



**Our vision is  
"Delivering excellent Housing Services"**

## **Business Plan 2017 to 2022**

# **Newark and Sherwood Homes Limited**

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Approval Date: January 2017  
Approved By: Board  
Review Date: January 2018  
Future Approvals: Board  
Access Level: Public



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## **Business Plan 2017 to 2022**

### **Section 1 Introduction**

This Plan sets an overall direction for the Company over the next five years. This plan presents the second annual update of the 2015-2020 Business Plan and will continue to be reviewed and updated annually with a full revision in 2018/19, to roll forward for a further 5 years from 2019/20, unless circumstances require full revision earlier.

The Plan is a high level summary strategic document and provides actions which will be supported by and aligned to, the Company budget and Capital Programmes for each year of its application.

The Plan itself is short and succinct; key relevant information summaries are attached at appendices as highlighted in the Plan and **Appendix A** provides the comprehensive list of evidence which has informed the Plan.

To maintain manageability of the Plan and to support the appendices being used as reference documents; the appendices have been collated in a separate document: the Business Plan 2017 -2022 Appendices.

A full Plan inclusive of appendices is available upon request.

The Business Plan for 2017 to 2022 (the Plan), in addition to this introduction, is comprised of the following sections:

- Known Identified Priorities
- Business Context and Analysis
- Financial Business Plan and Forecast
- Business Resilience
- Five Year Focus

### **Section 2 Known Identified Priorities**

This section advises the identified priorities that inform this Plan and its outcomes. The Company has a 30 year Management Agreement with the Council, who is its sole shareholder. Consequently the priorities of the Council related to the delivery of the Management Agreement are key priorities for the Company during the life of this Plan.

The Council priority for Housing is captured within its Strategic Housing Vision, which is:

*"To maintain the Council's housing stock to a decent standard, ensuring that it is fit for purpose to meet the needs of current and future tenants, delivering excellent housing services that offer good value for money,*

*inclusive involvement and achieve tenant satisfaction, set against sustaining a viable Housing Revenue Account Business Plan that can deliver the wider associated strategic priorities and objectives of the Council"*

The Council's Strategic Housing Vision has 5 outcomes these are:

**Outcome 1: Standards**

Delivery of the core business to manage and maintain the Council's housing stock to the required standards, within the Management Fee set, ensuring the stock remains fit for purpose.

**Outcome 2: Involvement**

Tenant involvement and satisfaction drive the operations of the Company and maintain the delivery of excellent housing services.

**Outcome 3: Income**

Income collection is maximised and efficiencies are generated to ensure the sustained viability of the Housing Revenue Account Business Plan.

**Outcome 4: Housing Need**

Support the Council to meet the housing needs of the district's residents set against the area's demographic and socio-economic profile through housing growth and regeneration.

**Outcome 5: Growth**

Expansion into other business areas through innovation and entrepreneurialism to attract inward investment to enhance services to tenants, the properties and neighbourhoods they live in, deliver the Council's strategic priorities and sustain a viable Housing Revenue Account Business Plan.

In July 2016, the Council adopted a new set of strategic priorities across Homes, The Economy, Safety and Cleanliness and Healthiness. These priorities further build on the Strategic Vision for Housing and have been reflected in the company's agreed Delivery Plan and associated actions which this plan supports the delivery of.

The Company has a Vision, Mission and Values.

a) Vision: **'Delivering Excellent Housing Services'**

**b) We will deliver through our Mission by:**

- Managing and maintaining homes to agreed standards and offering services to support vulnerable people in the community and their own homes
- Engaging with our customers, tenants, residents, the public, and staff to get the best possible service for every pound spent
- Building homes for local people and providing opportunities for people to access the housing they need
- Encouraging tenant involvement in the management of their homes

c) Company Core Values:

- Customers First
- Valuing Everyone
- Delivering Excellence
- Continuous Improvement and Value for Money
- Sharing Information

The vision, mission and values are supported by a comprehensive Strategic Policy Framework attached at **Appendix B** and robust governance structure.

Actions to sustain delivery of the Company Vision, Mission, Objectives, Core Values and the Strategic Policy Framework and Governance Standards are therefore key priorities during the life of this plan. The documents within the Strategic Framework will accordingly be updated to support this Business Plan.

