



Rykneld   
HOMES  
at the heart of communities

# BUSINESS PLAN 2023-27



# Contents



**About Rykneld Homes**



**Providing more homes**



**Improving homes**



**Investing in the future**



**Sustainable communities**



**Business & Culture**

# At the heart of communities

There has never been a more challenging time for the housing sector – but here at Rykneld Homes we're ready and prepared to step up and meet those challenges head on.

Our fundamental objective for coming years is to provide more affordable housing - we have set ourselves a target of delivering 400 homes by 2027. It's ambitious, but we believe it's achievable.

We have pledged to provide sustainable and environmentally friendly developments, using new technologies wherever possible to continue driving down our carbon footprint.

We are seeing an increase in the number of people applying for housing and we want to support them to have a safe and decent home. But it's equally important to look after and improve the homes we already have, and support the people who live in them. Collaboration is key to achieving our goals and we'll continue to work closely with our parent Council and all our community partners.

*'Our fundamental objective is to provide more affordable housing'*

Our performance across all service areas is strong, particularly in relation to customer health and safety. In response to the Housing Regulator and Ombudsman, we have established a specialist team to quickly respond to any reports of damp and mould in properties. We have a sound knowledge of our housing stock, with a rolling programme of stock condition surveys. This enables us to make informed investment decisions while keeping our homes safe and decent.

Meanwhile, our dedicated and knowledgeable staff are committed to providing excellent services, listening to our customers' needs, and offering support and advice where needed.

We are proud of the work Rykneld Homes does in our communities, helping and involving customers to live healthily and providing clean and safe areas for people to enjoy. We are also proud to play our part in making North East Derbyshire a Great Place to live!



Chair  
Wayne Hodgkiss



Managing Director  
Lorraine Shaw







# About Rykneld Homes

Rykneld Homes was established in 2007 and manages around 7,600 properties across North East Derbyshire.

North East Derbyshire is largely rural in nature, with the housing stock dispersed in small towns and villages. Rykneld Homes is located centrally within the district, with its offices at 2013 Mill Lane, Wingerworth, Chesterfield.

In 2013, Rykneld Homes became registered with the Regulator of Social Housing and started developing, acquiring, and building for sale its own housing. It now owns 140 properties (including shared ownership) as a Registered Provider of Social Housing.

Rykneld Homes is one of the largest employers in the district, with 247 members of staff. The Company is governed by a Board of Directors, comprising two executive directors, four Council-appointed members, and three professional independent members, including the Chair. The Company is wholly owned by North East Derbyshire District Council.



## Vision

To be the best housing provider for our communities.

## Mission

Putting our customers at the heart of everything we do.

## Values

- **Transparency**  
Be honest, open, and accountable.
- **Teamwork**  
Work as a team and embrace collaboration
- **Equality**  
Treat everyone fairly and with respect.
- **Responsiveness**  
Provide timely service, advice and support.
- **Inclusivity**  
Support customer engagement and influence.
- **Innovation**  
Embrace change and innovation.



# Providing more homes

## Priorities

- Identify and develop proposals to build or acquire 400 homes in the next four years
- Work with Homes England to secure external funding to support the construction of new homes
- Collaborate with North East Derbyshire District Council's planning team to identify local sites with development potential

Rykneld Homes has a record of delivering award-winning new homes for North East Derbyshire.

We intend to build on this with an ambitious development and acquisition programme over the coming four years.

Demand for our homes is greater than ever. The Pandemic, increase in cost of living, and cost of housing have meant we had 2,156 housing applications in 2022-23.

Our overarching priority for the next four years is to provide 400 more homes in our district.

## North Wingfield: New homes

In July this year we started on site in North Wingfield to build 70 new homes including 2 bed bungalows and a range of 2, 3 & 4 bed houses. Of the 70 homes, over 60% are affordable and



AWARD-WINNING: Bungalow design at Danesmoor

will increase the numbers of properties available to people on the housing waiting list.

## Stonebroom: New bungalows

We have developed outline plans for upwards of 75 new homes in Stonebroom. After listening to our customers' needs and recognising the local demand for accessible properties, we are planning to provide much needed bungalows.

