



VALUE FOR MONEY: SELF-ASSESSMENT

YEAR ENDED 31 MARCH 2016

Changing the way we work



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Value for money self-assessment

Year ended 31 March 2016

The purpose of this self-assessment

Our business is run with Value for Money principles embedded throughout and we actively encourage and promote resident involvement in all aspects of service delivery.

This review is to tell our story to our residents, stakeholders and staff, to show how we are providing an efficient and cost effective service for all our customers.

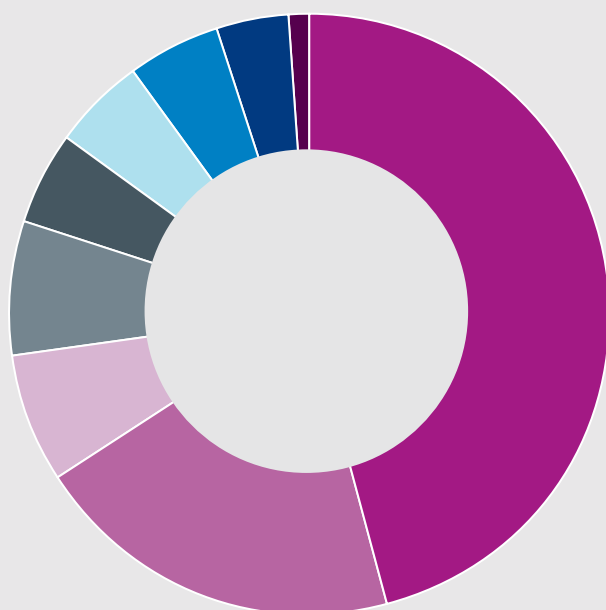
Who we are, what we do

Rosebery Housing Association was formed just over 20 years ago and today owns more than 2,200 social affordable homes across Surrey and West Sussex, ranging from one-bedroom flats to four-bedroom family homes. We are a charitable registered provider and committed to providing good quality homes and services. We develop and manage a range of affordable housing, offering a choice of homes to those who find the open market beyond their reach; affordable homes for families and individuals on low incomes and in housing need and temporary accommodation for homeless people. The focus of our property portfolio is in Epsom and Ewell, where we own three-quarters of all social housing. We are proud to be a local business that creates sustainable communities by forging strong local partnerships, working closely with residents and communities and creating local jobs. We strive for the highest standards in everything we do, we have a clear business plan and we are regulated by the Homes and Communities Agency (HCA).

Rosebery Housing Association Limited is a charitable registered society under the Co-operative and Community Benefit Societies Act 2014. Registered No. IP27671R. Registered Provider LH4026. Rosebery Housing Association Limited, Third Floor, Newplan House, 41 East Street, Epsom, Surrey KT17 1BL

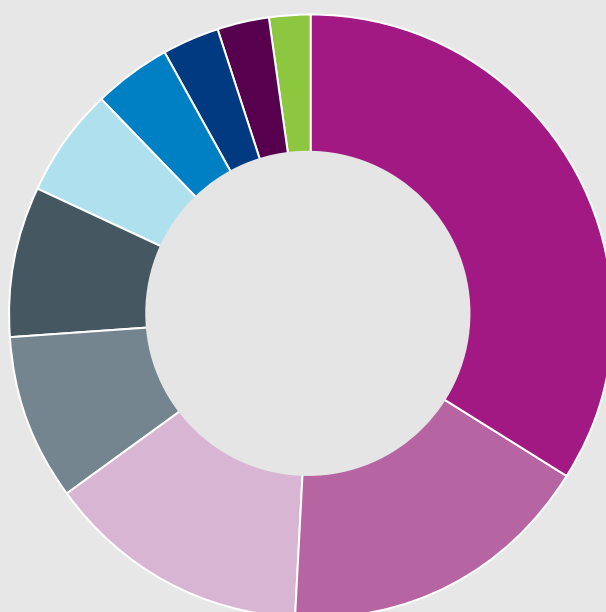


How we generated our income



- General needs rent (46%)
- Reserves (20%)
- Service income (7%)
- Profit from the sale of properties and developments (7%)
- Rent from Sheltered Schemes (5%)
- Shared ownership rent (5%)
- Temporary accommodation rent (5%)
- Leaseholder income (4%)
- Garage rent (1%)

How we spent our funds during the year



- **Loan repayment (34%)**
Throughout the year we repaid £7.5m of our loans, reducing future interest costs. This was paid from a combination of cash reserves and the surplus generated in the year.
- **Interest (17%)**
Payments for loans which finance our property holdings.
- **Repairs and maintenance (14%)**
Spend on maintaining our properties to a high standard.
- **Staff costs (9%)**
The amount we pay and spend on our staff.
- **Service and community development (8%)**
The cost of services provided, such as grounds maintenance, communal cleaning and communal heating and lighting.
- **Housing Development (6%)**
The amount we spend on constructing new houses.
- **Major Repairs (4%)**
Spend on major repairs such as new bathrooms and kitchens
- **IT and communications (3%)**
Spend on upgrading our IT capability which will reduce overheads in the future.
- **Insurance, banking and professional (3%)**
The cost of insurance, banking and other professional services we use.
- **Premises and office running costs (2%)**
The amount we spend on renting and running our office.

Our approach to Value for Money

In its purest sense Value for Money, or VfM, is 'the optimal use of resources to achieve the intended outcomes'.

For Rosebery, VfM means managing our resources economically, efficiently and effectively to provide quality services and homes. But it is much more than a financial equation. As a social landlord and a business for social purpose, delivering VfM is not purely financial – it is also the social value we deliver to the community and the positive impact on people's lives. Put simply, it is business efficiency and is centred around the social value that we deliver to the community.

We measure VfM in the context of meeting our objectives and we aim to fulfil our objectives by implementing the strategic direction that is defined in the Corporate Plan, with each activity reflecting our vision, 'To make a positive difference'. This is why we have concentrated our efforts on the services that are most important to our residents.

Our vision and key objectives

We are committed to making a positive difference to people's lives by providing good quality, affordable homes. To deliver our vision, Rosebery has set out five corporate objectives and these are the cornerstones of our work.



Choice

To provide a range of affordable, quality homes and services ensuring choice where possible



Cost

To provide excellent service at a suitable price, recognising Value for Money principles



Creativity

To bring added value to the communities where we work



People

To develop our people to achieve our and their potential



Communications

To develop clear and concise communications



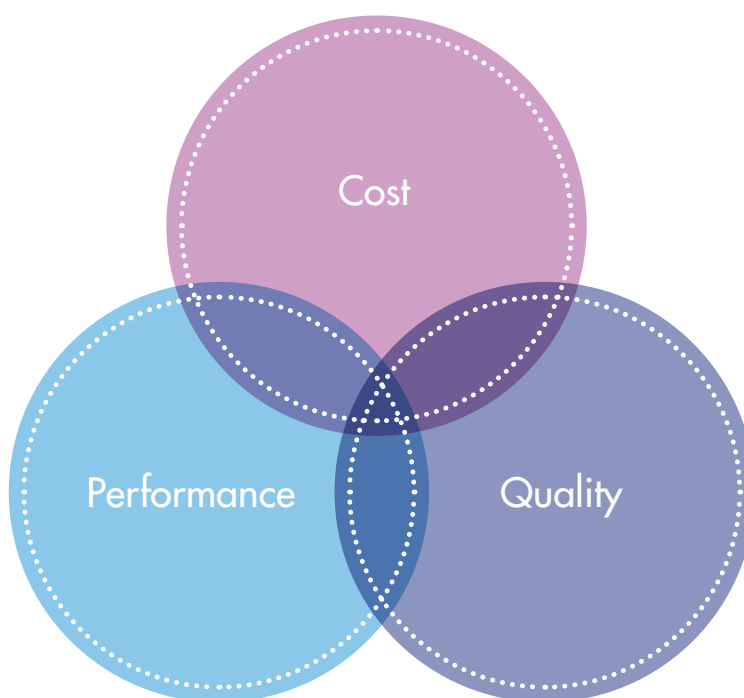
Why is VfM so important?

In an increasingly challenging environment where it is vitally important that we stretch public funding as far as we can, it is only right that we should work with the ethos of providing good quality services at the right price. At the heart of our business is an approach that recognises the prevailing economic realities and understands the real value of delivering VfM.

Our awareness of VfM is fundamental to our business planning. It:

- allows us to stretch our financial resources to cover more ground, providing the financial 'headroom' to enable development to continue;
- enables us to focus on achieving our corporate objectives and specifically the services most important to our residents;
- helps us provide more homes and higher standards of housing;
- allows us to improve our service standards for our customers and keep their costs down so that they, in turn, receive VfM in the rent that they pay.

Ultimately, for Rosebery, Value for Money is about effectively and efficiently managing the triangulation of cost, performance and quality – three interdependent criteria that form the basis of our VfM strategy and our self-assessment.



VfM objectives in relation to our stakeholders

Value for Money has a different emphasis for each of our internal and external stakeholder groups.

Residents

Current residents want their homes properly maintained and an efficient service. New residents want new homes giving them a choice of tenure and house type.

Staff members

Staff want to feel valued and motivated in order to reach their potential.

Funders

Funders focus on the overall financial performance and viability of the organisation and also on the condition of the properties on which their loans are secured.

Taxpayers

As we have historically received substantial capital grant from government and also receive Housing Benefit as a substantial part of our rental income, we owe a duty to the taxpayer to ensure that we are maximising this investment both in financial and social terms.

Detailed below is our Value for Money matrix showing the relationship between VfM and the objectives of both Rosebery and our stakeholders.

