

Social Audit 2015-16

Summary Version



Introduction

This is St Leger Homes (SLHD) second set of Social Accounts, reporting on the social accounting period from 1 April 2015 to 31 March 2016.

As with our 2015 Social Accounts, the Social Audit Network (SAN) was commissioned to support us in our assessment of and accounting for the activities that contribute to our social value performance and impact.

We have a strong vision and value base with clearly defined strategic objectives and associated Key Performance Indicators (KPIs). Social Accounting complements our extensive, existing reporting systems by focusing on our social impact and the activities that add value to our core business of providing quality housing for our tenants and their families.

We embrace our responsibility to build confident communities in partnership, to make our communities a better place to live and improve the quality of life for our tenants. It is important for us to work with all of our stakeholders, to help us make sure that we keep the wellbeing and satisfaction of our customers at the heart of everything we do and provide the best possible services to all our customers.

We, employ 781 people and are a living wage employer; we work in partnership with Doncaster Council and other stakeholders to provide a wide range of housing services.



I am really pleased and proud of our 2015/16 social audit report. In our 10th anniversary year this shorter version of our report highlights a small selection of projects that really show how we are making a difference to the lives of our tenants, communities and staff and how we are working closely with our partners to help achieve this.

As a brief reminder, social auditing is about measuring things that are not easily measured. It is an annual self-evaluation process that gives a picture of our business from an environmental, economic, and social perspective. It identifies and engages with the people we affect in our day to day jobs.

This is the second year we have produced our social audit report and lots of hard work has gone into capturing first-hand what we do to 'make a difference'. The report, the projects it highlights and the data included have all been challenged through a rigorous validation panel, headed up by the UK's leading social auditor Alan Kay.

A couple of quotes from the panel members include:

"I'd like to thank everyone who has worked on the accounts. The social accounts have been compiled with openness and honesty. The social audit confirms the 'huge value' that SLHD provides to Doncaster." – Bishop Peter Burrows

"As always, I've enjoyed working with you all at St Leger, well done for producing this Social Report!" – Alan Kay Social Auditor

We hope you find them helpful and interesting. Thank you for taking the time to read them and if you would like to read the full version of the report it can be found here <https://www.stlegerhomes.co.uk/about/making-a-difference/>

Susan Jordan
Chief Executive
St. Leger Homes

St Leger Homes of Doncaster – who are we?

St Leger Homes of Doncaster (SLHD) is an Arm's Length Management Organisation (ALMO) wholly owned by Doncaster Metropolitan Borough Council (DMBC). We were set up by Doncaster Council in 2005, following a consensus decision made by tenants at that time. As the largest social housing provider in the Borough, we are responsible for the management of approximately 20,500 council homes, along with a portfolio of shopping parades, garage sites and land. Our current Management Agreement, for a rolling five years, gives us greater confidence and certainty and was agreed following a fundamental review of both the relationship and service delivery and took effect from 2014. The Agreement also identifies key roles, responsibilities and reporting lines.

The purpose of the partnership is to provide excellent services to tenants, leaseholders and customers and to ensure that council housing practices are delivered through the aims, ambitions and activities of St Leger Homes. Over the past few years we have taken on additional management of the Homelessness Service, the management of Gypsy & Traveller sites and Acquisitions. We have also continued to expand our Private Sector Landlord service.

We are a values driven organisation investing heavily in our tenants and employees. Our mission is to create quality homes in quality neighbourhoods where people want to live, with our tenants at the heart of everything we do, also to build confident communities, in partnership. We support a wide range of projects to help improve the quality of life in our communities.

In summary, St Leger Homes operates across the whole of the Doncaster Borough, which is a low wage economy, with higher than average levels of unemployment, low educational attainment, severe pockets of deprivation and a changing demography with increasing numbers of migrants. We are a customer focused organisation and we keep the wellbeing and satisfaction of our customers and staff at the heart of everything we do. We have a company vision which captures our desire to aim high and provide the best possible services to all our customers.

Our Vision

- To deliver excellent value for money services in all that we do
- To ensure we are customer focused by listening to our customers and involving them in decision making
- To provide quality homes in quality neighbourhoods where people want to live
- To be a catalyst for change and become a housing provider of choice, an employer of choice and a partner of choice.

Our Values

- Fairness – to ensure that we recognise and value people's difference
- Excellence – to ensure that we always provide the best possible service to our customers and that we are always looking to improve
- Empowerment – to create a culture where staff and customers are listened to and encouraged to shape future service delivery.
- Local – to recognise the value of being part of a strategic partnership

Our Strategic Objectives

1. To ensure that we are a customer focused organisation by putting our tenants and customers at the heart of what we do
2. To ensure that we deliver value for money by making best use of our resources
3. To address the impact of welfare benefit reforms on our customers
4. To support communities and individuals by tackling crime and anti-social behaviour and providing support to sustain tenancies
5. To improve our performance and to build on our excellent service delivery
6. To maintain and improve homes and properties by investing wisely and managing effectively
7. To improve our communications both internally and externally with others
8. To develop opportunities for new business growth and diversification

Objectives for our Social Accounts

Our Social objectives have not changed since last year and echo our strategic objectives by ensuring we are a customer focused organisation by putting our tenants and customers at the heart of what we do.

Social Objective 1: Our tenants

To involve our tenants in the running of St Leger Homes and invest to enable their effective participation, through social activities:

- a. Providing opportunities for tenants to be involved, through governance, quality assurance, communications, community based and other activities
- b. Facilitating involvement through training and support for tenants
- c. Informing and consulting with the wider tenant base about St Leger Homes services and other relevant issues

Social Objective 2: Our communities

To engage people in our communities so that they become involved with St Leger Homes and to invest in information, learning and development activities and physical infrastructure that meet their needs, through social activities:

- a. Providing targeted activities to connect with the wider community
- b. Providing a range of activities for young people
- c. Providing and delivering a range of community based skills and development training, including digital inclusion and money management
- d. Supporting TARAs and other local community groups
- e. Supporting people to progress into employment through the World of Work Academy and other activities
- f. Providing customised responses to respond to individual resident needs
- g. Responding to the needs of communities through physical improvements to homes and surrounding spaces

Social Objective 3: Our local environment

To involve local organisations and businesses in providing quality services and invest time to improve the social and economic environment for our customers and the wider Doncaster community, through social activities:

- a. Working with local suppliers to improve their competitiveness and maximise their contribution to the local economy
- b. Building and strengthening partnership working for the benefit of St Leger Homes communities
- c. Contributing to and influencing policy level discussions and groups to represent the needs of St Leger Homes customers



Social Objective 4: Our organisation

To involve and invest in our staff team so that we can provide services that meet the needs of our customers, through social activities:

- a. Providing opportunities for colleagues to inform and influence working policies through involvement with thematic working groups
- b. Supporting colleagues to inform and influence methods of working through involvement in business improvement systems groups and learning circles
- c. Providing a comprehensive programme of learning and development to equip and enable colleagues with skills and know-how to provide customer focused services
- d. Promoting an organisational culture that encourages and facilitates shared learning for improved customer experiences

Who has been involved?

We deliver a wide spectrum of projects to support our communities and achieve social impact.

During 2015-16, approximately 16,262 customers have been engaged, consulted, involved or trained by members of the St Leger team, covering a range of activities outlined in the diagram below.

This is not an exhaustive list and is currently being widened to capture for all teams across St leger Homes.



