



# *Newark and Sherwood Homes Limited*

## **BUSINESS PLAN 2010 – 2015**



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Rev 2  
Dec 2010

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## **Contents**

|   | <u>Page</u> |
|---|-------------|
| Introduction .....  | .3          |
| Purpose of this Plan .....  | .3          |
| Who are We? and What do we Do? .....  | .4          |
| Key achievements in 2009/2010 .....   | .6          |
| Management Agreement and Constitution.....  | 7           |
| Developing the Business Plan .....  | .8          |
| Finance and Resources.....  | 9           |
| Emergent Issues .....   | 13          |
| Strategic Objectives.....   | 14          |
| Objective One.....  | 14          |
| Objective Two.....  | 15          |
| Objective Three .....   | 16          |
|   |             |
| Appendix A ( <i>Improvement Planning Process Diagram</i> ) .....                  | 17          |
| Appendix B ( <i>Framework of consultation and participation mechanisms</i> ) .... | 18          |
| Appendix C ( <i>SWOT Analysis</i> ) .....   | 19          |
| Appendix D ( <i>PEST Analysis</i> ).....  | 21          |
| Appendix E ( <i>Newark and Sherwood Homes' Strategic Risks 2008/2009</i> ) ....   | 22          |
| Appendix F ( <i>Corporate Balanced Scorecard 2010/20011</i> ) .....               | 23          |
| Appendix G ( <i>Stock make-up</i> ).....  | 28          |
| Appendix H ( <i>Stock Condition information</i> ) .....                           | 29          |
| Appendix I ( <i>Investment information</i> ) .....                                | 30          |
| Appendix J ( <i>Corporate Key Tasks 2010/2011</i> ).....                          | 31          |
| Appendix K ( <i>Company Capital Programme</i> ) .....                             | 36          |
| Appendix L ( <i>Property Investment Programme – Actions and Impacts</i> ).....    | 39          |

## **Introduction**

The Newark and Sherwood Homes Business Plan details the achievements of the Company in its five years of operation and highlights areas of further development for consideration in the short and medium term.

The Business Plan explains who Newark and Sherwood Homes is, what we do, what have been our key achievements in 2009/2010 and how we have developed this plan to support our strategic objectives to ensure we deliver our Vision, to deliver excellent housing services going forward from 2010 to 2015. The Business Plan also details the Company's priorities and the key tasks we will be delivering over the coming year and their expected outcomes.

In formulating the Business Plan, the Company has looked, in detail, at its operating environment and in particular its customer profile to ensure that the services it is intending to supply, match the needs and desires of its customers. The Company has been extremely proactive in involving tenants in this process and has included them in discussions which have determined the emergent priorities for the future. This is an ongoing process and is a crucial factor of the Improvement Planning Process (IPP).

2010 is a significant milestone for the Company as it marks the completion of the Decent Homes programme. These first 5 years have seen Newark and Sherwood Homes deliver an additional £49.5 million of investment into tenant's homes and also work closely with Tenants to deliver significant improvements to the services they receive in order to achieve the Company's vision to deliver excellent Housing Services.

## **Purpose of this Plan**

This Plan sets out our strategic Vision and Objectives and outlines the tasks and targets which ensure we will deliver them. By setting out priorities for action and expected outputs and outcomes, it provides a clear direction to all those involved in Newark and Sherwood Homes. It will be used as a live document to stretch Newark and Sherwood Homes to achieve its Vision:

*"to deliver excellent Housing Services"*

The Plan sits alongside the Management Agreement to outline the services provided to the Council in return for an annual Management Fee. (For the purposes of the Management Agreement, the Business Plan is the Performance Plan).

This Plan sets both tasks and targets (including National Indicators, and Local Performance Indicators) for 2010/2011 which are captured in balanced scorecard and Service Improvement Plan within the Company's Performance Management Framework.

The Board is responsible for approving the Business Plan inclusive of the tasks and targets, the resources to support it and for ensuring that services and tasks are delivered and targets are achieved.

The Business Plan is supported by a comprehensive framework of strategic documents:-

|                                  |                                      |
|----------------------------------|--------------------------------------|
| Vision                           | Financial Regulations                |
| Objectives                       | Code of Procedures for Contracts     |
| Core Values                      | Value for Money Delivery Vehicle     |
| Corporate Branding               | Customer Insight Management Strategy |
| Company Constitution             | Communications Strategy              |
| Management Agreement             | Access & Customer Care Strategy      |
| Delivery Plan                    | Meetings Procedure                   |
| Business Plan                    | Training Plan                        |
| Performance Management Framework | Information System Strategy          |
| Human Resources Strategy         | Delegation Scheme                    |
| Improvement Planning Process     | Risk Management                      |
| Value for Money Strategy         | Governance Guide                     |
| Budget Setting Process           | Equality and Diversity Policy        |
| SLA Review Process               | Health and Safety Policy             |
| Procurement Strategy             |                                      |

### **Who are We and What do we do?**

Newark and Sherwood Homes is an Arms Length Management Organisation (ALMO) comprising approximately 180 staff, set up with effect from 1 November 2004 to manage, maintain and improve Council housing on behalf of Newark & Sherwood District Council. In setting up Newark and Sherwood Homes, the Council was able to secure an additional £49.5 million in investment to meet the Government's Decent Homes Standard (DHS).

This means that Newark and Sherwood Homes, carries out the main housing management functions such as letting homes, repairs and maintenance, rent collection and estate management of over 5,500 Council homes and Leasehold properties in Newark and Sherwood. Newark and Sherwood Homes also ensures that the needs of diverse groups within the tenant population are met and that all tenants and other service users can access services effectively. The landlord remains the Council and continues to provide services such as homelessness and housing advice, housing benefits, rubbish collection and street cleaning.

The Company is managed by a Board comprised of 15 Directors of the Board, made up of:

- i. Five tenants
- ii. Five Council nominees
- iii. Five independent people with professional skills.

Newark and Sherwood Homes is a non-profit making Company that is owned by Newark & Sherwood District Council and does not pay dividends to any shareholders.

The delivery of Newark and Sherwood Homes' Vision is supported by four Objectives which during 2009/2010 were:

- i. To deliver upper quartile and improving performance in customer satisfaction and all areas of service provision.
- ii. To deliver the Decent Homes Standard in accordance with the annual profile and for all Newark & Sherwood District Council stock by the end of March 2010
- iii. To be providing Housing Services within the community post 2010
- iv. To provide investment and service solutions to deliver sustainable Homes and sustainable Communities post 2013/2014.

During the 2009/2010 Improvement Planning Process it was identified that these objectives required amendment to ensure that, given the current operating environment, Newark and Sherwood Homes would achieve its Vision. The revised Objectives are:

- i. To deliver upper quartile and improving performance in customer satisfaction and all areas of service provision.
- ii. To be providing Housing Services within the Community
- iii. To provide investment and service solutions to deliver sustainable Homes and sustainable Communities in the future

Newark and Sherwood Homes recognises that the way it delivers its services is critical and has five Core Values to guide the way we do things:-

- i. Customer First
- ii. Valuing Everyone
- iii. Delivering Excellence
- iv. Making Positive Improvements
- v. Sharing Information

Through our Improvement Planning Process and specific consultation with tenants through the Strategic Continuous Improvement Group the following were identified as priorities for Newark and Sherwood Homes:-

- i. Customer Satisfaction
- ii. Stronger better communities

- iii. Effective communication
- iv. Maximising "value for money"
- v. Modernising Delivery
- vi. Capacity Building

When planning to deliver the Objectives and subsequently setting the Company's Budget, Tasks and Performance Indicators regard is given to the priorities. This ensures that the Company's delivery will focus on the priorities identified by Tenants, Directors of the Board, Staff and other Stakeholders.

### **Key Achievements**

The key corporate achievements for 2009/2010 were:

- i. Delivery of the decent homes programmes on target and profile leaving only 11% of properties non decent and Increasing customer satisfaction with decent homes to 95%
- ii. £850,000 in efficiency gains through the Company's Value for Money initiatives
- iii. The Chair of the Federation of Tenants and Residents Associations recognised through the TPAS awards for Tenant of the Year
- iv. Worked with tenants to devise environmental improvements throughout the District with the outcome of reducing incidents of ASB and improved personal security
- v. Established the Tenant Inspector Team in partnership with Nottingham Community Housing Association to improve the quality of services through Tenants inspecting the service.
- vi. Introduction of mobile alarms for 2500 vulnerable tenants
- vii. Delivered parking improvement schemes throughout the District to resolve parking issues identified by Tenants
- viii. Promote the Company's commitment to Equality and Diversity through a variety of events including a Diversity Conference for Tenants and other service users
- ix. Attracted inward investment to fund the loft insulation project
- x. Induction Loops for those with hearing difficulties fitted at all Community Centres and training given to all committee members
- xi. Enabled vulnerable tenants to become involved in the Tenants Services Authorities National and Local Conversations to help determine the future standards of social housing.
- xii. Upper Quartile and Improving Customer Satisfaction with services provided
- xiii. Reduced the level of sickness per employee within the company by 2 days during 2008/2009
- xiv. Continued to perform in the upper quartile for all nationally registered performance indicators
- xv. Retained the ISO 9002 Quality Standard for the services provided to customers following stringent external assessment
- xvi. Launch of Tenant Participation Compact developed in conjunction with the Federation of Tenants and Residents Associations

- xvii. Launched the Financial Inclusion Action plan to increase tenants access to advice and support in maximising their income
- xviii. Developed Partnership with Occupational Therapy team to speed up the aids and adaptations process
- xix. Successful retention of the responsive repairs contract for the western side of the district following a market test of the service
- xx. Established Midlands ALMOs Human Resources Group to share good practice and innovation
- xxi. Recognised 38 staff for their contribution to the success of the company through the Director of the Board Excellence Awards and the Staff Recognition Awards.
- xxii. In conjunction with Tenant's, introduced a revised, easier to read Tenants Handbook which is available in different formats, in hard copy and online.

