



City of Doncaster Council

Report

Date: 16th August 2023

To: Mayor and Members of Cabinet

Report Title: St Leger Homes Doncaster Management Agreement Review 2023

Relevant Cabinet Member(s)	Wards Affected	Key Decision?
Cllr Glyn Jones	All	Yes

EXECUTIVE SUMMARY

1. The purpose of this report is to give consideration and agreement to the renewal of landlord management services to St Leger Homes of Doncaster (SLHD) for the period 1st April 2024 to 31st March 2029.
2. The management agreement between City of Doncaster Council (CDC) and its Arms Length Management Organisation (ALMO), St Leger Homes of Doncaster reached a review point this year. The current management agreement was approved in 2018 for the period April 2014 to March 2024 and was based on a 5-year rolling basis subject to a performance and value for money assessment at the point of review (2023).
3. As such, an internal review has been undertaken to evaluate the existing management agreement to ensure it remains fit for purpose, benchmarking performance and value for money against peer organisations, to establish whether any changes are required to ensure CDC continues to receive value for money, that ALMO performance meets all the standards required, and that tenants are satisfied with the service provision.
4. The 2023 internal review has provided an opportunity to consider SLHD's performance, value for money, what's working well and areas that need improvement, alongside reviewing the best way to respond to the changes in social housing legislation and regulations which have been introduced since 2019, the most recent being the Social Housing Regulation Bill which received assent in July 2023.



5. The outcome of the review has indicated that the agreement is working well, and there is appetite to extend the existing arrangement for a further 5 years from 2024-2029, retaining a review and optional break point in year 3. The Council regards the ALMO as offering the opportunity to respond effectively to the new regulatory and legislative requirements and to make financial efficiencies, working closely with CDC.
6. The review highlighted a number of key areas where CDC require the strengthening of its own management and financial oversight of SLHD, these being:
 - Enhancing the Key Performance Indicators (KPIs) set by the Council;
 - More detailed understanding of the Housemark benchmarking group position to ensure the relative performance of SLHD compared with peer group organisations is clear; and
 - Strengthening CDC's assurance processes to manage, monitor and challenge performance, including financial reporting and general governance, reflecting the focus of the new social housing regulatory inspection regime on councils rather than their ALMOs.

EXEMPT REPORT

7. This report is not Exempt.

RECOMMENDATIONS

8. The report recommends that Mayor and Cabinet:
 - a) Note the findings of the internal review undertaken during 2023.
 - b) Agree to the renewal of the Management Agreement between CDC and SLHD, for a 5-year period from the 1st April 2024 – 31st March 2029 with a review and optional break point in the contract at year 3.
 - c) Delegate to the Director of Place, in consultation with the Chief Finance Officer, and the Portfolio Holder for Housing & Business, to agree the enhanced oversight measures to be inserted into the Management Agreement. (Strengthened KPI's)

WHAT DOES THIS MEAN FOR THE CITIZENS OF DONCASTER?

9. Access to good quality decent housing is one of the most effective ways we can improve people's wellbeing. A healthy home which is secure, in good repair, warm, comfortable, and free from hazards which could harm our health is one of the foundations for life. By contrast, poor quality housing causes a range of physical and mental health problems, as well as being expensive to heat and causing high carbon emissions. As such the Council needs to ensure that the housing

management functions undertaken by its' ALMO are of good quality; it performs well; represents value for money; meets all the regulatory standards required; and that tenants are satisfied with the service provision.

