within the sector.

1.6. Financially, St Leger's recent core budgets have been set on a robust, zero growth approach and have largely stayed the same overall, increasing only to reflect specifically agreed inflationary and other relevant increases for salaries, pensions and certain supplies.

1.7. Operating in a challenging economic climate and within limited budgets, **St Leger is providing value for money services**. At this highest level, increased performance targets have generally been met or exceeded, we have operated within budget, whilst budgets and staffing levels have stayed the same or reduced. The sections below expand on this by looking at cost and performance by service area and how these compare with other organisations.

1.8. **The assessment below also shows that St Leger is, in general, a low cost, mid to high performing organisation** when benchmarked with our peers and also all housing providers nationally, and there are areas of good performance and also areas for improvement.

1.9. **In summary**, St Leger operated within budget, our targets were met in most areas, tenant and customer surveys were positive and we continue to compare favourably with our peers and also providers nationally.

## 2. VFM environment

- 2.1. As an ALMO, St Leger is an income led organisation, receiving management fees to manage, maintain and improve Doncaster Council's (DC) housing and related assets around 20,300 homes including leaseholders, 100 shops, 2,000 garages and sites and some Housing Revenue Account (HRA) land, and a number of other housing services. It is therefore imperative that St Leger achieves VFM in all of its activities.
- 2.2. Our 2017 VFM strategy, which will be updated in 2021, contains six objectives :
- **Culture** : maximise staff involvement in VFM and embed a VFM culture;
  - **Customers** : maximise customers, leaseholders and stakeholders' VFM engagement;
  - **Comparison** : expand the performance management framework and benchmarking;
  - **Communication** : improve the quality, range and use of VFM reporting;
  - **Commercial**: ensure best use of all assets for which St Leger is responsible; and
  - **Collaboration** : strengthen the role of Support Services to the business.
- 2.3. St Leger is not bound by the Regulator for Social Housing Regulatory Framework, but we continue to recognise it as best practice and have again followed their guidance in producing this summary document, which is a requirement within the Regulatory Framework. In summary, the VFM standard within the framework states that an RP must clearly articulate its strategic objectives and have an approach agreed by board to achieving VFM in meeting these objectives. <https://www.gov.uk/guidance/regulatory-standards>
- 2.4. Increases in annual management fee incomes for 2019/20 have been specific in relation to cost of living awards, pay scale increments, pension cost increases, growth or specifically agreed inflationary elements, meaning tight budgets for our budget holders.
- 2.5. We operate robust:
- performance monitoring, maintaining a suite of Key Performance Indicator (KPIs) and over 100 other monthly Performance Indicators (PIs) and Management Indicators (MIs) across all service areas; and
  - budgetary control regimes with active, regular involvement of all budget holders and service managers.
- 2.6. We validate our performance with a number of employee and customer surveys and we actively benchmark our services with other organisations. As in previous years, the main method of benchmarking is through our membership of Housemark (see Section 6 below), but we also carry out more tailored benchmarking with specific organisations, where appropriate. This involves visiting or being visited by other organisations to review systems and processes and share best practice.
- 2.7. In 2019/20, St Leger experienced a number of strategic and operational challenges and drivers, most notably these were:
- Continued challenges of Universal Credit full service roll out in the borough;
  - A 53<sup>rd</sup> rent week that was not eligible for Universal Credit (~£300k);
  - Responding to the Building Safer Futures consultation;
  - Responding to the social housing Green Paper;
  - Addressing the increasing homelessness issue within the borough;
  - Procuring and developing a new integrated housing management ICT system for implementation in 2020/21 TOP ('The One Project');
  - Responding to extensive flooding in the borough in November 2019; and
  - Responding to Covid19 from March 2020.

## PERFORMANCE

### 3. Company performance - Key Performance Indicators (KPI)

- 3.1. The Board approve a budget at the start of each financial year and set Key Performance Indicator (KPIs) targets aligned with our strategic objectives. Budgets and KPIs are monitored monthly. The KPIs for 2019/20 are summarised below, with comparatives.