### **Management Agreement and Constitution**

During 2009 the Company's Shareholder, Newark and Sherwood District Council extended the Company's original Management Agreement which expired in March 2010. The extension was for an additional 2 years expiring in March 2012. This decision was driven by the review of Newark and Sherwood Homes undertaken by Tribal in 2008 which stated the services provided by the Company were good and reflects the success of Newark and Sherwood Homes in providing high quality, customer focussed services to the tenants of Newark and Sherwood District Council including the effective and efficient delivery of the additional £49.5 million investment to ensure all homes within the District is decent by March 2010.

This is set within the context of the Company consistently delivering customer satisfaction and performance within the upper quartile for the sector.

A fundamental challenge for the Company during the life of this Business Plan will be to secure the future of the Company through further extension of the Management Agreement.

As a result of timely and appropriate strategic decisions and management interventions the financial viability of Newark and Sherwood Homes remains strong when compared to our stakeholder despite the known reduction in income. This is a result of the Company's proven track record in delivering efficiencies whilst driving up the quality of services provided to tenants.

Throughout 2009/2010 the Council has been considering the options for the future management and maintenance of its housing stock and will continue to do so into 2010/2011 with particular consideration of the self financing option. It is important that the focus on Tenants remain through this process and recognising that any change to the status quo; management and maintenance of the housing stock by Newark and Sherwood Homes, requires a demonstration of benefit for tenants.

## **Developing the Business Plan**

This Business Plan is formulated from the Company's Improvement Planning Process (IPP) which is shown diagrammatically at Appendix A. This process considers a complex range of information to establish priorities which focus the tasks, initiatives and targets in this Plan to support progression in delivery of the Company's Objectives and Vision. This includes financial information attached at Appendix H, Stock Make-up at Appendix G, Condition and Investment Information attached at Appendix I, and Performance Information (included in the Company's Balanced Score Card) attached at Appendix F.

The Improvement Planning Process involves consideration of a wide range of issues and consultation with a range of stakeholders through a variety of mechanisms and is an ongoing process informing and shaping our services on a day-to-day basis as well as for strategic planning.

### **Consultation and Participation – Service Users**

The Company's consultation, involvement and empowerment mechanisms are both well developed and extensive. A framework depicting the elements of our process is attached at Appendix B.

Service users are consulted throughout the year to inform and influence our strategic planning.

Our Strategic Continuous Improvement Group assessed all key strategic information to identify priority areas for our strategic planning these were:

- i. Customer Satisfaction
- ii. Stronger better communities
- iii. Effective communication
- iv. Maximising "value for money"
- v. Modernising Delivery
- vi. Capacity Building

### **Consultation and Involvement – Staff**

Newark and Sherwood Homes is a learning and progressive organisation holding both Charter Mark and Investors in People, which recognises the importance of its' staff in the formulation, ownership and delivery of it's plans.

Staff are pro-actively engaged in planning the Company's direction and contribution to delivery on an ongoing basis through:-

- i. Continuous Improvement Groups aligned to the Audit Commission's KLOES and the anticipated Tenant Services Authority Standards
- ii. Team meetings
- iii. Staff Development Interviews and one-to-one meetings linking personal actions to delivery of the Company's corporate tasks, Objectives, Vision and Core Values

- iv. Manager networking
- v. Staff suggestions

### Business and Environment

The Improvement Planning Process, in establishing priorities and deciding action, has regard to wider environmental and strategic influences on the services the Company delivers. These are reflected in a SWOT and PEST analysis shown at Appendices C and D respectively.

### Supporting Strategic Objectives of Newark & Sherwood District Council

The District Council has a Vision and Priorities, which Newark and Sherwood Homes supports, they are:-

#### *Vision:*

*"We want Newark and Sherwood's urban and rural communities to take pride in being vibrant, sustainable and having a high quality of life. To achieve this we want to deliver excellent, appropriate services and value for money."*

#### *Priorities:*

- i. Clean and Green
- ii. Safe and Strong Communities
- iii. Economically Vibrant
- iv. Good Health and Homes
- v. Culturally Active

*These are supported by the following priorities:*

- i. Value for Money
- ii. Raising Aspirations
- iii. Accessible and Responsive

Newark and Sherwood Homes contributes to community planning through the Local Strategic Partnership, the delivery of Local Area Agreements, the Housing Strategy and formulation of new Regional Strategies, the Community Safety Partnership, the Council's community strategies and delivery of sustainable communities. These complex and wide environmental factors and Newark and Sherwood Homes support for them are considered with the formulation of this Plan.

### **Finance and Resources**

There are a range of financial factors affecting the Company in 2010/11. These include changes in Government policy affecting the financial framework the Company operates in and the grant funding payable.

Fee income receivable by the Company associated to the Decent Homes Programme will reduce by approximately £500,000 from 2009/2010. Additionally, the latest estimates produced by Newark and Sherwood District Council of our Management Fee shows a further reduction of £137,200 from figures previously anticipated.

The company's proactive approach to Improvement Planning, value for money, inward investment, procurement, process efficiency, effective resource management and the fee income generated from the project management of the new build programme have offset part of the impact of the loss of income.

Value for money is firmly embedded within the Company and this approach, including the market testing and outsourcing of services to achieve efficiencies and service quality improvements, will be further enhanced in 2010/2011 through enhanced performance monitoring and management of Service Level Agreements including the introduction of a Corporate Key Performance Indicator which is contained within the Corporate Balanced Scorecard attached at Appendix F.

The Government will continue to assume in its funding calculations that its efficiency target of 3% year on year (2008/9 – 2010/11) is being achieved and will reduce funding accordingly.

### Revenue Position

The revenue budgets are formulated as part of the Company's Business Plan as an output of the Improvement Planning Process. Resources are aligned to support the Company's delivery of its Vision and Objectives through this Business Plan.

The Company is setting a challenging target for the year, despite the reduction in income, but is unlikely to be unable to achieve breakeven. 2009/10 revised estimates have formed the base for the 2010/11 budgets with individual cost lines revised to meet 2010/11 business requirements.

The 2010/11 budget will include funding for new tasks which were identified through the Improvement Planning Process for completion in 2010/11.

In establishing the budget requirements for 2010/11, the Company has considered the expected profile of future year's income. Overall, income has reduced significantly in 2010/11 compared to that received in 2009/10. This is mainly due to the completion of the Decent Homes programme. The impact of this substantial reduction in income is even greater in real terms due to increase in actual costs such as, for example, salaries and utility costs.

Based on the current environment, financial projections over a 30 year period indicate that the Company's revenue stream is sustainable over the medium term based on current service levels; however service development

requirements to meet increasing customer expectations and continue to deliver high levels of customer satisfaction will put pressure on the financial position demanding a continuation of robust financial management and value for money practices. In the longer term the financial situation becomes more challenging as a shortfall develops between the funding available and the costs of managing and maintaining our services.

The current downturn in the economic climate and the conclusion of the housing subsidy review in spring 2009 also challenges current business projections and it is essential that the Company, in liaison with the Council, addresses the financial challenges and takes action now to deliver financial sustainability for the future.

The above projections are based on the current Housing Subsidy System and the assumption that the Company will continue to deliver efficiency gains throughout its operations.

### Future

In light of the challenges outlined above, Newark and Sherwood Homes will be updating its financial models in 2010/11 to take into account customer requirements of both service development and quality. The current financial position will be reviewed including factors such as the reduction in management fee income, influenced by the reduction in the right to buy sales, the reduction in fee income following the completion of the Decent Homes Programme and the outcomes of the subsidy review.

There is increasing pressure on the government from the housing profession to ensure that the outcomes of the current Housing Revenue Account subsidy review will address the national surplus which is being generated now and projected to be increasing in future years. It is anticipated that in the longer term the outcomes of the current Government review will bring more certainty about future funding levels available to enable robust longer term financial planning. However, it is likely to take some time for any changes to be published, bearing in mind the potential for a change in government in 2010.

Having successfully planned and managed the significant reduction in fee income to maintain services for 2010/2011 to address and offset the known reduction in future income levels a range of Corporate Key Tasks have been identified addressing service costs across the Company. Specifically, Newark and Sherwood Homes has identified the need to increase inward investment and a key task developed in 2009/10 will continue into 2010/11 to seek and identify alternative sources of funding to be implemented in the short to medium term.