Social Objective 1: Our tenants

Social Activity 1a – Opportunities to be involved

Focus Project

LETTABLE PROPERTY STANDARD

The new Lettable Property Standard is aimed at directly improving the condition of those properties not left in an acceptable condition by the outgoing tenant.

Currently these properties incur avoidable refusals due to the first impressions an applicant gets, particularly around décor and cleanliness.

Monitoring and using the feedback from applicants viewing properties in the North area during the 6 month pilot was an extremely useful method to continually develop the standard to meet customer expectations.

The standard has been developed to present a brief five-point customer guide explaining what customers can expect in a new property; this enabled the customer guidance document to be simplified in accordance with the feedback from service users, who wanted a standard that was clear and to the point.

Results:

- Reduced follow on repairs as more works are carried out while the property is empty
- Increasing satisfaction with the new standard
- Reduced viewing refusals and abortive viewings

There is a drop from 27% to 21% refusal rate which can clearly be attributed to the new Lettable Property Standard.

Independent Reality Checking was completed during the pilot by the Strategic Involvement Team, specifically to view and comment on the new Lettable property standard. This resulted in an average score of 99.25% for the properties that were viewed. Our previous best scores for the North area was 82%.

Social Activity 1b: Training and Support

St Leger Homes continues to ensure that tenants have the skills and knowledge they need to be effectively and meaningfully involved in the running of the organisation and to maintain their own homes.

This activity includes training for members of TARAs (Tenants and Residents Associations) empowering them in their roles as company secretaries and their governance responsibilities. It also includes support to develop practical skills for the safe running of community houses which includes Health and Safety and Food Safety training. Further afield we also link with partners such as TPAS (Tenants Participation Advisory Service) and other external bodies.

Our Tenants and Residents Involvement Panel (TRIP) felt tenant training has always been offered by St Leger Homes, although in more recent times take-up of the training has greatly diminished and they wanted to review the training that had been conducted over previous year to match tenants wants and needs. They decided to embark on a borough wide consultation process, sending out a questionnaire to all tenants, speaking to TARAs and other community groups as well as speaking to internal teams / members of staff who deliver training to our tenants.

The panel initially looked at what training is currently being offered by St Leger Homes, its importance to tenants, what tenants were interested in receiving training in and whether it is value for money. TRIP also contacted and researched four ALMO's that most closely resembled St Leger Homes to see if they were willing to share best practice.

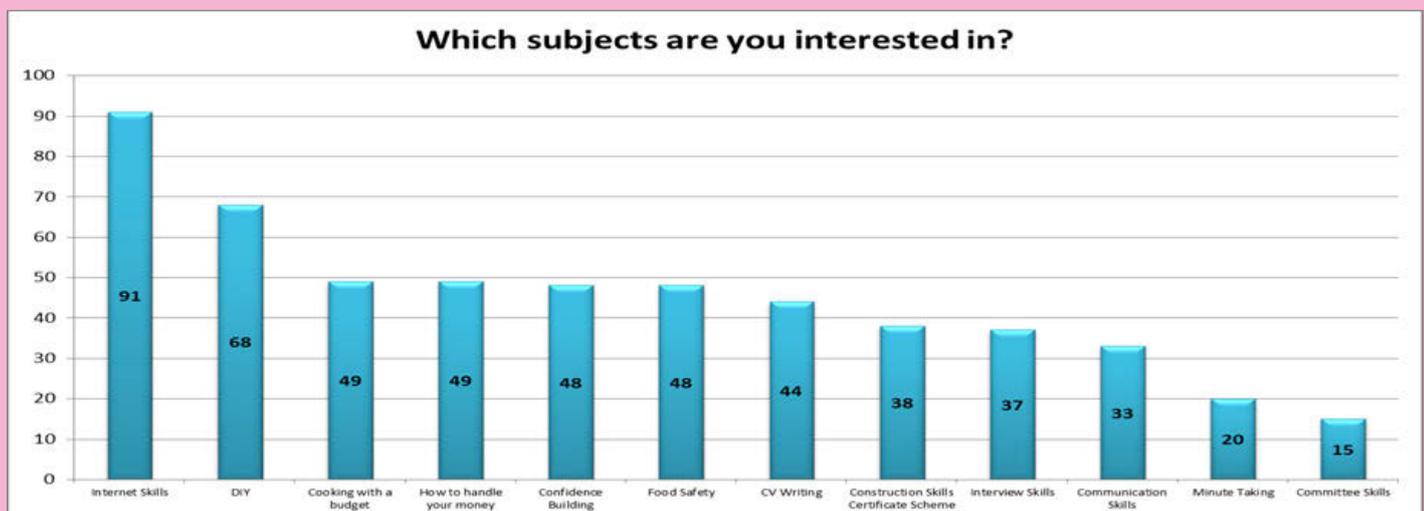
Overall Findings and recommendations:

The main report was submitted by TRIP to our Quality Committee in May 2016. 236 replies to the questionnaire (1.15% of total population of 20,500 tenants) were received.

The recommendations were presented to St Leger Homes Quality Committee, some of the recommendations were:

- The courses offered should be developed and expanded. Training should also be widely publicised using all forms of communication.
- A full cost analysis should be carried out on including additional courses that offer an accredited qualification
- Run training in community halls/centres. (The panel also recommends that Wi-Fi should be connected to all community halls where practicable to allow more training sessions to run in them.)
- Investigate the concept of 'Lifestyle training' independently (i.e. budgeting and money courses).

We look forward to progressing these recommendations with TRIP throughout 2016/17; recommendations will be taken into account to ensure the improved tenant training strategy is relevant and reflects the needs articulated by tenants.