KPI	KPI description	19/20 Outturn	19/20 Target	18/19 Outturn	17/18 Outturn	16/17 Outturn	15/16 Outturn
1	Current rent arrears % against annual rent	2.79%	3.22%	2.61%	2.62%	2.44%	2.56%
2	Void rent loss % of annual rent	0.59%	0.50%	0.49%	0.78%	1.00%	1.37%
3	Average no. of days to re-let a property	22.7	20.0	20.9	36.0	49.0	56.0
5	Full Duty homelessness acceptances	228	130	130			
6	Homeless preventions- new	965	605				
7	Complaints upheld as a % of interactions	0.061%	0.075%	0.070%	0.060%		
8	Tenancies sustained post support- new	93.80%	85.00%				
9	Repairs – First visit complete- new	90.24%	92.00%				
10	Gas servicing - % of properties attended	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
11	Days lost through sickness per FTE	8.22	7.90	8.90	8.04	8.26	8.40
12	Percentage of local expenditure	59%	66%	58%	58%		
13	Anti-Social Behaviour % of resolved cases	95.55%	90.00%	92.99%			
14a	Tenants&residents undertaking training-new	53	56				
14b	Tenants&residents into employment – new	31	18				
15	Tenant satisfaction overall-new	87.0%	89.0%				
16	Homes meeting Decent Standard-new	100.0%	100.0%				
17	Tenant satisfaction with property-new	89.4%	89.0%				
18	Energy efficiency of properties	99.96%	92.00%				

Key:

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

### 4. Customer Service standards

- 4.1. To complement our corporate KPIs, St Leger has developed Service Standards with our customers, which are updated every year. These are key operational indicators to ensure we provide the highest levels of customer service, and are measured and reported quarterly, with actions generated to improve performance. The table below summarises our performance against target.

Service standards	19/20	18/19	17/18
Compliant	7	8	9
Within target tolerance	4	2	4
Not compliant	2	3	0
Total	13	13	13

- 4.2. The two standards where we weren't compliant were:
- Answering calls within 30 seconds : 77% against a target of 95%
  - Registering housing applications within 10 days : 67% against a target of 100%

### 5. Benchmarking – how we compare with others

- 5.1. We validate our performance with a number of employee and customer surveys and we actively benchmark our services with other organisations, because a key element of being able to claim whether VFM is being achieved is how we compare with other organisations.
- 5.2. As in previous years, the main method of benchmarking is through our membership of Housemark. One outcome of benchmarking is grading our costs and performance into four bands or quartiles, ie Quartile 1 for top performers or lowest cost, etc. We submit performance information quarterly and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 5.3. We also carry out more tailored benchmarking with specific organisations, where appropriate. This involves visiting or being visited by other organisations to review systems and processes and share best practice. Examples include:
- Universal Credit (UC) – partnering a UC Managed Migration pilot;
  - Universal Credit (UC) – hosting job shadowing sessions for other organisations' staff;
  - Income Management (IM) - Speaking at regional and national events;
  - Income Management (IM) – visited other organisations to review systems;
  - Income Management (IM) – participate in a regional (northern) benchmarking group;
  - Part of the National Early Adopter programme for High Rise Buildings (HRRB);
  - Participated in a regional health, safety and compliance benchmarking group;
  - TOP – site visits pre and post procurement to organisations for the new IT system;
  - Utilisation of Temporary Accommodation 'crash pads' compared to Bed & Breakfast; and
  - Member of a national Former Tenant Arrears forum;
- 5.4. We review the HCA's Global Accounts publication but as this provides only high level cost comparators, our main benchmarking is via Housemark or targeted contact.

## HOUSEMARK

- 5.5. The benchmarking information from Housemark for 2019/20 compares our performance to a peer group of 25 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations, and also around 90 housing providers nationally. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 5.6. **In summary, for all benchmarking information submitted, it shows that St Leger remains a low cost, mid to high performing organisation.** The report below provides further detail to support this summary.

### Housemark - VFM dashboard

- 5.7. At an overview level, VFM dashboard can be produced by plotting a selection of cost and performance indicators in a 2x2 dashboard to show how an organisation compares with its peer group, geographically or nationally, for core service areas. The aim is to have as many indicators as possible in the low cost, high performance green area and as few as possible in the high cost, poor performance red area.
- 5.8. The dashboard is intended to give a VFM snapshot and generate further investigation. The dashboard methodology changed for 2018/19 and now one cost and one performance indicator can be plotted at a time (rather than a 'basket' of indicators for each service as in earlier years).
- 5.9. So for this VFM assessment, the most appropriate and commonly used cost and performance indicators have been selected.
- 5.10. The dashboards for 2019/20 are shown below, together with the restated comparatives for 2018/19, both for our wider peer group and nationally.

