



Supporting BME Communities
and Multi-Cultural Neighbourhoods

Self-Assessment 2017/18



Contents



Tenancy Standard 3

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.



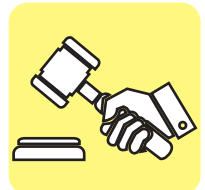
Value for Money Standard 17

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.



Home Standard 6

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



Governance & Viability Standard 19

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



Neighbourhood & Community Standard 9

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



Rent Standard 20

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



Tenant Involvement Standard 14

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



Plans for 2018/19 20

find out about what is set to take place in 2018/19

Our Mission

ocio-economic
neighbourhood

ties and





Tenancy Standard

Highlights:

Unity has a very low stock turnover - just 5.2% compared to a national average of 10%. This speaks volumes about the quality of our properties and lettings service.

Our firm but fair approach to rent collection resulted in a further reduction in arrears - for the fourth year in succession.

As Universal Credit approaches, we will be recruiting a new Housing Officer to increase time spent on estates and helping tenants in need.

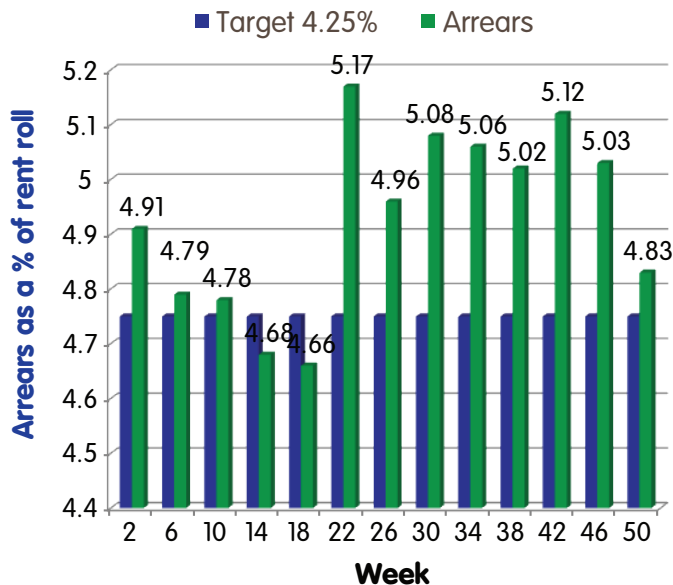
New Unity tenants gave us a 99% approval rating on the standard of their home. Of the tenants who moved on this year, 93% said they were satisfied with our services.

We continue to work with other key organisations in the area, such as Feel Good Factor and Leeds Black Elders, to provide support and advice to tenants.

A tenant wide Census is taking place to update tenant records and ensure that we know who is currently living in our properties.

Our Performance

Arrears throughout 2017/18

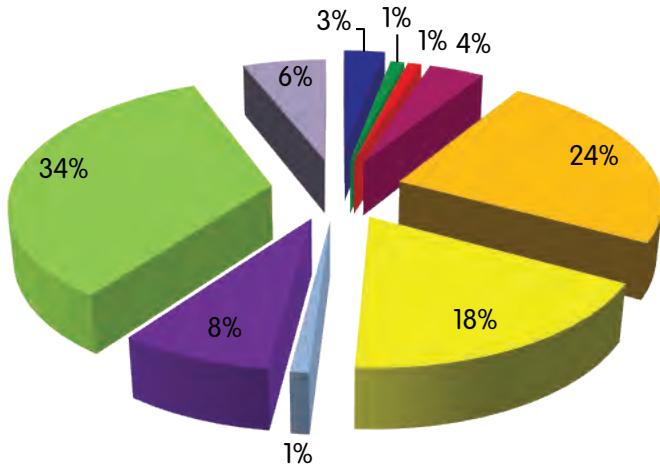


	Actual 2016/17	Actual 2017/18	Target 2017/18	Meeting Target	New Target 2018/19
Arrears					
Arrears (%)	4.91%	4.83%	4.25%		3.91%
Rent collected (%)	100.49%	99.78%	100%		100%
Former tenant arrears (actual)	£223,854	£177,637	£328,508	<input checked="" type="checkbox"/>	-

Voids & Lettings

% rent loss through voids	0.68%	0.77%	1%	<input checked="" type="checkbox"/>	1%
Turnover of stock	4.2%	5.21%	<10%	<input checked="" type="checkbox"/>	<10%
General needs re-let time	14.1 days	25 days	20 days		20 days
% lets to nominations	94%	87.3%	50%	<input checked="" type="checkbox"/>	50%
% general needs lets to BME tenants	78.1%	65.8%	50%	<input checked="" type="checkbox"/>	50%

