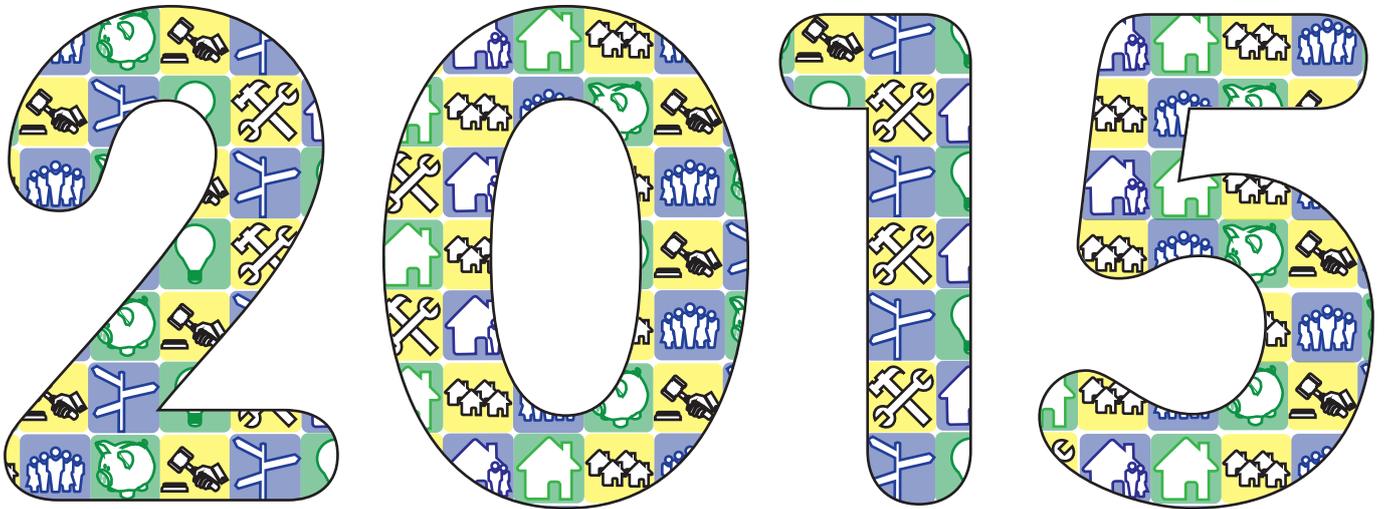




Homes & Enterprise

Supporting BME Communities  
and Multi-Cultural Neighbourhoods

# Self-Assessment





### April 2015

The first tenants moved into our Brown Lane East development, Holbeck. The site is comprised of 26 properties for affordable rent and 16 shared ownership properties.

### June 2015



Unity welcomed the first tenants into Stratford Court, Chapel Allerton. The redevelopment is a council scheme, and has provided 28 homes for people over the age of 55 in the heart of Chapel Allerton; including shared ownership properties.



### September 2015

Unity conducted a Census amongst all of our tenants. The aim was to gain better understanding of tenants' preferences, especially with regards to communications and our services.



### June 2015



We sponsored the annual Beeston Festival to provide our tenants and the wider community free advice on housing, employment and welfare.



### August 2015

Leep 1, a self advocacy group who help adults with disabilities, opened a cafe at Unity Business Centre. Their mission is to help adults with learning disabilities speak up for themselves in the community, to share experiences and information to help each other do new things in our lives.

### September 2015



Unity celebrates another year of providing housing choice, improving life opportunities and addressing inequalities at our AGM with olympian Nicola Adam our chief guest.

October 2015



Unity had its first supervision visit from the Customer Service Excellence Award. Unity met and exceeded the standard required; maintaining our award.



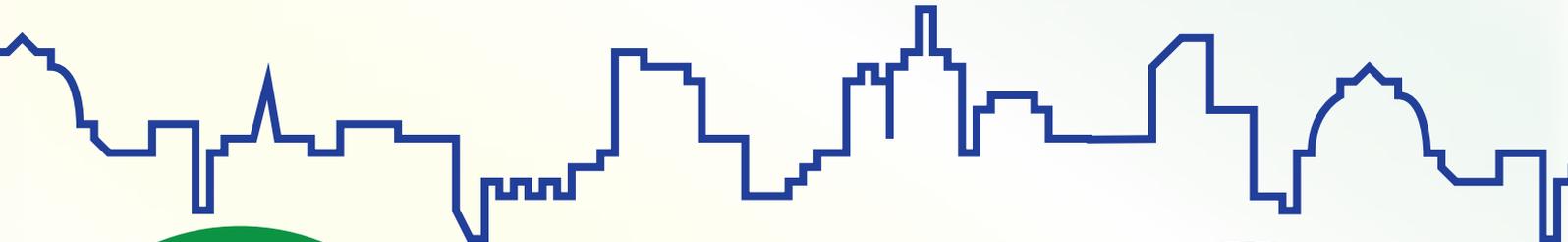
February 2016

Unity was acknowledged as being GIVI (Governance and Viability standard) by the Homes and Communities Agency. .

March 2016



Residents were invited to take part in the 'Unity in Bloom' gardening competition to encourage tenants to raise the appearance of their estates. We provided opportunities for residents to be on the Judging Panel.



December 2015

Unity achieved silver accreditation from Investors in People's new 6th generation standard.

February 2016



Universal Credit was introduced into Leeds, changing the way that people received their benefits. In response, Unity hired a new Income Management Officer to support tenants and ensure they are still able to pay rent.



March 2016

We announced our upcoming developments, as we are set to build 120 new properties before 2018; including Parkwood Road, Rocheford Court and Holborn Court. This emphasised our determination to deliver affordable housing, regenerate local communities and help small businesses grow.

# Contents



## Tenancy Standard 5

... includes how much rent we lose by having empty properties (voids) and how long it takes us to let empty properties to someone else, as well as whether our homes are let to those who most need them.



## Home Standard 8

... covers our performance on repairs satisfaction, repairs expenditure, gas safety, and the energy efficiency of our properties.



## Neighbourhood & Community Standard 11

... covers how we deal with anti-social behaviour, how many tenants we help access employment and our involvement in the communities we have properties.



## Tenant Involvement Standard 16

... covers how well tenant's views are taken into consideration and our handling of complaints.



## Value for Money Standard 20

... covers initiatives we are using to save the company money and the number of tenants who are satisfied their rent and service charges are fair.



## Governance & Viability Standard 23

... examines to what extent our business is properly run by our managers and governed by our boards.



## Rent Standard 24

... confirms that we adhere to rent charges set in accordance to the government.



## Plans for 2016/17 25

... find out about what is set to take place in 2016/17.