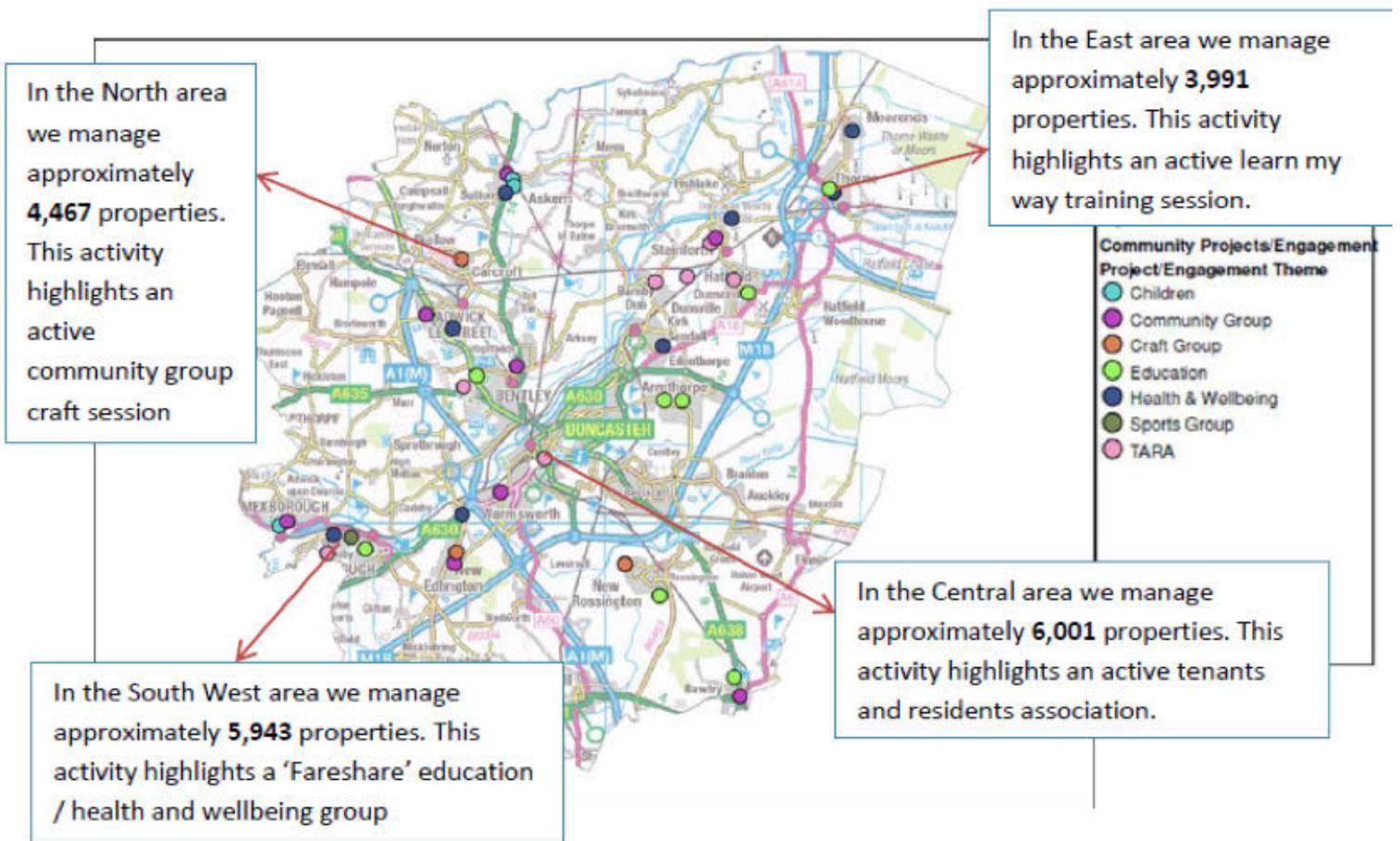
Social Activity 1c: Consultation

St Leger Homes delivers a wide spectrum of projects to support its communities and achieve social impact.

During 2015-16, approximately 16,262 Customers have been engaged, consulted, involved or trained by member of the St. Leger team, covering a range of activities.

Some of the key outcomes from the engagement and involvement activities include:

- Some of the involvement activities are aimed at those customers who may be isolated and lonely, some of the sessions have grown from a 'drop-in' where people came and popped in for a cuppa and a chat into a more comprehensive session shaped by the community creating community cohesion.
- Some of the sessions have also grown into communities raising funds for special projects (small raffles, race night etc.) A number of guest speakers have been also been invited to share the sessions and promote their services with groups.
- One of the groups has been formed with the support of SLHD and Diabetes UK whose objective is to promote the welfare of people with diabetes and its related complications and those who care for them. We also help to establish and support local groups for purposes of mutual support, education, campaigning or fundraising.
- In some of the school involvement sessions we focus on developing confidence, team building, life skills, financial skills and awareness.





HouseProud

HouseProud is St Leger Homes' bi-monthly tenant magazine which is circulated to all 20,500 properties and other community groups. The publication is designed to inform customers of St Leger about activities and proposals, promote services and achievements, provide messages from partners, showcase good practices and promote tenant training opportunities.



Website and Social Media

As social media is also on the increase we regularly advertise, promote and engage with our customers via our Facebook and Twitter sites.



We have 1,115 likes on our Facebook page (increased by 300 since last year) and 814 Twitter followers as at the end of March 2016 (increased by 460 since last year). The St Leger Homes App, which was launched in February 2014, now has 1,359 active users.

A further 6,400 customers have taken part in satisfaction surveys ranging from service specific surveys to overall company wide service delivery feedback.

A selection of the responses to these surveys is shown below. The responses to these surveys help shape the service and make improvements to the way we deliver those services.

All this information helps to shape our services moving forwards and gives us an insight into which services or parts of services cause dissatisfaction for our tenants.

You Said

- You couldn't afford to connect to the internet
- You needed help, support and training accessing the internet
- You wanted more 'choice' of how you contacted us

We did

- We are now installing digital 'hubs' at our local offices
- We have publicised and increased the number of learn my way sessions
- We have a range of options for people to contact us (single number, App, social media, email, internet etc.)

We have a dedicated area on our website where tenants can register to be involved through our Menu of Involvement

On our website we also have on average 1,192 Users and 8,152 page views per week.

Focus Project - Customer access strategy 2015-2020

The customer access strategy has been developed to recognise the different demands on service delivery and the different requirements of customers, together with the need to reduce costs and demonstrate Value for Money.

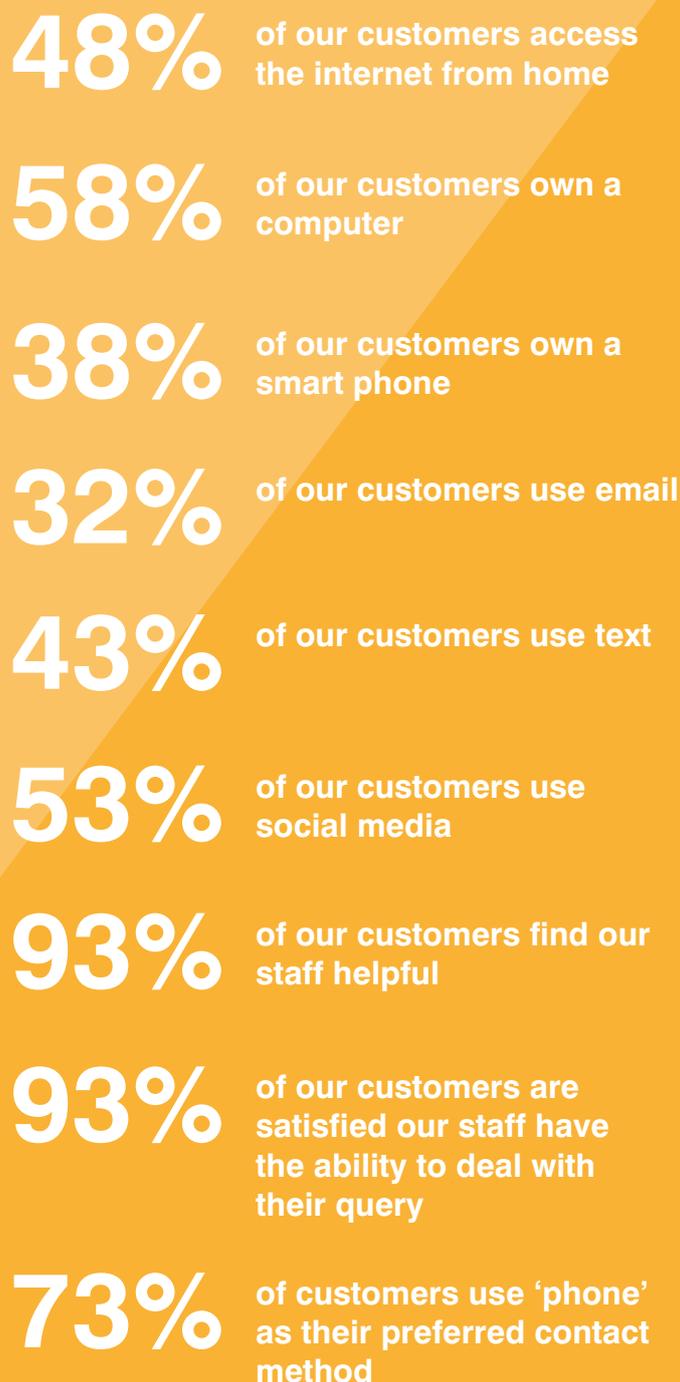
The strategy delivers a structured approach to customer service delivery whilst maintaining flexibility which enables us to take advantage of opportunities for change, as and when they arise.

