

VALUE FOR MONEY: SELF-ASSESSMENT

YEAR ENDED 31 MARCH 2015



Value for money self-assessment

Year ended 31 March 2015

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. There is an introductory paragraph and a graph of our overall performance.

Sections 1 to 5 give detail and background to our approach to VfM, Sections 6 and 7 cover our properties both present and future, Sections 8 and 9 analyse customer satisfaction and community impact, Sections 10 and 11 cover specific service reviews, Sections 12 to 14 cover financial data, Section 15 details our staff investment while Section 16 covers performance against the targets set for 2014/15 and Section 17 covers the targets for 2015/16.



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Rosebery Housing Association

Rosebery is a charitable Registered Provider, formed over 20 years ago and today owns and manages more than 2,600 homes across Surrey and West Sussex. Most of our properties are in Epsom and Ewell, where we own three-quarters of all the affordable housing stock.

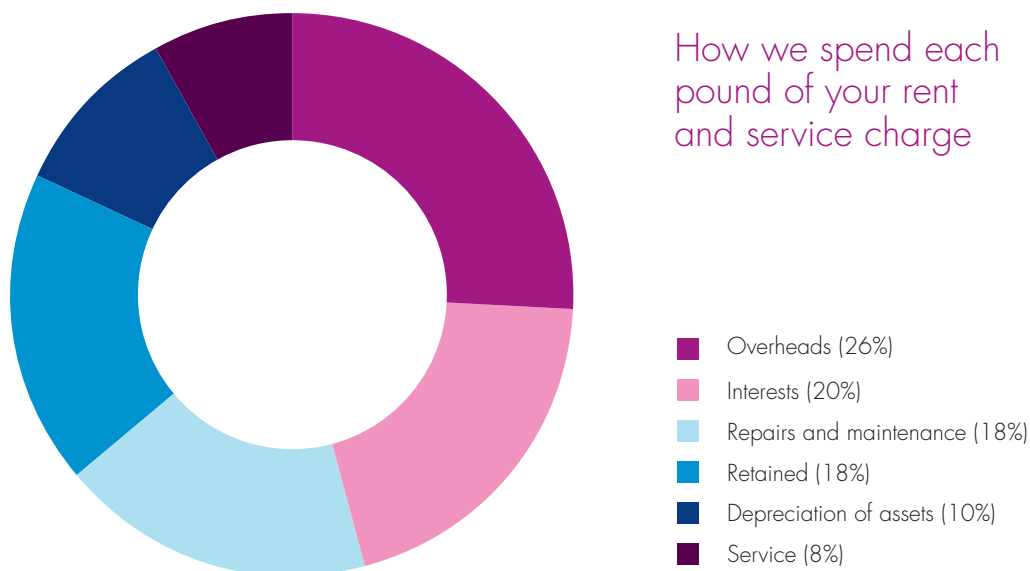
Rosebery exists to provide a choice of quality homes to those that find the open market beyond their reach.

We are committed to making a positive difference to people's lives by providing good quality homes and services at a price that is affordable.

We are proud to be a local business that creates sustainable communities by forging strong local partnerships, working closely with residents and communities to provide quality homes, excellent services and opportunities for individuals.

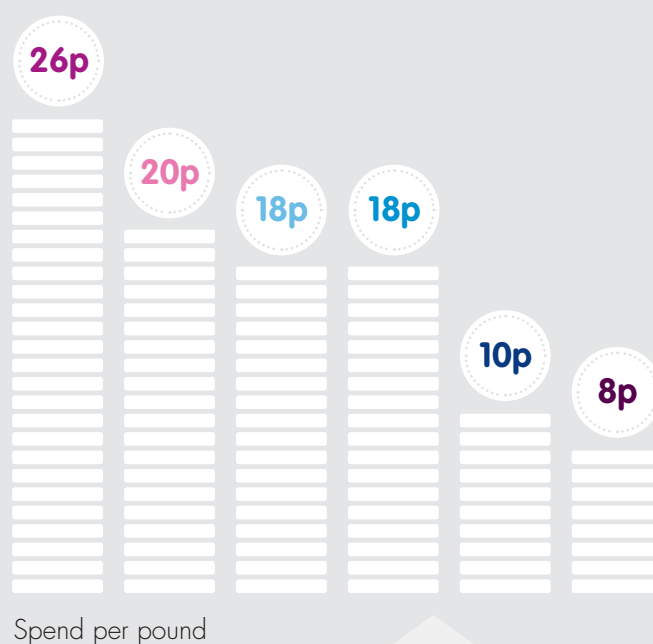
We have a clear business plan, we are regulated by the Homes and Communities Agency (HCA) and we deliver Value for Money by setting standards against cost.

Rosebery is committed to working in partnership with stakeholders in its areas of operation, but predominantly recognises Epsom and Ewell as its heartland. This is a relatively affluent area with pockets of inequality and, as the major landlord in the area, we are committed to reducing those inequalities.



This chart shows our residents and stakeholders how we spend the money we receive from rent and service charges.

- **Overheads**
26p in the pound. This represents the largest area of spend. It comprises staff, offices and professional fees.
- **Interest**
20p in the pound. This represents what we have to pay to our funders for loans which finance our property holdings.
- **Repairs and maintenance**
18p in the pound. This represents spend on maintaining our properties to high standard.
- **Retained**
18p in the pound. This represents the amount that we retain within the business to help fund future development and to protect the financial viability of the organisation.
- **Depreciation of assets**
10p in the pound. This represents the allowance for replacement of property and components.
- **Service costs**
8p in the pound. This represents services provided such as grounds maintenance, communal cleaning and communal heating and lighting.





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

Our approach

1. What is Value for Money?



Value for Money (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 of social purpose, delivering VfM is not purely financial, it is also the social value we deliver to the community – 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 outlined in the Corporate Plan, with each activity reflecting our vision, which is 'To make a positive difference'.

2. Our key objectives

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;

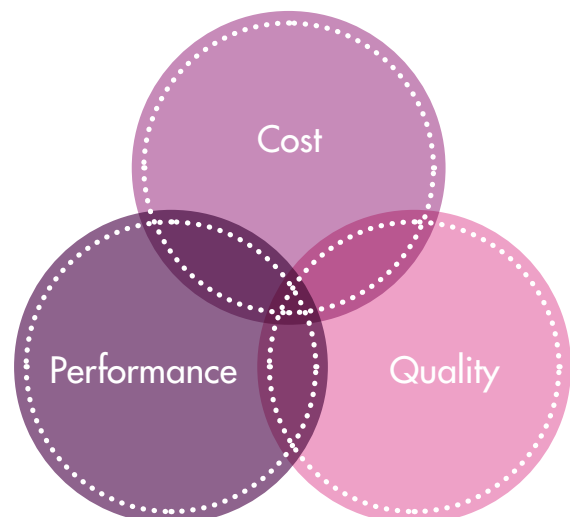
Creativity: To bring added value to the communities where we work;

People: To develop our people to achieve our and their potential.

3. Why is VfM so important?

In a challenging environment where it is increasingly 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; it enables us to focus on achieving our corporate objectives; it helps us provide more homes and higher standards of housing; it 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.



4. VfM objectives in relation to our stakeholders

Value for Money has a different emphasis for each of our stakeholders.

