



Annual Business Plan 2020 – 2021

About NB Housing

NB Housing is a registered social housing association and has charitable status. The association currently manage a stock of 970 units. Our portfolio extends to a range of supported housing, housing for the elderly and general family accommodation. The association is governed by a Board of Management who are appointed by the shareholders to set the strategic direction and provide oversight on the performances of services.

Our Mission

NB Housing provides affordable rents and homes that build vibrant neighbourhoods and communities

Our Vision

To lead physical, social and economic regeneration through outstanding social housing.



Our Values

LEADERSHIP

“We will demonstrate our leadership through the excellence of our housing and services, and the professionalism of our team”.

ASPIRATION

“We encourage the aspirations of our employees in their own personal and professional development. In the same manner we encourage communities to aspire to better standards of housing and regeneration.”

PERSONAL

“We build homes not houses. We consider the needs of families, individuals, and the community before anything else in our developments.”

ESTEEM

“We value more than the physical regeneration of housing stock, but the restoration of esteem that people have for themselves, for their home, and for their community.”

COMMUNITY/TOGETHERNESS

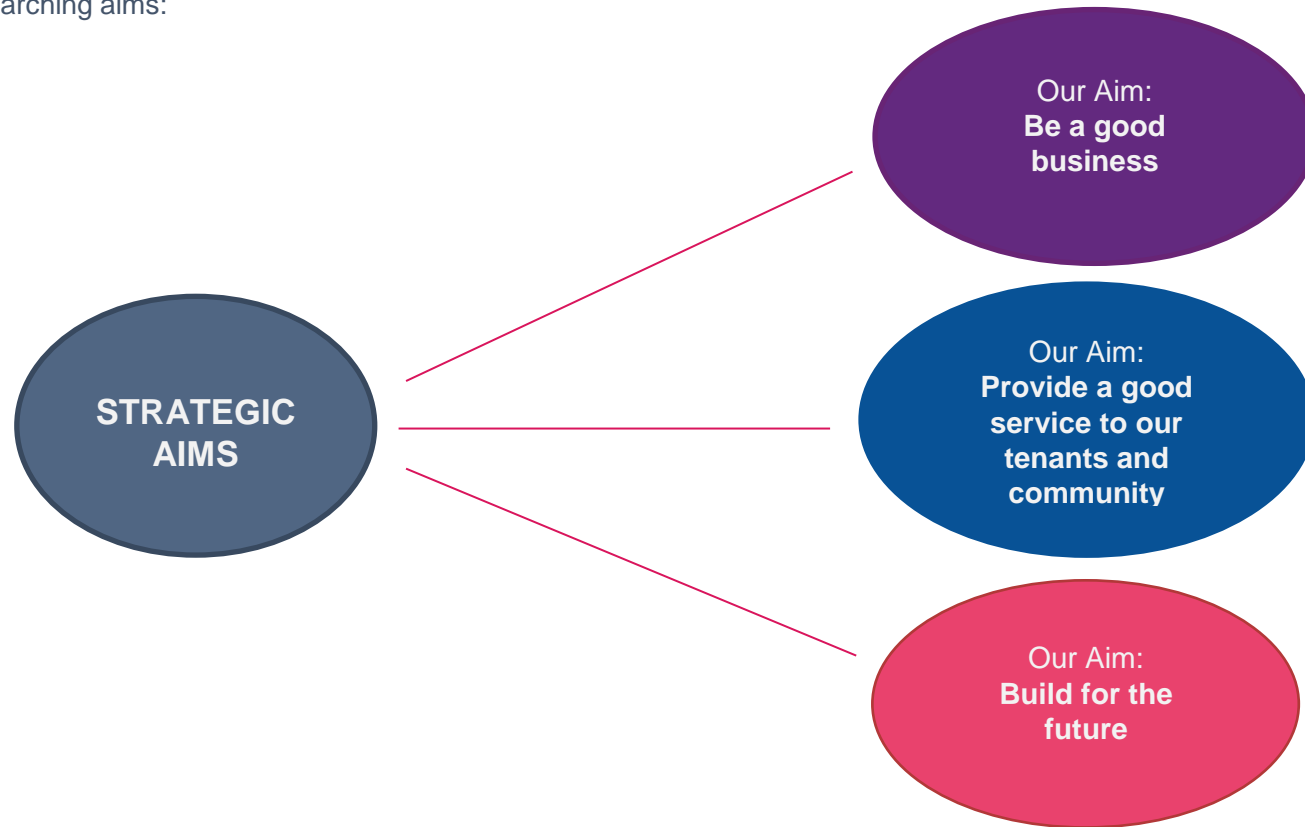
“We will listen to and respect each other working together to achieve a vibrant and prosperous community. We act collectively as one team to support one another, working co-operatively, respecting each other’s views, and making our work environment enjoyable.”

