

# ST LEGER HOMES OF DONCASTER LIMITED

## VALUE FOR MONEY (VFM) STATEMENT

FINANCIAL YEAR ENDED

31 MARCH 2023

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

*Our strategic objectives :*

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

**Contents**

**1. Executive Summary**

**2. VFM environment**

**COSTS AND PERFORMANCE**

**3. Operations**

**4. Costs**

**5. Performance**

**CORPORATE OBJECTIVES**

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

- **Key Performance Indicators**

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

- **Key Performance Indicators**
- **Service Standards**
- **STAR survey**

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

- **Key Performance Indicators**

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

- **Key Performance Indicators**

**10. Benchmarking**

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

**11. Plans for 2022/23 onwards**

**12. Summary**

**Appendix A : Benchmarking Quartiles by service area**

## 1. Executive Summary

- 1.1. In 2022/23, St Leger Homes (SLHD) reviewed and updated its VFM strategy, with the aim of building on the extensive VFM work undertaken since the 2017 strategy was approved.
- 1.2. The main drivers in 2017 were responding to the challenging political and economic climate, in particular the impact of the four year 1% rent reduction programme, and to improve SLHD's financial, operational and VFM reporting and benchmarking.
- 1.3. Over the next five years, a considerable amount of VFM work was undertaken including:
  - increased and improved financial and operational reporting and benchmarking;
  - operating within challenging budgets;
  - KPI targets aligned with budgets and corporate objectives; and
  - approval and publication of annual VFM statements.
- 1.4. There were also a number of events in that period that informed the update of the 2022 VFM strategy:
  - Grenfell tragedy / Building Safety Act / Fire Safety Regulations;
  - Covid19;
  - Brexit;
  - Social Housing Bill - Regulation and Tenant Satisfaction Measures;
  - Renewal of the Management Agreement with CDC 2019-24;
  - New 5 year SLHD Corporate Plan 2019-24;
  - Welfare Reform and Universal Credit roll out;
  - Homelessness Reduction Act 2017;
  - Inflation / current cost of living crisis; and
  - New integrated housing management ICT system within SLHD
- 1.5. The updated VFM strategy for 2022 has revised but very similar objectives to its predecessor:
  - Commercially aware: enable CDC to make best use of all assets which SLHD manage;
  - Customers : maximise customers, leaseholders and stakeholders' VFM engagement;
  - Culture : maximise staff involvement in VFM and embed a VFM culture; and
  - Collaboration : be an efficient and effective provider of, or contributor to, services to residents and stakeholders of the borough.
- 1.6. SLHD has a strong and improving track record on VFM, with good operational performance in recent years whilst achieving significant cost reductions and experiencing extensive budget pressures, effectively **delivering more for less whilst demands on services have increased**.
- 1.7. 2022/23 followed this trend and was the fourth year of the five year corporate plan. All cost and performance data was scrutinised as part of the review and subsequent renewal of the five year Management Agreement with Doncaster Council (CDC) during 2023/24, commencing 1 April 2024. This statement therefore reports on four year's worth of data where appropriate.
- 1.8. VFM for 2022/23 is again positive, reporting strong cost and performance management and positive benchmarking. As well as the new Management Agreement, the VFM work is also playing a fundamental role in shaping the new five year Corporate Plan.

## 2. VFM environment

- 2.1. SLHD defines VFM as: “**Achieving the best balance between service cost and the benefit to the customer and business**”. Essentially ‘getting your money’s worth’ and not necessarily about buying the cheapest.
- 2.2. Other VFM definitions include “getting more for the same” and “the same for less”. Both are relevant for SLHD and there are examples in 2022/23 as there were in previous years.
- 2.3. Doncaster has the lowest rents within South Yorkshire, and remain the 9<sup>th</sup> lowest of all Housing Revenue Accounts (HRAs), which drives our management fee income and therefore provides many budget challenges to the services we strive to deliver.
- 2.4. Operationally, there were no new services introduced in the year, although core services were constantly reviewed and underwent some realignment or process improvements during the year. Services were fully delivered within budgets overall and the majority of challenging performance targets met, close to target or improving.
- 2.5. Staffing levels have largely stayed the same. The statement expands on this by looking at cost and performance by service area, and also benchmarking with other organisations.
- 2.6. The main projects were in relation to Building Safer Futures and the Social Housing Bill, commencement of a number of ‘Journeys to Excellence’ projects around repairs, homelessness and customer access, and addressing cost of living challenges.
- 2.7. Benchmarking is a key element of assessing VFM. High level VFM dashboards, plotting one key cost indicator and one Key Performance Indicator (KPI) for each main service area and comparing with other organisations on a 2x2 ‘dashboard’, are again very favourable for 2022/23, as they were in 2021/22.
- 2.8. At a more detailed level, indicators are banded into quartiles, ie Quartile 1 is top 25%, Quartile 4 bottom 25%, etc.. Benchmarking was positive overall with more cost and performance indicators in the upper quartiles (above Median), with our peers (~30 ALMOs, Metropolitan Boroughs and Unitary Authorities) and also all providers nationally (~110 organisations).
- 2.9. We also validate our performance with employee and customer surveys and carry out more tailored benchmarking with specific organisations.
- 2.10. All of the above shows that **St Leger remains a low cost, high performing organisation.**
- 2.11. It also shows some areas for improvement or further investigation, which will be followed up and acted on. **Appendix A** details 100+ cost and performance indicators and how we compare with our peers.
- 2.12. St Leger is income led, receiving management fees to manage and maintain City of Doncaster Council’s (CDC) housing related assets; around 20,000 homes, 100 shops, residential sites, 2,000 garages and plots and some land, and a number of other key housing services.
- 2.13. Annual management fee incomes for 2022/23 only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, growth/specifically approved elements, and also included targeted cost reductions of £333k as part of a three year CDC plan. Robust budgetary control was therefore required and achieved in the year.
- 2.14. Everything we do is linked to its four objectives of the five year corporate plan 2019-24:
  - 1 Ensure all our homes are modern, decent and energy efficient;**
  - 2 Support our tenants to lead successful and fulfilling lives;**
  - 3 Be a nationally recognised housing services provider; and**
  - 4 Deliver the aims of Doncaster Growing Together through innovation and partnership.**

- 2.15. A balanced scorecard of priorities and KPI targets were developed for each strategic objective and agreed with CDC to reflect plans and risks.
- 2.16. An Annual Development Plan (ADP) and a suite of KPIs for the year is also approved, based on these objectives and Mayoral priorities. Key themes for 2022/23 were :
- Ensuring the allocations policy reflects the changing needs of tenants and residents;
  - Reduce and prevent homelessness;
  - Helping tenants to sustain their tenancies;
  - Continuously improve our business processes;
  - Improving communication with tenants and residents;
  - Digital transformation to modernise the business and service delivery;
  - Developing the workforce;
  - Delivering the Asset Management and Environmental strategies;
  - Delivering an efficient and effective repairs and maintenance service; and
  - Investing in homes and neighbourhoods and making best use of CDC's assets.

