



*2020 vision:
people, places, homes*



**Cheltenham Borough Homes
Business Plan
2010 to 2020**

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1 INTRODUCTION

who we are

We are Cheltenham Borough Homes (CBH), a top performing Arms Length Management Organisation (ALMO) awarded the highest possible rating by government inspectors: providing *excellent services and with excellent prospects for the future*. CBH has been an independent company since 2003 and since that time we have moved from an initial period of setting up, through a period of developing our services and enhancing our performance, to being able deliver on all our initial promises. Over time we have demonstrated consistent improvement and we have made a difference to the lives of thousands of people living in the homes we manage and the communities that we work within.

The majority of the homes we manage are situated within the most deprived communities in the borough. Our well-established relationships with the people living in these communities, puts us in a unique position and provides us with opportunities to improve various aspects of their lives by working closely with them and other local agencies.

what we do

We are responsible for the management and maintenance of Cheltenham Borough Council's (CBC) housing stock. A 'management agreement' formalises the relationship between us, setting out the services to be delivered and defining the remit of each organisation. Our current management agreement runs until 2020 and is one of the longest lived in the sector, reflecting our healthy and successful working relationship with CBC.

We provide extensive, high quality services for over 5,000 homes made up of 4,111 general needs, 491 sheltered and 450 leasehold properties. We put our customers at the heart of what we do and actively seek to engage them in decision making, monitoring and scrutiny activities. Our commitment to community involvement and development ensures we are a recognisable presence in our communities.

how we work

We ensure that we treat all people that we have contact with fairly and equally. We provide inclusive accessible services, increasingly tailored to individual need. We are committed to continually improving our approach to equality and diversity issues, working closely with our employees, board and customers to set aspirational standards.

Working effectively in partnership with other local organisations is essential if we are to successfully deliver our objectives and provide positive outcomes for our customers. It supports our holistic approach to housing management and helps us to deliver the wider levels of customer and community support into which we are currently expanding.

We are committed to minimising the adverse environmental effects of our activities wherever possible. Working with other organisations like CBC and the Local Strategic Partnership (LSP) is an important part of developing more sustainable communities; reducing fuel poverty and supporting the wider aims of the borough. Making sure we work as efficiently as possible is inherent in all that we do; it is essential to maintain a viable future for the company and enables us to continue to provide high quality services for our customers. We strive to achieve *'the right balance between costs, productivity and impact'*. Responsibility for this is shared throughout the company, including board and all employees.

2 WHAT WE WANT TO ACHIEVE BY 2020

our company mission, vision and objectives

Our vision, mission and objectives set out a framework for delivery that ensures we maintain a co-ordinated approach to a shared understanding of what we will deliver for our customers, communities and business by 2020.

To arrive at this we consulted widely with our customers and have taken into account our core business; past achievements; in-depth local knowledge; current and future risks; plus current political and regulatory changes. This agreed framework is cascaded throughout CBH, linking activity, targets and outcomes from company-wide initiatives to individuals' tasks.

OUR VISION

is that our customers are able to improve their quality of life and live in good quality homes, in places where they choose to live

OUR MISSION

We will put customers at the heart of what we do and work with communities to give them more choice and influence. We will work well together to ensure our future success by making the best use of resources and set standards to which others aspire.

OBJECTIVE A

our **customers** will be treated fairly and provided with opportunities to get involved and influence CBH

OBJECTIVE B

communities will be strengthened to make them places people want to live

OBJECTIVE C

homes will be provided that are decent, sustainable and maintained in a quality environment

OBJECTIVE D

our business will be managed responsibly and demonstrate innovation and flexibility, ensuring our **future** success

3 ASSESSING OUR POSITION AND POTENTIAL

local considerations

The town of Cheltenham has a population of approximately 114,000 people and exhibits a high population density. Around 5,000 of the 55,000 homes in the town are managed by CBH, making us by far the biggest social landlord in the area.

The need for more affordable housing in the town has been a long standing issue and a recent housing needs survey confirms that this is unlikely to change in the future. Average property prices are higher than county, regional and national averages. The minimum cost of buying a dwelling in a reasonable condition ranges from approximately £93,000 for a 1 bedroom property to approximately £258,000 for a four bed property: entry level rental prices range from £450 to £930 per calendar month (pcm) for the equivalent property size and social rents are significantly lower than this at an average of £280 pcm for a one bedroom property rising to £352 pcm for a three bedroom property or larger.