INTEGRITY

“We will be accountable and transparent to our customers, respectful of our tenants, and proud of our service delivery.”

Annual Business Plan 2020 - 2021

This plan has been developed to assist the staff team to progress the aims and objectives agreed by the NB Housing Board and contained in the NB Housing Strategic Plan 2018 – 2021. The Strategic Plan sets out the association’s priorities and aspiration over the next years. The association is committed to continuous improvement and wishes to ensure our activities have a positive impact on the community. In the Strategic Plan we have agreed three over-arching aims:



The Strategic Plan will inform everything we do. It will be delivered through a series of Annual Business Plans which will set out operational targets for departments and will be used to inform our staff performance targets each year. This Business Plan is the year three and last year of the current strategic plan.

The delivery of the Strategic Plan will be overseen by the NB Housing Board and will be reviewed regularly to take account of any internal and external changes, and to give assurance the strategy is still fit for purpose to achieve our mission as a sustainable business.

Our Aim: To be a good business

Objective	Outcome	Task	Target	Owner	Time
1.1 To have a strong Board with a range of skills to provide effective strategic guidance	Members to have the skills and knowledge to effectively govern NB Housing to have a formal and transparent members recruitment process	Complete members annual skills appraisal	90% Returns	Board Members CEO, Corporate Services	Dec 2020
		Complete Board effectiveness template and compile report			
		Complete a review of Board structure, considering innovative ways to make being a Board member a rewarding role. The review shall consider subcommittee structures and information presented.			
		Provide a refresher annual governance training event, include risk management, statutory duties, etc.	members to attend event	Board Members Corporate Services	Sept 2020
		Provide opportunities for learning & development to ensure NB Housing has an informed Board	Members to attend 5 events during the year	Board	March 2021
		Ensure appropriate number of members are retained in accordance with company rules, develop succession plans.	Rules state between 7 and 15 NB Housing target 12-15	Board	Monitor quarterly
Monitor the attendance of members and remove members where members have missed three consecutive meetings. Implement rules relating to non attendance. (where no exemptions have been approved by the Chair)	Achieve 70% attendance No members to failed to attend three consecutive meetings including	Board Board Board	Quarterly		

Objective	Outcome	Task	Target	Owner	Time
			Board and Subcommittee		
		Ensure tenant's voices and views reach Board attention. Explore initiatives to encourage tenant participation in the decision-making process.	Reports, satisfaction levels, action plans reported to Board	Corporate Services Housing	Mar 2020
		Maintain a library of key documents including registration, Rules, Audit reports, best practice standards, DfC Advice Notes within the documents library in MinutePad.	Ensure all current documentation is available to members.	Board and SMT	Aug 2020
1.2 To achieve consistently high standards of performance and regulatory compliance	Follow legislation	Maintain a Level 1 rating from DfC annual regulatory inspections	Level 1 score	Board and SMT	June 2020
		Receive positive reports from development, adaptation and statutory compliance audits.			
	Compliance with regulatory guidance including guides and advice notes				
		Demonstrate transparency, honesty and integrity in decision making	Meet all our statutory and regulatory reporting requirements, including DfC regulatory returns, statutory accounts, Charities Commission, HMRC, Fair Employment, Equality Schemes and Disability Action Plan reports	Returns to be filed on time	SMT
	Comply with internal				

Objective	Outcome	Task	Target	Owner	Time
	governance standards	Review information provided to Board and Subcommittees to ensure the information is appropriate and sufficient in detail to facilitate decisions.	Complete an annual review of information to include subcommittee papers, and Board packs	SMT CEO	Feb 2021
	To ensure NB Housing is operating effective strategic planning systems and control frameworks to ensure objectives are set and reported.	Develop an Annual Business Plan focusing on key targets to deliver the overall aims and objectives of the Strategic Plan	Annual Business Plan Approved by Board and delivered to staff team	CEO & SMT Board approval	April 2020
		Complete a Value for Money Statement	Set value for money objectives and report success	CEO & SMT	Aug 2020
	Demonstrate the association's approach to delivering service efficiency and maximising value	Consider Housemark or other similar benchmark to ensure NB Housing can adequately and accurately benchmark our key performance measures.	80% success target Seek partners of similar size/activity to share information	CEO & SMT	
		Ensure business objectives are subjected to risk assessment	Complete a risk assessment and report to Board quarterly	CEO	August 2020
		Develop a new risk register separating risks into operational and strategic risks. Strategic Risk register to be presented to			