	Choice	Cost	Creativity	People	Communications
Residents	New homes	Assets Repairs Anti-Social Behaviour Customer satisfaction VfM gains	Social value Anti-Social Behaviour Customer satisfaction		Resident engagement
Staff members				Staff investment	Staff engagement
Funders		Assets Financial performance Cost per unit VfM gains			
Taxpayers	New homes	Assets Cost per unit Financial performance			

VfM summary scorecard

This provides an overview of our VfM performance for the year to 31 March 2016. Strong financial performance is accompanied by a corresponding rise in our repairs performance; repairs 'right first time' have risen from 72.4 per cent to **84.77** per cent and 'appointments kept' have risen from 93.9 per cent to **98.46** per cent. These improvements in repairs performance are clear evidence that Rosebery listens to its residents and that we have responded positively to the limited and specific pockets of dissatisfaction that were reported in the previous year.

Not surprisingly, our improved performance in repairs sees a correlation in our residents' satisfaction levels which too have increased across all three points of measurement:

- Satisfaction with overall service – up from 82.5 to **90.07** per cent;
- Satisfaction that their views are taken into account – up from 74.4 to **77.69** per cent;
- Satisfaction with repairs and maintenance – up from 86.0 to **92.32** per cent.

The scorecard captures the complete VfM picture and includes the 'People' measurement which shows that the average number of sickness days has decreased in this same period, from 4.1 days per employee to 2.5 days, representing an improvement of nearly 40 per cent.

Throughout this report we illustrate trends, year on year, by using arrows to indicate where our position has improved, been maintained or declined.

- ▲ improved
- ◀▶ maintained
- ▼ declined

VfM summary scorecard							
Objectives	Performance Indicator	Actual 15-16	Benchmarking quartile	Actual 14-15	Trend	Target 15/16	Target 16/17
Choice quality homes	New homes delivered in year	24	N/A	36	▼	27	19
	Homes meeting Decent Homes standard	100%	U	100%	◀▶	100%	100%
	Average SAP rating	73.2	(73.95)	73.1	◀▶	No target	No target
Choice quality services	Current GN & HFOP arrears as % of yearly rent debit	2.05%	U* (2.26%)	2.2%	▲	2.25%	2.25%
	Average GN void turnaround time (days)	11.95	U*(20.64)	20.44	▲	15 cal days	15 cal days
	% of repairs right first time	84.77%	L*(86.4%)	72.4%	▲	97.0%	91.0%
	Appointments kept as % of appointments made	98.46%	M*(97.8%)	93.9%	▲	99.0%	95.0%
	% of dwellings with a valid gas safety certificate	100.0%	U* (100%)	100.0%	◀▶	100%	100%
People	Average sickness days per employee	2.5	U* (4.3)	4.1	▲	3.0	3.0
	Training per head £	£158	N/A	£417	▼	1,724	£307
Creativity and choice	% of residents satisfied with overall service	90.07%	M*(88%)	82.5%	▲	92.0%	92.0%
	% of residents satisfied their views are taken into account	77.69%	U*(75.95%)	74.4%	▲	81.0%	78.0%
	% of residents satisfied with R&M	92.32%	U*(86.6%)	86%	▲	92.0%	82.0%
Cost	% Operating surplus (excluding FTS)	35.3%	26.5%	37.3%	▼	34.9%	30.40%
	% Net surplus	12.4%	15.6%	25.9%	▼	6.1%	9.42%
	EBITDA MRI	163.00%	153.7%	182.95%	▼	131.9%	127.38%
	Net debt per unit (owned)	£33,708	£22,474	£33,452	▼	£37,831	£32,628
	Gearing	59.1%	93.8%	62.6%	▲	62.6%	58.60%

Key

- SAP Standard Assessment Procedure
- GN General Needs
- HFOP Housing for Older People
- * HouseMark outturn performance data for 2014/15 for Peer Group (London & South East)
- ** HouseMark outturn performance for STAR benchmarking club. Q1 2015/16

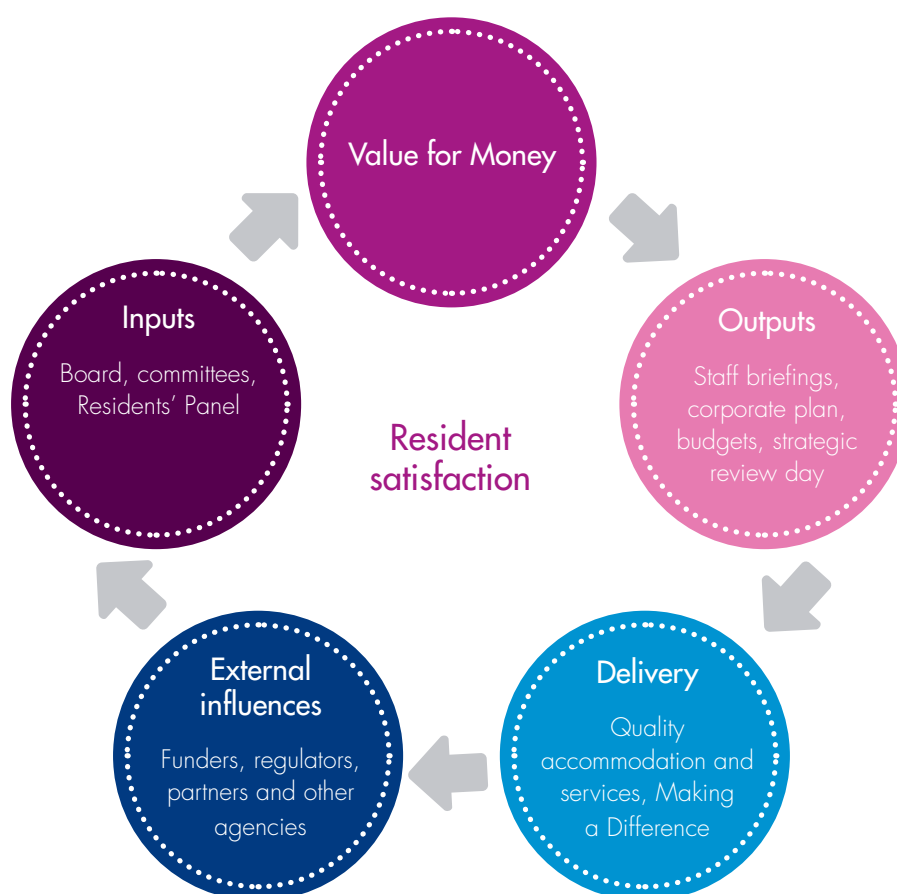
Cost benchmarking quartile figures are from the HCA Global Accounts 2015

How do we manage and monitor VfM?

Value for Money is core to the way that we operate and should not be confused with simply taking the cheapest option. It helps us to achieve our objectives and is inseparable from our business strategy. The Rosebery Board has overall responsibility for direction and governance. The key areas for managing and monitoring VfM are as follows:

- Annual cycle of review and approval of the Corporate Plan;
- Annual cycle of review and approval of the budget and 30 year business plan;
- Annual review and approval of the VfM policy and strategy;
- Review and approval of the Asset Management strategy;
- Review of operational Key Performance Indicators (KPIs);
- Review of monthly management accounts;
- Robust risk management process;
- Annual benchmarking of our services via HouseMark;
- Board Champion for Value for Money, responsible for promoting and consulting on VfM for all of our strategies;
- Service reviews.

Our VfM management and delivery process



Resident led scrutiny



Our Residents' Panel was formed in 2011 and has developed into an invaluable group that works with us to ensure the views of our residents continue to sit at the heart of our business.

In the governance structure, the Panel has a direct link to the Board, to ensure a two way channel of communication and it has the power to hold the Executive to account. The Resident Panel Chair regularly attends Board meetings.

In 2015/16 the Panel highlighted 'Communication' as a key area for them to focus on. As this has a direct link to customer satisfaction, they felt that communication was vital in order to provide the best services for our residents. Understanding what residents feel is important when it comes to how we communicate with them. The Residents' Panel has adopted a fully 'hands on' approach to tackling their review of communication and is in the process of finalising their review and making their recommendations.

The Panel's hard work and dedication was recognised when they were shortlisted as finalists for the Customer Scrutiny Inspection (CSI) Awards 2015. These were in the categories of:

- Most Inspiring Scrutiny Panel
- Excellence in Tenant Inspection and Mystery Shopping

The awards ceremony took place in October 2015 and was attended by two of the Panel members, Tarren Harding and Riley King.

"As Panel members, we were really pleased to be shortlisted for two CSI Awards." said Tarren. "Going to the awards ceremony was a great experience and we were able to see the hard work of Resident Scrutiny Panels from across the country. Residents are working together with their landlords to help tackle the current challenges we're facing and helping to make a real difference."

This is their second nomination for an award and it is testament to their ability to work together as an influential group.

As they move into 2016/17, the Panel will be looking at new ways they can continue to engage with residents. They currently have their own dedicated page on the Rosebery website, as well as a dedicated group email address that residents can use to contact them or ask questions.



Our property portfolio

What properties do we hold and how have they performed?

- Rosebery is a Large Scale Voluntary Transfer (LSVT) from Epsom & Ewell Borough Council (EEBC). The transfer took place in 1994 and comprised 1,470 General Needs and Sheltered properties and 638 Garages.
- To ensure the investment in residents' homes remains up to date and thereby ensures quality homes, we regularly update our stock condition data. Our performance in providing quality homes is measured by 'Decent Homes' compliance which remains at 100%. Over the past three years, we've invested £13.3m in repairing and maintaining the quality of our properties.
- Are we holding the right assets? As part of our Asset Management strategy we are undertaking the following appraisals:

– Portfolio review

This appraises particular sections of our property portfolio in order to understand returns, both financial and social, to ensure that we're maximizing both. We will be reappraising our Temporary Accommodation and Sheltered Schemes portfolio as part of a broader look at development.

– Voids review

When a property becomes void (vacant, when a resident leaves) it is appraised in order to assess the various options available – conversion to another tenure type, reconfiguration or disposal. This appraisal considers the amount of work needed to bring the property up to our quality standard, its geographical location and impact on management cost and potential disposal proceeds. The financial element of this appraisal compares the NPV (Net Present Value) of future cash flows and rent achievable from these options, to help inform the decision.