## **COSTS AND PERFORMANCE**

### **3. Operations**

- 3.1. Core services were delivered fully during 2022/23.
- 3.2. The main project in the year was the continued, company-wide embedding of the new housing management ICT system. This new system will mean more efficient and effective ways of working and improved services to customers. There were numerous other transformation and ICT projects ongoing in the year all aimed at improving ways of working.

### **4. Company performance - Costs**

- 4.1. Annual management fee incomes for 2022/23 included a CDC target saving of £333k and only increased in relation to specific cost of living awards, pay scale increments, pension cost increases, and specifically approved initiatives. Robust and detailed budgetary reporting and control was required and achieved.
- 4.2. The table below summarises income and expenditure levels over the past four years. 2020/21 was the main year affected by Covid. Budgets and service delivery in that year and since reflect the demand on the homelessness service, the catching up of delayed repairs and improvements and high inflation levels.

	22/23	21/22	(Covid) 20/21	19/20
Service area:	£m	£m	£m	£m
Housing and estate management	11.4	10.2	9.8	9.6
Property services – Revenue	15.7	15.2	15.0	13.7
Property services - Capital	10.6	8.2	7.3	9.4
Asset Management	6.3	5.0	4.8	4.5
Lettings Service	4.8	4.3	3.8	1.8
Corporate Services	5.7	5.8	5.4	5.4
<b>Total expenditure</b>	<b>54.5</b>	<b>48.7</b>	<b>46.1</b>	<b>44.4</b>
	£m	£m	£m	£m
Management Fee - Housing Revenue Account	-35.4	-33.1	-31.6	-30.1
Management Fee - General Fund	-2.7	-2.0	-1.8	-1.1
Income from Capital improvement works	-12.1	-9.7	-8.8	-10.9
Other income - HB, UC, grants, other income	-4.3	-3.9	-3.9	-2.3
<b>Total income</b>	<b>-54.5</b>	<b>-48.7</b>	<b>-46.1</b>	<b>-44.4</b>

- 4.3. Employee numbers (WTEs) for the past four years have been relatively unchanged, ranging between 737 and 752. The service areas in the table above have all undergone elements of realignment and restructure to deal with the issues facing the company and optimise use of the resources at our disposal.
- 4.4. For 2022/23, inflation averaged around 15% overall. For non pay costs, increases ranged between 5% and 20% (and up to 400% for utilities), and payroll costs increased by around 7%.
- 4.5. **At a high level with unchanged services in the year, in real terms after accounting for inflation, costs for 22/23 were broadly in line, if not lower, than the previous financial year.**
- 4.6. The table also shows income from Capital Improvements was also higher, delivered from the same levels of resources (see 6.3 below)
- 4.7. With increased or maintained activity (outputs) in 2022/23, this will indicate VFM and this was the case in most areas. The commentary in the various sections below expands on this.

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

- 5.1. A balanced scorecard of challenging targets was set as KPIs. These are reported monthly, quarterly and annually to numerous management groups, CDC, employees and on our website.
- 5.2. In addition, weekly schedules of a selection of KPIs are published to all employees, the Board and to CDC.
- 5.3. The table below summarises whether or not the KPIs were met, with comparatives.

	22/23	21/22	20/21	19/20
Green (meeting target)	6	7	8	10
Amber (within tolerance)	4	4	2	4
Red (not meeting target)	6	5	7	4
No target / data not available	3	3	0	0
Total	19	19	17	18

- 5.4. Although some targets were not met, the five of the six red KPIs not meeting target were also red for 2021/22, and four of these had improved during 2022/23. Some of the red KPIs were still top quartile when benchmarked with peers.
- 5.5. The detailed KPIs are reported and commented on within the separate corporate objectives sections they relate to below, whether targets were met and with comparatives from previous years.

## CORPORATE OBJECTIVES

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

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

6.2. The table below summarises the **related KPIs** for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
9	Repairs – First visit complete	↑	94.8%	92.0%	90.2%	90.9%	90.2%
10	Gas servicing - % of properties attended	↔	100.0%	100.0%	100.0%	100.0%	100.0%
16	Homes meeting Decent Standard	↓	99.69%	100.00%	99.99%	99.99%	100.00%
17	Tenant satisfaction with property condition	↓	75.7%	89.4%	86.5%	89.4%	89.4%

Keys :

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

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

#### Achievements in year

- 6.3. St Leger managed and maintained CDC's housing and related stock and effectively managed £23.0m of CDC's £31.3m capital programme. This was 25% higher than the previous year.
- 6.4. Of this £23.0m, £11.9m was delivered by the St Leger in-house trades team. This was 27% higher than the £9.4m in 2021/22 and also higher than the £8.1m from the Covid affected 2020/21 year.
- 6.5. In terms of resource, these income figures were delivered using similar levels for all three years, thereby achieving 'more for the same'.**
- 6.6. A key initiative to report in the year was the work undertaken on the Repairs Excellence Programme (REP). Sponsored by the Director of Property Services and overseen by a Programme Board, the REP objective was to transform the repairs service at St Leger.
- 6.7. Processes were known to need streamlining and levels of customer complaints had continued to increase as the repairs service was unable to respond in a timely manner to the demand. Through consultation with tenants, processes were re-engineered to deliver a more efficient, cost-effective service whilst also addressing tenant dissatisfaction.
- 6.8. There were two project phases in 2022/23 culminating in operational changes to the call out arrangements and repairs categorisation/prioritisation, together with new ICT work planning software.
- 6.9. Results were starting to be seen in the second half of 2022/23 and these continued in to 2023/24, and include
- Reduced call out and standby costs;
  - Reduced no access jobs;
  - Increased Customer engagement and satisfaction; and
  - Increased repairs first visit completions.

- 6.10. The REP was formally closed in mid 2023 and a follow-on project – One Repairs – has commenced and will be reported on next year.
- 6.11. Operational performance was strong with most KPIs either meeting or close to targets, with other performance information also improving as the year progressed, such as repairs completed right first time, and both void rent loss and void relet times (see section 7 below)
- 6.12. The KPI showing a deterioration is from the annual STAR survey where satisfaction levels fell compared to previous years. Although disappointing, this is consistent with other providers, with all reporting falls in satisfaction levels for all the core STAR questions. Benchmarking shows the upper and lower quartile markers being around 6% lower than for 2021/22.
- 6.13. Investment in the housing stock continued to sustain and further enhance decency works already carried out. The programme included an external improvement scheme, heating conversions and upgrades, estate works, insulation works and structural repairs.
- 6.14. The year again saw continued, significant investment in building safety compliance works.
- 6.15. We operated a 24/7 contact service and we carried out responsive repair work and cyclical testing of heating and electrics to ensure the continued maintenance of our housing stock.
- 6.16. The year saw an increased demand on the service. Repairs orders raised were 3% higher than 2021/22, back at pre -pandemic levels and were the highest level for ten years.

