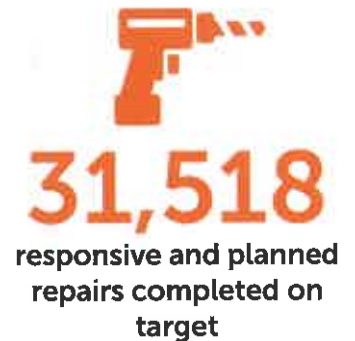


How are we doing?

Check out our performance for the past year by taking a look at the results of our Tenant Satisfaction Survey and some of the results in our Annual Report 2016/17.

Every year we send out a Satisfaction Survey to all our customers and last year we were very proud to receive our highest rating ever – with 94% of people saying they were happy with the overall service we provided.

At the end of the financial year – in March – we also take a look at how we have performed over the past twelve months and we have included some of the figures here as well.



Getting it right

At Rykneld Homes we aim to deliver a high standard in the services we deliver to our customers, but we accept we don't always get it right.

When this is the case it is important we understand why, so we can improve our performance.

One of the areas we identified from your feedback was the need to improve internal and contractor communication. To support this, all staff have received additional complaints training and this area has been monitored throughout 2016/17 to ensure improvement. If you would like to know more about our performance and Business Plan for 2017/20 please go to www.rykneldhomes.org.uk



Customer satisfaction

Listening to your views and learning from your feedback has helped us deliver first class customer care over the years.

Year on year we have seen overall customer satisfaction with our services increase and last year we received a fantastic 94% approval rating from you – our highest score ever!

You've also told us that since we launched in 2007 our performance in key service areas, such as repairs and maintenance and our contact centre has gone from strength to strength.

We've included here some of the key results from the surveys to show how our customers have rated us over the past 10 years. We are very proud of our achievement and are working hard to ensure we continue to meet the very high standards we have set.



Overall customer satisfaction with our services	2007	2016
	78%	94%



How well we take your views into account	2007	2016
	58%	85%



Satisfaction with the repairs and maintenance service	2007	2016
	73%	86%



Satisfaction with our Contact Centre	2007	2016
	80%	97%



Satisfaction with your neighbourhood as a place to live	2007	2016
	87%	93%



RYKNELD HOMES

VALUE FOR MONEY

STATEMENT 2016/17

RYKNELD HOMES

VALUE FOR MONEY STATEMENT 2016/17

OUR STRATEGY

Rykneld Homes Ltd (RHL) celebrates its 10th Anniversary in 2017/18. In the past 10 years, we have continued to grow, providing new services and developing new homes across North East Derbyshire.

We support some of the most vulnerable people in the community, and play an important role both in supporting individuals and working with partner agencies to achieve the best outcomes for our customers.

Value for Money is central to our business operations, with scrutiny and assessment required in all our decision-making.

In this Value for Money Self-Assessment we have evidenced our approach, giving examples of how we translate policy into practice and how our services have delivered efficiencies and a social value return on the investment made.

We have broken the information down into three key themes, which form the foundation for our Business Plan 2017/20:

- **Making People our Priority**
- **Reducing Tenancy Turnover**
- **Delivering Efficiencies through Technology.**

Our work is underpinned by a rigorous Performance Management Framework, delivered through Comprehensive Performance, procurement, contract, financial management and risk reporting.

We also measure customer views on the quality of our services – through customer satisfaction surveys and the input of our Involved Tenants Groups – including an independent Tenant Scrutiny Panel.

In 2016, the Homes and Communities Agency (HCA) published Delivering Better Value for Money, which analysed cost variations across the social housing sector. This introduced a “headline social housing cost per unit” measure which aims to be a general purpose cost definition to inform the consideration of costs in the sector.

This approach is evolving, with the National Housing Federation developing a sector scorecard with a series of value for money indicators. Rykneld Homes has signed up to support the sector scorecard pilot through 2017/18.

Rykneld Homes uses the HouseMark benchmarking service to compare its costs and performance with similar housing providers. Comparisons are provided through this report for our service areas, demonstrating strong performance and good value for money.

This Value for Money Statement is published as part of RHL's Annual Accounts. The Annual Accounts provide comprehensive detail of the Company's income and expenditure for 2016/17.





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MAKING PEOPLE OUR PRIORITY



In order to help deal with the new challenges faced by our customers, in 2015 we carried out a review of our Neighbourhood Services. This is responsible for delivering our housing and estate management, tenancy sustainment and support for vulnerable people.

We wanted a more responsive service, where staff were empowered to deal with a wider range of issues and see cases through from beginning to end.