As a result of these appraisals, three properties have been redesignated as temporary accommodation and 18 properties as Affordable rent, for a period of time, in order to generate additional income for future development. From 2016/17 this process includes the conversion of 20 per cent of re-lets to affordable rents, targeted at one- and two-bedroom homes.

– 'Outlier'

This is an appraisal of properties outside of our normal geographical area of operations, to understand the returns in light of increased management time and cost. Such appraisals also include properties where there has been historic or forecast above average investment, in order to make informed decisions on retention or disposal.

• Property values

Our stock is valued by independent external valuers on behalf of our lenders. Properties are valued on the basis of their current use as social housing, not their open market value. Increasing values indicate increased returns, sound investment and quality homes. Rosebery had a valuation carried out in January 2016; the previous valuation was conducted in April 2015.

- | | |
|--|------|
| – Average value per property in Apr 2015 | £78k |
| – Average value per property in Jan 2016 | £84k |

This demonstrates an increase in value of 8% over this period, which is well above the rate of inflation. The above value per property figures reflect a mixture of valuations of Existing Use Value Social Housing (which can only ever be used as social housing) and Market value subject to tenancy, which reflects the ability to dispose of the property on the open market at the end of a tenancy.

Noble
Park

AVERAGE VALUE PER PROPERTY



£78k
APR 2015



£84k
JAN 2016

FLATS



49%

HOUSES



51%

1-BED

26%



(443)

2-BED

34%



(577)

3-BED

37%



(639)

4-BED

3%



(51)

5-BED

0%



(3)

Part of our investment strategy is to ensure affordable warmth over the winter months, including an insulation programme and other schemes to help reduce our residents' energy bills. Our properties have an average SAP (Standard Assessment Procedure) performance rating of **73.2** against the sector average of **63.8** in 2011 (based on English House Survey 2011/2012).

The table below details our Property Numbers, together with operating surplus and return on cost.

	General Needs	Sheltered and elderly	Shared ownership	Temporary accommodation owned	Keyworker	Total	Temporary accommodation leased	Total social housing
Number of properties	1,713	185	219	115	4	2,236	58	2,294
Percentage of owned stock	76.6%	8.3%	9.8%	5.1%	0.2%	100.0%		
Income (£'000)	11,233	1,235	1,605	1,236	37	15,346	623	15,969
Operating surplus (£'000)	3,905	497	933	260	12	5,607	131	5,738
Operating surplus (%)	34.8%	40.2%	58.1%	21.1%	32.4%	36.5%	21.0%	35.9%
Capital Cost £'000 (excluding WIP)	57,293	6,047	17,473	9,108	375	90,296		90,296
Return on assets	6.8%	8.2%	5.3%	2.9%	3.2%	6.2%		6.4%

Our General Needs stock is analysed in the table below, which highlights the following:

- The large concentration of stock in Epsom;
- 60% of our General Needs properties are one and two-bedroom properties;
- 49% of our General Needs properties are flats;
- 34% of our General Needs properties are three-bedroom houses.

Borough							
Size	Crawley	EEBC	Guildford	Runnymede	Tandridge	Total	
1b f	–	392	6	12	6	416	24%
1b h	–	27	–	–	–	27	2%
2b f	–	363	–	–	2	365	21%
2b h	1	197	7	5	2	212	12%
3b f	–	59	–	–	–	59	4%
3b h	–	550	15	–	15	580	34%
4b h	–	50	1	–	–	51	3%
5b h	–	3	–	–	–	3	0%
	1	1641	29	17	25	1713	
	0%	96%	2%	1%	1%		

- **General Needs** stock contains 18 affordable rents as at March 2016, so the operating surplus and return on assets represent a healthy return.
- **Housing for older people** is comprised mainly of three sheltered schemes: John Gale Court, Norman Colyer Court and Tomlin Court.
- **Shared ownership** stock represents the unsold portion of a shared ownership property after the first tranche sale has been made. The high operating surplus is due to the lower cost base, as the obligation for routine and planned maintenance rests with the resident and there are, generally, lower management charges associated with this type of tenure.
- **Temporary Housing** stock, as at 31 March 2016, comprises 115 owned units and 58 leased units. The operating surplus on Temporary Accommodation shows a better comparative return due to the higher rent levels. However, the return on assets is slightly lower, reflecting the fact that many of the Temporary Accommodation properties were purchased on the open market. Of the leased properties, 53 are leased from Guildford Borough Council, four from Epsom & Ewell Borough Council (with three EEBC leases terminated in the year) and one remaining private sector lease. The Temporary Accommodation portfolio review will be completed in 2016/17 (see section on Targets for 2016/17).
- **Keyworker** stock comprises four properties at Maritime Court in Epsom.

Ormonde Avenue



Delivering new homes

Providing new homes is crucial in the context of the current shortage in housing supply. The current outlook in our region is increasingly challenging and we will need to consider this geographical factor as part of any future strategy, exploring the potential to expand beyond our traditional catchment area and cross-subsidy into affordable homes.

Our future development programme has been affected by the reduction in social rents and uncertainty over the impacts of the Housing and Planning Act. We have had to revisit our development strategy to make the best use of the resources available, generate sufficient subsidy to make investments viable in the long term and react to the change in priority away from providing long term rented accommodation towards home ownership. We had to consider the level of housing market risk to which we were prepared to subject the organisation, the geographical area of operation and the mix of tenures that would continue to meet our primary objectives. This has inevitably delayed and reduced our development programme, and we are now trying to develop a pipeline of opportunities in order to make use of the capacity we have generated over the last few years.

We have been able to develop new homes on land we already own instead of buying land. This has generated VfM as the total cost of the development is lower. For the current reporting period, the delivery of new homes is summarised as follows.

Teddington Close and Burnet Grove

We are currently developing two sites in Epsom, Teddington Close and Burnet Grove. As Teddington Close is a larger site, we have two developments taking shape there. The first will deliver ten units for affordable rent and six for shared ownership. Once these homes have been completed, the target date of which is September 2016, building will begin on the next phase at Teddington Close.

We have obtained planning permission to provide a one-bedroom flat and five two-bedroom flats. This was approved at the March 2016 Epsom & Ewell (E&E) planning committee and paperwork is currently being prepared to tender out the contract. Construction started at Burnet Grove, the smaller of the sites, in January 2016, to provide a two-bedroom house and two three-bedroom homes, both for shared ownership. Work is in progress and is due to be completed in July 2016.

Ormonde Avenue

We have demolished the garages at this site and we have obtained planning permission from Epsom & Ewell to build a two-bedroom house for four people and a three-bedroom house for a family of five.

Bahram Road

The planning application to build three one-bedroom houses and two two-bedroom houses in Bahram Road was also approved at the March 2016 E&E planning committee.

West Hill Court

Last year we reported on the completion of phase one and work on phase two at West Hill Court, a scheme that we completed in May 2015. As well as saving money by managing the project in-house, we disposed of two other property sites which were no longer suitable for our use, and we reinvested the funds into the new scheme. We also identified an opportunity to reconfigure an office into a three-bedroom house and communal areas to form two additional one-bedroom flats. As a result, 72 residents now enjoy high quality accommodation and communal facilities, with Wi-Fi and a free laundry included in their rent. The scheme has been fully occupied since it came on stream.

Our refurbishment of the site was delivered at £48.5k per unit, against an approved budget of £61.3k per unit – providing value for money and resulting in a very cost effective scheme.

Delivering social value: enhancing lives

72 residents now enjoy high quality communal facilities, with free, high speed Wi-Fi and laundry facilities included in the rent. Within their flats, they enjoy the benefit of high quality kitchens and bathrooms – and they do not have to share these facilities with others, as they may have done in B&B accommodation. The provision of on-site laundry facilities means that they are able to carry out simple tasks, like doing their washing, without leaving the building. With free Wi-Fi available to all residents, both children and adults now have the opportunity to get online to help with school work and search for employment. The scheme includes a safe garden area for children to play in, which is adjacent to a spacious, well maintained park. This means that residents and their children can benefit from wide open communal space and a secure playground. With all of this located within a ten minute walk of Epsom town centre, West Hill Court is in a prime position for local amenities. The standard of housing is now much higher, so residents enjoy a better quality of life.



West Hill Court resident Rebecca Newman with her young daughter

Our services in context

Impact of the Budget and government legislation

There is significant risk to our business as a consequence of Welfare Reform; it is the third highest rated risk on the Corporate Risk Register. The introduction of the Bedroom Tax and Benefit Cap have already impacted on customers' ability to pay their rents. The introduction of universal credit and the replacement of housing benefit by direct payments will further add to the threat to our income stream and increase our operating costs in relation to income collection.

The election of the majority Government in 2015 has increased the risk and likelihood of further welfare reform and increased cuts to welfare spending. We have seen a further reduction in the benefit cap (reduced to £20k) in the Budget, a reduction in the funding for local assistance schemes, the removal of housing benefit (HB) to those under 21 and the accelerated introduction of universal credit and direct payments.

However, these will represent a small part of the Government's commitment to reducing benefit expenditure by £12bn. To achieve this level of saving, we are likely to see more radical reductions in welfare benefits that could include further reductions in the benefits cap, reductions in child tax credits, the removal of HB to those under 25 and a universal cap of 90 per cent of eligible charges for HB. These policies will adversely impact on our customers' ability to maintain their rent payments and, in turn, sustain their tenancies.

Rosebery is a dynamic, evolving organisation that is able to adapt and respond to market forces and re-shape itself to meet changing needs, in order to maximise its business efficiency. Therefore, against this backdrop of cuts and austerity, we made the decision to change the way we work in three key areas of our business:

- Housing and Customer Experience: restructure
- Information Technology (IT): brought in house
- Rosebery Repairs: bringing in house

Our Board is focused on the most important services to our residents and continues to explore ways to build new homes.