We want to ensure that we are meeting customer needs but also ensuring they help shape and drive the services we provide. This strategy sets out both the short term and long term actions required to make sure this can happen consistently and meaningfully.

Wide ranging consultation has taken place with customers across the Doncaster borough to form the basis of our Outcomes and Commitments for this strategy.

All in all, we consulted approximately 3,300 customers.

Recent estimates have suggested that as many as half of the 8.7m UK adults who live in social housing have never been online. We carry out our own on-going research into accessing our services and currently know that for our St Leger Homes customers:



We also monitor some, not all, of the transactions into the organisation via different access methods and know that, each month:

- We receive approximately 20,000 calls across all teams in the organisation
- We have approximately 3,500 visits to our area offices
- We receive over 500 emails into specific accounts
- Over 10,000 web pages are visited by our customers

In order to develop and improve Customer Access over the next five years we have developed 4 Key Outcomes based on feedback from both our customers and staff.

1. Developing Customer Relations Management (CRM)

- Investigate, evaluate and implement an appropriate CRM system for the whole of SLHD
- Develop a CRM culture throughout the organisation
- “Tell us Once” – all systems are automatically updated if a customer contacts us to inform us of any changes
- A system that is easy to use and creates an audit trail and picture of all our customers and assets showing all of the interactions in one place

2. Delivering Digital

- Increase our digital customer base and interactions via a variety of mechanisms
- Expand and promote more on-line, self-service, web and APP interactions
- Demonstrate Value for Money by offering new and innovative ways of access
- Delivering the next Phase of our single number ‘contact centre’

3. Delivering choices for access which are flexible and mobile

- Investigating the possibilities of extended working hours outside traditional working hours
- More mobile working and one stop resolution for customers when people visit their home
- Review the functions of our area offices to expand more access methods

4. Developing customer insight and feedback

- Capturing, storing and using tenants preferred method of contact and other essential intelligence data
- Ensure customers have all the information in a place accessible to them so they shouldn't need to access our services unnecessarily.
- More research and satisfaction testing to understand choices, expectations and feedback on accessing and using our services.

Social Activity 1: Our tenants – Overall Feedback

Customer Service Excellence:

St Leger Homes has once again been given the stamp of approval, having been awarded a Customer Service Excellence (CSE) government standard by an independent assessor for the 6th consecutive year. The assessment is something we undergo on an annual basis to ensure we are keeping to the standards we have set ourselves and which our customers, rightly expect.

During our recent accreditation process staff and tenants took part in focus groups or one to one interviews with the assessor and were asked a series of questions. The results have shown conclusively that St Leger Homes deserves its Customer Excellence certificate. In coming to this conclusion, the assessor said:

“It was a pleasure to visit St Leger again and to see how well you are putting the principles of CSE into practice.”

The assessor found that staff professionalism and attitudes were rated higher than in previous assessments as was the quality of information we provide. The services we promise to deliver to individual customers as well as our ongoing commitment to improve and update our complaints process were also commended.

STAR – Survey of Tenants and Residents:

St Leger undertakes the STAR (Survey of Tenants and Residents) satisfaction survey 1,000 random telephone surveys are completed annually.

The results in 2016 were very positive, presenting an increase in all the scores baring one, an area which is now receiving attention.

The table that follows shows the journey we have been on for the last 6 years and how satisfaction has increased significantly across all 6 of the core questions.

Question	2010	2011	2012	2013	2014	2015	2016	Change (16-15)	Change (2010-2016)
Overall Satisfaction	80%	81%	87%	93%	90%	90.9%	91.8%	+0.9%	+11.8%
Satisfied with Quality of your Home	85%	77%	84%	96.4%	94.2%	92.1%	93.2%	+1.1%	+8.2%
Satisfied with Neighbourhood as a place to live	82%	75%	84%	93.2%	92.1%	91.4%	90.8%	-0.6%	+8.8%
Satisfied Rent provides Value For Money	79%	81%	83%	85.8%	90%	92.2%	93.4%	+1.2%	+14.4%
Satisfied with Repairs and Maintenance	81%	77%	84%	90.5%	88.8%	88.8%	89.5%	+1.5%	+8.5%
Satisfied we Listen to views and act upon them	67%	65%	73%	85.5%	85.1%	85.9%	86.6%	+0.7%	+19.6%

“I feel I am very lucky to have their services.”

“I have been a resident for 18 years and I have had no problems”

“They’re accessible, distance wise. You can contact them by phone, email, and go in to the office. They have online services where I can check my rent.”

“We as tenants have been asked to be involved in meetings to have our say. Training is also offered and tenants are always 100% informed about changes and always given support.”

Social Objective 1: Summary

We are pleased that the new evidence we have include for this year's accounting period shows, that we have lived up to our commitment to involve our tenants in the running of St Leger Homes and invest in them to enable their effective participation.

We continue to use emerging technology and different access methods to and ensure tenants have effective participation routes into the organisation. Some of the tried and tested methods still continue to be used but we are moving with the times, listening to our customers wants and needs and striving to meet them.

TRIP continues to be our eyes and ears of our tenants providing their 3rd scrutiny review of our services with clear outcomes for our customers. They are volunteers who have given commitment and dedication to championing the voice of our customers. They have given open and honest feedback, with the full support and guidance from our Strategic Involvement team and backing from our Quality Committee.

Overall the evidence that 16,262 Customers have been engaged, consulted, involved or trained by members of the St Leger team and a further 6,400 customers who have given us their feedback and have taken part in satisfaction surveys is testament to our commitment to involve our tenants in the running of St Leger Homes and invest to enable their effective participation. This is only echoed by the independent assessment of our organisation through the Customer Service Excellence Accreditation.

The examples included in our accounts for 2015/16 does not describe the full extent of the work that we are undertaking in this area, but we believe are fair and representative. Continuing from last year we still have some learning to take away.

From this reporting cycle we will:

- Continue to support TRIP to increase their numbers onto the panel to ensure the group is representative of our communities and tenant base
- Consider progression routes and development opportunities (once the panel has more experienced members) for example shadowing of Board / Committee members

- Widen the capturing of all consultation, involvement and training activities that is completed by any team within St Leger Homes

Social Objective 2 – Our communities

St Leger Homes communities are diverse. They have people with different needs facing different challenges. The organisation recognises that if it is to engage and involve people from different communities it must provide different services that target these needs and that are appropriate to their circumstances.

Social Activity 2a: Our communities – Wider Communities

Focus Project: Amber Project

The Amber Project provides a drop-in service for Street Workers around the central area of Doncaster. It is a partnership project led and facilitated by Changing Lives. St Leger Homes Community Engagement staff play a key role in delivering the service, connecting with women and men involved in or at risk of involvement in sex work, including on and off street work.

The Amber Project brings together agencies that can help individuals to stabilise their lives and find routes out of sex work, but who might normally be considered inaccessible by sex workers. Research at the beginning of the Amber Project showed that street workers often felt judged about their lifestyle by providers, and this stopped them from using services.