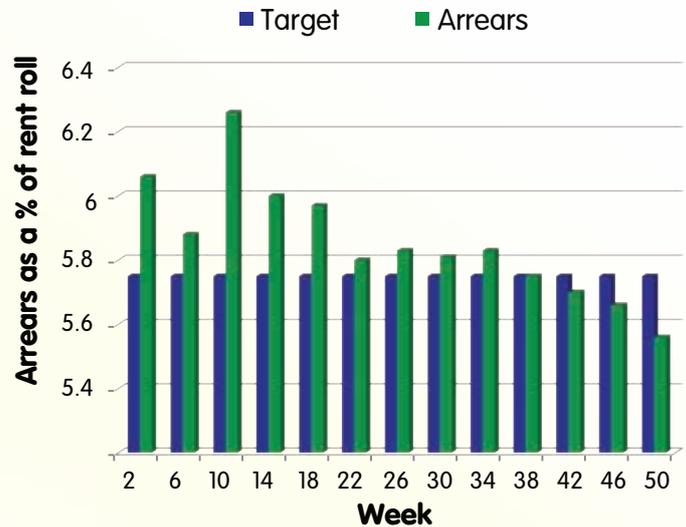


# Tenancy Standard

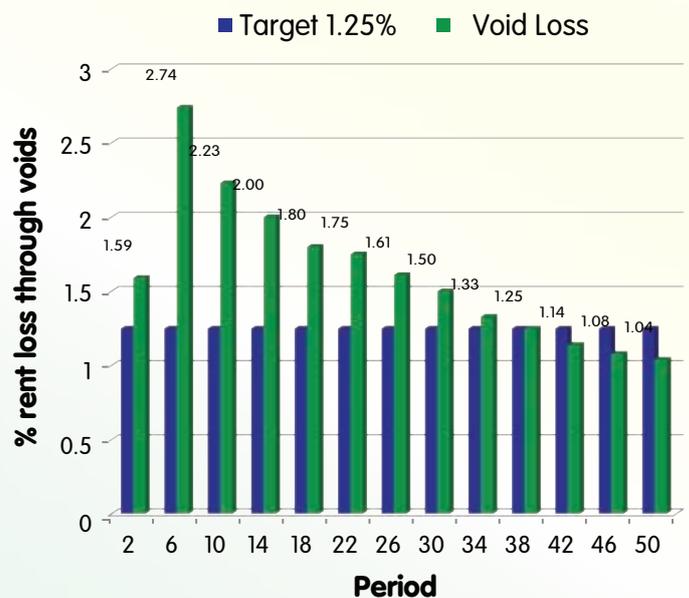
## Highlights:

- ✓ We have appointed another Income Support Officer as part of our drive to reduce rent arrears. This increased the number of officers to 3 and has seen a decrease in rent arrears.
- ✓ We continue to offer a wide range of services to help our tenants manage their finances such as recommending courses and providing food vouchers
- ✓ We have supported tenants in acquiring new essential appliances for their homes in order to sustain new tenancies.
- ✓ From the results of the 2015 census, we have developed Tenancy Health Checks which aims to gain more information regarding tenants and their needs, better knowledge of the properties and a greater relationship with tenants. They are due to commence 2016/17.
- ✓ Financial Inclusion services are solely down to the Income Management Team. This gives tenants better access to information and more time on estates for housing officers.
- ✓ Arrears cases have reduced by 52 over the course of 15/16 and the debt figure reduced in the year by £17,552.

## Arrears throughout 2015/16



## Rent loss through voids 2015/16



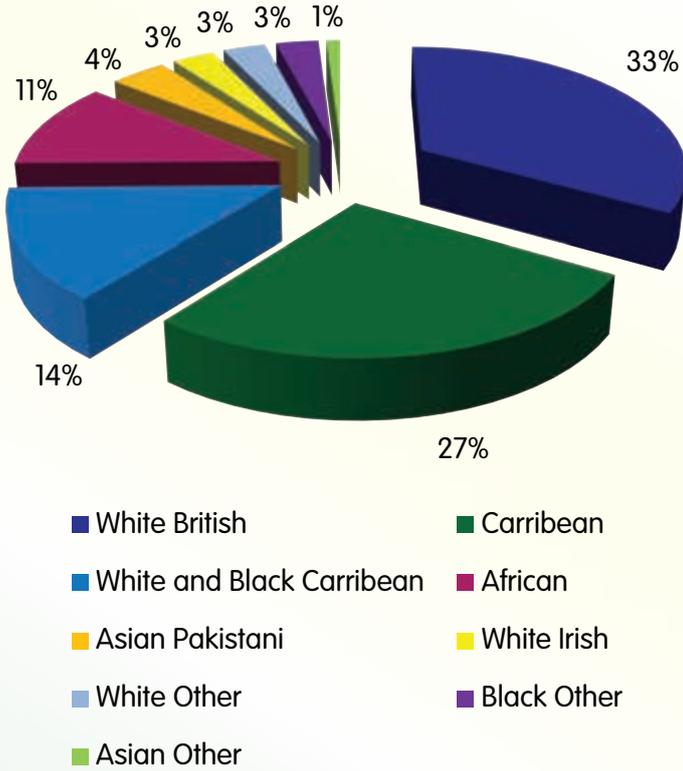
## Our Performance

	Actual 2014/15	Actual 2015/16	Target 2015/16	Meeting Target	New Target 2016/17
<b>Arrears</b>					
Arrears (actual)	£336,344	£310,310	£323,860	✓	£269,113
Arrears (%)	6.40%	5.60%	6%	✓	4.75%
Rent collected (%)	103.10%	102.10%	100%	✓	100%
Former tenant arrears (actual)	£249,346	£230,260	£337,940		£338,669

## Voids & Lettings

% rent loss through voids	0.95%	1.04% (0.79%)	1%	✓	1%
Turnover of stock	5.72%	4.25%	<10%	✓	<10%
General needs re-let time	21.6 days	20.02 days	22 days	✓	20 days
% lets to nominations	75.36%	85.7%	50%	✓	50%
% general needs lets to BME tenants	78.26%	67.10%	50%	✓	50%

## Lettings to BME groups



## New tenant survey

	Good	Fair	Poor
How would you rate the standard of your property when you moved in?	91%	8%	1%
How would you rate the overall service you have received from Unity?	88%	11%	1%

## Exit surveys

	Good	Fair	Poor
How would you describe the services that you have received at Unity?	70%	26%	4%