<u>Key</u>	<u>Service</u>	<u>Cost indicator</u>	<u>Performance indicator</u>
1	Responsive repairs	CPP* of responsive repairs	STAR satisfaction with repairs service

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

\* CPP - Cost Per Property

#### **Peer group 2019/20 - 25 ALMOs, Metropolitan Boroughs and Unitary authorities**



#### **Peer group 2018/19 - 48 ALMOs, Metropolitan Boroughs and Unitary authorities**



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

\* CPP - Cost Per Property

**Nationally 19/20 – approx. 90 housing providers**



**Nationally 18/19 - approx. 150 housing providers**





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

Cost Category	15/16 Outturn CPP £	16/17 Outturn CPP £	17/18 Outturn CPP £	18/19 Outturn CPP £	19/20 Outturn CPP £	Benchmark Peer Median CPP £	Peer Group Quartile	National Group Quartile
<u>Repairs</u>								
Major Works	1,951	1,481	1,419	1,815	<b>1,134</b>	1,469	↑Q2	↑Q3
Cyclical Maintenance	127	174	117	129	<b>127</b>	287	Q1	Q1
Responsive Repairs	454	442	531	571	<b>571</b>	515	↓Q3	↑Q2
Void Works	298	227	235	200	<b>193</b>	230	Q2	Q2
<u>Housing</u>								
Rent arrears collection	83	82	87	76	<b>78</b>	100	Q1	Q1
Resident Involvement	19	20	20	14	<b>16</b>	32	Q1	Q1
Tenancy Management	79	77	92	89	<b>90</b>	113	Q2	Q1
Lettings	36	34	35	30	<b>36</b>	64	Q1	Q1
Anti Social Behaviour	59	53	61	56	<b>58</b>	56	Q3	↓Q3
Estate Services	117	116	120	115	<b>128</b>	128	↓Med	Q2
Housing – total	393	382	415	380	<b>406</b>	493	Q2	Q1
<b>Total Cost Per Property</b>	3,223	2,706	2,717	3,095	<b>2,431</b>	<b>2,955</b>		
<u>Housing Management</u>								
Overhead costs per property *	97	90	98	73	<b>77</b>	124	↓Q2	↑Q1

\* Overheads are allocated by Housemark into each service categories

↑ ↓ arrows indicate any quartile movements compared to 2018/19

#### Key

Q1 = Quartile 1

Q2 = Quartile 2 / Median

Q3 = Quartile 3

Q4 = Quartile 4

## Housemark - Cost and Performance indicator quartile summaries

- 5.12. The tables below show the banding of our quartile positions for all cost and all performance indicators submitted, both for our peer group and nationally. Over the past four years, small majorities of our Cost (~60%) and Performance (~65%) indicators are in Quartiles 1 and 2:

COST			19/20		18/19		17/18		16/17	
	no.	%	no.	%	no.	%	no.	%	no.	%
Quartile 1	9	28	9	28	6	19	8	25		
Quartile 2 / Median	10	31	8	25	10	31	12	38		
Quartile 3	7	22	9	28	11	34	7	22		
Quartile 4	6	19	6	9	5	16	5	15		
Totals	32	100	32	100	32	100	32	100		
PERFORMANCE			19/20		18/19		17/18		16/17	
	no.	%	no.	%	no.	%	no.	%	no.	%
Quartile 1	15	47	14	42	10	36	10	38		
Quartile 2 / Median	7	22	7	22	5	18	6	23		
Quartile 3	6	19	11	33	7	25	5	19		
Quartile 4	4	12	1	3	6	21	5	19		
Totals	32	100	33	100	28	100	26	100		

- 5.13. Actions arising from the benchmarking over the past three years are to review all Quartiles 3 and 4 indicators to understand why these positions were achieved and put actions in place to move us into the higher quartiles. This will continue.

## Housemark - Detailed Cost and Performance indicator quartile position

- 5.14. The tables below show the indicators submitted and comparatives for from the previous two financial years. The table also shows the quartile positions for 2019/20 of all the indicators submitted and also the position in 2018/19.
- 5.15. The tables have been separated into two sections – Upper Quartiles (Q1, Q2) and Lower Quartiles (Q3, Q4). These indicators provide further detail behind the VFM dashboards and the summary benchmarking tables above.