Lettings to BME groups



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

New tenant survey

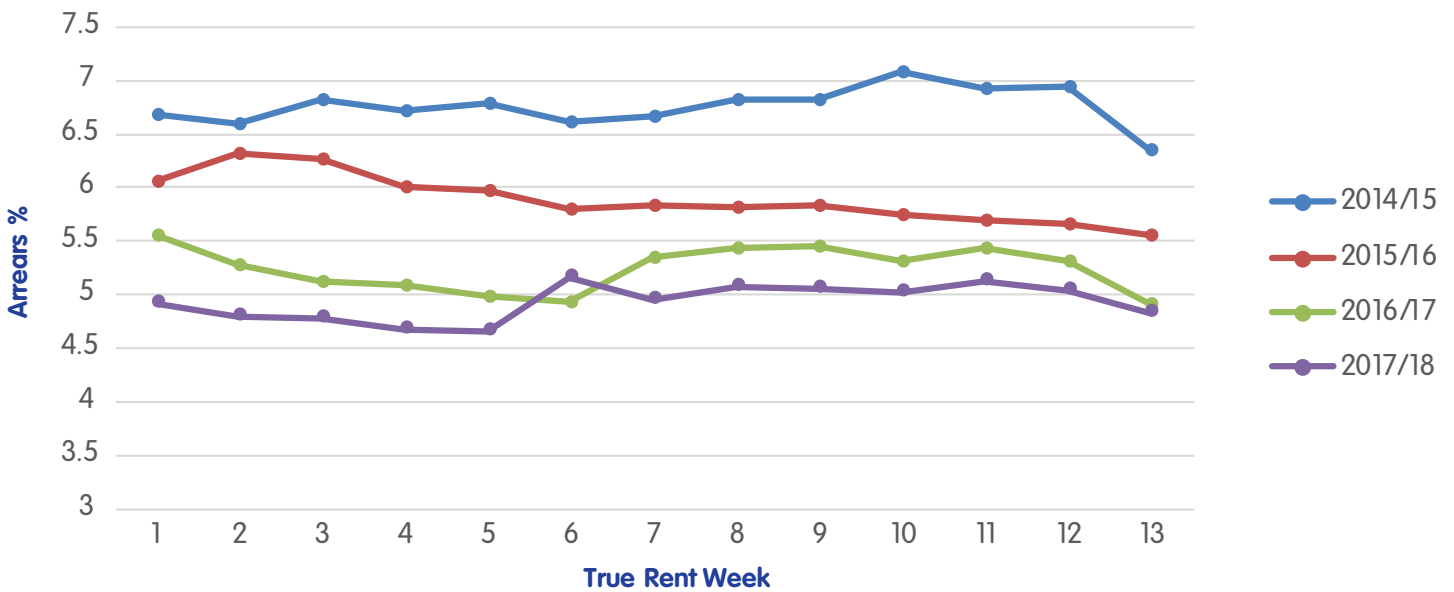
	Good	Satisfactory	Poor
How would you rate the standard of your property when you moved in?	83.4%	15.5%	1.1%
How would you rate the overall service you have received from Unity?	92.3%	7.7%	0%

Exit surveys

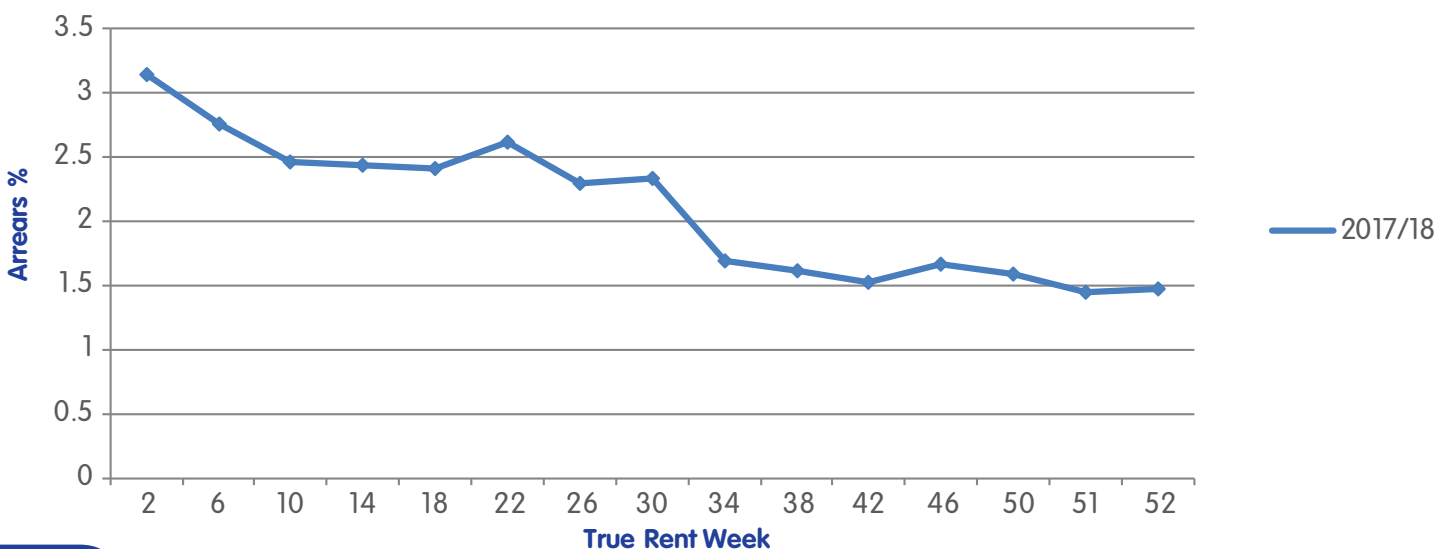
	Good	Satisfactory	Poor
How would you describe the services that you have received at Unity?	71.8%	21.7%	6.5%