Objective	Outcome	Task	Target	Owner	Time
		Board quarterly. Operational risk presented to board annually but raised at SMT quarterly Risk Register to take account of the DfC guidance notes https://www.communities-ni.gov.uk/sites/default/files/publications/communities/housing-association-social-housing-sector-risk-profile-2019.pdf			
		Report the impact of Brexit on services and viability, and raise emergency meetings of the Board as required.	Reports to be produced as we become aware of impacts	CEO	As required
		Deliver an internal audit programmes agreed by the Audit Subcommittee. Ensure information is provided to auditors promptly to enable them to complete their audit and produce an accurate and appropriate audit response. Present all reports to Audit subcommittee and also subject committee. Ensure all recommendation are considered and response provided.	Delivery of the internal audit plan, report finding and prepare actions	CEO & Dir of Housing and Corporate Services and Dir of Development	Sept 2020
		Complete external audit annually Receive annual report and management letter Maintain strong financial performance	Regular reporting Produce annual audited accounts, management letter	CEO & Finance Manager	June 2020
		Consider the merits of a change in name of the association to reflect the change in our focus and areas of operation. Progress change in office facilities to have all management staff under one roof, as opposed to spread over 2 offices.	Report to prepared Outline proposals	CEO & Board SMT	March 2021

Objective	Outcome	Task	Target	Owner	Time
			Agree options and progress best option		
		Ensure our annual return is completed in full and within the timescales set	Minimum Level 1 score in DfC New regulatory assessment.	CEO and SMT	Sept 2020
1.3 To be recognised as a reputable housing association by our stakeholders, funders and community	Comply with the DfC Governance, Financial and Consumer Standards & Outcomes.	Ensure the association strategies, operation procedures and policies follow and support the DfC standards across all area of operation Ensure our policies, procedures, plans and targets are set to ensure successful delivery of these standards https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-ha-advice-overview-regulatory-framework.pdf	Updated within review timescales	CEO and SMT	Quarterly
		Complete quarterly Fraud Report Complete VPG and adaptation return Complete Financial Return Complete Annual Return Lodge annual accounts and other statutory returns	Submission within deadline	Finance Manager	March 2021
		To report financial performance to lenders quarterly and complete an annual review Provide and respond to any question raised	Clean review	Finance Manager CEO	

Objective	Outcome	Task	Target	Owner	Time
		Complete an annual review of all assets held	Review completed and reported to Board Meet covenants		
		Produce detailed budget and financial cash flow information prior to the start of each financial year. Including stress testing. Budget preparation to be based on Zero based accounting.	Ensure viability	CEO and Finance Manager	
		To follow the DfC procedure relating to Notifiable events, which are events that could damage the reputation, viability or health and safety of occupants. https://www.communities-ni.gov.uk/sites/default/files/publications/communities/dfc-ha-advice-notifiable-events.pdf	Report to Board immediately	CEO or Chair	As occurred
		To participate in any Department inspections relating to the management and use of public funds. Inspection likely to include development, adaptations and statutory compliances.	Positive report	Development Team	As required
		Deliver NB Housing Tenant Participation Strategy	Provide menu of participation methods. Offer training and support to tenants Encourage engagement	Housing Team	March 2021

Objective	Outcome	Task	Target	Owner	Time	
			opportunities with other agencies and groups			
1.4 To manage our resources efficiently and effectively, maximise our investments in our assets and ensure we have the financial strength and capacity to deliver our business	Ensure we have robust and prudent financial planning and controls in place to protect the association's assets, maintain long term delivery of services that reduce risk.	Produce detailed budget and financial cash flow information prior to the start of each financial year. Including stress testing. Budget preparation to be based on Zero based accounting.	Review completed and reported to Board Ensure viability	CEO Finance Manager	March 2020	
		Ensure financial forecasts are realistic and follow business plans and commitments				
		Ensure NB Housing follows its treasury management Policy				
		Produce quarterly financial report including narrative reports on reportable variances, include cash flow statements and 2 year projections.	Ensure short term viability	CEO and Finance Manager	Quarterly	
		Report on variances from actual against budget and provide explanation.				
		Produce monthly management accounts and monthly cash flow	Monthly management accounts and file presented to CEO	Finance Manager CEO	Quarterly	
Monthly accounts to be considered and approved and signed off by the CEO.						
Meet with development and maintenance personnel monthly	Ensure adequate resources are in place	Finance manager	Quarterly			
Complete monthly payroll, HMRC and pension returns as well as managing monthly supplier payments	Ensuring employees and suppliers are paid	Finance Dept				