Value for money efficiencies will continue to be a priority for the Company and efficiency targets and schemes are built into current budgets to stretch and maximise resources. Investment in IS systems will deliver efficiency savings which will be built into future financial projections and models.

An integral part of the financial model is the assumptions around asset strategy, future investment needs and the options for the future as these will have a direct impact on the revenue expenditure of the Company i.e. responsive repairs and the service provided to tenants. Newark and Sherwood Homes will continue to work with the Council as required to support deliver of its strategic objectives.

The Company will continue to focus on effectively deploying all resources and where under utilisation occurs progressing the appropriate divestment option, to meet tenants and other service users needs and the local communities priorities. By working in this way the Company will ensure added value from all expenditure is maximised for the tenants benefit and that its vision to deliver excellent Housing Services is achieved.

### The Company Capital Programme

Newark and Sherwood Homes has invested in IS systems to continue to develop the services, improve quality and deliver efficiencies. The Company Capital Programme for 2010/11 includes further investment in the new Integrated Housing Management System. The Capital Programme is detailed at Appendix K.

Currently the capital programme contains IT systems as the Company is not asset Owning. The Company is currently actively working on a project which may see the development of new build properties to be owned by Newark and Sherwood Homes which would have capital programme implications.

### Property Investment Programme

A revised Stock Condition survey was undertaken in 2009 which has provided up to date information on the future investment needs of the stock. It has been identified that resources shortfalls arise due to the major repairs allowance being insufficient to meet the investment needs. Newark & Sherwood District Council are now undertaking a process to consider the opportunities and challenges of maintaining its stock following completion of the Decent Homes Programme.

The reduction of the property investment programme will have impacts on tenants and the Community, as detailed at Appendix L and falls below what would be a reasonably prudent level of investment for the stock. Although it should be noted that resources are projected to increase next year and the overall gap in long term funding is known and is being considered through the stock option appraisal process.

The proposed property investment programme has been developed taking into account all available information. This includes both tenant aspirations from a number of sources and also the latest information from the Council's appointed specialist consultants Tribal and Savills.

## Risk Management

Within the Improvement Planning Process, the Company also considers challenges to overcome risks. The Company's strategic risks for 2009/2010 are attached at Appendix E and will be reviewed in accordance with the Company's Risk Management Strategy.

## **Emergent Issues**

Through the improvement planning process a number of emergent issues have been identified which need to be addressed through key tasks and key performance indicators to ensure that, through the delivery of objectives the Company's achieves its vision to deliver excellence Housing services. These emergent issues can be broadly grouped into the following areas:

- i. Money and Income
- ii. Staff and People
- iii. What the Company has the authority to do

### Money and Income

The emergent issues of the Company's financial viability in the future, given the reduction in fee income following the completion of the decent homes programme were identified. Although a number of management actions are already in place to address this issue consideration was given to further actions to minimise the effect of this reduction in come.

The management of financial risk was also identified including the requirement of relationship management with key stakeholder and in particular and Company's shareholder.

### Systems and People

Ensuring that the Company has the ability to deliver excellent housing services was identified as an emergent issue building on the Company's good Audit Commission rating and moving to excellent through the further development of a professional, performance orientated organisational culture and ensuring that the Company's business systems and procedures are fit for purpose.

### What the Company has the authority to do

Through the improvement planning process the Company's Constitution and Management Agreement were identified as the key documents in determining what the Company has the authority to do. Although both these documents could be seen as restrictive it was observed that to date they had not restricted the operations of the Company. It was recognised however, that both these documents would benefit from further consideration in the coming years as the Company evolves and develops.

## **Strategic Objectives**

Within the context of the priority areas identified through the Improvement Planning Process (IPP) and the Strategic Continuous Improvement Group, the detail below explains the strategic and corporate initiatives and tasks we will undertake in 2009/2010 to support delivery of the Company's Objectives and what outcomes are expected.

### **Objective One – To deliver upper quartile and improving performance in customer satisfaction and all areas of service provision.**

#### Tasks and Targets

- i. Review the Health & Safety Policy
- ii. Attain RoSPA Gold accreditation for Health & Safety
- iii. Appraise the impacts and costs of the application of a system thinking approach within Newark and Sherwood Homes
- iv. Review of the Communications Strategy
- v. Review of the Governance Guide
- vi. Review the Equalities and Diversity Strategy
- vii. Option appraise future usage of under-utilised community centres and offices
- viii. Review the Asset Management Strategy
- ix. Review Adaptations Policy demands.
- x. Develop NSH response to Supporting People tendering of elderly persons services

#### Expected Outcomes

- i. Improved Health & Safety delivery resulting in a reduction in accidents and associated costs by 20% from 2009/10 levels in conjunction with other Health & Safety SIP tasks.
- ii. Recognition in media for NSH as having excellent reputation for application of H&S
- iii. Recognition by partners/NSDC for NSH as having excellent reputation for application of H&S
- iv. To quantify any increase in efficiency or customer satisfaction that can be attained from the introduction of a system thinking approach
- v. 90% customer satisfaction with communications methods by 31/03/2012
- vi. 100% compliance with all Board Key Performance Indicators
- vii. Customer satisfaction of diverse groups increases to 85% by 31.12.2010 and 90% by 31.12.11
- viii. Improved service delivery resulting in improved customer to 96% by 31/03/2011
- ix. Improved joint working leading to a 2% increase in large scale adaptations being resolved by methods other than paying for works.
- x. Maintain satisfaction with the Supported Housing Service at 100% whether the service remains in-house or is outsourced.

## **Objective Two – To be providing Housing Services within the community**

### Tasks and Targets

- i. Review Risk Strategy
- ii. Appraise the impacts and costs of the application of a system thinking approach within Newark and Sherwood Homes
- iii. Develop a professional competency assessment mechanism
- iv. Evaluate and implement the introduction of Hot Desking, Intranet, enhanced electronic document storage and information and mobile working solutions
- v. Undertake the Annual Review of the Board including a review the time limits currently in place on being a Director of the Board and holding the position of Chair or Vice Chair and a review of the effectiveness of the current size of the Board
- vi. Review of the Communications Strategy
- vii. Review of the Governance Guide
- viii. Review the Equalities and Diversity Strategy
- ix. Develop NSH response to Supporting People tendering of elderly persons services

### Expected Outcomes

- i. No identified risks are managed ineffectively and have a negative impact
- ii. To quantify any increase in efficiency or customer satisfaction that can be attained from the introduction of a system thinking approach
- iii. 100% of staff being assessed as professionally competent within 1 year of the introduction of the scheme
- iv. Opportunity to achieve 20% reduction in the office floor space requirements of the company by March 2012
- v. 100% compliance with all Board Key Performance Indicators
- vi. 90% customer satisfaction with communications methods by 31/03/2012
- vii. 100% compliance with all Board Key Performance Indicators
- viii. Maintain satisfaction with the Supported Housing Service at 100% whether the service remains in-house or is outsourced.
- ix. Customer satisfaction of diverse groups increases to 85% by 31.12.2010 and 90% by 31.12.11

## **Objective Three – To provide investment and service solutions to deliver sustainable Homes and sustainable Communities in the future**

### Tasks and Targets

- i. Evaluate the impact of Newark and Sherwood Homes on its customers and communities
- ii. Undertake re-tender process for External Audit contract

- iii. Review Risk Strategy
- iv. Deliver Project Management of New Build Phase I
- v. Deliver Project Management of New Build Phase II
- vi. Formulate a plan to manage the withdrawal of local offices and the provision of alternative services
- vii. Review of the Governance Guide
- viii. Review the Asset Management Strategy

