



Homes & Enterprise

Supporting BME Communities  
and Multi-Cultural Neighbourhoods

# Self-Assessment 2016/17





### June 2016

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

### August 2016



Residents took part in the Unity in Bloom gardening competition. There were 5 categories available to enter, with the winner from each category taking home a gift voucher as a prize



### November 2016

Unity sponsored local rugby team, Chapeltown Cougars rugby league under 9s, with new branded hoodies to keep them warm as winter arrived.



### July 2016



We had an official opening for our Brown Lane East development in Beeston. The event was attended by Hilary Benn MP and pupils from Ingram Road Primary School - who had helped name the flats 'Harding Villas'.



### August 2016

Unity sponsored the 49th annual Leeds West Indian Carnival. Participants from the carnival also rented out space at our Business Centre to prepare and build their outfits.

### September 2016



For our 29th AGM, we were joined by Lord Patel of Bradford and Mark Arthur, CEO of Yorkshire Cricket. There was also a special visit from Father O'Higgins and the St Peters XI of the Pontifical Council for Culture from the Vatican.

**November 2016**



Our Holborn Court development in Little London was completed and tenants moved in. The site is comprised of 15 flats and two wheelchair accessible bungalows.



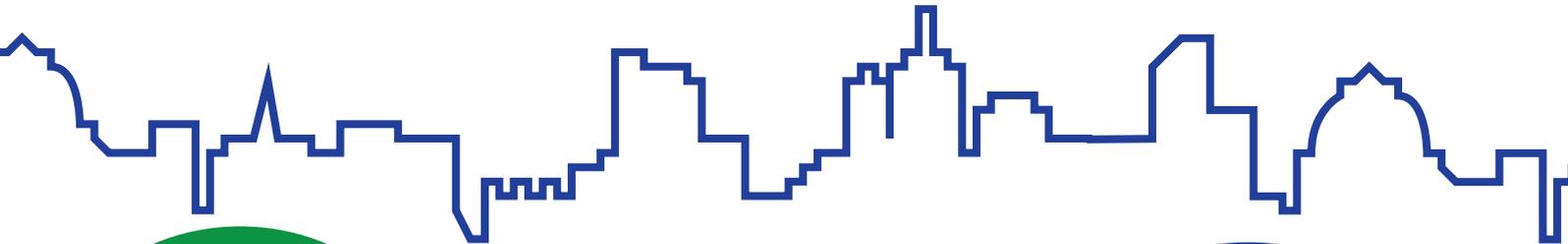
**February 2017**

Our £1.2 million scheme in Hunslet, Rocheford Court, was finalised with all tenants moving in. The development included nine houses – a mix of two and three-bedroomed properties – and two disabled-access bungalows

**March 2017**



Unity Homes and Enterprise celebrated 30 years of supporting BME communities while building sustainable neighbourhoods.



**March 2017**



**December 2016**

Members of our Tenant Panel visited our new development sites to give their feedback and monitor the progress being made. The Tenant Panel visited early in development and have followed the progress at different stages.



Unity's Affordable Homes Project continued with the completion of our Parkwood Road, Beeston (phase one) development. The scheme is comprised of 18 new homes. Phase two of the development (6 houses) is due for completion in 2017.



**March 2017**

Our business subsidiary, Unity Enterprise, had a web relaunch. The new site brought consistency with the housing website and improved the accessibility.

# 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 2017/18 25

find out about what is set to take place in 2017/18.





