

North East Derbyshire District Council

8 June 2016

Cabinet

Rykneld Homes Business Plan 2016-19, Performance Indicators and HCA Self Assessment Summary

Report of Councillor Mrs E A Hill, Portfolio Holder with Responsibility for Housing Strategy and Social Inclusion

This report is public

Purpose of the Report

- To recommend the approval of the Rykneld Homes Business Plan 2016-19
- To report on Rykneld Homes Performance Indicators 2016/17
- To report on Rykneld Homes Self-Assessment against the Homes and Community Agency's (HCA) Housing Standards.

1 Report Details

1.1 Rykneld Homes Ltd (RHL) Business Plan 2016-19 (**Appendix 1**) sets out the Company's plans for the next three years. In detail it highlights three key objectives and the tasks required to achieve these.

- Reduce Tenancy Turnover
- Make People our Priority
- Deliver Efficiencies through Technology.

1.2 The objectives support North East Derbyshire District Council's (NEDDC) Corporate Plan objectives:

- Unlocking Growth Potential
- Developing Healthy, Safe, Clean and Green Communities
- Providing Excellent Customer Service
- Organisational Transformation.

1.3 The Performance Indicators include the key high level indicators selected by the Board of Directors considered at the strategic level. The targets are set considering the operating environment and previous performance.

1.4 Rykneld Homes is regulated by the HCA and must comply with the Housing Standards; these are inclusive of all legal requirements placed upon Registered Providers. Attached as **Appendix 3** is a summary of the Self-Assessment. The full version links all the documentary supporting evidence that demonstrates compliance with each standard and its specific requirements.

2 Conclusions and Reasons for Recommendation

- 2.1 The Business Plan focuses on the key issues impacting the services that RHL provides. These link to the vision that RHL shares with NEDDC.
- 2.2 The Performance Indicators include the key high level indicators selected by the Board of Directors considered at the strategic level. The targets set are challenging but achievable based 2015/16 performance.
- 2.3 Rykneld Homes is compliant with the HCA Housing Standards.

3 Consultation and Equality Impact

- 3.1 The Business Planning process included consultation sessions with tenant groups – Neighbourhood Services Involvement Group, Tenant Scrutiny Panel and the Repairs and Maintenance Involvement Group.
- 3.2 All RHL policies are subject to an Equality Impact Assessment.
- 3.3 One of the three key themes in the Business Plan is to “Make People Our Priority” this sets out how RHL will provide services that support vulnerable customers. See Appendix 1, RHL Business Plan 2016-19 for detail.
- 3.4 The HCA Self-Assessment outlines how RHL meets the HCA Housing Standards which include the Tenant Involvement and Empowerment Standard. This covers “Understanding and responding to the Diverse Needs of Tenants.” Please refer to Appendix 3 Self-Assessment against the HCA’s Regulatory Standards.

4 Alternative Options and Reasons for Rejection

- 4.1 The Business Plan focuses on the key issues impacting the services that RHL provides. These link to the vision that RHL shares with NEDDC.
- 4.2 The Performance Indicators are those contained in the quarterly and year end Comprehensive Performance Report.
- 4.3 Rykneld Homes is regulated by the HCA and must comply with the Housing Standards; these are inclusive of all legal requirements placed upon Registered Providers. Rykneld Homes meets these standards and all legal requirements. The Self-Assessment clearly demonstrates compliance and has been undertaken at no cost.

5 Implications

- 5.1 Rykneld Homes will put in place key tasks to deliver the three key themes outlined in the Business Plan.

5.1 Finance and Risk Implications

- 5.1.1 The HCA Self-Assessment outlines how RHL meets the HCA Housing Standards which include the:

Please refer to Appendix 3 Self-Assessment against the HCA's Regulatory Standards. The HCA standards include the Governance and Financial Viability Standard. Amongst the key requirements of this are:

- Have effective risk management and internal controls assurance framework
- Protect social housing assets.

5.2 Legal Implications including Data Protection

5.2.1 Rykneld Homes is regulated by the HCA and must comply with the Housing Standards; these are inclusive of all legal requirements placed upon Registered Providers.