Cheltenham is considered a relatively affluent town; the Office of National Statistics (ONS) identified it as a 'prospering smaller town', a classification characterised by a population with relatively few children, good health, low unemployment and with a highly skilled workforce. However, the town also exhibits areas of severe deprivation. The national Indices of Multiple Deprivation (IMD) released in 2007 show that nine areas of the town were among the 20% most deprived areas in the country. These areas of deprivation mirror the distribution of CBH-managed stock across the town. This means that we operate in some of the most deprived communities in the borough, and our customers are individuals whose quality of life and access to opportunities and choices may be severely restricted.

Generally there is a distinct difference between the social renting population and the wider population of the borough. This is not confined to Cheltenham as this pattern is replicated across the country. The 2009 housing needs survey highlights some key comparisons of CBH to the wider population of the borough. Our customers have:

- ▶ a higher percentage of older people (25% CBH tenants are 65 or over, compared to 17%) and similar diversity (roughly 95% of individuals identified themselves as white)
- ▶ higher unemployment and higher benefits take up - (24% CBH tenants are in part or full time employment compared to 60%)
- ▶ lower incomes - the average income of households in social rented housing is less than half the borough average (£504 per week for Cheltenham compared to two thirds of CBH tenants with less than £200 per week)
- ▶ poorer health - (51% of current CBH tenants have or live with someone who has long standing illness, disability or infirmity. This figure is higher than Cheltenham's at 28%)
- ▶ research shows that a baby boy born in the most deprived areas in Cheltenham can expect to live almost four and half years less and a baby girl almost two years less compared to the average expected life span of babies born in Cheltenham as a whole.

wider consideration

Following the banking crises and recession, Britain has the largest structural deficit in Europe. All political parties want debt reduction; the essence of the remaining debate concerns the pace of this reduction. The Government's approach is to implement the largest and fastest spending cuts in modern times; as part of these cuts Councils will lose 7.25% funding per annum, 29% over four years Cheltenham Borough Council faces 15% over this period. This is the context within which social housing must be provided and maintained. Our approach to identifying and delivering value for money will enable us to support our key partner.

The Government wants more homes at lower prices and is proposing using higher social rents to boost production. It sees the need for proactive asset management and less public spending on

housing. This spend includes housing benefit; and fundamental welfare reforms are running parallel to changes in housing policy. Welfare reform will be radical, including rent caps for Housing Benefit, 10% loss in job seekers allowance and council tax reduction for those unemployed over 12 months. It is likely that there will be increased demand for the lowest cost private housing, which usually has the worst standards: which, in turn, may push up rents. However, there has been protection for supporting people, homelessness and disabled facilities grant.

Capital projects of long term, high economic value have been funded. However the Department for Communities and Local Government (DCLG) has had cuts of 74%, with a £4 billion cut in capital funding. It can be said therefore that social housing has failed to make its arguments heard. A new 'Affordable Homes' product with rents aligned at 80% of market value has been launched, to generate new income streams for housing association built homes. For the foreseeable future, this will replace social housing as new build.

Regulatory and enabling reforms have also taken place, with the end of the National Tenants Voice, the Tenants Services Authority, and the Audit Commission (including the Housing Inspectorate). Regulation of the sector will be through a slimmed down Homes and Communities Agency (HCA) and Housing Revenue Account (HRA) reform will be compulsory. For ALMOs it means less certainty in terms of inspections and guidance, but potentially greater freedoms on how we do things. As a sector we have evolved in an audit environment, and this is evident in ALMO cultures. Although being recognised as a 3 star organisation was an important milestone and has added value, this achievement will matter less in future but the involvement of residents and local working still matter. We now need to move to a culture of learning, focus on the future and manage expectations in a general public sector landscape of limited resources.

We will see pressure on our costs, and possibly challenges to income streams in terms of arrears. It is important that 'council housing' estates do not get left behind as Housing Associations develop new products.