Objective	Outcome	Task	Target	Owner	Time
		Monitor and review private finance Ensure the association performance is within the loan covenants	Ensure adequate resources are in place	Finance Manager	Monthly
		Implement external and internal auditors recommendations	Ensure effective control environment	SMT	Within 8 weeks
		Business decision shall be taken after a thorough assessment of financial or other resources are committed	100% assessment for all new activities or ventures	Finance Department SMT CEO	As identified
		Monitor and set a target for operational surplus	10% +/- budget	CEO CEO & Finance Manager	June 2021
		Current Ratio (Measure of the ability to meet financial obligations in the short term.) Interest Cover (Ability to pay interest obligations ie. Adequacy of surplus relative to interest payable) Net Margin (Measure of how much each £1 of turnover is generated into surplus)	Greater than 0.5 Greater than 5 Greater than 0.30	CEO & Finance Manager	Quarterly

Objective	Outcome	Task	Target	Owner	Time
		Ensure budget holders are involved in the development of the annual budget and receive regular progress reports and participate in negotiations.	Monthly Reports to SMT	Finance Manager	
1.5 To maintain a robust approach to risk management and ensure our business planning systems, policies, procedures and processes are of the highest standard	To ensure our business operates to the highest standards which effectively manage and protect our business.	Develop a new risk register separating risks into operational and strategic risks. Strategic Risk register to be presented to Board quarterly. Operational risk presented to board annually but raised at SMT quarterly	Complete a risk assessment and report to Board quarterly	CEO and SMT	August 2020
		Ensure business objectives are subjected to risk assessment	For all new developments and ventures	SMT	As required
	To continue to review and learn from lessons and improve our business functions	All contracts to be reviewed, taking in tenants views and opinions where relevant.	All planned and major cyclical investments All developments All new ventures that attract a spend over £20k.	SMT	As required But within 3 months of delivery
		To review policies and procedures in accordance with review timetable, audit recommendation, or other necessary requirements, whether legal, regulatory or best practice. Review Data Protection policies and procedures, including reviewing policies, contract data sharing, Notification, etc. Review Data Protection policies and procedures, including reviewing policies, contract data sharing, Notification, etc.	All policies to be completing with review target timeframes	SMT Corporate Services Corporate Services	As detailed in the plan review table

Objective	Outcome	Task	Target	Owner	Time
		Complete a data compliance test, destroying any information no longer necessary in accordance with our retention policies		All Departments	
		Review policies and procedures in light of regulatory compliance audits and feedback	Level 1 score from DfC	Corporate Services	Sept 19 18
		Complete a data compliance test, destroying any information no longer necessary in accordance with our retention policies	Reduce the risk of breaches	All Departments	Sept 18
		Review policies and procedures in light of regulatory compliance audits and feedback	Level 1 score from DfC	All Departments	
		Review policies and procedures in light of regulatory compliance audits and feedback	Level 1 score from DfC	All Departments	
		Complete a review of high risk policy including Fire Safety Policies, including risk assessment, equipment testing, etc.	Review important policies	SMT	

Objective	Outcome	Task	Target	Owner	Time
		<p>Review policies and procedures in light of regulatory compliance audits and feedback</p> <p>Complete a review of high risk policy including Fire Safety Policies, including risk assessment, equipment testing, etc.</p> <p>Complete a review of high risk policy including Fire Safety Policies, including risk assessment, equipment testing, etc.</p> <p>Complete a staff review to ensure each department is adequately resourced to deliver a high standard of service which protects the association.</p>	<p>Level 1 score from DfC</p> <p>Review important policies</p> <p>Review important policies</p> <p>Report to Board</p>	<p>All Departments</p> <p>SMT</p> <p>SMT</p> <p>CEO & Directors</p>	<p>Nov 19</p>
		<p>Complete a review of high risk policy including Fire Safety Policies, including risk assessment, equipment testing, etc.</p> <p>Complete a staff review to ensure each department is adequately resourced to deliver a high standard of service which protects the association.</p> <p>Complete a staff review to ensure each department is adequately resourced to deliver a high standard of service which protects the association.</p>	<p>Review important policies</p> <p>Report to Board</p> <p>Report to Board</p>	<p>SMT</p> <p>CEO & Directors</p> <p>CEO & Directors</p>	<p>Oct 19</p>
		<p>Complete a staff review to ensure each department is adequately resourced to deliver a high standard of service which protects the association.</p> <p>Produce an annual training and development plan for all staff, taking into account discussions held with the employee at review meetings and business objectives</p>	<p>Report to Board</p> <p>Training plan to be agreed and costed</p>	<p>CEO & Directors</p> <p>Corporate Services</p>	