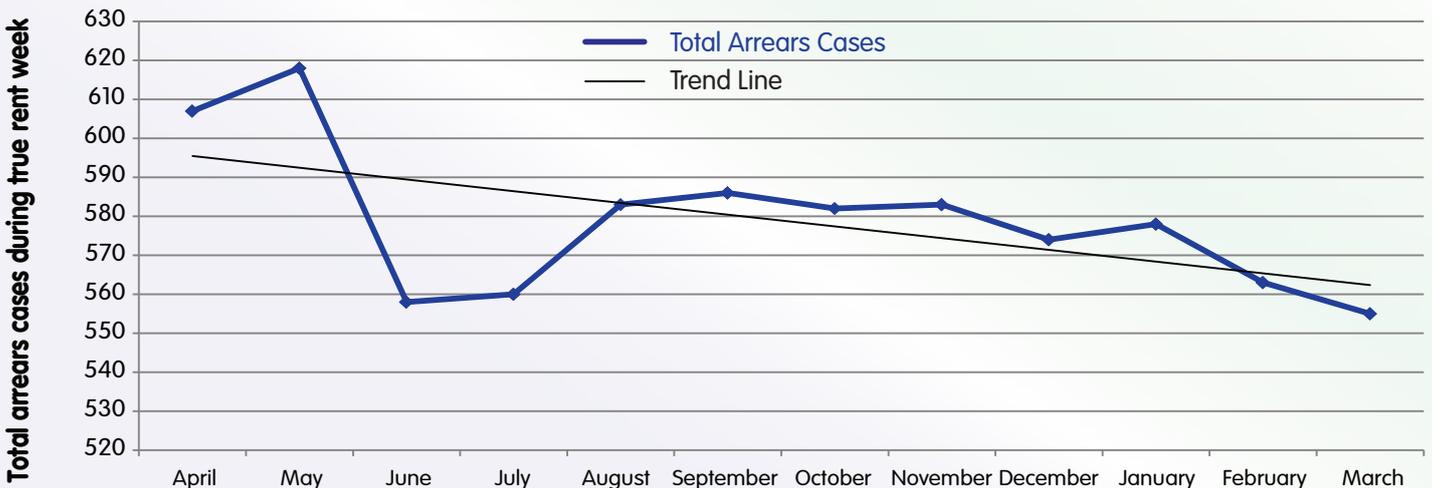
  

	Yes	No
Would you recommend Unity to your friends and relatives?	88.9%	11.1%

## Benchmarking Data

Housing Association	Rent collected	Rent arrears	Re-let times	Rent loss through voids
Unity Housing Association	<b>102.1%</b>	5.6%	20 days	0.79%
Housing Association A	100%	3.1%	27 days	0.9%
Housing Association B	99.2%	4%	16 days	0.5%
Housing Association C	100% (Q3)	1.9% (Q3)	31 days (Q3)	1.4%
Housing Association D	98.5%	<b>1.6%</b>	31 days	1.7%
Housing Association E	100%	2.9%	28 days	0.6%
Housing Association F	98.7%	4.5%	95.5 days	4.08%
Housing Association G	99.5%	4.28%	19.2 days	0.9%
Housing Association H	99.6%	3.53%	12 days	<b>0.37%</b>
Housing Association I		<b>1.6%</b>	<b>8.6 days</b>	1.4%

## Total Arrears Cases 2015/16



# Business Planning Objectives

## Objective 2 - Provide high quality affordable housing services

Objective	Our performance	Objective met?
2.1 Continue our drive to reduce rent arrears and review best practice and the results of comparable organisations.	Reduced percentage of arrears from 6.36% to 5.56%, increased efficiencies within income collection management and exceeded the established business plan target for the financial year. Unity are also prepared for the introduction of Universal Credit.	<input checked="" type="checkbox"/>
2.2 Continue to improve our approach to managing turnover and reducing void levels and rent loss.	Rent loss through voids has been lowered from 0.95% to 0.79%. Communication of information between departments is improved, with regular updates at team meetings and Tenant Panels. There has also been an increased knowledge of tenants and perspective tenants with regard to housing options/mobility. Tenants of new schemes took part in a new tenant survey.	<input checked="" type="checkbox"/>
2.3 Review and improve our programme of work aimed at ensuring we are sensitive to the needs of tenants and legislation in terms of the size, affordability and demand of our accommodation	There have been continued discussions between LCC and Unity, especially with regards to new developments. There has been interdepartmental input into new schemes, which are regularly discussed at meetings. Working closely with LCC Occupational Therapists for early identification of tenants for the new wheelchair accessible bungalows.	<input checked="" type="checkbox"/>

## Objective 4 - Provide training and employment opportunities and promote financial inclusion

4.1 Review our current 'housing plus' offer and success to date and agree our future priorities-see also objectives 3 and 5	Our Employment Services team continue to expand their services. We have also started free Universal Credit and Benefit Cap courses from the Hub.	<input checked="" type="checkbox"/>
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# Home Standard



Homes & Enterprise

Supporting BME Communities  
and Multi-Cultural Neighbourhoods

## Highlights:

- ✓ Once again, 100% of our properties were gas-safety compliant as at the end of March 2016. Throughout the year 16 properties came out of certification, however 15 of those were serviced within a week, with the other due to difficulty gaining access.
- ✓ Our repairs contractor, Forrest, now have their manager based in our office to ensure that repairs are dealt with swiftly and effectively.
- ✓ Unity fitted SMART meters into all of our communal areas in order to reduce costs in respect of meter readings and verifications.
- ✓ 32 properties were adapted to meet the needs of the tenants living there.
- ✓ We carried out a stock condition survey on all of our properties to check that the planned maintenance schedule is accurate and viable from a financial point of view. Unity remains compliant with the 'Decent Homes Standard' and Health and Safety regulations.
- ✓ A further 94 Energy Performance Certificates were attained in 2015/16. We now hold accurate energy performance information on 99% of our properties.

## Our Performance

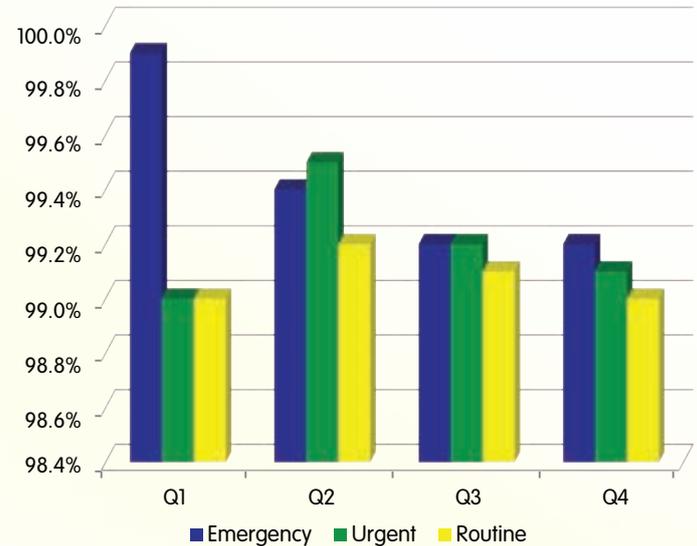
	Actual 2014/15	Actual 2015/16	Target 2015/16	Meeting Target	New Target 2016/17
<b>Repairs, Servicing and Conditions</b>					
Emergency	99.9%	99.2%	99%	✓	99%
Urgent	99.4%	99.1%	99%	✓	99%
Routine	99%	99%	99%	✓	99%
First time fix	95.8%	95.7%	95%	✓	95%
Appointments made and kept	99.1%	99.4%	99%	✓	99%
Gas servicing	100%	100%	100%	✓	100%
Average rd SAP rating	73	73.7	73	✓	73

## Tenant satisfaction

Monthly maintenance satisfaction	98.4%	99.5%	95%	✓	95%
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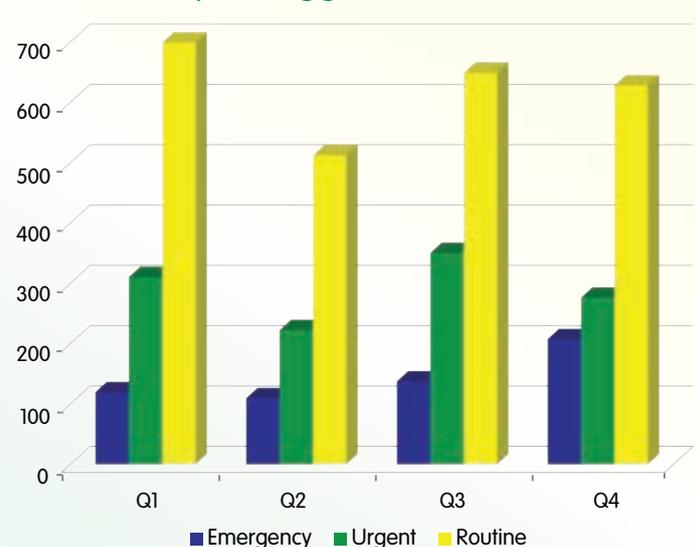
## Responsive Repairs