### **Section 3 Business Context and Analysis**

This section analyses the business to inform the overall direction of the Plan to deliver the identified priorities. This includes a summary analysis of:

- The external business environment
- Performance
- Internal capacity (people, system, process)

- Financial forecast
- Business resilience
- Focus for action for the next five years.

### Business Environment

The Company's business environment has been analysed using a SWOT and PESTLE analysis. Each analysis details existing actions and future options in response to the known factors identified in the analysis. Each analysis also identifies the areas of business focus actions and options that fall within, to differentiate the emergent focus of the Plan over the next five years.

### Performance

A summary of the STAR tenant satisfaction results and HouseMark performance and cost results are attached at **Appendix c.**

The Delivery Plan and Action plan for 2016/17 have been agreed and the Key Performance Indicators and tasks from these have all been included within the tasks and performance indicators in this Plan.

### Internal Capacity

This section provides analysis of the Company, people, processes and systems and how these support delivery of the identified priorities of the Plan.

**People** – the Company's lean resource levels necessitate a strong focus on the delivery of required outcomes from every input. The Company supports, develops and aligns its staff resource as necessary to create a high capacity, high performance, resilience and flexibility to support the requirement for continual change and improvement. The Company has realigned internal resources to better support the delivery of front line customer services, internal capacity and succession, income generation and growth and will continue to do so as necessary to ensure delivery of this plan.

Utilisation of, and investment in, externally accredited standards such as Investors in People and internal mechanisms, such as the Company's Change Management Programme, provide clarification of expectations and provide the tools for management and staff to deliver outputs for outcomes. Consequently progressing agile working and investment in related technologies and systems maintaining low level of absence, reducing negative turnover and achieving swift effective recruitment remain priorities.

The Board has recognised, through review and self-assessment against the Langlands Standard for Good Governance in the Public Sector, the need for change to reflect the changing environment in which the Company operates and is focused on building its capacity through the recruitment and development of relevant skills, knowledge and experience whilst introducing revised structures and mechanisms which support effective governance. Known turnover patterns related to term of the Board and expansion of business interests identify the requirement to prioritise succession planning and training for the Board which will be taken forward in 2017/18.

**Processes** - to ensure the consistent delivery of effective and efficient services to customers, the Company has utilised accredited structures such as Investors in People, Customer Service Excellence, ISO9001, RoSPA Gold and most recently Investors in Excellence in combination with a Strategic Policy Framework. The Company has continued this process of continual improvement through a review of its Quality Management System, to reflect the changing needs of both the customer and the business since the introduction of the new Management Agreement, with a high emphasis on continued delivery within resourcing levels. Streamlining processes and maximising the use of technology to support self-service, remove duplication and deliver maximum efficiency continue to be a priority to release and realign costs.

**Systems** – Newark and Sherwood Homes has invested in technology to yield efficiencies and this will continue to support customers, in shifting to other more cost effective service delivery channels, in line with the Company's operating environment; for example the online nature of Universal Credit. The Company recognises that many customers will need support to achieve this shift effectively and will therefore change its approach to an agile, flexible way of working which will aid this transition and also improve the future efficiency of service delivery. Continual maintenance, review, updating and expansion of systems to support working patterns, work flow and avoid duplication while maximising automation will continue to further support the realisation of the Company's required efficiency and appetite for growth.

## **Section 4 Financial Business Plan and Forecast**

This section provides an analysis of the Company Financial Business Plan, accounts and its assets.

***Financial Business Plan and Accounts*** -The Company is in a strong position with the ability to deliver a funded 30 year financial business plan. This has been achieved through the Board's continual focus on efficiency, sound investment decisions and support to the Council to progress the HRA development programme.

The Financial Business Plan is based on the 2017/18 revenue and capital budgets which are set to deliver the Business Plan. These budgets and assumptions include the management fee from the Council in line with the rebasing exercise undertaken for 2017/18 which sets the fee covering costs of the services with a 3% efficiency target for the following two years.

The continual development of systems and e - processes enables the Company to maximise the use of electronic working and integrate working practices; supporting effective use of resources and delivery of efficiencies across the business. The IT Reserve provides the required IT investment to maintain and develop systems over the 10 year period.

To deliver the Company Growth Strategy, focus is placed on financial liquidity and long term financial viability of the Company. Additionally investment in appropriate staff expertise, research & development and appropriate external expertise is aligned to support the priorities, broad areas of focus and actions in this Plan. The Company Financial Business Plan has used revenue contributions to fund the development of the Company's Capital Programme.