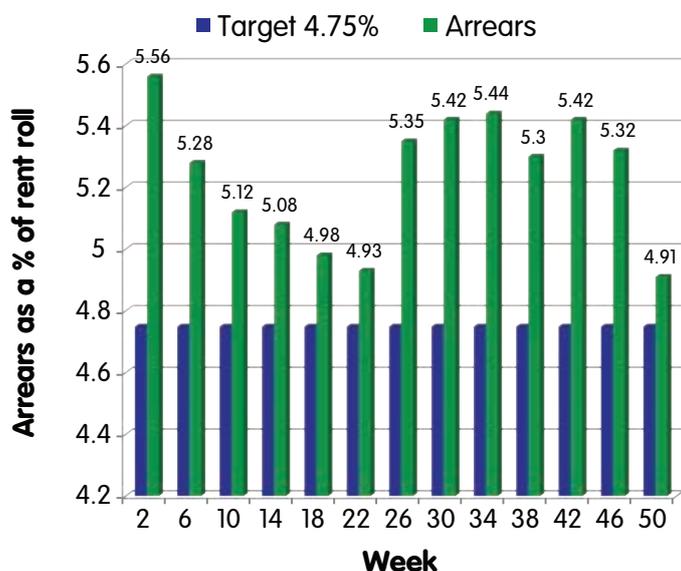
# Tenancy Standard

## Highlights:

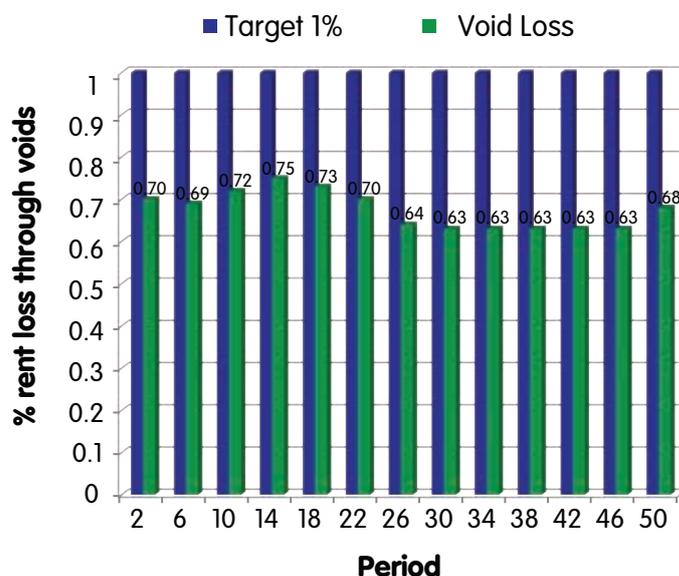
- ✓ We have started to undertake tenancy HEALTH checks which includes regular visits to homes and keeping more up to date records on tenants and their homes.
- ✓ Arrears cases have been reduced from 571 cases to 508 - showing a reduction of 63 cases.
- ✓ We continue to work with other organisations to provide support and advice to tenants.
- ✓ We have restarted monthly housing surgeries to provide housing advice to tenants and local residents.
- ✓ Organisations such as Feel Good Factor and Leeds Black Elders remain partners to Unity and our tenants.
- ✓ We support tenants in acquiring new essential appliances for their homes in order to sustain new tenancies.

## Our Performance

### Arrears throughout 2016/17



### Rent loss through voids 2016/17

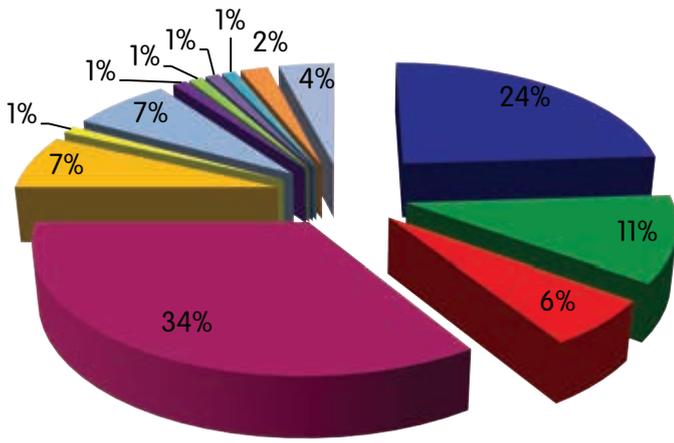


	Actual 2015/16	Actual 2016/17	Target 2016/17	Meeting Target	New Target 2017/18
<b>Arrears</b>					
Arrears (%)	5.56%	4.91%	4.75%	✓	4.25%
Rent collected (%)	102.12%	100.49%	100%	✓	100%
Former tenant arrears (actual)	£230,260	£223,854	£338,669		£328,508

### Voids & Lettings

% rent loss through voids	0.79%	0.68%	1%	✓	1%
Turnover of stock	4.25%	4.2%	<10%	✓	<10%
General needs re-let time	20.02 days	14.1 days	20 days	✓	20 days
% lets to nominations	85.7%	94%	50%	✓	50%
% general needs lets to BME tenants	67.1%	78.1%	50%	✓	50%

## Lettings to BME groups



- White British
- White and Black Caribbean
- Asian Pakistani
- White Other
- Asian Other
- Asian Bangladeshi
- Mixed Other
- Caribbean
- African
- White Irish
- Black Other
- Asian Indian
- Arab

## New tenant survey

	Good	Satisfactory	Poor
How would you rate the standard of your property when you moved in?	88.5%	11.5%	0%
How would you rate the overall service you have received from Unity?	95.1%	4.9%	0%