## Shirland, Higham and Calow

A number of other potential sites are being explored at various locations in the district. In addition to our ambitious build programme we will also consider new homes to purchase from other developers and have recently secured 19 properties across Shirland, Higham, and Calow.

We will continue working with NEDDC and developers to secure high quality housing to boost the supply of new affordable homes in the district.





SUSTAINABLE: Technology in Danesmoor supports NEDDC's commitment to reducing carbon emissions

## **Danesmoor: New bungalows**

In Spring 2023 we welcomed the first customers into our new Council bungalows built in Danesmoor. The bungalow project has been built using some of the latest building technology as part of the Council's commitment to reduce carbon emissions in the district.

An extra £18,000 has been spent on each new home to fit them with:

- Air source heat pumps
- Solar photovoltaic PV panels
- Electric vehicle charging points
- Fire sprinkler systems
- A full customer care package including remote door entry, falls notification and a care alarm.

Two properties are wheelchair accessible.

In addition to the new homes the Council has also invested in upgrading other bungalows on the Pine View estate.

Existing bungalows have received new roofs, windows, minor structural works, new kitchens and bathrooms, making them more energy efficient.

Fencing has been installed to give customers contained private gardens rather than communal areas. Additional car parking spaces have been created for existing residents.

# Improving homes & keeping people safe

## Priorities

- Provide specialist advice and preventive measures to ensure customers' homes are free from damp and mould
- Implement new repairs targets to improve our service offer to customer
- Ensure all the compliance services continue to meet statutory and new Safety and Quality Consumer Standard

## Repairs and Maintenance

As well as our ambitious development plan, we also have responsibility for over 7,600 existing council and registered provider homes. Every year we carry out over 30,000 repairs making sure our customers' homes are safe and decent.

Our specialist property services teams are high performing and efficient. The use of the latest mobile technology and our supply chain management means customers receive an excellent repairs service that continues to meet performance targets.

Our contact centre is key to the way we provide repairs as they not only answer calls and log repairs, but they deliver a diagnostic and advisory service. This ensures the right repair is logged and appointed with the customer as efficiently as possible.



**SPECIALIST:** Our teams deliver high performance

In 2023 we started a review of our Repairs Policy with customers. We are currently testing new repairs targets for emergency, urgent, and routine repairs with the aim to reduce overall response times.

A key part of the Policy Review includes improved financial and performance monitoring to ensure our trade operatives are productive and services can demonstrate value for money.

## Delivering major works

It is our job to deliver NEDDC's major work programmes. These programmes include a broad range of schemes, including structural repairs, new heating systems and replacement roofs as well as component replacements.





DATA: We are working to capture more data to inform future spending decisions about our housing stock

Through robust procurement we have successfully delivered capital programmes despite increased costs and the availability of both human and material resources remaining a key challenge.

A key part of the Capital Programme will be the continuing replacement of outdated windows with new thermally efficient, ventilated ones, over the next four years.

## Compliance

Our customers' safety is paramount, and we have specialist trade teams providing gas servicing, electrical testing and remedial

works. We also undertake identification of asbestos and removal where possible as well as fire safety assessments, passenger lift maintenance, and legionella testing.

We have a specialist team to identify, treat and eliminate damp and mould and also have a triage service to provide advice, help and support to customers on how to prevent mould from occurring.

Our ultimate aim is to ensure people live in safe, warm and decent homes.



# Investing in the future

## Priorities

- Successful delivery of the SHDF programme by spring 2025
- Develop proposals to improve Energy Performance Certificate rating to C for lets from 2030
- Trial the installation of air source heat pumps in existing homes
- Develop proposals for the installation of Electric Vehicle (EV) charging points
- Implement the use of air quality and moisture level monitoring equipment to support customers and improve property data
- Deliver approximately £44m of capital improvements over the next four years
- Complete the current cycle of rolling 5-year stock condition surveys in 2027 to ensure data supports investment to keep homes well maintained and safe

## Reducing environmental impact

Existing homes contribute approximately 14% of the UK's greenhouse gas emissions.

Working with the Council, we have a strong record of improving the thermal performance of



EFFICIENT: Homes have improved EPC ratings

existing homes and facilitating the reduction in energy consumption by our customers.