### Key

Q1 = Quartile 1

Q2 = Quartile 2 / Median

Q3 = Quartile 3

Q4 = Quartile 4

## Housemark - Quartile position table – QUARTILES 1 and 2

Service area	Indicator Description	17/18 Outturn	18/19 Outturn	19/20 Outturn	Peer Median	19/20 Quartile	18/19 Quartile
Major Works	% of dwellings that are non-decent	0%	0%	<b>0%</b>	0%	<b>Q1</b>	<b>Q1</b>
Major Works	Quality of your home (STAR)	89.20%	89.20%	<b>89.4%</b>	83.0%	<b>Q1</b>	<b>Q1</b>
Cyclical Maintenance	Total CPP	£117	£129	<b>£127</b>	£287	<b>Q1</b>	<b>Q1</b>
Cyclical Maintenance	Gas servicing - % valid certificate	100%	100%	<b>100%</b>	100%	<b>Q1</b>	<b>Q1</b>
Cyclical Maintenance	% gas safety checks by annivers date	No data	100%	<b>100%</b>	100%	<b>Q1</b>	<b>Q1</b>
Lettings	Total CPP	£34	£30	<b>£36</b>	£64	<b>Q1</b>	<b>Q1</b>
Lettings	Dwellings vacant unavailable to let %	0.01%	0.00%	<b>0.00%</b>	0.35%	<b>Q1</b>	<b>Q1</b>
Lettings	Direct employees per 1000 props	0.63	0.67	<b>0.85</b>	1.15	<b>Q1</b>	<b>Q1</b>
Lettings	Void rent loss % of rent loss	0.83%	0.49%	<b>0.59%</b>	0.95%	<b>Q1</b>	<b>Q1</b>
Rent arrears & collection	Total CPP	£87	£76	<b>£79</b>	£100	<b>Q1</b>	<b>Q1</b>
Resident Involvement	Total CPP	£20	£14	<b>£16</b>	£32	<b>Q1</b>	<b>Q1</b>
Resident Involvement	Direct employees per 1000 props	0.37	0.29	<b>0.33</b>	0.54	<b>Q1</b>	<b>Q1</b>
Resident Involvement	Views taken into account % (STAR)	83.5%	83.5%	<b>83.1%</b>	64.4%	<b>Q1</b>	<b>Q1</b>
Resident Involvement	RI in consultation groups %	7.2%	5.6%	<b>10.2%</b>	4.1%	<b>Q1</b>	<b>Q2</b>
Responsive repairs	Appointments kept % of apps made	99.6%	98.9%	<b>99.3%</b>	97.3%	<b>Q1</b>	<b>Q1</b>
Responsive repairs	Satisfaction repairs service (STAR)	85.9%	85.9%	<b>90.1%</b>	78.3%	<b>Q1</b>	<b>Q1</b>
Void repairs	Average days to complete repairs	No data	10.1	<b>11.1</b>	16.0	<b>Q1</b>	<b>Q1</b>
Void repairs	Average cost of void repair £	£2,246	£2,259	<b>£2,197</b>	£2,946	<b>Q1</b>	<b>Q1</b>
Corporate	Days lost through sickness per FTE	8.1	9.0	<b>8.3</b>	10.7	<b>Q1</b>	<b>Q2</b>
Corporate	Rent provides VFM (STAR)	92.8%	92.8%	<b>94.2%</b>	85.8%	<b>Q1</b>	<b>Q1</b>
Corporate	Staff turnover in the year %	7.8%	7.2%	<b>7.6%</b>	10.2%	<b>Q1</b>	<b>Q1</b>
Corporate	IT & Comms CPP	£35	£15	<b>£15</b>	£30	<b>Q1</b>	<b>Q1</b>
Corporate	Finance Costs CPP	£8	£6	<b>£7</b>	£13	<b>Q1</b>	<b>Q1</b>
Corporate	Satisfaction overall (STAR)	88.8%	88.8%	<b>87.0%</b>	83.0%	<b>Q1</b>	<b>Q1</b>
Major Works	Total CPP	£1,419	£1,815	<b>£1,134</b>	£1,469	<b>Q2</b>	<b>Q3</b>
Responsive repairs	Average cost of responsive repair £	£121	£128	<b>£121</b>	£137	<b>Q2</b>	<b>Q2</b>
Responsive repairs	Repairs completed at the first visit %	88.8%	88.2%	<b>90.2%</b>	91.1%	<b>Q2</b>	<b>Q3</b>
Void repairs	Total CPP	£235	£200	<b>£193</b>	£230	<b>Q2</b>	<b>Q2</b>
Lettings	Average re-let time in days (standard)	36	21	<b>23</b>	27	<b>Q2</b>	<b>Q1</b>
Resident Involvement	Number of services changed	24	8	<b>15</b>	13	<b>Q2</b>	<b>Q3</b>
Tenancy Management	Total CPP	£92	£89	<b>£90</b>	£113	<b>Q2</b>	<b>Q2</b>
Tenancy Management	Direct employees per 1000 props	1.93	1.99	<b>1.89</b>	1.91	<b>Q2</b>	<b>Q3</b>
Tenancy Management	Evictions	0.29%	0.23%	<b>0.19%</b>	0.2%	<b>Q2</b>	<b>Med</b>
Estate Services	Direct employees per 1000 props	0.42	0.42	<b>0.68</b>	0.80	<b>Q2</b>	<b>Q2</b>
Rent arrears & collection	Current rent arrears %	2.62%	2.62%	<b>2.79%</b>	2.86%	<b>Q2</b>	<b>Med</b>
Anti Social Behaviour	Direct employees per 1000 props	1.02	1.00	<b>1.08</b>	0.99	<b>Q2</b>	<b>Q3</b>
Corporate	Direct revenue costs-finance costs %	2.7%	2.2%	<b>2.3%</b>	2.7%	<b>Q2</b>	<b>Q2</b>
Corporate	Central Overheads CPP	£32	£30	<b>£31</b>	£51	<b>Q2</b>	<b>Q2</b>
Estate Services	Total CPP	£120	£115	<b>£127</b>	£127	<b>Med</b>	<b>Q2</b>
Rent arrears & collection	Percentage of Rent collected %	98.71%	98.91%	<b>99.58%</b>	99.58%	<b>Med</b>	<b>Q3</b>
Lettings	Dwellings vacant & available to let %	0.60%	0.58%	<b>0.61%</b>	0.61%	<b>Med</b>	<b>Q3</b>