5.3 Human Resources Implications

5.3.1 None identified.

6 Recommendations

6.1 To approve Rykneld Homes Business Plan 2016-19.

6.2 To note Rykneld Homes Performance Indicators 2016/17.

6.3 To note Rykneld Homes Self-Assessment against the HCA Housing Standards.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is an executive decision which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	Rykneld Homes delivers services to all the Wards in North East Derbyshire.
Links to Corporate Plan priorities or Policy Framework	RHL's Business Plan supports NEDDC's Corporate Plan priorities.

8 Document Information

Appendix No	Title
Appendix 1 Appendix 2 Appendix 3	Rykneld Homes Business Plan 2016/19 Rykneld Homes Performance Indicators 2016/17 Self Assessment against the HCA's Regulatory Standards
<p>Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)</p>	
Report Author	Contact Number
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Appendix 2

Performance Indicators for 2016/17					
Indicator	2015/16 Target	2015/16 Tolerance	Report Frequency	Proposed Target	Proposed Tolerance
<i>Tenant Involvement and Empowerment</i>					
Number of Complaints (Complaint Enquiry) received	Monitoring Information		Quarterly - CPR	Monitoring Information	
Number of complaints (Complaint Enquiry) resolved at first contact	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
Percentage of complainants satisfied with case handling	Monitoring Information		Annual - HouseMark	Monitoring Information	
% of Contact Centre calls answered	84%	80%	Monthly Performance Dashboard	90%	80%
Average wait time for answered call	40 seconds	45 seconds	Quarterly - CPR	35 seconds	40 seconds
<i>Home</i>					
% of Responsive Repairs completed on target	98.9%	97.8% (HouseMark median)	Monthly Performance Dashboard	98.9%	97.8%
% of tenants satisfied with Responsive Repairs	97%	92% (HouseMark median)	Quarterly - CPR	90%	80%
Total number of repairs completed	Monitoring Information		Annual - HouseMark	Monitoring Information	
*Gas Safety Certificates outstanding	0%	99.89% (HouseMark median - 9 properties)	Monthly Performance Dashboard	0%	10 properties
*% of homes which are non-decent	Monitoring Information		Annual - HouseMark	Monitoring Information	
*Average SAP rating of self contained general needs properties	Monitoring Information		Annual - HouseMark	Monitoring Information	
*SAP methodology used	Monitoring Information		Annual - HouseMark	Monitoring Information	
Average time to complete a Major Adaptation - works ordered to complete	25	30	Quarterly - CPR	25	30
Average time to complete a Minor Adaptation	15	20	Quarterly - CPR	15	20

Number of 'standard development units' completed in the year	49	10%	Annual - HouseMark		
Number of affordable housing units completed in the year	17	10%	Annual - HouseMark		
Percentage of residents satisfied with the quality of new home (new builds only)	90%	80%	Annual - HouseMark	90%	80%
Tenancy					
Average time to relet all voids (calendar days)	26	31	Monthly Performance Dashboard	30	35
*Total number of relets	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Rent and service charges that could not be collected during the period due to empty dwellings	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Number of units vacant and available for letting at period end	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Number of units vacant and unavailable for letting at period end	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Total number of tenancies terminated during the period benchmarked	Monitoring Information		Annual - HouseMark	Monitoring Information	
*% of rent collected	98%	0.50%	Monthly Performance Dashboard	98%	£150k
*Former tenancy arrears	£400,000	£420,000	Quarterly - CPR	£375,000	£405,000
*Rent and service charges due for the period (whether property is occupied or not excluding arrears brought forward)	Monitoring Information		Quarterly - HouseMark	Monitoring Information	

*Rent collected year-to-date from current and former tenants	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Current tenants arrears - start of year	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Current tenants arrears - end of period	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Current tenant arrears attributable to unpaid housing benefit (HAs only)	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Former tenant arrears - start of year	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Former tenant arrears - end of period	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Total rent and service charges which were actually written off as unrecoverable	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Annual rent and service charges due (excl rent lost due to vacant dwellings)	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Number of evictions due to rent arrears year-to-date	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
*Number of tenancies at the start of the year	Monitoring Information		Annual - HouseMark	Monitoring Information	
*Number of tenancies at the end of the period	Monitoring Information		Annual - HouseMark	Monitoring Information	
*Percentage new tenancies sustained for more than 12 months	90%	87%	Quarterly - CPR	90%	87%
Neighbourhood and Community					
*Proportion of estates meeting standard Excellent or Good	95%	90%	Quarterly - CPR	95%	90%