During 2016/17, we have worked with the Chartered Institute of Housing to develop our approach and embed the restructured service with the new ethos.

This new refocused service has realised an efficiency of more than **£166,000**, and we are in a better position to deliver an improved service for the forthcoming year over which time the efficiency is projected to be over **£200,000**.



Rykneld Homes manages around a fifth of the housing in North East Derbyshire – just under 8,000 properties. This means we interact on a regular basis with over 20,000 customers that live in the homes we manage.

We have a great relationship with our customers and are proud of our reputation for delivering high quality and reliable services. Our reputation puts us in a strong position to help deliver not just on their priorities, and help partner agencies address some of the complex issues experienced by many of our customers.

We have steadily seen more customers presenting with increasingly complex needs as a result of Welfare Reform, changes in housing supply and the gap between income and housing costs.

Our aim is to support customers to sustain their tenancies. Research has shown that a good quality home, located within a safe and settled community, can have very positive impacts for adults and children. The benefits are wide-ranging – from better health levels and higher educational attainment to improved life chances and increased employment prospects.

MAKING PEOPLE OUR PRIORITY

Seed to Plate

We recognised that North Wingfield is in the 10% most deprived communities in England in terms of health deprivation.

Research shows that children who eat together with their family are at lower risk of developing poor eating habits, weight problems or alcohol and substance dependencies, and they perform better academically than their peers.

What we did

We began with eight sessions booked in, with four families coming along.

The format worked really well, and as the weeks went the families who came gradually brought other people they knew in the area.

Cooking has provided the children and adults with the opportunity to try new flavours and foods, using ingredients that can be grown at home. The children have gained an understanding of where food comes from and what constitutes natural ingredients.

Impact

The project has now moved on to a second phase, which is all about trying to create a sustainable project that enables those involved to do more volunteering up on the site.

This project produced a total Social Value of

£97,268 (HACT)

Working with our communities

Our Community Involvement programme is a major investment we make in the towns and villages of North East Derbyshire.

We offer both financial and staff support to groups and organisations which form the lifeblood of their local communities. We believe the investment helps create sustainable estates, where people of all ages are happy and feel encouraged to become actively involved in their community.

The many activities we deliver are designed to cover all ages: supporting young people to develop life skills, family health and wellbeing sessions and events to keep elderly people socially and physically active.

To capture the value from the Community Involvement work, we complete an Annual Impact Assessment using the Housing Associations Charitable Trust (HACT) Social Value Bank. This places a monetary value on the experiences and skills that people gain.

By working in partnership with our business and construction partners, such as Efficiency East Midlands (EEM) procurement network, we are also able to lever in additional funding and resources – all for the benefit of customers and residents. Last year, we received **£4,800** from EEM to support customers and residents.

Our Community Involvement programme has earned national recognition (TPAS) for its excellent work. It is delivered by our dedicated Community Involvement team in partnership with customers.

For us, customer satisfaction feedback is a key indicator of whether our resources are being targeted in the right way.

85% of tenants felt we listened to their views and acted upon them.



MAKING PEOPLE OUR PRIORITY

Social Value - Neighbourhood Services and partner agencies

Rykneld Homes' Housing and Support, Estate Caretakers, Anti-Social Behaviour and Community Involvement teams work with the Police and Community Safety Partnership and Tenant and Resident Groups, to improve estates and the local environment.

We hold regular estate walkabouts – which are promoted through social media, our website and tenant magazine. The walkabouts are about engaging with customers and residents and preventing any problems from escalating or being missed.

Mickley Halloween Party

Mickley is an isolated community of approximately 700 properties. It has a primary school, village shop and a community building. The Community Involvement team (CIT) has been working hard to increase youth provision in the village to divert people away from anti-social behaviour.

The CIT arranged a Halloween party at the Mickley Community building for the children of the estate and surrounding areas. Members of the community, Police and Parish Council were invited to support the event.

What we did

We had over 45 young people attend, with a good few parents. The disco was Halloween themed with Halloween games and a fancy dress competition.

Benefits to Rykneld Homes

This project has shown excellent partnership working between RHL and residents of Mickley. The project has also helped to break down barriers between agencies and the public. Anti-social behaviour has been a problem in Mickley and this event hopes to reduce calls for services by diverting potential troublemakers away from the streets.

This project produced a total Social Value of

£441,635 (HACT)



MAKING PEOPLE OUR PRIORITY

Volunteer Work Placements

Rykneld Homes teamed up with Job Centre Plus to offer volunteer work experience placements for people who are searching for work, usually those who are long term unemployed, or who lack relevant experience in their chosen field. Five job seekers came and completed an eight week placement, leading on to fantastic opportunities and outcomes for those involved.