### Housemark - Quartile position table – QUARTILES 3 and 4

Service area	Indicator Description	17/18 Outturn	18/19 Outturn	19/20 Outturn	Peer Median	19/20 Quartile	18/19 Quartile
Major Works	Average SAP rating	66.6	66.3	<b>68.6</b>	70.4	<b>Q3</b>	<b>Q3</b>
Responsive repairs	Total CPP	£530	£571	<b>£571</b>	£515	<b>Q3</b>	<b>Q3</b>
Rent arrears & collection	Direct employees per 1000 props	1.92	1.78	<b>1.88</b>	1.79	<b>Q3</b>	<b>Q2</b>
Rent arrears & collection	Write offs %	0.40%	0.47%	<b>0.35%</b>	0.32%	<b>Q3</b>	<b>Q3</b>
Rent arrears & collection	Former tenant arrears %	1.49%	1.50%	<b>1.72%</b>	1.52%	<b>Q3</b>	<b>Q2</b>
Tenancy Management	Tenancy turnover	7.49%	7.43%	<b>7.41%</b>	6.71%	<b>Q3</b>	<b>Q3</b>
Estate Services	Satisfaction with n'hood (STAR)	81.3%	81.3%	<b>81.2%</b>	81.8%	<b>Q3</b>	<b>Q3</b>
Anti Social Behaviour	Total CPP	£61	£56	<b>£58</b>	£56	<b>Q3</b>	<b>Q3</b>
Anti Social Behaviour	ASB cases per 1,000 properties	146	75	<b>84</b>	60	<b>Q3</b>	<b>Q3</b>
Corporate	Overheads as % of Revenue costs	22.02%	20.73%	<b>20.5%</b>	17.87%	<b>Q3</b>	<b>Q3</b>
Corporate	Direct revenue costs - IT&comms costs %	5.01%	5.01%	<b>4.69%</b>	4.64%	<b>Q3</b>	<b>Q3</b>
Corporate	Direct revenue costs - central o'heads%	11.00%	10.41%	<b>10.06%</b>	8.85%	<b>Q3</b>	<b>Q3</b>
Corporate	Premises costs CPP	£25	£20	<b>£24</b>	£19	<b>Q3</b>	<b>Q3</b>
Major Works	Direct employees per 1000 props	8.51	7.79	<b>6.56</b>	0.29	<b>Q4</b>	<b>Q4</b>
Cyclical Maintenance	Direct employees per 1000 props	2.36	2.58	<b>1.93</b>	0.32	<b>Q4</b>	<b>Q4</b>
Responsive repairs	Ave. responsive repairs per prop.	3.6	3.6	<b>3.9</b>	3.2	<b>Q4</b>	<b>Q2</b>
Responsive repairs	Direct employees per 1000 props	7.87	8.40	<b>6.11</b>	3.72	<b>Q4</b>	<b>Q4</b>
Responsive repairs	Average days to complete repairs	12.51	16.33	<b>17.29</b>	9.53	<b>Q4</b>	<b>Q4</b>
Void repairs	Direct employees per 1000 props	4.36	4.14	<b>3.10</b>	1.16	<b>Q4</b>	<b>Q4</b>
Resident Involvement	% residents regd. for online access	No data	10.56%	<b>9.31%</b>	20.36%	<b>Q4</b>	<b>Q3</b>
Resident Involvement	Requests made online/1,000 props	No data	106	<b>93</b>	161	<b>Q4</b>	<b>Q3</b>
Corporate	Direct revenue costs - premises costs %	3.34%	3.08%	<b>3.42%</b>	2.11%	<b>Q4</b>	<b>Q4</b>
Corporate	Overheads as % of turnover	11.42%	10.67%	<b>10.59%</b>	8.72%	<b>Q4</b>	<b>Q4</b>
Major Works	% of properties meeting EESSH (Energy Efficiency Standard for Social Housing)	No data	No data	No data			
Anti Social Behaviour	Satisfaction with case handling %	No data	No data	No data			
Anti Social Behaviour	Satisfaction with case outcome %	No data	No data	No data			
Resident Involvement	Number of unique website hits	No data	75,228	No data	201,250		<b>Q2</b>