Number of new ASB cases	Monitoring Information		Quarterly - CPR	Monitoring Information	
Number of closed successfully resolved ASB cases year-to-date	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
Number of closed unresolved ASB cases during the year, year-to-date	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
VfM, Financial Viability and Governance					
% of scheduled Board and Sub Board meetings qourate	100%	100%	Annual - CPR	100%	100%
Business Development					
Average number of short term sickness days per employee	Monitoring Information		Quarterly - CPR	Monitoring Information	
Average number of long term sickness days per employee	Monitoring Information		Quarterly - CPR	Monitoring Information	
Total number of leavers in the year (voluntary/involuntary)	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
Average permanent employee headcount in the year	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
Total number of working days lost due to sickness absence in the year - 14/15 PI - Average sickness days per employee - Monitoring Information	10	12	Monthly Performance Dashboard	10	12
Average number of WTE employees in the year	Monitoring Information		Quarterly - HouseMark	Monitoring Information	
Staff satisfaction with employer	85%	80%	Annual - CPR	85%	80%
% of Annual Appraisals completed	Monitoring Information		Quarterly - CPR	100% by 31/05/16	
Progress towards strategic H&S training objectives	Commentary		Quarterly - CPR	Outcome	
Number of Risk Assessments completed against risk assessment register completed	Commentary		Quarterly - CPR	Outcome	
Health and Safety inspections and audits completed	Commentary		Quarterly - CPR	Outcome	
% of Inspection and audit recommendations completed	Commentary		Quarterly - CPR	Outcome	
Number of emergency drills undertaken	Commentary		Quarterly - CPR	Outcome	

Self-Assessment against the HCA's Regulatory Standards – Summary

May 2016

Rykneld Homes Limited

Homes and Communities Agency Standards Compliance Table

Please note where reference numbers are not consecutive this indicates that the particular requirement is not applicable to Rykneld Homes.

Governance and Financial Viability Standard	Economic Standard
<p>1.1 Governance</p> <p>Registered Providers shall ensure effective governance arrangements that deliver their aims, objectives and intended outcomes for tenants and potential tenants in an effective, transparent and accountable manner. Governance arrangements shall ensure Registered Providers:</p> <ul style="list-style-type: none"> (a) adhere to all relevant law (b) comply with their governing documents and all regulatory requirements (c) are accountable to tenants, the regulator and relevant stakeholders (d) safeguard taxpayers’ interests and the reputation of the sector (e) have an effective risk management and internal controls assurance framework (f) protect social housing assets. <p>1.2 Financial Viability</p> <p>Registered Providers shall manage their resources effectively to ensure their viability is maintained while ensuring that social housing assets are not put at undue risk.</p>	
<p>Rykneld Homes Approach</p> <p>Rykneld Homes’ (RHL) governance and financial arrangements have provided a robust framework to enable its Board of Directors to successfully manage the Business since 2007. It continues to share a vision with North East Derbyshire District Council (NEDDC) that is delivered through the objectives outlined in its Business Plan:</p> <p>“North East Derbyshire will be a place that is clean and attractive, a place where people are proud to live, where they prosper and are safe, happy and healthy.”</p>	

The evolution of the Company from a housing management service to a Registered Provider (RP) providing new services and building new homes, has been achieved through successful external accreditation and scrutiny by the Audit Commission (2 Stars) and Homes and Communities Agency (RP status). To continue improving its approach, RHL has adopted the National Housing Federations Code of Governance Excellence undertaking a self- assessment and review against this code to ensure its Governance arrangements meet the highest industry standards. As a continually evolving Business, RHL is keen to learn from others, so in 2015 the Board of Directors started a Governance Peer Review with Derby Homes. Identified good practice and improvements from this will be built into the Boards and governance development.

For RHL to be successful as a business with a social conscience, its governance and financial arrangements are crucial to make the best of the commercial opportunities afforded to it as a RP, whilst continuing to protect social housing and its customers – some of the most vulnerable people in the District.

The Board rigorously stress tests new development proposals alongside its existing assets and liabilities. Rykneld Homes currently manages approximately 8,000 properties, with an expanding portfolio of affordable homes. In the last two years, RHL has built 170 new homes for social and affordable rent, and in 2016 has started to develop new homes for rent, shared ownership and sale to support meeting the District’s housing need.