Responded to within the timescale



## Responsive Repairs

Number of jobs logged



## Responsive Repairs Satisfaction

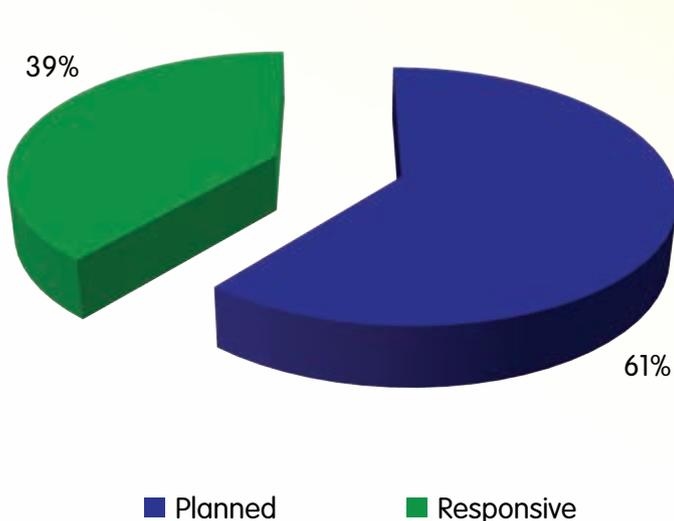
	Good	Satisfactory	Poor
How well did we deal with your repair?	94.9%	4.6%	0.5%
How good was the service from the contractor?	96.8%	2.8%	0.4%
How good was the repair?	95.6%	3.9%	0.5%
	Yes	No	
Did the contractor keep to appointment?	99.4%	0.6%	
Was the repair fixed first time by the contractor?	95.7%	4.3%	

## Planned Maintenance Satisfaction

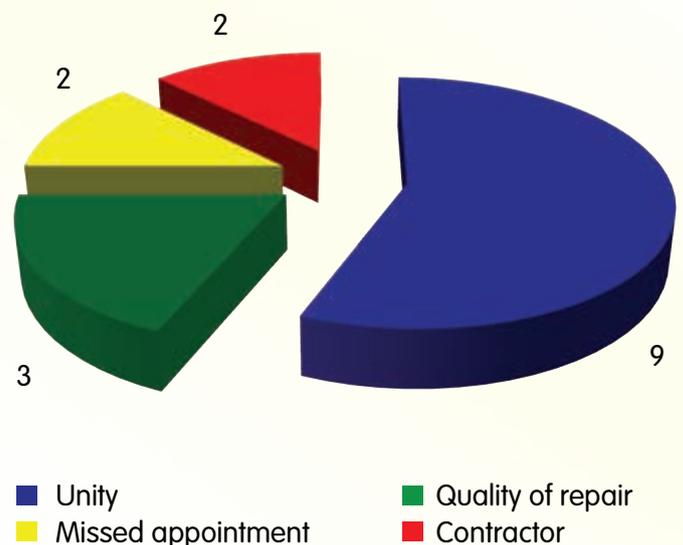
	Satisfaction with service from Unity	Satisfaction with service from contractor	Satisfaction with quality of work
Kitchens	100%	100%	100%
Doors	100%	100%	100%
Boilers	100%	100%	100%
Bathrooms	94%	100%	100%
Painting	99%	100%	100%
Gas servicing	100%	100%	100%

	Gas Safety Compliance	Emergency repairs completed within target timescale	Urgent repairs completed within target timescale	Routine repairs completed within target timescale	Appointments that were kept	First time fixes	Satisfaction with repairs service
Unity	100%	99%	99%	99%	99%	99%	99.5%
Association A	99.8%				80.5%		89.4% (14/15)
Association B	99.6%			95.6% (14/15)	95.6% (14/15)		85% (14/15)
Association C	100%				94.5%		95.3% (14/15)
Association D	99.7% (14/15)	99.3% (14/15)	99.5% (14/15)	99.5% (14/15)	98.6% (14/15)	91.3% (14/15)	91.3% (14/15)
Association E	100%					88%	89%
Association F	100%					87.5%	87% (14/15)
Association G		99.8%	99.2%	95%			71.6% (14/15)
Association H	100%					96%	87%

## Planned/Responsive Repairs Split



## Areas for dissatisfaction with repairs



## Business Planning Objectives

**Objective 1** - Provide and continue to develop high quality mixed tenure housing which reflects needs and aspirations.

### Objective

1.5 Maintain our levels of investment and our planned approach to maintenance, servicing and repairs in order to ensure high standards of decency and tenant satisfaction.

### Our performance

The investment levels have been set and managed using IBS stock condition information and consultation with customers. All of our properties meet the requirements of the HSHRS and remain 'decent'. Customer satisfaction remains high with overall satisfaction at 99.5%, surpassing our target of 95%.

### Objective met?



1.6 Continue our approach aimed at increasing the SAP ratings of our properties and minimising energy costs.

All Unity properties are with EPC band C or higher.

Unity meets the Leeds Regional Warmth Group's targets of average rd SAP 73 across all stock and minimum band C rating on all properties.

The Affordable Warmth Strategy links with the Asset Management Strategy and incorporates affordable warmth in our planned approach to maintenance.





# Neighbourhood & Community Standard

## Highlights:

- ✓ Our Employment Services Team helped a further 77 people get into work and 120 people access training opportunities
- ✓ We set up a Regeneration Task Group, made up of board members from Unity Housing and Unity Enterprise, to generate employment training and regeneration benefits.
- ✓ We established an 'Employment Hub' at our Enterprise building. The hub acts as an outreach centre for dedicated employment services and financial inclusion.
- ✓ We announced our upcoming developments, as we are set to build 120 new properties before 2018; including Parkwood Road, Rocheford Court and Holborn Court. This will provide work opportunities for the community.
- ✓ Our Employment Services Team started jointly running ESOL (English to Speakers of Other Languages) classes at our Employment Hub to improve the employability of our tenants and the wider community.
- ✓ We employed a Administration Apprentice to assist the Employment Services Team in delivering their services.

## Completed Developments & Refurbishments

### Stratford Court, Chapel Allerton

Stratford Court is a redevelopment of a council scheme featuring 24 flats and 5 bungalows, exclusively for those over the age of 55. It is placed in a convenient location of Chapel Allerton, close to shops, cafes and local amenities. This development proved extremely popular - particularly those looking to downsize. This has in turn, 'opened up' several under-occupied larger properties for tenants with families.

### Brown Lane East, Holbeck

Brown Lane East is a development comprising of 26 properties for affordable rent and 16 shared-ownership properties. This development aimed at promoting the wider regeneration of Beeston and Holbeck. Difficulties encountered by potential buyers in obtaining mortgage finance for a few of the shared ownership properties meant that we were left with three unsold. Their tenure was converted to affordable rent and were quickly let.