What we did

Unlike work experience for school children, the placements include eight weeks of supervised experience and training for up to 30 hours per week.

Supporting People into work and developing careers

Rykneld Homes is one of the largest employers in North East Derbyshire, playing an important part in the local economy.

We have established ourselves as an employer of choice, attracting staff not just from the District but the wider Derby, Nottingham and Sheffield areas.

Staff who live locally play an important role as the eyes and ears of our organisation – offering a direct link to the communities and people we serve.

We are also keen to play our part in supporting training and development opportunities for young people and those seeking employment. It is something we

take very seriously and our HR team work proactively with a wide network of schools, colleges and local trade and employment organisations.

These opportunities are important to the individual and have wider benefits to the local community and economy. We are aware there are issues with long term, structural unemployment in some parts of our District as a result of a decline in the traditional heavy industries.

By offering training and development opportunities, we can provide encouragement and open up career paths that could make a crucial difference to people and their families and help customers sustain their tenancy.



Feedback

Two of the five volunteers managed to find employment within two weeks of completing a placement.

Feedback quotes from volunteers included *“I enjoyed everything. The job role, the team I worked with and the general atmosphere working here. I’ve loved the opportunity to get out of the house again and into a work environment. Refreshing my computer skills has been a massive help and given me the confidence to do more and aim higher than I have been.”*

Another volunteer said *“The role helped me in actually being able to refine skills that I already had a basic understanding of from college. The placement gave me a chance to learn more about those skills.”*

This project produced a total Social Value of **£97,268** (HACT)

MAKING PEOPLE OUR PRIORITY

In our current Staff Survey, **97%** of employees reported satisfaction with RHL as an employer, which places RHL in the top **25%** of companies.

Investing in staff

We see staff as ambassadors for the Business and want to ensure they have the necessary training and support to deliver a first class, efficient service to customers.

In 2016/17, we made a significant investment in staff training.

Each year, we review our training requirements and always refine courses forward so our staffs knowledge is broadening. So, for example, our Equality and Diversity training for 2017/18 will focus on Mental Health to help staff support vulnerable customers and help to

reduce staff absence and the subsequent loss of productivity. We have also introduced Aim High, our own management training programme, to develop our own staff to support career progression and become our future managers. The VFM consideration of investment makes sense to improve continuity of service, especially since our geographic location can make it difficult to attract external job applicants.

Employer of Choice

Rykneld Homes' investment in its staff is reflected in its relatively low staff turnover, good levels of performance and high staff satisfaction levels.



Apprenticeships

Helping a young person into employment, moving from Job Seekers Allowance into employment in a job paying the minimum wage, will save around **£3,300** per year.

"I'm working towards a Gas Safe qualification and an NVQ Level 2 in Plumbing. You can learn a wide range of skills and get to do on-the-job training in the real world. It's a really nice environment to work in and the Managers have been really helpful and supportive while helping me work towards my qualification."

MAKING PEOPLE OUR PRIORITY



94%

Satisfaction that your rent provides value for money

Sustaining tenancies through Income Maximisation

We have invested in strong tenancy sustainment, offering customers advice and information and signpost them to external organisations that can help.



98.43%

Rent collection for the year has exceeded target with 98.43% of rent collected

Our aim, where possible, is to help customers keep their home and avoid the damaging impact on families and individuals of losing the roof over their head.



TOP 25%

Rykneld Homes Income Maximisation Team cost per property benchmarks in the top 25% of landlords

Our Financial Inclusion team and our Income Maximisation team are proactive – identifying vulnerable people at sign-up through a financial assessment, providing budgeting skills, benefits advice and workshops, and signposting to debt advice and access to charitable grants.

The Financial Inclusion team secured for tenants a total of

£67,367 in

2016/17 from different sources such as charities, DHP, and Benefits to support customers with rent arrears.



REDUCING TENANCY TURNOVER

Asset Management— Acquisition and Disposal Policy

Ryknel Homes aims to provide housing that remains fit to meet the changing housing needs of people wishing to live in the District.

This creates the biggest challenge for North East Derbyshire District Council (NEDDC) and us, given the large number of defective non-traditional properties in the housing stock (3,000+). To secure a long-term future for these properties and ensure they continue to meet changing customer demand, varied sources of conditional funding and a range of regeneration solutions is necessary. We have successfully delivered new homes at Social and Affordable Rent through regeneration projects that have included demolition, modernisation and new build.

To add to this, we have developed an Acquisition and Disposal Policy, which wraps a framework around the decision making process to ensure that assets continue to meet current and future housing need.