Financial structures seeking to maximise the return on company assets, by releasing additional resources for Company investment to strengthen the financial position of the Company Financial Business Plan, are a priority to progress early in the life of this Plan.

Resources, where affordable, are allocated to growth and development to achieve the 2% minimum contribution as per the financial business plan assumptions, these resources also support delivery of the Growth Strategy. The revenue and capital reserves are maintained at an appropriate level which provides the business with a secure financial structure to meet future financial obligations and have prudent liquidity levels.



## **Assets:**

The Company has 17 properties on its asset register. During 2016/17 the Board aligned resources to fund the planned new build scheme on the Belle Vue site which will deliver 21 units, 15 for market sale and 6 retained for affordable rent.

## **Section 5 Business Resilience**

This section considers the resilience of the Company to deliver the Plan and considers corporate risks and assurance.

### Risk

The Company Corporate Risk Register provides the status and level of the risk. These risks do have an impact on the Company's ability to deliver and the focus and actions in the Plan give regard to these. This Plan is ambitious and the Company will continually monitor the risks and maintain strong performance management to continual maximise delivery.

The register identifies a risk related to expertise, which is a consequence of the low cost base of the organisation. The level of the risk fluctuates over time in response to the pressures on the company related to environment and specific projects. A risk management plan is maintained and regularly reviewed to manage the risk and action has been identified as part of the risk management process: executive and governance resilience review.

### Assurance

The Company has a comprehensive suite of insurance policies in place to meet legislative requirements and to protect the Company against unexpected financial loss relating to insurable perils. The Company proactively manages insurance claims to ensure timely responses to support effective mitigation. Claims are analysed to progress any identified learning.

Since inception the Company has achieved a positive annual internal audit statement regarding its internal controls, systems and processes. The External Auditors, on completion of the most recent financial accounts audit, provided a full assurance opinion and identified no particular areas for focus.

## **Section 6 Focus for Action for Next Five Years**

This section, having regard to the early sections and related appendices in this Plan, identifies the themes of strategic focus for the Company from 2017 to 2022. The focus areas have been considered by the Company's Board during 2016 to ensure they continue to provide clear direction for the company.

1. Core service performance maintained.
2. Successful delivery of the Management Agreement.
3. Resource and skill maximisation and resilience - Board and staff.
4. Increased income maximisation and business growth.
5. Increased brand awareness.
6. Maximising delivery relative to cost.
7. Maximising the use of technology to deliver efficiency.

To deliver the priorities with regard to the areas of strategic focus identified above, Key Tasks and their related outcomes and Key Performance Indicators and their targets have been identified; these are attached at **Appendix E**. These will be reviewed and changed as part of the annual review of the Plan.

## Appendices

## Appendix A

### A. List of Supporting Evidence

Annual Accounts 2015/16
Annual Action Plan 2017/18
Constitution
Customer Service Excellence Assessment
Delivery Plan 2017/18
External Audit Report 2016
HouseMark 2015/2065report
Internal Audit Statement and Reports
Investors in People Gold Assessment
Management Agreement
Quality Management System Assessments ISO9001
RoSPA Gold report
Investors In Excellence
Self-assessment against the Langland's Standard for Good Governance in the Public Sector
STAR Satisfaction Survey
Tenants Annual Report 2016
Tenants Panel Scrutiny reports