Value for Money Standard	Economic Standard
<p>1 Required Outcomes</p> <p>1.1 Registered Providers shall articulate and deliver a comprehensive and strategic approach to achieving value for money in meeting their organisation’s objectives.</p> <p>Their Boards must maintain a robust assessment of the performance of all their assets and resources (including for example financial, social and environmental returns). This will take into account the interests of and commitments to stakeholders, and be available to them in a way that is transparent and accessible.</p> <p>This means managing their resources economically, efficiently and effectively to provide quality services and homes, and planning for and delivering on-going improvements in value for money.</p>	
<p>Rykneld Homes Approach</p> <p>Rykneld Homes’ Performance Management Framework sets out its comprehensive strategic approach for delivering Performance, Value for Money (VfM) and Risk Management.</p> <p>The Framework makes explicit the links between Performance, VfM and Risk and their necessity to successfully deliver the Business Plan. The Board receives monthly financial reports and quarterly comprehensive performance and risk reports. All reports received by the Board must detail performance, VfM and Risk Management.</p>	

To ensure that customers and stakeholders, such as NEDDC and the HCA, can scrutinise RHL’s performance in terms of VfM, an annual Self-Assessment is published as part of the Annual Accounts. Rykneld Homes wishes to transparently demonstrate it is making the right economic decisions to protect social housing assets and continue to deliver the best services from its resources.

As RHL has evolved to become a RP delivering new homes and services, achieving efficiencies and VfM has become essential against a back drop of challenging economic, regulatory, funding and legislative change.

The 2015 VfM Statement, part of the Company’s [Final Accounts](#), highlights the ongoing efficiencies achieved whilst continuing to deliver high levels of tenant satisfaction and service performance.

In the 2015 Annual Tenant Survey, 93% of tenants reported that the rent provides VfM.

Rent Standard – Refer to Rent Regulation	Economic Standard
<p>1 Required outcome</p> <p>1.1 Registered Providers shall charge rents in accordance with the government’s direction to the regulator of May 2014 and the Rent Standard Guidance.</p>	
<p>Rykneld Homes Approach</p> <p>Rykneld Homes is approved with the HCA as Registered Provider of Social Housing, and has successfully built and let 44 new properties on affordable rent terms as prescribed by the HCA. Rykneld Homes owns 44 properties let at affordable rent. The rent levels for these properties are set in accordance with the HCA’s Rent Standard guidance at no greater than 80% of estimated market rent.</p> <p>Rykneld Homes stress tests all its new service or development proposals as separate projects and as part of its business portfolio. The budget for 2016/19 has accounted for known impacts on the new development, including the repayment of loans through option appraisal analysis, including stress testing risk scenarios.</p> <p>Copies of the Tenancy Conditions included in the Tenancy Agreement offered by RHL and NEDDC are detailed on the Company website, this includes those relating to rent.</p>	

Tenant Involvement and Empowerment	Consumer Standard
<p>1.1 Customer Service, Choice and Complaints</p> <p>Registered Providers shall:</p> <ul style="list-style-type: none"> (a) provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards (b) have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly. 	
<p>Rykneld Homes Approach</p> <p>Rykneld Homes' Customer Care Strategy was approved by Board in September 2014. It places customers at the heart of everything the organisation does – making people the priority. All staff have been trained in Customer Care and how it must be central to how they deliver services. This approach continues to be very successful with high levels of satisfaction. In the Annual Tenant Survey 93% of tenants agreed “We will listen to your views and make it easy for you to contact us”.</p> <p>Rykneld Homes' Complaints Service is based around the Housing Ombudsman's best practice guide. The approach is based in Customer Care – the first contact is always to try and resolve the customer's enquiry at the point of contact, if possible. If a customer does wish to proceed through the formal complaints route, RHL offers a three stage process before providing advice in regard to designated persons and the Ombudsman. Rykneld Homes receives low numbers of complaints and reports lessons learnt from complaints back to tenants through the Annual Report.</p> <p>Rykneld Homes Compliments, Complaints and Comments Policy Leaflet is available from the Area Housing Offices and website.</p>	
<p>1.2 Involvement and Empowerment</p> <p>Registered Providers shall ensure that tenants are given a wide range of opportunities to influence and be involved in:</p> <ul style="list-style-type: none"> (a) the formulation of their landlord's housing related policies and strategic priorities (b) the making of decisions about how housing related services are delivered, including the setting of service standards (c) the scrutiny of their landlord's performance and the making of recommendations to their landlord about how performance might be improved (d) the management of their homes, where applicable (e) the management of repair and maintenance services, such as commissioning and undertaking a range of repair tasks, as agreed with landlords, and the sharing in savings made, and 	

(f) Agreeing local offers for service delivery.