BACKGROUND

10. St Leger Homes of Doncaster Ltd (SLHD) is the Council's Arms Length Management Organisation (ALMO) established in 2005. SLHD provides housing management function on behalf of the council and as such manages just under 20,000 affordable rented homes on behalf of the Council. It provides services in respect of maintaining and improving homes, tenancy support services for households, supporting people who are homeless into a new home and safeguarding. Decent property standards have been maintained and extensive housing safety improvements implemented. SLHD is a key partner in the Council's move towards a Localities model of service delivery, working closely with other local agencies and partners and with Team Doncaster, to better support residents and communities.
11. During 2023 an internal review has been undertaken to evaluate performance under the existing Management Agreement to ensure it remains fit for purpose. This included carrying out benchmarking analysis of performance against similar social housing providers, reviewing whether any changes are required to ensure CDC continue to receive value for money, that ALMO performance meets all the regulatory and legislative standards required, and that tenants are satisfied with the service provision.
12. Following the review, it is clear that services under the current management agreement are, in general, working well. The benchmarking information provided by Housemark rates SLHD as a low cost and medium to high performing organisation. There are however areas for service improvement identified which will be pursued going forward through the close joint working arrangements between CDC and SLHD. As such it is proposed to extend the existing management arrangement for a further 5 years from 2024-2029, whilst retaining a review and optional break point in year 3. More detailed information regarding the benchmarking exercise undertaken can be found in Appendix A, together with data for 2022/23 from SLHD only, as the full annual benchmarking report for 2022-23 is not yet available from HouseMark.

Achievements Since 2019

13. The most recent published Annual Review by SLHD for 2021-2022 outlines the previous year's performance. Some key highlights from 2021/22 include:
 - Completed 54,971 repairs for customers, with 98.7% completed right first time
 - Carried out 11,268 emergency repairs
 - Supported customers to receive an additional £750,000 of due benefits
 - Prevented 566 households from becoming homeless

- 95.2% of customers said St Leger Homes staff are friendly and approachable
- Spent £24.2m on improving customers' homes
- 71 unemployed local people joined the St Leger Homes World of Work scheme, receiving practical support to gain paid employment
- Completed 100% of gas servicing for their properties, ensuring families continue to be kept warm and safe all year round

14. With regard to best practice standards, SLHD have received the Customer Service Excellence accreditation for 12 years in a row and achieved the 5-Star British Safety Council accreditation for 11 years running, as well as ISO45001 accreditation, the European standard for health and safety, Domestic Abuse Housing Alliance (DAHA) Accreditation, Business in the Community (BITC), and Bewell@work gold standard. SLHD also run employment and education opportunities for tenants through the World of Work academy and local apprentice placements.

New Regulatory and Legislative Requirements 2023 – A new key strategic context for Social Housing

15. New regulatory standards and legislation are being introduced for social housing stemming from the Grenfell fire in 2017. These will strengthen the existing accountability landlords have for providing safe homes, quality services and treating tenants and leaseholders with respect.

16. It crystallises the responsibilities for meeting new regulatory standards which will hold landlords to account for the performance of housing management services. These responsibilities cannot be passed on to an ALMO by a council, and therefore it is CDC who is ultimately responsible for ensuring these standards/requirements are met in Doncaster. Going forward it will be more important than ever that the Council has full assurance that its ALMO is providing accurate information, meeting performance standards and listening to its tenants.

17. The new regulatory requirements include:

- The Social Housing (Regulation) Act, which has just received Royal Assent will put in place a stronger and more proactive regulatory regime to drive up standards in the social housing sector and hold landlords to account for the service they provide to their tenants. This new regime will be implemented from April 2024 but as encouraged by the Regulator for Social Housing (RSH), CDC and SLHD are already working to respond to the elements of the new regime which have been published.
- The 2020 Social Housing White Paper had a number of themes linked by a common thread - that the safety, wellbeing and opinions of social housing residents is paramount and that it is the responsibility of landlords to demonstrate engagement and performance to their

residents. There is a greater emphasis on safety, resident voice, and performance monitoring.