**Strategic Framework**

Vision

Mission

Core Values

Corporate Branding

Company Constitution

Management Agreement

Business Plan

Delivery Plan

Annual Action Plan

Performance Management Framework

Improvement Planning Process

Efficiency Strategy

Budget Setting Process

Overarching Service Level Agreement

Procurement Strategy

Financial Regulations

Code of Procedures in relation to Contracts

Meetings Procedure

Training Plan

Information Systems Strategy

Delegation Scheme

Risk Management Strategy

Governance Guide

Equality and Diversity Strategy

Health and Safety Policy

Asset Management Strategy

HR Policies

Growth Strategy

**STAR Outturn Analysis 2016 and HouseMark Outturn Summary Dashboard 2015/16**

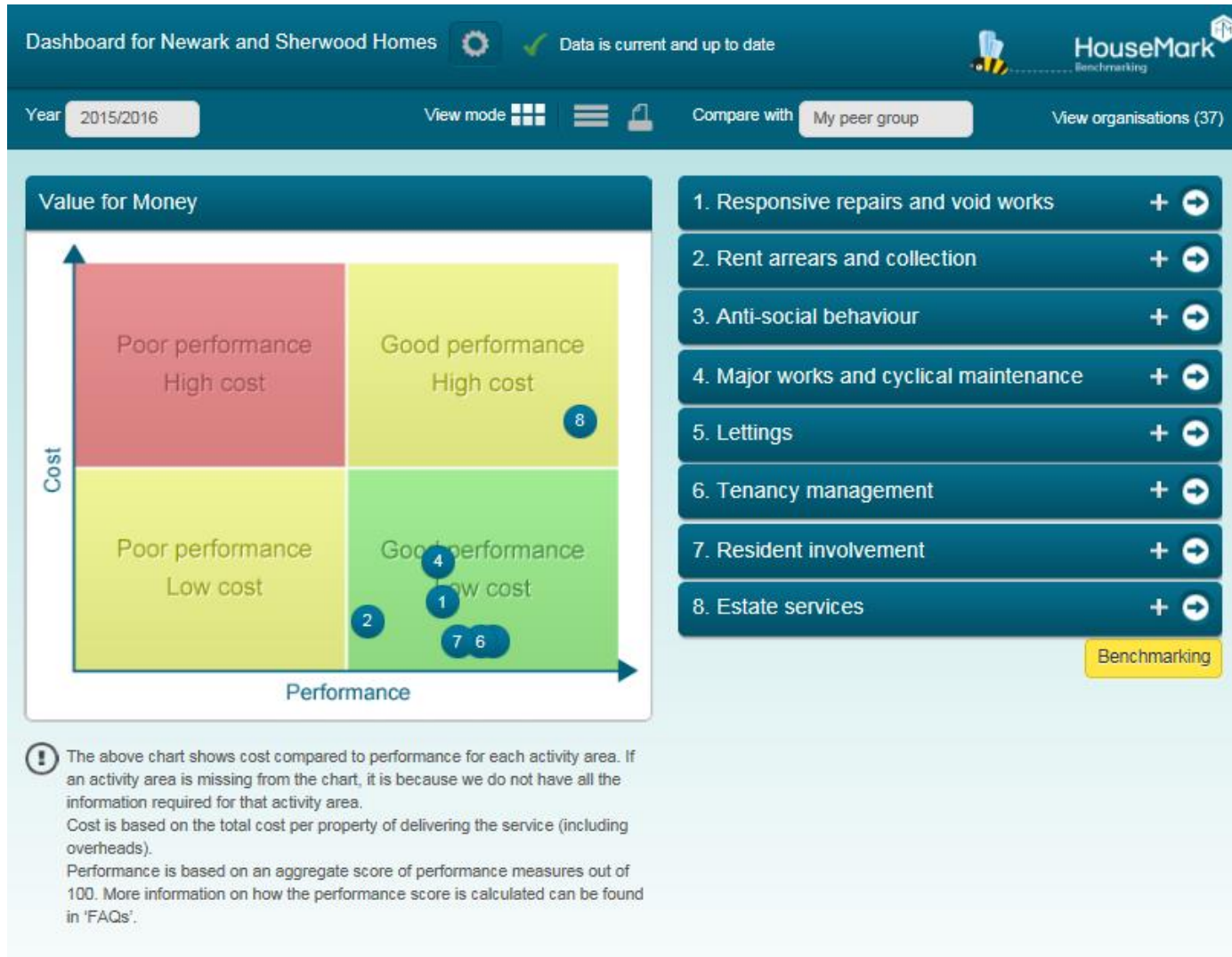
**From STAR Report:2.2 Satisfaction with Key measures**

	2015/16	2014/15	+/- %	STAR benchmark
Overall quality of your home	93%	87%	+6	85%
Overall condition of your home	95%	85%	+10	82%*
Neighbourhood as a place to live	94%	86%	+8	86%
Rent provides value for money	95%	82%	+13	82%
Service charges provide value for money	90%	75%	+15	73%

\*From 2014 benchmark

- Satisfaction with all these key measures is high and an improvement on the scores achieved in 2014/15. All the increases are statistically significant.
- They also all exceed the STAR benchmark figures.
- The increases in ‘rent providing value for money’ and ‘service charges providing value for money’ are particularly notable.

