

VALUE FOR MONEY: SELF-ASSESSMENT

YEAR ENDED 31 MARCH 2020

Delivering value



Contents

The purpose of this document	4	Resident safety	27
Who we are and what we do	4	Reinvesting in our assets	27
How we spent our money in 2019/20	6	Customer satisfaction	28
Our commitment to VfM	7	Resident engagement	29
Value for Money (VfM) scorecard	8	Virtual Scrutiny Panel	29
		Our Mystery Shoppers	30
Value for Money highlights	10	Measuring our impact	32
Working through this together	10		
Digital transformation – changing the way we work	13	Supporting our staff	33
Self-service portals	15	CIPHR	34
Homes	16	Environmentally friendly offices	35
Rosebank	16	Waste and recycling	35
Maritime Court	17	Making the most of our talents	36
Ormonde Avenue	18	Developing our leadership capacity	36
		Investors in People	36
Management of our homes	20	Performance against key strategic VfM priorities 2019/20	37
Our environmental approach to our properties	21	VfM targets for 2020/21	38
Doing the right things	22	Digital transaction targets	41
Rosebery Repairs	22	Financial performance	42
Our in-house Voids team	24	The way forward	43
Rent arrears and void turnaround time	24		
NICEIC accreditation	25		

The purpose of this document

As a charitable registered society, Value for Money (VfM) is extremely important to Rosebery Housing Association because we don't have an unlimited pot of money but we do have an overwhelming demand for our services. This document is intended to provide an overview of how we:

- focus resources on our objectives to bring value to the communities we work with
- manage our costs to maximise the resources available
- identify and implement improvements in the way we work

Who we are and what we do

Rosebery Housing Association was formed in 1994 and today owns more than 2,770 affordable homes across Surrey and West Sussex, ranging from one-bedroom flats to four-bedroom family homes. We are a charitable registered society committed to providing good quality homes and services. The focus of our property portfolio is in Epsom and Ewell, where we own most of the affordable 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.

Our objectives are:



CHOICE

TO PROVIDE A RANGE OF AFFORDABLE, QUALITY HOMES



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

In recent years, we have shifted our focus towards greater self-sufficiency in the way we provide some of our key services, in order to deliver the standards of quality that are core to our business. This meant taking more direct control of our operations to improve quality and efficiency. It led to the creation of our Rosebery Repairs business and was the rationale for increasing our investment in staff to support residents, in order to optimise their income and maintain their tenancies. These are the services that we know are important to them.

Our strategic approach has provided us with solid foundations on which to build a resilient business and create the capacity to deliver more affordable homes.

We continue to manage the challenges in our operating environment, including:

- The massive impact of COVID-19 and its implications for the UK, our business and our people
- Continued uncertainty surrounding Brexit and the ongoing negotiations with Europe
- High land prices that prevail in our area of operation
- The continued impact of welfare reforms on low- and middle-income earners

*Delivering 250 homes
over 5 years*

Towards the end of 2019/20, the world was plunged into a crisis unprecedented in modern times. COVID-19 has had a devastating impact on the world and has in some way affected every sector and every business.

Rosebery is a resourceful organisation, we have always made sure we had a robust Business continuity plan and Incident and emergency plan in place, in the event of a potentially catastrophic event. Those precautions and a series of planned trial runs have proved their value in the onset of COVID-19 and have ensured that we were able to continue to operate throughout the crisis.

We are resilient and remain strong and determined in the face of this pandemic. Our number one priority throughout this crisis has been the health and well-being of our staff, our residents and our business partners.

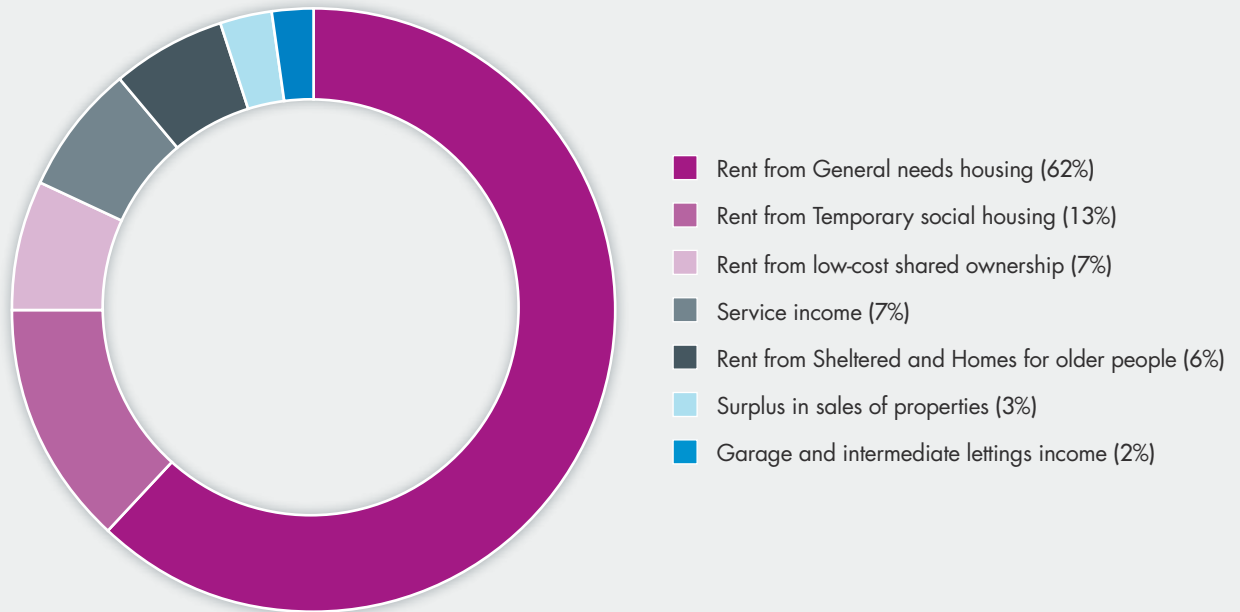
We will weather this storm, we will survive and grow our capability, and we will continue to support our residents and contribute to the overall supply and development of new affordable homes.