### Trinity Court, Huddersfield

Trinity Court is Unity's first development outside of Leeds; in the neighbourhood of Fartown, Huddersfield. It features ten refurbished flats for those over the age of 55 with recognised support needs.

## Unity's Affordable Homes Programme 2015-18

Over the past decade, Unity's development and regeneration programme work has extended beyond our traditional Chapeltown and Harehills heartland. Following our successful bid to build 120 new homes on sites across Leeds, the following progress has been made:

### Parkwood Road



A £2.3m project. The contractors on this site, Strategic Team Group, are due to complete this development of 18 houses in January 2017.

### Rocheford Court



A £1.2m project. Contractors, Esh Construction, started work in December 2015. Completion of the development, which comprises nine houses and two bungalows, is due in November 2016.

### Holborn Court



A £1.8m project. The contractors on this site, Jack Lunn Construction, started work in December 2015 and will complete the 15 flats and two bungalows in November 2016.

## Leeds Media Centre Refurbishment

In 2015, the ground cafeteria area of Leeds Media Centre had a huge refurbishment in preparation for new tenants. **Kamboh**, an authentic Indian and Pakistani buffet, began renting the unit in order to deliver their unique dining experience.

Located to the rear of Unity Housing's building, Leeds Media Centre hosts a wide range of business tenants with a focus on creative industries due to our media facilities.

The ground has had a drastic transformation, changing from a cafe bar into a restaurant. The refurb included; completely new interior design, signage, furniture, removal of previous til and the input of a new bar.



## New Additions to Unity Enterprise...



### S.K. Nailz

Unity Business Centre welcomed **SK Nailz**, an exclusive nail studio with an extensive range of treatments provided for men and women. Specialties include: Manicures, Pedicures, Shellac and UV Gel manicures, Acrylic Enhancements and Nail Art.



### JDRF

As part of their national commitment, **JDRF** have acquired a unit as Unity Business Centre to continue their mission of eradicating type 1 diabetes. They gain funding, encourage research and provide support.



### GRT Hospitality

**GRT Hospitality Recruitment Ltd** is a dedicated, fast growing recruitment agency specialising in catering and warehouse industry. They cover various prestigious events nationwide.

## Unity's Employment Services

Unity's Employment Services team was set up in May 2011 to support Unity tenants and the communities in which they live to get back into employment and training. The Team can help tenants with practical job skills such as preparing a CV, guidance for job searching and applications and practising interview. Since they joined Unity they have helped hundreds of people! In 2015/16, Employment Services added another member to their Team in order to improve their sessions and increase the number of tenants that they can assist.

	13/14	14/15	15/16	Total
Employment	44	60	77	181
Training	45	61	120	226
Voluntary work	12	20	15	47



## Case Study: Emily\*

Emily came from a referral from our Income Support team and wanted to progress in her job as a support worker. She had ambitions to do nursing qualifications but did not have GCSE's in English and Maths which is required. The Employment Services team supported Emily to access Learn Direct and get on a course to acquire the GCSEs. With the help from the team, Emily was accepted onto the course at Leeds City College and started September 2015.

Following one year of studying, she had the qualifications to apply for the nursing course. Employment Services gave further assistance to Emily with her UCAS application.



## Case Study: Molly\*

When Molly first approached Unity's Employment Services team, she had not been in the UK for long and was struggling with English language. Molly met with an advisor who spoke to her about the different classes available in the community and local college. Within a few weeks, Molly had registered at a community centre and accessed some short term activities.

Due to Molly's determination to find work she signed up to Unity's digital inclusion course and drop-in job club. Her enthusiasm to get a job soon paid off and she successfully attained two cleaning jobs. In between working Molly still attends our ESOL classes to continue developing her English skills.

## Case Study: Mike\*

Before meeting the employment team Mike had been in trouble with the police and was struggling to get into college to study plumbing. He had dropped out of school and didn't have any qualifications. Mike had seen an advertisement and applied. When the employment team received Mike's CV they contacted him for an informal chat, he came to the office and had a mock interview.

Mark was put on a two-week training course and then went for his CSCS test. On second attempt, Mike passed the test and began a two week placement on one of Unity's development sites. When his contract was coming to an end, the employment team helped him apply for further jobs and he was accepted on a plumbing apprenticeship for 2 years.

## Anti-Social Behaviour

	Year End 2013/14	Year End 2014/15	Year End 2015/16
Number of new cases	6	4	17
Number of cases closed	6	0	4
Number of cases to court	0	16	1



\* Names have been changed to protect the identities of those concerned. Images do not represent those in the case studies.

## Business Planning Objectives

### Objective 1 - Provide and continue to develop high quality mixed tenure housing which reflects needs and aspirations

Objective	Our performance	Objective met?
1.1 Agree the circumstances when and if development opportunities outside of Leeds would be explored or rejected.	Our Development Strategy was updated which includes a rationale for working outside Leeds. We have since acquired a development in Huddersfield, Trinity Court.	<input checked="" type="checkbox"/>
1.2 Deliver our current new development programme on budget and on time.	Our Affordable Homes Programme 2015-20 has commenced. 46 new units on site, 27 are going through the planning process with remaining 47 to be identified. We are also working with Leeds Alliance to fulfill LCC priorities.	<input checked="" type="checkbox"/>
1.3 Produce a viable new development programme, additional to our current programme, taking account of damage and the aspirations and mobility of BME communities. Engage more directly with Leeds City Council on land availability and explore the availability of sites on the open market.	We made a commitment to build 120 new homes and aim to raise standards and increase housing choice for local communities. We are continuing to identify public/private sites to take up the remaining 47 allocated units.	<input checked="" type="checkbox"/>
1.4 Carry out appraisals of the demand and opportunity to provide specialist accommodation e.g. for older people, vulnerable people etc.	We continue to work with local and national providers, including Feel Good Factor, Leeds Black Elders, Horton Housing and Leeds University to ascertain need and demand for older people within the city and regions.	<input checked="" type="checkbox"/>

### Objective 2 - Provide high quality affordable housing services.

2.4 Work with local voluntary organisations and other partners on a pilot programme in Chapeltown and Harehills to support older people to live healthily and independently in their own homes.	Working with services such as Feel Good Factor and Leeds Black Elders is helpful. Feel Good Factor are reporting some good outcomes in relation to support and advice for older people.	<input checked="" type="checkbox"/>
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### Objective 3 - Involve and work with our tenants and the communities we serve to inform and improve services.

3.3 Engage with our partners and local communities to review and update our understanding of the current and future needs of local people living within our target neighbourhoods in order to inform our housing and 'housing plus' services.	We continue to attend partner events, with regular attendance at Beeston & Holbeck Neighbourhood Improvement & Skills Board. CHIS activities and now picking up with feedback from the last Frontline Workers Conference acting as the Action Plan going forward.	<input checked="" type="checkbox"/>
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## Objective 4 - Work with partners to encourage and support the regeneration of our target neighbourhoods

4.2 Encourage and participate in neighbourhood regeneration initiatives relevant to our existing tenants and to areas in which we are carrying out new development.