## HouseMark - Value For Money Summary



**Accreditation Schedule**

<b>Accreditation</b>	<b>Achieved</b>	<b>Status</b>	<b>Last Review</b>	<b>Next Review</b>	<b>Key Outcome</b>
Customer Service Excellence	February 2016	Achieved	4 February 2016	16 February 2017	To drive continuous improvement in respect of those areas identified as a key priority for customers, specifically; delivery, timeliness, information, professionalism and attitude. Achievement of the standard also puts emphasis on development of customer insight, understanding customer experience and a robust measurement of satisfaction.
Investors in People	September 2016	Achieved Gold	21 & 22 September 2016	18 month review circa March 2018	The standard is a management framework to achieve high performance through people. The standard gives guidance on where to focus and provides thorough analysis of whether practices are working and where further developments can enhance the organisation.
ISO 9001	December 2016	Achieved	29 & 30 November	April 2017 (6 month	The standard is designed to reduce mistakes and duplication, increase

<b>Accreditation</b>	<b>Achieved</b>	<b>Status</b>	<b>Last Review</b>	<b>Next Review</b>	<b>Key Outcome</b>
			2016	surveillance and transition to 9001:2015)	efficiency and productivity. Overall the outcome is to improve process and customer service.
RoSPA	October 2010	Achieved Gold	October 2016	October 2017	The standard measures health and safety performance and ensures good health and safety management systems are in place.
Investors In Excellence	July 2015	Achieved	July 2015	July 2017	The standard supports the achievement of business improvement and delivery of high performance focused on what matters most to the organisation and its stakeholders.



## Appendix E

### Corporate Key Performance Indicators and Key Tasks

<sup>1</sup> Target set to deliver HRABP inputs

<sup>2</sup> Low demand is defined as not allocated after being advertised twice

NSH ref	Performance Indicator	2015/16 outturn	Indicator Frequency	Outturn YTD (Nov 2016)	2016/ 17 Target (for reference)	20017/18 Target	Source
<b>Income</b>							
COR_PI.01	% of rent collected <sup>1</sup>	99.27%	Quarterly	98.36	96.25	99.3%	HRABP input <sup>1</sup>
COR_PI.02	Amount of arrears as a % of debit <sup>1</sup>	1.57%	Quarterly	1.91	6.5	1.55%	HRABP input <sup>1</sup>
COR_PI.03	% of rent loss through voids <sup>1</sup>	0.7%	Quarterly	0.72	2	0.6%	HRABP input <sup>1</sup>
COR_PI.04	% of former tenant arrears <sup>1</sup>	1.3%	Quarterly	1.15	0.5	0.7%	HRABP input <sup>1</sup>
COR_PI.05	% of leaseholder arrears <sup>1</sup>	0.02%	Quarterly	0.04	0.03	0.02%	HRABP input <sup>1</sup>
COR_PI.06	% of arrears written off <sup>1</sup>	0.19%	Quarterly	0.2	0.65	0.26%	HRABP input <sup>1</sup>
COR_PI.07	% of tenants in supported housing support charge arrears	6.64%	Quarterly	5.36	6.5	3%	Delivery Plan
<b>Right to Buy</b>							
COR_PI.08	Number of RTB sales <sup>1</sup>	21	Quarterly	14	25	25	HRA BP

NSH ref	Performance Indicator	2015/16 outturn	Indicator Frequency	Outturn YTD (Nov 2016)	2016/ 17 Target (for reference)	20017/18 Target	Source
							Input
COR_PI.09	Average RTB Value	£114,304.17	Quarterly	£66,935.89	N/A	N/A	HRA BP Input
COR_PI.10	Average RTB Discount	£55,310.10	Quarterly	£60,546.25	N/A	N/A	HRA BP Input
	<b>Asset Management</b>						
COR_PI.11	% of properties meeting the Decent Homes standard	100	Quarterly	100	100	100%	N/A
COR_PI.12	% split between responsive repairs (revenue) and Asset Investment Programme (capital)	81.5/18.5	Monthly	78.69/21.31	30/70	80/20	Delivery Plan
New 2017/18	Number of properties delivered through the HRA Development Programme	New 2017/18	Quarterly	N/A	N/A	70	Delivery Plan
	<b>Welfare Reform</b>						
COR_MI.13	% of general needs tenants under occupying	13.86	Quarterly	13	N/A	13%	Delivery Plan
COR_PI.14	% of general needs tenants under occupying and in arrears	7.54%	Quarterly	8.44%	9%	7.54%	Delivery Plan
COR_PI.15	% of tenancies paying by Direct Debit	45.4%	Quarterly	49	70%	70%	Delivery Plan
COR_MI.16	Number of general needs tenants in receipt of housing benefit (universal credit)	1611	Quarterly	1568	N/A	1650	Delivery Plan
COR_MI.17	Number of supported housing tenants in receipt of housing benefit (universal credit)	1559	Quarterly	1529	N/A	1600	Delivery Plan
New 2017/18	Number of general needs tenants in receipt of	New 2017/18	Quarterly	N/A	N/A	N/A	Delivery Plan