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

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

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

7.2. The table below summarises the **related KPIs** for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
1	Current rent arrears % against annual rent	↓	2.74%	2.75%	2.55%	2.75%	2.79%
8	Tenancies sustained post support	↓	96.8%	97.3%	98.3%	97.3%	93.8%
13	Anti-Social Behaviour % of resolved cases	↓	97.0%	95.6%	97.6%	95.2%	95.6%
14a	Residents helped into training or education	↑	58	67	30	30	53
14b	Residents helped into employment	↓	39	30	51	28	31
15	Tenant satisfaction overall	↓	81.3%	87.0%	84.8%	87.0%	87.0%

### **Customer Service Standards**

- 7.3. St Leger also reports on seven Customer Service Standards. These are set in consultation with our customers, taking into account our Corporate Plan 2019-2024, KPIs and the Regulatory Consumer Standards, to ensure our customers are clear about the levels of service they can expect from us and we are clear about what we need to deliver.
- 7.4. The standards are reviewed periodically and approved by EMT and Board, and performance is monitored on a quarterly basis.



7.5. For 2022/23, there were 13 measures across seven standards, covering the following areas:

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

7.6. The table below summarises out performance for the past four years :

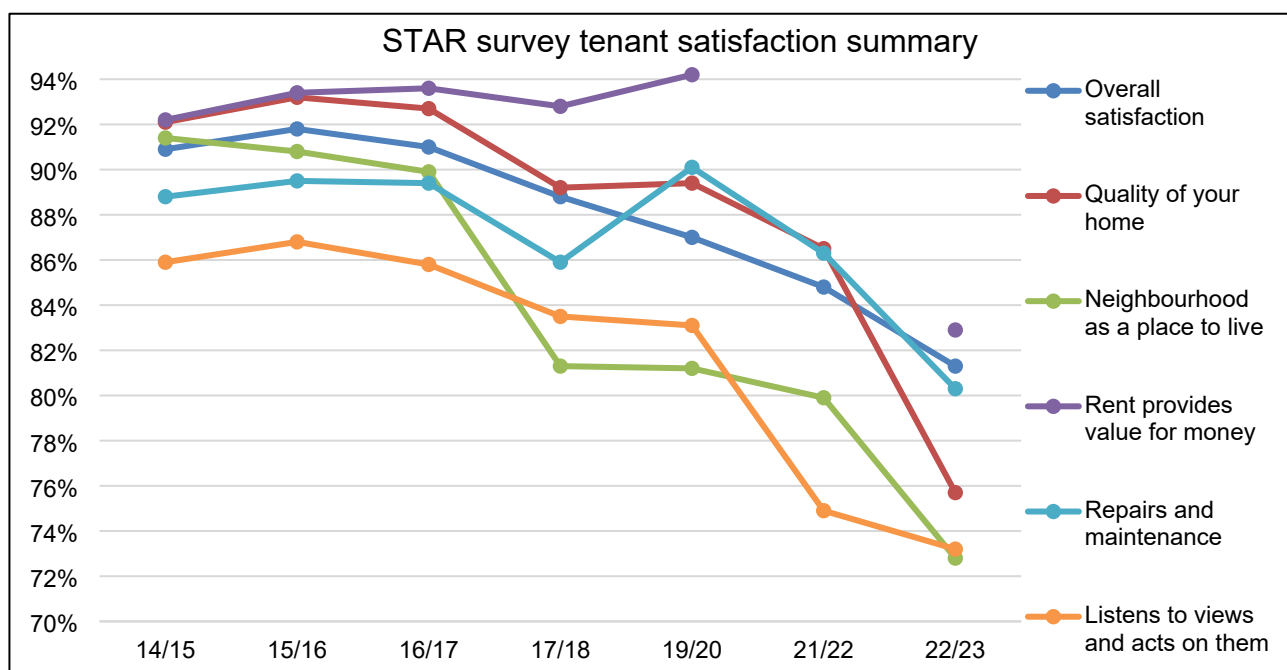
Service standards	22/23	21/22	20/21	19/20
Compliant	7	6	7	8
Within target tolerance	2	3	1	3
Not compliant	4	6	3	2
Total	13	15	11	13

7.7. Our Service Standards were reviewed again in 2022/23 in light of the introduction of new Tenant Satisfaction Measures (TSM) under the Social Housing Regulation Bill and will form part of the wider KPI and TSM reporting in 2023/24.

### Satisfaction surveys

7.8. We again carried out an annual Survey of Tenants and Residents (STAR), as well as a programme of responsive, bespoke transactional customer surveys throughout the year. These are used to inform our service delivery methods and respond effectively to emerging needs.

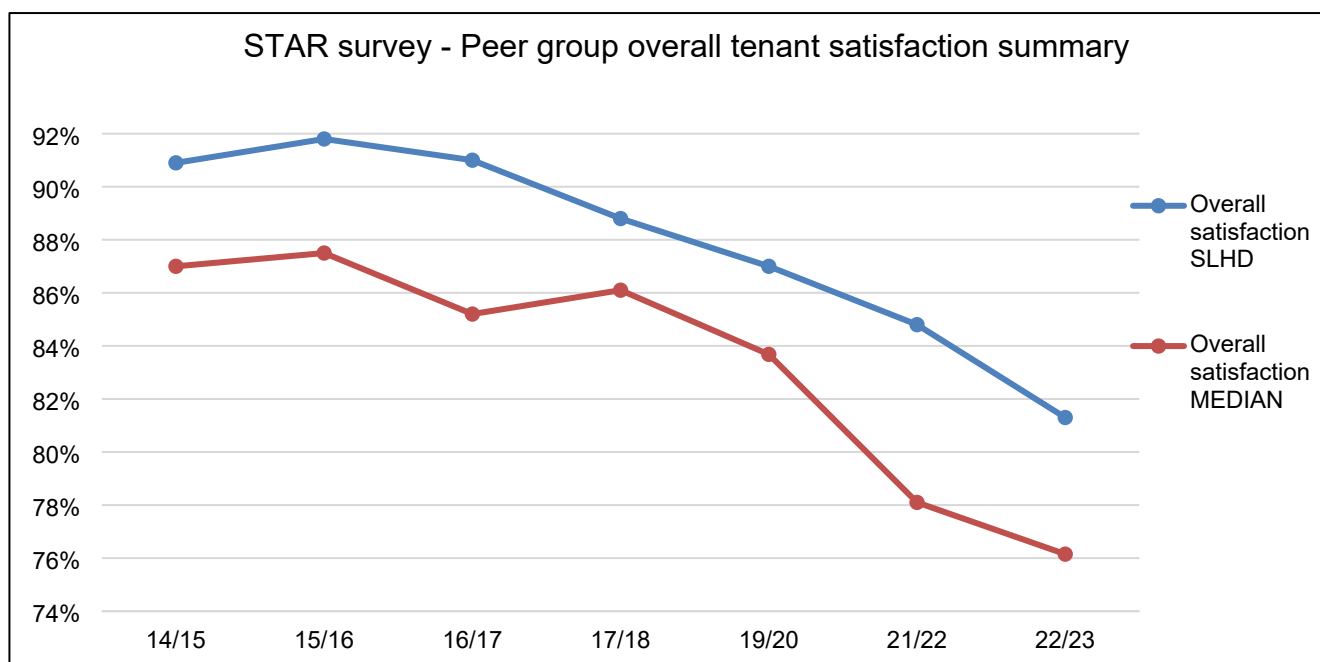
7.9. The table/graph below summarises satisfaction levels for the core questions for the 2022/23 STAR survey, with comparatives for previous surveys. There was no survey in 2020/21.