Rykneld Homes Approach

Rykneld Homes provides a comprehensive range of ways and different levels for customers to [get involved](#) in shaping services from simple feedback surveys, customer improvement groups right through to becoming a full Board Member. The approach is at the core of RHL's success, delivering services that people need and crucially in the way that suits them best. This is what has enabled RHL to achieve continually improving high levels of satisfaction.

In the 2015 Annual Tenant Survey, 88% of tenants reported that Rykneld Homes listens to their views and acts upon them.

Rykneld Homes' performance is reported to all customers and scrutinised by the [award winning](#) Tenant Scrutiny Panel, who continue to make [recommendations](#) that improve services. Service news and performance is published in multiple communication formats including the Annual Report, tenant magazine Homing In, website and social media. Rykneld Homes has worked with tenants to review its Service Standards so they are shaped them around the things that are most important to them. This has moved the focus onto how services are delivered highlighting the importance of the customer care. One of the three themes in the 2016/19 Business Plan is to "make people our priority" supporting involvement and empowerment.

Rykneld Homes has two Tenant Service Improvement Groups one for [Neighbourhood Services](#) and one for [Repairs and Maintenance](#), both enable customers to improve services through performance review and service development consultation. The Groups are a key part of Rykneld Homes' annual Business Planning process and help us to shape services that meet their needs.

1.3 Understanding and responding to the diverse needs of tenants

Registered Providers shall:

- (a) treat all tenants with fairness and respect
- (b) Demonstrate that they understand the different needs of their tenants, including in relation to the equality strands and tenants with additional support needs.

Rykneld Homes Approach

Rykneld Homes' [Equality and Diversity Policy](#) sets out the Company's approach and commitment to Equality, Diversity and Inclusivity.

Equality and Diversity training is delivered annually to all staff and forms part of every new employee's induction process. Understanding the people and communities the Company provides services for is essential to making sure that the services meet their needs. The defining tenant profile characteristics of North East Derbyshire are a higher than national average proportion of elderly people and a higher than average number of people with a disability or long term limiting illness. This has a significant impact on strategic planning in terms of the type of accommodation required and requirements for adapted properties. Rykneld Homes' development of new bungalows

in Killamarsh and Eckington to the lifetime home standard is a great example of this, and of how this challenge is being met.

Tenant profile information is recorded at sign-up and used collectively to inform the strategic approach to Business Planning and designing services. On an individual level, profile information is used so services can be flexed or changed to meet an individual's needs; this is detailed in the Company's Policy to Support [Vulnerable People](#). A great example of this is faster response times for elderly people requiring heating repairs in the winter months.

One of the key themes of Rykneld Homes 2016/17 Business Plan is to Reduce Tenancy Turnover. For 2016, it has introduced a new principle based approach to the housing management service. One of the aims of this is to risk assess tenancies and to focus more tenancy support to those people that need it.

Home Standard

Consumer Standard

1.1 Quality of Accommodation

Registered Providers shall:

- (a) ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance¹ and continue to maintain their homes to at least this standard
- (b) meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard
- (c) in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section six of the Government's Decent Homes Guidance.

Rykneld Homes Approach

Rykneld Homes successfully delivered £63million of investment into the housing stock to bring it up to the Decent Homes Standard and continues to deliver repairs, servicing and capital replacement programmes to maintain the stock at this level. Rykneld Homes' Asset Management and Regeneration Strategy outlines the organisations approach to investment in NEDDC and RHL's housing stock.

Approximately a third of NEDDC's housing stock is built using non-traditional construction techniques – classed as defective housing by the Housing Act 1980. Much of this requires substantial investment beyond the Decent Homes Standard to address the underlying structural problems through programmes of refurbishment, structural works, external wall insulation, demolition and new build. RHL has been successfully remedying the structural deficiencies in these properties through its Regeneration Team.

The Regeneration Programme can be split into two categories:

- New builds – all schemes are designed to meet the requirements of the building for life and Lifetime Homes Standards. Projects include the provision of specialist units designed to meet the additional needs of families with complex requirements. [RHL has](#)

[successfully built 161 properties](#) to date and will be delivering more new build replacement for defective housing in 2016.