## Exit surveys

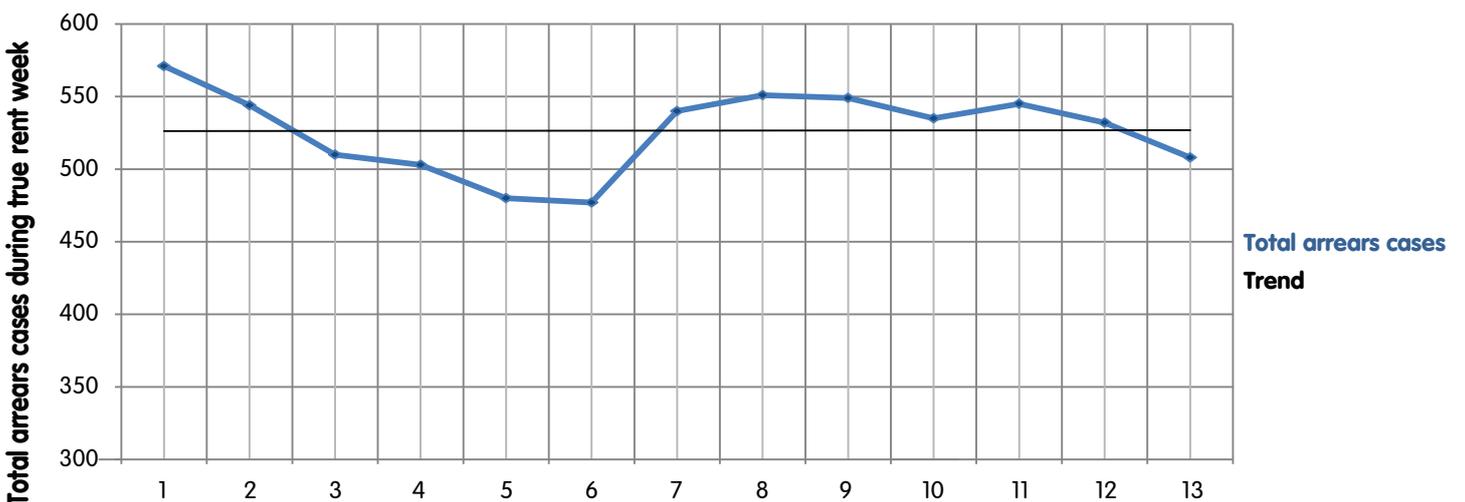
	Good	Satisfactory	Poor
How would you describe the services that you have received at Unity?	66.7%	25%	8.3%
Would you recommend Unity to your friends and relatives?	Yes 91.7%	No 8.3%	

## Benchmarking Data

### Benchmarking Data

	Rent collected	Rent arrears	Re-let times	Rent loss through voids
Unity Housing Association	100.5%	4.9%	14.1 days	0.7%
Housing Association A	104%	3.6%	37 days	1.1%
Housing Association B	99.8%	2.9%	23.5 days	1.2%
Housing Association C	98.6%	4.8%	89 days	4.2%
Housing Association D	99.3%	1.1%	43.3 days	1.8%
Housing Association E	100.2% (Q3)	3.4% (Q3)	19.3 days (Q3)	0.4% (Q3)
Housing Association F	99.1% (Q3)	2% (Q3)	29.3 days (Q3)	1.3% (Q3)
Housing Association G	98.9% (Q3)	4.6% (Q3)	17.3 days (Q3)	0.8% (Q3)
Housing Association H	98.8% (Q3)	2.8%	17 days (Q3)	1.5% (Q3)
Housing Association I		1.09%	8 days	1.16%

## Total Arrears Cases 2016/17



# 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 develop best practice.	We were able to reduce arrears from 5.56% to 4.91%, and have set an ambitious target for 2017/18 of 4.25%. We have also been able to reduce the number of arrears cases down from 571 to 508.	<input checked="" type="checkbox"/>
2.2 Plan and manage the impact of Welfare Reform on our tenants and on our business.	Our Income Management Team have provided face to face contact with tenants that have been identified as being potentially affected by Universal Credit and/or the Benefit Cap. We have continued to gather information using tenancy HEALTH check visits, to ensure Unity has up to date information to support our tenant's specific needs.	<input checked="" type="checkbox"/>
2.3 Continue to improve our approach to managing turnover and reducing void levels and rent loss.	Following a review of our Lettings and Allocations toolkit, we were able to achieve our target for re-let times (14.1 days) and rent loss (0.68%).	<input checked="" type="checkbox"/>





# Home Standard

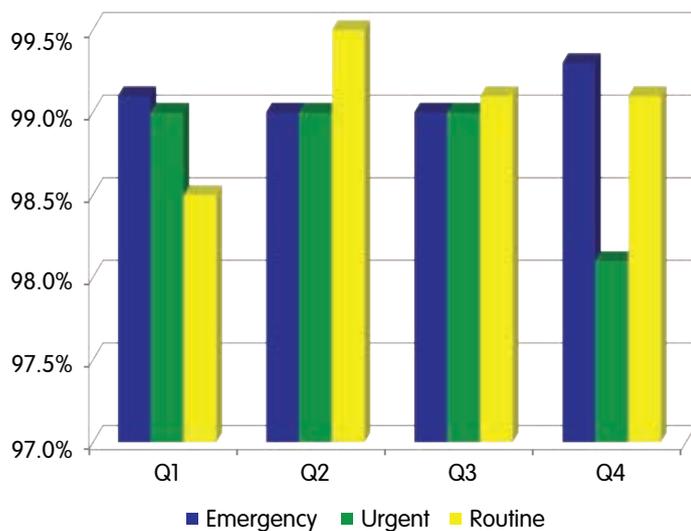
## Highlights:

- ✓ We conducted a stock condition survey of our housing stock, with over 300 homes surveyed. Results helped us to evaluate our forecasted maintenance spend and target underperforming stock.
- ✓ Unity is currently in the process of retendering our maintenance service contractor to ensure we get the best deal and performance - due 2018.
- ✓ We made improvements to 237 of our properties, which equated to a £812k investment
- ✓ All of our properties had a gas safety check and are compliant. Our SAP rating is 74 - which puts us amongst most efficient in the UK.
- ✓ We received 3,964 requests for repairs throughout 2016/17 and 99% of tenants were satisfied with the service.
- ✓ Unity fitted 72 new boilers into properties - 27 more than planned. This has helped to reduce tenant's energy bills.