- **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
Residents	New homes	Assets Repairs Anti-Social Behaviour Customer satisfaction VfM gains	Social value Anti-Social Behaviour Customer satisfaction	
Staff members				Staff investment
Funders		Assets Financial performance Cost per unit VfM gains		
Taxpayers	New homes	Assets Cost per unit Financial performance		

VfM summary scorecard

This gives an overview to our VfM performance for the year. Strong financial performance is offset by a drop in repairs performance which, unsurprisingly, affects customer satisfaction levels. The scorecard below has informed our plans for the Repair service in the future.

VfM Summary Scorecard							
Objectives	Performance Indicator	Actual 14/15	Benchmarking quartile	Actual 13/14	Trend	Target 14/15	Target 15/16
Choice – quality homes	New homes delivered in year	36	N/A	26	▲	27	24
	Homes meeting Decent Homes standard	100%	U	100%	◀▶	100%	100%
	Average SAP rating	73.1	(73.95)	73.0	◀▶	No target	
Choice – quality services	Current GN & HOP arrears as % of yearly rent debit	2.2%	U* (2.6%)	2.3%	▲	< 2.25%	< 2.25%
	Average GN void turnaround time (days)	20.44	M* (17.77)	13.78	▼	< 15 cal days	< 15 cal days
	% of repairs right first time	72.4%	L* (94.88)	98.4%	▼	97.0%	97.0%
	Appointments kept as % of appointments made	93.9%	L* (98.31)	99.8%	▼	99.0%	99.0%
	% of dwellings with a valid gas safety certificate	100.0%	U* (100%)	100.0%	◀▶	100%	100%
People	Average sickness days per employee	4.1	U* (4.3)	2.8	▼	< 3.0	< 3.0
	Training per head £	£417	N/A	£1,593	▼	1,724	£1,724
Creativity and choice	% of residents satisfied with overall service	82.5%	L* (88.2%)	86.5%	▼	92.0%	92.0%
	% of residents satisfied their views are taken into account	74.4%	U** (73.2%)	75.9%	▼	81.0%	81.0%
	% of residents satisfied with R&M	86.0%	U** (83.13%)	90.2%	▼	92.0%	92.0%
Cost	% Operating surplus (excluding FTS)	37.3%	26.5%	30.9%	▲	35.1%	34.9%
	% Net surplus	25.9%	15.6%	12.2%	▲	15.8%	6.1%
	EBITDA MRI	202.0%	153.7%	173.7%	▲	177.0%	131.9%
	Net debt per unit (owned)	£34,839	£22,474	£34,999	▲	£35,851	£37,831
	Gearing	62.3%	93.8%	63.9%	▲	62.8%	62.6%

* HouseMark outturn performance data for 2013/14 for Peer Group (London & South East)

** HouseMark outturn performance for STAR benchmarking club. Q1 2014/15

NB: figures in italics show upper quartile measure as per relevant HouseMark report

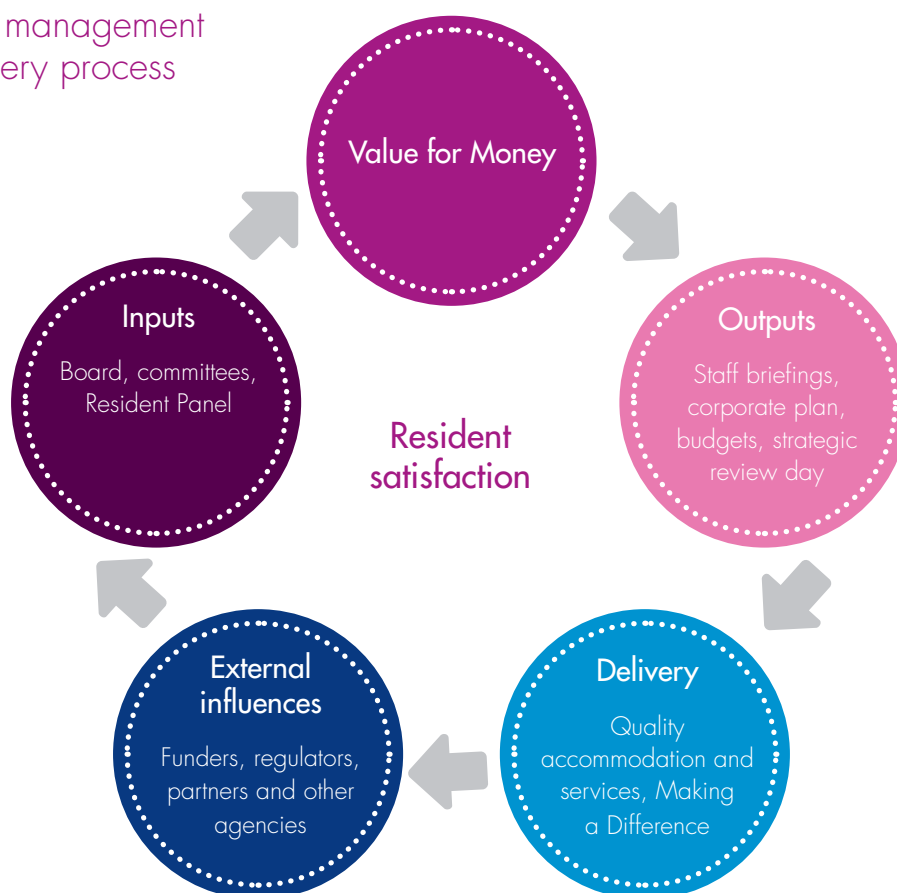
Cost benchmarking quartile figures are from the HCA Global Accounts 2014

5. How do we manage and monitor VfM?

Value for Money is core to the way that we operate and shouldn't 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 (KPI's);
- Review of monthly management accounts;
- Robust risk management process;
- The VfM Steering Group meets every six to eight weeks to monitor delivery of the VfM strategy. The Steering Group membership includes a Board champion and resident representation; This group reports to Audit Committee, Board and Resident Scrutiny Panel on progress. The Resident Scrutiny Panel monitors performance and reports directly to the Board. VfM is a key criterion in Board reports and Resident Scrutiny Panel audits (see below);
- Annual benchmarking of our services via HouseMark;
- Service reviews.

Our VfM management and delivery process



Resident led scrutiny

In accordance with the Regulatory Framework and the ethos of co-regulation and resident scrutiny, we have supported our Residents' Panel to develop into an effective and challenging scrutiny group. In the governance structure, the group has a direct link to the Board and has the power to hold the Executive to account. The spirit of collaboration and teamwork is at the heart of the organisation and is evident in the way we interact as a united team.

The Residents' Panel was launched in April 2011. It completed its first service review in early 2012 and has gone on to complete six reviews (two per year) with the seventh well underway and due to report in the summer of 2015. Service reviews have included:

- Customer contact
- Repairs
- Anti-Social Behaviour
- Voids
- Service charges
- Gas servicing

As a result of these reviews, the Panel has made a total of 178 recommendations for improvement. Some of the proposals for more high level improvements include:

Customer contact

- Provided greater access to digital information – including a new website, interactive tenant handbook, 'My Rosebery' introduction, smart phones for frontline staff;
- Improved written communication – improved standardised templates and reduced email response times from ten to five days, in keeping with modern customer expectations;
- Budgeted for the introduction of a document management system.

Repairs

- Introduced greater scrutiny of repairs contract;
- Ensured that complaint outcomes and any expressions of dissatisfaction are reviewed for learning opportunities every month;
- Ensured regular communication between Customer Service managers and evidencing of service provision (texts and letters).