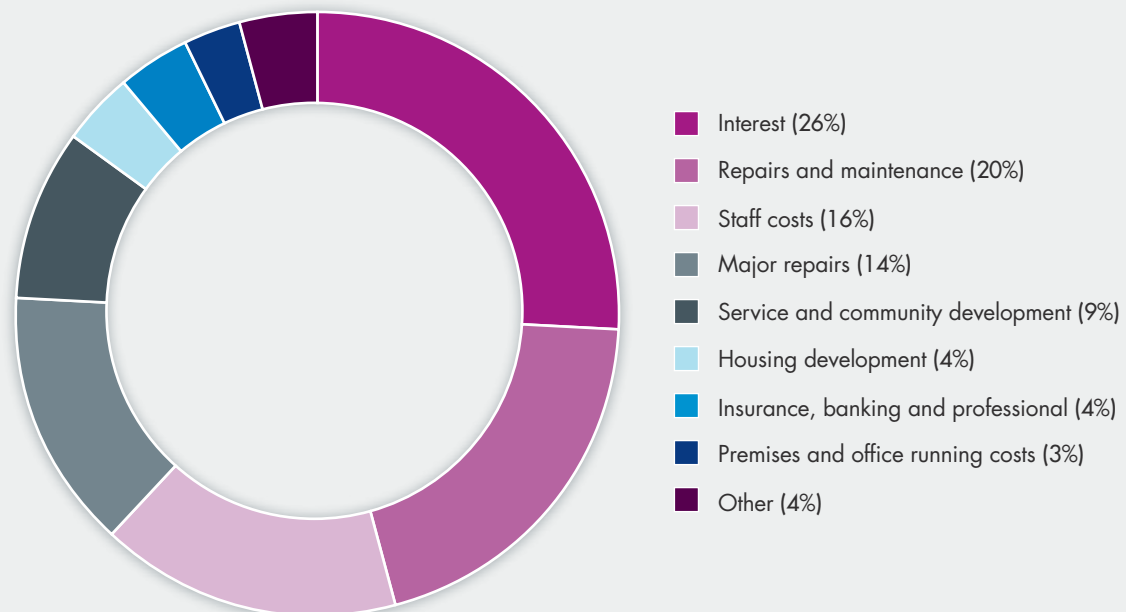
How we spent our money in 2019/20

The charts below show where our money came from during the year and how we spent our funds.

Our income



Our expenditure



Our commitment to VfM

Our commitment to the principle of Value for Money means managing our resources economically, efficiently and effectively to provide quality services and homes.

As defined by our annual VfM strategy and linking to our Corporate plan, we set ourselves financial targets for operating efficiency, including operating margins and keeping costs per unit under scrutiny. But it is much more than a financial calculation, our strategy delivers in four areas: financial/efficiency targets, quality of service; social impact; and environmental impact.

As a provider of affordable housing and a business of social purpose, delivering VfM is not purely financial. Put simply, it is business efficiency and is centred around the social value that we deliver to the community.

As an employer, we provide VfM by offering our staff a great place to work and the opportunity to develop and achieve their, and our, potential. Rosebery is an organisation that invests in its people, providing training and knowledge to ensure customer excellence and enhance their personal development.

VfM is at the heart of everything we do; we measure it in the context of meeting our objectives and we aim to fulfil our objectives by implementing the strategic direction set out in our Corporate Plan.



VfM Scorecard

Objectives	Performance Indicator	Actual 2019/20	Actual 2018/19	Bench-marking quartile	Trend	Target 2018/19	Target 2019/20	Target 2020/21
Choice quality homes	New homes delivered	0	11	–	✓	17	7	31
	Purchased homes for Temporary Accommodation	0	14	–	✓	8	5	N/A
	Homes meeting Decent Homes standard	100%	100%	–	↔	100%	100%	
	Average SAP rating	73.24	73.11	72.8	↔	74.0	73.4	73.4
Choice quality services	Current GN and HfOP arrears as percentage of yearly rent debit	2.22%	2.11%	3.36%	✓	<3.0%	<2.25%	<5.00%
	Average GN void turnaround (days)	12.41	9.76	10.39	✓	15 days	15 days	15 days
	Percentage of repairs right first time	95.23%	95.03%	89.46%	^	91%	91%	91%
	Appointments kept as percentage of appointments made	99.57%	99.60%	96.84%	✓	95%	95%	95%
	Percentage of dwellings with a valid gas safety certificate	100%	100%	100%	↔	100%	100%	100%
People	Average sick days per employee*	5.30	6.62	6.82	^	<3	<3	<3
Creativity and choice	Percentage of residents satisfied with overall service	85.83%	86.27%	85.5%	✓	92%	92%	90%
	Percentage of residents satisfied with repairs and maintenance	96.49%	95.32%	77.5%	^	92%	92%	92%
Financial	Operating surplus (social housing lettings)	34.96%	34.65%	*	✓	32%	34%	30%
	Return on Capital Employed	4.51%	4.33%	3.18%		4%	4%	3.85%
	EBITDA MRI interest cover	150%	153%	142.25%	✓	137%	140%	137%
	Social Housing cost per unit (adjusted for exceptional costs) calculated on unit numbers but excluding leasehold properties.	£4,101	£4,064	£4,891	^	£4,200	£4,100	£4,000

* Includes long term sickness

SAP – Standard Assessment Procedure

GN – General Needs

HfOP – Housing for Older People

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

^ Improved
↔ Maintained
✓ Declined

The percentage of 'Repairs right first time' rose, again, to 95.23%, well exceeding the benchmark of 89.46%.

For our measurement of 'Appointments kept as a percentage of appointments made' we maintained at a near-perfect 99.57%.

Residents' satisfaction with our Repairs and maintenance service rose just over a percentage point to 96.49%, compared with the previous year's 95.32%.

The average number of staff sickness days per employee fell to 5.3 days, an improvement on the previous year's 6.62 days and well below the benchmark of 6.82 days.

Repairs right first time

2019/20	95.23%
2018/19	95.03%
Benchmark	89.46%

Appointments kept as a percentage of appointments made

2019/20	99.57%
2018/19	99.60%
Benchmark	96.84%

Residents' satisfaction with repairs and maintenance service

2019/20	96.49%
2018/19	95.32%
Benchmark	77.50%



Value for Money highlights

One of our targets for 2019/20 was to complete seven new homes and also to start on site with 38 new homes. Both of these development targets were unfortunately missed due, in part, to planning issues and to the COVID-19 crisis which engulfed the sector and the world. We had been due to enter into a contract in March 2020 on a development scheme in Horley for 21 new units and we were in advanced negotiations on another development scheme of 14 units in Crawley. Exchange of contracts was put on hold due to COVID-19. However, we fully expect to finalise contracts in 2020/21.

Another key target for the year was to keep our (adjusted) social housing cost per unit figure to £4,100. We are pleased to report that the final figure for 2019/20 was £4,101, which represents a significant achievement.

We continue to move forward with our digitalisation projects including the launch of our new resident portal and contractor portal, both of which are now up and running. Our investment in digitalisation proved invaluable during the COVID-19 crisis and provided the platform for our remote working.

We continue to proactively encourage VfM savings and invest for future savings. We maintain a VfM log in a shared location which is available for all staff to update and evidence VFM savings. Staff are encouraged to challenge established methods of working in order to deliver greater efficiencies. We are pleased with our progress and the savings we have made. Some of these savings have been modest but, collectively, they reflect a mindset and a culture that embeds VfM in everything we do. In its simplest form, this is often just about working more efficiently and 'doing the right thing'.

We have a clear understanding of our residents' priorities, we know the issues that are important to them and we are pleased that our overall customer satisfaction levels remain good. Towards the end of the 2019/20 reporting period, HouseMark published their benchmarked reports on the COVID-19 crisis and we contributed regularly as a participating member.

Working through this together



At the onset of COVID-19, we developed and implemented a full crisis management action plan which delivered to our emergency planning and business continuity plans. Our Leadership team met regularly to review progress and implementation of the plan, agree actions in response to COVID-19 and address any strategic and operational issues.

Communication was a vital part of this activity and we targeted clear messaging at each of our key audiences, internal and external. In March 2020, we supported our operatives by providing clear guidance on keeping safe, observing personal hygiene rules and the proper use of Personal Protective Equipment (PPE). We also developed our newsletter, Community news, delivering advice and support to our residents under the collaborative theme of 'Working through this together'.