NSH ref	Performance Indicator	2015/16 outturn	Indicator Frequency	Outturn YTD (Nov 2016)	2016/ 17 Target (for reference)	20017/18 Target	Source
	Universal Credit						
New 2017/18	% of tenants on Universal Credit and in arrears	New 2017/18	Quarterly	N/A	N/A	N/A	Delivery Plan
<b>Customer – latest outturn</b>							
COR_PI.18	% of general needs tenants satisfied with the quality of their home	90.4	Annual Statement	n/a	85	91%	Delivery Plan
COR_PI.19	% of supported housing tenants satisfied with the quality of their home	95.3	Annual Statement	n/a	93	96	Delivery Plan
COR_PI.20	% of general needs tenants satisfied with the responsive repairs service	84	Annual Statement	n/a	76	85	Delivery Plan
COR_PI.21	% of supported housing tenants satisfied with the responsive repairs service	89	Annual Statement	n/a	91	91	Delivery Plan
COR_PI.22	% of tenants satisfied with supported housing services	85.9	Annual Statement	n/a	90	90	Delivery Plan
COR_PI.23	% of general needs tenants satisfied with landlord / overall service	94.8	Annual Statement	n/a	85	95	Delivery Plan
COR_PI.24	% of supported housing tenants satisfied with landlord / overall service	90.8	Annual Statement	n/a	90	93	Delivery Plan
COR_PI.25	% of general needs tenants satisfied with the neighbourhood	94	Annual Statement	n/a	84	95	Delivery Plan
COR_PI.26	% of supported housing tenants satisfied with the neighbourhood	94.5	Annual Statement	n/a	93	95	Delivery Plan
COR_PI.27	% of properties in low demand	4.73	Quarterly	0	4	3.5	Delivery Plan
COR_PI.28	Complaints received referred to Tenant Panel /	2	Quarterly	1	4	2	Delivery

NSH ref	Performance Indicator	2015/16 outturn	Indicator Frequency	Outturn YTD (Nov 2016)	2016/ 17 Target (for reference)	20017/18 Target	Source
	Housing Ombudsman						Plan
	<b>Sustainability</b>						
COR_PI.29	Inward investment achieved	£1.5m	Quarterly	£1.5m	£400,000	£330,000	Delivery Plan
COR_PI.30	Efficiency delivery achieved (in accordance with Management Agreement)	3	Quarterly	2%	3%	3%	Delivery Plan
COR_MI.31	Revenue spend for management and maintenance costs against budget	£8,423,500	Quarterly	£5,014,278	N/A	£8,731,101	Delivery Plan
COR_MI.32	Level of reserves	£3,703,000	Quarterly	£3,510,000	N/A	£1,140,000	Delivery Plan
COR_MI.34	Change in NSH Stock Size	+11	Quarterly	+6	N/A	+8	Delivery Plan
	<b>Other</b>						
COR_PI.36	Average number of days absence due to sickness per employee (full time equivalent)	8.22	Monthly	5.96	7	7	Internal
COR_PI.37	Negative employee turnover (Number FTE)	New Indicator	Monthly	1	6	6	Internal
COR_PI.38	% of tenants satisfied that their views are being taken into account (General Needs)	83.4%	Annual Statement	N/A	74%	80%	STAR
COR_PI.39	% of tenants who feel they are being kept informed about things which affect them (General Needs)	92.3%	Annual Statement	N/A	85%	90%	STAR
COR_PI.40	Average time (days) to re-let Council properties	16.01	Monthly	16.74	18	16	Internal
COR_PI.45	% of all reactive repairs completed within target time	99.36%	Monthly	99.54	99.5%	99.5	Internal