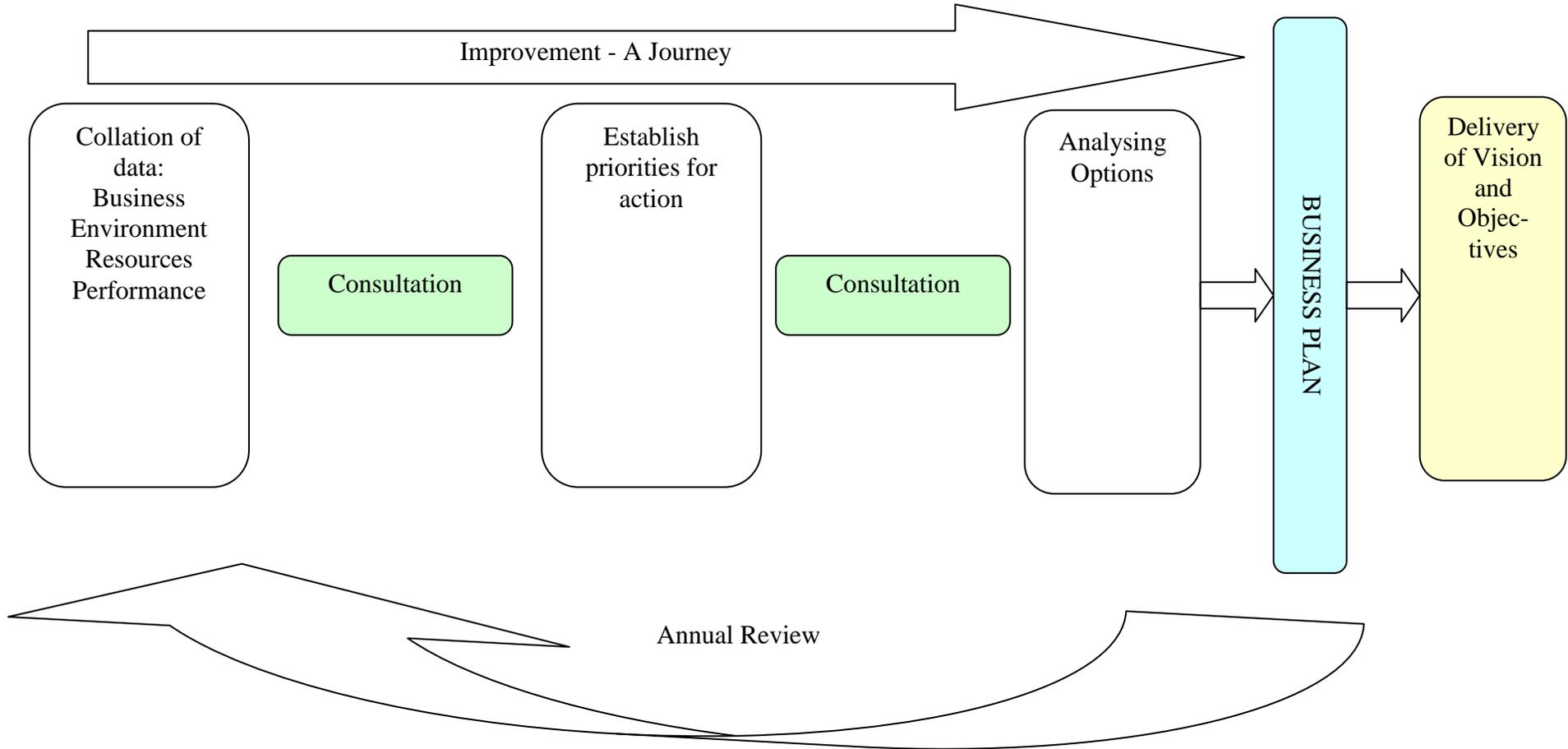
### Expected Outcomes

- i. Qualification of the positive impact Newark and Sherwood Homes has had on customers and communities
- ii. Achieved best price from tender process
- iii. Enhanced service for lower cost than present
- iv. No identified risks are managed ineffectively and have a negative impact
- v. £260k Inward Investment generated through Project Management Fee
- vi. Overall customer satisfaction with access to services increases to 85% by 31.12.2010 and 90% by 31.12.11 (as measured by Status)
- vii. 100% compliance with all Board Key Performance Indicators
- viii. Improved service delivery resulting in improved customer to 96% by 31/03/2011

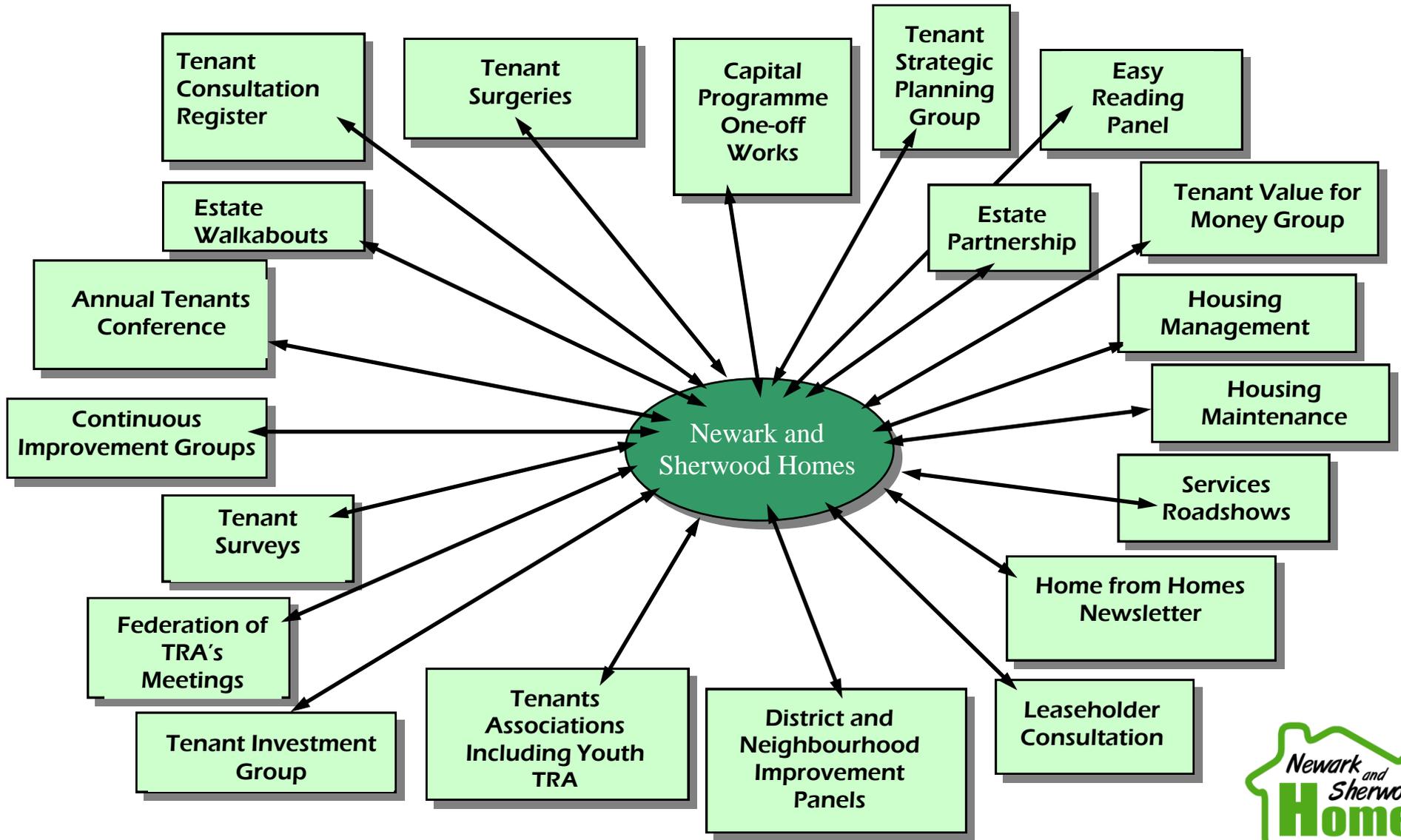
# Improvement Planning Process

Where we want to get to

Where we are now - Start



# Current Consultation Structure



### **Newark and Sherwood Homes – 'SWOT' Analysis**

#### **Strengths**

- Two-Star ALMO with promising prospects for improvement
- Track record of high customer satisfaction
- Introduction of Performance Management Culture
- High Performing ALMO with Indicators in Upper Quartile
- Strong relationship with Council
- Established culture of tenant involvement
- Strong Investment Programme management
- Strong demand for services
- Low staff turnover
- Experienced, well-trained staff
- Strong tenant support for Newark and Sherwood Homes
- Strong governance structure which is fit for purpose
- Company Image and profile within the sector
- Proactive contribution to Local Strategic Partnership and Crime and Disorder
- Customer Service Excellence, Investors in People and ISO 9001 accreditation
- Established development partner

#### **Weaknesses**

- Restrictive constitution
- Management Agreement to 2012
- Inconsistent delivery of improvement in some areas
- Board skill sets require development
- Low staff turnover
- Reduction in Major Repairs Account Funding
- Succession planning for senior management
- Not fully recognised as separate entity to Newark and Sherwood District Council by some customers

## **Opportunities**

- Strengthening of Performance Management Culture
- Increasing customer expectations
- Stock Option Appraisal by Newark and Sherwood District Council
- Increased capabilities through introduction of modern information technology
- Business Development Opportunities
- Greater availability of cost effective services following economic downturn
- New freedoms and flexibilities
- Greater contribution to shaping neighbourhoods and communities
- Contribution to Local Area Agreements
- Established development partner

## **Threats**

- Stock Option Appraisal by Newark and Sherwood District Council
- Unable to maintain decent homes standard due to reduction in investment funding
- Management Agreement to 2012
- Retention of high quality staff
- Board effectiveness reduced by lack of learning, development, focus and duty of role responsibility
- Rent Reduction
- Properties failing to meet decency standards post 2012
- Staff morale through change of a dynamic environment
- Government Review of Housing Revenue Account Subsidy System

**Appendix D****Newark and Sherwood Homes – 'PEST' Analysis****Political and Legal**

- Changing local and national political environment
- Tenant Services Authority
- Homes and Community Agency
- Equalities Bill
- Change in inspection regime
- Development and training of Board
- Board succession planning
- Local Area Agreements
- Efficiency Agenda

**Economic and Environmental**

- Changes to subsidy system
- Recession and Credit Crunch rented housing
- National Housing Strategies
- Management and Maintenance Allowance
- Rent restructure time line changes
- Availability of cost efficient services
- Changes to Supporting People grant