## Our Performance

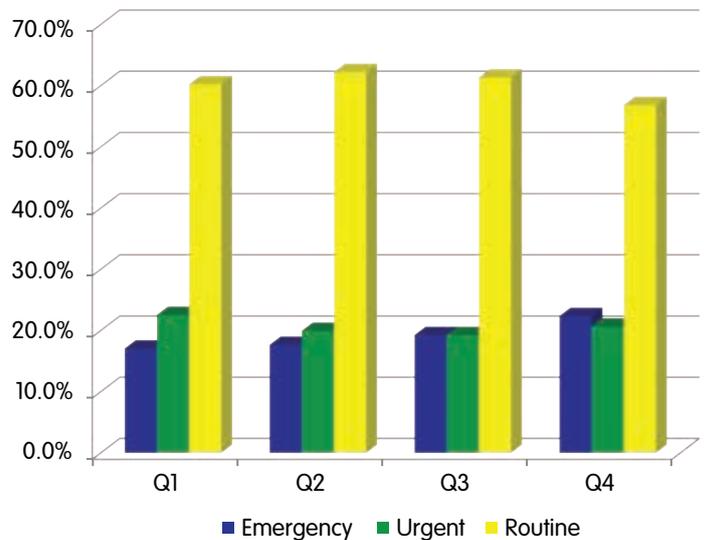
### Responsive Repairs

Responded to within the timescale



### Responsive Repairs

Percentage of jobs logged



	Actual 2015/16	Actual 2016/17	Target 2016/17	Meeting Target	New Target 2017/18
<b>Repairs, Servicing and Conditions</b>					
Emergency	99.0%	99.3%	99%	✓	99%
Urgent	99.0%	98.1%	99%		99%
Routine	99.0%	99.1%	99%	✓	99%
First time fix	99.0%	94.6%	95%		95%
Appointments made and kept	99.0%	98.8%	99%		99%
Gas servicing	100%	100%	100%	✓	100%
Average rd SAP rating	73.7	74	73	✓	73

### Tenant satisfaction

Monthly maintenance satisfaction	99.5%	99%	95%	✓	95%
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## Responsive Repairs Satisfaction

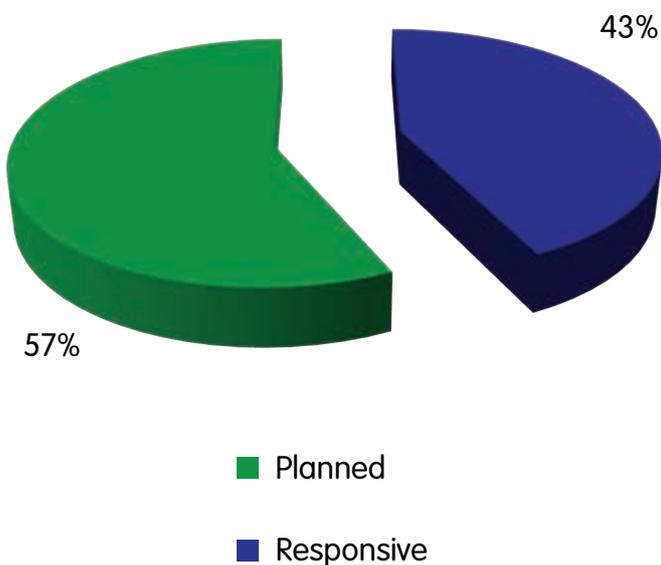
	Good	Satisfactory	Poor
How well did we deal with your repair?	94.6%	4.9%	0.9%
How good was the service from the contractor?	96.1%	3.1%	0.8%
How good was the repair?	89.4%	9.1%	1.6%
	Yes	No	
Did the contractor keep to appointment?	98.8%	1.2%	
Was the repair fixed first time by the contractor?	94.6%	54%	

## Planned Maintenance Satisfaction

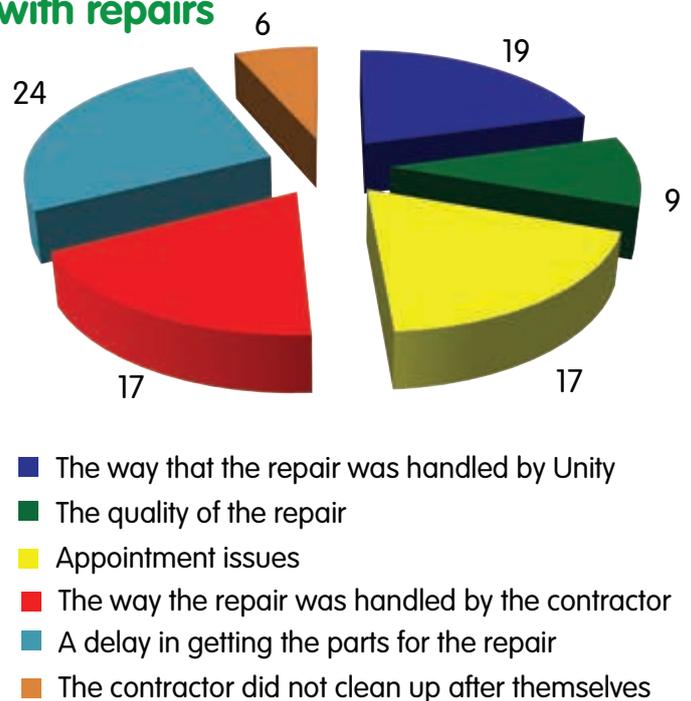
	Satisfaction with service from Unity	Satisfaction with service from contractor	Satisfaction with quality of work
Kitchens	95%	100%	100%
Doors	100%	100%	100%
Boilers	100%	100%	100%
Bathrooms	96%	100%	100%
Painting	98%	98%	98%
Gas servicing	99%	99%	99%