We have been working with LCC's Housing Strategy Team to develop sites as well as partner initiatives such as Holbeck Neighbourhood Forum and CHIS, to address concerns in relation to crime and grime, financial inclusion and worklessness etc.



4.3 Promote and participate in the regeneration of Chapeltown, Harehills, Beeston and Holbeck.

We continue to work with local partners to promote our services. Unity also sponsors local events such as Beeston Festival, which encourages development in the area.



4.4 Deliver services aimed at securing training and employment for our tenants and families. Promote financial inclusion and support our tenants with the impact of welfare reform, the costs of living, banking and credit facilities.

A strategy has been finalised and presented to SMT. Training and employment figures continue to rise each year, as we helped to get 77 people into work and 120 into training. We also assisted 15 people in attaining volunteering roles, which is something we aim to increase.



The Hub was established at our enterprise centre, and now hosts regular drop in and training sessions, encouraging partner organisations to use the facility to deliver a range of course including ESOL via Learning Partnerships. Employability workshops and digital inclusion sessions are ran from The Hub, as we continue to work with clients to provide a range of services to meet their current and future needs.





# Tenant Involvement Standard



Homes & Enterprise

Supporting BME Communities  
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## Highlights:

- ✓ We carried out a tenant census to acquire further information regarding communication preferences and service requirements.
- ✓ Following on from last year's success, Unity hosted another Unity in Bloom gardening competition. This encouraged tenants to take pride in their estates for a chance of winning prizes. Our Tenant Panel were involved as the Judging Panel.
- ✓ Our Tenant Panel was involved in scutinising Unity's arrears process. They provided inputs and improvements on processes such communication i.e. arrears letters.
- ✓ We continue to sponsor the annual Beeston Festival to raise awareness of our services and provide free housing, employment and welfare advice to local people
- ✓ We are currently assessing the structure of the Tenant Panel, in particular the frequency of meetings in regards to Value for Money.
- ✓ Alongside Unity in Bloom, we distributed free plants, pots, seeds, soil and tips at a series of gardening workshops. This encouraged tenants to grow their own fruit and veg, saving money and improving their diet.

## Tenant Panel

Unity's Tenant Panel has been established since 2010 and is open to all tenants. Our Tenant Panel is a fun, friendly group of Unity residents that meets up monthly to discuss issues affecting the business, our homes and our tenants.

The past year has been another busy one for our Tenant Panel. They've been involved in a mystery shopping exercise, testing Unity's housing management service and how we protect personal data supplied to us by tenants. They also looked at gardening and cleaning service in communal areas and were involved in setting criteria for new and existing supplier service contracts.

## Leeds Collaborative Group

Tenants from four housing associations attend this six weekly-forum, supported by their respective involvement officers to compare approaches and share best-practice.

It is currently attended by two Unity tenants, which according to the Group's terms of reference, is the maximum allowed.

Co-operation with other housing associations allows Unity and our tenants to acknowledge alternative approaches to delivery of services.



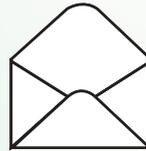
## 2015 Tenant Census

The Census took place in 2015 as we aimed to acquire more in depth data to assist our communication with our tenants. Overall, we received 617 responses. In the 2015 Census Survey we asked tenants about whether they would like to take advantage of their right to influence service delivery at Unity Housing, and have been using this as a starting point for expanding our Tenant Panel and such like.

Another aim of the 2015 Census Survey was to ensure that tenants' contact details are up to date and/or whether tenants would prefer to be communicated with in a different way. Unity largely relies on post and telephone contact to communicate with tenants, however if Unity was able to make more efficient use of email it could not only save the organisation money but also provide tenants with a means of sharing their views (by completing online surveys, for instance) without having to leave their home. Here is an overview of the data we received:



77% of tenants who responded (541) said that they are happy to be contacted via text.



55% of tenants who responded (457) said that they are happy to be contacted via email.



18% of tenants who responded (201) said that they or someone they live with would like some free help or training from our Employment Services Team.



46% of tenants who responded (200) said that they would like more details about how they can share their views.



4% of tenants who responded (208) said that they are happy to be contacted via Twitter.



16% of tenants who responded (229) said that they are happy to be contacted via Facebook.

## 2014 Tenant Satisfaction Survey

As a Registered Social Landlord, Unity aims to carry out a Tenant Satisfaction Survey every 3-4 years. The 2014 Tenant Satisfaction Survey was statistically valid with 404 returns (a 40% response rate). Although this survey was undertaken in 2014, the results still impact on how Unity aims to improve and develop. Here are a couple of questions and results from the 2014 survey:

Taking everything into account, how satisfied are you with the services provided by Unity?

	Responses	2006	2009	2010	2012	2014
Very satisfied	194	62.1	66.6	79.4	88	82.2
Fairly satisfied	138					
Neither satisfied nor dissatisfied	30	13.9	15.4	8.7	4.9	7.4
Fairly dissatisfied	22					
Very dissatisfied	20	24	18	11.9	7.1	10.4

Generally, how satisfied are you with the way Unity deals with repairs and maintenance?

	Responses	2006	2009	2010	2012	2014
Very satisfied	198	53	60.2	74.3	86.3	85.4
Fairly satisfied	148					
Neither satisfied nor dissatisfied	22	10.2	15	9	3.5	5.4
Fairly dissatisfied	24					
Very dissatisfied	13	36.8	24.8	16.7	10.2	9.1

## 'Achieving Excellence'

### Investors in People

Investors in People is an institution that sets the standard for better people management within organisations. Their internationally recognised accreditation is held by 14,000 organisations across the world. The Standard defines what it takes to lead, support and manage people well for sustainable results.

Despite already possessing a silver accreditation, a change in standard meant that Unity targetted a more lucrative status. After spending a day speaking to staff, an assessor from Investors in People attended a Tenant Panel meeting to find out more about opportunities to influence service delivery. She liked what she heard, helping Unity to achieve Silver Standard.

### Customer Service Excellence

Customer Service Excellence aims to bring professional, high-level customer service concepts into common currency with every customer service by offering a unique improvement tool to help those delivering services put their customers at the core of what they do. These are the types of values that Unity aims to inbed with its services, therefore we undertook an assessment to see if we meet the criteria.

Following a day working alongside Unity staff to see how tenants were treated, an assessor from Customer Service Excellence attended a Tenant Panel meeting to evaluate how customers were treated. He then had a session with the Panel, querying them on their opinions regarding customer service at Unity. The assessor was very satisfied with the overall service provided by Unity and we achieved Customer Service Excellence.

### Case Study - Unity in Bloom

Following the success of last year's competition, Unity invited every tenant to enter their garden or outdoor space into our 'Unity in Bloom' gardening competition. Due to the high amount of fantastic entries in the previous years, we decided to add three new categories into this year's competition, so now eco-friendly gardens and smaller gardens also had a chance of winning.

The Tenant Panel took two full days out of their busy schedule to visit properties across Leeds and had the difficult task of selecting a winner.

To congratulate the participants on their efforts, Unity held an Awards Ceremony in which winners and runners up were awarded prizes.

### Case Study - Free Seeds & Gardening Workshops

Although one aim of Unity in Bloom was to encourage pride in the appearance of tenant's estates and homes, another was to encourage tenants to live a healthy lifestyle by encouraging them to grow their own fruit and veg.