## Satisfaction surveys

- 5.16. The main customer survey is an annual Survey of Tenants and Residents (STAR) and until 2018/19, this was undertaken annually. However, during that year, the decision was taken to undertake the STAR survey every two years and the latest STAR survey was taken in January 2020. In between STARs, more responsive, bespoke customer surveys are undertaken throughout each year and used to inform our service delivery methods and respond effectively to emerging needs.
- 5.17. The table summarises the six core questions, with comparatives and also how we compare with our peer group and nationally.

STAR core satisfaction survey question	2014/15	2015/16	2016/17	2017/18	2019/20	Housemark 19/20 Quartile Peers	Housemark 19/20 Quartile Nationally
Overall satisfaction	90.9%	91.8%	91.0%	88.8%	<b>87.0%</b>	Q2	Q2
Quality of your home	92.1%	93.2%	92.7%	89.2%	<b>89.4%</b>	Q1	Q1
Neighbourhood as a place to live	91.4%	90.8%	89.9%	81.3%	<b>81.2%</b>	Q3	Q3
Rent provides value for money	92.2%	93.4%	93.6%	92.8%	<b>94.2%</b>	Q1	Q1
Repairs and maintenance	88.8%	89.5%	89.4%	85.9%	<b>90.1%</b>	Q1	↑Q1
Listens to views and acts on them	85.9%	86.8%	85.8%	83.5%	<b>83.1%</b>	Q1	Q1

↑ ↓ arrows indicate any quartile movements compared to 2017/18. For 2016/17, all six STAR indicators were top quartile (Q1).

## **6. Key VFM achievements 2019/20**

- 6.1. Core services were unchanged during 2019/20 whilst St Leger addressed the themes in the ADP and SDPs as outlined at 1.4 above.
- 6.2. There were two serious disruptions to core services in the year – flooding in November 2019 and the Covid 19 lockdown in March 2020. St Leger responded positively to both but they impacted on operational performance:
- Floods : During November 2019, the borough experienced extensive flooding in some areas, affecting service delivery and some KPIs, although this was minimal.
  - Covid19 : The rapid escalation in response to the virus occurred in March 2020 and therefore had only limited impact on financial and operational performance for 2019/20. St Leger's response was significant but will have its main impact in 2020/21.
- 6.3. There were achievements in VFM in a number of areas, both strategically and operationally in the year, and are summarised below.

### **Investment**

- 6.4. As well as the management and maintenance of DC's housing and related stock, St Leger also effectively managed £17m of DC's £23m capital programme, and £10m of this was delivered by the St Leger in-house tradesteam.
- 6.5. This work included investment in the housing stock continued in order to sustain and further enhance decency works already carried out. Improvements to over 5,000 homes were delivered and included an external improvement programme, heating conversions and upgrades, component replacements, communal hall works, estate works and structural repairs.
- 6.6. The year saw continued investment in health and safety compliance works in all properties under our management, including the requirements following the Grenfell tragedy. In partnership with key stakeholders, the year also saw continued focus on strengthening and

improving fire safety in our high rise buildings, following Grenfell. This included completing the retrofit of sprinkler systems and delivering a range of other fire safety improvements.

- 6.7. We responded to the flooding event in November 2019 by quickly putting in place arrangements to dry out, survey and commence remediation works on the affected properties to minimise the disruption and upset the incident caused. The majority of works were completed before the year end.
- 6.8. Capital schemes were delivered in targeted areas to reduce repairs, and our scheduled repairs programmes efficiently deliver non urgent works in geographic cycles.
- 6.9. A new, industry standard Schedule of Rates (SORs) was purchased in late 2019/20 for implementation in 2021/22 which will improve our job costing and increase performance and productivity management going forward.