- The RSH is currently consulting on new Consumer Standards backed by a Code of Practice. The new Consumer Standards and Code of Practice are likely to include requirements for landlords to publish policies on tackling domestic abuse, evidence of how they have sought to improve tenant engagement and greater awareness of the complaints process. The RSH will be responsible for enforcing the new standards through a regular inspection cycle as well as reactive investigations where non-compliance with the standards is suspected or identified. Non-compliance with the new standards may result in unlimited fines, and reputation-damaging publication of results.
- Involving tenants will be a key part of a landlord's governance and scrutiny arrangements. Engagement opportunities must be shown to be tailored to residents' needs and interests to support greater involvement.
- Complaint handling by the Housing Ombudsman is to be sped up and simplified so that residents can raise a complaint more quickly directly with the Ombudsman. The Government ran a campaign encouraging social housing tenants to complain where they receive poor service and has also launched a training programme for tenants on how to complain effectively. The Ombudsman will be given powers to take action against landlords who are too slow in handling complaints. The Ombudsman will publish quarterly reports detailing landlords that have failed to handle complaints properly
- A revised Decent Homes Standard ('Decent Homes 2') is currently being devised, which is expected to include energy efficiency requirements in the drive towards carbon net zero and may bring other new criteria into the decency standard.
- New environmental and sustainability requirements are being introduced, which will require additional investment in homes to ensure they meet these new standards.
- The Fire Safety Act 2021 extends the scope of fire risk assessments which need to be carried out for all multi-occupied residential buildings whatever their height, in addition to bringing in a wide range of further building safety measures. (Fire Safety Bill and Building Safety Bill).
- New legislation under Awaab's Law, now embedded in the Social Housing (Regulation) Act, will prescribe new performance targets for responding to and remedying damp, mould, and condensation in social rented homes.

18. In addition to regulatory changes a range of other factors arising out of the Covid-19 pandemic, Brexit, a buoyant employment market, increasing customer expectations, the Doncaster floods, and digital advances have also underpinned operational change and necessitated the need for stronger assurance and

oversight of SLHD and their housing management functions on behalf of the council.

19. Working with CDC, SLHD are putting in place actions to meet the challenges arising from the above issues, some elements of which are:

Building Safety and Property Standards

20. SLHD worked quickly to ensure high rise safety measures were in place – notably ensuring that all high-rise buildings were fitted with sprinklers. The Property Services Team has been reshaped to include a new fit for purpose Health, Safety and Compliance Team improving the approach to building safety across all of the traditional ‘big six’ and now ‘big seven’ areas of property safety compliance (gas, fire, electrical, asbestos, legionella, lifts and damp, mould, condensation). In addition to improved internal process and data management the service has adopted a three lines of defence approach which utilises external inspection and accreditation to provide CDC with additional levels of assurance. CDC established a new Building Safety Group, chaired by the Director of Place, to oversee the response to new building safety requirements and this group is supported by a Building Safety Officer Subgroup. SLHD has also recruited a Head of Building Safety and the Building and Safety Team have since implemented a Resident Engagement Strategy, ensured appropriate fire risk assessment documentation has been completed and is readily available, identified in-scope buildings and registered them with the Building Safety Regulator, the Health and Safety Executive. In addition, all roles and responsibilities named in the Building Safety Act have been agreed and formalised with the Council.
21. SLHD have procured a new asset software platform called C365, to provide a single source of asset compliance data and to develop a golden thread of compliance information. This information collection is still ongoing and building information is being uploaded into the Building Safety Regulator (BSR) portal.
22. This work is supplemented by delivering the replacement of External Wall Insulation (EWI) to five of the in-scope high rise buildings under the Act, as well as undertaking structural surveys and further improving other aspects of fire resilience at these properties.
23. The new requirements around Building Safety are generating additional areas of work and investment in homes, and programmes to address these works are being developed and fitted into the Housing Capital Programme, prioritising works on a risk assessed basis.
24. SLHD are generally performing well in responding to and achieving compliance with new regulations. However, the future still holds plenty of challenges, of which SLHD are aware and preparing for, key highlights of future challenges include:
- Implementation of new Gateways 2 & 3 in the planning, design and building control processes for major refurbishment of in-scope buildings in October 2023. SLHD need to have a robust change management process with clear roles and responsibilities identified internally, whilst also understanding how this affects current and future projects.
 - Updating and digitising key building information required by BSR such as up to date and scaled floor plans.