To help motivate tenant's to get involved, Unity promoted a number of free gardening workshops in the Leeds area. We also visited estates and provided tenants with free seeds so that they could grow plants in their own gardens.



## Business Planning Objectives

### Objective 3 - Involve and work with our tenants and the communities we serve to inform and improve services.

#### Objective

3.1 Continue to expand and extend the input of our tenant involvement panels and our Tenant Scrutiny Panel

#### Our performance

The Tenant Panel continues to be well-attended. There is now also an evening session to accommodate those who would like to be involved but struggle to attend meetings due to their work commitments. Furthermore, the Panel have been involved with a number of practical investigations. The panel have visited completed sites have an input on new scheme developments.

#### Objective met?



3.2 Review and improve our services based on regular tenant feedback and satisfaction surveys.

We conducted a census in order to update tenant information and gauge a more detailed understanding of their preferential services, for example tenants were asked about their preferred method of communication with Unity.



3.3 Introduce Tenancy HEALTH checks to develop relationships between Housing Officers and tenants to improve our communities

The Tenancy HEALTH checks have begun and involves housing officers visiting tenants every 2 years to ensure they are happy with their home and to keep updated.





# Value for Money Standard

## Highlights:



Home

In order to reduce energy costs, we have also entered into a relationship with an energy broker (Inenco) for the purchase of our communal and office electricity.



Governance & Viability

Unity held a joint SMT/Unity Board Away Day in October 2015. The outcomes were enshrined within a new Business Plan for the UHA 'group', which encompassed all the agreements reached, including future plans for Unity Enterprise.



Governance & Viability

Unity's Audit and Risk Management Committee met in February 2016 to consider the major risks facing the organisation and to agree a risk mitigation strategy and Risk Map, which can be found on our website: [www.unityha.co.uk](http://www.unityha.co.uk)



Home

Since 2011, Unity's maintenance department has been implementing a five-year Asset Management Strategy and an Affordable Warmth Strategy.



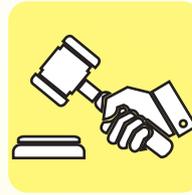
Home

We have made considerable value for money savings by procuring work via long term partnering contracts (3 to 5 year terms with option to extend) and re-invested this in our maintenance works.



Home

We have already generated an 11% cost saving in respect of the Auditing of our Gas Servicing & Repairs for 2016/17 by working with Manningham Housing Association.



Governance & Viability

We used external advisors to help us to set remuneration at levels which will help us to secure the best Value for Money whilst also ensuring that the association is able to sustain its business by retaining and being able to recruit the best staff.



Home

Unity is undertaking robust Stock Condition Survey which will be included in the business plan. The survey is fundamental in informing our plans for maintenance on a scheme by scheme basis for all residents.



Home

We have improved the energy efficiency of our stock via setting challenging targets for our properties pro-actively obtaining energy performance certification to measure our position against these targets and undertaking suggested works to achieve target via existing budget/programme heads.

## Financial Performance

The Association makes effective use of its financial strength and capacity to support its objectives and spending priorities. The following table illustrates how we have consistently improved our financial performance year on year.

	2016	2015	2014	2013	2012
	£000s	£000s	£000s	£000s	£000s
TURNOVER	8,061	6,357	5,407	6,196	5,542
Operating Costs	(5,728)	(4,472)	(3,986)	(4,935)	(4,644)
	2,333	1,885	1,421	1,261	898
Sale fixed assets	115	24	8		
Interest received	53	72	32	27	42
Interest paid	(825)	(627)	(454)	(431)	(516)
<b>SURPLUS</b>	<b>1,676</b>	<b>1,354</b>	<b>1,007</b>	<b>857</b>	<b>424</b>

## Value for Money Log

Area	Description
	Made better use of own multi-lingual staff & cancelled annual contract with Language Line, therefore lowering costs on interpreters.
	Interest savings due to variable rates.
	We negotiated a new annual cost of our repairs contracts. Contractor absorbed RPI price increase included in contract providing savings over whole three years.
	We negotiated with gas suppliers via our energy broker, Inenco, to reduce costs.
	We received interest from managing surplus cash and short term fixed deposits.
	We reviewed our telephone lines are service, making sure that we are only paying for what we are using.
	We reviewed our Leeds City Council cleaning contract. We checked works done and pricing of contract over five year period from inception.
	Working with Manningham HA enabled a reduction in the cost of each gas servicing audit by £5.
	We obtained a better tariff from changing the supplier for LMC's half hour meter to Total.
	We had an independent review of risk map and corporate operations by Zurich, requested by the Audit Committee.

## Saving

**£354**

on this particular job

**£31,764**

one-off saving

**£109,180**

over the lifespan of the contract

**£5,376**

one-off discount

**£44,609**

one-off saving

**£4,210**

one-off saving

**£17,475**

over the lifespan of the contract

**£545**

annual saving

**£1,324**

over the lifespan of the contract

**£3,500**

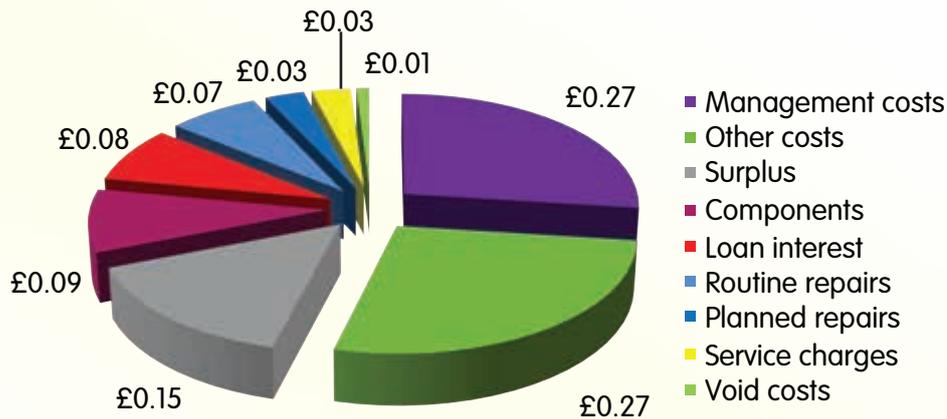
on this particular job

**Total Savings:**

**£218,337**

## How each £1 of rent was spent in 2015/16

### Unity Housing Association



We analyse financial results to produce more accessible charts, derived from standard ratios. The following charts usefully illustrate how our income is spent as well as the fact that we are controlling costs, delivering steady and positive improvement in our financial results, many of which compare favourably with the results of our peers and indeed of the whole sector.

**Management Costs (27p)** - This includes the costs of staff and offices and other related costs.

**Other Costs (27p)** - This covers other items such as insurance and Information Technology.

**Surplus (15p)** - This is a proportion of rent money that is left over after all the other items have been paid for from the rental income. It is kept for future investment in existing and new homes as well as new services.