NSH ref	Performance Indicator	2015/16 outturn	Indicator Frequency	Outturn YTD (Nov 2016)	2016/ 17 Target (for reference)	20017/18 Target	Source
COR_PI.47	% of complainants satisfied with outcome of complaint	91	Monthly	60	97%	97%	Internal
COR_PI.48	Number of complainants satisfied with outcome of complaint	72	Monthly	0	N/A	N/A	Internal
COR_PI.49	Number of complainants dissatisfied with outcome of complaint (cumulative)	7	Monthly	0	N/A	N/A	Internal
COR_PI.51	% of investment programme committed	99%	Monthly	91%	100%	100%	Internal
COR_PI.52	% of investment programme spent	98%	Monthly	58%	95%	95%	Internal
COR_PI.63	Number of properties without a valid Gas Servicing certificate at end of rolling programme	New Indicator	Annual	N/A	0	0	Internal
COR_PI.54	NO of RIDDOR incidents per employee per annum	4	Quarterly	0	0	0	Internal
COR_PI.56	Number of external audit observations outstanding longer than 6 months	0	Quarterly	0	0	0	Internal
COR_PI.57	Number of internal audit recommendations breaching target delivery date	0	Monthly	0	0	0	Internal
COR_PI.61	Management accounts/completed on time	100%	Monthly	100%	0	100%	Internal
New 2017/18	Number of visitors to NSH website	N/A	Monthly	N/A	N/A	36,000	Internal
New 2017/18	Number of tenants registered for 'MyNSH' account	N/A	Monthly	N/A	N/A	1000	Internal

## **Corporate Key Tasks 2017/18**

Corporate Key Task	Expected Outcome	Due Date
Board recruitment and succession review	Recruitment of chair Recruitment of independents and tenant DOB	31-Oct-2017
Maximise use of apprenticeship levy	Recoup levy for internal use Introduce apprenticeships to company Realise inward investment	30-Mar-2018
Executive and governance resilience assessment	Assurance in company delivery Effective management of strategic company risk 7 - (Lack of resource in appropriate expertise)	31-Oct-2017
Delivery of Belle Vue development including market sale	Sale of 15 properties Letting of 6 rented properties	28-Sep-2018
Delivery of the Council's housing growth strategy	Delivery of 70 properties developed or acquired in year	30-Mar-2018
Formulation of generic access to housing suitable to the individual's need	Development of generic 'access gateway' for access to housing across tenure	30-Mar-2018

Corporate Key Task	Expected Outcome	Due Date
Support the Council in maintaining the viability of the HRABP	Delivery of 355 over 5 years	30-Mar-2018
Deliver the extra care new build scheme at Bowbridge Road	Construction and occupation of 60 units at Gladstone House	30-Mar-2018
Liaison with the Council to provide a co-ordinated approach and preparation for the relocation to new offices from Kelham Hall	Relocation of relevant staff to Castle House generating saving on accommodation costs.	30-Mar-2018
Delivery of channel shift for access to services	Introduction of web chat Reduction in telephone calls Access to services via web portal Implementation of case management Support delivery of efficiency	30-Mar-2018
Respond to the shareholder appetite for innovation in liaison with and through support from the Council to realise opportunities	Generation of £200,000 in total to meet efficiency requirement by end of 18/19 Income generation to deliver additional homes	30-Mar-2018
Expand contemporary and varied mechanisms for one off as well as	Delivery of additional mechanisms 1) for one off and 2) for ongoing tenant involvement	03-Aug-2017

Corporate Key Task	Expected Outcome	Due Date
ongoing tenant involvement projects		
Deliver the Community Development role across the Hawtonville estate, meeting the required outcomes of the Hawtonville Neighbourhood Study	Successful delivery of the council identified outcomes.	30-Mar-2018
Work with the Council to determine the impact of, and support the implementation of regulations emerging from the Housing and Planning Act	Decision on application of fixed term tenancies	07-Apr-2017
Support the Council in taking forward outcomes linked to neighbourhood studies at Ollerton, Boughton and Bridge Ward	Successful delivery of the council identified outcomes.	30-Mar-2018
Implementation of Welfare Reform and Universal Credit	Delivery of arrears targets	30-Mar-2018
Develop a planned approach to integration with Health and Social Care	Expansion of assistive technology provision	30-Mar-2018