Anti-Social Behaviour

- Improved written communications, new template letters, diary sheet guidance and the introduction of ongoing action plans;
- Improved access to and availability of ASB information and guidance;

- Improved policy and procedure, along with a new vulnerability matrix.

Void review

- Improved forms, procedures and communication relating to void properties, including ensuring that transfers are prevented if a property is left in an unsatisfactory condition;
- Created a new 'settling in visit' process and check list;
- Introduced a full tenancy audit, with the creation of a new post.

Service charge review

- Introduced a new service charge module, to improve consistency and provide more accurate information for customers;
- Reviewed and improved all outgoing correspondence to provide information that is clearer and easier to understand;
- Introduced a new set of FAQ's (frequently asked questions) and a glossary of terms.

As a result of the panel's hard work and dedication to improving customer service, it was shortlisted as a finalist for the TPAS Awards 2014, under the 'Excellence in tenant led scrutiny' category.

The panel has identified Communications as its priority area to review in 2015/16 and will decide for themselves the subject of their next review, once this has been completed.

The story of our resident panel is included in the Appendix.



Property portfolio

6. What properties do we hold and how have they performed?

Cost and Creativity ●●

- 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 £13.2m 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 maximising both. In 2015/16 we will be appraising our Temporary Accommodation portfolio.

– 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 cashflows and rent achievable from these options, to help inform the decision.

As a result of these appraisals, two properties have been redesignated as temporary accommodation for a period of time in order to generate additional income to recoup the cost of investment. From 2015/16 this process will include converting 20% 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.

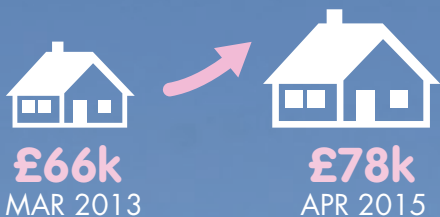
• Property values

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 April 2015, the previous valuation was conducted in March 2013.

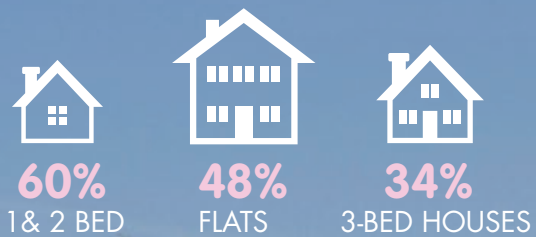
- Average value per property in Mar 2013 **£66k**
- Average value per property in Apr 2015 **£78k**

This demonstrates an increase in value of 18% over a two year 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.

AVERAGE VALUE PER PROPERTY



GENERAL NEED PROPERTIES



James
Court

- Our properties have an average SAP (Standard Assessment Procedure) performance rating of 73.1 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	Housing for the elderly	Shared Ownership	Temporary Accommodation Owned	Keyworker	Total	Temporary Accommodation Leased	Total social housing
Number of properties owned	1,719	185	230	103	4	2,241	61	2,302
Percentage of owned stock	76.7%	8.3%	10.3%	4.6%	0.2%			
Income (£'000)	10,690	1,213	1,355	1,012	28	14,298	600	14,898
Operating surplus (£'000)	3,705	411	1,083	394	13	5,606	233	5,839
Operating surplus (%)	34.7%	33.9%	79.9%	38.9%	46.4%	39.2%	38.9%	39.2%
Capital Cost £'000 (excluding WIP)	60,554	6,212	18,767	7,972	437	93,942		93,942
Return on assets	6.1%	6.6%	5.8%	4.9%	3.0%	6.0%		

- 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;
 - 48% 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	–	393	6	12	6	416	24%
1b h	–	27	–	–	–	27	2%
2b f	–	363	–	–	2	365	21%
2b h	1	198	7	5	2	213	12%
3b f	–	59	–	–	–	59	3%
3b h	–	555	15	–	15	585	34%
4b h	–	50	1	–	–	51	3%
5b h	–	3	–	–	–	3	0%
	1	1647	29	17	25	1719	
	0%	96%	2%	1%	1%		

- Our General Needs stock contains no affordable rent, so the operating surplus and return on assets represent a healthy return. As part of the Affordable Homes Programme 2015-18 we are aiming to convert 20% of general needs voids to affordable rent throughout the year.
- Our housing for older people is comprised mainly of three sheltered schemes: John Gale Court, Norman Colyer Court and Tomlin Court.
- Our 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.
- Our Temporary Housing stock, as at 31 March 2015, comprises 103 owned units and 61 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, seven from Epsom & Ewell Borough Council (with six EEBC leases terminated in the year) and one remaining private sector lease. The Temporary Accommodation portfolio review will be completed in 2015/16 (see section on Targets for 2015/16).
- Our Keyworker stock comprises four properties at Maritime Court in Epsom.

Noble Park
Development



NEW HOMES

BUILD COST
£1,540
PER M²



RENTED | SHARED
26% | 74%



SALE
COMPLETION
22 DAYS



7. Delivering new homes

Choice and Cost ●●

- Providing new homes is crucial in the context of the current shortage in housing supply. Rosebery takes its responsibility to provide new homes seriously and although we don't boast a large programme, it's a key strategic aim of our Board.
- During the year, we delivered 27 new homes at our Noble Park development. Seven were for General Needs rental and 20 were Shared Ownership, providing vital assistance to those wanting to get onto the property ladder.
- The average build cost per square metre of these new homes was £1,540 per m² with a rented to shared ownership ratio of 26% to 74%. This benchmarks against a similar Section 106 development in Lingfield, Surrey, with a cost per m² of £1,463 and schemes in Hampshire with a cost range of £1,450 – £1,987 with the latter being 80% for Shared Ownership to a higher specification.
- The homes were built to the Code for Sustainable Homes Level 3, exceeding Building Regulation requirements and leading to a lower detrimental impact on the environment than homes built to a lower standard.
- The homes were built to 'Lifetime Homes' standards. This means they are more easily adaptable for residents whose physical condition becomes impaired during their residence.
- The homes all meet part two of 'Secured By Design' criteria, meaning that they are more secure than homes not built to that standard.
- We reserved 100% of the Shared Ownership homes before they were completed, minimising loss of revenue because they're void for a shorter period after Practical Completion.
- Our average number of days from Practical Completion to Sale Completion was 22 days, against a target of 30 days.
- £2.1m of Shared Ownership first tranche sales was generated in 2014/15, providing a vital 'cash churn' for the organisation.
- We carry out marketing of our Shared Ownership in-house, instead of using external agents. Our total marketing costs in 2014/15 for Noble Park were £1,200 for advertising on the 'Share to Buy' website with all other marketing activity being undertaken by staff. This represented a saving of approximately £24k.
- In addition to the 27 units at Noble Park, we completed the first nine units of our Temporary Accommodation scheme at West Hill Court, in Epsom.
- This was previously a sheltered housing scheme and had been empty for several years.
- A combination of imaginative design and a 'best value' approach to procurement resulted in an increase of two units within the existing building and a very cost effective scheme, delivering the complete refurbishment of the site at £48.5k per unit, against an approved budget of £61.3k per unit.

Please see the Appendix for a case study relating to West Hill Court, bringing an empty property back into use.