The sale of old properties with high investment requirements has supported the borrowing to purchase 43 newly built properties with modern specification, low maintenance cost and in areas with strong demand. With the above parameters in mind the individual sale values have exceeded the purchase values of properties. For example, we have been able to sell old properties for £100,000 to £135,000 and purchase new ones for £70,000 to £90,000. Forgoing investment requirements of £15,000 plus for some old properties further improved the VFM reasoning for the acquisition and disposal.

Factors influencing housing demand and supply in North East Derbyshire:

- Increasing supply of good quality housing making the market more competitive for sale and rent
- Natural change in the local population has equal numbers of deaths and births
- Ageing population and customers moving into care
- Non-traditional housing stock construction and rising customer aspiration
- Stabilised but comparatively low numbers of people on the waiting list
- High levels of tenants transferring within the stock at 25% of lettings
- Reducing benefit levels making properties less affordable to young and single people
- Poor transport and local facilities in some areas.



REDUCING TENANCY TURNOVER

Setting Tenants up to succeed— Lettable Standard

In our 2016/17 VFM Statement, we discussed in detail our work to address the high levels of transfers within the stock and how this fitted into the overall turnover of properties.

In 2017/18, the level of turnover has reduced from 707 to 616, which at 8% is comparable to similar landlords. To support the reduction we continue to be successful with high satisfaction levels for our Lettable Standard.

Case Study – Lettable Standard

When a new customer moves into a Rykneld home we want them to feel comfortable and secure from day one. We worked with our Scrutiny Panel on the Lettable Standard and believe the standard supports our customers to settle in quickly and to have a sense of pride in their new home.

The feedback on our new Standard has been fantastic – with many customers saying it is the best quality they have seen and it makes moving a much more pleasant experience.

Alan Hobson, Barlow

“The standard of the property was really excellent,” said Alan. “Rykneld Homes have done a really good job doing the property up so it is ready to move in. The decorating has been done really well – I commented to my Housing and Support Officer and told her it was really great.”

“The high standard of the property has helped me to move in as it makes me feel more at home, it’s a really nice place to live in. This home is probably the best one I’ve been in. I’ve rented five times previously, including in London, and I think this is the best of the lot. A really good job in every way.”

Kieran and Susan Flanagan, Killamarsh (below)

“We are delighted – the property was decorated to a really good standard so there was nothing for us to do except move in,” said Kieran. “Due to my mobility issues, I couldn’t manage the stairs in our previous private rented flat so we decided to approach Rykneld Homes. They were able to find a house in Killamarsh which suited my needs and it wasn’t far from where we lived before.”

“It is great - they installed a stair lift and a wet room ready for me to move in. It has improved my quality of life by 1000%. This home is really brilliant. As a result, our stress levels have gone down and we’re sleeping a lot better too.”

“I have to say the process of joining the Housing Register and moving in was great; we joined in December and moved in in April so we weren’t waiting very long. The Choice Move team provided me with regular updates throughout the process which we thought was excellent.”



DELIVERING EFFICIENCIES THROUGH NEW TECHNOLOGY



We are keen to explore all the possibilities offered by new technology to meet customers new expectations and deliver cost effect services.


Our Contact Centre has successfully achieved high levels of performance in terms of Customer Satisfaction, this year it was **97%**. We put a premium on trying to resolve the customers enquiries at this first point of contact. However, there is more we can do, and this year we will be introducing new call centre software, which will enable us to deliver more services from first point of contact. These will include paperless Direct Debit and low level rent arrears arrangements.



Benchmarking - Percentage of calls answered =
TOP QUARTILE



97%
Customer Satisfaction
with Contact Centre



97,211
Number of calls taken

DELIVERING EFFICIENCIES THROUGH NEW TECHNOLOGY

0%
% of Gas Certificates Outstanding

99%
Customer Satisfaction with Gas Servicing

TOP QUARTILE
Cyclical Maintenance Cost

99%
Repair Jobs Completed within Target

97%
Customer Satisfaction with Repairs Service

TOP QUARTILE
Cost per Property of Repairs and Voids Service

Misted Double Glazing

One of the biggest issues raised by customers in last year's Annual Satisfaction Survey was misted double glazing. Rykneld Homes trialled an innovative repair solution that inserts a small one-way valve to release moisture. This has proved a very successful solution producing a saving of 41% of the cost of a complete window replacement. This has addressed 594 windows and saved **£35,677**.

New Solutions

The legacy of the former mining industry in North East Derbyshire has left some of the housing we manage subject to mining subsidence, and non-traditional properties often constructed with poor foundations.