- Extending EWI evidence gathering for all in-scope buildings to confirm the current compliance position and, if required, to plan for additional works to be carried out.
- Assess the current risk and use of natural gas via a DSEAR assessment at in-scope high rise buildings with a view to removing and installing alternative.
- Writing and submitting of building safety cases to the BSR to achieve occupation certification.
- Reacting and successfully navigating more stringent Regulatory Governance along with mandatory occurrence reporting, thus requiring a robust building safety communication structure and process.

25. All the above activity will continue to be monitored by the Council's Health and Safety Manager and H&S business partner for SLHD, and any significant issues will be raised at the Building Safety Group and brought to the attention of Leadership, where required.

26. Beyond compliance, the approach to delivering the repairs service is in the process of fundamental change. The service remains largely in-house with private contractors providing specialist works and additional capacity where SLHD resources are stretched, or the variable nature of work precludes a regular in-house workforce.

27. In 2021 SLHD commenced its' service improvement drive for 'Repairs Excellence'. This programme aims to modernise the service, drive out inefficiencies and deliver improved services. The first stage was to reduce waste through aborted 'no access' visits. By introducing a system of texting and ringing ahead, St Leger were able to reduce no access visits from approximately 3,500 visits per year, to nearly zero. This has been a fundamental element of St Legers ability to absorb the additional post-Covid demand for repairs without any additional resources. Additional benefits include a near 95% outcome for jobs completed right first time and, crucially, greater transparency and choice for tenants with regard to repairs appointments. It is intended that these changes will improve the satisfaction of tenants with the repairs service.

28. At the start of 2023, St Leger introduced the 'One Repairs Service' by combining reactive and scheduled repairs teams. The impact of these changes is still working through, but notable improvements so far include a reduction of daytime jobs being sent to the out of hours call out service from 30-40 repairs a day at the peak to just 4-5 a day with some days seeing zero jobs being passed over to the emergency repairs service. Post Covid the service was also working with a 'floating list' of repairs. These are repairs which schedulers have been unable to immediately place into operative's diaries. At its peak there were 1,200 floating repairs, today there are none. Some non-urgent scheduled work was paused to enable this transition, however these works are now being analysed and scheduled into diaries on a priority basis.

29. These changes are starting to positively impact on the high level of complaints that were being experienced.

30. Over the past few years recruitment into some technical trades roles has been extremely difficult due to a buoyant employment market. The recruitment picture is constantly changing. However partly in response to such issues, SLHD has developed its' trainee and apprenticeship programme. Looking solely at apprentices, SLHD currently employs 58 apprentices (almost 8% of the total workforce), and the retention rate for trade apprentices over the last 5 years has been 100%.

Housing Management Services

31. Since 2019 there have been a number of policy and community issues which have brought new pressures for housing management services. Key changes impacting on the service include the Social Housing Charter, the introduction of Universal Credit, and the 'cost of living crisis'.

32. As an example, as a result of the transition to Universal Credit SLHD have been required to collect over £17m more rent directly from their tenants. Despite this they still perform well surpassing their target of 2.75% rent arrears for 2022/23. Part of the response St Leger adopted was the introduction of a Tenancy Sustainability team able to offer tenants additional help and support. The team has grown over the past few years and now includes specialists in mental health and addictions. The team has secured financial gains for tenants of over £3.9m, and consistently helps support tenancy sustainability figures in the high 90s%.

33. The Social Housing Charter placed a great emphasis on listening to tenants and shaping service development with the benefit of customer insight. St Leger have responded by reshaping their tenancy engagement service, introducing a new Tenants Voice Strategy, securing accreditation from the Tenants Participation Advisory Service, combining engagement and communication services, and introducing a new umbrella 'One Voice' Forum to act as a conduit between all SLHD tenant engagement channels and the SLHD Executive Team and Board.