Since 2010, we have undertaken structural repairs and installed External Wall Insulation (EWI) to more than 1,500 non-traditional construction homes.

In April 2023 we started work on a two-year programme to deliver EWI and other works to 640 council homes, with the support of £8.2M from the Government's Social Housing Decarbonisation Fund (SHDF).

Further investment from the Council, together with further external funding opportunities, will allow this type of work to continue through to 2027 for other homes in the district.

Work commenced in March 2023 in Danesmoor and Killamarsh, with 50 homes already completed. The programme is scheduled to conclude in April 2025.

This award-winning work has delivered significant carbon reductions, improved the





TECHNOLOGY: New properties are being fitted with EV charging points and air source heat pumps

thermal comfort of homes and reduced the risk of fuel poverty in the district.

### Use of new and emerging tech

The nine new bungalows we recently built at Danesmoor were designed and constructed to include high levels of insulation and new technology. This included 300mm deep floor insulation, underfloor heating, air source heat pumps, solar panels and electric vehicle charging points.

Customers living in these homes are delighted with the new technology and the lower cost of heating. Remote monitoring of heating systems, energy use and fault diagnosis is available and could help customers to reduce their energy costs and repair costs.

The use of equipment installed in customers' homes to monitor air quality, moisture levels

and therefore the risk of damp and mould occurring are all available. The implementation and use of this type of equipment can improve the quality of housing and provide valuable data.

### Improving stock condition data

Working with the sector leader, Savills, we have reviewed and updated our stock condition systems, and surveying process.

We've recruited and trained a team of new stock condition surveyors, who will also be providing EPCs. This will enable us to develop an EPC rating for our stock - data which will be key to informing future spending decisions.

Completing the full stock condition survey of our housing stock by summer 2027 will also enable us to annually update our 30-year investment and major works programmes.



# Sustainable communities

## Priorities

- Provide excellent customer involvement activities and engagement opportunities, meeting the new Consumer Standards including the Tenant Satisfaction Measures
- Continue to improve the way we tailor services to meet customers' diverse needs, especially those requiring reasonable adjustments
- Evaluate options to work with specialist housing providers and develop a new team to work on complex cases
- Strengthen pre-allocation verification to ensure properties let meet customers' long term housing needs
- Improve our digital offer by implementing an online housing application
- Work with the Council to review and consult customers on allocations policy
- Offer financial inclusion support to those struggling to keep up with rent payments
- Support arrears prevention by improving pre-court interventions and guidance
- Implement easy access digital noise reporting via The Noise App and explore solutions to reduce neighbour disputes
- Respond to the Social Housing Act 2023 to ensure a proactive approach to ASB in line with new consumer standards



GROWING: We deliver more than 100 involvement opportunities each year, including this allotment project

## Engaging with communities

Over the next four years we will continue to strengthen community engagement. The wider social impact of our projects and those we support help to achieve our aim of working towards communities that are engaged, valued and places where people enjoy spending time.

The team also work with customers to increase their skills and confidence to get involved with service improvement and influencing our decision making from operational delivery up to board level - meaning when our customers have something to say, they feel heard.

## Meeting housing needs

Our Choice Based Lettings (CBL) team manages the housing application process using the Council's allocations policy.

Our allocations team will continue to work closely with applicants to ensure we understand their requirements so the information and evidence they provide informs their long-term housing need.





COLLECTION: Community litter picks are one of the ways our team and customers work together

Working closely with the council's housing options team, we work to prevent homelessness and sustain tenancies. We will also promote the support available to assist applicants to get ready to manage a tenancy.

### **Financial inclusion**

Collection of rent is an essential part of the service - we successfully collected 98.7% of rent due in 2022/23. We believe early intervention and support when someone starts to find it difficult to meet their rent payments was a key factor. Our target for 2023/24 is 97%.

We are well placed to provide support and guidance to help with financial matters and where required refer into more specialist advice.

### **Supporting communities**

Our neighbourhood services teams work hard to

support our customers, ensuring they not only meet the obligations of their tenancy agreement but have the opportunity to positively contribute to their community.