Both of these impacts on the ambitions of RHL to secure a long-term future for existing homes and the development of new ones.

The traditional solution to underpin a property with subsidence has been to excavate through the floor and reinforce the foundations by infilling with concrete. Because of the intrusive nature of this kind of work, the customers need to move out during the works.

In 2015, RHL identified and procured a new more cost effective solution to remedy structural failures. This has the benefit of avoiding the customer having to move out (which is preferable for them), reduces the cost of the works and provides a 30-year guarantee.

The new solution avoids decant costs completely allowing the customer to remain at home saving **£3,427** per structural underpinning repair completed.

Mobile Working—Gas Servicing

This is being rolled out on a team by team basis starting in the Property Services Gas team, and has had a significant impact in 2016/17. As part of this, we have also introduced an IT scheduling system which improves the planning of appointments and makes more efficient use of the servicing engineer's time.

Repairs and Maintenance

During 2016/17, our Repairs and Maintenance teams completed 31,517 repairs.

The performance and efficiencies achieved by our Gas Servicing team through mobile working are being rolled out to our Repairs and Maintenance teams in 2017/18.



DELIVERING EFFICIENCIES THROUGH NEW TECHNOLOGY



Climate Change and Fuel Poverty

Rykneld Homes has successfully secured funding to convert solid fuel heating systems to more efficient and environmentally friendly gas systems from the Department for Energy and Climate Change (DECC).

The **£637,000** DECC funding is spread across a two-year programme. In 2015/16 we completed 84 conversions and in 2016/17 we completed 71. This leaves 238 properties where the current customers wish to retain solid fuel heating. These will be converted to gas when the property next becomes empty.

New Build in 2016/17 for North East Derbyshire District Council and Rykneld Homes

Rykneld Homes established itself as a Registered Provider (RP) with the HCA to be able to build new homes to meet local housing demand for the Council and as an RP.

The successful partnership with NEDDC makes it the key housing delivery vehicle for an ambitious growth agenda in terms of social and affordable housing regeneration. This year, we will be taking forward exciting new build and regeneration projects in Stonebroom, Dronfield, Wingerworth, North Wingfield and Calow.

Work has now started on Wingfield Court – a £5m scheme to build 50 new homes in North Wingfield. We will be replacing 45 houses on part of the Alma estate with a mixture of bungalows and family homes on nearby land.

We set ourselves a target to build 200 new homes by 2020. So far we've delivered 161. The North Wingfield development will mean we exceed our target ahead of schedule.

Return on Assets

As an RP, RHL currently has a relatively small number of properties at 44, however, we continually look at regeneration and develop opportunities that would help us to meet local housing demand. We have green lighted three projects that will develop a further 33 properties for the RP, a mix of homes for sale, rent and shared ownership.

All our development plans are subject to rigorous appraisal and assessed against our Asset Management Strategy and Acquisition and Disposal Policy, to ensure they are financially viable as standalone schemes and as part of an increasing portfolio of properties.

The RP has made a small surplus of £4,171 this year which will be held within the Company Reserves. 2016/17 was our first full year of owning properties and trading.

DELIVERING EFFICIENCIES THROUGH NEW TECHNOLOGY



Value for Money and Business Planning

Rykneld Homes' approach to VfM focuses on the three key elements: Economy, Efficiency and Effectiveness:

- Economy – minimising cost;
- Efficiency – doing things the right way; and
- Effectiveness – doing the right things (i.e. meeting objectives).

VfM is about achieving the right quality, level and cost that reflects the needs and priorities of the business, customers and the wider community.

Rykneld Homes' Board leads the annual Business Planning process to set the objectives and priorities over the medium term (three years). The Board then consider and approve the annual budget which ensures resources are allocated effectively to deliver these priorities.

The Company's Performance Management Framework establishes how the delivery of the Business Plan objectives and service to customers is co-ordinated and monitored.

Service Plans then provide the link to ensure that the Business Priorities are delivered. This is backed up by the robust performance framework to monitor service plan delivery and performance targets. Our performance is reported to Board on a monthly basis to demonstrate that objectives and targets are achieved and crucially being delivered in the most efficient and effective way.

The approach is embedded throughout the organisation in terms of decision making at every level. Rykneld Homes uses a standard report format for Board decisions and internal operational decisions. The format requires supporting evidence in terms of Finance, Risk, Value for Money and Social Impact for all decisions.

If you would like more information about RHL's Business Plan, Strategies, Policies, Finance and Performance reporting, these can all be found at www.rykneldhomes.org.uk.