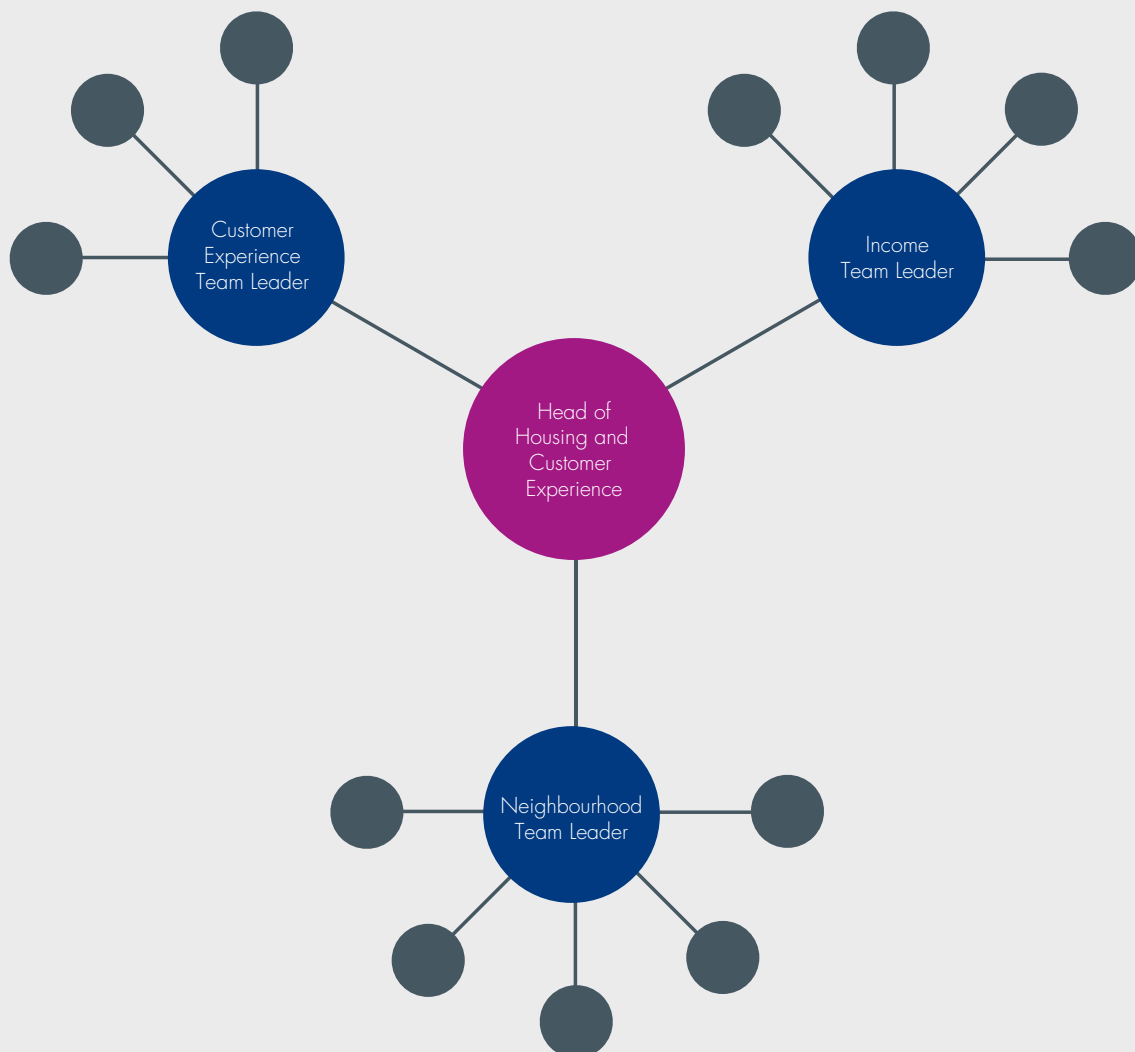


Changing the way we work

1. Housing and Customer Experience

In 2015, we reviewed the business needs and developed a plan to restructure our Housing and Customer Experience department, to provide much greater focus in its three cores areas: Income management, Customer experience and Neighbourhood engagement.

This restructure was 'budget neutral' and has enabled us to create three new teams, each with a shared responsibility and accountability for the delivery of services in compliance with the HCA's consumer standards.



Income team

Protecting our income stream and sustaining tenancies

Through the restructuring of our Housing and Customer Experience department into a new triangular team, we were able to create a new dedicated Income team with a sole focus on this important area of work, concentrating its efforts on prevention, early intervention, tenancy sustainment and enforcement when necessary. Some of the team's achievements include:

- Successfully accessing Discretionary Housing Payments (DHPs) available from the Borough and gaining over £20k in payments to support the sustainability of tenancies that would otherwise be at risk;
- Helping customers to claim back more than £14k in backdated housing benefit claims;
- Further reducing the number of households affected by the bedroom tax, from 131 in April 2013 to 97 cases. This has meant that the arrears from these households is reducing and credit on their accounts is increasing.
- Holding 19 pre-eviction interviews, which meant that the eviction itself did not progress and the tenant engaged in various offers of support and assistance to retain their tenancy. Having prevented 19 potential evictions, with all their attendant costs, this represented a saving of up to £157,453.
- Carrying out just nine evictions in 2015/16, all of which were for arrears.

Year	Total evictions	Evictions for arrears	Cost per eviction (CIH average all in cost)	Total cost arrears
2014-15	4	3	£8,287	£24,861
2015-16	9	9	£8,287	£66,296

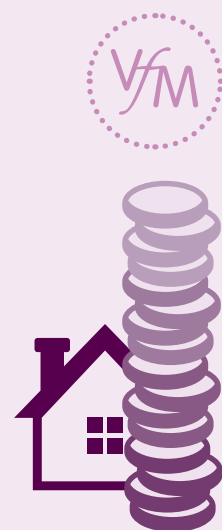
Avoided evictions in 2015-16

2015-16	19 pre-eviction interviews	£8,287		£157,453
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Delivering social value: helping residents with rent arrears

A woman living in Temporary Accommodation (TA) had been trying to move into permanent housing but, since the introduction of the benefit cap, she was regularly in debt for missing her rent payments. Our Tenancy Sustainment Officer (TSO) arranged access to a charitable fund and maximised the resident's benefits through discretionary housing payments (DHPs), via the citizens advice bureau. This cleared the resident's arrears and she was later nominated for a general needs property. This means she will pay lower rent and will also have a better chance of keeping her home. She had been in TA for three years and the benefit cap had diminished her hopes of finding a permanent home. But our TSO's timely intervention and support helped to turn her life around and she is now settled in a new permanent home, which has improved her quality of life and enhanced her future prospects.

(see case study, page 49)



One of the team's main partnering services is the ETHOS Project, an organisation which helps residents search for employment online and supports them in applying for jobs, writing their CVs and carrying out research into training opportunities to develop new skills. Nanette is an ETHOS Employment Advisor who offers one-to-one appointments and a weekly Job Hub which residents can attend for free.

ETHOS Project performance	Number of residents 2015/16	Number of residents 2014/15
Referrals made by staff	30	14
People interviewed and enrolled	25	9
Total number of appointments made	110	93
Residents attended Job Club	66	21
Number of job interviews secured by residents	33	5
Number of residents in employment for three months	2	3
Number of residents in training	8	3
Number of residents in volunteering work	4	2

Delivering social value: helping residents into employment

Nejib*, one of our residents, had been out of work for three years and was claiming Jobseeker's Allowance. Although we often referred him to ETHOS, he was not comfortable about using the service. After several months of declining, Nejib finally started engaging and receiving the help he needed. Due to his ongoing health issues, Nejib was limited in the kind of work he was able to do. ETHOS Employment Advisor Nanette created an action plan, which included redrafting his CV and uploading it to Universal Job Match. Nejib found the weekly Job Hub particularly useful as it provided him with regular access to the internet (which he did not have at home), hands-on IT support and help in finding vacancies and writing job applications. With this support and encouragement, he was able to apply for more job roles than he had done previously and he started to secure interviews. Nejib was soon offered a permanent job, working locally, 26 hours per week. The support given to this resident has had a dramatic, positive impact on his circumstances, it has given him confidence and a new sense of purpose and direction.



Supporting our older and, often, more vulnerable residents is really important to us and we are enormously committed to their well-being and social inclusion. Sometimes, it's the small things that matter most and we never lose sight of those. The simple initiative of providing a Christmas lunch in our sheltered accommodation is always so well received and our staff and contractors really enjoy being part of this. We met the cost of the catering in 2015, with contractors providing some other festive goodies for the tenants, while our staff mingled with residents and served the food. It's all about getting together and the value of this social inclusion is all part of our commitment to delivering VfM and social impact.

* names are changed to protect residents' identities

Customer Experience team

Delivering first class customer service

The goal of the new, dedicated Customer Experience team, formed during the 2015 restructure, is to deliver first class customer facing, frontline services in line with the Customer Offer. The team uses a range of technologies to resolve enquiries at the first point of contact and provide a positive customer experience.

The team champions an environment of continuous improvement. Customers are able to influence services through direct and indirect feedback and make suggestions on how our processes, procedures and policies can be improved, in order to provide them with a better experience.

One of the tasks that the team undertakes is to coordinate the formal complaints process and record less formal expressions of dissatisfaction and compliments from residents. They monitor customer satisfaction through surveys and other forms of measurement.