St Leger Homes have been involved in the delivery of the project since June 2013, and support the project goals to:

- Achieve an overall reduction in sex work
- Improve the safety and quality of life of communities affected, including those vulnerable people directly involved.

South Yorkshire Police have confirmed that participation in the Amber Project has contributed to the following reduction of prostitute related anti-social behaviour calls/complaints:

- This year April 15 – March 16 there was a reduction in calls of 17.2%

- Last year April 14 – March 15 there was a reduction in calls of 29.1%
- April 13 – March 14 saw an increase in calls of +26.5%
- April 12- March 13 saw an increase in calls of +72%

Social Activity 2b: Activities for Young People

Engaging with young people is important to St Leger Homes. We are committed to engaging with children from a young age to help influence how they feel about their community/ neighbourhood, and the role they play in making their neighbourhood a good place to live whilst also developing their 'life' knowledge and skills. Developmental and diversionary activities for young people are supported by St Leger Homes in two ways: we have a dedicated Strategic Young Persons' Officer who co-ordinates a number of strategic cross cutting activities for young people and who is currently responsible for pulling together our very first young person's engagement strategy. Personal, Social and Health Education (PHSE) Sessions

This project was shortlisted at the recent Tenant Participation Advisory Service (TPAS) awards for 'Excellence in Youth Involvement'.

In conjunction with the Schools Partnership Trust, and other organisations within Doncaster we have come together to provide information, advice and guidance to young people across the Borough. This is to help promote health and wellbeing, build confidence and empower young people. The aim of the project is to engage and empower young people of Doncaster.

- To improve health and wellbeing of young people.
- To increase skills and knowledge of young people.
- To empower and encourage young people to strive to achieve.

Results up to 31 March 2016:

No's engaged: 3120

Number of sessions held: 20 different sessions, with 20 different organisations being involved held at the schools – Rossington All Saints, De Warne , Don Valley and Ashill .

Supportive Quotes about the PSHE Sessions:

Rossington All Saints Academy

"I thought the cancer awareness sessions were good and well put together. Drive for Life as usual was hard hitting and kept the kids engaged. It is difficult getting the students motivated to attend anything but I do think it is a good idea and it is something that will benefit them in the long run. Keep up the good work; you are doing a great job!"

Ashill Academy

"I have been really impressed with the delivery and content of the programme you have put together. I sit in on all the assemblies. It far exceeds what I was expecting - Well done! The students at Ash Hill are quite difficult in those situations and I feel that the staff are doing their very best to get them engaged. It's really good 'Student Voice' evidence for when we are in Ofsted meetings. The programme is excellent. Keep up the fantastic work!!"





Social Activity 2c: Community based skills and training

Focus Project - LEARN MY WAY

'Learn My Way' is Community-based online Training. We know we could help 40% more of our tenant's become more 'digitally engaged' if we did some extra training and support about how to use the internet and why it can be secure. Many of our tenants have never had the opportunity to use a computer, much less use Skype or pay a bill online. The purpose of this free training is to empower people to achieve what until now they may have thought unattainable.

In 2014/15 we only held training in 3 locations and due to its popularity we have expanded into 2 more. These drop-ins have not only provided a safe place for our tenants and residents to learn the basics in computer use, but has also provided a regular contact with some of our more socially isolated tenants by attending and building up their confidence.

	2014-15	2015-16
Number of courses	40	87
Number of customers attended	118	462
Number of courses completed	23	56

This project continues to grow and in 2016 the drop-ins are planned to become more diverse, helping attendees learn how to best utilise their tablets and smartphones, including how to pay their bills, shop, skype and much, much more

“I am happy and comfortable to attend this course; I wasn't at the start as I was nervous, not confident and apprehensive.”

Social Activity 2d: Supporting Local Groups

Tenants and Residents Associations (TARAs) are set up and run by volunteers who are predominantly St. Leger Homes' tenants. The TARAs provide a means for tenants and residents to become involved in the decision making processes that affect their immediate community, the running of St Leger Homes and the development of their local communities. They provide a platform for the local community and a way to support local residents.

St Leger Homes Community Engagement Team support TARAs in a number of practical ways by providing a first point of call for TARA contact with St Leger Homes and providing practical support. As well as the support to our TARAs it is still important to us to work with and support other community groups to add value for our tenants and residents wherever possible. The groups are supported by our community engagement team and the support given can range from:

- Promotion
- Fundraising
- Consultation
- Engagement
- Training
- Life skills



FOCUS PROJECT - Marie Caygill – Cancer support community group

An example of one of the local community groups we support is the Cancer Support Community Group. The group's founder was Marie Caygill. Marie was a St Leger Homes tenant who lived in the ex-mining village of Rossington in Doncaster. Marie was diagnosed with Breast Cancer in November 2013. At the time of Marie's diagnosis, although support was available from cancer charities Marie felt that there was a missing link and wanted to do something positive for her community.

Marie decided to set up a 'local community support group' so cancer patients, their family and friends could all discuss issues and receive advice and guidance from an array of agencies in the Doncaster area. She wanted to provide an opening for people to come together and enjoy the company of others who could help with their questions and fears. St Leger Homes Community Engagement Officers supported Marie and her family throughout her journey from the initial planning and launch to today, continuing to support the group to date.

The officers have researched funding and have applied for support through the 'Helping Hands Fund' and the 'Voluntary Community Faith Fund' which both support small community led groups to apply for funding to enable them to meet their aims and objectives.

Marie sadly lost her battle with cancer on 26 January 2016 at the age of 47 after a long and brave fight.

Marie and the support she received made a real difference to the people in her local community. The response amazed Marie and her family. The sessions have gone from strength to strength – and were shortlisted for the National Federation of ALMOs' 'Best Led Community Initiative Award' in 2015/2016.

These sessions have become a major event in the Doncaster calendar and take place on a monthly basis. The group have received outstanding support from local press and social media.

Social Activity 2e: Supporting people into employment

Doncaster has a significantly higher than national average rate of unemployment (8.6% compared to 6.2%) and St Leger Homes seeks to address this by supporting its customers in preparing for and securing employment. We do this in a number of ways including providing skills based training, apprenticeship programmes and our award winning World of Work Academy (WOW).

Focus Project - World of Work Academy (WOW)

The World of Work (WOW) Academy is part of the St Leger Homes World of Work Strategy and has been evolving and developing impact for communities since its inception in 2013.

In 2015/16 the WOW Academy supported 37 people to develop skills and confidence and of those 24 progressed into paid employment.

Engaging with tenants through WOW also provides an opportunity for them to contribute to the wider community, and support regeneration in their neighbourhood.

To date, 412 St Leger Homes tenants or household members have registered their interest in WOW Academy and 96 have gone on to start a programme.

Of them, 81 have completed a 'Ready for Work' course. Working closely with Doncaster College and the Department for Work and Pensions, the 2/3 week college 'Ready for Work' course gives candidates certified qualifications in Customer Service (City & Guilds), Health and Safety in the Workplace (CIEH Level 2 Award) and (City & Guilds) Food Safety in Catering Level 2.

The graph below shows the journey travelled from the start of the WOW programme to the end.

A score of 1 being no difference to 10 being significant difference in journey travelled. All four categories show an improvement when rated by the trainees themselves.

Natalie has also brought in job application forms for different jobs. Ann the tutor has been very helpful and the group has been very good.”