- Long term solutions for aged or defective stock – consisting of [External Wall Insulation projects](#). Rykneld Homes has successfully delivered EWI solutions for 336 houses – improving the thermal efficiency of non-traditional housing.

The funding for such projects comes from different sources such as the Energy Company Obligation, RP borrowing, NEDDC, and the HCA, each with their own requirements about how this can be used. Rykneld Homes consults with all tenants about the delivery of such projects and how these can be delivered in the most suitable way to meet their needs.

In the 2015 Annual Tenant Survey, 74% of tenants reported that they were satisfied with the overall quality of their home. Where RHL's Regeneration Team have been able to deliver EWI and refurbishments projects, tenant satisfaction rises to 96%.

Rykneld Homes has reviewed its Service Standards and Local Offers through a consultation exercise with tenants. This resulted in the Company's [Customer Care Strategy and Service Standards](#) shaped around the cross-cutting importance of customer care excellence for all areas of service delivery.

2. Repairs and Maintenance

Registered Providers shall:

- (a) provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time
- (b) meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.

Rykneld Homes Approach

In the Annual Tenants Satisfaction Survey 2015, tenants reported Repairs and Maintenance as the most important service to them. It provides the greatest amount of service interactions and has the biggest impact on levels of satisfaction with tenants, therefore strong performance is essential.

21,781 repairs were completed in 2015/16, 98% within performance target with a tenant satisfaction level of 97%.

RHL offers a flexible appointment service to tenants to try to complete as many repairs as possible right first time. In 2016, RHL will be introducing a more efficient way of planning repair and gas servicing Operatives work through IT improvements. This will enable a more responsive service with earlier completions of work. As part of this process, RHL will be reviewing responsive and batched repair categories with tenants, including the [Repairs and Maintenance Involvement Group](#), so tenant options for service delivery are included in the redesigned service.

Rykneld Homes performs well in terms of statutory Health and Safety requirements such as Gas Servicing, electrical testing and fire risk assessments:

- At the end of 2015/16, Gas Servicing was at 99.97% (2 properties in legal access process).
- 99% Tenant Satisfaction with Gas and Electrical Safety Check.

Tenancy Standard	Consumer Standard
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1.1 Allocations and Mutual Exchange

1.1.1 Registered Providers shall let their homes in a fair, transparent and efficient way.

They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how their lettings:

- (a) make the best use of available housing
- (b) are compatible with the purpose of the housing
- (c) contribute to local authorities' strategic housing function and sustainable communities

There should be clear application, decision-making and appeals processes.

1.1.2 Registered Providers shall enable their tenants to gain access to opportunities to exchange their tenancy with that of another tenant, by way of internet-based mutual exchange services.

Rykneld Homes Approach

Rykneld Homes operates NEDDC's Choice Based Lettings and Allocations Policy. This is used to let Council and Rykneld Homes properties. The Policy was reviewed in 2016 to ensure it meets current legislation – Housing Acts 1985, 1996, Localism Act 2011, Homelessness Order 2012, Children's Act 1989, Welfare Reform, Human Rights Act and Equalities Act 2010. The Policy supports:

- Providing good quality housing
- Champions equality and diversity
- Supports vulnerable and disadvantaged people
- Increases customer confidence and satisfaction with services
- Contributes to improving health and wellbeing
- Ensures financial sustainability and increasing revenue streams.

The Policy supports Community Lettings Plans for some homes and/or settlements and an age criteria will be taken into consideration

when allocating flats in blocks to ensure communities are stable, viable and balanced.

1.2 Tenure

1.2.1 Registered Providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.

1.2.2 They shall meet all applicable statutory and legal requirements in relation to the form and use of Tenancy Agreements or terms of occupation.

Rykneld Homes Approach

North East Derbyshire District Council's Allocations and Lettings Policy clearly sets out how RHL will provide local people with a choice of good quality housing that they want and can afford, while providing them with as much choice and control as possible over where they live and within the supply available.

The Policy supports Community Lettings Plans for some homes and/or settlements and an age criteria will be taken into consideration when allocating flats in blocks to ensure communities are stable, viable and balanced.

North East Derbyshire District Council tenants are offered [Secure Tenancies](#) as defined in the Housing Act 1985.