**Socio-Cultural**

- Increased demand for social rented housing as a result of economic downturn
- Demographic change impact on services and housing demand
- Increased expectations of customers
- Increased diversity of customers wants and needs

**Technological**

- 'E'-Government
- Mobile working
- Electronic access to services for customers
- Sustainable products and building techniques
- Customer Insight data to facilitate tailored services

**Newark and Sherwood Homes'  
Strategic Register Risk Register 2009**

| <b>Risk Reference</b> | <b>Risk</b>                                     | <b>Lead</b> | <b>Action</b> |
|-----------------------|---|-------------|---------------|
| 1                     | Failure of Business Continuity Plan/Process     | SF          | Treat         |
| 2                     | Inadequate Health and Safety Management         | RR          | Treat         |
| 3                     | Impact of Failure of a New Business Opportunity | RR          | Treat         |
| 4                     | Ineffective Governance/Board of Directors       | SF          | Treat         |
| 5                     | Reduced Management Fee                          | RR          | Treat         |
| 6                     | Loss of Key Staff                               | SF          | Treat         |
| 7                     | Strike – Industrial Action                      | SF          | Treat         |
| 8                     | Main Contractor Failure – Connaught or Bullock  | RR          | Treat         |
| 9                     | NSDC Withdraw Funding for Decent Homes          | RR          | Accept        |
| 10                    | HRA/MRA Funding Not Available                   | RR          | Accept        |
| 11                    | Management Agreement Not Extended to NSH        | RR          | Accept        |
| 12                    | Barrier to Entry                                | RR          | Treat         |
| 13                    | Failure of Improvement Planning Process         | SF          | Treat         |

## Corporate Balanced Scorecard 2010/2011

| ❶ To Deliver Upper Quartile and Improving performance in customer satisfaction and all areas of service provision |  |             |                |                          |                |                        |                |      |            |
|---|--|-------------|----------------|--------------------------|----------------|------------------------|----------------|------|------------|
| We will measure our success by:   |  | Perspective | 2008/9 Outturn | 2009/10 Expected Outturn | 2009/10 Target | 2008/09 Upper Quartile | 2010/11 Target | Lead | PI type    |
| 1.1   | Average number of days absence due to sickness per employee  | Financial   | 9.2 days       | 7.5 days                 | 7.5 days       | 7.0 days               | 7.0 days       | SF   | Cumulative |
| 1.2   | % of employees from minority groups  | Process     | 3%             | 3.5%                     | 4%             | Internal PI            | 4%             | SF   | Cumulative |
| 1.3   | % of disabled employees  | Process     | 5.2%           | 6.0%                     | 6%             | Internal PI            | 6.0%           | SF   | Cumulative |
| 1.4   | % of employee turnover   | Financial   | 11%            | 16%                      | 12%            | Internal PI            | 12.0%          | SF   | Cumulative |
| 1.5   | % of staff development interviews completed  | Process     | 100%           | 100%                     | 100%           | Internal PI            | 100%           | SF   | Cumulative |
| 1.6   | % of staff satisfied with their employment with Newark and Sherwood Homes                              | Process     |                | 73%                      | 85%            | Internal PI            | 85%            | SF   | Cumulative |
| 1.7   | % of Directors of the Board development interviews completed (NB. Board year runs November to October) | Process     | 100%           | 100%                     | 100%           | Internal PI            | 100%           | SF   | Cumulative |
| 1.8   | % of Directors of the Board "decisions" having impact on customers                                     | Customer    | 97%            | 100%                     | 95%            | Internal PI            | 97%            | SF   | Cumulative |
| 1.9   | % of Directors of the Board attending Board Meetings (NB. Board year runs November to October)         | Process     | 84%            | 85%                      | 75%            | Internal PI            | 80%            | SF   | Cumulative |
| 1.10  | % of tenants aware of Newark and Sherwood Homes Vision   | Customer    | 92%            | 90%                      | 75%            | Internal PI            | 95%            | SF   | Cumulative |
| 1.11  | % of rent collected  | Financial   | 99.43%         | 99.43%                   | 99.73%         | 98.18%                 | 99.5%          | SF   | Cumulative |
| 1.12  | Amount of arrears as a % of debit  | Financial   | 1.12%          | 1.4%                     | 1.69%          | 1.78%                  | 1.2%           | SF   | Monthly    |

| 1. To Deliver Upper Quartile and Improving performance in customer satisfaction and all areas of service provision |  |             |                |                          |                |                        |                |      |            |
|--|--|-------------|----------------|--------------------------|----------------|------------------------|----------------|------|------------|
| We will measure our success by:  |  | Perspective | 2008/9 Outturn | 2009/10 Expected Outturn | 2009/10 Target | 2008/09 Upper Quartile | 2010/11 Target | Lead | PI type    |
| 1.13   | All Tenants Satisfaction with Overall Service  | Customer    | 83%            | 83%                      | 90%            | 79%                    | 85%            | SF   | Cumulative |
| 1.14   | NI 160 (General Needs) Tenant satisfaction with overall service  | Customer    | 76%            | 80%                      | 82%            | Not published          | 85%            | SF   | Cumulative |
| 1.15   | NI 160 (General Needs) Tenant satisfaction with overall service - BME tenants                            | Customer    | 76%            | 94%                      | 82%            | Not published          | 95%            | SF   | Cumulative |
| 1.16   | NI 160 (General Needs) Tenant satisfaction with overall service - Non BME tenants                        | Customer    | 76%            | 80%                      | 82%            | Not published          | 85%            | SF   | Cumulative |
| 1.17   | % of tenants satisfied that their views are being taken into account                                     | Customer    | 62%            | 58%                      | 82%            | Not published          | 80%*           | SF   | Cumulative |
| 1.18   | % of tenants who feel they are kept informed about things which affect them                              | Customer    | 75%            | 76%                      | 90%            | Not published          | 90%*           | SF   | Cumulative |
| 1.19   | (Old BV212) Average time (days) to relet Council properties  | Process     | 28 Days        | 15 days                  | 23 days        | 24 days                | 13 days        | SF   | Monthly    |
| 1.20   | % of rent loss from vacant dwellings   | Financial   | 1.37%          | 0.56%                    | 1.25%          | 1.33%                  | 0.55%          | SF   | Monthly    |
| 1.21   | % of complaints from tenants in BME groups reflects the % of the BME group as part of the tenant profile | Process     | 0.5%           | 2%                       | 3%             | 4%                     | 4%             | SF   | Cumulative |
| 1.22   | The % of responsive repairs appointments made and kept   | Process     | 97%            | 99%                      | 99%            | 98%                    | 99%            | SF   | Monthly    |
| 1.23   | Overall % of repairs completed on time   | Process     | 97.5%          | 99%                      | 99%            | 98%                    | 99%            | SF   | Monthly    |
| 1.24   | % of complainants satisfied with outcome of complaint  | Customer    | 83%            | 80%                      | 80%%           | 57%                    | 85%            | SF   | Cumulative |
| 1.25   | % of complaints, comments and suggestions received resulting in service improvement                      | Learning    | 63%            | 95%                      | 95%            | Not published          | 95%            | SF   | Cumulative |
| 1.26   | Victim/alleged victim satisfaction with the way their harassment case was investigated                   | Customer    | New            | 85%                      | 85%            | Not published          | 90%            | SF   | Cumulative |

| 1. To Deliver Upper Quartile and Improving performance in customer satisfaction and all areas of service provision |  |             |                |                          |                |                        |                |      |            |
|--|--|-------------|----------------|--------------------------|----------------|------------------------|----------------|------|------------|
| We will measure our success by:  |  | Perspective | 2008/9 Outturn | 2009/10 Expected Outturn | 2009/10 Target | 2008/09 Upper Quartile | 2010/11 Target | Lead | PI type    |
| 2.1  | % of investment resources available from NSDC on Profile   | Financial   | New            | 100%                     | 100%           | Not published          | 100%           | RR   | Cumulative |
| 2.2  | % of investment programme committed  | Financial   | 100%           | 100%                     | 100%           | Not published          | 100%           | RR   | Cumulative |
| 2.3  | % of investment programme spent  | Financial   | 98%            | 100%                     | 100%           | Not published          | 100%           | RR   | Cumulative |
| 2.4  | NI 158 The proportion of LA homes which were non decent at 1 April 2010  | Process     | 29%            | 0%                       | 0%             | 20%                    | 0%             | RR   | Cumulative |
| 2.5  | Number of properties without a valid Gas Servicing certificate   | Process     | 2              | 0                        | 0              | Not published          | 0              | RR   | Cumulative |
| 2.6  | Number of RIDDOR incidents per employee per annum*   | Process     | No Data        | 2                        | 6              | Not published          | 3              | RR   | Cumulative |
| 2.7  | Reportable Accident incidence rate Lower than Local Government Average per 100,000 employees(based upon RoSPA industry standard) | Process     | New            | New                      | New            | Not published          | 1370           | RR   | Cumulative |