7.10. The above graph shows a general decline in all the core satisfaction areas. However, across the sector, customer expectations are known to be much higher in recent years, and satisfaction levels in 2022/23 for everyone were generally lower than in 2021/22 and 2019/20 for all housing providers.

7.11. Although our tenant satisfaction levels are again lower, we remain in the upper quartiles when benchmarked nationally and with our peers. Benchmarking shows the upper and lower quartile markers generally being around 6-7% lower than they were in 2021/22, reflecting nationwide opinions.

7.12. To highlight this downward trend across the sector, the graph below plots SLHD's Overall Satisfaction levels from STAR surveys with the benchmark MEDIAN for our peer group.



7.13. The graph clearly shows that SLHD is consistently well above Median and therefore firmly in the upper quartiles.

7.14. It should also be noted that graphs plotting SLHD against the Median for the other core satisfaction questions look very similar with SLHD lines above the median lines.

### Achievements in year

7.15. Customers will be the ultimate beneficiaries from all VFM work. St Leger is committed to providing suitable homes, maintaining independence, tackling social and financial exclusion and empowering people to have a better quality of life

7.16. Operational performance was strong with KPIs either meeting or within tolerances of targets, or improving, and from similar levels of resource from the previous year.

7.17. With the ongoing challenges, increasing demands on services and in particular the cost of living crisis that developed in the year, it is pleasing to report that current rent arrears performance out-turned at 2.74% against the year-end target of 2.75%. This is continued exceptional performance over a five year period that has seen the continued roll-out of Universal Credit (UC) across Doncaster, Brexit and the Covid19 pandemic, with the latter bringing with it many restrictions.

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

7.19. St Leger has a proactive approach to ASB and we continued to work effectively with our partners via the Doncaster Safer Partnership. In high level ASB hot spot areas, multi-agency task force working is effective in combating crime and ASB and supporting victims. Wider investment on estates continued, with fencing and parking schemes delivered and improvements to garage sites as part of our environmental programme.

7.20. St Leger is also part of an 'Environmental Pride' programme, designed to support communities to take action to improve their neighbourhoods

- 7.21. The Customer Voice Strategy was approved in March 2022 and quarterly Customer Voice meetings held in the year. A One Voice Forum introduced to ensure that St Leger is kept informed of the changing views, needs, desires and aspirations of the Doncaster community
- 7.22. We are particularly proud of our work in helping tenants with sustaining their tenancies, the impact of benefit reform and more recently the cost of living crisis. Our dedicated Tenancy Sustainability Team has received nearly 5,000 service referrals, verified nearly 30,000 individual UC claims and achieved £4m of financial gains for tenants since 2018
- 7.23. Feedback from our tenants on a survey informed our renewed Equality, Diversity and Inclusion Strategy (EDI) 2022-2026. The EDI balanced scorecard includes information about the diversity of our customer base, is reported quarterly and informs future action planning.

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

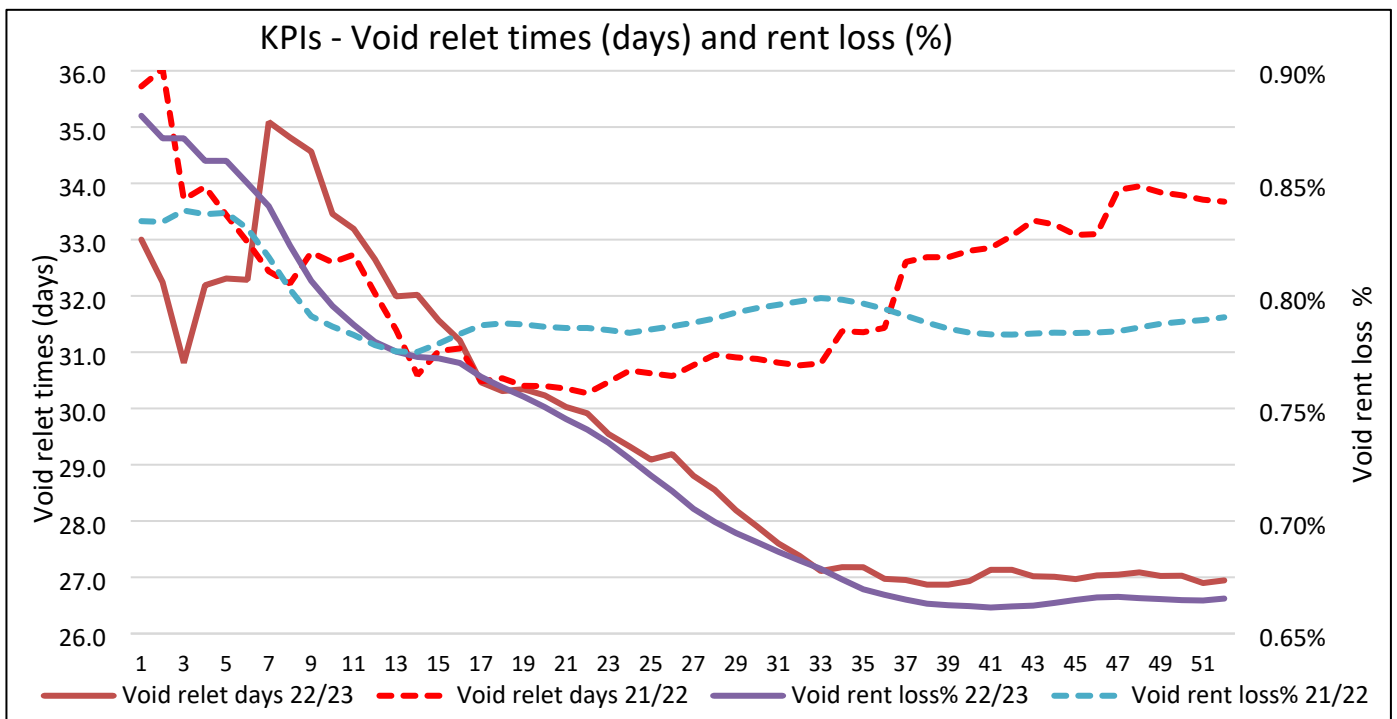
- 8.1. The objective has a number of cross cutting measures, including
- Number of standard void re-let days
  - Percentage of complaints upheld against interactions
  - Staff sickness absence levels
  - Rent loss from empty properties
  - Compliance with ISO45001 health and safety management system
  - Health & Safety outcomes
  - Our performance against comparable organisations (Benchmarking \* See Section 10)
- 8.2. The table below summarises the **related KPIs** for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
2	Void rent loss % of annual rent	↑	0.67%	0.50%	0.79%	1.00%	0.59%
3	Average no. of days to re-let a property	↑	26.7	20.0	33.7	46.1	22.7
7	Complaints upheld as a % of interactions	↑	0.09%	0.07%	0.13%	0.07%	0.06%
11	Days lost through sickness per FTE	↑	11.7	7.9	11.9	6.6	8.22
20	Employee satisfaction SLHD as an employer	↓	80%	80%	83%	n/a	n/a