### **Procurement/cost savings**

- 6.10. St Leger has a dedicated Procurement team with performance targets, including contracted spend levels, and maintains a contract log and efficiency register.
- 6.11. The efficiency register captures savings as contracts are renewed and managed, and for 2019/20, effective procurement and contract management generated savings of approximately £1.1m compared to previous years or contracts.
- 6.12. We have 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. All contract evaluations consider cost and quality assessment criteria to ensure we don't just procure the cheapest supplies and services. We utilise OJEU compliant frameworks operated by procurement consortia and we have representatives on the boards or working groups of a number of consortia, which enables robust benchmarking and sharing of best practice.
- 6.13. Key points to note for 2019/20 :
  - One of the corporate KPIs for the year was a target of 66% of expenditure being local to Doncaster. The outturn was slightly below target at 59%, largely as a result of having to use a contractor outside of Doncaster, but within South Yorkshire, to undertake essential maintenance for high rise buildings;
  - In addition to the usual contract management and renewal activities during 2019/20, a key activity was the procurement and development of a new integrated housing management system that will be implemented in 2020/21. This new system will replace four separate existing systems to give one view of the customer for all aspects of services and generate significant operational efficiencies;
  - 2019/20 also saw the procurement of a new, industry standard Schedule of Rate (SORs) from the National Housing Federation (NHF). These will be implemented in 2021/22 as part of phase 2 of the new integrated housing management system and will ensure our in-house works are charged appropriately, enable effective performance monitoring and allow accurate benchmarking with external suppliers to ensure VFM is achieved with supplies; and
  - A key procurement action developed and implemented in 2019/20 ready for 2020/21, was the introduction of 'Social Value' assessments. For new contracts commencing in 2020/21, 10% of all contract assessments will be based on the social value of the contract. These will consider factors such jobs created, carbon footprint, community groups and local expenditure, and Targets/Outputs/Measures (TOMs) will be built in to every contract.

### **Employees**

- 6.14. There was a range of employee initiatives during 2019/20.
- 6.15. There were a number of structural changes and some realignments in the year, most notably
- the implementation of a Customer Access Team (CAT); and
  - strengthening the Health and Safety Compliance Team.
- 6.16. The Customer Access Team deals with first point of contact enquiries, including by phone, email, video and in person at our office receptions. The CAT brings together all our customer access channels to deliver a single, whole organisation customer access service, providing a better service for tenants
- 6.17. Corporately, the People Strategy was reviewed, updated and approved by Board in January 2020, with an action plan aligned with our strategic objectives and Corporate Plan.
- 6.18. 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 eight years, and achieved the international ISO45001 health and safety standard during 2019/20.
- 6.19. Improvements continue to be made to support the health and wellbeing of our employees, including achieving Silver level in the Public Health Bewell@Work Award. A wellbeing survey was undertaken at the annual staff conference to identify main issues and concerns and also look at what additional services and benefits St Leger Homes could provide to support employee wellbeing.
- 6.20. The survey results were built in to 2020/21 service plans and budgets as appropriate. Regular staff surveys will be undertaken in 2020/21 to ensure we reflect the environment we operate in in a timely manner. The Board requested an additional KPI for 2020/21 to measure employee satisfaction with St Leger Homes as an employer, plus other employee PIs, and the results from surveys will be used for this.
- 6.21. The number of RIDDOR reportable injuries to our staff reduced again during the year, meeting target.
- 6.22. We continue to involve and invest in our staff, delivering a comprehensive learning and development programme for all staff during 2019/20 offering over 300 training courses and learning events, providing over ten learning hours per full time equivalent employee.
- 6.23. Sickness levels reduced to 8.3 days per FTE and is top quartile when compared to our peer group and nationally.
- 6.24. Staff turnover remains low at 7.6% and is top quartile against our peer group and nationally.
- 6.25. Finally, St Leger Homes responded quickly to the government instructions on 23 March 2020 relating to Covid19. All offices were immediately closed and St Leger Homes continued to deliver business critical services to our tenants. Within less than a week, over 80% of employees were working effectively from home.

## **Systems**

- 6.26. The main focus in 2019/20 was the procurement and development of a new integrated housing management system for implementation in 2020/21.
- 6.27. The established TOP ('The One Project') Team; a core team of eight subject matter experts (SMEs) and a dedicated Project Manager, led the process and design of the new integrated system which will replace four separate current systems and will bring operating efficiencies in all areas from 2020/21.
- 6.28. The Business Intelligence Tool ('Qlik') continued to be developed in the year and interrogates core systems, providing timely and accurate performance information to employees across the business. A development programme of reporting requirements has been developed and is

periodically monitored to ensure that service managers and team leaders can access the timely and accurate performance information they require.

- 6.29. Investment in IT infrastructure continued in 2019/20 in line with the ICT strategy.