34. The Covid-19 pandemic produced a significant increase in demand for homelessness support and SLHD and CDC have been working closely together to boost the additional Government resources temporarily available in these areas. In addition, CDC invested circa £1m as a one-off injection in new staff resources into the Housing Options service to address increased demand and reduce future demand by improving effectiveness in preventing homelessness. Prior to this surge in capacity the service took over from CDC the handling of the out of hours service. Other subsequent structural changes included positioning St Leger Lettings within the homelessness service and increasing resources in this area with the result that homelessness duties are now often dealt with by placing people in appropriate private rented sector properties. Better joint working with the Complex Lives team has been achieved in part by positioning housing staff in the Complex Lives service. These changes have seen a marked reduction in the need to use B&B type accommodation and significant improvements in the availability of advice.

35. The Social Housing Charter, national and local concerns about Anti-Social Behaviour, along with the Council's new A.S.B strategy and developments in the Doncaster Localities model have been behind plans to reshape the housing management service further. These changes will see the introduction of a rolling programme of 'Keeping in Touch' tenancy visits, the creation of a new dedicated A.S.B team, more responsive work visiting tenants when they require help rather than expecting them to visit their landlord.

Corporate and Support Services

36. SLHD have introduced a number of significant digital improvements including: the successful installation of a service-wide housing management IT system which replaced 4 other older systems and the successful introduction of automated calling systems in rent collection and customer support. Other software advances include the installation of Compliance 365 to provide real time data for all building safety compliance areas, adopting a new H&S risk management system; RiskHub. Finally, later this year SLHD will launch a new web site.

37. SLHD have strengthened their Business Assurance team with the introduction of a new Governance Service Manager post, this post is leading the preparation and coordination of the joint approach by SLHD and CDC towards the new housing inspection regime which will go live from April 2024.

Future Performance Improvement Measures

38. Currently SLHD are performance managed against 18 Key Performance Indicators (KPIs), and over 100 other monthly Performance Indicators across all service areas. A robust performance monitoring structure is in place, with meetings taking place regularly between the Council and SLHD. It is anticipated the revised Management Agreement will contain more detailed measures to strengthen the existing KPIs which reflect changes in the social housing regulatory regime.

39. The existing KPIs are as follows:

- % of Current rent arrears against annual debit
- Void rent loss % of rent loss
- Average days to re-let standard properties
- Number of households placed in B&B accommodation
- % of settled accommodation at Prevention stage
- Number of Stage 1 and Stage 2 complaints per 1,000 properties
- % complaints responded to within timescale
- Number of tenancies sustained post support
- Number of repairs first visit complete
- Gas servicing: % of properties with a valid gas certificate
- Days lost through sickness
- Percentage of local expenditure – revenue and capital
- Number of ASB cases per 1,000 properties

- Number of tenants in training, education or employment
- Tenant satisfaction levels overall %
- Percentage of homes maintaining decent standard
- Tenant satisfaction with property condition
- Energy efficiency – target achieve EPC Level C by 2030

40. Future key pieces of work will include:

- key actions to improve customer satisfaction rates.
- key actions to improve the outcomes for tenants from SLHD's work on tackling ASB.
- Void performance - the provision of more information on fluctuations in void performance into the regular reporting mechanisms.
- Evaluation of the outcomes from the Homelessness Journey to Excellence programme and additional investment to be clear on what has been achieved in terms of increasing the levels of preventions of homelessness, how those achievements can be sustained as the CDC additional funding ends and what still remains to be tackled.
- A new Joint CDC/SLHD Value for Money Task Group to be established Autumn 2023.

41. CDC and SLHD have adopted a proactive approach to raising social housing standards and driving improvements in operational practice and efficiency. This approach cuts across all of SLHD operations. In most instances these additional requirements have been met at no additional cost to the management fee of SLHD, and during this period SLHD has continued to deliver the CDC financial savings agreed.