### Achievements in year

#### KPIs

- 8.3. Voids : Performance again did not meet the challenging targets set by CDC for both void rent loss and re-let times. However, void performance improved as the year progressed. The number of lettable voids at the end of the year was 20% lower than at the start, and the graph below shows how both voids KPIs improved compared to 2021/22. It should be noted that both indicators were top quartile (top 25%) when benchmarked with our peers. Improving performance has continued into 2023/24 with lower void numbers and void rent loss.



8.4. Complaints : The KPI improved significantly from the 2021/22 outturn. Complaint levels increased by 10% in the 2022/23 year but the number upheld was 25% lower than in 2021/22. This whole area received significant analysis in the year to identify trends, reasons and actions were put in place in the year that improved performance, and this has continued in to 2023/24.

### People

8.5. We received external recognition with a number of people related awards during the year, most notably reaccreditation for the Government Standard for Customer Service Excellence (CSE) for the thirteenth year running. The standard is awarded to public service organisations which meet strict criteria, demonstrating focus on the needs and preferences of their customers.

8.6. Three staff surveys were carried out in the year, again aimed at the continued assessment of employees' wellbeing, agile working arrangements and capturing ideas. The surveys have consistently seen high (and above target) levels of employee satisfaction, exceeding 80%.

8.7. Key employee related achievements and points to note for the year are summarised below.

#### Engagement:

- In person annual staff conference and more remote Q&A sessions with EMT in the year.

#### Wellbeing:

- maximum five star rating in the British Safety Council's Occupational Health and Safety Audit scheme for the twelfth year running,;
- re-accreditation to the international ISO45001 health and safety standard;
- continued Public Health Bewell@Work activities (achieving Gold in May 2023);
- reduced RIDDOR reportable injuries reduced in the year; and
- comprehensive staff learning and development programme and individual training plans.

#### Equality, Diversity and Inclusion:

- staff asked for their views on how we approach Equality, Diversity and Inclusion,
- staff survey informing our Equality, Diversity and Inclusion Strategy 2022-2026;
- decreased gender pay gap over five years, achieving 50/50 male/female SMT ratio; and
- increased the number of women in our trade based roles.

#### Apprenticeships:

- invested heavily in apprenticeships as part of succession planning;
- won large employer of the year at the SY Apprenticeship awards 2022;
- consistently met the national apprenticeship target for new recruits; and
- supported high levels of WOW placements through our career start activity.

8.8. All will mean trained employees using efficient systems and processes, with positive wellbeing and opportunities for succession/growth, and ultimately improving services to customers.

### Systems

8.9. Our Digital Transformation Board operated all year, overseeing up to 30 ICT related projects of varying size and across all service areas, all of which will generate operational efficiencies once implemented.

8.10. The main projects were :

- embedding and developing the new integrated housing management ICT system;
- commencing work on replacing the Choice Based Lettings/allocations software (concluded July 2023).

8.11. Other key projects concluded or ongoing are on :

- Complaints module within the new ICT system;
- Stores and purchasing processes;
- Building safety compliance software development and integration
- Rent arrears management software replacement
- Microsoft 365 rollout
- HR employee performance management
- Numerous process improvements and upgrades in all areas

8.12. There has also been investment in other software, primarily in the repairs service, and also hardware and server architecture for agile working.

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

9.1. Doncaster Growing Together has four main themes – Living, Working, Learning and Caring – within which are a number of objectives that all CDC partners contribute to.

9.2. St Leger has strategic priorities that feed into this and there are a number of cross cutting targets that we are measured against, including:

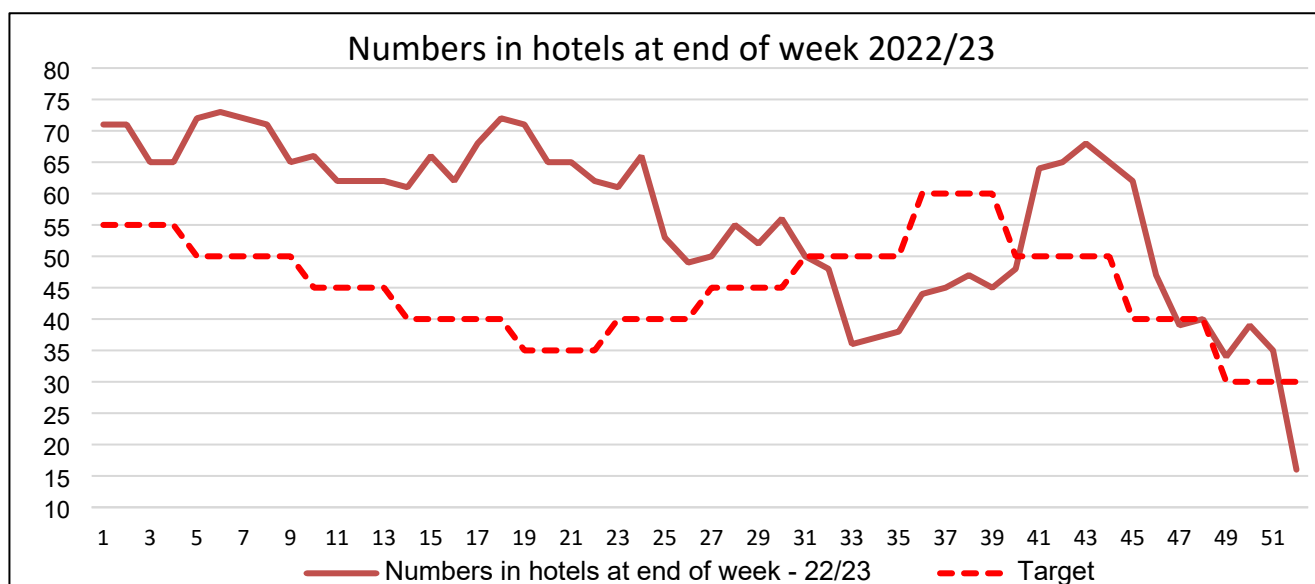
- Number of households in hotels;
- Number of homelessness acceptances;
- Number of homelessness preventions;
- Proportion of our expenditure spent in Doncaster;
- Recognition for our contribution to a growing and successful Doncaster;
- Public sector apprenticeship target;
- Contribution to partnerships;
- Customer Involvement evaluation; and
- World of Work participation rates and outcomes.