Social impact

8. Social value

Creativity ●

The concept of social value is core to our delivery of VfM and is embedded in our organisation and our teams. We create social value by delivering new homes where they are needed most, by investing in our communities, by investing in our existing housing stock, providing better housing for our tenants, and by constantly striving for improvements in our services. Social value is difficult to quantify and impact assessments play an important role in measuring social VfM. The impact of this social value is demonstrated in the case study in the Appendix.

From April 2013, we invested in two new posts to develop and deliver our 'tenancy sustainment offer'. These posts have four objectives, which are to:

- Tackle the challenge of Welfare Reform;
- Address digital exclusion;
- Increase financial inclusion;
- Tackle worklessness.

The Tenancy Sustainment Officers (TSO's) have had another successful year and some examples of their achievements are detailed below:

- In tackling the impact of Welfare Reform we've successfully accessed Discretionary Housing Payments (DHP's) available from the Borough and gained over £30k in payments to support the sustainability of tenancies that would otherwise be at risk;
- The TSO's have helped customers claim over £23k in backdated housing benefit claims;
- When the Social Housing Room Size criteria, the 'bedroom tax', was introduced in April 2013, we had 131 affected households. By 31 March 2015, this had reduced to 99 cases. The reduction was achieved by supporting residents to move to alternative accommodation or by managing successful referrals to employment support, resulting in customers securing employment which lifts them out of benefit dependency, so that they are no longer affected by the bedroom tax;
- We arranged one Mutual Exchange event in the year for Rosebery tenants, which was attended by 62 households. The aim of the event is to increase awareness of the options available for moving on, other than our transfer list. Epsom and Ewell's Homeless Prevention Officer and the local Citizens Advice Bureau also attended, to provide information and advice;
- The team's work has contributed to a 63% reduction in year on year evictions since 2013/14, with just four evictions taking place in 2013/14, three of which were for arrears. Based on Chartered Institute of Housing (CIH) calculations of the average cost of an eviction (repairs, void costs, court fees and officer time), this represents a saving of £24k;
- In addition, the team held 27 pre-eviction interviews, with only one progressing to eviction for rent arrears. The remaining 26 resulted in the eviction itself not progressing and the tenant engaging in various offers of support and assistance to retain their tenancy; the team prevented another 26 possible evictions with all their attendant costs, representing a saving of up to £215,462.

Year	Total evictions	Evictions for arrears	Cost per eviction (CIH average all in cost)	Total cost arrears evictions
2013-2014	11	6	£8,287	£49,722
2014-2015	4	3	£8,287	£24,861
Reduced evictions for arrears comparative savings				£24,861
2014-15	Avoided evictions			
2014-15	26	£8,287	£215,462	

Supporting our older and often more vulnerable residents is really important to us and we are enormously committed to their well-being and 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 2014, 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.



9. Customer satisfaction – what are our residents telling us?

Cost and Creativity ●●

	2014/15	2013/14	Year on Year Trend	Benchmarking Quartile	Upper Quartile	2015/16 Target
Tenants satisfied with landlord services overall	82.50%	86.5%	▼	Lower	89.4%	92.0%
Tenants satisfied that their views are taken into account	74.40%	75.9%	▼	Upper	73.2%	81.0%
Tenants satisfied with complaints handling	78.30%	53.3%	▲	Upper	66.8%	78.0%
Tenants satisfied with complaints outcome	82.60%	60.0%	▲	Upper	79.2%	78.0%
Tenants satisfied with estate services	81.10%	82.5%	▼	Lower	90.0%	90.7%
Tenants satisfied that estate services are value for money	80.60%	71.3%	▲	Lower	89.1%	89.2%

- Our annual year on year measures of customer satisfaction are giving us a mixed picture that we are improving in some areas but need to do better in others.
- These outcomes are mirrored in the 2014 STAR survey which has shown an increase in nine measures (four General Needs, three for Leaseholders, two for Sheltered) and a decrease in eight (two General Needs, two for Leaseholders, four for Sheltered) in comparison to equivalent questions and tenures in 2010.
- In comparison with HouseMark STAR benchmarks Rosebery is upper quartile for one measure, median for 13 and lower for six as per the table below.

	General Needs		Leaseholders		Sheltered	
	2014	Change vs 2010	2014	Change vs 2010	2014	Change vs 2010
Overall satisfaction	87%	+7%	63%	+4%	87%	-10%
Quality of home	80%	-2%	76%	N/A	88%	-7%
Neighbourhood as a place to live	77%	-1%	68%	-10%	89%	-4%
Value for money of rent	78%	+7%	N/A	N/A	90%	+2%
Value for money of service charge	64%	N/A	38%	+4%	80%	N/A
Repairs and maintenance	80%	+3%	39%	-18%	81%	-14%
Listens to views and acts on them (NB – question in 2010 was Satisfaction views taken into account)	64%	+14%	40%	+6%	66%	+2%

Colour representing STAR benchmark quartile:

Upper ■
 Median ■
 Lower ■

- Picking up on the level of 'Overall satisfaction' in Sheltered accommodation, as shown above, we explored this and learned that it's the small and seemingly insignificant things that make a difference with our residents. So we have instigated a number of initiatives designed to improve the customer experience.
- Following on from the STAR survey, a service improvement plan (see Section 19 Targets 2015/16) has been developed with four key strategic themes of:
 - Putting the Customer First;
 - Getting things Right first Time Every time;
 - Telling people what we do and making sure we do it;
 - Listening to our residents and acting on their feedback.
- Our residents were unhappy with our major works performance in 2013/14 so we listened to their concerns and invited residents to work with us to improve the 2014/15 programme.
- All major works were retendered for 2014/15 producing improved value for money in the component replacement costs and allowing for us to set increased expectations in regard to customer service. Other than the replacement doors programme, all other projects have delivered improved customer satisfaction.

Works programme	Customer satisfaction 2014/15	Customer satisfaction 2013/14	Trend
Kitchens	98.4%	90%	▲
Bathrooms	98.7%	80%	▲
Doors	98.6%	100%	▼
External cyclical	97.3%	90%	▲
Electrical testing	99%	N/A	N/A

Focus on services

10. Repairs and maintenance – how are we doing?

Cost ●

In the Status survey in 2010, 72% of our residents prioritised this as the most important service we provide. This question wasn't included in the 2014 STAR survey but sector research tells us that repairs and maintenance continues to be the primary driver for overall satisfaction.

	2014/15	2013/14	Year on Year Trend	Benchmarking quartile	Upper quartile	2015/16 Target
Average direct cost per responsive repair	£133	£133	◀▶		£102	£162
Responsive repairs ave direct cost per property	£435	£440	▲	Lower	315.56	£565
Average number of responsive repairs per property	3.27	3.30	▼	Upper	2.96	3.49
Average cost per Void	£3,837	£3,217	▼		£1,705	£3,032
Voids average direct cost per property	£266	£278	▼		£108(*)	£269
% of properties with a valid gas safety certificate	100.0%	100.0%	◀▶	Upper	100.0%	100.0%
% of repairs completed first time	72.4%	98.4%	▼	Lower	93.7%	97.0%
Appointments kept as a % of appointments made	93.9%	99.8%	▼	Median	97.8%	99.0%
% of tenants satisfied with repairs and maintenance	86.0%	90.2%	▼	Lower	96.3%	92.0%

- **Repairs** – average cost per job for the year has stayed the same. Some increased costs were incurred at the beginning of year due to storm damage (fencing and guttering below the insurance excess) but these were offset by reducing the cost per job later in the year. The target for 2015/16 allows for a greater proportion of contractor overhead to be charged to the responsive repairs workstream due to another workstream being curtailed.
- **Voids** – average cost per void has increased for the year due to six major voids averaging £14k per property. The balance of the voids are at a level consistent with last year. Through tighter cost management we are aiming to reduce the average cost per void to £3k for 2015/16.
- During 2014/15 a programme of External Wall Insulation (EWI) was completed on 16 properties. Rosebery worked with a green deal supplier to utilise the Government incentives and on this occasion we were successful in gaining £90,000 funding for this scheme. The EWI will on average save the residents £235 per annum on their fuel bills and, from feedback from the residents, has made the homes warmer. The properties completed will not need any decorations or major works for at least 15 years, which will be a saving of up to £104k for the organisation.
- As part of the planned works programmes in 2014/15, 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 but increased resident satisfaction, as we are completing all works in one programme.