Rykneld Homes Registered Provider tenants are offered an Assured Tenancy as defined in the Housing Act 1988.

Both Agreements meet the legal and best practice requirements. The contracts are comprehensive, drafted in plain English and set out the landlords and tenants rights and responsibilities.

Neighbourhood and Community Standard

Consumer Standard

1.3 Neighbourhood Management

Registered Providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.

Rykneld Homes Approach

Rykneld Homes successfully maintains neighbourhoods and communal areas through a partnership approach with local communities, NEDDC and other local agencies such as the Police.

Rykneld Homes established its own team of [Estate Caretakers](#) after the 2013 Tenant Satisfaction Survey highlighted the need to tackle

litter and dog fouling. The team has been successful by dealing quickly to resolve specific issues identified by tenants. [Estate Walkabouts](#) (including flats and communal areas) are undertaken with partner agencies and tenants – monitoring estate condition and managing performance in accordance with an Estate Walkabout Guidance and pictorial guide. In the Annual Tenant Survey 2015, 95% of tenants reported they were satisfied with the neighbourhood they live in.

1.2 Local Area Co-operation

Registered Providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.

Rykneld Homes uses its position in local communities to bring the best out of partnerships to deliver more benefits for the communities it serves. The published impact assessments of the Community Involvement Teams detail the partners worked with to deliver identified high levels of social value. The work of our Income Maximisation and Financial Inclusion Teams with [external agencies](#) delivers tens of thousands of pounds each year to support people to sustain tenancies.

Rykneld Homes publishes all the partners it works with and signposts to them through the website. There is also specific signposting to partner agencies in published literature available at Area Housing Offices and supplied to partner agencies. These include:

- Social – Tenant Groups, Police, Community Safety Partnerships
- Environmental – Derbyshire County Council (DCC) and NEDDC
- Economic Wellbeing – CAB, Credit Union, relevant charities and NEDDC.

Rykneld Homes' Neighbourhood Service Area promotes partnership working within our communities through:

- Social and Financial Inclusion – DCC, CAB, Credit Union, relevant charities and NEDDC
- Community Involvement/ASB – Tenant Groups, Police, Community Safety Partnerships – health and wellbeing
- Neighbourhoods – Tenant Groups, CAB, relevant charities and NEDDC.

The above Service Areas have strategies and policies in place to ensure a consistent approach to partnership working is undertaken:

- Financial Inclusion Strategy was approved by Board July 2009, with a review in June 2011
- Annual Resident Involvement Impact Assessment produced by the Community Involvement Team contains partnership performance information and the impact on tenants and our communities
- Reviewed Anti-Social Behaviour Policy approved by Board in November 2014.

As one of the largest employers in North East Derbyshire, RHL wants to be an employer of choice. In 2015/16, we increased the amount of work experience placements we offer from 10 to 25 for Year 10 school children. Our Recruitment and Training Officer has become the

local Enterprise Advisor for Tupton Hall School, working with the Senior Leadership Team and Governors to develop shape and add value to the schools [Careers, Enterprise and Employer Engagements Strategy](#).

Rykneld Homes is supporting the [Young Enterprise](#) charity with our Recruitment and Training Officer Vice-Chair to the North Derbyshire Board. Twelve schools took part in 2015, enabling over 140 students to experience running a real life business. Students develop key employability skills: research has shown 90% of young people know more about the personal qualities that employers consider as important when recruiting.

1.3 Anti-Social Behaviour

Registered Providers shall work in partnership with other agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.

Rykneld Homes has a holistic approach to housing management. In terms of ASB, this combines customer support needs with any required enforcement or management actions. Through its work with the [Community Safety Partnership](#) and the Police, RHL delivers [diversionary activities](#) for young people and a wide range of opportunities for all the community to get involved in shaping services.

Rykneld Homes ASB polices support the operational delivery and outline the powers that RHL will use to manage ASB:

- ASB Policy
- ASB Perpetrator Support Policy.

These Policies describe how RHL works with partner agencies to deliver a joint approach to provide a successful ASB service.

Our approach is always to provide early intervention to stop issues escalating.

Should circumstances escalate we have two dedicated Tenancy Sustainment Officers to deal with more complex cases.

Rykneld Homes has qualified and trained staff which provide a mediation service to seek mutually agreed resolutions for ASB customers.