	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%	99.3%	98.1%	99.1%	98.8%	94.6%	99%
Association A						87.5% (15/16)	88% (15/16)
Association B	100%	100%	90%	83%	90%	83%	95%
Association C	99.9% (15/16)	95.5% (15/16)	95.3% (15/16)	96.6% (15/16)			
Association D		99.8% (15/16)	99.2% (15/16)	95% (15/16)			91%
Association E	100%					91%	95.1% (15/16)
Association F	100%				97.6% (15/16)	94% (15/16)	71.6% (14/15)
Association G	100%					91%	91%

## 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

1.4 Develop a new asset management strategy which offers improved value for money and ensures high standards of decency and tenant satisfaction.

#### Our performance

The Affordable Warmth Strategy has been approved by the board. The Asset Management Strategy has been approved by the board but needs to incorporate the results of the stock condition survey.

#### Objective met?



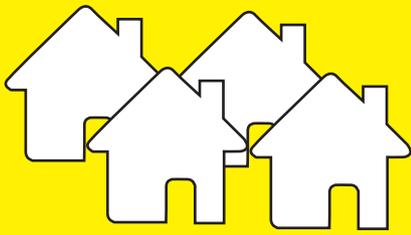
All homes to be built to Code for Sustainable Homes level 3, which will give the client a more efficient and environmentally friendly home.

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

2.4 Introduce a new repairs and maintenance contract and improve services and value for money.

During 2016-17 Unity started the process for re-procuring a number of our main maintenance contracts, including: responsive and planned maintenance, cyclical painting contract





# Neighbourhood & Community Standard

## Highlights:

- ✓ Unity completed the development of 46 new homes in Leeds - including Parkwood Road, Rocheford Court and Holborn Court.
- ✓ Our Employment Services Team had a successful year. They helped get 95 people into work, 149 into training and 26 into volunteering positions.
- ✓ Unity Employment Services also networked with various partners to provide further training for clients: such as Learning Partnerships, YMCA, PATH etc.
- ✓ Our Regeneration team work collaboratively with local organisations to improve communities. These organisations include: Holbeck Neighbourhood Forum and Chapeltown Housing Investment Strategy.
- ✓ Our Affordable Homes Programme continued as 146 Chapeltown Road and Parkwood Road phase two neared completion
- ✓ Unity staff and tenants had a collection for local charities. Donations of food were made to the local foodbank and toys were also donated for disadvantaged children via the Radio Aire Mission Christmas Appeal

## 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:

### Completed Developments

#### Parkwood Road, Beeston



A £2.3m project comprised of 18 houses and completed in March 2017.

#### Rocheford Court, Hunslet



A £1.2m project which comprises nine houses and two bungalows, was completed in February 2017.

#### Holborn Court, Little London



A £1.8m project completed in November 2016, comprised of 15 flats and two bungalows.

### Upcoming Developments

#### Parkwood Road (phase two)

Additional to the 18 houses already built, phase two of Parkwood Road will add an extra 6 houses. The development is due for completion June 2017.

#### 146 Chapeltown Road

A conversion and new build development of 6 flats in Chapeltown. Work began in 2016 and is due for completion in December 2017.

#### Ancestor PH

Planning application has been submitted for 14 new homes, including 8 houses and 6 flats.

## Unity sponsored Chapeltown Cougars under-9's

Unity Homes and Enterprise sponsored Chapeltown Cougars rugby league under 9s with new branded hoodies to keep them warm during the winter months. The Cougars were established in 2011 with the club now open to boys and girls from five years old. Players are drawn from the local community in Chapeltown and surrounding areas including Chapel Allerton, Moortown, Oakwood and Harehills.



## Unity Enterprise...



### Website revamp brings Enterprise up to speed

Our enterprise facility, Unity Enterprise, launched a new website following a major upgrade.

A not-for-profit organisation, Unity Enterprise currently provides 130 managed workspaces for around 80 local businesses, social enterprises and third sector organisations across three locations close to the city centre.

The new Unity Enterprise website features an array of professional photographs illustrating the full range of amenities and services available for lease or hire. These include office suites, shop units, meeting rooms and conference facilities.

### Carnival spirit took over at Unity Business Centre

This year, Unity Business Centre let out four units across three different sites to designers so that they could create outfits for the West Indian Carnival. Despite the usual letting time for the business centre being a six month plus occupancy, Unity Carnival Arts were granted a short term, six week rental which allowed them to prepare for the celebration and design a first prize winning costume!