REPAIRS

72%



OF RESIDENTS PRIORITISED THIS AS
THE MOST IMPORTANT SERVICE

PLANNED WORKS

SAVING OF **£0.7m**
IN 2014/15



EXTERNAL WALL INSULATION
(EWI) COMPLETED ON **16**
PROPERTIES



AVERAGE SAVING OF
£235 PER ANNUM
ON RESIDENTS' FUEL BILLS

- Working with our incumbent gas servicing contractor instead of the manufacturer for works to our small number of air source heat pumps brought average call-out costs down by two-thirds, saving £148 per visit.
- Asbestos removal costs for boiler installations were halved by approaching alternative suppliers, saving £669 and £468 respectively on two installations.
- Driving down costs through procurement:

Planned works cost trend comparison for 2013/14 to 2014/15, (costs include VAT). This has resulted in a total saving of £0.7m in 2014/15

Component savings					
	2014/15	2013/14	saving	Vol 14/15	14/15 saving
Kitchen	4,312	11,250	6,938	62	430,156
Bathroom	3,421	7,166	3,745	49	183,505
Doors	989	1,639	650	152	98,800
					712,461

11. Anti-Social Behaviour (ASB) – service review and outcomes

Cost and Creativity ●●

- The final recommendations arising from the Residents Panel review of ASB management were implemented during the year. This means that 24 of 27 recommendations have been fully implemented with the Panel agreeing that three recommendations were not practical to implement.
- In November 2013 the Neighbourhood Team produced an internal operational ASB Improvement Plan with 15 actions. Four of these are ongoing but the remaining 11 have all been completed.

	2014/15	2013/14	Year on Year Trend	Benchmarking quartile	Upper quartile	2015/16 Target
% of residents satisfied with the way their ASB complaint was dealt with	76.5%	55.8%	▲	Lower	81.5%	82.0%
% of residents satisfied with the outcome of their ASB complaint	76.5%	55.8%	▲	Lower	81.5%	87.0%
% of resolved cases	94.1%	98.0%	▼	Median	95.5%	99.7%

- For the second consecutive year, there has been an improvement in satisfaction with both the way ASB was dealt with and the outcome of the complaint.
- There has been a reduction in the number of cases of ASB reported during the year to 59 (2013/14 – 174) of which 21 remained as open cases at year end. The most common cause of ASB is noise at 51%, followed by conduct, coming under the classification of 'Verbal abuse/harassment/intimidation/threatening behaviour', accounting for 27% of new cases.
- During the year Rosebery negotiated a new service level agreement and funding arrangement with Mid-Surrey Mediation Service (MSMS) which comes into effect on 1 April 2015. MSMS engages with all cases referred by Rosebery to provide mediation. Under the terms of the service level agreement, MSMS will provide progress and status reports in respect of referred cases and feedback on closed cases and statistical summaries and annual summaries of activity.
- We are members of an ASB user group created to share best practice and learn from each other.
- Sound recording equipment has been used to deal successfully with three noise related issues in the year and also in demonstrating where there was no noise being generated in a noise-nuisance complaint.
- We made use of our own CCTV in proving that there was no ASB taking place in responding to another complaint.
- We are members of the Community Safety Partnership in Epsom & Ewell and have built our relationships with the Borough, Surrey Police and other agencies such as Social Services.

A case study demonstrating the value of these partnerships and close working relationships with other agencies is included in the Appendix.

SAVINGS

THEY ALL ADD UP
SAVINGS LOG



Savings

12. VfM Savings – embedding the culture

Cost ●

- 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.
- Savings Log: £56k savings
 - a) £10k: Inhouse management of recruitment process for new Board members;
 - b) £11k: Reduced office running costs (cleaning and security) resulting from move to new office;
 - c) £24k: Negotiated reduced recruitment fees down from c30% to c15%;
 - d) £11k: Other.
- VfM investment. Delivering VfM gains has allowed for the following investment to be made while maintaining the overall strong financial performance.
- Additional investment in staff resource – the following roles have been included within the Business Plan:
 - A Compliance/Health and Safety technical resource in the Asset Management team to ensure we remain compliant and to provide additional mechanical and engineering services expertise;
 - A part-time Business Analyst. This role is required to ensure efficient data management and analysis relating to stock management updates for Keystone and the Portfolio Management module. Proactive asset management is a key element of delivering Value for Money;
 - An administrative support role to provide support for the Operations Director and Heads of Service. This role would also provide valuable resource for minute taking. This will improve productivity and the ability to meet deadlines.
- Major investment in IT has been included within the Business Plan to deliver further efficiencies and improved service to our customers. This includes:
 - Website redesign;
 - Customer relationship and document management software;
 - Stock condition and Asset Management software;
 - Digital inclusion projects for our residents;
 - Enabling remote working for staff.

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

Cost ●

- We base this analysis on the average Social Housing letting cost per unit. This information is derived from the Financial Statements (note 3 operating costs of social housing lettings) 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 £	2014/15	2013/14	Year on Year
Management (including overheads)	1356	1302	(54)
Services	323	368	45
Routine Maintenance	574	538	(36)
Planned maintenance/major repairs	457	544	87
Bad debts	13	17	4
Property lease and rent	92	92	–
Depreciation of housing properties	525	531	6
Impairment of housing properties	0	203	(203)
Average cost per unit	3,340	3,594	254
Less exceptional cost re dilapidations	(29)	(56)	
Less exceptional cost re merger	–	(74)	
Less exceptional cost re impairment	–	(203)	
Adjusted average cost per unit	3,311	3,261	50
Average cost per unit 2011 – (HCA July 2012 – Understanding unit costs of providers – Table 1)		2,857	

In 2012, the Homes and Communities Agency (HCA) produced an analysis of housing providers' 2011 costs. This showed that the Social Housing lettings net cost per unit was £2,857. This figure excluded depreciation of properties, impairment and lease costs. Adjusting our gross cost per unit (before deduction of exceptional costs) to provide a like for like comparison gives a cost per unit of £2,723, which is 4.7% lower than the average figure published by the HCA for 2011.