SLHD investment in WOW of £50,341, creating 24 jobs, reflects an investment of £2,097 per job created, comparing this to a National Benchmark of £28,700 (Home & Communities Agency Report: Calculating Cost per job, Best Practice 2015), demonstrates excellent value for money being delivered by the WOW programme.



Joanne, Aged 45

“I have gained more confidence, better team working skills and customer service skills to be used in my placement and future jobs.”

Jessica, Aged 29

“It’s built my confidence back up and it’s a brilliant way to get back into work as I’ve been out of work for a long time as I am a single parent of 3.”

Social Activity 2f: Customised responses

St Leger Homes recognises that individual tenants and their families may need customised responses to their particular circumstances. We have systems in place that are flexible enough to respond to these needs particularly of those most vulnerable in the community. Community Engagement and Estate Officers work with local communities and respond to individual residents needs and offer support as appropriate.

To date we have supported, 1,200 children and young people who have been fed when they have attended diversionary activities that have been taking place across the Borough.

Focus project - Food Banks

With the changes with welfare reform hitting our communities hard, we are also actively involved in supporting Food Banks, Each Estates area and premises in St Leger Homes have nominated Food Bank champions who have volunteered to encourage colleagues to donate items of food to the Food Bank.

Food Banks rely on public donations to continue feeding people in crisis. St Leger Homes not only contribute to these donations, we are also food voucher holders for Doncaster Food Bank. If we encounter a customer in an emergency situation, where they are not able to provide food for themselves, we can issue a food voucher which can be redeemed at any of the Doncaster Food Bank centres.

At St Leger Homes we also appeal to staff to donate food which is then delivered to the food banks. We also we ran a collection at our annual staff conference and filled a shopping trolley with donated food.



Since the Food Bank Champions were introduced St Leger Homes have donated 1.6 tonnes of food to local Food Banks, which roughly equates to 3,000 meals. In the social accounting year April 2015 to 31st March 2016, St Leger:

- Issued 72 vouchers
- Fed 120 people (including 28 children)

Social Activity 2g: Physical Improvements to Homes

2015 also saw the final house receive improvement works as part of our Decent Homes Programme. Around £300 million was spent upgrading and improving the quality of the homes we manage over a ten year period; we also worked very closely with our construction partners Wates, Keepmoat and Henry Boot over this timeframe.

Focus Project - Redbourne Road Demolition

In 2014 DMBC were approached by a commercial developer, who was interested in developing a piece of land on the old Rostholme Club site in Bentley.

To enable the development to be as successful as possible, the adjacent land and building, comprising of 6 flats managed by St Leger Homes on Redbourne Road, Bentley, was to be included as part of the development site and would need to be demolished.

To ensure complete openness and honesty a letter was sent to all 6 tenants explaining that planning permission was being sought and it was decided before planning permission was approved a coffee morning would be held with the tenants, Ward Members and St Leger Homes to discuss all possibilities and talk through what help and support we would give each tenants through this period. Obtaining planning permission is a lengthy process and throughout this time, we kept in regular contact with all the tenants.

As we had been liaising with the tenants throughout the planning process, once approved, the moves happened quite quickly.

The first of the six moves happened in August 2015. Two further moves happened in September, another in October and the final two tenants moved out of Redbourne Road in November 2015. Some of the feedback from the tenants who we helped move includes:

“Very, very satisfied with my new home. I love it here, better than the other one”

“They were there when you needed them, especially Karen, she was brilliant and kept in touch all the time”

Social Objective 2: Summary

We are pleased that the new evidence we have include for this year’s accounting period shows that we have worked hard in 2015.16 to meet the needs of people from our communities so that they become engaged and more involved with St Leger Homes.

As demonstrated we have taken bold steps to reach and support all of our communities including some of the most disadvantaged and vulnerable members. Although new projects and focus areas have been included for this year’s social account, it doesn’t mean we have stopped helping and supporting those projects we included last year. The support that we are giving those still struggling with the impacts of Welfare Reform goes from strength to strength, with the recruitment of a new Universal Credit Manger into the organisation, giving more focus (operational and strategic) to the challenges these changes create for our tenants. We have included some focus projects in this year’s accounts that focus on some of more vulnerable and disadvantaged groups, some of the impacts of all the projects include:

- Individuals are experiencing less isolation and more involvement with their local communities through their participation in local activities varying from training groups such as Healthy, Wealthy and Wise, through to local community knit and natter or walking groups.
- More skills and confidence has been gained as seen in the Learn my Way and Wold Of Work focus projects and case studies included
- The increase in confidence has meant the young people who have been involved in the PHSE project have shown enthusiasm and given honest feedback to help shape and develop the ‘Young Person’s Engagement Strategy’ for St Leger Homes of Doncaster.
- WOW continues to increase skills, confidence, prospects and engagement with trainees.

The examples included in our accounts for 2015.16 do not describe the full extent of the work that we are undertaking in this area, but we believe are fair and representative. Continuing from last year we still have some learning to take away. From this reporting cycle we will:

- Deliver and implement our Young Persons Engagement Strategy to ensure we are providing a range of activities for young people

- Expand the Learn my Way Programme: The drop-ins are planned to become more diverse, helping attendees learn how to best utilise their tablets and smartphones, including how to pay their bills, shop, skype and much, much more.
- More consultation plans will be drawn up for new community improvements schemes to capture before, during and after feedback and Improve our engagement and involvement with our Gypsy & Traveller community.

The positive impact for our tenants is demonstrated by the following quote: - “they (solar panels) are fantastic, I am on a smart meter and I’m able to see when I am using gas and electric. I have noticed a reduction in cost already to my home”.

Social Activity 3b: Strengthening Partnership Working

Focus Project - Apprenticeship Programme

St Leger Homes has a craft apprentice programme. The apprentice programme contributes to both the Mayoral and St Leger Homes Priorities to create more apprentice / job opportunities for young people in Doncaster.

Apprentices are engaged under a training agreement, to complete on the job training and an NVQ in a craft discipline through attendance on a recognised external training course.

Integral to the procurement process for the Apprenticeship Programme and contributing to the World of Work Strategy, St Leger Homes are committed to providing training and employment opportunities with us and with our local partners.

St Leger Homes employed 23 apprentices in this social accounting period and of those 22 have undertaken accredited programmes including NVQs in Business Administration, a range of Trades NVQs and Degrees in Construction Management and Quantity Surveying. In 2015.16, 7 apprentices completed their training and were employed into full time roles.

Social Objective 3 – Our Local Environment

Social Objective 3a: Working with local suppliers

As one of the largest spending organisations in the Doncaster area, St Leger Homes recognises its role in contributing to the region’s social and economic development. By having a robust and positive approach to the Public Services Social Value Act 2012, St Leger Homes not only seeks to consider how it can improve social, economic and environmental wellbeing of the region through its procurement activities but also to actively encourage and enable local businesses and organisations to be involved.

For example, local businesses / organisations must be invited to tender for any work that sits under the EU Procure threshold and are encouraged to provide training and employment opportunities for local residents.

In 2015.2016, £24.2million of St Leger Homes’ contracted/ tendered spend went to Doncaster based organisations, representing 54% of total our contracted work spend

20 apprentices completed surveys. 19 of the apprentices surveyed indicated that they would recommend St Leger Homes apprenticeship programme to others while 1 didn't respond to the question.

“It's a great learning opportunity and St Leger provide you with all of your qualifications and certificates as well as putting you through any training you need.”
“The training and support St Leger has given me is fantastic.”