	Yes	No
Would you recommend Unity to your friends and relatives?	87%	13%

Comparison of previous years arrears - rented



Shared ownership arrears performance



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

Rent arrears has continued to fall steadily. We missed our target for 2017/18 but are ahead for 2018/19 so far.



2.2 Plan and manage the impact of Welfare Reform on our tenants and on our business

Detailed plans and extra resource have been put in place to manage the transition to Universal Credit.

Managers collectively review progress at each quarterly meeting.



2.3 Continue to improve our approach to managing turnover and reducing void levels and rent loss

Void levels and tenant turnover remain at low levels.

Our re-let times have fallen slightly and we have targeted further improvement for 2018/19.





Home Standard

Highlights:

Following Health & Safety fire risk assessments, we completed upgrades at 13 of our communal properties to meet all aspects of current legislation.

Direct purchasing of materials enabled us to cut costs and, as a result, we were able to complete a higher number of improvements than planned.

After a thorough procurement process, and the help from our tenants, Unity appointed a new repairs and maintenance contractor, GTD (Guaranteed To Deliver).

Unity invested £796,000 with 70 homes benefiting from new energy efficient boilers, 64 had new kitchens fitted and 15 new window frames.

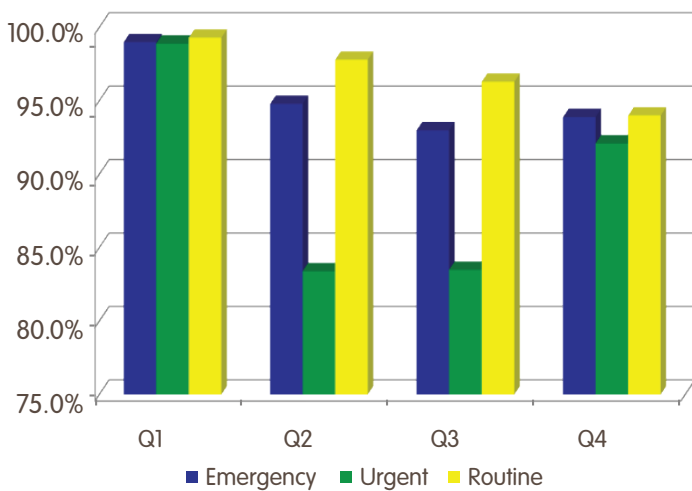
Gas servicing was completed at all Unity properties. We also have an ongoing programme of electrical tests on all properties. A further 362 will be completed in 2017/18.

Overall customer satisfaction rates increased to 97%, ahead of the 95% target. Forrest, our outgoing contractors, delivered 6.5 years of great service, for which we thank them.

Our Performance

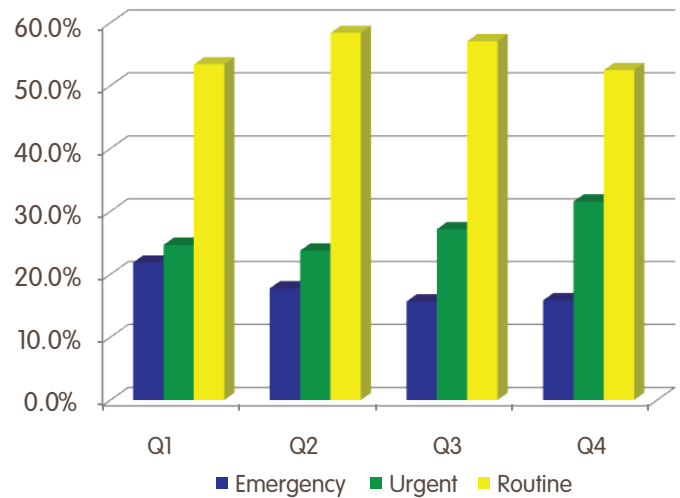
Responsive Repairs

Responded to within the timescale



Responsive Repairs

Percentage of jobs logged



	Actual 2016/17	Actual 2017/18	Target 2017/18	Meeting Target	New Target 2018/19
Repairs, Servicing and Conditions					
Emergency	99.3%	93.9%	99%		99%
Urgent	98.1%	92.1%	99%		99%
Routine	99.1%	94.0%	99%		99%
First time fix	94.6%	90.6%	95%		95%
Appointments made and kept	98.8%	93.8%	99%		99%
Gas servicing	100%	100%	100%	<input checked="" type="checkbox"/>	100%
Average rd SAP rating	74	74.2	73	<input checked="" type="checkbox"/>	73