9.3. The table below summarises the related KPIs for 2022/23 and comparatives :

KPI	KPI description	Trend	22/23 Outturn	22/23 Target	21/22 Outturn	20/21 Outturn	19/20 Outturn
4	Households placed in hotel accommodation at month end (new KPI)	n/a	16	30	n/a	n/a	n/a
5	Full Duty homelessness acceptances	↓	518	n/a	384	398	228
6	Homeless preventions	↑	850	n/a	566	604	965
12	Percentage of local expenditure	↑	67%	70%	73%	71%	n/a
14a	Tenants & residents undertaking training	↑	58	67	30	30	53
14b	Tenants & residents into employment	↓	39	30	51	28	31

## Achievements in year

- 9.4. Addressing homelessness is one of the key priorities of Doncaster Growing Together. We worked very closely with the Complex Lives (CL) Alliance, including CDC, NHS and Children's Services, to support vulnerable Doncaster residents. St Leger had three related KPIs in 2022/23, one of which was new and two were continued from the previous year but again didn't have targets, as shown above.
- 9.5. Demand on the homelessness service continued to be very high indeed. The number of homeless preventions was higher than the last two years. The numbers in hotel accommodation was a challenging target but performance was strong close to target all year, and improving, leading to the year end target being met. The graph summarises demand and performance to target.



- 9.6. Effective partnership working is essential in delivering the required services to residents of the borough, and our work with CDC, the DWP, CAB, Doncaster Financial Inclusion Group (FIG), Doncaster Renewal Group and Community First Credit Union, among others, plays a key role in delivering solutions to our tenants. We also work closely with 24 Tenants and Residents Associations (TARAs).
- 9.7. We attended monthly Neighbourhood Action Groups and Case Identification Meetings across the borough. As well as low level enforcement and support we successfully carried out enforcement sanctions on Notice of Seeking Possessions (Secure Tenancies), Notice of Possession Proceedings (Introductory Tenancies), Injunctions, Demoted Tenancy Orders, Evictions and Closure Orders.
- 9.8. We again secured Government funding which provided much needed resources and capacity to the service in their work towards addressing homelessness
- 9.9. Our Tenants and Residents Improvement Panel (TRIP) undertake a number of tasks and reviews each year to inform service improvements. TRIP play a key role in our work on consultation, customer engagement, mystery shopping and reality checking.

## 10. **BENCHMARKING** – how we compare with others

- 10.1. The main method of benchmarking is through our membership of Housemark. We submit performance information monthly and more comprehensive performance information on annual basis, together with detailed financial analysis (see below).
- 10.2. We also carry out more tailored benchmarking with specific organisations, where appropriate, for example Universal Credit (UC) working groups, a Former Tenant Arrears forum, data and governance groups.

## HOUSEMARK

- 10.3. The benchmarking information from Housemark for 2022/23 compares our performance to a peer group of around 30 ALMOs, Metropolitan Boroughs, Unitary authorities and similar organisations, and also around 110 housing providers nationally.
- 10.4. All benchmarking results must consider that differences exist between housing providers – size, geography, demographic, timing, etc. - and should serve as an introduction for further investigation and detailed discussions.
- 10.5. In summary, benchmarking information for 2022/23 shows our strongest performance to date, indicating that we continue to be **a low cost, high performing organisation**.
- 10.6. This is summarised below and further details of benchmarked cost and performance indicators are attached at **Appendix A**.

### Housemark - VFM 'dashboards'

- 10.7. VFM overview 'dashboards' have again been produced by plotting a selection of key cost and performance indicators in a 2x2 matrix to show how an organisation compares with its peer group, geographically or nationally, for core service areas.
- 10.8. The dashboards below show cost and performance indicators selected with the dashboards for 2022/23 and comparatives for 2021/22, for both our Peer Group and Nationally.
- 10.9. In summary, the dashboards show a slight deterioration on 2021/22's exceptional results, where the services were all in the green quadrant, and it is for these three items :
  - 6 : Customer Services – Costs remain low and similar position to 2021/22, but Performance has dropped compared to others. (The performance indicator used has also changed slightly and is now stage 1 complaints responded to within timescales)
  - 7 : Neighbourhood Management – Costs remain low and similar position to last year, but Performance has dropped compared to others. (STAR survey for neighbourhood as a place to live)
  - 8 : Community investment – Performance has improved slightly but Costs have increased a lot compared to others. This measure includes our financial inclusion/tenancy support team and SLHD total costs only increased by £20k compared to 21/22, so the dashboard move is likely to be due to others spending or allocating less to this category.
- 10.10. All the other five indicators are in green again and you can see some movements within this area compared to last year, eg STAR satisfaction with repairs service has improved

## PEER GROUP VFM DASHBOARDS

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	% of stage 1 complaints responded to within target time *
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

\* Average days to respond to complaints (previous year's indicator 2021/22)

### Peer group 2022/23 - ALMOs, Metropolitan Boroughs and Unitary authorities (approximately 30 providers)



### Peer group 2021/22 - ALMOs, Metropolitan Boroughs and Unitary authorities (approximately 25 providers)





## NATIONAL DASHBOARDS

Key	Service	Cost indicator	Performance indicator
1	Responsive repairs	CPP * of responsive repairs	STAR satisfaction with repairs service
2	Void repairs and lettings	CPP of void repairs	Void rent loss %
3	Rent arrears & collection	CPP of rent arrears & collection	Current arrears %
4	Tenancy Management	CPP of tenancy management	STAR satisfaction with service overall
5	Customer involvement	CPP of customer involvement	STAR satisfaction with views being listened and acted
6	Customer services	CPP of housing management	% of stage 1 complaints responded to within target time *
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

\* Average days to respond to complaints (previous year's indicator 2021/22)

### Nationally 2022/23 – approx. 110 housing providers



### Nationally 2021/22 – approx. 90 housing providers



## Housemark - Cost and Performance indicator quartile summaries

- 10.11. The tables below show the banding of our quartile positions for all cost and all performance indicators submitted for the last three years. Over the past six years, small majorities of our Cost (~60%) and Performance (~60%) indicators are in Quartiles 1 and 2, and averaging 13% - less than a quarter - of indicators in Quartile 4:

<b>COST</b>	<b>22/23</b>		<b>21/22</b>		<b>20/21</b>		<b>19/20</b>	
	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>
Quartile 1	11	27	6	15	2	6	9	28
Quartile 2 / Median	13	31	17	43	19	56	10	31
Quartile 3	12	28	10	25	8	24	7	22
Quartile 4	6	14	7	17	5	14	6	19
Totals	42	100	40	100	34	100	32	100

<b>PERFORMANCE</b>	<b>22/23</b>		<b>21/22</b>		<b>20/21</b>		<b>19/20</b>	
	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>	<b>no.</b>	<b>%</b>
Quartile 1	24	40	14	33	9	28	15	47
Quartile 2 / Median	12	20	14	33	8	27	7	22
Quartile 3	17	28	11	25	10	30	6	19
Quartile 4	7	12	4	9	5	15	4	12
Totals	60	100	43	100	34	100	32	100

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

### Housemark - Optimising service costs

- 10.13. Expenditure is analysed into Housemark service areas to give headline and detailed costs per service. The table below summarises our headline **costs per property (CPP)** together with comparatives and peer group benchmarks. Quartile positions are virtually unchanged.