Our Customer Experience Team leads on compliance with the HCA's Regulatory Standard in respect of Tenant Involvement and Empowerment. These include:

- Customer Service, Choice and Complaints
- Involvement and Empowerment
- Understanding and responding to Diversity

	2015/16	2014/15	Year on year trend	Benchmarking quartile	Upper quartile	2016/17 target
Tenants satisfied with landlord services overall	90.07%	82.50%	▲	Median	90.51%	92%
Tenants satisfied that their views are being taken into account	77.69%	74.40%	▲	Upper	75.95%	78%
Tenants satisfied with complaints handling	88.89%	78.30%	▲	Upper	83.96%	85%
Tenants satisfied with complaints outcome	55.56%	82.60%	▼	Lower	79.2%	75%
Tenants satisfied with estate services	84.12%	81.10%	▲			88%
Tenants satisfied that estate services are value for money	84.32%	80.60%	▲			88%

Our annual year-on-year measures of customer satisfaction demonstrate that we are improving in all areas but one – ‘Tenants satisfied with complaints outcome’. This has been a significant drop but it is the only measure that has decreased. We are always keen to explore the reasons behind any decrease in customer satisfaction – of any magnitude. In the case of ‘complaints outcome’, we understand this to be because new procedures in complaints handling have meant that low levels of dissatisfaction are not recorded as complaints. The result of this is that our formal complaints consist of only a small sample, most of which are out of our control. This is the positive result of a change in our approach to handling expressions of dissatisfaction. Where issues arise, we endeavour to resolve them at the earliest possible opportunity and prevent them from escalating. We have become better at solving issues as soon as they occur and our urgency in dealing with them often means that they do not become ‘complaints’ and are therefore not recorded. Those that are recorded are often more challenging or complex matters, often relating to issues outside of our immediate control or area of influence. In such cases it is more likely that the outcome may not be to the satisfaction of the customer. Our main priority is how we handle complaints and we are pleased to be in the Upper Quartile for this measurement.

Works programme	Customer satisfaction 2015/16 %	Customer satisfaction 2014/15 %	Trend
Kitchens	98.8	98.4	▲
Bathrooms	98.6	98.7	▼
Doors	98.4	98.6	▼
External cyclical	97.3	97.3	◀▶

Customer satisfaction levels remained fairly stable for the works programme in relation to kitchens, bathrooms and doors, all of which were recorded as above 98 per cent. The only significant reduction in customer satisfaction was in external cyclical, which saw a drop of ten percentage points, from 97.3 to 87.3. This was due to poor performance by our external decoration contractor, including lack of supervision and poor workmanship. We have therefore taken steps to address this issue by bringing this service in-house, which will enable us to control the quality of this work. (See page 36 for our Rosebery Repairs service).



PERCENTAGE OF RESIDENTS
SATISFIED WITH THE
OUTCOME OF ASB
COMPLAINT

55.8%



76.5%



90.9%



2014/15

DECREASE IN THE
NUMBER OF ASB
CASES REPORTED

20

2015/16

Neighbourhood team

Managing our resident community

Anti-Social Behaviour and Estate Services

Again, as a result of our Housing and Customer Experience restructure in 2015, Rosebery now has a dedicated Neighbourhood team which focuses exclusively on this area of work. Our new team is led by a Neighbourhood Team Leader and comprises four Neighbourhood Officers and an Estate Services Officer. Two of the Neighbourhood Officers take the lead in respect of homeowners and temporary accommodation.

Our Neighbourhood Team

The team is responsible for tenancy and neighbourhood management. Their responsibilities include:

- Management and monitoring of estate service contracts;
- Addressing anti-social behaviour (ASB);
- Tenancy management, including succession and assignment;
- Neighbourhood management – including monitoring of communal areas, voids and allocations of properties, leasehold consultation and delivery of temporary accommodation management agreement obligations.

The Neighbourhood Team will lead on compliance with the HCA's Regulatory Standards in respect of Tenancy and Neighbourhood and community. These include:

Tenancy

- Allocations
- Tenure

Neighbourhood and Community

- Neighbourhood Management
- Local Area Co-Operation
- Anti-Social Behaviour (ASB)

	2015/16	2014/15	Year on year trend	Benchmarking quartile	Upper quartile	2016/17 target
% of residents satisfied with the way their ASB complaint was dealt with	90.91%	76.5%	▲	Upper	90%	90%
% of residents satisfied with the outcome of their ASB complaint	90.91%	76.5%	▲	Upper	87.08%	85%
% of resolved cases	70.1%	94.1%	▼	Lower	97.95%	95%

For the third consecutive year, there has been an improvement in satisfaction with both the way ASB was dealt with and the outcome of the complaint. The increase of 13.5% for both is testament to the improvements we have made in managing ASB.

We are pleased to see yet another reduction in the number of cases of ASB reported during the year. This has decreased by two-thirds, from 59 cases in 2014/15 to just 20 in 2015/16, of which six have remained as open cases at year end.

The most common cause of ASB is noise at 70%, followed by conduct, coming under the classification of 'Verbal abuse / harassment / intimidation / threatening behaviour', accounting for 25 per cent of new cases. Five per cent of complaints were in relation to physical violence.

Sound recording equipment has been used recently to demonstrate where there was no noise being generated in a noise-nuisance complaint. The Neighbourhood team has also been looking into the benefits of a Noise app for smartphones and will run a free test of the app to ascertain whether it is cost-effective.

The Neighbourhood team collaborates well with Mid-Surrey Mediation service. Ben Stevens, Neighbourhood Team Leader, was welcomed at their AGM and Rosebery was praised for its funding of and assistance with the service.

We are members of an ASB user group created to share best practice and learn from one another.

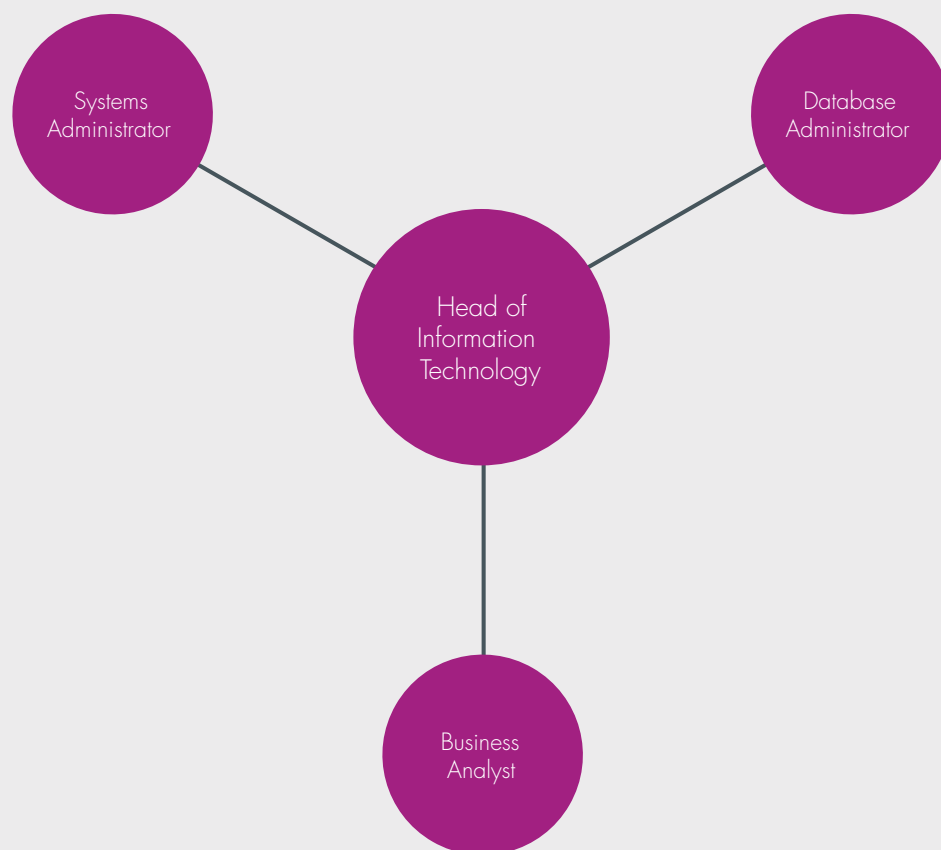


Changing the way we work

2. Information Technology

We recognise Information Technology as a key element in Rosebery's efficiency and its ability to meet the demands of our technological age. This is particularly evident in our sustained drive to improve the customer experience, increase our mobile capability, support our new digital focus and deliver better services to our customers, across the board.

- We took the decision to build an internal IT capability, creating three new posts.
- As a consequence, we were able to terminate our costly external support arrangements, which generated an annual saving of £20,000.
- Bringing our IT capability in house meant that we were able to respond more immediately to any IT demands, managing this work face-to-face rather than via a phone call to an external support centre.
- The new staffing structure has contributed to the creation of the Rosebery Repairs business, while ensuring that all systems fully supported the delivery of the IT Strategy.



Changing the way we work

3. Repairs and maintenance (including voids)

Many of the improvements we put in place during 2015, (in response to some low levels of satisfaction recorded previously), have begun to deliver the required impact in terms of our repairs efficiency. These improvements will all be taken forward as part of our new Rosebery Repairs service which we will be launching in May 2016.

	2015/16	2014/15	Year on year trend	Benchmarking quartile	Upper quartile	2016/17 target
Average direct cost per responsive repair	£85.56	£133	▲	Upper	£102.41	£102.00
Responsive repairs average direct cost per property	£249.89	£435	▲	Upper	£379.91	£250
Average number of responsive repairs per property	2.92	3.27	▲	Upper	3.46	2.89
Reduction in average cost per void	£3,500.00	£3,837	▲	Lower	£2,124.07	£3,500
% of properties with a valid gas safety certificate	100%	100%	◄►	Upper	100%	100%
% of repairs completed first time	84.77%	72.4%	▲	Lower	95.5%	91%
Appointments kept as % of appointments made	98.46	93.9%	▲	Median	99.22%	95%
% of tenants satisfied with repairs and maintenance	92.32%	86.0%	▲	Upper	86.6%	82%

We are in the Upper Quartile for many of our performance indicators.

- Repairs – the average cost per job for the year has reduced by £47.44 since the previous year. Our target of £162 for 2015/16 allowed for a greater proportion of contractors' overheads to be charged to the responsive repairs workstream due to another workstream being curtailed. However, this year we found that our responsive repairs cost was not affected by this factor and the average cost per job is £85.56.
- Voids – the average cost per void has decreased by £337 for the year. Through tighter cost management, we aimed to reduce the average cost per void to £3,000 for 2015/16. However, we have experienced a number of properties becoming void after long term tenancies that then require significant work before they can be relet, and the cost remains at £3,500. We have instigated a review process that looks at property condition during tenancies to identify any work prior to the end of the tenancy, which will help to manage this cost.