As our staff continued to work remotely, we carried out an employee online survey to understand what colleagues were feeling and experiencing during lockdown, how they were coping with this dramatic change and what they felt about the way forward. Their feedback was essential in helping us to plan the way ahead; it informed our thinking and provided the basis for our Remobilisation plan. Response to the survey was overwhelmingly positive, ensuring that everyone's voice was heard and listened to.





Digital transformation – changing the way we work

Changing the way we work is about harnessing technology to provide real, tangible advantages to our business, our staff and our resident community.

Our Digital transformation programme is delivering a step-change in the way we work, improving our efficiency, streamlining our operations, and stripping out and replacing systems and processes that no longer meet our needs.

The benefits to the business are significant and continue to transform the way we work. Digital transformation enables us to be more customer focused, responsive and efficient as a business. By continuing this transformation and changing the way we work we become more:

- Collaborative
- Customer focused
- Responsive
- Joined up

The major VfM projects in 2019/20 were part of our ongoing digital transformation strategy. These include:

- A new, improved resident portal where residents can view their account balances, report repairs and communicate with Rosebery teams.
- A contractor portal where our repairs contractors can be allocated works, inform us when the works have been completed and follow the process through to invoicing.
- Continued investment in mobile working, in general, to reduce paperwork and enable our staff to be more effective in their roles.
- Introduction of an online tenancy audit module.

We launched our resident portal and contractor portal in April and May 2019, respectively. Now fully up and running, the resident portal is a key development in our digital progress, enabling tenants to view their account balances in real time and report and track repairs. It also allows residents to communicate with Rosebery at a time that suits them, they are not restricted to normal office hours, and it enables them to have those conversations automatically recorded on the system.

Our contractor portal is now being used by virtually all of our contractors. It saves a great deal of administrative processing time, for our people and the contractor, and it reduces the volume of paperwork. Instead of raising an invoice for each works order, contractors are able to raise a single invoice for many jobs and those jobs are already recorded on the system.

We continue to work on improving mobile working for all staff which saves on paperwork. This proved invaluable when COVID-19 struck and meant that our staff were able to work effectively from the safety of their own homes.

All of these projects enable us to reduce our overall costs and also to provide an improved service which has enhanced our customers' perception of the VfM they receive from Rosebery.





Self-service portals

Resident portal

We launched My Rosebery, our resident portal, in May 2019. A one-stop-shop tenancy management hub, it enables our residents to manage their property, rent account and allows them to communicate with Rosebery at a time that suits them best. The features include:

- Viewing tenancy details and statements.
- Paying rent online.
- Updating and viewing personal details.
- Messaging Rosebery directly.
- Sending and receiving message updates from Rosebery.
- Reporting repairs and appointments booking.
- Viewing current and historic repairs to their property and block.

We launched My Rosebery to support our residents in their home and allow them to get in touch with us 24/7. The portal is accessible on any electronic devices with a browser. My Rosebery is a live 'window' on the state of each tenancy and allows staff to view the same information in real-time.

Contractor portal

My Contractor, our contractor portal was launched in May 2019. It streamlines job allocation and processing and simplifies the invoicing process with our contractors.

The portal is highly intuitive and easy to use. It's a new way of working with our contractors. It allows them to track, update and complete jobs, manage appointments, and invoice for completed works all in one place.

The portal saves our contractors time and reduces the administrative effort on Rosebery's part. It delivers greater efficiencies, notifies all parties using enhanced communication techniques as and when updates are made. Using less paper has a big impact on sustainability.

Our Contractor portal development has positively impacted our relationship with contractors, it delivers a smoother more transparent invoicing and payment process reducing the invoicing and payment timescale.

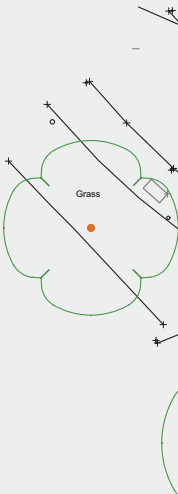
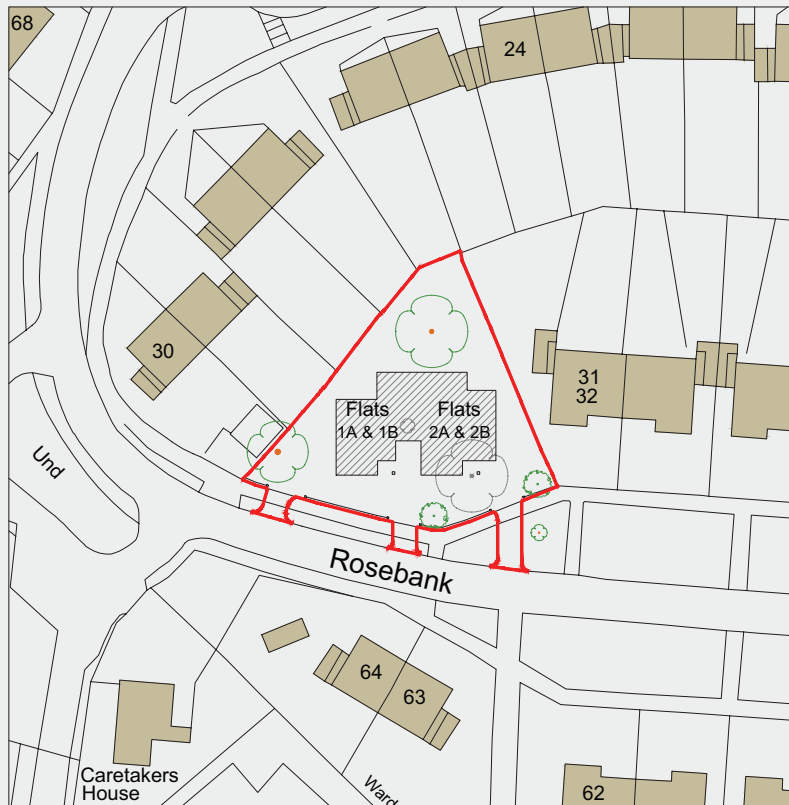
Through the implementation of these two portals we have increased our operating efficiency, saving significant amounts of processing time for both our own staff and also for our contractors..



Homes

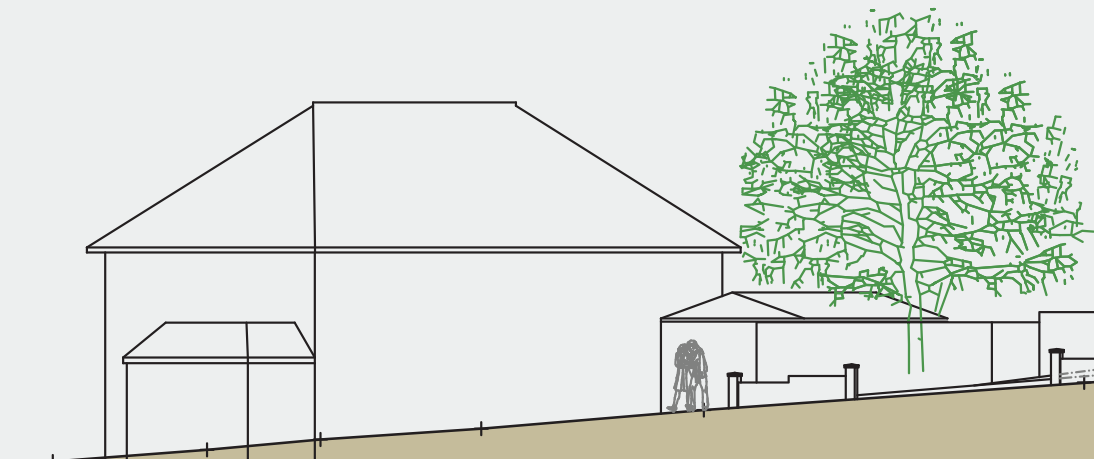
Our target for 2019/20 was to complete seven new homes and secure the acquisition of five street properties, as set out in our Business Plan.