Key Priorities for SLHD

42. Over the next five years six priorities have been identified in CDC's Housing Strategy 2020-2025 and SLHD Corporate Plan:

- Maximising Safety - Building safety, staff and resident safety and compliance.
- Making best use of the existing affordable homes they manage.
- Supporting existing and prospective tenants' wellbeing, including those with specific vulnerabilities, and working hard to make a positive difference to reduce poverty, domestic violence and improve safeguarding. At the same time, seeking to provide more opportunities for tenants through the World of Work scheme, promoting ambition and economic prosperity.
- Ensuring the best Value for Money, delivering benefits for tenants and the Council.
- Listening to, and acting on, the needs and concerns of our customers.
- Ensuring neighbourhoods are safe and pleasant places to live and in which people feel proud to live, and working proactively with Team

Doncaster partners through the Localities working framework to better co-ordinate activity and investment in our local communities.

43. Once a decision has been made to renew the Management Agreement the current document will be thoroughly reviewed and updated to ensure it encapsulates all key current issues, priorities, and ways of working. The new Agreement will then be signed prior to the end of March 2024.
44. During the remainder of 2023-24 CDC and SLHD will be working closely together on further preparation for the new social housing regulatory environment which will come into force from April 2024. This work includes an independent critical friend assessment of current service provision and performance outcomes against the Regulator for Social Housing's proposed new Consumer Standards and Tenant Satisfaction Measures which will commence in September 2023. This work will include further briefings for the Council's Executive Leadership Team and Executive Board, and reports to Cabinet should any be required.

OPTIONS CONSIDERED

The following options have been considered:

45. Option 1: Renew the Management Agreement between CDC and SLHD (Recommended)

Maintain the current arrangement and agree to a further 5-year extension for SLHD for the period April 2024 to March 2029 with a review and optional break point in Year 3.

46. Option 2: Bring all or part of the housing related functions that SLHD delivers back into CDC.

Not recommended as evidence from the internal review undertaken demonstrates the service being delivered is value for money and meets the Councils' requirements.

47. Option 3: Commission another provider to deliver the housing related functions on behalf of CDC.

Not recommended as evidence from the internal review demonstrates the service being delivered is value for money and meets the councils' requirements.

REASONS FOR RECOMMENDED OPTION

48. SLHD has been in operation within Doncaster since 2005. They have previously been independently assessed and regularly internally reviewed to ensure that the services provided continue to be value for money and meet the needs of their tenants. SLHD recognise their challenges and have been flexible in their approach to ongoing delivery. They have adjusted their structure, systems and operating arrangements to ensure good levels of service are offered to our residents.



49. Benchmarking data provided by Housemark indicates that SLHD are a low-cost organisation delivering good services. Under the direction of CDC, the rent levels are the lowest in South Yorkshire and the ninth lowest in the country. The drive to improve value for money and service delivery will continue, to ensure Housing Revenue Account resources are used in the most effective way to benefit tenants and to respond to new service challenges.


50. Continuing with the ALMO allows CDC to maintain a strong focus on supporting social housing tenants and ensures that skilled housing management staff are retained in the borough. The potential net gains from in-sourcing housing management functions back into the Council appear minimal in circumstances where the Council and its ALMO are working to a shared agenda of service improvement, with a continued focus on improving value for money and better supporting our local residents and communities to thrive

51. It is on this basis that, given the level of service provided currently, coupled with performance of Doncaster specific performance metrics, the contract should be extended beyond March 2024 for a further five years with a review and optional contract break point at Year 3. CDC arrangements should be strengthened to ensure that SLHD deliver operational excellence through ongoing resident engagement and good governance structure and oversight.

IMPACT ON THE COUNCIL'S KEY OUTCOMES

52.