- As part of the planned works programmes in 2015/16, Rosebery has brought forward works that would be carried out in the next few years to reduce scaffolding costs, help the properties to perform better and reduce routine repairs. This has not only enhanced the properties and reduced the cost of individual works but has increased resident satisfaction, as we are completing all works in one programme.
- We have achieved 100 per cent in providing gas certificates for all of our properties ensuring all rented homes are serviced within 12 months and residents are kept safe. We therefore meet HouseMark's upper quartile percentage.
- We have been working with Ecolution, a company that specialises in new technology in areas such as heating, hot water, heat pumps and underfloor heating. For two years they have carried out the servicing of our renewable technology in those homes that have had this installed. In January 2016, Ecolution agreed to give an extra 10 per cent discount off their callout charge for the first hourly rate. The callout charge is currently set at £126 per hour.

Delivering social value:

Rosebery customer impact recognised

In December 2015, Rosebery was shortlisted for an award by the National Housing Maintenance Forum (NHMF). The 'Best customer impact' award is made in recognition of 'a project or scheme delivered by asset management services which had direct impact by improving the quality of life for one or more residents.' As one of three entries shortlisted under this category, our submission was based on our innovative work on the refurbishment of West Hill Court and the positive impact it has had on the lives of families in need of temporary accommodation. The awards were presented at the NHMF Conference and Awards Dinner in January 2016, in Birmingham. We were delighted to be announced as the winners of the Customer Impact Award, which was accepted by Jason McIntyre, Director of Repairs.



Jason McIntyre, Director of Repairs

Rosebery Repairs: the road ahead

We are pleased to be planning the launch of our new in-house responsive repairs and planned maintenance service. This is in direct response to the needs of our customers and recognises their feedback in the previous (year ended 31 March 2015) report.

Residents who have used the repairs service in the past have often indicated to us that they haven't been entirely satisfied with the service they received. Their feedback provided us with the opportunity to review how we delivered the service and consider how we could do better. We recognised that we needed to make a significant commitment to improving the quality of the service, especially given the importance of this service to our residents.

Bringing our repairs business in house will enable us to take direct control of the day-to-day running of the repairs and maintenance service, increasing efficiency and flexibility. It also means we will spend less time and money managing the repairs contractor and we can reinvest this back into the service.







SAVINGS

THEY ALL ADD UP
SAVINGS LOG



Achieving savings and delivering financial performance

VfM savings – embedding the culture

We maintain a VfM log which is available for all staff to update and evidence VfM savings. Staff are encouraged to challenge established methods of working to deliver efficiencies. During the year, changes in our working practices and monitoring our finances has given rise to the following specific savings:

- £18k: Interest savings during 2015/16 and £140k anticipated savings for 2016/17 by being proactive with our loans and repaying some of our debts early.
- £30k savings against our budget for 'bad debts' after reorganising the rent and service charge collection process.

In addition, we continue to benefit from £35k per annum of savings initiated in 2014/15 related to reduced office running costs and recruitment fees.

We proactively encourage VfM savings and invest for future savings. One particular investment is our in-house repairs service, Rosebery Repairs. This investment we expect not only to reduce our overall costs but also to provide an improved service which we hope will enhance our customers' perception of the VfM they receive from Rosebery.

We are also continuing our investment programme to achieve greater efficiency in the future, including:

- Investing in our staff to retain motivated, knowledgeable and capable people and maintain a high performing organisation;
- Continuing to develop our IT systems to automate routine processes, ease access to our services and make them available whenever the customer wants, and to provide the tools our people need to work more closely with our customers; and
- Continually improving our assessment of existing housing stock and investment opportunities to make best use of our resources in meeting housing demand.

All of these investments are designed to enhance the services that are of most importance to our residents, and to increase our capacity to keep delivering in the future.

How much do we spend on managing our properties and how do we compare?

We base this analysis on the average Social Housing letting cost per unit. This information is derived from the Financial Statements and looks at the average cost per unit adjusted for 'one off', non-recurring exceptional items. These items include dilapidation provision for our existing office and the provision for impairment. These items are not forecast to re-occur in the future.

Unit cost analysis £	2015/16	2014/15	Year on year trend
Management (including overheads)	1,674	1,356	(318)
Services	365	323	(42)
Routine maintenance	528	574	46
Planned maintenance/major repairs	468	457	(11)
Bad debts	10	13	3
Property lease and rent	84	92	8
Depreciation of housing properties	672	525	(147)
Impairment of housing properties	0	0	0
Average cost per unit	3,801	3,340	(461)
Less exceptional cost re dilapidations	(37)	(29)	
Less exceptional cost IT	(55)	–	
Less exceptional cost In House repairs	(46)	–	
Adjusted average cost per unit	3,663	3,311	(352)
Average cost per unit 2011 (HCA July 2012 – Understanding unit costs of providers – Table 1)		2,857	

During the year, we have incurred a number of one-off costs, shown above as exceptional items, as follows:

We increased the provision for office dilapidations based on experience at our old offices following our move during 2014;

We started the investment in implementing new IT systems to support better portfolio management of our housing stock and the in-house repairs service, a service that is of great importance to our residents.

We also incurred costs in creating our new in-house repairs service, a service that is of great importance to our residents.

On a like for like basis, our costs per unit have increased by £352 during the course of the year, the major component of which is staff costs within our management and overheads.

We took the decision to increase our management costs by employing more people in order to meet regulatory and compliance requirements. Over time, it is our expectation that we will be able to amend our systems such that much of this information can be produced automatically, but as a small organisation with competing priorities, it was not possible to achieve this in the time available.

In 2016, the Homes and Communities Agency (HCA) produced an analysis of housing providers' 2015 costs. This showed that the Social Housing median net cost per unit was £3,550. This figure excluded depreciation of properties, impairment and lease costs. Rosebery's cost per unit on this basis was £4,140, which is 16.6 per cent higher than the median. Factors which affect our unit costs include:

- Our location in the South East of England, which particularly impacts employment and services costs;
- Our investment in IT projects, which will see increased service levels and efficiency of our services over the next few years, particularly in the repairs and maintenance area which is of great importance to our customers; and
- The nature and age of our housing stock.

Nevertheless, in the current economic climate we recognise the need to cut costs, and will be actively pursuing opportunities to do so.

	2015/16	2014/15	Year on year trend	Benchmarking quartile	Upper quartile	2016/17 Target
Current General Needs (GN) and Housing for Older People (HfOP) arrears % of yearly rent debit	2.05%	2.2%	▲	Upper	2.26%	2.25%

The improved arrears management has resulted in a positive variance against our bad debt forecast of £30k. This is better than upper quartile performance and will become increasingly important as the effects of direct payment of Housing Benefit to residents are introduced as part of the Welfare benefit reforms programme.

Void turnaround

	2015/16	2014/15	Year on year trend	Benchmarking quartile	Upper quartile	2016/17 target
Average GN void turn around time (days)	11.95	20.4	▲	Upper	20.64 days	15 calendar days

Void turnaround time is the time taken between a resident handing in their keys and the next resident taking up occupation. Minimising this time reduces the amount of time when we're not receiving rent, which is 'void loss'. There has been a decrease in the void turnaround time in 2015/16 of 8.5 days due to an overhaul of the whole process and resourcing of additional contractors. We are confident that our target for 2016/17 can be achieved. The total void loss in the year of £136k represents 0.92% of the gross rent which is a reduction of £45k against 2014/15 and still compares favourably with the sector average of 1.8% per the 2014 Global Accounts of Housing Providers, as published by the Regulator.

Overall financial performance

Operating and net surplus

Detailed below is our overall year on year financial performance. This shows a year on year neutral movement in operating surplus and a decline in the net surplus. Net surplus was affected by one off cost fees of £1.5m as we refinanced, giving us more flexibility and security over long term loans which will benefit Rosebery in the future.

Income and Expenditure Account £m		
	2015/16	2014/15
Income	17.0	15.8
Expenditure	(11.0)	(9.9)
Operating surplus	6.0	5.9
	35.3%	37.3%
Interest	(4.1)	(3.1)
One off	(1.6)	
Profit on sales (First Tranche Sales (FTS), Right to Buy (RTB), Asset Management Sales)	1.8	1.3
Net surplus	2.1	4.1
	12.4%	25.9%

The strength of our operating surplus is demonstrated by benchmarking against the 2015 Global Accounts published by the Regulator, which shows an average of 28.3% compared to the Rosebery 35.3%.

EBITDA – MRI (Earnings Before Interest, Taxes, Depreciation and Amortisation – Major Repairs Included)

Interest cover – this is an interest cover calculation based on earnings before interest, taxation, sales, depreciation and amortisation with all capitalised major repairs deducted. This measures adequacy of an organisation's cashflow to meet interest payments. The Rosebery figure of 163% compares more than favourably to the sector average per the 2015 Global Accounts of 156%.

Gearing

This measures the proportion of total funding represented by debt. Grant and reserves represent the other 'internal' element of funding. The Rosebery figure of 59.1% compares favourably to the sector average per the 2015 Global Accounts of 98.1%.

* Global Accounts are published by the Regulator and are an overall financial analysis of Registered Providers accounts.

** Placeshapers is a group of 114 community based housing associations which manage 30% of England's HA stock.

Net debt per social housing unit

The Rosebery figure of £33,708 is higher than the sector average per the 2015 Global Accounts of £23,931. This reflects the fact that Rosebery is a developing Housing Association reinvesting cashflow into providing new homes.

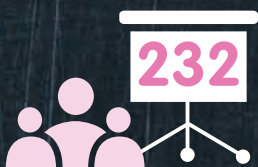
Treasury management

The primary function of treasury management is to manage liquidity, funding, investment and the financial risk, including risk from volatility in interest rates. A new Treasury Policy has been reviewed by the Investment Committee and approved by the Board. The effective interest rate for 2015/16 was 5.0% compared to 4.7% sector average per the 2015 Global Accounts.