Tenant satisfaction

Monthly maintenance satisfaction	99%	97.2%	95%	<input checked="" type="checkbox"/>	95%
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Responsive Repairs & Planned Maintenance Satisfaction

	Good	Poor
How well did we deal with your repair?	98.3%	1.7%
How good was the service from the contractor?	98.9%	1.1%
How good was the repair?	98.6%	1.4%
	Yes	No
Did the contractor keep to appointment?	93.8%	6.2%
Was the repair fixed first time by the contractor?	90.6%	9.4%

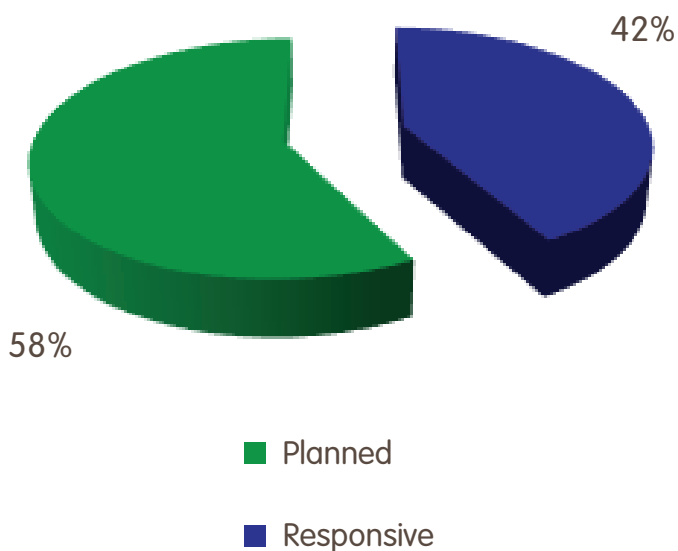
Planned Works 2017/18

Area	Number Programmed	Number Raised
Kitchens	37	64
Bathrooms	45	46
Windows	7	15
Doors	35	30
Boilers	46	70
External Painting	169	169
Communal Painting	11	13
Communal Upgrades	8	13
Gas Servicing	1115	1115
Electrical Testing	364	364

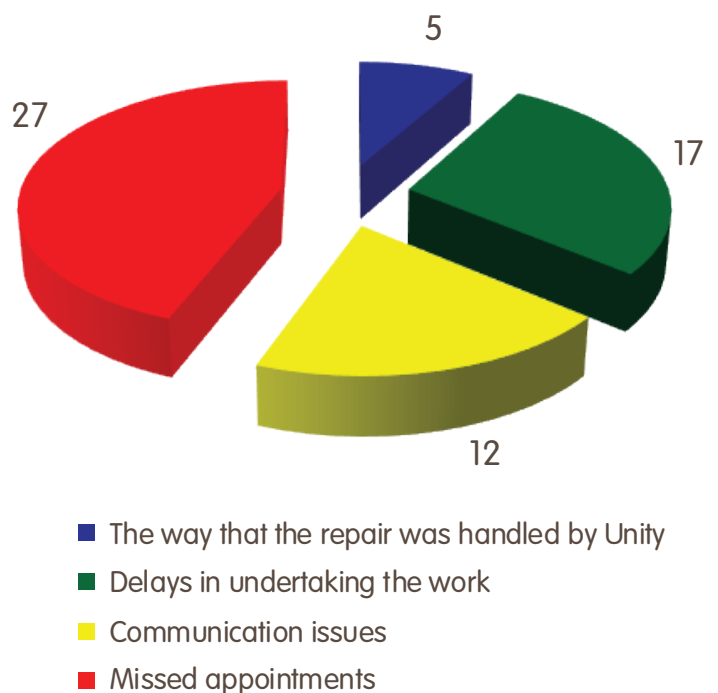
Benchmarking

	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	100%	98%					89%
Association B	100%	99.9%	75%	84%	85%	80%	93%
Association C				96.2% (16/17)	96.4% (16/17)	94.2% (16/17)	97% (16/17)
Association D							91%
Association E	100%					91% (16/17)	95.1% (15/16)
Association F	100% (16/17)				97.6% (15/16)	94% (15/16)	
Association G	100% (16/17)					91% (16/17)	91% (16/17)

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

A new asset management strategy has been implemented and will be active for five years. The strategy will be reviewed annually.

The strategy has an emphasis on value for money, both in procurement and management of all our repairs contracts.

Objective met?