“I would recommend the opportunities because I feel it is fair and there are equal opportunities for everyone.”

Social Activity 3c: Influencing local policies

During 2015/16, the organisation's Chief Executive and three Directors participated in at least 26 strategic forums.

St Leger Homes embraces its role as strategic influencer through leadership and participation in these wide ranging groups to ensure that its customers' needs are taken into consideration in policy level decision making. For example, St Leger Homes' Chief Executive has worked jointly with DMBC on developing their housing strategy, Leads Doncaster's Anti-Poverty Strategy; Chairs the Adult Safeguarding Engagement Sub-group; is a Patron of Doncaster Chamber of Commerce; and a member of Doncaster College's Governing Body.

Social Objective 3: Summary

We are pleased that our Social Accounts evidence the extent of our commitment to the third social objective, which is to involve local organisations and businesses in providing quality services and to invest time and to improve the social and economic environment for our customers and the wider Doncaster community. Overall we have achieved this in this period through the following.

We are a significant contributor to the Doncaster economy, In 2015/2016 of St Leger Homes' contracted / tendered spend went to Doncaster based organisations, with an associated spend of £24.2million with local suppliers, representing 54% of total contracted work spend.

We have employed 23 apprentices in this social accounting period and of those 22 have undertaken accredited programmes including NVQs in Business Administration, a range of Trades NVQs and Degrees in Construction Management and Quantity Surveying. In 2015/16, 7 apprentices completed their training and were employed into full time roles. The examples included in our accounts for 2015/16 do not describe the full extent of the work that we are undertaking in this area, but we believe are fair and representative.

Continuing from last year we still have some learning to take away. From this reporting cycle we will:

- Continue to map existing and potential partnerships, assess the value and our role within existing partnerships and develop and implement a partnership strategy following the outcome of the mapping exercise
- Clarify roles, contribution and expected outcomes of all partnerships, ensuring effective contribution and outcomes from all of our partnership working. We want to be recognised as playing a key role as a strategic partner in delivering the Doncaster vision. Forming and developing partnerships to respond to a changing environment.
- Continue to include contractual requirements for training and employment by contractors and suppliers
- Review and plan how we can support local businesses (specifically procurement) working with them to understand their social value commitments

Social Objective 4 – Our Organisation

Social Objective 4a: Colleagues influencing policies

As part of St Leger Homes continuous improvement approach to how it operates, thematic working groups are set up to provide opportunities for colleagues from different teams with different experiences to work together to explore issues and develop solutions.

During 2015/16, some of the active thematic working groups were Framework for Fairness group, Support and Challenge groups and Social Accounting Champions group.

The Social Accounting Champions group meet on a regular basis now throughout the year, made up of representatives across all 3 of our directorates they draw on the skills, relationships, projects and knowledge of their own service areas or local community work.

They come together to learn and share best practices and also communicate the social accounting work and our objectives more widely to their teams. They are not only informing, shaping and contributing to the social accounting process, but also feeding into developing ways to measure social capital.

Social Activity 4b: Business Improvement and Learning Circles

The Business Transformation Team works across St Leger Homes to support colleagues to work together, consider areas of work from a customer perspective in order to improve methods of working. Opportunities for improvement are identified and tested so that colleagues can inform and influence throughout the process.

Transformation groups provide a structure to work through in order to improve processes or the customer experience. These groups are made up of colleagues from different work areas, with different jobs roles and can include anyone from across the organisation.

Generally, each group is sponsored by a senior member of staff but within the group every person has an equal voice and part to play in the improvements.

All of this work is underpinned by the organisation's ethos that recognises and values staff experience with front line staff knowing what works, being encouraged to share their views and being listened to.

Social Activity 4c: Comprehensive programme of learning and development

Learning and development underpins all that we deliver at St Leger Homes and is central to our ongoing commitment to our customers, staff and stakeholders. St Leger Homes prides itself on providing a positive work environment, involving and investing in our staff team so that quality and appropriate services are consistently provided for tenants and residents.

We provide a wide ranging learning and development programme that links individual, team and organisational needs to support an organisational approach to achieving the organisation's strategic objectives.

The aim is for staff to understand what is expected of them and provide opportunities for colleagues to achieve their full potential.

Over the past 12 months, St Leger Homes provided:

- 80 different training / staff development opportunities;
- 1,110 training places (registered for); 1084 training places were delivered (attended by)
- 24 Leaders attended and completed our Leadership Development Programme
- 21 members of staff attended 12 'chargeable' conferences, on topics such as universal credit, customer insight and housing technology.
- £178,513.47 was spent on training & development during 2015-16.

This training spend includes -

- A Certificate in Housing Level 2 & 3 programme to 24 staff across the business.
- CITB Level 3 & 4 programme in supervisory skills delivered to 12 staff within Property Services.
- A robust approach to Health and Safety, providing over 17 learning programmes providing 433 learning opportunities.

Gypsy and Traveller Awareness Training:

“I found this course very informative and helpful. The content was excellent and delivered perfectly by an excellent tutor. I would recommend this course to any staff who have interaction with the sites either face to face or over the phone, as the knowledge given will give staff a valuable insight to the cultural differences within the groups and how we can tailor our services to allow them to access them”. Simon, Team Leader, Planned Maintenance

Asbestos Refresher Training:

“Increased my knowledge about asbestos. Everyone should attend”. Chris, Schedule Repairs Operative

Dignity at Work Training – for managers:

“Just the right length .Understanding policy and procedure will help underpin knowledge when dealing with issues.” Jackie, Head of Repairs and Maintenance

Focus Project - Leadership Development Programme

In 2014, SLHD commissioned a ‘Leadership Development Programme’ (LD1) for the Executive Management Team (EMT), Heads of Service and Service Managers.

LD1 ran throughout 2015. St Leger Homes was seeking to develop Managers who could think and act strategically, lead and manage change, be self-aware and be aware of the impact of their behaviours on others.

In addition to this, the Company was seeking to develop leaders with a heightened sensitivity about how they communicate and how they like to be communicated with.

Before the launch day each participant completed a self-assessment multiple choice questionnaire based on a range of scenarios. The outcome of this measured different aspects of behaviour and gave indicators about how you behave, acknowledge your strengths (and how you sometimes overplay them) and identify behaviours that you rarely display. It also made distinctions between your behaviour and your motivations.

Without exception, those that were interviewed were overwhelmingly positive about the experience and benefits of LD1.

‘It was the best thing I have ever attended in terms of having real impact’

“My light bulb moment was if it is useful and possible then why not just do it.”

An independent evaluation of the programme concluded that there is no doubt that it is currently on track to deliver even more in terms of business results than originally anticipated.

Social Activity 4d: Culture

Throughout 2015/16 we are celebrating our 10 years anniversary and are proud that our teams and individuals demonstrate care about improving customers’ experiences.

Complaints over the past 10 years have reduced dramatically by 58%

As well as compliments for members of staff increasing. There has been a 4% decrease in complaints in 2015/16 compared to 2014/15 (930 received this year compared to 965 received last year).

Focus Project - Championing an Aging Workforce Programme

We recognise and value the experience and skills & expertise our older employees offer and we are keen these are shared with our younger and developing employees.

In addition, as the majority of our workforce lives in Doncaster, recruiting and retaining employees helps to support the local economy and delivers against our stated aim 'to build confident communities in partnership'. We are also committed to ensuring we maintain an age diverse workforce, including recruiting and retaining employees over 50 years of age who currently face significant barriers to employment.