In 2019/20, we began work on three sites, which will provide 11 new affordable homes in 2020/21.



Rosebank

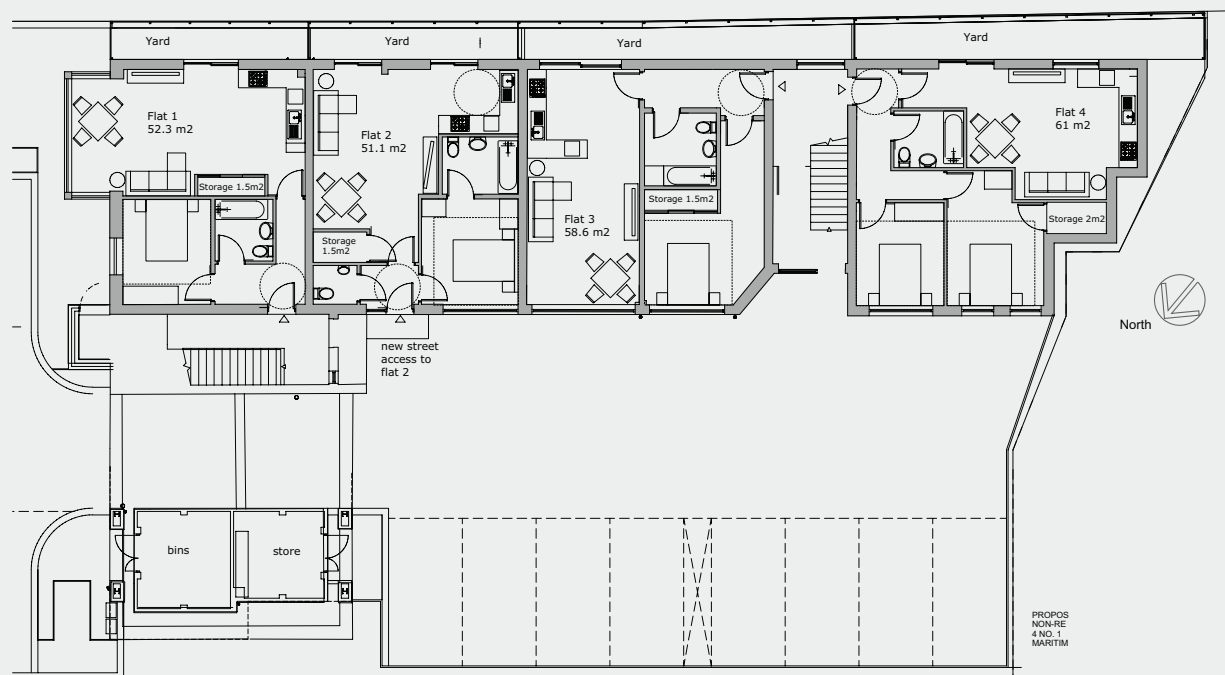
We have built four two-bedroom flats for general needs – affordable rent.





Maritime Court

We converted the ground floor of the Maritime Court office space into four general needs flats. There are three one-bedroom flats and one two-bedroom flat.



Ormonde Avenue

We began work on Ormonde Avenue, a former garage site, to provide three two-bedroom houses.



Management of our homes

Unit cost analysis £	2019/20	2018/19	2017/18	Sector average in 2018/19	Sector average in 2017/18
Management (including overheads)	1,687	1,634	1,450	1,045	1,016
Services	481	456	373	626	599
Routine Maintenance	1,286	1,354	1,199		
Planned maintenance/major repairs	940	740	787		
Total maintenance and major repairs	2,226	2,094	1,986	1,965	1,828
Other social housing cost per unit	93	94	427	481	477
Social Housing cost per Unit	4,487	4,278	4,656*	4,118	3,119
Social Housing cost per Unit (adjusted for exceptional items)	4,101	4,064	4,281	4,118	3,119



Note: Sector average figures taken from the Regulator report on VFM published January 2020 (it should be noted that there have been minor changes to previously published figures for 2017/18).

Our environmental approach to our properties

Ecological enhancements and renewable technologies

We are currently in a state of fuel poverty across the world and new fuels are being considered to help meet our demand. Hydrogen, a man made gas, is being reviewed as a replacement for natural gas by some leading manufactures who are currently trialling the new technologies.

- A total of 136 general need properties have already been provided with renewable energy equipment for heating and hot water services
- All common area bin stores are provided with recycling facilities
- Low energy lamps are provided at all new tenancy sign-ups and we are actively promoting energy efficiency
- All void properties are provided with heat deflectors behind radiators
- Our grounds maintenance and specialist environmental services company, Groundscapes, recycles our grass cuttings and vegetation. The compost is used as part fertiliser by local farm producers and is available free to staff and residents
- New build properties are provided with bike sheds to promote sustainable transport

Potential sustainable initiatives to reduce the overall carbon footprint of our stock in the future include the following:

- Actively engage with existing residents and provide information on energy efficiency products such as LED (light-emitting diode) lamps
- Promote water saving to our staff and residents
- Provide water storage butts to residents who have garden flowerbeds and use self-contained allotments
- Reduce the amount of printer paper and ink used within our office, in line with our digital transformation
- Approach our energy supplier for information on current government green deals on insulation and ecological enhanced heating and hot water facilities
- Promote the installation of energy smart meters within residents' homes
- Install A+ rated central heating services across all stock with a gas supply



renewable energy



recycling facilities



low-energy lighting



composting



bike sheds



water saving solutions

Doing the right things

Rosebery Repairs

Our Board's decision to establish Rosebery Repairs as an in-house provider was originally taken in order to control the quality and improve customer satisfaction in what is our key service. This venture has been an unqualified success and we continue to optimise what we have created, for the benefit of our residents. It is the quality of this service that is a priority for our residents, which makes it so important to us that we maintain an exceptional standard.

Rosebery Repairs has managed to consolidate and build on its success by continuing to provide a first-class repairs service to our customers in 2019/20.

During the year we renewed our fleet of leased vehicles with new energy efficient replacements, all vehicles were racked out to the specifications agreed with our operational staff.

We revamped our purchasing procedures, making sure all products were readily available for our operational team and reviewing the pricing structure with our supply chain. We also reviewed the volume of outsourced work, with a view to investing in equipment and utilising our operatives to carry out work that we have traditionally issued to contractors.

We purchased specialist gutter clearing equipment and these repairs are being carried out by our in-house team. This will reduce costs going out of the business and will provide a Vat saving to the organisation.

The above actions contributed to an outstanding 'repairs right first time' statistic of 95.23% for 2019/20.

'Appointments kept as percentage of appointments made' remained remarkably high at 99.57%, in line with the previous year.

As outlined in last year's report the intention for the year was to market the services we carry out to other organisations.