Cost Category	19/20 Outturn CPP £	20/21 Outturn CPP £	21/22 Outturn CPP £	22/23 Outturn CPP £	Peer Median CPP £	Peer Quartile
<u>Repairs</u>						
Major Works	1,134	1,101	971	1,148	1,587	Q1
Cyclical Maintenance	127	138	141	150	310	Q1
Responsive Repairs	571	583	622	702	764	Q2
Void Works	193	214	223	242	274	Q2
<u>Housing</u>						
Rent arrears collection	78	88	92	97	131	Q1
Resident Involvement	16	19	19	21	37	Q1
Tenancy Management	90	104	110	124	132	Q2
Lettings	36	39	41	43	60	Q2
Anti Social Behaviour	58	62	64	69	59	Q3
Estate Services	128	130	137	147	223	↑ Q1
Housing – total	406	442	463	501	642	Q2
<b>Total Cost Per Property</b>	2,431	2,478	2,420	2,743	3,557	

Overheads are allocated by Housemark into each service categories

↑ ↓ arrows indicate any quartile movements compared to 2021/22

10.14. The above table shows expenditure totals at service area level. Within each of these services are more specific services, and related performance measures, and Appendix A summarises all of these and their quartile positions compared to our peers.

### **Plans for 2023/24 onwards**

10.15. St Leger has many VFM related plans for 2023/24 and beyond.

10.16. Financially, 2023/24 will be the second year of a three year plan to make £1m of budget savings. Delivering the same, high performing services within reduced budgets will force process improvements and efficiencies and will further evidence VFM.

10.17. This is against a backdrop of a continued cost of living crisis – utilities, fuel, inflation, interest rates – impacting on St Leger, its employees and in particular, its customers in trying to manage budgets.

10.18. The challenging economic and political climates mean we must continue to be an organisation which delivers efficiencies and value for money services.

10.19. Systems investment in the past two years is transforming the way the company operates, and this will be developed further. As mentioned above, there are a number of Journeys to Excellence projects ongoing, some of which are within the Programme of projects overseen by the Digital Transformation Board, all of which will mean more efficient ways of working.

10.20. In addition to these core operational improvement plans and challenges, St Leger will develop a new five year Corporate Plan and must address the governance requirements of the Social Housing Regulation Bill, with its new Tenant Satisfaction Measures for 2023/24, and to be ready for regulatory inspection from 1 April 2024.

10.21. By the halfway stage of 2023/24, a substantial amount of work has already commenced on all of these, and this momentum will be maintained.

## **11. Summary**

11.1. 2022/23 was another very challenging year in which St Leger operated within budget, delivered strong KPI and other performance measures and again compared very favourably when benchmarked with its peers and also nationally.

11.2. 2023/24 has already shown to be even more challenging, and the remainder of the year plus 2024/25 onwards will be the same as we strive to develop a new Corporate Plan, be ready for a positive regulatory inspection and meet the ongoing economic challenges to achieve VFM for our customers.

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

## APPENDIX A

Service area	Indicator Description	22/23 Outturn	22/23 Peer Median	22/23 Peer Quartile	21/22 Peer Quartile
Corporate	Treats tenants fairly and with respect % (STAR)	85.8%	77.7%	Q1	Q1
Corporate	Staff turnover in the year %	8.0%	12.6%	Q1	Q1
Corporate	Satisfaction overall (STAR)	81.3%	76.2%	Q1	Q1
Corporate	Satisfaction Net Promoter Score (STAR)	48.7%	32%	Q1	Q1
Corporate	Rent provides VFM (STAR)	86.0%	71.9%	Q1	n/a
Corporate	Landlord is easy to deal with % (STAR)	83.3%	75.8%	Q1	Q1
Cyclical Maintenance	Total CPP	£149	£310	Q1	Q1
Cyclical Maintenance	Gas servicing - % valid certificate	100.00%	99.98%	Q1	Q1
Cyclical Maintenance	% of legionella risk assessments have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% of fire risk assessments have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% of passenger lift safety checks have been carried out	100.00%	100.00%	Q1	n/a
Cyclical Maintenance	% gas safety checks by annivers date	100.00%	99.88%	Q1	Q1
Estate Services	Total CPP	£147	£223	Q1	Q2
Estate Services	Landlord keeps commnl areas well maintained %(STAR)	73.3%	64.8%	Q1	n/a
Estate Services	Direct employees per 1000 props	0.85	2.00	Q1	Q2
Lettings	Void rent loss % of rent loss	0.67%	1.67%	Q1	Q1
Lettings	Dwellings vacant & unavailable to let %	0.02%	0.80%	Q1	Q1
Lettings	Average re-let time in days (standard)	26.7	52.1	Q1	Q2
Lettings	Average re-let time (all re-lets) days	39.2	78.2	Q1	Q2
Major Works	Total CPP	£1,149	£1,587	Q1	Q1
Major Works	Home is safe and secure % (STAR)	86.6%	79.0%	Q1	Q1
Major Works	Average SAP rating	70.67	70.9	Q1	Q2
Rent arrears & collection	Total CPP	£97	£131	Q1	Q1
Resident Involvement	Views taken into account % (STAR)	73.2%	61.8%	Q1	Q1
Resident Involvement	Total CPP	£21	£37	Q1	Q1
Resident Involvement	Opportunities to make views known % (STAR)	74.3%	64.0%	Q1	Q1
Resident Involvement	Direct employees per 1000 props	0.34	0.60	Q1	Q1
Responsive repairs	Satisfaction repairs service last 12 months (STAR)	80.3%	76.8%	Q1	Q1
Responsive repairs	Disrepair claim cost per property	£1.46	£6.01	Q1	n/a
Responsive repairs	Average compensation paid per disrepair claim	£275	£560	Q1	n/a
Responsive repairs	% of repairs completed at the first visit	94.8%	89.7%	Q1	Q2
Tenancy Management	Landlord's approach to handling complaints % (STAR)	79.9%	42.0%	Q1	n/a
Tenancy Management	Average seconds to answer inbound calls	113	337	Q1	n/a
Tenancy Management	% of calls answered	93.1%	78%	Q1	Q2
Total Housing M'ment	Total CPP	£354	£419	Q1	Q1
Anti Social Behaviour	ASB cases involving hate incidents per 1,000 properties	0.6	0.9	Q2	n/a
Community investment	Residents supported into employment	39	30	Q2	Q3
Corporate	IT & Comms CPP	£106	£106	Q2	Q2
Corporate	Finance Costs CPP	£46	£46	Q2	Q2
Corporate	Direct revenue costs - finance costs %	2.2%	2.5%	Q2	Q2
Corporate	Direct revenue costs - central o'heads%	7.0%	7.2%	Q2	Q4
Lettings	Total CPP	£43	£60	Q2	Q2
Lettings	Dwellings vacant & available to let %	0.71%	0.72%	Q2	Q2
Lettings	Direct employees per 1000 props	0.79	0.86	Q2	Q2
Lettings	Average re-let time (major works) days	81.3	107.7	Q2	Q3
Major Works	Quality of your home (STAR)	75.7%	75.2%	Q2	Q1
Major Works	% of dwellings that are non-decent	0.31%	1.8%	Q2	Q2
Rent arrears & collection	Former tenant arrears %	1.60%	1.68%	Q2	Q3
Rent arrears & collection	Direct employees per 1000 props	1.79	1.84	Q2	Q2
Rent arrears & collection	Current rent arrears %	2.71%	3.58%	Q2	Q2
Resident Involvement	RI in consultation groups %	34.8%	4.0%	Q2	Q2
Responsive repairs	Total CPP	£702	£764	Q2	Q2
Responsive repairs	Disrepair claims per 1,000 properties	5.33	6.37	Q2	n/a
Responsive repairs	Average cost of responsive repair £	£154	£196	Q2	Q2
Tenancy Management	Total CPP	£124	£132	Q2	Q2
Tenancy Management	Tenancy turnover	6.01%	6.20%	Q2	Q2
Total Housing M'ment	Direct employees per 1000 props	6.06	6.20	Q2	Q2
Void repairs	Total CPP	£242	£274	Q2	Q2
Void repairs	Average cost of void repair £	£3,385	£3,863	Q2	Q2
Community investment	Residents undertaking training or education	58	58	Median	Q3