Arrears %

	2014/15	2013/14	Year on Year Trend	Benchmarking quartile	Upper quartile	2015/16 Target
Current General Needs (GN) and Housing for Older People (HfOP) arrears % of yearly rent debit	2.2%	2.3%	▲	Upper	3.12%	2.25%

The improved arrears management has resulted in a reduction in arrears of £16k. 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

	2014/15	2013/14	Year on Year Trend	Benchmarking quartile	Upper quartile	2015/16 Target
Average GN void turnaround time (days)	20.4	13.8	▼	Median	18.68 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 ('void loss'). There has been an increase in the void turnaround time in 2014/15 of 6.6 days due to issues with the contractor providing that service. Additional contractors have been resourced and we are seeing a downward trend in the number of days in the last quarter. The 2015/16 target is to get back below 15 calendar days. The total void loss in the year of £181k represents 1.2% of the gross rent which, although below Rosebery targets, compares favourably with the sector average of 1.8% per the 2014 Global Accounts of Housing Providers, as published by the regulator.

14. Overall financial performance

Cost ●

Operating and net surplus.

Detailed below is our overall year on year financial performance. This shows a year on year improvement in operating and net surplus, both in absolute terms and in percentage terms. The format differs slightly from the annual Financial Statements in that sales and impairment of assets are shown below operating surplus, which then clearly represents the return from the underlying business.

Income and Expenditure Account £m		
	2014/15	2013/14
Income	15.8	15.5
Expenditure	(9.9)	(9.9)
Operating surplus	5.9	5.6
	37.3%	36.1%
Interest	(3.1)	(3.3)
Impairment		(0.5)
Profit on sales (First Tranche Sales [FTS], Right to Buy [RTB], Asset Management sales)	1.3	0.4
Net surplus	4.1	2.2
	25.9%	14.6%

The strength of our operating surplus is demonstrated by benchmarking against the 2014 Global Accounts* published by the Regulator, which shows an average of 26.5% compared to the Rosebery 37.3%.

Within Placeshapers**, Rosebery has an upper quartile Operating surplus per unit for 2013/14 ranking us twenty-fourth out of 114 associations within the group.

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 202% compares more than favourably to the sector average per the 2014 Global Accounts of 154%.

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 62.3% compares favourably to the sector average per the 2014 Global Accounts of 93.8%.

* 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 £34,986 (this recognises Shared Ownership units as only half a unit. If Shared Ownership units were recognised as full units then the net debt per unit would be £33,200) is higher than the sector average per the 2014 Global Accounts of £22,474. 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 Board's current policy to manage interest rate risk is by maintaining between 70% and 90% of the borrowings at a fixed rate of interest. The effective interest rate for 2014/15 was 3.7% compared to 4.7% sector average per the 2014 Global Accounts. As at 31 March 2015 the percentage of borrowings at fixed interest rates was 72% (compared to 67% sector average per the 2014 Global Accounts).

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

15. Staff investment

People ●

Rosebery is an organisation with a strong commitment to the well-being of its employees. Our People Strategy is the foundation of our 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.

- We continue to operate as an 'Investors in People' (IIP) Gold member, a level of accreditation that reflects Rosebery's ongoing commitment to our people. We have also been awarded 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.

16. Performance vs Targets for 2014/15

Target	Outcome
Development: <ul style="list-style-type: none"> • Deliver a further 20 Shared Ownership and 7 General Needs units at Noble Park; • Generate £1.6m of First Tranche sales from the 20 Shared Ownership units at Noble Park; • Deliver 31 Temporary Accommodation units (see Temporary Accommodation portfolio review below). 	<ul style="list-style-type: none"> • 20 Shared Ownership and 7 General Needs units at Noble Park delivered in February 2015; • £2.0m of First Tranche sales from the 20 Shared Ownership units at Noble Park; • Phase 1-9 units delivered in March 2015. Phase 2-24 units delivered in June 2015 (see Temporary Accommodation portfolio review below).
Secure new office accommodation – generate c£0.5m savings over the next 5 years – £0.1m in 2014/15.	New office accommodation secured – savings of £0.1m in 2014/15.
Component procurement – savings are achieved to generate a saving of £1.0m over the next 5 years – £0.1m in 2014/15.	£0.7m savings has been achieved on component procurement in 2014/15.
Service charges – to ensure that this is a more ‘system’ driven process, reducing risk surrounding spreadsheet application and reliance on key individuals and increasing overall efficiency.	Opus service charge software implemented. Estimates for 2015/16 service charges produced using new software. Phase 2 to interface with Accounting system will be implemented in 2015/16.
Enhanced ‘e’ offering starting with a re-launched website and increased opportunities to request and receive services and information digitally. This includes the ability to pay rents online, view rent account and report a repair request. We see developing our digital offering as a major value for money driver in the coming years.	<p>We launched our new website in July 2014 offering increased accessibility and relevant information. In the year since our new site went live, in comparison to the preceding 12 months:</p> <ul style="list-style-type: none"> • Page views up 3.2%; • Average session duration up 15%; • Bounce rate down 2% and the ratio of new to returning visitors is 60:40. <p>Our digital strategy for 2015/16 aims to increase the number of customer accessing services via the web, to reduce direct person to person transactions, by 6,000 per annum.</p>
<p>Customer service transformation project – Investment in additional resources in 2014/15 is linked to the targeted improvement in the following Key Customer Satisfaction Indicators. The expected improvement in these is set out in the table below:</p> <ul style="list-style-type: none"> • Customer satisfaction with landlord service overall: 92%; • Customer satisfaction with complaints handling: 78%; • Customer satisfaction with ASB handling: 82%. 	<p>At the same time as our investment and training in customer service internally we experienced a drop in the quality and first time fix performance of our repairs service, which has impacted negatively on overall satisfaction.</p> <ul style="list-style-type: none"> • Customer satisfaction with landlord service overall: 82.5% • Customer satisfaction with complaints handling: 78.3% • Customer satisfaction with ASB handling: 76.5%

Target	Outcome
<p>Review of Temporary Accommodation property portfolio. We currently have 164 Temporary Accommodation properties of which we own 103 and manage 61 on behalf of others. Of the 103 we own, some are in high value town centre locations and are not of the quality we would wish. We will be evaluating all options available to maximise supply and quality of Temporary Accommodation while also maximising financial return.</p> <ul style="list-style-type: none"> • We're aiming to generate c£1.6m over the next two years from the sale of two high value low quality schemes; • Doubling the number of units currently provided by those two schemes via re-provision on an existing currently non-utilised site. 	<ul style="list-style-type: none"> • In 2015/16 we are aiming to complete the sale of the two schemes generating £1.7m; • This is via the new Temporary Accommodation (TA) scheme at West Hill Court (see Appendix 2 for case study) providing 33 units as compared to the two schemes total of 15 units – an increase of 18 units.
<p>Review cost drivers and alternate cost models and delivery methods for the repairs and maintenance service.</p>	<p>The Board will continue to review all options to ensure the optimum delivery of the repairs and maintenance service.</p>

17. Targets for 2015/16

- Service delivery
 - Review delivery options for IT infrastructure support.
- Development of new homes
 - Deliver phase 2 at West Hill Court – 24 Temporary Accommodation (TA) units;
 - Secure 2 new sites.
- Increase overall customer satisfaction – Target 92% by Q4 2015/16
 - 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.
- Stock management
 - Complete TA review;
 - Implement Planned Maintenance (PLM) and portfolio management modules;
 - Achieve 20% conversion of General Needs voids to Affordable Rent.
- Digital strategy
 - Implement mobile working for staff;
 - Improve our 'e' offering to residents – improve accessibility.
- Complete refinancing exercise – double development capacity.