During 2019/2020 we have been carrying out emergency, out of hours, routine maintenance and planned/void work for the Epsom and Ewell Housing Association (EEHA). We have developed a very good working relationship and were recently successful in being awarded a contract to refurbish five of EEHA's properties in Epsom.

We have also received expressions of interest from other external parties and are currently planning accordingly. All surplus funds made from these ventures will be ploughed back into the business for the benefit of our residents.

With our residents at the forefront of everything we do, we are delighted that we have managed to increase the level of customer satisfaction from last year's 95.32% to 96.49% for 2019/20.

2019/20

Repairs right first time

95.23%

Appointments kept as percentage of appointments made

99.57%

Residents' satisfaction with repairs and maintenance service

96.49%



Our in-house Voids team

The success of launching our in-house repairs business, Rosebery Repairs, encouraged us to develop our own Voids repairs operation and the rationale and principles behind both were the same. Bringing these services under our roof has provided Rosebery with a much greater sense of self-sufficiency. It has enabled us to control the standards of quality and deliver the required levels of service, without relying on external contractors to carry out this work.

It worked for Rosebery Repairs and it is doing the same for our Voids repairs business. We launched our Voids repairs service in 2019 by

creating a small, agile in-house team to carry out all the electrical checks and repairs within our voids properties, including fully certificated electrical work. The new team was quickly formed and assimilated into the organisation, it has met all of its challenges and has underlined our growing self-sufficiency in another key part of our business.

2019/20 saw a total of 173 voids completed, with an average 6.17 days turnaround time for our contractor works. We achieved an overall key turnaround time of 12.4 days for minor voids.

Rent arrears and void turnaround time

	2019/20	2018/19	2017/18	Year on year trend	Bench-marking quartile	Upper quartile	2020/21
Current General Needs (GN) and Housing for Older People (HfOP) arrears percentage of yearly rent charges	2.22%	2.11	2.79%*	▼		1.99%	5.00%
Average GN void turnaround time (days)	12.41	9.76	10.85	▼		17.09	15.00

The target for 2019/20 rent arrears took account of the potential impact of the rollout of Universal Credit, the target for 2020/21 has been increased significantly to take account of the anticipated rise in unemployment levels resulting from the COVID-19 pandemic, the lockdown and the expected impact on our residents income levels.

NICEIC accreditation

The National Inspection Council for Electrical Installation Contracting (NICEIC) is one of several organisations in the UK that regulate the training and work of electrical contractors. The organisation also offers Competent Person Schemes to oversee work in the electrical industry.

Electrical contractors are required to register to become approved contractors, meeting the NICEIC's specification of training. It's an important accreditation and many local authorities will only give work to electricians who have been through this approval process.

In 2019/20 Rosebery undertook the NICEIC assessment and emerged with full Approved Contractor Accreditation. This accreditation means that the organisation does not have to rely on third party contractors to carry out electrical work. Our accreditation opens the door for us to offer a wide range of services to a variety of potential clients, including private landlords, other housing associations, commercial organisations and even private home owners.

As was the case with Rosebery Repairs and, subsequently, our Voids repairs business, bringing this electrical capability in house means we can control the quality of this work for our clients and deliver outstanding value for money.

As of May 2019, Rosebery has the capability and the accreditation to deliver our electrical works internally.





Resident safety

Safety of our residents is a priority for Rosebery. We encourage all of our customers to check smoke alarms weekly and provide communication around white good recalls, general electrical safety around the home and have a five-year periodic test and inspection cycle on all electrical installations.

To ensure our homes are compliant with fire regulations, we carry out regular estate inspections and have a zero tolerance to items left in corridors and fly tipping.

We carry out regular fire risk assessments by our preferred supplier. Programmes completed in 2019/20 include new FD60 '60 minute' fire retardant doors across our portfolio with shared common areas and entrances. We are investing £1.6m in our fire door replacement programme, as set out in our 2019 Business Plan.

Reinvesting in our assets

All capital works programmes for 2019/20 were completed to budget.

A total of 107 boilers have been replaced against a budgeted 102 boilers.

We replaced 25 kitchens and 32 bathrooms, inclusive of electrical upgrades associated with the works.

The 2019/20 planned programmes were based on projections extracted from the stock condition survey data and also enhanced with local knowledge from the Rosebery teams.

Works programmes are finalised to maximise efficiency of delivery and minimise disruption for residents.

Reactive programmes are driven by resident demand. We carried out a procurement exercise to appoint contractors to deliver the planned maintenance works and ensure that value for money is being achieved.

The work programmes in 2019/20 delivered further energy efficiency to Norman Colyer Court, where all internal light fittings were upgraded to A+ rated LED motion sensor modules, the project has improved lighting lux levels when needed and reduced energy costs.

During the year, 363 periodic electrical test and inspections with minor repairs have been carried out and the average cost per property is £375.

2019/20 saw 173 voids with an average 6.17 days turnaround for the contractors element and an overall key turnaround time of 12.4 days for minor voids.

We continue to maintain 100% compliance for all landlord gas safety checks, demonstrating that our contractor continues to offer a good level of service.

During 2019/20, we installed 514 fire doors to our properties, at a cost of £1.2m. We will be continuing this fire door replacement programme in 2020/21.

We have also revised our property new build, void, kitchen replacements and electrical rewire specification to cover additional, automatic fire detection within a single property, by means of an interlinked heat detector within all kitchens.



Customer satisfaction

Our repairs service is consistently highlighted as the most important service in the eyes of our customers. We are pleased that residents' satisfaction with our repairs and maintenance service continues to be communicated positively.

Satisfaction with repairs and maintenance rose to 96.49%, exceeding the previous year's level and exceeding our annual target. The team is very proud of this and the degree of customer satisfaction is testimony to the efforts of our team.

'Satisfied that their views are being taken into account' was logged as 79.24%, which is just above our 78% target for the year but a percentage point below the previous year's level of 80.29%.

Similarly, with 93.60% for 'satisfied with gas servicing', we exceeded our 92% annual target but were just a percentage point below the previous year's 94.84%.

'Satisfied with landlord services', which we logged at 85.83%, had dipped less than a percentage point below the level of the previous year (86.27%). Although this is a small drop, we will make every effort to understand and address this marginal decline by speaking with residents and exploring any perceived shortfall in our service levels.

2019/20

Residents satisfied with repairs and maintenance service



Residents satisfied with gas servicing



Residents satisfied with landlord services



Residents satisfied views are taken into account



Resident satisfaction	2019/20 target	2019/20	Previous year trend	2018/19	2017/18	2016/17
Satisfied with landlord services overall	92%	85.83%	▼	86.27%	87.46%	88.17%
Satisfied that their views are being taken into account	78%	79.24%	▼ (but exceeded target)	80.29%	79.88%	81.46%
Satisfied with repairs and maintenance	92%	96.49%	▲	95.32%	96.50%	95.09%
Satisfied with gas servicing	92%	93.60%	▼ (but exceeded target)	94.84%	90.20%	91.80%
Satisfied with estate services*	85%	77.77%	▼	80.89%**	86.51%	83.85%

* Until June 2018, Rosebery captured collective satisfaction results for its estate services (grounds maintenance and cleaning). Since this date, residents have been asked to rate their satisfaction for these services separately. The result for 2019/20 is the combined result for the grounds maintenance and cleaning services.