Objective	Outcome	Task	Target	Owner	Time
1.6 To recruit, develop and retain excellent people and promote a “think customer” culture	To ensure the association has a capable team to deliver the associations plans and create a balanced work life balance, where staff are a valuable asset and should be invested in to enhance the overall service provided to tenants and reward our team appropriately.	Produce an annual training and development plan for all staff, taking into account discussions held with the employee at review meetings and business objectives	Training plan to be agreed and costed	Corporate Services	
			Survey report and action pan	Corporate Services	
		Complete an annual staff survey, review and analysis results and prepare an action plan to address any concerns that should be addressed.	Annual Discussions and report to IIP	Corporate Services	
		Maintain IIP Status Award			
		Complete an annual staff survey, review and analysis results and prepare an action plan to address any concerns that should be addressed.	Survey report and action pan	Corporate Services	March 19
		Maintain IIP Status Award	Annual Discussions and report to IIP	Corporate Services	
	Maintain IIP Status Award	Annual Discussions and report to IIP	Corporate Services		
	Maintain IIP Status Award	Annual Discussions and report to IIP	Corporate Services		
		We will develop talent management plans and explore ways to maximize talents within the current team while exploring other opportunities to assist students or apprenticeships. Prepare succession planning policy for senior management positions. (Senior Management being CEO and Director)	Annual Discussions and report to IIP	Corporate Services	
			Prepare a policy for Board consideration	Corporate Services	
			Policy presented to Board	CEO	

Objective	Outcome	Task	Target	Owner	Time
		<p>We will develop talent management plans and explore ways to maximize talents within the current team while exploring other opportunities to assist students or apprenticeships. Prepare succession planning policy for senior management positions. (Senior Management being CEO and Director)</p> <p>Prepare succession planning policy for senior management positions. (Senior Management being CEO and Director)</p> <p>We plan to continue to improve staff awareness towards health and deliver on our Health and Well Being Action Plan.</p>	<p>Prepare a policy for Board consideration</p> <p>Policy presented to Board</p> <p>Policy presented to Board</p> <p>Deliver the Health and Wellbeing Action Plan</p>	<p>Corporate Services</p> <p>CEO</p> <p>CEO</p> <p>Health Champions</p>	<p>July 19</p>
		<p>Prepare succession planning policy for senior management positions. (Senior Management being CEO and Director)</p> <p>We plan to continue to improve staff awareness towards health and deliver on our Health and Well Being Action Plan.</p> <p>We continue to develop a good team culture and have developed a staff suggestion scheme, donation events and other team engagements sessions. To encourage a “think customer” culture we shall hold 4 community events throughout the year. Events should benefit residents whether in their well-being, benefit or enhance the area.</p>	<p>Policy presented to Board</p> <p>Deliver the Health and Wellbeing Action Plan</p> <p>Record all suggestions and feedback</p> <p>4 Events</p>	<p>CEO</p> <p>Health Champions</p> <p>SMT</p> <p>All departments</p>	<p>March 20</p> <p>March 20</p>
		<p>We continue to develop a good team culture and have developed a staff suggestion scheme, donation events and other team engagements sessions. To encourage a “think customer” culture we shall hold 4 community events throughout the year. Events should benefit residents whether in their well-being, benefit or enhance the area.</p>	<p>Record all suggestions and feedback</p> <p>4 Events</p> <p>Twice per year</p>	<p>SMT</p> <p>All departments</p> <p>SMT</p>	<p>March 20</p> <p>June and March</p>

Objective	Outcome	Task	Target	Owner	Time
		Hold full staff brief			
		Hold 2 Head Office staff Briefs	Two HO staff	SMT	Sept & Dec
		Prepare a communications policy taking into account how NB Housing wishes to promote its work through social media & press, manage negative publicity and also review of communication to tenants and staff	Communications Strategy Approved	Corporate Services & CEO	
		Trial simple cost efficient mobile working solutions prior to considering tailor made modules from out IT support provider. Trial simple cost efficient mobile working solutions prior to considering tailor made modules from out IT support provider. We intend to use mobile platforms such as a platform that can remotely connect to our servicer. Explore how beneficial this is, take up from residents, etc.	Trial commenced	Corporate Services & CEO	Dec 19
		Complete a data clear out in line with retention policy to ensure personal data is only retained when necessary		Corporate Services & CEO	