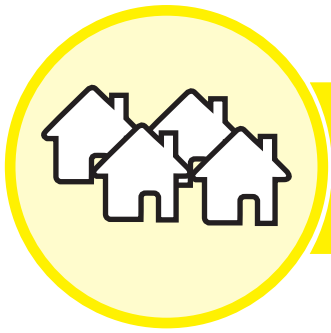
Objective 2 - Provide high quality affordable housing services

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

We appointed a new main contractor following a comprehensive procurement process.

Performance is returning to target levels as the new contractor becomes accustomed to Unity's way of working and expectations.





Neighbourhood & Community Standard

Highlights:

Unity has completed 58 new homes with a further 106 properties ready to go until our Affordable Homes Programme is complete

During the past year Unity's Employment Services has helped: 177 people improve their skills and employability through training, 30 people find voluntary work & 110 people find work

UES likes to find work for clients on Unity's own development sites. As a result 6 clients were employed at Lenhurst Avenue in Leeds & Quarmby Road in Huddersfield.

Housing Minister, Alok Sharma, visited a number of our new developments to see the progress of our Affordable Homes Programme.

UES embarked on a pilot project, visiting the homes of in excess of 500 tenants to talk to them about employment prospects and welfare changes, offering further assistance.

Unity Business Centre's value for money offering continues to be extremely popular with good rates of tenant retention and 100% occupancy over the past year.

Affordable Homes Programme

Completed developments

Parkwood Road (Phase Two)

In addition to the 18 houses already built at Phase One of Parkwood Road at the beginning of 2017, phase two added an extra 6 houses. The development was completed in June 2017 and is now fully occupied with tenants.



146 Chapeltown Road

The property is a typical stone built Victorian terraced family home situated within the Chapeltown Conservation Area. When we started the project the poor state of the derelict building meant that only the property's front façade could be retained. A thoughtfully designed extension has created six spacious apartments. Working with the trustees of the property next door, and part-financed by the Heritage Lottery Fund, it has taken seven years from inception to completion and the property is now fully let.

Upcoming developments

Whyther Park, Armley

Formerly the Ancestor Arms, a public house, the land was purchased by Leeds City Council and, following competitive marketing, Unity was chosen as the preferred developer. Due for completion in **December 2018**, the development will comprise eight flats and six houses. **Esh Construction** are our construction partners.



Quarmby Road, Huddersfield

Unity added Kirklees to our property portfolio a couple of years ago. Our contractors, **Jack Lunn**, started work on the site in 2018. Completion of the **nine houses** is due in **December 2018**.



Beckhill Grove, Meanwood

A **£4.8m investment**, this major development will add **30, two and three bed, homes** to meet local housing needs. They will complement the 125 homes Unity already owns and manages on the Stonegate Estate in Meanwood. **Esh Construction** are our chosen contractors. Completion is due on **December 2019**.



Leopold Street, Chapeltown

Using derelict land, this **£4.1m development** is in Unity's heartland, across the road from our offices. Working in conjunction with **Chapeltown CoHousing Group** – ChaCo for short – when completed in **December 2019** it will provide 30, one and two bedroom properties, for the over-55s to be owned and managed by Unity and 34 flats & houses to be owned by ChaCo. The contractors for this project are **Starfish Construction**.



Leeds Road, Kippax

Strategic Team Construction Group had an option on the site (owned by Leeds City Council) and offered Unity a land and works package to build **23 houses and flats** for Affordable Rent. The project is valued at **£3.1m** and completion due in **December 2019**.

Unity Enterprise

Unity Business Centre

The most important development at the UBC over the past year has been the launch of the Business Incubator. A joint venture with our tenants Iota Business, an accounting and book keeping practice, the Business Incubator offers fledgling businesses a perfect package to get them off the ground.

Chapelton Enterprise Centre

Our competitive rents continue to give us a leading edge over the competition. As a result, the Centre has also enjoyed 100% occupancy rate during the year. Again we regard ourselves as more than just a landlord, working closely with Chapelton Development Trust (CDT) to nurture and sustain new businesses in the area.

Leeds Media Centre

LMC is in direct competition with City Centre office accommodation. However the availability of plentiful free parking – and our excellent product offer – ensures we both win and retain tenants. Other tenants include a restaurant, a firm of solicitors and the national charity, St Giles Trust, has its Leeds office at the Media Centre.

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. Since they joined Unity they have helped hundreds of people! Wherever possible, UES likes to find work for clients on Unity's own development sites. As a result six clients were employed at Lenhurst Avenue in Leeds and Quarmby Road in Huddersfield. UES also promotes work and training opportunities in other sectors which, over the past year has included the rail industry, nursing, retail and the police.

Pilot progress!

It's been a long time coming, but Welfare Reform will be affecting all our tenants in the not too distant future. Ensuring they are fully prepared for these major changes is essential.

During the year we embarked on a pilot project, visiting the homes of in excess of **500 tenants** to talk to them about employment prospects and welfare changes, offering further assistance.