**Reported as 77.08% in 2018/19, this percentage was for the grounds maintenance service only. The combined (grounds maintenance and cleaning) score in that year was 80.89%.

Resident engagement

Resident engagement is a key area of strategic focus for Rosebery and our Board and it is an essential component in the delivery of our Value for Money strategy. Resident satisfaction is inextricably linked to VfM and resident feedback enables us to gauge how our actions are perceived and whether we are effective in delivering our services.

Virtual Scrutiny Panel

We set up our Virtual Scrutiny Panel (VSP) in 2018, with the aim of scrutinising our frontline services and offering recommendations for ways in which we could make improvements. In 2019, the panel completed its first service review, focusing on our customer complaints service, as this was a service area where the speed of resolution could be improved.

The purpose of their investigation was to:

- review the volume of complaints received and escalated through the complaints process
- identify exactly where the complaints service standards were not being met or were failing to meet customer expectations
- highlight these issues based on their evidence findings
- offer recommendations to help us achieve faster resolution.

The VSP reported their findings to our Board in May 2019 and offered five recommendations, which they believed would help to improve the complaints service we provide. The Board approved each recommendation and we agreed a service improvement plan with a completion target date of September 2019.



Our Mystery Shoppers

In June 2018, our group of mystery shoppers carried out a shopping exercise on our customer touch points. They decided to revisit this service area in Summer 2019 to note whether any improvements had been made in the 12 months since. It was also an opportunity to test our new tenant portal 'My Rosebery', which we launched in May this year. The touch points tested in this exercise were responses to letters, emails and home or office visits

The service areas tested were:

- Response times and the quality of communications received via 'My Rosebery', emails and letters.
- Whether our service reflected our performance standards.
- Levels of satisfaction with the overall experience.

The feedback received was positive, with the group of shoppers impressed with the service provided by our Customer Experience, Income and Repairs teams. The general opinion across the group was that the service our teams provided was "very responsive and helpful with all their queries".

Shoppers were also satisfied with using our new resident portal 'My Rosebery' and felt it offered a useful communication channel. It also exceeded their expectations in terms of ease of use. They recommended a few improvements, such as a feature to upload photos in the messaging section of the portal.

Satisfaction rating at the end of the exercise, our shoppers were asked to rate their overall satisfaction with our customer touchpoints. This satisfaction was measured on a scale of 1 to 5, with 1 being very dissatisfied and 5 being very satisfied. A rating of 3.5 was awarded, which is a 0.5 improvement on the rating awarded in June 2018.



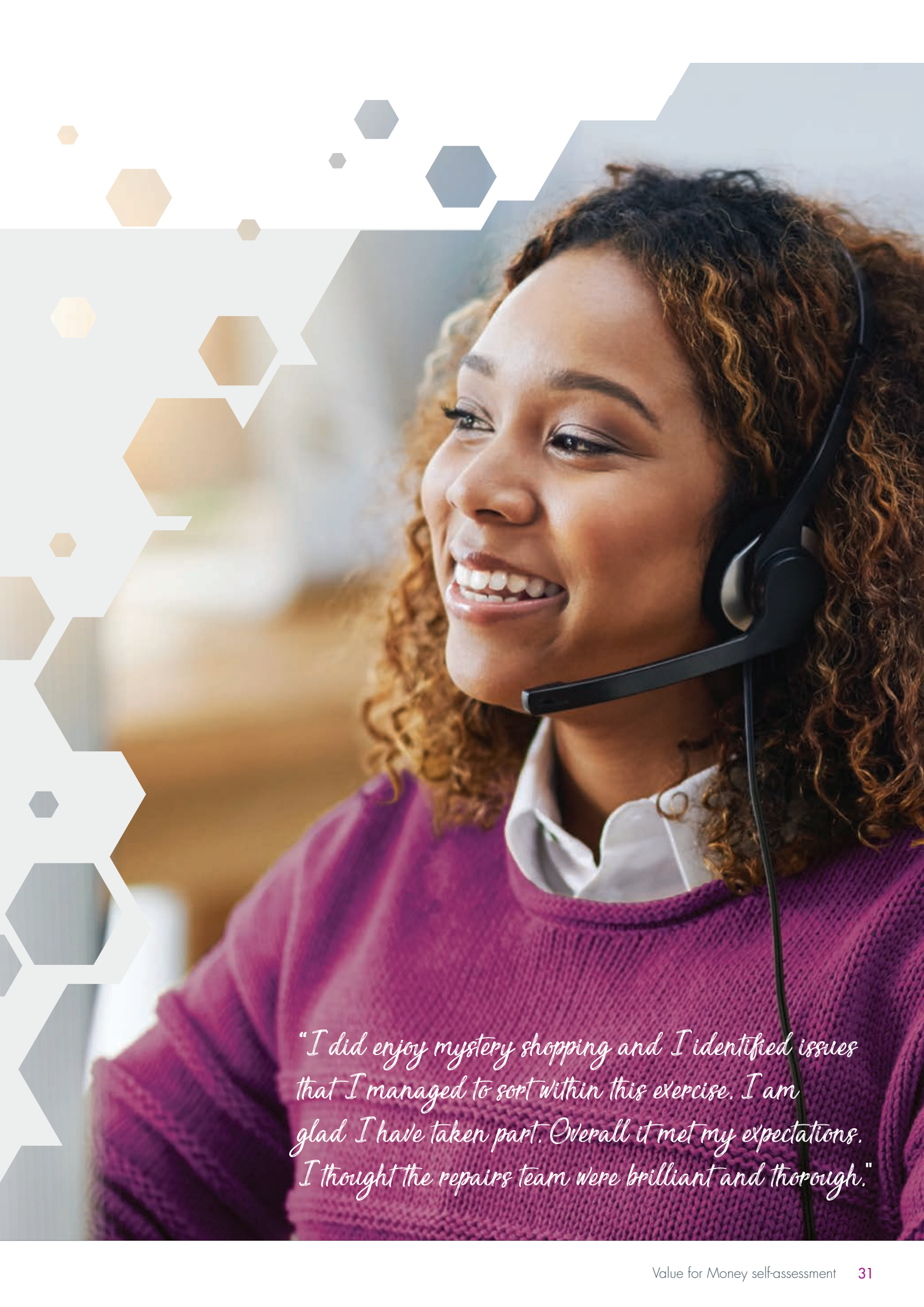
A key reason for the improved service rating was the positive use of the new tenant portal 'My Rosebery'.

We are pleased that improvements have already been made and we have developed an action plan to take forward all the recommendations suggested by our shoppers.

How did we do?

In total 40 mystery shops were completed over a period of four weeks.
The touch points used were as follows:





"I did enjoy mystery shopping and I identified issues that I managed to sort within this exercise. I am glad I have taken part. Overall it met my expectations. I thought the repairs team were brilliant and thorough."

Measuring our impact

Welfare reform continues to bite and is high on our corporate risk register. A monthly report is submitted to the Executive team detailing our current position. We have KPIs (Key Performance Indicators) in place to monitor the impact of Universal Credit (UC).

Through the Tenancy Sustainment Service and our partnership with the Ethos Project and Citizens Advice, we are able to provide an effective response to the challenges we and our residents face.