Objective	Outcome	Task	Target	Owner	Time
1.7 To develop information and communication technology to ensure the efficient use of resources, improve service delivery and enhance communication to our tenants, staff and stakeholders	Make best use of new technologies to assist our team provide a better service to our tenants.	Complete a data clear out in line with retention policy to ensure personal data is only retained when necessary	Comply with GDPR legislation	Corporate Services & CEO	
		Complete a data clear out in line with retention policy to ensure personal data is only retained when necessary			
		Circulate Data Sharing Agreements, contract addendums, and Fair Processing Notices	Comply with GDPR legislation	Corporate Services	
		Circulate Data Sharing Agreements, contract addendums, and Fair Processing Notices			
Complete a data clear out in line with retention policy to ensure personal data is only retained when necessary	Comply with GDPR legislation	Corporate Services	Mar 19		
Circulate Data Sharing Agreements, contract addendums, and Fair Processing Notices					
Circulate Data Sharing Agreements, contract addendums, and Fair Processing Notices	All tenants to have report	Corporate Services			
Produce Annual Report					
Produce Annual Report	All tenants to have report	Corporate Services			

Objective	Outcome	Task	Target	Owner	Time

Our Aim: To provide a good service to our tenants and community

Objective	Outcome	Task	Target	Owner	Time
2.1 To promote a culture of respect and participation between the association, our tenants and the community.	Promote and encourage tenant participation in the delivery of services.	To deliver the association's tenant participation strategy	Review position and progress every quarter	All departments	Quarterly
		Offer tenants a range of participation options within formal and informal structures			
		Seek tenant panels and champions – offer training to support the work of the panel. Report activities/progress of the Community Development Officer			
		Encourage local or tenant representation at Board level, or as a minimum enable tenants views to be presented to Board.	One tenant representative	Board	Mar 20

Objective	Outcome	Task	Target	Owner	Time
		Issue four Tenant Newsletters per annum Update Twitter monthly Update Facebook monthly Update website quarterly	Keep tenants informed	Corporate Services	Quarterly
		Review Website to ensure it is modern, easy to navigate, and user friendly.	Improve website	Corporate Services	Dec 19
2.2 To encourage tenants to influence decisions made by the association and to provide feedback on our services.	Gauge positive tenant satisfaction on the quality of our services	Regularly seek tenant views on how we are delivering our services and prepare a report with recommendations to Board	Issue one annual satisfaction survey	Corporate Services	Aug 19
		Focus on learning from tenant scrutiny and experiences. Maintenance staff to prepare quarterly reports and present to subcommittee on planned maintenance works seeking tenants views on the quality of service delivery.	Issue a tenant satisfaction form and text survey with all response maintenance work orders	Maintenance	On Going Provide quarterly report to SC.
		Report on progress in meeting our Tenant Participation Strategy quarterly	Seek tenant feedback after each major works scheme	Maintenance	Provide a report quarterly

Objective	Outcome	Task	Target	Owner	Time
2.3 To deliver efficient, effective and targeted services to meet the ever increasing diverse needs of our customers.	Achieve high levels of performance	Provide a flexible service for tenants taking into account tenants in employment and those with particular needs	Increase home visits	All Departments	On going
		Facilitate induction visits and follow up 6 weeks after new tenancy	All new tenants to have visits	Housing And Maintenance Officers	6 weeks after tenancy commencement
		Review our complaints procedure and encourage tenant suggestions on how the process could be improved.	New policy	CEO and Dir of Housing and Corporate Services	Mar 20
		Provide support to tenants during the move over to UC. Support to include providing access to internet, providing assistance setting up email, support in accessing tenant portal and making applications	Record support and referral activity	Housing	From Oct 19
		Review the training needs of the housing team to ensure they have the necessary skills to assist tenants in the changeover process.			
		Circulate advice and news alerts to tenants	4 issues	Housing	March 20

Objective	Outcome	Task	Target	Owner	Time
		Hold tenants panel meetings to influence service delivery	Meeting 3 time per year	All departments Housing	Quarterly
		Housing team to work with Supporting Communities	Meet with Supporting Communities to encourage method of participation	Housing	March 20
		All allocations to be made in accordance with Housing Selection Scheme	Review sample allocations	Housing Manager	Quarterly
		Maintain rent arrears – review rent arrears policy in light of incoming UC	Arrears to be <4.2% of all charges Current < 3.0% Former < 1.2%	Housing	Quarterly
		Promote our adaptation service to enable resident to overcome difficulties and to extend their tenancies	Complete 75% of requests from OT	Maintenance	March 20
		Provide an adaptation service to tenants in accordance with policy	Report on the number of adaptations, separated into minor and major works.	Maintenance	March 20