\* Note – The method of calculation of the Key Performance Indicator has changed for this financial year and the data is therefore not comparable

| 2. To be providing Housing Services within the community |  |             |                    |                                |                   |                              |                   |      |            |
|--|--|-------------|--------------------|--------------------------------|-------------------|------------------------------|-------------------|------|------------|
| We will measure our success by:                          |  | Perspective | 2008/09<br>Outturn | 2009/10<br>Expected<br>Outturn | 2009/10<br>Target | 2008/09<br>Upper<br>Quartile | 2010/11<br>Target | Lead | PI type    |
| 2.9  | Overhead costs as a % of front line costs  | Financial   | 35%                | 42%                            | 35%               | 43%                          | **                | RR   | Cumulative |
| 2.10   | Risk reviews completed on time   | Process     | 100%               | 100%                           | 100%              | Internal<br>PI               | 100%              | RR   | Cumulative |
| 2.11   | Number of external audit observations outstanding for longer than 6 months                                       | Financial   | New                | 0                              | 0                 | Internal<br>PI               | 0                 | RR   | Cumulative |
| 2.12   | Number of internal audit recommendations breaching target delivery date  | Financial   | New                | 0                              | 0                 | Internal<br>PI               | 0                 | RR   | Cumulative |
| 2.13   | % of HRA income paid to NSH as management fee in accordance with management agreement (excluding debt repayment) | Financial   | 100%               | 100%                           | 100%              | Internal<br>PI               | 100%              | RR   | Monthly    |
| 2.14   | Average weekly expenditure on housing management per property  | Financial   | £11.70             | £12.30                         | £12.90            | £11.99                       | **                | RR   | Cumulative |
| 2.15   | Average weekly expenditure on housing maintenance per property   | Financial   | £13.00             | £13.90                         | £13.20            | £13.68                       | **                | RR   | Cumulative |
| 2.16   | Ratio of planned/responsive maintenance  | Financial   | 70/30              | 70/30                          | 70/30             | 60/40                        | 72/28             | SF   | Monthly    |
| 2.17   | Proportion of expenditure on emergency and urgent repairs to non-urgent repairs                                  | Financial   | 23/77              | 30/70                          | 30/70             | 30/70                        | 30/70             | SF   | Monthly    |
| 2.18   | Management accounts completed on time  | Process     | 100%               | 100%                           | 100.00%           | Internal<br>PI               | 100%              | RR   | Monthly    |
| 2.19   | Overhead (Back Office) cost per property per week  | Financial   | £6.50              | £7.80                          | £8.50             | £3.50                        | **                | RR   | Cumulative |
| 2.20   | Total Core Housing Management direct staff costs per property per week   | Financial   | £4.20              | £3.80                          | £3.80             | £4.70                        | **                | RR   | Cumulative |
| 2.21   | Total Core Housing Management costs per property per week  | Financial   | £4.90              | £4.40                          | £4.70             | £8.60                        | **                | RR   | Cumulative |

\*\* Target to be determined once 2010/2011 budgets approved and 2009/10 outturn finalised

| 3. To provide investment and service solutions to deliver sustainable Homes and sustainable Communities in the future |  |             |                    |                                |                   |                              |                   |      |            |
|---|--|-------------|--------------------|--------------------------------|-------------------|------------------------------|-------------------|------|------------|
| We will measure our success by:   |  | Perspective | 2008/09<br>Outturn | 2009/10<br>Expected<br>Outturn | 2009/10<br>Target | 2008/09<br>Upper<br>Quartile | 2010/11<br>Target | Lead | PI type    |
| 3.1   | Inward Investment project funding secured                                  | Financial   | New                | £200,000                       | £30,000           | Internal<br>PI               | £200,000          | RR   | Cumulative |
| 3.2   | Value of efficiency gains identified                                       | Financial   | 12%<br>(£877,000)  | 8%<br>£600,000                 | 8%<br>(£600,000)  | 3%<br>£240,000               | 8%<br>£600,000    | RR   | Cumulative |
| 3.3   | % of investment resource available from NSDC on profile                    | Financial   | 100%               | 100%                           | 100.00%           | Internal<br>PI               | 100%              | RR   | Monthly    |
| 3.4   | % of investment fee income received to profile                             | Financial   | 70%                | 100%                           | 100%              | Internal<br>PI               | 100.00%           | RR   | Cumulative |
| 3.5   | Number of properties delivered through the Local Authority Build Programme | Financial   | New                | New                            | New               | Internal<br>PI               | 45                | RR   | Cumulative |
| 3.6   | % of Council SLA Key Performance Indicators categorised "RED"              | Financial   | New                | New                            | New               | Internal<br>PI               | 0%                | RR   | Cumulative |
| 3.7   | % of Council SLA Key Performance Indicators categorised "AMBER"            | Financial   | New                | New                            | New               | Internal<br>PI               | 10%               | RR   | Cumulative |
| 4.9   | % of Council SLA Key Performance Indicators categorised "GREEN"            | Financial   | New                | New                            | New               | Internal<br>PI               | 90%               | RR   | Cumulative |

**Stock Make-Up**

| <b>Housing Stock by Property Type Illustrating Projected sales</b> |   |   |                |                |                |                |
|--|---|---|----------------|----------------|----------------|----------------|
| <b>Property Type</b>   | <b>Opening stock at 1<sup>st</sup> April 2008</b> | <b>Projected Closing Stock at Each Year</b> |                |                |                |                |
|  |   | <b>2008/9</b>                               | <b>2009/10</b> | <b>2010/11</b> | <b>2011/12</b> | <b>2012/13</b> |
| Pre 1965 Houses and cottages                                       | 2453  | 2449  | 2446           | 2443           | 2440           | 2437           |
| Post 1965 Houses and cottages                                      | 1508  | 1507  | 1506           | 1505           | 1504           | 1503           |
| Non-traditional (Cornish 1)  | 0   | 0   | 0              | 0              | 0              | 0              |
| Direct access flats  | 1041  | 1040  | 1039           | 1038           | 1037           | 1036           |
| Walk-up flats – Lobby access                                       | 244   | 244   | 243            | 242            | 241            | 240            |
| Walk-up maisonettes  | 193   | 193   | 193            | 193            | 193            | 193            |
| <b>Total</b>   | 5439  | 5433  | 5427           | 5421           | 5415           | 5409           |

## Stock Condition Information

| Property Type                 | Decent Homes Failures and Stock Improvement                                      |  |        |        |        |         |         |
|-------------------------------|--|--|--------|--------|--------|---------|---------|
|                               | Number Failing DHS @ 1 <sup>st</sup> April 2005 or Projected to Fail Before 2010 | Percentage of Properties Meeting the Decent Homes Standard at the Close of Each Year |        |        |        |         |         |
|                               |  | 2005/6   | 2006/7 | 2007/8 | 2008/9 | 2009/10 | 2010/11 |
| Pre 1965 Houses and Cottages  | 2449   | 39%  | 48%    | 72%    | 88%    | 100%    | 100%    |
| Post 1965 Houses and Cottages | 1507   | 49%  | 57%    | 72%    | 90%    | 100%    | 100%    |
| Non-Traditional (Cornish 1)   | 0  | 0%   | 0%     | 50%    | 100%   | 100%    | 100%    |
| Direct Access Flats           | 1040   | 43%  | 56%    | 77%    | 90%    | 100%    | 100%    |
| Walk-up Flats – Lobby Access  | 244  | 69%  | 85%    | 85%    | 99%    | 100%    | 100%    |
| Walk-up Maisonettes           | 193  | 15%  | 40%    | 56%    | 98%    | 100%    | 100%    |
| <b>Total</b>                  | 5433   |  |        |        |        |         |         |

## Property Investment Information

|  | 2010 / 11         | 2011 / 12  | 2012 / 13          | 2013 / 14          | 2014 / 15          | Total 2010-2015    |
|--|-------------------|--|--------------------|--------------------|--------------------|--------------------|
| Roof Replacement Works                                   | £50,000           | <p>The latest Stock Condition Survey Data of a 20% Survey undertaken on the current housing stock by Savills was completed in September 2009. This data is currently being loaded into the Keystone Asset Management System and will provide up to date information to drive the remaining investment programmes by June 2010. It was therefore considered prudent to provide the information currently available and supplement this with accurate property investment information once available</p> |                    |                    |                    |                    |
| Kitchens and Bathrooms Replacements                      | £150,000          |  |                    |                    |                    |                    |
| Electrical Rewires                                       | £40,000           |  |                    |                    |                    |                    |
| Heating Replacements                                     | £125,000          |  |                    |                    |                    |                    |
| Door & Window Replacements                               | £90,000           |  |                    |                    |                    |                    |
| Fire Safety Improvements (works)                         | £30,000           |  |                    |                    |                    |                    |
| Disabled Adaptations to individual tenanted properties   | £600,000          |  |                    |                    |                    |                    |
| Asbestos   | £90,000           |  |                    |                    |                    |                    |
| Garage forecourts and footpaths                          | £20,001           |  |                    |                    |                    |                    |
| Structural Works   | £20,001           |  |                    |                    |                    |                    |
| Environmental Works (Large Scale projects)               | £40,000           |  |                    |                    |                    |                    |
| External Fabric Improvements - Repairs prior to painting | £270,000          |  |                    |                    |                    |                    |
| DDA improvements to our public access buildings          | £50,000           |  |                    |                    |                    |                    |
| Insulation Upgrades                                      | £10,000           |  |                    |                    |                    |                    |
| Community Investment Fund                                | £15,000           |  |                    |                    |                    |                    |
| Fuel Poverty Heating Renewals                            | £0                |  |                    |                    |                    |                    |
| Decent Home Refusal - Add Backs                          | £270,000          |  |                    |                    |                    |                    |
| External Insulated Render                                | £270,000          |  |                    |                    |                    |                    |
| <b>Total</b>   | <b>£2,140,002</b> | <b>£3,507,000</b>  | <b>£3,507,000*</b> | <b>£3,507,000*</b> | <b>£3,507,000*</b> | <b>£16,168,002</b> |