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

**APPENDIX A**

Service area	Indicator Description	22/23 Outturn	22/23 Peer Median	22/23 Peer Quartile	21/22 Peer Quartile
Anti Social Behaviour	Total CPP	£69	£59	Q3	Q3
Anti Social Behaviour	Satisfaction with case outcome %	56.7%	64.3%	Q3	Q3
Anti Social Behaviour	Satisfaction with case handling %	59.0%	68.8%	Q3	Q3
Anti Social Behaviour	Landlord's handling of anti-social behaviour % (STAR)	54.5%	56.4%	Q3	Q4
Anti Social Behaviour	Direct employees per 1000 props	1.09	0.89	Q3	Q3
Anti Social Behaviour	ASB cases per 1,000 properties	72	42	Q3	Q3
Community investment	Total CPP	£34	£24	Q3	Q3
Community investment	Direct employees per 1000 props	0.58	0.33	Q3	Q3
Corporate	Total Overheads CPP	£427	£393	Q3	Q2
Corporate	Premises costs CPP	£54	£47	Q3	Q3
Corporate	Overheads as % of Revenue costs	20.4%	18.0%	Q3	Q3
Corporate	Direct revenue costs - premises costs %	2.6%	1.9%	Q3	Q3
Corporate	Direct revenue costs - IT&comms costs %	5.1%	4.8%	Q3	Q3
Corporate	Days lost through sickness per FTE	11.7	11.5	Q3	Q2
Corporate	Central Overheads CPP	£146	£138	Q3	Q2
Cyclical Maintenance	% of properties with a satisfactory EICR up to five years old	98.8%	99.60%	Q3	n/a
Cyclical Maintenance	% asbestos management surveys/re-inspections complete	98.92%	100.00%	Q3	n/a
Estate Services	Satisfaction with neighbourhood (STAR)	72.8%	80.0%	Q3	Q2
Lettings	% of units re-let - LCRA	6.20%	5.70%	Q3	Q3
Rent arrears & collection	Write offs %	0.52%	0.36%	Q3	Q4
Rent arrears & collection	UC tenants in arrears %	59.62%	59.19%	Q3	Q2
Rent arrears & collection	Non- UC tenants in arrears%	19.78%	21.57%	Q3	Q3
Rent arrears & collection	% of rent paid by Housing benefit	34.7%	33.0%	Q3	Q3
Responsive repairs	Direct employees per 1000 props	8.3	6.2	Q3	Q4
Responsive repairs	Ave. no. responsive repairs per prop.	3.7	3.2	Q3	Q3
Responsive repairs	Appointments kept % of apps made	96.7%	97.1%	Q3	Q2
Tenancy Management	Evictions	0.12%	0.08%	Q3	Q4
Tenancy Management	Direct employees per 1000 props	2.05	1.98	Q3	Q3
Tenancy Management	% of complaints responded to target	70.9%	83.2%	Q3	Q3
Community investment	Households provided with money advice	328	1508	Q4	Q3
Corporate	Overheads as % of turnover	15.9%	8.8%	Q4	Q4
Corporate	HR CPP	£75	£37	Q4	Q3
Corporate	Direct revenue costs - HR %	3.6%	1.6%	Q4	Q4
Cyclical Maintenance	Direct employees per 1000 props	2.50	0.92	Q4	Q4
Cyclical Maintenance	% properties with a satisfactory EICR up to five years old	74.8%	93.50%	Q4	n/a
Major Works	Direct employees per 1000 props	7.81	1.58	Q4	Q4
Rent arrears & collection	Percentage of Rent collected %	97.4%	99.19%	Q4	Q1
Responsive repairs	Emergency repairs completed within timescale %	89.1%	97.4%	Q4	n/a
Responsive repairs	Emergency repairs as % of all resp repairs	37.0%	30.1%	Q4	Q1
Tenancy Management	Stage 1 complaints per 1,000 properties - LCRA	65.4	32.6	Q4	Q4
Tenancy Management	Number of calls answered per property	9.8	5.80	Q4	n/a
Void repairs	Direct employees per 1000 props	3.43	1.58	Q4	Q4
Estate Services	Landlord makes positive contrn. to neighbourhood % (STAR)	no data	63.6%	n/a	n/a
Resident Involvement	Requests made online/1,000 props	no data	1,182	n/a	n/a
Resident Involvement	% residents regd. for online access	no data	32.5%	n/a	n/a
Responsive repairs	Satisfaction with repairs and maintenance overall % (STAR)	no data	72.4%	n/a	n/a
Responsive repairs	Average days to complete repairs	no data	14.4	n/a	n/a
Void repairs	Average days to complete standard repairs	no data	19.9	n/a	n/a