# 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!

## MyWorkSearch

MyWorkSearch is a job search and training tool. It provides support for all aspects of looking for and securing a new job, and helps with day to day search activities.

Our Employment team have acquired this tool and use it at job clubs and consultations to assist clients in finding work opportunities.



## UK Online Centre

Unity is now an accredited UK Online Centre! This means that we can provide better training and resources to tenants who are learning how to use computers. Being an accredited centre means that we have access to a vast amount of resources, which our tenants and customers can also access for free.

Modules include: Using your computer or device, online basics, internet skills, online safety, finding a job online, and many more.



## Case Study

### Kimberley\*, two children under 5

#### Age: 25

Before meeting the Employment Team, Kimberley had been out of work for four years due to having her children. She had only 9 months experience on her CV, working within a hotel catering environment.

The team helped her develop her CV, build her confidence and assisted in negotiating with the DWP about her childcare arrangements so that Kimberley could attend a twelve week course to achieve a food hygiene certificate. She is thoroughly enjoying it so far.

The team helped her apply for jobs and explore different sectors. The team have recommended her for a placement with a guaranteed job at the end of it.

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

## How we performed

	14/15	15/16	16/17	Total
Employment	60	77	95	232
Training	61	120	149	330
Voluntary work	20	15	26	61



## Business Planning Objectives

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

Objective	Our performance	
1.1 Deliver our current new development programme on budget and on time.	Programme has commenced with 52 units currently on site, due to complete March 2017. A further 27 units are due started in 16/17, with the remainder of the programme being delivered by June 2018.	<input checked="" type="checkbox"/>
1.2 Review our capacity for additional new development beyond 2018, taking account of the provisions of the Housing and Planning Bill, the new rent setting regime and other factors affecting our business.	We are continuing to deliver 2015-20 AHP and constantly review development capacity on an on-going basis.	<input checked="" type="checkbox"/>
1.3 Agree a longer term strategy, involving partners, to secure healthy independent living for older people and carry out appraisals of the demand and opportunity to provide specialist accommodation.	Unity work with Feel Good Factor, Care & Repair, Leeds Black Elders, LCC and others on-going. Announcement on outcome of recent bid made by FGF for on-ongoing funding due shortly. Partnership working in progress with PATH and HAMARA.	<input checked="" type="checkbox"/>

### 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 'estates' and target neighbourhoods.	We continue to play an active role on the forums/ Partnerships previously outlined. Ongoing discussions to establish a more formal partnership with HAMARA and PATH.	<input checked="" type="checkbox"/>
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### Objective 4 – Work with partners to encourage and support the regeneration of our target neighbourhoods.

4.1 Review our current employment service offer, success to date and work priorities.	Targets are monitored quarterly.  Investigations of My Work Search as an alternative monitoring tool underway.  Review the use of the model used to plot and monitor the customers journey – attitude and attainment programme.  Work with clients and partners to identify emerging issues/ opportunities and deliver the relevant services accordingly.	<input checked="" type="checkbox"/>
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4.2 Encourage and participate in neighbourhood regeneration initiatives relevant to our existing tenants, new development sites and our high priority areas (Chapelton, Harehills, Beeston and Holbeck).

Ongoing work with all stake holders including LCC, local communities etc to ensure needs are identified and solutions are sought. Empower residents to take an active role in the communities in which they live via Holbeck NF, Neighbourhood Improvement Boards etc.



Work with strategic partners ie HCA/LCC to identify opportunities and products to increase choice. Continued support for various area partnerships ie Holbeck Neighbourhood Forum, Beeston & Holbeck NIB, City & Hunslet NIB and CHIS.

4.3 Review our longer term approach to community/neighbourhood regeneration.

Continue working in collaboration with local partners to promote our services via the above. Unity also sponsors local events such as Beeston Festival, which encourages development in the area.





# Tenant Involvement & Empowerment Standard

## Highlights:

- ✔ Tenants continue networking with other organisations to ensure that Unity is maintaining best practice.
- ✔ 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 visiting our new development sites with our Regeneration Director, giving constructive feedback and comments for future new builds.
- ✔ 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 reviewed our involvement activities and reduced the Tenant Panel to bi-monthly, ensuring Value for Money and effectiveness of meetings.
- ✔ We attained both Customer Service Excellence and Investors in People award. Both visits were only supervisions of our accreditation and their purpose was to ensure that we were maintaining the standards and expectations.

## Tenant Panel

It's been a busy and meaningful year for the 22 members of our Tenant Panel. They've worked alongside Unity staff on a number of key issues including anti-social behaviour and Unity's repair service. Members have also given crucial insight into the tendering of our new maintenance contracts, ensuring that the final decision reflects the needs of our tenants.

The panel was also involved in Unity's development programme, helping ensure that the new homes we build continue to meet exacting quality standards. Visits were made to construction sites at an early stage and when the projects were nearing completion.

In line with our cost control policy it is appropriate, from time to time, to review every aspect of the Unity business to ensure that it delivers good value for money. So this year we undertook a review of the Tenant Panel.