## **Customers**

- 6.30. Customers are central to all things VFM and will be the ultimate beneficiaries from all VFM work. We are committed to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life.
- 6.31. We achieved reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the tenth 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'.
- 6.32. Our Access to Homes Service continued its' good work in 2019/20 and saw increasing 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 bed and breakfast accommodation. Addressing homelessness is one of the key priorities of Doncaster Growing Together and therefore within our Corporate Plan, and three of the KPIs for 2019/20 (and 2020/21) are related to this (see above).
- 6.33. We continued to strengthen our work with stakeholders in the borough to support vulnerable Doncaster residents, and co-located staff to develop a 'hub' approach' for those vulnerable and for rough sleepers.
- 6.34. Successful bids to Government in 2018/19 for funding initiatives such as; the Rapid Rehousing Pathway, Private Rented and Rough Sleeper Initiative, secured funding for 2019/20 and this has provided much needed resources and capacity to further reduce homelessness in Doncaster.
- 6.35. The severe weather emergency protocol (SWEP) remained in place during 2019/20. 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.
- 6.36. 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 customer engagement, mystery shopping and reality checking. We work closely with 24 Tenants and Residents Associations (TARAs), including the new high rise TARA from 2018/19.
- 6.37. We recognise that we maximise our effectiveness through joint working, and have effective partnerships and pro-active roles with a wide range of organisations in the area to deliver solutions to our tenants.
- 6.38. Helping our tenants with the impact of benefit reform, and in particular Universal Credit, is key to sustaining tenancies. The excellent work continued, benefitting from reinvesting resources into front line services. 2019/20 was a particularly challenging year with a 53<sup>rd</sup> rent week not eligible for Universal Credit, but our proactive work in this area ensured we exceeded our rent arrears target, with current arrears (2.79%) staying at levels very similar to previous years and attracting the attention of other organisations to share our good practice.
- 6.39. St Leger carried out a STAR survey in January 2020 (now on a bi annual basis) and the six core questions are summarised at 6.16 above. Satisfaction levels were broadly similar to the 2018 survey, with some slightly higher and some slightly lower. When compared with other



organisations, both nationally and with our peers, St Leger is top quartile in four of the six questions. Only one is below median (Q3 - neighbourhood as a place to live). Results from the survey have been analysed and actions built into plans for 20/21 onwards.

## **7. Plans for 2020/21 onwards**

- 7.1. St Leger's plans for 2020/21 onwards are a continuation of the work that was undertaken in recent years, plus recent new plans.
- 7.2. Financially, budget setting maintains the zero growth approach and this has identified a number of savings across the company and enabled reinvestment in front line services.
- 7.3. Performance targets are either the same as 2018/19 or are more challenging, demanding and driving efficiency and effectiveness improvements in the organisation.
- 7.4. There are three main priorities for 2020/21 are similar to 2019/20:
- development and implementation of the new integrated housing management system;
  - expanding the role of the Customer Access Team (CAT); and
  - health and safety compliance.
- 7.5. The new OpenHousing (OH) integrated housing management system is central to VFM gains going forward, and went 'live' as part of a phased implementation in November 2020. OH is replacing a number of separate systems to give one view of a customer and therefore much more efficient processes for employees and service benefits for our customers.

## **8. Summary**

- 8.1. The summary for 2019/20 is similar to that of 2018/19 and 2017/18. Our operating costs have been stable, our performance has strong, receiving positive feedback from customers and employees, and our performance targets largely being met or exceeded. This is against a backdrop of budget constraints and continued challenges within the sector, in particular the ongoing impact of Universal Credit plus responding to new developments, such as Health and Safety requirements for high rise buildings, plus unanticipated challenges such as flooding in November 2019 and the emergence of Covid19 in early 2020 which will impact on services in 2020/21.
- 8.2. We continue to be a low cost, mid to high performing organisation compared to other housing providers. Performance wise, our levels are generally equivalent or better than most, but again there are areas where our costs and performance could be improved.
- 8.3. St Leger continues to work hard to embed VFM within the organisation
- VFM is a key theme in our new 5 year Corporate Plan 2019-24;
  - Timely and accurate financial and performance information is monitored and published;
  - A new efficient, integrated housing management system will implemented in 2020;
  - Increased quarterly and annual national benchmarking; and
  - Increased tailored, service specific benchmarking with top performing providers;
- 8.4. St Leger continues to face a number of significant challenges, but with the robust financial and reporting systems in place and plans to develop further, we will continue to monitor and report on VFM, at both a corporate level and in detail for each service area. These arrangements will ensure we remain in a strong position to optimise the cost and performance of our services and deliver VFM to our customers.