We comply with our funding covenants, with no breaches during the year.



NUMBER OF STAFF
TRAINING OPPORTUNITIES



INVESTMENT PER PERSON

£158



STAFF SPEND
TO DATE



£36,637

Staff investment

Rosebery is a high performing organisation that invests in its people in a variety of ways. We are committed to the health and well-being of our staff; we care for them, we encourage their personal development and we do everything we can to provide them with a healthy work/life balance. We provide a positive working environment with a focus on building a positive workforce.

We provide clarity in the way we manage our staff – from providing them with clear inductions on day one, to setting well defined objectives and communicating with clarity, via the intranet and other channels. We encourage regular 1-1 meetings between staff and their line managers, to maintain clarity around the individual's role and to discuss progress towards achieving their objectives. Our People Strategy is the foundation of our recruitment approach and it drives our commitment to find the right people for the right roles. Our holistic strategy embraces the health and well-being of our staff and is aligned with one of our four corporate objectives: to develop our people to deliver our potential.

Highlights of our 'People' approach include the following.

- We continue to operate as an 'Investors in People' (IiP) Gold member, a level of accreditation, spanning three years, that reflects our ongoing commitment to our people. We have also been accredited with IiP's Health and well-being award.
- Our leadership and management programme is not only open to managers but to members of staff who have the aspiration and desire to develop their careers.
- We have an annual Health and Well-being budget with events identified and organised by our internal Future of Rosebery (FOR) staff group. These events include a softball picnic event; Christmas breakfast for all staff served by the Executive; staff charity fundraising activity, such as cake sales, on behalf of the staff's chosen charity.
- Independent counselling advice, childcare vouchers, flu jabs and access to a credit union are all available to our staff.
- We annually benchmark salary levels to ensure that ours are competitive to attract and retain skilled staff.
- Rosebery recruits new talent via a range of channels, including the posting of opportunities on our website, advertising in relevant media and working with recruitment agencies. Agency fees are significant and, in line with our Value for Money commitment, we are determined to avoid these charges wherever possible. Word of mouth referral and personal recommendation is an area we are keen to develop as a source of good talent. From February 2016, a finder's fee of £300 is payable to any member of staff who successfully introduces a new employee to the organisation. This does not in any way influence or detract from the normal recruitment and selection process; interviews take place as normal and satisfactory references are obtained for all successful candidates. Based on current level of agency fees, the finder's fee represents a significant saving on potential recruitment costs. Placement of a new member of staff in February 2016 saw the first payment of this £300 fee which, when balanced against potential agency fees of around £2,000, represents a saving of £1,700.
- Investment in training

Training category	Cost of training	No. of staff training units
Induction/Health & safety	£3,785	38
Governance	£565	40
Role specific	£27,301	147
Annual reviews 14/15	£4,986	7

Performance and Targets for 2015/16

Target	Outcome
Service delivery <ul style="list-style-type: none"> Review delivery options for IT infrastructure support. 	<p>IT infrastructure is now supported in-house, which has allowed us the flexibility to implement systems required to provide our new in-house repairs service and saved £20k per annum.</p>
Development of new homes <ul style="list-style-type: none"> Deliver phase 2 at West Hill Court – 24 Temporary Accommodation (TA) units; Secure 2 new sites. 	<ul style="list-style-type: none"> We successfully delivered 24 units of Temporary Accommodation at West Hill Court under Phase 2 We secured two new sites for new development – a two-bedroom house and two three-bedroom houses at Burnet Grove; ten flats for affordable rent and six for shared ownership, as well as another one-bedroom flat and five two-bedroom flats at Teddington Close
Increase overall customer satisfaction – Target 92% by Q4 2015/16 <ul style="list-style-type: none"> Deliver the STAR survey action plan, measuring outcomes relating to customer satisfaction for each service measured through transactional surveys and perception outcomes relating to ‘Overall Satisfaction with Service’ and ‘Satisfaction with Views Taken into Account’, respective targets for which are 92% and 81% to meet and exceed upper quartile performance. 	<p>Overall customer satisfaction level sits at 90.07%, increased from 82.5% in 2014/15. There does not appear to be any one particular reason for dissatisfaction, and we will continue to work on meeting customers’ expectations</p>
Stock management <ul style="list-style-type: none"> Complete TA review; Implement Planned Maintenance (PLM) and portfolio management modules; Achieve 20% conversion of General Needs voids to Affordable Rent. 	<ul style="list-style-type: none"> TA review has been deferred to 2016/17 due to overlap with development policy. Planned maintenance and portfolio management systems implemented 20 Properties converted to affordable rent generating development subsidy of £515,000.
Digital strategy <ul style="list-style-type: none"> Implement mobile working for staff; Improve our ‘e’ offering to residents – improve accessibility. 	<ul style="list-style-type: none"> All frontline members of staff have tablets which enable them to undertake mobile working. We have also provided a number of office-based staff with iPads to enable them to work remotely if necessary In December 2015 we recruited a digital officer, with the aim of improving the accessibility of our digital offering to residents. Improvements have since been made to our website and intranet making them easier to access. Our website’s bounce rate has reduced, indicating that users are staying longer on the site, and a series of events have been organised to improve the digital inclusion of our residents. In addition, the number of unique visitors and the number of user sessions have both increased.
Complete refinancing exercise – double development capacity.	<p>We completed the refinancing exercise of our £2.5m RBS and £4.5m Santander loans three months early, saving £20,000 in interest.</p>

Targets for 2016/17

The Board has focused its targets on the most important services to our residents and on building greater capacity to continue delivering in a very challenging environment. Rosebery is a resilient organisation that is committed to providing quality services to all of our customers. Our Board recognises that many of the families, couples and individuals who rely on our services every day are coming under increasing pressure to make ends meet. We are mindful of this pressure, we are focused more than ever on the principles of VfM and we are fully committed to providing quality services at a price that is fair and represents value. We always strive to ensure that our costs are in line with industry best practice, so we have also undertaken a detailed analysis of our costs against our peers and we will continue to benchmark costs and deliver value to our customers.

Target	Expected outcome
Temporary Accommodation review	TA portfolio matched to housing need
New development strategy	Investing £2m in new homes in a variety of tenures while maintaining financial viability
Establish new repairs service	In-house repairs service 90% customer satisfaction for no greater cost
Complete stock condition survey	Accurate data loaded on to portfolio management system for more proactive management of housing stock
Retain Investors in People (IiP) Gold status	IiP Gold status under new standard. Motivated and well managed staff to provide excellent service to customers and maintaining overall satisfaction over 86%
Continue implementation of IT strategy	Greater efficiency of working through: <ul style="list-style-type: none"> • Reduction in manual intervention and processes; • More mobile working • 80% of interactions with tenants to be through digital media



Case studies



VfM Case Study #1



Residents who are affected by the Benefits Cap may feel singled out by the benefits system, which they feel should be there to assist them through challenging times. This was the experience for one of our tenants who, through no fault of her own, found herself subject to changes in the Welfare Reform Act.

Context

Mrs Finch had been living in a temporary accommodation property with her family for more than three years. As her family grew, her home shrank and she found that it no longer met their needs due to overcrowding. She was also experiencing financial difficulty due to the strain of the benefits cap which, as a consequence, put her rent account into arrears. Up against all of these obstacles, it was proving difficult for Mrs Finch to move to a better home and provide a better future for herself and her family.

Action

While Mrs Finch was initially reluctant to reach out for advice, our Tenancy Sustainment Officer (TSO) contacted her to offer support and point her in the direction of services that could help her. This provided her with the tools to apply for housing benefits and put her in touch with external services such as the local Citizens Advice Bureau which helped manage and assess her finances. Our TSO developed a social relationship with Mrs Finch which extended beyond her job role, with a focus on helping to reduce her financial debt and improve her eligibility to move to a permanent home and one which was more suitable for her family.

Value

With the time, dedication and outreach that our TSOs provide, residents who are experiencing difficulty are given support to overcome adversity and improve their future prospects. After working with our TSO, Mrs Finch was granted a sum of £1,200 which she used to clear her arrears and avoid spiralling into further debt. Once her finances had stabilised, Mrs Finch became eligible for permanent housing. She and her family are now living in a warm, safe, spacious, affordable home and they have a more positive outlook on their future.

VfM Case Study #2



Our older residents should be able to enjoy their retirement in the freedom and safety of their homes. At times, some older people experience accidents that have a negative impact on their day-to-day lives.

Context

Ms Very, a resident of Carpenter Close's sheltered bungalow scheme, suffered a fall before Christmas 2015, as older people are prone to do, and this greatly restricted her mobility. As Ms Very often had relatives and friends around to visit her, she found it difficult to arrange their access to her home and this put her at risk of social isolation and raised the potential for further accidents. It also posed a Health and Safety risk – if there was a fire or accident at the property, emergency services would be unable to access the property without forced entry, which would cause damage to Ms Very's home.

She contacted Rosebery to see if there was an easier, more secure way of letting people into her home without causing her further stress or injury while she was recovering from her fall.

Action

Our Customer Experience Officer suggested installing a key safe in Ms Very's home. This would ensure that the keys to her property could be stored safely and securely, while any of her family or friends would be given a secure PIN number to allow them entry. They would be able to access the keys and let themselves into the property. In order to minimise waiting times, our Estate Services Officer visited the home and installed the key safe on the very same day. This meant that Ms Very did not have to wait until after Christmas for her key safe to be installed.

Value

As well as providing peace of mind to Ms Very and her family, the cost of the key safe and saving on installation costs were minimal in comparison to the potential costs of locksmiths or repairs to the door if any carers or emergency services needed access to the property. It also meant that she avoided social isolation during the festive season, she became more confident and was able to recover safely in her own home.

VfM Case Study #3



We want all of our residents to enjoy living in their neighbourhoods without the fear of crime or theft of their possessions. We work closely with the local community and Police to ensure that all of our residents feel safe in and around their neighbourhoods.