18. Impact of the July 2015 budget on the housing sector

In the Budget announcement on 8 July 2015 there were several announcements which have a significant effect on the Housing sector and the long-term financial model. The previous ten year agreement for rent increases of CPI +1% has been revoked. For the four year period 2016/17 to 2019/20 there is to be a 1% pa reduction in rents.

There were several changes to benefits including a reduction in the cap from £26k per annum to £20k per annum.

Due to the significant impact of these changes the Board has reviewed an updated Business Plan reflecting the impact of these changes. This demonstrates that Rosebery continues to be financially viable in the new economic environment.



Appendix

Case studies

Case study: Resident Panel



The value of giving our whole resident community a strong voice and an effective channel for their views.

Context

We launched the Resident Panel to strengthen our community engagement and provide residents with an effective way of bringing about positive change. Our Panel members bring a variety of skills and relevant experience. Most importantly, they see things from a resident's perspective and are able to highlight issues that are based on first hand experience. They can focus on what's important to residents, helping us to introduce changes that will benefit everyone. The Resident Panel gives residents the opportunity to help shape our services and make sure we're meeting the needs and expectations of all our residents. It's a chance for residents to have their say, to bring about positive change and also to explore a range of training opportunities.



Action

The Resident Panel has completed a total of six service reviews since its launch and these include some of the following calls for improvements in a number of key areas: Customer contact: increased access to digital information, improved written communication, the launch of our new website, an interactive tenant handbook, My Rosebery introduction, smart phones for front line staff; Repairs: greater scrutiny of repairs contract, ensuring complaint outcomes and any expressions of dissatisfaction are reviewed for every month; Ant-Social Behaviour (ASB): improved access and availability of ASB information and guidance, as well as focusing on improved policy and procedure and the introduction of a new vulnerability matrix. Voids: improved forms, procedures and communication relating to void properties. This includes ensuring that transfers are prevented if a property is not left in a reasonable condition, as well as implementing a new 'settling in' visit and checklist. We also introduced a full tenancy audit and created a new post. Service charges: a new service charge module was introduced to improve consistency and more accurate

information for our customers and improved correspondence with them. As a result of the Panel's commitment to improving the service for our customers, it was shortlisted as a finalist for the TPAS Awards 2014, under the category of 'Excellence in tenant led scrutiny'.

Value

As a result of the above reviews, there have been over 200 recommendations made for improvements. The Panel delivers value by providing feedback on our processes and performance; gathering and channelling the views of our residents; highlighting the things we could change and the things we do well; reviewing major service areas with recommendations for how they can be improved; and developing effective links with the board and senior management, while holding us to account for what we say we will do and strengthening our accountability. The value the Panel brings is evident in the positive change and improvements that we have been able to introduce as a direct result of their efforts and influence – *you said, so we did.*

Benefits of our listening approach



Case study: West Hill Court refurbishment



The value of our innovative, flexible approach to disposal and refurbishment, converting the value of old sites into a net gain of contemporary accommodation.

Context

West Hill Court was a decommissioned sheltered housing scheme comprising 30 self-contained units, a small office and a three-bedroom house for the scheme warden.

In 2009, Rosebery obtained planning consent to build a new scheme of 38 units on the site – a sheltered scheme with extra care places. However, the crises in the property and financial markets in 2008-09 forced us to reconsider this redevelopment and its disposal became the optimum value solution. Agreements from the local authority to remove the restrictive covenants and permission to sell were not achieved, which stalled any progress on disposal, so the scheme was effectively mothballed for five years.



Action

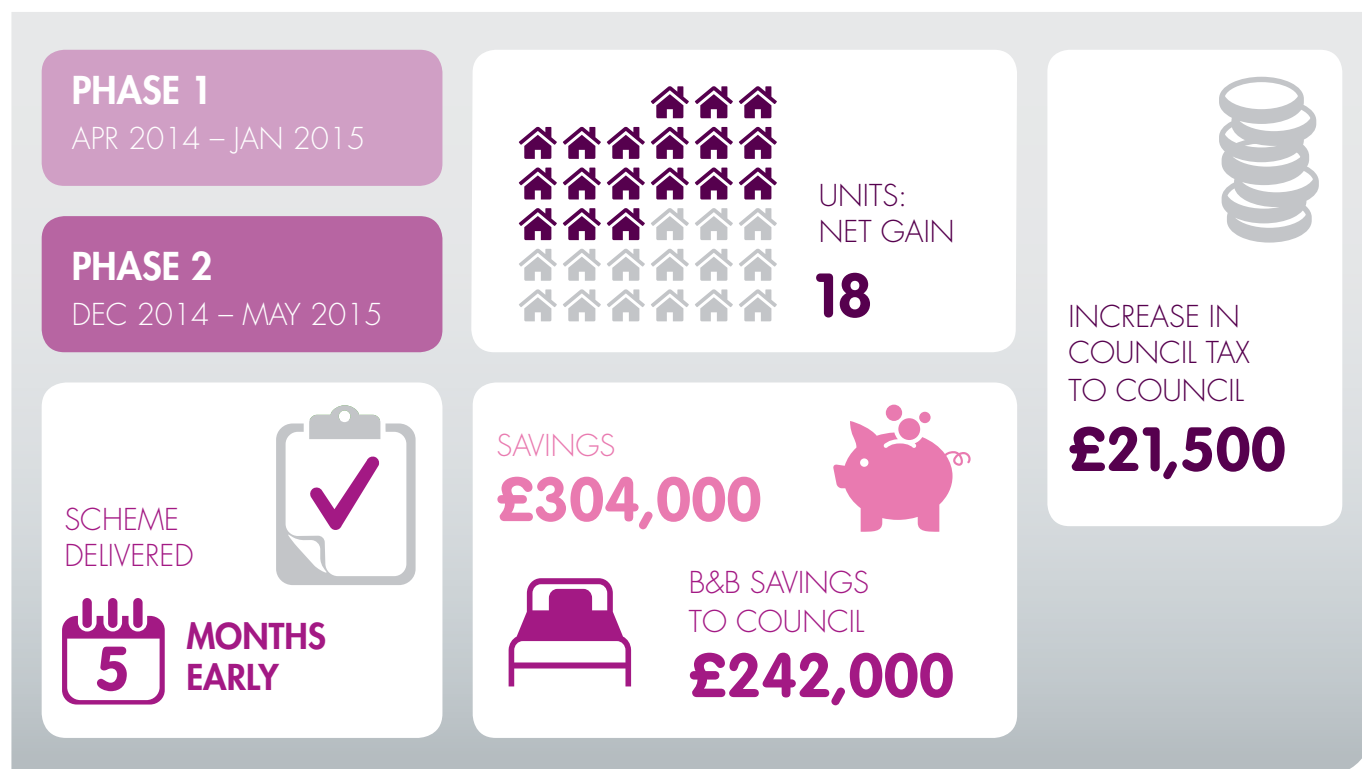
In 2014 we decided to go ahead with the conversion, to form 31 units for temporary accommodation at a total cost of £1.9m, with a proposed start in Oct 2014 and completion in Oct 2015. We made a parallel proposal to Epsom & Ewell Borough Council (EEBC) to dispose of our old Berridale and Bankside sites, using the proceeds to fund the refurbishment of West Hill and invest in new homes. The scheme at West Hill would result in a net gain of 16 temporary housing units to the Borough, all offering a much higher standard of accommodation. A special meeting of the Council agreed the two disposals and our reinvestment plan. We decided to manage the refurbishment scheme in-house, utilising specialist consultant advice, rather than employing consultants to manage the entire process. Our approach was to separate the scheme into two phases enabling all investigatory and preparatory work to get underway while the detailed works specification was being developed. This flexibility allowed phase one to start in Aug 2014 and complete in Jan 2015, with phase two starting in Dec 2014 and completing, five months early, in May 2015. We also saw an opportunity to reconfigure an office and communal area to form two additional units in phase two, bringing the total to 33.