We want to assist and increase the employability of our residents and provide them with appropriate job opportunities, wherever possible. We have developed an effective partnership with the Ethos Project and, since April 2019, this has helped 14 of our residents to achieve a job interview, three to gain employment over 16 hours per week and four on to training programmes. Using the model developed by HACT, this support programme has achieved a social return on investment of £58,735.

Work undertaken by the Income Team helped ten residents to sustain their tenancies

and avoid eviction, saving Rosebery an estimated £70,260.

The Citizens Advice money and debt advice service, which we fund, managed to secure £397,218 in additional income for our residents.

Most significantly, our Tenancy Sustainment Officer (TSO) service has secured additional income of £442,626 for our residents.

The total cost of funding all of these services during 2019/20 was £132,264.

Much of the work we do results not only in financial support for our residents but also delivers valuable social impact.

Our Income team helped ten residents to avoid eviction.

All told, the services provided and supported by Rosebery during 2019/20 gained additional income, savings and social value worth £968,839.



Social return
on investment
£968,839



Supporting our staff

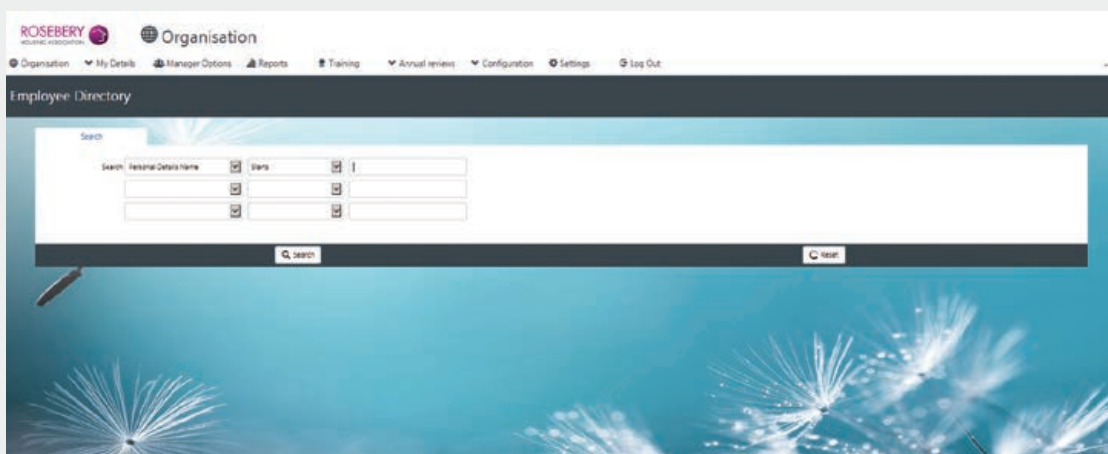
CIPHR

Fully aligned with our digital transformation programme, our CIPHR platform is a secure system which is accessible to all staff via desktop, iPad or mobile devices. We integrated this into our intranet, so that staff can access it easily, eliminating the need for any additional login stage and making it as easy as possible to use. Staff are able to log in wherever they are, whenever they need to, and it supports our move towards more mobile working.

CIPHR, or *My hr*, is a highly intuitive self-service system that allows staff to manage their daily HR needs. It's a modular system and we continue to grow its functionality, wherever we see real benefits to our staff and efficiencies for the business. During 2019/20, we successfully moved across to electronic payslips, enabling staff to safely access their pay records online, a capability that proved invaluable during the COVID-19 lockdown period. We extended this service by issuing P60 and P11D documents, digitally, bringing a further strand of digital transformation into our HR operations.

During the COVID-19 crisis, CIPHR has enabled our staff to continue to operate efficiently, without any loss of business continuity. Our people have been able to access their records, check their Total Reward Statements, search the staff directory, book annual leave, update their contact details and carry out all of the other functions that the system offers. It has also enabled staff to move from paper-based objectives to recording these online, as a further step forward in our digital transformation.

CIPHR continues to play an important role in our business efficiency and business continuity and, with its emphasis on self-service, it has given our staff a greater degree of self-sufficiency and mobility. It has allowed us to deliver automated reports to the business, such as our monthly contact list, derived from accurate data held within CIPHR, providing the Leadership team with up to date information which proved invaluable during the COVID-19 lockdown.





Environmentally friendly offices

Rosebery strives to be an environmentally friendly organisation in the way we work, the materials we use and the energy we consume. Our aim is to minimise our impact on the environment, maximise our energy efficiency and continue to develop our green approach to our workplace and our properties.

We only source and obtain office supplies that meet our sustainability criteria. 100% of the kitchen supplies that we use have been suitably sourced. These include products that are approved by sustainability organisations such as Rainforest Alliance, Sustainable Agriculture Network (SAN), Common Code for the Coffee Community (4C).

They also include products defined as local produce 'grown and regulated in the UK'. The majority of our office supplies are suitably sourced through an organisation that has received several corporate sustainability awards, the employer and Environmental Protection Agency (EPA) Energy Star® leader awards, as well as having been named 'Greenest Retailer' by Newsweek three years in a row.

Waste and recycling

100% of our general waste is diverted from landfill. We contributed to the achievement of zero percent to landfill, measured over the year. We provide clearly labelled recycling bins throughout our office space, both in the work areas and in the communal kitchen. We recycle approximately 4 kg of waste per working day. As much as 29% of our office waste is recycled and 100% of our confidential secure shredded waste is recycled.



Sustainable supplies



100% general waste diverted from landfill



Recycling bins throughout



29% of office waste recycled

Making the most of our talents

Making the most of what we have is a commitment that extends to all areas of the business. As the first in-house training initiative we have co-created, we are proud of our Emerging Talent programme and the outcomes that it has achieved. As a result of the training, we now have a pool of ambitious managers who have been upskilled for the future of our company. Recently, the Emerging Talent programme was shortlisted for two management development awards.

Developing our leadership capacity

Building on the success of our earlier Emerging talent programme, we launched a Leadership initiative in 2019, bringing together members of our Executive team and Heads of service in a bespoke development programme.

The first stage in this leadership initiative was a Facet5 process, to explore and explain how these six team members differ in their behaviour, motivation and attitudes and, importantly, what can be achieved by understanding what makes us different. Facet5 profiling is intended for teams to realise their full potential by understanding the differences that exist between their members.

This Facet5 process was followed by a series of development sessions, designed to explore effective interaction, collaboration and decision making.

The programme introduced innovative leadership techniques, including the Six Thinking Hats, by Dr Edward de Bono, designed to improve interaction and decision making between team members and to enable them to think together more effectively. The premise is that the brain thinks in a number of distinct ways which can be deliberately challenged. Each of the six interchangeable hats represents a particular standpoint or perspective in addressing a particular problem. The Leadership team has taken this forward into practical applications, using this learning to make joint decisions in real life business scenarios.



Investors in People (IIP)

We received confirmation that we achieved our Silver Investors in People accreditation as well as our Health and Well-being Good Practice Award.

Performance against key strategic VfM priorities 2019/20

Our key VfM objectives for 2019/20, together with their outcomes, are set out below.