## **2009/2010 Corporate Key Tasks**

| <b>Ref</b> | <b>Task</b>   | <b>Lead</b> | <b>Completion Date</b> | <b>Outputs</b>   | <b>Outcomes</b>  | <b>Support Delivery</b>   |
|------------|---|-------------|------------------------|--|--|---|
| CKT10-01   | Undertake re-tender process for External Audit contract | RR          | October 2010           | <ul style="list-style-type: none"> <li>• New audit contract in place post March 2011</li> <li>• Appointment in accordance with statutory requirements</li> </ul>       | <ul style="list-style-type: none"> <li>• Achieved best price from tender process</li> <li>• Enhanced service for lower cost than present</li> </ul>  | <ul style="list-style-type: none"> <li>• Objective 3</li> </ul> |
| CKT10/02   | Review Income Management strategy                       | RR          | June 2010              | <ul style="list-style-type: none"> <li>• Strategy for income management and debt recovery</li> <li>• Consistent approach to all income recovery activities.</li> </ul> | <ul style="list-style-type: none"> <li>• Separation of service charges from rent to promote comparison with cost and therefore enhance recovery rate</li> <li>• Quantify a PI target to increase collection rates</li> <li>• 5% reduction in debt collection costs.</li> </ul> | <ul style="list-style-type: none"> <li>• Objective 3</li> </ul> |

| Ref      | Task  | Lead | Completion Date | Outputs   | Outcomes  | Support Delivery   |
|----------|---|------|-----------------|---|---|--|
| CKT10-03 | Review Risk Strategy                                | RR   | May 2010        | <ul style="list-style-type: none"> <li>Risk Strategy</li> </ul>   | <ul style="list-style-type: none"> <li>No identified risks are managed ineffectively and have a negative impact</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 2</li> <li>Objective 3</li> </ul> |
| CKT10-04 | Deliver Project Management of New Build Phase I     | RR   | March 2011      | <ul style="list-style-type: none"> <li>Project Management creating 26 New build properties.</li> <li>Additional 26 properties in management.</li> <li>2 additional staff familiar with the New Build process.</li> </ul>  | <ul style="list-style-type: none"> <li>£130k Inward Investment generated through Project Management Fee</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 3</li> </ul>                      |
| CKT10-05 | Deliver Project Management of New Build Phase II    | RR   | August 2011     | <ul style="list-style-type: none"> <li>Project Management creating 26 New build properties.</li> <li>Additional 26 properties in management.</li> </ul>   | <ul style="list-style-type: none"> <li>£130k Inward Investment generated through Project Management Fee</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 3</li> </ul>                      |
| CKT10-06 | Review the Health & Safety Policy                   | RR   | October 2010    | <ul style="list-style-type: none"> <li>Revised Health &amp; Safety Policy taking into account business developments and relevant emergent issues.</li> </ul>  | <ul style="list-style-type: none"> <li>Improved Health &amp; Safety delivery resulting in a reduction in accidents and associated costs by 20% from 2009/10 levels in conjunction with other Health &amp; Safety SIP tasks.</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 1</li> </ul>                      |
| CKT10-07 | Attain RoSPA Gold accreditation for Health & Safety | RR   | March 2012      | <ul style="list-style-type: none"> <li>Improved Health &amp; Safety practice</li> <li>Establish a 'golden thread' throughout all employees with regards to Health and Safety</li> <li>Improved compliance with Health and Safety legislation resulting in reduced risks.</li> </ul> | <ul style="list-style-type: none"> <li>Reduction in accidents and associated costs by 20% in conjunction with other Health &amp; Safety SIP tasks.</li> <li>Recognition in media for NSH as having excellent reputation for application of H&amp;S</li> <li>Recognition by partners/NSDC for NSH as having excellent reputation for application of H&amp;S</li> </ul> | <ul style="list-style-type: none"> <li>Objective 1</li> </ul>                      |

| Ref      | Task   | Lead | Completion Date | Outputs   | Outcomes   | Support Delivery   |
|----------|--|------|-----------------|---|--|--|
| CKT10-08 | Formulate a plan to manage the withdrawal of local offices and the provision of alternative services   | RR   | March 2011      | <ul style="list-style-type: none"> <li>Report to be provided to the Board for consideration</li> </ul>  | <ul style="list-style-type: none"> <li>Overall customer satisfaction with access to services increases to 85% by 31.12.2010 and 90% by 31.12.11 (as measured by Status)</li> </ul>         | <ul style="list-style-type: none"> <li>Objective 3</li> </ul>                      |
| CKT10-09 | Appraise the impacts and costs of the application of a system thinking approach within Newark and Sherwood Homes   | SF   | June 2010       | <ul style="list-style-type: none"> <li>A decision of the application of a system thinking methodology to Newark and Sherwood Homes operations</li> </ul>  | <ul style="list-style-type: none"> <li>To quantify any increase in efficiency or customer satisfaction that can be attained from the introduction of a system thinking approach</li> </ul> | <ul style="list-style-type: none"> <li>Objective 1</li> <li>Objective 2</li> </ul> |
| CKT10-10 | Develop a professional competency assessment mechanism   | SF   | June 2010       | <ul style="list-style-type: none"> <li>The development of a tool for the assessment of professional competency within Newark and Sherwood Homes</li> </ul>  | <ul style="list-style-type: none"> <li>100% of staff being assessed as professionally competent within 1 year of the introduction of the scheme</li> </ul>                                 | <ul style="list-style-type: none"> <li>Objective 2</li> </ul>                      |
| CKT10-11 | Evaluate and implement the introduction of Hot Desking, Intranet, enhanced electronic document storage and information and mobile working solutions  | SF   | September 2011  | <ul style="list-style-type: none"> <li>Hot Desking, Intranet, enhanced electronic document storage and information and mobile working solutions evaluated and implemented</li> </ul>                            | <ul style="list-style-type: none"> <li>Opportunity to achieve 20% reduction in the office floor space requirements of the company by March 2012</li> </ul>                                 | <ul style="list-style-type: none"> <li>Objective 2</li> </ul>                      |
| CKT10-12 | Undertake the Annual Review of the Board including a review of the time limits currently in place on being a Director of the Board, holding the position of Chair or Vice Chair and a review of the effectiveness of the current size of the Board | SF   | October 2010    | <ul style="list-style-type: none"> <li>Annual Review of the Board completed</li> <li>Review of time limits completed</li> <li>Review of the effectiveness of the current size of the Board completed</li> </ul> | <ul style="list-style-type: none"> <li>100% compliance with all Board Key Performance Indicators</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 2</li> </ul>                      |

| Ref      | Task   | Lead | Completion Date | Outputs  | Outcomes   | Support Delivery  |
|----------|--|------|-----------------|--|--|---|
| CKT10-13 | Review of the Communications Strategy  | SF   | December 2010   | <ul style="list-style-type: none"> <li>Reviewed Communications Strategy</li> </ul>   | <ul style="list-style-type: none"> <li>90% customer satisfaction with communications methods by 31/03/2012</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 1</li> <li>Objective 2</li> </ul>                      |
| CKT10-14 | Review of the Governance Guide   | SF   | October 2010    | <ul style="list-style-type: none"> <li>Reviewed Governance Guide</li> </ul>  | <ul style="list-style-type: none"> <li>100% compliance with all Board Key Performance Indicators</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 1</li> <li>Objective 2</li> <li>Objective 3</li> </ul> |
| CKT10-15 | Review the Equalities and Diversity Strategy                                 | SF   | November 2010   | <ul style="list-style-type: none"> <li>Revised strategy and action plan ensuring legislative changes are delivered</li> </ul>  | <ul style="list-style-type: none"> <li>customer satisfaction of diverse groups increases to 85% by 31.12.2010 and 90% by 31.12.11</li> </ul>   | <ul style="list-style-type: none"> <li>Objective 1</li> <li>Objective 2</li> </ul>                      |
| CKT10-16 | Option appraise future usage of under-utilised community centres and offices | SF   | March 2011      | <ul style="list-style-type: none"> <li>Resources are utilised for the maximum benefit to the company</li> <li>Project plan including budget identification - Estimated cost of conversion from Office/community centre to dwelling.</li> </ul> | <ul style="list-style-type: none"> <li>Increased rental income</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 1</li> </ul>   |
| CKT10-17 | Review the Asset Management Strategy   | SF   | October 2010    | <ul style="list-style-type: none"> <li>Revised Asset Management Strategy taking into account business developments and relevant emergent issues</li> </ul>   | <ul style="list-style-type: none"> <li>Improved service delivery resulting in improved customer to 96% by 31/03/2011</li> </ul>  | <ul style="list-style-type: none"> <li>Objective 1</li> <li>Objective 3</li> </ul>                      |
| CKT10-18 | Review Adaptations Policy  | SF   | June 2010       | <ul style="list-style-type: none"> <li>A 'fit for purpose' adaptations policy</li> <li>Changes implemented to account for reduction in funding.</li> </ul>   | <ul style="list-style-type: none"> <li>Improved joint working across service areas leading to a 2% increase in large scale adaptations being resolved by methods other than paying for works.</li> </ul> | <ul style="list-style-type: none"> <li>Objective 1</li> </ul>   |