Value

All units and communal facilities are to a high standard, with Wi-Fi and a laundry included in the rent. The scheme includes a safe garden area for children and is adjacent to a park. A small area has been retained as an on-site office for management surgeries and is also available for third sector organisations to provide, for example, employment and training advice. The accommodation is within 10 minutes' walk of Epsom town centre.

Our refurbishment of West Hill delivered a net gain of 18 units to Epsom & Ewell, saving them approximately £242,000 against B&B costs. The development consultants' original proposal for a refurbishment scheme with on-costs amounted to £1.9m. In-house management has delivered the scheme at just under £1.6m, increasing the number of units by two and delivering the scheme five months earlier than projected. Where consultants were engaged, fees were negotiated to 7%. VAT savings were realised reducing the VAT rate to 5% for works and fees.

Benefits of our flexible approach



Case study: Anti-Social Behaviour



The value of collaboration and partnership with the local police in addressing Anti-Social Behaviour (ASB) in the neighbourhood.

Context

One of our Neighbourhood Officers received reports that a tenant in Hollymoor Lane, Epsom, was the cause of a large number of complaints. The individual at the centre of the case had some capacity and support issues and had let several undesirable visitors into his flat. They were calling up to his flat during the early hours of the morning, waking other tenants, leaving the back exit door open to allow access to these visitors and keeping dogs at the property without permission, all of which was causing a nuisance to his neighbours in the block. The residents requested the installation of CCTV surveillance and an overhaul of security, which would have been costly for Rosebery Housing Association to undertake.

Action

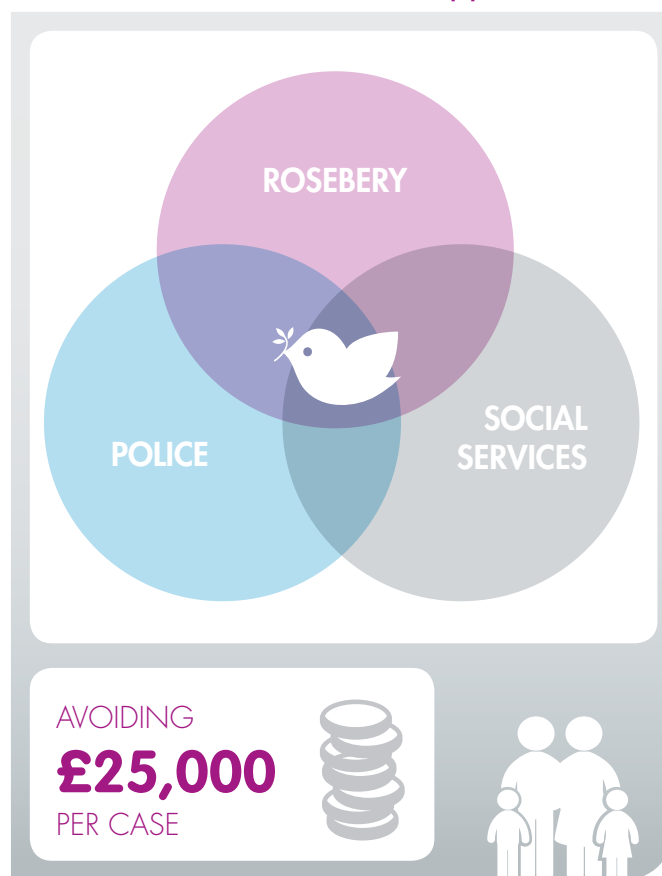
Our Neighbourhood Officer worked in partnership with the local police and asked them to increase their patrols in the area. The police responded positively, they visited the tenant in question and they discouraged visitors by making them aware of their presence. The Neighbourhood Officer and police also worked with social services, asking their support teams to increase their efforts to curb the tenant's behaviour. All of this collaboration proved effective and achieved the desired outcome, the ASB issue was resolved and, importantly, the team avoided costly remedial action and legal fees. All of the above is in stark contrast to a similar case three years earlier but one that resulted in eviction. It involved a single female tenant who was allowing undesirable visitors to enter the property,

there were illegal activities taking place and Rosebery was receiving a high number of calls. We were in contact with the police but their focus was on formal tenancy action. The case took over a year, the neighbourhood officer had to prepare 42 separate pieces of evidence from police reports and take nine separate witness statements. The trial took two days and our legal costs were over £15,000. The void cost after eviction was £5,123.82 and the estimated total cost of the case was in excess of £25,000.

Value

The first of these examples shows the benefit and value of our collaborative approach to problem solving. Having learned lessons from the earlier case, we were determined to resolve the matter with minimal disruption. We did this by working closely with our counterparts in the police and social services, generating valuable goodwill with these organisations which will benefit all parties in the future. This heightened level of collaboration has had an enormous impact on our working relationships with external partners and has impacted positively on our ASB figures and response targets, reducing the amount of time we spend on these disputes and increasing our productivity elsewhere. Crucially, we are able to avoid wasting potentially £25,000 in resolving such individual cases.

Benefits of our collaborative approach



Case study: Focus on staff well-being

Making a positive difference



The value of providing staff with training and a positive working environment to support their performance and well-being.

Context

Rosebery is an organisation with a strong commitment to the well-being of its employees. Our People Strategy is the foundation of our approach and it drives our commitment to find the right people for the right roles. It's a holistic strategy that embraces the health and well-being of our staff and it is one of our four corporate objectives: to develop our people to deliver our potential. We are committed to providing training programmes that support individuals and their development needs and we have a comprehensive training agenda in place. However, we are equally committed to making Rosebery a great place to work and we strive constantly to make this a thriving environment where people want to achieve their potential.

Action

We undertook a wide range of individual training programmes for our employees. Our training is delivered by trusted providers, ensuring the maximum benefit to staff, who we encourage to embark on further training and development, in line with their roles. The working environment is a critically important part of our commitment to our employees. Focusing on staff well-being, we have introduced a range of 'lifestyle' benefits designed to make every day in the office an enjoyable experience for our staff. Individually, these initiatives may seem insignificant but we believe that their cumulative benefit has a real, positive impact on staff well-being.

We offer subsidised membership of a modern leisure centre 100 metres from our office, with gym and pool facilities available to all members of staff. The centre offers advice to individuals on their fitness levels and exercise routines. We also offer childcare vouchers to support those staff members with young families.

Value

Providing training is a significant commitment but we have focused on delivering value through the highest quality programmes at the lowest possible cost. Inevitably, we achieved this through careful planning and skilful negotiation with a range of established providers. We delivered 230 individual modules of staff training at a total cost of £15,034.75 which equates to a very competitive cost per person of £65.37. Training for two Board members was also provided at a cost of £525.00, or a cost per unit of £262.50.

Benefits of our holistic approach



Feedback

We really value feedback from our stakeholders. Please feel free to share your comments with us about this VfM review.

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