Work is still ongoing in Harehills and Meanwood with further visits planned in 2018 in Little London, Woodhouse, Wortley, Armley and Hunslet.

To date, as a result of this project, **around 50 tenants** requested further guidance.



How we performed

	15/16	16/17	17/18	Total
Employment	77	95	110	282
Training	120	149	177	446
Voluntary work	15	26	30	71

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 Deliver our current new development programme on budget and on time	<p>The current development programme of 220 units is on track to complete in 2021.</p> <p>So far 81 have been completed with a further 79 due to complete in 2018/19.</p>	<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 (once enacted), the new rent setting regime and other factors affecting our business	<p>This is being reviewed as part of the 2019 Business Plan process.</p> <p>We do expect to have capacity in the future but are also mindful that Unity will be significantly increasing its gearing by the end of the current development programme</p>	<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	<p>Unity work with Feel Good Factor, Care & Repair, Leeds Black Elders, LCC and others on-going. Unity continues to work in partnership with PATH and Hamara. We have identified a site in Chapeltown to develop apartments for over 55's - to be built in partnership with ChaCo, LCC and Homes England.</p>	<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	<p>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.</p>	<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 future work programme	<p>Targets are monitored quarterly</p> <p>MyWorkSearch has been adopted as a work search and monitoring tool and incorporates the customers' journey, attitude and attainment programme.</p> <p>In preparation for Universal Credit being rolled out in Leeds in 2018, "pilot work" has promoted our Employment services to our tenants across Leeds.</p> <p>The emerging need for tenants and communities to have access to IT equipment and digital training has led us to exploring working with Jobskilla, who provide free laptops.</p>	<input checked="" type="checkbox"/>
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/Holbeck).	<p>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.</p> <p>Work with strategic partners ie Homes England/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.</p>	<input checked="" type="checkbox"/>
4.3 Review our longer term approach to community/neighbourhood regeneration.	<p>Continue working in collaboration with local partners to promote our services via the above. Unity also sponsors local events such as Beeston Festival and Holbeck Gala, which encourages development in the area.</p>	<input checked="" type="checkbox"/>

Objective 5 – Provide and facilitate business support services and encourage local enterprise

5.1 Agree a new business plan and work programme for our Unity Enterprise services and business	<p>New business plan was agreed in March 2018.</p>	<input checked="" type="checkbox"/>
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Tenant Involvement & Empowerment Standard

Highlights:

11 members of the Tenants' Group conducted a mystery shop of Unity's customer services.

Two members of the Tenants' Group were involved in the interviews during the selection of the new repairs contractor.

During the school holidays we visited our estates and organised Easter Egg hunts, gardening activities and arts & crafts days.

We attained Investors in People and Customer Service Excellence - where we received 'Compliance Plus' for our work with tenants.

Unite with Unity, our Scrutiny Panel, has reformed and is set to undertake a review of Unity's approach to anti-social behaviour.

During the year we attended Holbeck Gala and Beeston Festival. We also continued our long-standing sponsorship of Leeds West Indian Carnival which celebrated its 50th year.

Ways of getting involved

Involving members of the communities in which we work – our tenants – in the ongoing business of Unity is a key strategy. The standards of customer excellence for which we strive can only be achieved by listening to feedback and working with our tenants -- whether that is feedback through one of our forums, surveys or via our housing officers.

Tenants' Group

Unity's Tenants' Group remain a vital part of service improvement and involvement.

This year the regularity of Tenants' Group meetings was reviewed. They now take place bi-monthly. Members agree that a longer gap between meetings has improved their value, making the meetings more purposeful and effective. Panel members also got out and about and were involved in a number of onsite inspections on our estates.

Two of our Tenants' Group members were closely involved in the selection of our new maintenance contractors. Over a two day period they took part in interviews with the companies tendering for the work, providing feedback and opinion on each of the candidates.



Unite with Unity

The Tenants' Scrutiny Panel has been reformed and is now back in business. Under its new guise its six member team will focus on Unity's strategy and performance.

In 2018 they will commence a major project on anti-social behaviour.

Acting on feedback

A regular theme in feedback from tenants were requests for more activities to keep children busy during school holidays.

The tenant involvement team answered the call, organising Easter Egg hunts, gardening activities as well as arts & crafts days on a number of our estates.

Involved in the community

Whenever possible Unity does its best to give support and backing to local community events. During the year under review we attended Holbeck Gala and Beeston Festival. We also continued our long-standing sponsorship of Leeds West Indian Carnival which celebrated its 50th year. We were honoured to have its founder Arthur France MBE as a guest speaker at our 2017 AGM.

Mystery Shopping

This year, Unity's Tenants' Group chose to conduct a mystery shopping exercise to ensure that our customer services was performing at a high level.