| Ref      | Task  | Lead | Completion Date | Outputs  | Outcomes  | Support Delivery   |
|----------|---|------|-----------------|--|---|--|
| CKT10-19 | Develop NSH response to Supporting People tendering of elderly persons services | SF   | July 2010       | <ul style="list-style-type: none"> <li>Continuation of high quality supported housing services to tenants</li> </ul> | <ul style="list-style-type: none"> <li>Ensure cost effectiveness of Supporting People Contracts are continued post 2010/2011</li> </ul> | <ul style="list-style-type: none"> <li>Objective 1</li> <li>Objective 2</li> </ul> |

## Capital Asset Register 2010/11

| Asset                   | Capital Spend | Total Project Capital Costs | Depreciation |             |              |              |               | Net Book Value end of 2010/11 |
|-------------------------|---------------|---------------|---------------|---------------|---------------|-----------------------------|--------------|-------------|--------------|--------------|---------------|-------------------------------|
|                         | 2006/7<br>£   | 2007/8<br>£   | 2008/9<br>£   | 2009/10<br>£  | 2010/11<br>£  |                             | 2006/7<br>£  | 2007/8<br>£ | 2008/9<br>£  | 2009/10<br>£ | 2010/11<br>£  |                               |
| Optitime/Mobile Working | 45000         | 12000         | 121000        | 0             | 0             | 178000                      | 1500         | 9000        | 23500        | 35600        | 35600         | 72800                         |
| Asset Management        | 0             | 0             | 55000         | 20000         |               | 75000                       | 0            | 0           | 2800         | 15000        | 15000         | 42200                         |
| Housing Management      | 0             | 0             | 112300        | 233700        | 40000         | 386000                      | 0            | 0           | 0            | 0            | 73200         | 312800                        |
| <b>Total</b>            | <b>45000</b>  | <b>12000</b>  | <b>288300</b> | <b>253700</b> | <b>40000</b>  | <b>639000</b>               | <b>1500</b>  | <b>9000</b> | <b>26300</b> | <b>50600</b> | <b>123800</b> | <b>427800</b>                 |

## **Property Investment Programme - Potential Impacts and Issues**

| <b>Issue</b>  | <b>Nature of Impact</b>  | <b>Impact on Who or What</b>   | <b>Any Action to Mitigate Impact</b>  |
|---|--|--|---|
| <i>Reduction in adaptation funding</i>  | <p><i>It will take longer to deliver adaptations and meet vulnerable people's needs.</i></p> <p><i>A possible backlog of adaptation requests may occur.</i></p>      | <ul style="list-style-type: none"> <li>• <b>Tenants with a disability</b></li> <li>• <b>Councillors</b></li> <li>• <b>Health Providers</b></li> <li>• <b>Performance</b> <ul style="list-style-type: none"> <li>– <i>Satisfaction with Home</i></li> <li>– <i>Satisfaction without outcome from complains likely to reduce</i></li> <li>– <i>Increased complaints</i></li> </ul> </li> <li>• <b>MPs</b></li> </ul> | <p><i>Maximise lettings options to meet needs.</i></p> <p><i>Consider means testing.</i></p> <p><i>Communicate impact of level of investment to partner Agencies, Stakeholders and the Council.</i></p> |
| <i>Responsiveness to unknowns and emergent issues</i>                                   | <i>Little scope to allow flexibility to deliver unforeseen items.</i>  | <ul style="list-style-type: none"> <li>• <b>Performance</b> <ul style="list-style-type: none"> <li>– <i>Personal Indicators relating to satisfaction.</i></li> <li>– <i>Complaints may increase.</i></li> </ul> </li> <li>• <b>Tenants</b></li> <li>• <b>Councillors</b></li> <li>• <b>MPs</b></li> </ul>  | <p><i>Manage Stakeholder expectations.</i></p> <p><i>Review issues as they emerge and consult with NSDC accordingly.</i></p>  |
| <p><i>Fuel Poverty</i></p> <p><i>Hard to treat properties to improve SAP rating</i></p> | <p><i>No investment to reduce fuel poverty.</i></p> <p><i>Unable to invest in pilot schemes to address fuel poverty.</i></p> <p><i>Loss of inward investment</i></p> | <ul style="list-style-type: none"> <li>• <b>Elderly tenants</b></li> <li>• <b>Tenants on low income.</b></li> <li>• <b>The Council:</b> <ul style="list-style-type: none"> <li>– <i>Target SAP rating in the Climate Change Strategy.</i></li> <li>– <i>Long term ability to meet targets set in the Government's Low Carbon</i></li> </ul> </li> </ul>  | <p><i>Look for inward investment opportunities/ grant funding where possible.</i></p> <p><i>Communicate Impact of level of investment to partner Agencies, Stakeholders and the Council.</i></p>        |

| <b>Issue</b>  | <b>Nature of Impact</b>   | <b>Impact on Who or What</b>   | <b>Any Action to Mitigate Impact</b>  |
|---|---|--|---|
|   | <p>opportunity.</p> <p>No reduction to the SAP rating of properties<br/>:Savills SCS identifies £7m investment required to insulate 'no fines' properties.</p>  | <p>Transition Plan</p> <ul style="list-style-type: none"> <li>• <b>MPs</b></li> </ul>  |   |
| <p>Identified Catch up repairs in the recent Savills Stock Condition Survey 2009(SCS) Fences / Paths / Boundary walls identified as requiring significant investment.</p> | <p>Ability to undertake repair and replacement will be restricted.</p>  | <ul style="list-style-type: none"> <li>• <b>Tenants</b></li> <li>• <b>Councillors</b></li> <li>• <b>Police</b></li> <li>• <b>Performance:</b> <ul style="list-style-type: none"> <li>– Satisfaction with the neighbourhood.</li> <li>– Fear of crime</li> <li>– Satisfaction without come from complains likely to reduce</li> <li>– Increased complaints</li> </ul> </li> <li>• <b>MPs</b></li> </ul> | <p>Prioritise repairs undertaken. e.g. Health and Safety and removal without replacement considered.<br/>Look for external funding.</p> <p>Communicate Impact of level of investment to partner Agencies, Stakeholders and the Council.</p> |
| <p>Environmental Improvements identified at a required level of £1m per annum in recent SCS</p>   | <p>Estate improvements will not be deliverable.</p> <p>Community Investment driven and specified by the communities/ tenants themselves will be severely restricted.</p> <p>Complaints from likely to increase.</p> | <ul style="list-style-type: none"> <li>• <b>Tenants</b></li> <li>• <b>Performance:</b> <ul style="list-style-type: none"> <li>– Tenant satisfaction with the neighbourhood</li> <li>– Satisfaction without come from complains likely to reduce</li> <li>– Increased complaints</li> <li>– Fear of crime</li> </ul> </li> <li>• <b>Community</b></li> <li>• <b>Councillors</b></li> </ul>              | <p>Maximise interagency activity and funding.</p> <p>Tenant Consultation to ensure expectations are managed.</p> <p>Deliver to tenants known preferences.</p> <p>Communicate Impact of level of investment to partner Agencies,</p>         |

| <b>Issue</b>   | <b>Nature of Impact</b>                                   | <b>Impact on Who or What</b>   | <b>Any Action to Mitigate Impact</b>   |
|--|---|--|--|
|  |   | <ul style="list-style-type: none"> <li>• <b>Police</b></li> <li>• <b>MPs</b></li> </ul>  | <i>stakeholders and the Council.</i>   |
| <i>Limited funding to deliver improvements including smoke detectors, extractor fans, common areas upgrades identified at approx £800k per annum in SCS.</i> | <i>It will take longer to deliver these improvements.</i> | <ul style="list-style-type: none"> <li>• <b>Tenants</b></li> <li>• <b>Councillors</b></li> <li>• <b>MPs</b></li> <li>• <b>Performance:</b> <ul style="list-style-type: none"> <li>– <i>Satisfaction Levels.</i></li> <li>– <i>ASB</i></li> </ul> </li> </ul> | <p><i>Look to address via future Investment Programmes.</i></p> <p><i>Tenant Consultation to ensure expectations are managed.</i></p> <p><i>Communicate Impact of level of investment to partner Agencies, stakeholders and the Council.</i></p> |