When it comes to value for money, the Panel continues to deliver. However to further improve efficiency, meetings now take place on a bi-monthly basis. This has had a double benefit: the change has resulted in cost savings which are being used to enhance other services.

At the same time, we've found that Tenant Panel meetings are now more purposeful and effective.



# Community Engagement...

## Sponsorship

Whenever we can, Unity provides financial support for local events and worthwhile local projects which will bring benefit to the whole local community. During the past year we supported Leeds West Indian Carnival as well as festivals and galas in Beeston, Holbeck and Meanwood.

## Leeds Tenants' Collaborative

The Collaborative is a group of active tenants from four local housing providers. Meetings take place every six months. Unity is represented by two tenants and our Tenant Involvement officer. The Collaborative's main function is to facilitate the sharing of best practice, comparing approaches to customer service between the three housing associations.

## Easter excitement

Following the 2014 'Your Views' survey, Unity aims to provide more activities for younger residents during the school holidays.

During the Easter months we visited our estates that have lots of children and set up a stall for some Easter activities. The event began with some arts and crafts, with tenants able to create their own Easter bunny masks and Easter cards for their friends and family.

Arts and crafts was followed by an Easter egg hunt, and our young residents searched for multiple chocolate eggs hidden on their estates. The tenants enjoyed the activities, with more engagement planned for the summer.



## Growing nicely

Gardening and growing have been to the fore of our tenant involvement agenda this year. Neat and well-tended gardens improve the look of our estates, creating a pleasant environment whilst fostering pride amongst tenants. Gardening also plays a role in a healthy lifestyle. It gets you out in the fresh air; a dose of double digging is a great way of keeping fit. And the benefit is even greater if you're growing your own fresh fruit and veg.

Members of the Tenants' Panel took two full days to visit and judge gardens across Unity estates. Entrants were invited to an Awards' Ceremony where the winners and runners-up were announced and prizes awarded.



## 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.





# Value for Money Standard

## Financial Performance

Unity's VFM strategy was first established by the Board in 2011 and has been recently refreshed in 2017. Quality is an important aspect of Unity's operation and we would not always seek the lowest price if it resulted in a reduction in quality.

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.

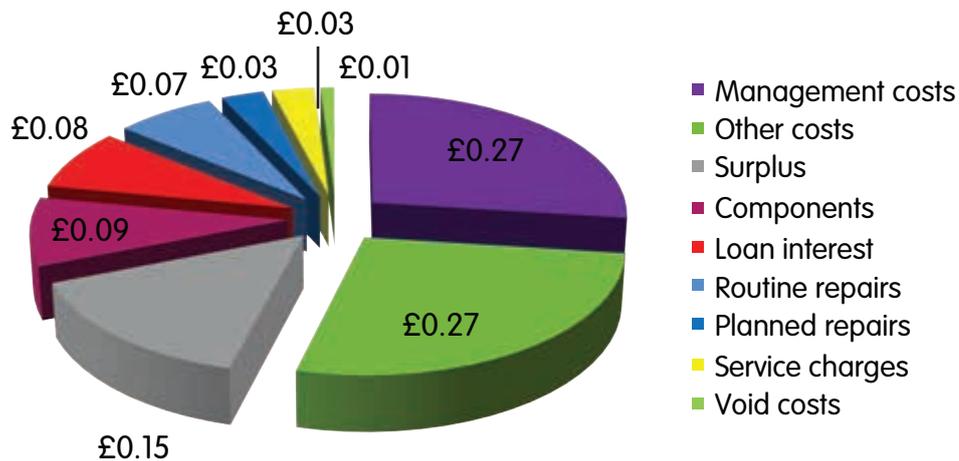
	2017	2016	2015	2014	2013
	£000s	£000s	£000s	£000s	£000s
TURNOVER	7,401	8,061	6,357	5,407	6,196
Operating Costs	(5,467)	(5,884)	(4,472)	(3,986)	(4,935)
	1,934	2,177	1,885	1,421	1,261
Interest received	40	53	72	32	27
Interest paid	(462)	(825)	(627)	(454)	(431)
<b>SURPLUS</b>	<b>1,512</b>	<b>1,676</b>	<b>1,354</b>	<b>1,007</b>	<b>857</b>

## Value for Money Log

Area	Description	Saving
	Obtained a better tariff from supplier change at Leeds Media Centre	<b>£1,324</b> 12 month contract
	Negotiating discount on last year's rates (pre IPT) - reduction in costs is £20,674 but after allowing for an increase in overall insurable values this is worth an additional £7,086	<b>£83,280</b> over the lifespan of the contract
	Ensured we had the best available tariffs for our electricity on our annual rate review	<b>£1,054</b> annual saving
	Ensured we had the best available tariffs for our gas on our annual rate review	<b>£3,085</b> one-off discount
	We reviewed direct debit charges incurred when using telephones	<b>£288</b> annual saving over all accounts

**Total Savings: £89,031**

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



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 (26p)** - This includes the costs of staff and offices and other related costs.