The championing and aging workforce programme, is part of our People Strategy and aims to support our older employees to evaluate their career potential and positively consider options to meet their needs in as flexible and supportive way as possible.

As people live longer and healthier lives and our working lives are extended beyond the traditional retirement age it is imperative to ensure that we maximises the potential of older workers.

More than 35% of our workforce is over the age of 50

(we class 50+ as an ageing workforce due to the nature of some of the skills they need to compete). By breaking down these figures even further we have identified that one in every sixteen members of staff is aged over 60; and one in three is over 50 years old.

These figures help to show the importance of implementing an 'ageing workforce' programme within our organisation. This initiative is a demonstration of the care and value we place on our ageing employees, individually tailoring our approach to help and support people maintain employment despite some of the challenges ageing can bring.

Embracing the idea of having an 'age diverse' workforce has resulted in positive impacts for individuals and for the wider community.

As well as helping our older staff members, the Programme also provides many benefits for us as a business.

- We have reduced and have low turnover levels of 4.49% against the average for our sector of 10.6%.
- 13 people in total have been supported through this new initiative
- Based on recruitment costs, non-managerial costs would be £2k per new employee. Multiplying this to our workforce over the age of 50 would equate to a cost of £528k. Based on the 13 cases so far, this equates to £26k.

Steve is aged over 60 and worked as a Community Caretaker for many years. He was suffering physical problems with his feet, which doctors had offered him an operation to try to resolve. This would have meant that he was immobile for six months. Steve had not taken this offer up because he wanted to be in work, and also it would have affected his role as a carer for his wife.

To compound the problem, Steve was also experiencing some financial difficulties. Steve did take a period of time off as sickness absence during which we supported him and worked with him to aid his return to work.

We worked with Steve in order to accommodate his changing needs. We were able to arrange for him to do a work trial as an office based Customer Service Advisor. Through this work trial we also helped him to learn new skills which gave him the opportunity to pursue different career paths, should he want to do this. We also kept Steve informed of appropriate vacant roles within the company as they appeared, and he has now been offered a permanent position as a Customer Service Advisor with our Central Area team.

Steve uses his life experiences to help and advise our customers and is very capable and very happy in his new role.

Steve said "I consider myself fortunate to have the care and help of many in this Company"

Social Objective 4: Summary

We have involved and invested in our staff team in order to provide services that meet the needs of our customers. Our approach recognises the development needs of both a diverse staff team and a diverse customer base. We pride ourselves on providing a positive work environment, involving and investing in our teams so that quality and appropriate services are consistently provided for tenants and residents.

We provide a wide ranging learning and development programme that links individual, team and organisational needs to support an organisational approach to achieving the organisation's strategic objectives.

Opportunities for improvement continue to be identified so that colleagues can inform and influence. Transformation groups provide structure in order to improve processes or the customer experience. Within the group every person has an equal voice and part to play in the improvements.

Finally as the majority of our workforce lives in Doncaster, recruiting and retaining employees helps to support the local economy and delivers against our stated aim 'to build confident communities in partnership'. We are also committed to ensuring we maintain an age diverse workforce, including recruiting and retaining employees over 50 years of age who currently face significant barriers to employment.

We also conducted a Staff Survey towards the end of our reporting cycle and some of the feedback can be seen below:

More than 80% of staff felt they 'currently have the skills and knowledge needed to do their job' and 58% thought that 'the training and development they have had has helped them to do their job'.

The examples included in our accounts for 2015.16 do not describe the full extent of the work that we are undertaking in this area, but we believe are fair and representative. Continuing from last year we still have some learning to take away.

From this reporting cycle we will:

- Develop and implement a new 'People Development' policy, establishing a staff development programme that underpins the company's ambitions
- Complete and evaluate the delivery of new leadership development (LD2) programme
- Launch the new Business Excellence service establishing a framework for prioritising areas of work and delivering a range of interventions,
- Review and develop future World of Work (WOW) strategy and continue delivery of WOW programme

Economic Impact

St Leger Homes contributes to the local economy as a significant local employer and a procurer of contracts from local suppliers, both of which result in spend within the local economy.

Investment in training, increases skill levels within Doncaster, the majority of this investment continuing to benefit Doncaster even when staff members move on, as the skills are retained in the Borough.

Through two programmes (Craft Apprentice programme and World of Work Academy) we have supported 30 people into paid employment and significantly contributed to the economy.

Overall Conclusions:

1. We have invested, consulted, communicated and involved our colleagues throughout our social accounting process, demonstrating our commitment to develop the capacity of our staff team to better understand the impact and difference they make to the lives of our tenants and communities.
2. St Leger Homes is embedded in the Doncaster community, actively involved and contributing at strategic and service provision levels. Our external stakeholders include partners in the public, private, community and voluntary sectors.
3. St Leger Homes is a customer focused organisation with a vision and commitment to provide the best possible services, which are flexible and tailored to individual needs. We collect, collate and analyse a wealth of information about our customers and communities and their diverse needs, this ensures we can tailor our services to meet these needs. We deliver a structured approach to customer service delivery whilst maintaining flexibility which enables us to take advantage of opportunities for change, as and when they arise.
4. There is a clear golden thread through the organisation for reporting. We have aligned our social objectives against each action in our Annual Development Plan, which leads into each service area's Service Delivery Plans.
5. Overall, our consultation with stakeholders provides a sense that we are achieving our social objectives and that we are doing well.
6. Our Social Accounts show that our involvement in our community and the activities we are undertaking is adding value in terms of aspirations and self-belief across Doncaster, this in the context of one of the most deprived communities in the UK where some families have experienced three generations of benefit dependency, skills levels are low and quality employment opportunities.
7. Our social accounts evidence that we are contributing to strengthening cohesion in our communities through the relationships, trust and understanding we are developing with tenants, communities and partners. Through establishing shared values and recognising the interconnectedness of people we are impacting on how organisations work together and will assist families in our communities to become more stable.





Recommendations

We will aim in the next year to improve our services by developing our practices in the following ways.

By continuing to embed and cascade Social Accounting practices within our organisation, through our thematic working group of Social accounting Champions and our Senior Management Team so that it becomes integrated and becomes a standard way of working.

We recognise that we haven't utilised a wide variety of methods for the communication of our first years accounts and are planning to consult with customers on the best methods for the communication of this year's accounts (i.e. blogs, short video's, short report).

We are also embarking on an overall 'Customer Insight' programme for the organisation, the first phase, due to be completed by the end of 2016.17 financial year, is to collect all the baseline data that all services areas hold on our customers before developing this further.

Measuring our social impact and creating potential social impact indicators, should be an outcome of future phases and linking to the performance review previously mentioned.

We will Continue to support TRIP to increase their numbers onto the panel to ensure the group is representative of our communities and tenant base, encouraging progression routes and development opportunities (once the panel has more experienced members) for example shadowing of Board / Committee members.

We will deliver and implement our Young Persons Engagement Strategy to ensure we are providing a range of activities for young people.

We will continue to build on the success of our World of Work Academy by widening the pool of local employers to increase and diversify the job opportunities and to ensure equality of opportunity for participants.

We will continue to map existing and potential partnerships, assess the value and our role within existing partnerships and develop and implement a partnership strategy following the outcome of the mapping exercise. Alongside this we will clarify roles, contribution and expected outcomes of all partnerships, ensuring effective contribution and outcomes from all of our partnership working.