Great 8 Priority	Positive Overall	Mix of Positive & Negative	Trade-offs to consider – Negative overall	Neutral or No implications
 Tackling Climate Change	✓			
Comments:				
 Developing the skills to thrive in life and in work	✓			
Comments:				

 <p>Making Doncaster the best place to do business and create good jobs</p>	✓			
Comments:				
 <p>Building opportunities for healthier, happier and longer lives for all</p>	✓			
Comments:				
 <p>Creating safer, stronger, greener and cleaner communities where everyone belongs</p>	✓			
Comments:				
 <p>Nurturing a child and family-friendly borough</p>	✓			
Comments:				
 <p>Building Transport and digital connections fit for the future</p>	✓			
Comments:				
 <p>Promoting the borough and its cultural, sporting, and heritage opportunities</p>	✓			
Comments:				

Fair & Inclusive	✓			
Comments:				

53. Legal Implications [Officer Initials: NJD Date: 20th July 2023]

Section 1 of the Localism Act 2011 provides the Council with a general power of competence, allowing the Council to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 gives the Council the power to purchase goods and services.

In accordance Section 27 of the Housing Act 1985, the Council in 2005 transferred its housing management functions to SLHD, who carry out those functions on behalf of the Council.

The Council is the able to renew the arrangement with SLHD as SLHD is referred to as a Teckal company for the purposes of the Public Contracts Regulations 2015 as so the arrangement is permitted in accordance with regulation 12 as the Council is the sole shareholder of SLHD and exercises controls over the operation of SLHD via the SLHD's memorandum and articles of association and there is no direct private capital participation.

SLHD provides its services to the Council in line with the requirements set out in the Management Agreement.

The Management Agreement was previously updated to better meet the needs of the service, and as there are new regulatory and legislative requirements placed on the council, enhanced oversight measures will be put in place.

Legal will provide further advice and assistance as the matter progresses.

54. Financial Implications [Officer Initials: MS | Date: 19 July 2023]

St Leger Homes' management fee forms a significant part of the Housing Revenue Account (HRA) budget. In 2023/24 the management fee is £36.687m out of the £65.933m expenditure budget within the HRA.

The management fee is expected to rise to £37.473m in 2024/25, £38.210m in 2025/26 and £38.957m in 2026/27. The increases largely relate to inflation but efficiency savings of £0.333m per annum have also been included.

The HRA budget (including St Leger Homes' management fee) is approved at full Council each year. The process leading up to approval includes reviewing assumptions (such as inflation) and identifying the efficiencies required to meet the annual targets.

55. Human Resources Implications [Officer Initials: AC | Date: 20 July 2023]

There are no direct HR implications to the proposal to renew the management agreement between CDC and SLHD.

56. Technology Implications [Officer Initials: PW | Date: 21/07/23]

There are no specific technology implications in relation to this report. Digital & ICT have a service level agreement (SLA) in place with SLHD for the provision of technology services and support.

RISKS AND ASSUMPTIONS

57. Well established ways of working together provide a strong framework for responding to the challenges affecting social housing including the new regulatory regime. Whilst the full implications and the requirements of the new regulatory environment are still to be confirmed, and this lack of clarity produces risk, the proposals to strengthen CDC assurance processes, and the review point in year 3 of the new agreement, will mitigate these risks.

CONSULTATION

58. Consultation has been undertaken with the Mayor, Cabinet Member for Housing and Business, Directors, and Elected Members. Consultation has also been undertaken with SLHD's One Voice Forum on 15th June 2023, and Members engagement through Overview & Scrutiny held on 20th July 2023.

BACKGROUND PAPERS

59. SLHD Performance and Value for Money were considered at Cabinet 1st March 2023 under the report entitled 'St. Leger Homes of Doncaster Limited (SLHD) performance and delivery update Quarter 3 ended 31 December 2022 (2022/23) and Value For Money Statement (VFM) for the year ending 31 March 2022 (2021/22)'.

GLOSSARY OF ACRONYMS AND ABBREVIATIONS

ALMO – Arms Length Management Organisation

KPI – Key Performance Indicator

RSH – Regulator of Social Housing

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