Target	Expected outcome	Outcome
Deliver new homes in line with our business plan	<ul style="list-style-type: none"> • Deliver 7 new homes (0.61% new supply per VfM metric) plus more homes for temporary accommodation. • Achieve 6% in reinvestment (VfM metric). 	<ul style="list-style-type: none"> • We started on site with 11 new homes and we have received planning consent for seven more though none were handed over in the year. • We achieved 2.13% in reinvestment, the COVID-19 lockdown resulting in development plans pushed into 2020/21.
Operate as a high performing organisation compared with peers	<ul style="list-style-type: none"> • Achieve median to top quartile performance when compared against peers. 	<ul style="list-style-type: none"> • During 2019/20 HouseMark reviewed our 2018/17 performance and against our peers we were a median performer on costs highly rated on performance.
Changing the way we work	<ul style="list-style-type: none"> • Deliver our digital transformation project. • Achieve 70% of customer transactions via digital channels by February 2019. • Target to realise £200k worth of savings per annum, going forward starting July 2019. 	<ul style="list-style-type: none"> • Delivered further projects. • 43% of transactions in 2019/20 were digital, exceeding our revised target of 40%. We are monitoring our performance and measuring our switch to digital channels. The revised target is to reach 70% by the end of the year 2022/23, with individual targets set along our journey. • It is proving challenging to identify the savings from the digitalisation programme but our investment has been invaluable during the COVID-19 lockdown as all our staff were able to continue to deliver a service to residents while working at home.
Mitigate impact of welfare reform on residents	<ul style="list-style-type: none"> • Provide a programme of support for our residents. • Target £500k worth of social value as a result of our tenancy sustainment work. 	<ul style="list-style-type: none"> • Provide a programme of support for our residents, including digital upskilling and help pursuit of employment opportunities. • Delivered income, savings and social value worth £968,839.

VfM targets for 2020/21

Our proposed targets reflect the VfM metrics monitored by the Regulator for Social Housing. When we set our original budget for 2020/21 prior to the COVID-19 crisis, our key targets are to deliver more new homes, to maintain our operating costs at similar levels to 2019/20 and to maintain our service standards and resident satisfaction levels. Following the lock-down we re-cast our annual budget and re-set our targets. We expect operating costs to be lower than our original budget as some of the cyclical works to our properties will have to be delayed now until 2021/22 and we are now anticipating a reduction in our social housing costs per unit as a result.

Our development programme is focused on delivering 250 new build units over the next five to six years and our development team has started working on this programme. One of the key areas of opportunity is our garage sites. We identified two small sites where we believed we could develop seven units and we targeted these for completion in 2019/20. There were planning delays plus delays in the build process during the COVID-19 lock-down but we are now moving forward with these two sites, plus another small garage site of three units, and we expect to take handover of these 11 units in 2020/21. In addition, we have the opportunity to purchase a development site in Horley that should deliver a further 21 units. These are already at an advanced build stage and should be ready for handover in 2020/21. This brings our target for completions of new homes to 32 for the year.

We had aimed to start on site with 38 new units in 2019/20. Due to the delays with the Horley and the Crawley sites, we only started on site with 11 units. Our target for start on sites in 2020/21 is 35 (the 21 units at Horley, the 14 units at Crawley).

Our proposed target for our (adjusted) social housing cost per unit for 2020/21 is £4,000.

Our key VfM projects for the year ahead will support our continued digitalisation programme going forward. These projects include extending our mobile working facilities further with online tenancy sign-ups. We are also looking into the possibility of virtual property viewing for prospective new tenants, exploring the technology that would make these feasible.

We planned to update our service charge system in 2019/20 to make our budget setting and monitoring processes more efficient and a significant amount of work was done on this project in the year but the full transition is now due to be completed in 2020/21.

We continue to make progress toward our target of making 70% of our transactions electronic, increase mobile working and improve efficiency in a range of back office functions. At the end of 2019/20 we had reached 43% and our target for 2020-21 is to increase this to over 50%.

- Online tenancy sign-ups
- Virtual property viewings
- Service charge system
- Mobile working
- Over half of our transactions to be electronic







Our VfM targets for 2020/21 are shown below. Having laid the platform, we have been able to focus on our long-term goals. Our intention is to increase our operational efficiency and create more capacity to develop more homes. These are now our key targets and expected outcomes.

Target	Expected outcome for 2020/21
1. Deliver new homes in line with our business plan.	<ul style="list-style-type: none"> • Deliver 32 new homes (0.89% new supply per VfM metric). • Achieve 8.52% in reinvestment (VfM metric).
2. Operate as a high performing organisation compared with peers.	<ul style="list-style-type: none"> • Achieve median to top quartile performance when compared against peers.
3. Change the way we work.	<ul style="list-style-type: none"> • Deliver our digital transformation project. • Achieve 70% of customer related transactions via digital channels by end of the year 2022/23 and, with a phased programme, to achieve 50% in 2020/21.
4. Mitigate impact of COVID-19 and welfare reform on our residents.	<ul style="list-style-type: none"> • Provide a programme of support for our residents. • Protect residents' tenures by minimising arrears and rent-related evictions and helping them to maximise their income opportunities. • Target £500k worth of social value as a result of our tenancy sustainment work.

Digital transaction targets

Our goal is to achieve 70% of customer transactions via digital channels by February 2022, one of our biggest challenges.

Customer transactions

Year 1: 2019/2020



Year 2: 2020/2021



Year 3: 2021/2022



Year 4: 2022/2023



Financial performance

We met all our financial targets for the year and met all of our funding covenants. Our financial performance is summarised in the table below.

Income and Expenditure Account £m	2019/20	2018/19	2017/18
Income (including income from first tranche sales of shared ownership properties)	16.5	17.0	17.4
Expenditure	(10.6)	(11.0)	(11.5)
Surplus on Sales of Fixed Assets	0.4	–	–
Operating surplus	6.3	6.0	5.9
	38.2 %	35.2%	33.9%
Interest	(4.0)	(4.0)	(4.0)
Profit on sales, Right to Buy (RTB), Asset Management Sales	–	–	0.4
Net surplus	2.3	2.0	2.3
	13.9%	11.7%	13.2%
Actuarial adjustment – current year	1.2	(0.3)	0.1
Initial recognition of multi-employer defined benefit scheme	–	(0.7)	–
Net surplus	3.5	1.0	2.4

2019/20 highlights



Turnover

£16.5m



Surplus

£2.3m



Property assets worth

£181.9m



Funds available
for investment
(before pension adjustment)

£29.2m

The way forward

The COVID-19 crisis hit just before the end of the financial year and continues to have an enormous impact on our business and all our lives. Rosebery is a resilient organisation with resourceful people and we will continue to find effective, innovative ways of overcoming adversity. Our business continuity plans and digital transformation programme have served us well during this crisis. The organisation has been stretched by COVID-19 but our team responded magnificently and continued with all essential services focusing on health and safety and providing additional support to many residents who otherwise would have been isolated or stuck without food or medication.

We look forward to the next year, working with our local community to provide a quality of service which we are proud of and which our residents recognise as VfM.



Rosebery Housing Association
3rd Floor, Newplan House
41 East Street
Epsom
Surrey KT17 1BL

Telephone: 01372 814 000
Freephone: 0800 068 7664
Text: 07736 592260
Email: customerexperience@rosebery.org.uk
www.rosebery.org.uk

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. Registered address and head office: Rosebery Housing Association Limited, Third Floor, Newplan House, 41 East Street, Epsom, Surrey, KT17
1BL. Rosebery Housing Association Limited is regulated by the Regulator of Social Housing, which is the regulation directorate of the Homes and Communities Agency (HCA).