As financial pressures grow and the prevalence of households with complex housing and wellbeing needs increase, we will continue to actively work with our partners such as the Community Safety Partnership, social services and the police to assist tenants improve their overall living environment.

Although levels of ASB are relatively low, with 35 cases in 2022-23, we understand every incident causes significant distress and tension. Working together, we will focus on resolving neighbour disputes utilising the tools available to us all to create safe communities where people enjoy living.



# Our business and culture

## Priorities

- Consider all vacancies as potential apprenticeships
- Provide development and training opportunities for all employees, including upskilling through professional qualifications and support through succession planning
- Support our workforce with innovative people policies and health initiatives

## Governance, risk and performance

Our regulatory environment has changed over the past two years as a result of specific failings that contributed to the tragic deaths in the Grenfell Tower fire and Awaab Ishak in Rochdale due to damp housing conditions.

The changing regulation will continue through The Social Housing Regulation Act passing into legislation with significant investment implications: revised Housing Standards, Tenant Satisfaction Measures, Decent Homes Standard, Inspection regime and required professional qualifications.

We adopted and reported against the customer safety focused performance indicators in 2021-22 – covering gas, electric, fire, water, asbestos and passenger lifts. We will undertake the prescribed Tenant Satisfaction Measures (TSM) Tenant Perception Survey in Autumn 2023 and feedback to customers toward the end of the year.

With experienced leadership from our board, ensuring robust risk management and mitigation, we are well placed through informed and knowledgeable governance to successfully meet new regulatory requirements.

We will undertake a self-assessment against the new draft consumer standards and have this reviewed by the internal audit service to provide assurance and ensure compliance.

In 2023-24, we will update our Performance Management Framework to reflect the new operating environment and to set out and demonstrate how we will implement the performance requirements in the regulators Tenant Satisfaction Measures (TSM).

Our approach to risk management will inform our ambition with the Council to develop more social housing in the district.

This ensures that all development or purchase decisions are made with appropriate business modelling assumptions and agreed risk appetite in terms of asset to loan ratio.

Risk management remains central to our board's governance processes and decision making ensuring that service provision and social housing assets are not placed at risk.

## Our workforce

As a large employer in North East Derbyshire, we connect with our local communities to ensure we and the Social Housing Sector are seen as a career choice.





WORKFORCE: We are one of the largest in North East Derbyshire - with a range of health and training initiatives

Attending schools, apprenticeship and unemployment events to promote our vacancies and provide recruitment and selection support is part of this. We will continue to build upon programmes of work placements and work experience for students and the long-term unemployed.

We ensure our teams are trained with the necessary professional qualifications and personal skills required to work in the sector.

To support our workforce we have our Work Well Group that promotes health initiatives, including health MOTs, employee assistance programmes, counselling, health promotion and development of innovative policies.

### Finance and resource

Sound financial management is key to the success of any business and Rykneld Homes Ltd has a proven track record over many years

of delivering within budget and on target to deliver year on year planned efficiencies.

Any cost savings are reinvested in improving housing services. The budget setting process starts during annual business planning in September, with the aim of providing a budget that will fund all the priorities and actions identified.

The Rykneld Homes Revenue Budget for 2023-24 is £10.6m.

Capital Programme 2023-27	
Capital Component Replacements	£44.098m
Development of New Homes	£14.5m
External Wall Insulation Works	£22m





If you require this publication in large print or  
braille, please call us on  
01246 217670

**Język polski**

W Rykneld Homes zależy nam na  
dostarczaniu doskonałej jakości usług  
naszym lokatorom, dzierżawcom i  
mieszkańcom. Aby porozmawiać z nami  
po polsku zadzwoń pod numer  
01482 971724

For all other languages  
01246 217670



All Rights Reserved

Copyright Rykneld Homes © 2023

[www.rykneldhomes.org.uk](http://www.rykneldhomes.org.uk)

**CALL US** 01246 217670

**EMAIL US** [contactus@rykneldhomes.org.uk](mailto:contactus@rykneldhomes.org.uk)

**VISIT US** Rykneld Homes, 2013 Mill Lane, Chesterfield S42 6NG