It involved eleven members of our Tenants' Group, who helped write the interview form and then made the calls to our Customer Service Team. The good news is that our mystery shoppers found the team to be helpful and gave them 100% confidence to call back.

Using feedback from our tenant mystery shoppers, we're now looking at other ways to enhance Unity's customer experience.



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

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

Objective met?



Scrutiny Panel has restarted and is set to undertake a review of Unitys anti-social behaviour procedures.

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

We have purchased the advanced package of Survey Monkey to allow tenants to give their feedback digitally.

Unity has subscribed to Housemark and will now be benchmarking against other associations.



We are conducting a tenant wide census to update the information that we hold about our tenants





Value for Money Standard

A new Value for Money Standard and supporting Code of Practice came into effect on 1 April 2018, alongside new metrics, which we are expected to report against. As a result, our VfM reporting is changing over the next few years as the new metrics bed in across the sector and comparative data becomes available to benchmark our performance.

	2018	2017	2016	2015	2014
	£000s	£000s	£000s	£000s	£000s
TURNOVER	7,440	7,401	8,061	6,357	5,407
Operating Costs	(5,033)	(5,467)	(5,884)	(4,472)	(3,986)
	2,407	1,934	2,177	1,885	1,421
Interest received	13	40	53	72	32
Interest paid	(475)	(462)	(825)	(627)	(454)
SURPLUS	1,945	1,512	1,676	1,354	1,007

VfM metric	2018	2017
Reinvestment %	4.5%	7.2%
New supply delivered %	3.9%	2.0%
Gearing %	22.1%	21.6%
Earnings before interest, tax, depreciation, amortisation, major repairs included (EBITDA MRI) interest cover %	525.5%	561.9%
Headline social housing cost per unit	£2,470	£2,780
Operating margin %	29.5%	26.6%
Return on capital employed %	3.7%	3.1%

Value for Money log

Description

Saving

Ensure electricity tariffs are the best available (includes all UHA communals and UPS void movements)

£813

annual saving

Ensure gas tariffs are the best available

£3,495

annual saving

Replacement programme for computer monitors to take advantage of lower price

£220

one-off discount

Software savings from Microsoft TT Exchange Charity Programme on ICT infrastructure upgrade

£50,020

one-off discount

Contract savings based on average of all tenders for new development - Ancestor Public House

£121,901

one-off discount

Reducing cost of annual advice (employment law) - more selective on service based on prior year requirements

£600

one-off discount

Siting of mobile phone mast at CEC @ £13,800pa with 3 yearly reviews and 25% paid to Leeds City Council

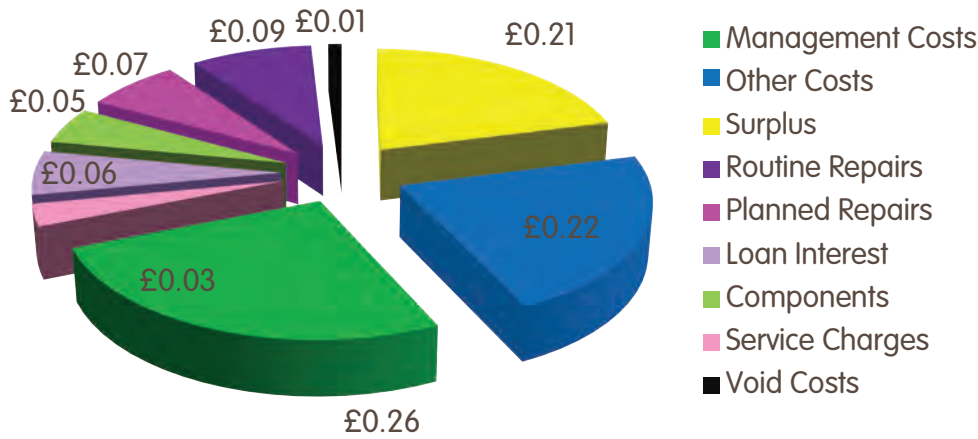
£10,350

annual saving

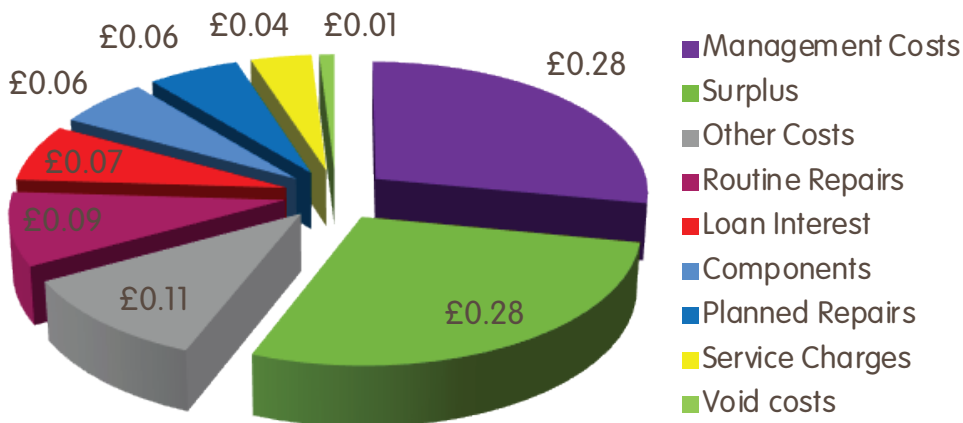
Total Savings:

£187,399

How each £1 of rent was spent in 2016/17



How each £1 of rent was spent in 2017/18



Benchmarking

Unity has joined HouseMark to benchmark its financial and performance data. The table below sets out how some of our key performance data compares with our peer group.

The Homes England global data for 2017 shows, that overall, Associations have cut costs in response to the 1% rent cuts and Unity is not different. This is partly through procurement and efficiency and partly through increased stock numbers.

Unity's headline cost per unit for 2016/17 has dropped from £2,920 to £2,777, a drop of 4.9% vs the sector average of 6.8%

Unity's overall cost remains low against its peers (24.9% lower than the average) and is in the top 40 lowest costs per unit nationally. This is a similar outcome to last year.

	HCA Global 2017	Unity 2017	Variance %
2017			
Management costs	£943	£1,405	49%
Service charge costs	£551	£188	-66%
Maintenance costs	£991	£845	-15%
Major repairs costs	£747	£284	-62%
Other social housing costs	£467	£55	-88%
Headline social housing costs	£3,699	£2,777	-25%

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 (28p) - This includes the costs of staff and offices and other related costs.

Surplus (28p) - 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.

Other Costs (11p) - This covers other items such as insurance and Information Technology.

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

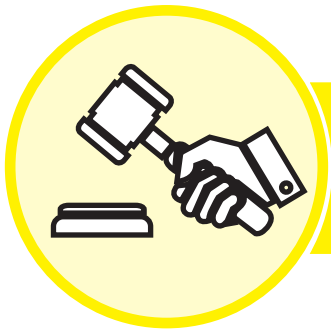
Loan Interest (7p) - This refers to the money that Unity has to pay on loans that it has taken out to new builds.

Components (6p) - This covers other items fitted to our properties during the course of maintenance.

Planned Repairs (6p) - 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.



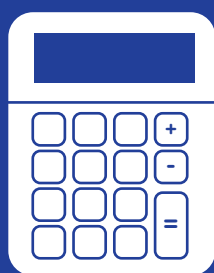
Governance & Viability Standard

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	<p>A full review of governance has been carried out and all recommendations addressed.</p> <p>A self-assessment has been carried out and found that Unity meets the criteria to comply with the Regulatory Framework</p>	<input checked="" type="checkbox"/>
6.2 Monitor, review and improve our Value for Money Strategy	<p>VFM is considered at every quarterly Managers meeting.</p> <p>The board agreed VFM responsibilities across the organisation in September 2018 and reviewed its strategic approach in June 2018.</p>	<input checked="" type="checkbox"/>
6.3 Introduce additional loan funding to support our new development programme	Unity has sufficient funding in place to complete its current development programme.	<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	This is under continual review and is a key part of our business planning for 2019.	<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	<p>The business plan was reviewed and determined that sufficient funds were in place to deliver our current objectives</p> <p>Performance is ahead of the budget set.</p>	<input checked="" type="checkbox"/>

6.7 Update and regularly review our Risk Management Strategy	This was reviewed by the board in September 2018.	<input checked="" type="checkbox"/>
6.8 Continue to improve our management and staff development programmes and our drive for customer service excellence	'Compliance Plus' award achieved with Customer Service Excellence. Investors in People retained.	<input checked="" type="checkbox"/>
6.9 Ensure systems and operating procedures are up to date and fit for purpose	The IT strategy includes scheduled improvements in systems to address emerging new themes such as Universal Credit and to further enhance Unity's effectiveness and efficiency in managing its operations.	<input checked="" type="checkbox"/>
6.10 Update and regularly monitor the organisations 'self-assessment' and Operational Plan	The operational plan has been improved and is reviewed at each quarterly Managers meeting. The organisation has put in a more formal structure for self -assessment against the seven regulatory standards.	<input checked="" type="checkbox"/>
6.11 Review our communication strategy and influencing role	Unity Enterprise strategy review has been completed.	<input checked="" type="checkbox"/>



Rent Standard

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

Plans for 2018/19

Conduct a tenant wide census to update all of the information that we hold about our customers, including contact details etc. We will also aim to recruit tenant board members.

We will be looking to recruit another Housing Officer in order to reduce patch sizes and increase the amount of support tenants receive - especially when transitioning to Universal Credit.

We will continue our ambitious development programme, with multiple sites due to complete in early 2019.

We will be retendering our painting and decorating contractor, as well as our gas contractor.