Context

Mrs Santos is a resident living with her children in a flat at Longford Court. She was experiencing difficulty in storing their bikes in her home due to the lack of storage space at her property and was forced to keep them in the communal area of her apartment building. As they were kept in an open area, the bikes were subjected to vandalism and one of them was eventually stolen. After reporting the problem several times to the Police, Mrs Santos became increasingly frustrated that her property was being damaged and she was determined to find a more secure home for the bikes. They also presented a fire risk to all residents in the building as they could potentially block access to the fire exits.

Action

To help her to come up with a solution to this problem, Rosebery staff found a vacant garage, which provided optimum storage space for the children's bikes. Being in close proximity to her home, the garage is within easy walking distance and provided the ideal storage solution. The cost of renting a Rosebery garage also proved to be a much better option financially as it meant that Mrs Santos avoided paying premium rates for private storage.

Value

The garage provides a secure and private place for Mrs Santos to keep her belongings, eliminating the risk of further vandalism and theft. It saves time by eliminating the need for calls to report these problems to Rosebery, the Police and any subsequent investigations into property damage. As the bikes are now kept in a private garage, this also eradicates the fire risk hazard in the communal area of the apartment building.

VfM Case Study #4



Seeking to offer our residents a choice of properties appropriate to their needs is one of our guiding principles and one that we strive to achieve. It is important that our residents feel safe and comfortable in their own homes.

Context

Mrs Bullen and her son had lived in their three-bedroom house in Scotts Farm Road, Epsom for over 25 years. Mrs Bullen suffers from medical complications and her son, who has special needs, is her primary carer. Their home was in a state of disrepair as their health issues prevented them from taking care of the property and maintaining it in good condition. As a consequence, the house needed significant renovation in order to bring it up to a decent, liveable standard. They also suffered from social isolation, as the amenities they relied upon were a bus ride away from their home.

Action

In order for their home to undergo a makeover, the Bullens were allocated a one-level, two-bedroom flat in our sheltered accommodation scheme John Gale

Court, Ewell village. The property has access to on-site wardens and emergency pull-cords, which are ideal for the family if they need extra care assistance. To move their furniture and belongings into their temporary property, the Bullens were quoted £4,000 by a private moving company – a cost which they simply could not afford. Their Neighbourhood Officer and Estate Services Officer helped to pack up their essential items and moved them into their new home with the use of a van and taxis – which added up to £1,000 in moving costs. All non-essential items were safely stored in two vacant garages at no cost to Rosebery, saving the Bullens a potential outlay of £3,000.

Value

The Bullens are delighted with their new home. It is just a 30 second walk from the highly desirable Ewell village with its variety of shops and facilities now on their doorstep. The adapted property is much better suited to their particular needs and they were so pleased with the move that they put in a request to make the temporary flat their new permanent home. Their former house was renovated into a modern, sought after, three-bedroom, temporary accommodation home, which is better suited for a mobile family and offers links to excellent schools in the area.

VfM Case Study #5



We strive to provide services with no fuss and we always try to solve problems on sight, wherever possible. This is especially important in relation to our most vulnerable residents who may find it difficult to reach out for help.

Context

An older resident noticed that her bathroom light was no longer working in her property. This was a cause for concern as she lived alone and the lack of adequate lighting increased the risk of potential slips or trips. Instead of logging the problem with Morrison, the resident decided to call Rosebery and raise the issue.

Action

Our Estate Services Officer was in the resident's local area at the time and a phone call was logged to him. He visited the resident in her home and helped to replace the light bulb that very same day. This swift action saved the time and cost of arranging for Morrison to visit the property, it prevented any lengthy delays in carrying out a simple task and it also prevented any potential hazards for the resident.

Value

The resident was pleased that their issue was dealt with so promptly and there was zero cost incurred by the company. By utilising the skills of our in-house staff, we reduced the need to pass on a resident issue to our external repairs service and we built up a better working relationship with one of our residents.

VfM Case Study #6



The skilful management of our finances is a key element in maximising our assets and delivering Value for Money. With this VfM objective deeply embedded in all of our teams, we continue to search for better and more effective ways of generating value.

Context

Taking responsibility and achieving greater efficiencies wherever we can is vital to our organisation. At Rosebery, all of our staff are asked to identify savings, so that we can continue to deliver the services that we know will make a difference to our residents. A key part of our success and good governance has been to ensure that we are financially robust and are able to meet any financial stress test.

Action

We have always applied the principles of VfM to our business and these are included in the way we manage our loans – as we use available funds to optimise our financial position and create financial Value for Money. While reviewing our savings and loans, our Financial Controller was able to identify a way of using some of our savings to greater benefit. He calculated that by paying off some loans before they were due, the early interest savings we achieved would outweigh the early termination fee. This would then achieve a significant saving for the organisation, which would provide us with additional funds for capital investments, such as housing units.

Value

These early interest savings represented real value to the organisation. They meant that we were able to generate significant VfM by paying company creditors earlier than was anticipated or required.

VfM Case Study #7



Our properties are in constant demand within the local community because local residents are in urgent need of being housed. Turning empty properties around quickly so they are available to rent is important to us and remains a priority for both Rosebery and the local councils that we work with – as it ensures that we are more efficient in helping those in clear need of housing.

Context

With every void property in the past, a contractor had to be called out to help change the locks, especially if a resident had been evicted or failed to return their keys to us. This would often incur extra unnecessary charges and damage to the doors if it became necessary to regain access to the empty property. For a contractor to change the locks on one property would cost an estimated £280 to £300 per void property, which can accumulate with the number of voids that we have during a year.

Action

Our Asset Management team decided to reassess the lock retrieval process and, as a result, we changed the supplier of our locks. This would ensure that the process was more efficient and would eliminate any further delay in the voids process. This initiative has contributed to our voids performance being at 12 days, which is top quartile for an organisation of our size and resources. The new locks were provided at a lower price point than the previous products and were able to be fitted by our surveyors who now drill the locks out by hand. This ensures a quick and effective solution and saves on external labour costs of contractors.

Value

During the void process it is easier for us to obtain access to our properties which have been fitted with the new locks. This means that void times have decreased as we are able to assess and turn the property over more quickly to rent out to new residents. Changing the supplier of our locks has helped us to save time and money and has contributed towards the future-proofing of our properties.



VfM Case Study #8

Home is where the heart is – it's a place where people can feel happy and enjoy their lives in peace and comfort. A fresh coat of paint can provide a much needed change of scenery. For many of our residents, our spring makeover scheme can often be the only opportunity they have to refresh their homes. This gives us a chance to help them maintain their homes in the best way possible.

Context

Every year, we help vulnerable residents give their homes a spring makeover. The process involves carrying out a redecoration for those who wouldn't otherwise be able to make changes to their property. Last year, with our spring makeover we helped over 20 people to refresh their homes.

Action

Once we have identified residents that are eligible for a home makeover, they can choose one room in their home that needs redecorating. We'll then decorate the room free of charge.

Value

This small change generates a lot of positive feedback from residents. The spring makeover scheme means they can update their home at no extra cost and by doing this we are able to build affiliation between Rosebery and our residents. Maintaining our properties is also important in the valuation of the stocks, as these are the assets by which our organisation is measured. Therefore, maintaining our residents' homes ensures they are in good condition when the property becomes void and it also provides a better standard of accommodation for our residents to enjoy.

Feedback on the scheme from our residents

Mrs Toohey: "I had my lounge decorated as part of the spring makeover scheme. I am delighted with the work carried out, it looks wonderful. The workmen were friendly, professional and kept the area clean and tidy. I think Rosebery's decorating scheme is a fantastic idea as it means I now have a freshly painted room without the cost."

Mrs Elson: "We had our bedroom redecorated and had the option of choosing the colours, which was wonderful. The chap who did the work was very neat and tidy throughout and we are completely satisfied with the decoration. We are delighted that Rosebery offers residents the chance to have a room decorated for free."

Mrs Maiden: "We saw the spring makeover scheme advertised in a past edition of Streets Ahead. It's a great scheme, especially for people who cannot decorate their homes. We are very happy with the work that has been completed. The workmen were polite and very friendly."

VfM Case Study #9

In our modern world where technology is rapidly evolving, it is becoming more vital for people to learn digital skills in order to access key services, save money, enhance social skills and improve their quality of life. According to GO ON UK, 23% of adults in the UK are considered to be digitally excluded. For these people, learning how to use a computer or tablet can seem daunting and many may not know where to start. As part of our Digital Strategy, Rosebery is working to promote digital inclusion to residents and to see how the internet and technology can help in their everyday lives.



Context

In February 2016, our Digital Officer and Neighbourhood Team hosted 'Tech and Tea' afternoons as part of the national UK Online Centre 'Be Online 2016' campaign – a national scheme to make good things happen with digital technology. These events were hosted at our three sheltered schemes – Tomlin Court, Norman Colyer Court and John Gale Court. Residents talked about their individual digital needs and were given advice on how to use hardware, access different websites and where they can continue to learn new skills.

Action

One resident from John Gale Court, Violet Warwick, attended the 'Tech and Tea' afternoon and spent time with our Digital Officer. Violet did not own a computer and had limited digital knowledge. After being introduced to a laptop and a tablet, she became interested in how to use a tablet and was taught how to use a search engine, what an app is, how to take a photo with the tablet camera and how to access the internet through the tablet (including the Rosebery website). To help continue her learning, Rosebery recommended a local library course that offered free digital classes so that Violet could continue to learn more about how to use a tablet. A few months later, Violet was visited by her Neighbourhood Officer and reported that she had been attending the computer classes and enjoyed them so much that she was about to buy her first tablet of her own.

Value

From our initial introduction to the digital world, Violet was given the motivation, confidence and access to services, enabling her to embrace vital new skills, both digitally and socially. She has shown that, regardless of age, digital skills can be picked up at any time. By taking the time to introduce residents to digital skills, Rosebery has helped them to interact online and also to tackle wider issues such as social exclusion, loneliness, isolation and even things as simple as pursuing hobbies and interests.



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