Objective	Outcome	Task	Target	Owner	Time
			Complete an internal audit		
		Report to finance status of adaptation claims with DPG monthly	Report produced	Maintenance	Monthly
2.4 To develop our work in supporting tenants maintain and manage their tenancies and fulfil the obligations contained in the tenancy agreement through partnerships with other agencies and providers.	Ensure all tenants have the right to enjoy their homes in accordance with the conditions of tenancy	Develop a communication strategy for tenant communications and seek feedback on our communication methods	Record feedback on our tenant communication methods	Corporate Services	Feb 20
		Seek new innovative opportunities to encourage tenant interaction	Three events to be held per annum	All Departments	March 20
		Monitor the use of the texting service	Report statistics on usage	Corporate Services	Quarterly
		Consider use of community grants to promote tenant interaction Grant £10,000	Ten Grants to be issued	Corporate Services	March 20
		Manage ASB cases	Ensure over 80% resolution rates	Housing	Quarterly

Objective	Outcome	Task	Target	Owner	Time
		<p>Monitor the role of technology in designing the housing management and maintenance service to tenants in extended regions.</p> <p>Promote the use of smart phone, communication with tenants using face time, etc.</p>	30% reduction in visits to property	Housing & Maintenance	Quarterly reports
		Comply with tenancy fraud reporting and follow-up actions	Reduce tenancy fraud and make homes available to those in need	Corporate Services	Quarterly
		Create a more holistic service for tenants	Seek new partnerships who provide additional support services for tenants	All departments	Jan 20
		Meet with our JMA partners	<p>4 times per year</p> <p>Ensure agreement are being implemented</p>	Housing & Maintenance	Quarterly
		Ensure all our in house Supported schemes maintain SP verifications and contract compliance	Pass SP Inspections	Foyer and Housing	As required.

Objective	Outcome	Task	Target	Owner	Time
		Compliant results			
2.5 To achieve challenging key performance targets to measure our service delivery performance over all activities.	Maintain high satisfaction levels and performance statistics	Introduce a new more complete KPI record system. KPI to be collated across various departments: <ul style="list-style-type: none"> <input type="checkbox"/> Housing & Services <input type="checkbox"/> Property Management <input type="checkbox"/> Corporate Services & HR <input type="checkbox"/> Finance <input type="checkbox"/> Development 	Report presented to CEO and Board quarterly	All departments	Quarterly
		Improve response maintenance performance particularly in urgent and routine categories	90% across all categories	Maintenance	Quarterly review
		Target full compliance with statutory requirements including <ul style="list-style-type: none"> ➤ Gas boiler services ➤ Gas soundness Flue checks ➤ Oil boiler services ➤ Carbon Monoxide alarms fitted ➤ Electric inspections ➤ Fire Risk Assessments ➤ Inspection of lifts ➤ Legionella Testing ➤ Asbestos Management controls Design a new reporting system to provide SC with assurance statutory compliance	Full compliance	Maintenance	Quarterly
		Monitor tenant satisfaction levels		Maintenance	Quarterly

Objective	Outcome	Task	Target	Owner	Time
			Over 80% satisfaction		
		Hold contract performance review meetings	4 meetings per annum	Maintenance Manager	Quarterly
		Implement Recoverable charges policy	All recoverable charges to be chased	Maintenance & Housing	Ongoing
		To monitor and reduce void loss by inspecting and arranging works to void properties swiftly Void loss estimated for 2019-20 £92,684	Reduce the cost of void losses by 5%	Maintenance	March 20
		Complete a review of the treatment of void properties, review current practice to identify any improvements to reduce void loss	Report to be completed and presented to CEO and SC	Maintenance Team	Oct 19
		Create a process where an assessment of long term voids or properties in need of major investment are subjected to a financial assessment considering the merits of the investment necessary to the potential sale of the property.	Feasibility assessment template to be in place	Maintenance Team	Oct 19

Objective	Outcome	Task	Target	Owner	Time
2.6 To invest in modern innovative technologies that improve tenant experience of our service and enable more efficient use of resources.	Provide a better more responsive service to tenants. Maximise the use of staff resources by providing facilities to work off site	Review Information Technology Strategy	Report completed and decision made	Corporate Services	Nov 19
		Review to include decision to extend and renew on site server or move entire server to the cloud. Review of IT protection measures Pilot the use of IT platform with internet access, review uptake and benefit to tenants and staff			
		Develop a tenant profile database to assist in supporting tenants during the transition to UC	Secure database	Housing	Dec 19