**Components (9p)** - This covers other items fitted to our properties during the course of maintenance.

**Loan Interest (8p)** - This refers to the money that Unity has to pay on loans that it has taken out to new builds.

**Routine Repairs (7p)** - This covers the responsive repairs that are reported by tenants.

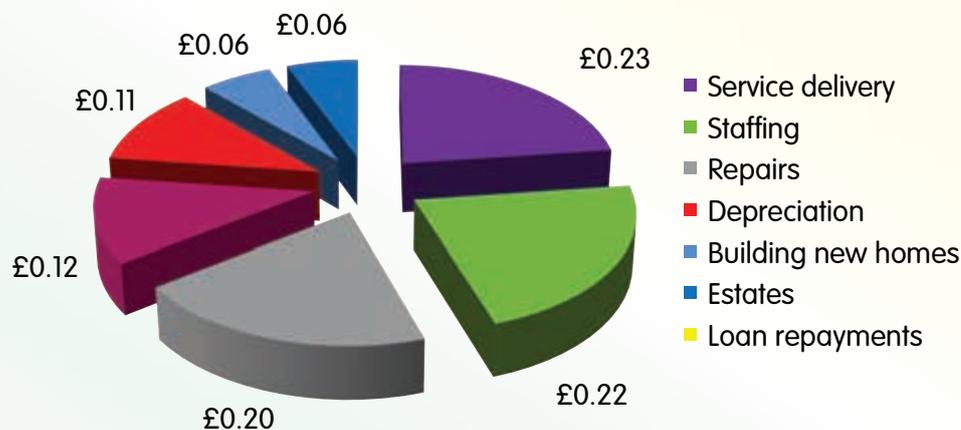
**Planned Repairs (3p)** - This covers planned and cyclical maintenance such as roofing and new window programmes.

**Service Charges (3p)** - This includes items such as ground maintenance, care alarms and communal areas.

**Void Costs (1p)** - This relates to the cost of rent when properties are vacated and require work, to bring them up to a lettable standard, before they are allocated to new tenants.

## How each £1 of rent was spent in 2015/16

### Housing Association G



## Ratio of Routine v Cyclical & Planned Repairs

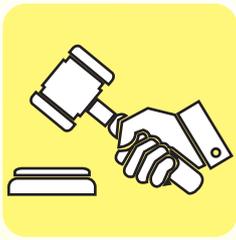
### 2016/17 - 2019/20

	2016/17	2017/18	2018/19	2019/20
Routine Repairs	43.6%	48.1%	49.8%	53.1%
Cyclical & Planned %	56.4%	56.4%	51.2%	46.9%

## Affordable Warmth Strategy

In implementing the current strategy for environmental protection and energy cost reduction, the following measures have been undertaken over the life of the strategy 2011/16:

Affordable Warmth Measure	No. achieved 2011/16	Investment 2011/16	No. achieved 2015/16	Investment 2015/16
Grade A boilers fitted	153	£496,756	42	£126,826
Single glazed properties upgraded with double glazing	55	£158,149	11	£40,533
Bathroom upgraded with shower fitted	398	£346,119	79	£67,030
Energy Performance Assessments undertaken	308	£45,736	89	£18,366
Green Doctor Referrals	209	-	-	-



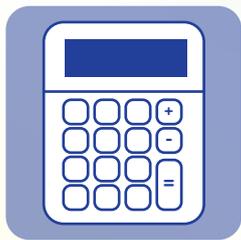
# Governance & Viability Standard

## Business Planning Objectives

### Objective 6 - Be a progressive and expanding business with a sound resource base

Objective	Our performance	Objective met?
6.1 Taking account of the relevant actions, refine the 'Unity Offer'.	Addressed in the Business Plan, which outlines Unity's focus and success.	<input checked="" type="checkbox"/>
6.2 Comply with the Regulatory Framework and produce a comprehensive compliance statement and action plan.	Compliance statement complete.	<input checked="" type="checkbox"/>
6.3 Ensure high standards of governance, review skills gaps and produce a Board members succession plan	We are aiming to achieve gold accreditation in the Investors in People award.	<input checked="" type="checkbox"/>
6.4 Ensure budget control, cash flow management and adhere to our financial plan and lender covenants	Monthly management accounts prepares and reported on. Monthly Treasury report produced. Relevant covenant KPI's monitored. All reports are a continual work in progress to ensure information is presented in the most understandable manner	<input checked="" type="checkbox"/>
6.5 Update the Value For Money programme.	We ensured compliance with regulatory framework and ensured the organisation had VfM embedded in its framework. We continue to keep a value for money log which monitors the savings that are made throughout the business	<input checked="" type="checkbox"/>
6.6 Complete the review of our asset register.	Records checked to the IBS rental database . Land Registry titles to be added. All available property cost details validated to ensure all records complete and comply with HCA requirements.	<input checked="" type="checkbox"/>
6.7 Update and regularly review our risk management strategy	Our 'Risk Map' is updated quarterly and reviewed by the Audit Committee.	<input checked="" type="checkbox"/>
6.8 Scrutinise and validate our internal and external audits.	Annual plan cycles the relevant audits on a regular basis to ensure we are maintaining standard. External audits are approved by the Audit & Risk Management Committee and also comply with relevant regulations.	<input checked="" type="checkbox"/>
6.9 Continue to improve our management and staff development programmes and comply with relevant performance standards e.g. IIP, CSE.	Staff are kept well informed. Weekly training ensures that staff are correctly prepared for the evolving conditions and are able to provide an excellent customer service.	<input checked="" type="checkbox"/>

6.10 Maintain an up to date and reliable I.C.T structure.	A new telephone system was installed to ensure business continuity. Our infrastructure remains up to date and in line with HCA requirements.	<input checked="" type="checkbox"/>
6.11 Update and regularly monitor the organisations 'Self-Assessment' and Operational Plan.	We continue to reflect on our performance each year through our 'Self-Assessment' which takes into consideration whether or not we have met our business planning objectives.	<input checked="" type="checkbox"/>
6.12 Review the Senior Management Team roles and responsibilities and skill gaps.	Structure was evaluated and approved.	<input checked="" type="checkbox"/>



## Rent Standard

Unity charges its rents in accordance to the governments direction to the regulator.

# Plans for 2016/17



### Home

We will evaluate the forecasted maintenance spend following the stock condition survey. We can then target underperforming stock, in terms of rent yield, and deal with it accordingly.



### Home

We will retender all of our maintenance services contracts to ensure we have the best deal. This will then be presented to the Tenant Panel for their suggestions and approval.



### Tenancy

We aim to implement new technology that will allow use to monitor arrears accrual and therefore act faster when tenants enter arrears, ensuring they get help as quickly as possible.



### Tenancy

Following the results of the 2015 Census, we will start performing tenancy health checks which will include regular visits to homes and keeping more up to date records on tenants and their homes.



### Neighbourhood & Community

We have raised our targets for helping people to access work, training and volunteering opportunities through our Employment Services



### Neighbourhood & Community

We will continue to utilise the Hub at our Enterprise facility to ensure that the highest quality of employment services are provided to clients.



### Neighbourhood & Community

We aim to have new developments Holborn Court, Parkwood Road and Rocheford Court completed on time. We will then continue to expand on our Affordable Homes Programme.



### Tenant Involvement

We are in the process of reviewing Tenant Involvement activities at Unity to ensure that they achieve the best quality and Value for Money. This will include Tenant Panel meetings and the development of our Scrutiny panel.