**Other Costs (22p)** - This covers other items such as insurance and Information Technology.

**Surplus (21p)** - This is 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.

**Routine Repairs (9p)** - This covers the responsive repairs that are reported by tenants.

**Planned Repairs (7p)** - This covers planned and cyclical maintenance such as roofing and new window programmes.

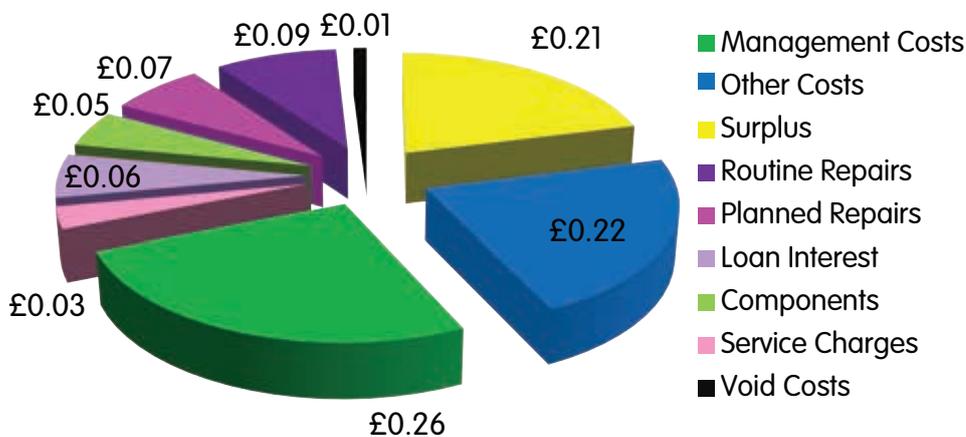
**Loan Interest (6p)** - This refers to the money that Unity has to pay on loans that it has taken out to new builds.

**Components (5p)** - This covers other items fitted to our properties during the course of maintenance.

**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 2016/17

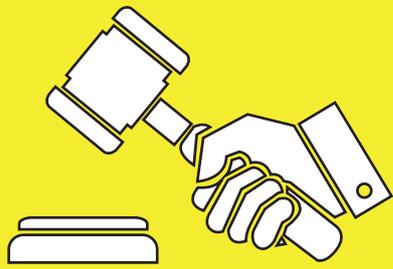


## Ratio of Routine v Cyclical & Planned Repairs 2016/17 - 2019/20

	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%

## Planned Works 2016/17

Area	Number Programmed	Number Achieved
Kitchens	42	45
Bathrooms	50	64
Windows	6	8
Doors	45	48
Boilers	45	72
External Painting	178	178
Communal Painting	4	4
Communal Upgrades	5	5
Gas Servicing	1098	1098
Electrical Testing	250	279



# 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 Monitor and continually improve our governance arrangements and compliance with the Regulatory Framework.	Board Appraisals scheduled for November.	<input checked="" type="checkbox"/>
6.2 Monitor, review and improve our Value for Money Strategy.	Value for Money Statement revised. Strategy to include NVP.	<input checked="" type="checkbox"/>
6.3 Introduce additional loan funding to support our new development programme.	Yorkshire Bank funding almost complete.	<input checked="" type="checkbox"/>
6.4 Develop plans and policies pending the enactment of the Housing and Planning Bill 2015.	We have made changes in preparation for upcoming welfare reform	<input checked="" type="checkbox"/>
6.5 Investigate and develop opportunities for growth and improved financial capacity.	Meet with funders to discuss available options. Discuss options and obtain proposals. Work just commenced.	<input checked="" type="checkbox"/>
6.6 Implement the requirements of the new accounting framework, ensure budget control and management of cash flow, and adhere to our financial plan and lender covenants.	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 Continue to improve our management and staff development programmes and our drive for customer service excellence.	Customer Service Excellence award and Investors in People retained.	<input checked="" type="checkbox"/>
6.9 Ensure systems and operating procedures are up to date and fit for purpose.	Planned a new infrastructure upgrade for 2017/18.	<input checked="" type="checkbox"/>

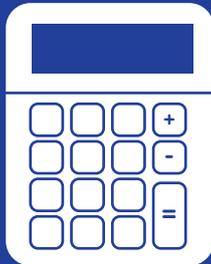
6.10 Update and regularly monitor the organisations 'self-assessment' and Operational Plan.

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.



6.11 Review our communication strategy and influencing role.

Created a new communication strategy.



## Rent Standard

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

## Plans for 2017/18



Home

We will continue to revitalise our stock, as per the stock condition survey. This will ensure that our properties are energy efficient and meet the relevant standards.



Neighbourhood & Community

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



Home

We are retendering our maintenance contractor for responsive and planned maintenance. Two representatives will have a vital role in selecting the new contractor



Neighbourhood & Community

We are continuing our Affordable Homes Project, with Parkwood Road Phase 2 and 146 Chapeltown Road due for completion.



Tenancy

We will continue to conduct tenancy HEALTH checks to ensure that we have regular engagement with our tenants and our properties.



Tenant Involvement

We will be reviewing the Resident Involvement Strategy following the release of the latest Tenant Involvement and Empowerment Standard.



Tenancy

We will develop our services to ensure that we are best placed to work with and support tenants with upcoming Universal Credit.



Value for Money

We are updating our ICT infrastructure for optimum working and cost savings.