Our Aim: To build for the future

Objective	Outcome	Task	Target	Owner	Time
3.1 To be an active provider of the Northern Ireland Social Housing Development Programme.	NB Housing has approved a three year Development Strategy to deliver 150 units over the lifetime of the strategy	Deliver the Development Strategy	150 new build units over the three years	Development	March 21
		Maximise the supply of high quality homes and meet the needs of the waiting lists			
		Meet with NIHE to discuss/explore scheme demand and potential for Housing for All schemes, other tenure schemes, such as, building for sale.	Potential development opportunities	Development Manager	Mar 20

Objective	Outcome	Task	Target	Owner	Time
		Consider establishing partnership with similar other providers to bid for schemes where risk can be shared	Potential development opportunities	Development Manager	Mar 19
		Explore potential for competitive Design & Build projects	Potential development opportunities	Development Manager	Mar 20
		Make decision of the future finance requirements to deliver the strategy, taking into account impact of Brexit and welfare reform impacts as a result of the planned removal of the mitigation measures.	Ensure finance is available to deliver strategy	Development & Finance	Ongoing
		Development a promotional and marketing strategy to raise NB Housing profile as an attractive partner to development with	Promotional strategy in place Take advantage of opportunities to raise our profile in local press, bill boards, local councillors, etc.	Development	Ongoing
3.2 To provide new sustainable neighbourhoods that are energy efficient and well designed in line with best practice and influenced by tenant feedback.	Ensure all new developments are constructed to modern standards, that enhance the area, and tenants have an impact on the design and	For all new developments complete community consultation in the design stage	All new build developments over 6 units	Development	As new scheme
		All new designs to undergo an assessment to take account of lessons learned from previous defects/failure in product performance	All new schemes	Development	Ongoing

Objective	Outcome	Task	Target	Owner	Time
	overall rating of the finished product.	Ensure all new build schemes are procured in compliance with public procurement policy	All new schemes	Development	All new schemes
		Ensure all schemes are energy efficient and take account of modern methods of construction	All new schemes	Development	All new schemes
3.3 To expand our geographic area of operation subject to positive scheme management viability assessments.	Increase opportunities to grow	Continue to build on the successful development activity 50 miles outside Belfast. Concentrate effort in areas currently established to ensure efficiency in travel and staff time.	Potential development opportunities	Development Manager	Mar 20
3.4 To minimise the whole life cost of our homes by adopting design standards that ensure our properties are economical to maintain.	Learn from innovation and new products to reduce whole life replacements and performance of products	Complete Post project analysis on all developments	PPE reports on all schemes	Development	Ongoing
		Complete a review of SCS and in house data to learn if particular products or design features have not worked or have performed better than expects	Develop a register of features that have performed better or less way	Maintenance	March 20
		Ensure all new build, developments maintain high standards and specifications to ensure thermal comfort, security and adaptability	Tenant feedback on quality	Development	As each new build completes
		Complete Finance and Development meeting every 2 nd month to ensure Finance are fully aware of development activity and cost controls. Also ensure that any future activity can be completed and that financial resources are in place to fund this activity.	Meeting to be held every 2 nd month.	Development & Finance Managers	Every 2 nd month

Objective	Outcome	Task	Target	Owner	Time
		Complete a review of securities held by lenders and properties that are unencumbered and available as security.	Security review	Finance	Oct 19
3.6 To allocate adequate financial resources to the effective long term maintenance of our existing properties.	To be in a position that we are aware of the condition of our stock and that future works are costed and these financial commitments are included in budgets	Have current consultant 30year data uploaded onto Omniledger	Data with costs uploaded	Maintenance	Dec 19
		Upload current data onto our in house IT system	Current data and completed works to be uploaded	Maintenance	March 19
		Prepare annual planned and major programmes of work, costed and approved by SMT	Works plan to be agreed	Maintenance	July 19
		Ensure financial allocation is in line with agreed budget			
		Ensure all planned and unplanned component replacements are properly coded and stock data analysis updated	Componentise all data as it happens	Maintenance	Ongoing
		Complete a review on all planned maintenance programmes and present report to SMT and Subcommittee. Reviews to include budget v actual, consultant performance, contractor procurement and performance, H&S incidents, management of defects, and tenant satisfaction	Report on all planned schemes	Maintenance	For every scheme
		All planned expenditure to be communicated to the Finance Team for account allocation and monitoring of financial resources required	Complete financial scheme data sheets	Maintenance	For every scheme

Objective	Outcome	Task	Target	Owner	Time
3.7 To ensure our asset investment decisions are based on accurate assessment of the condition of our stock.		Procure and select consultant to complete a further 30% stock condition survey of our properties	30% reports provided	Maintenance	March 20
		Use consultant data, life cycle information, tenant's feedback and repair histories to establish planned works programmes are established based on priorities.	Collate information to support planned works programme	Maintenance	Sept 19