There is compelling evidence that CBH has changed lives through:

- ▶ improving homes:
 - investing over £30 million pounds into making 3,500 homes 'decent'
 - maintaining some of the highest repairs performance and customer satisfaction figures in the country for an ALMO
- ▶ improving places:
 - delivering 'neighbourhood works' to improve communal areas, making them places where people can interact with their neighbours and make better use of green areas
 - by taking on the cleaning service of communal areas in blocks of flats
 - proactive work with local partners to reduce anti-social behaviour in our communities
 - our community activities help to bring people closer together and raise awareness of key issues, environmental, healthy eating etc
- ▶ helping people:
 - support for the young and old, for example, our highly successful junior wardens project in St Paul's and work with young people and the local theatre to raise awareness of the dangers of becoming involved in anti-social behaviour
 - our financial inclusion work helps to highlight the dangers of unlicensed money lending and points people at safer routes and putting people in touch with organisations that offer free help and guidance on money matters
 - our community development activities have helped people to develop life skills, like simple DIY and cooking for example
 - since starting our employment initiatives work we have helped approximately 30 people back into jobs and training

We will always protect our core business, but increasingly over the next ten years we will consider appropriate opportunities that will enable us to continue changing lives and improving communities.

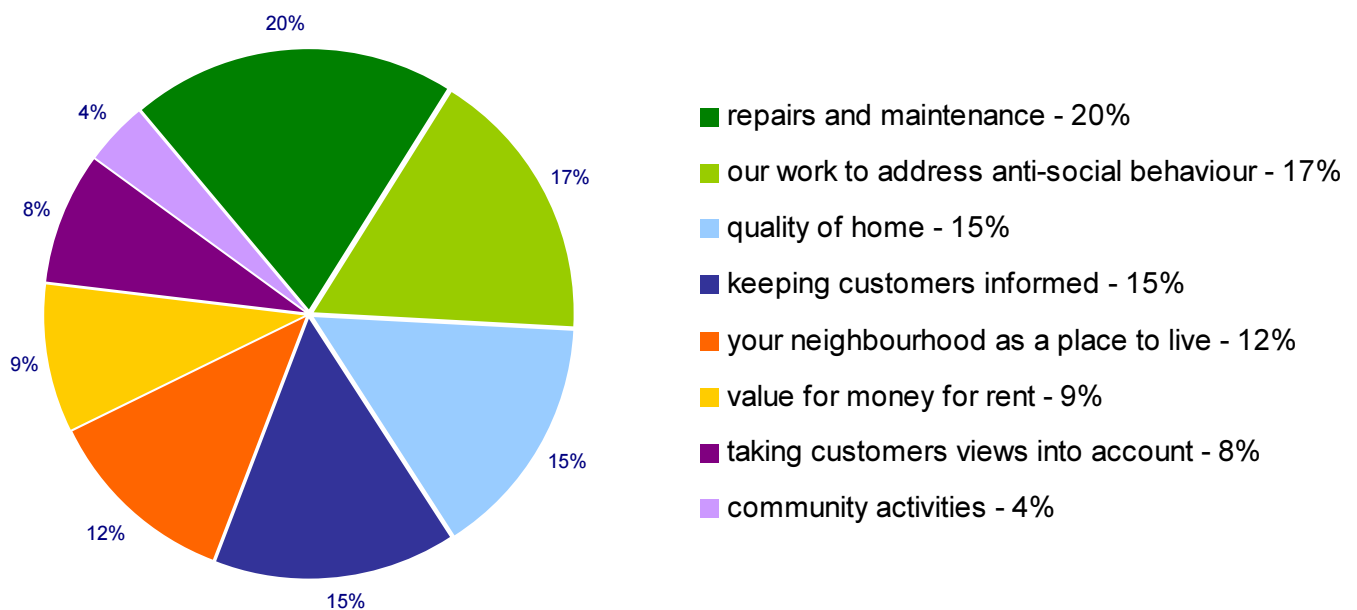
what our customers think

Throughout the development of this business plan we have consulted with our board and employees through activity sessions, discussions and surveys and sought third party, objective review. We have carried out extensive consultation with our customers through a co-ordinated series of high profile activities and approaches to:

- ▶ capture honest, unbiased opinion directly from the mouths of our customers in a relaxed, comfortable environment
- ▶ be able to go to the customers rather than the customers coming to us

Customer representatives were involved in arriving at a set of questions, and the results from these have been invaluable in establishing the views of our customers and the wider community. The consultation was far reaching and included gathering opinion on service priorities, the role of CBH and our remit within communities. We visited various locations using a highly visible camper van to meet our customers in their neighbourhoods and at unusual venues (for example supermarkets and schools) and we reached almost 1,500 of our tenants, through video interviews; postal and face to face surveys; online polls; opinion walls and telephone surveys.

Feedback showed high levels of support for the drafts of our new vision and objectives and there were also high levels of support for continuing to develop the wider remit we have evolved in our communities. Responses also showed that customers prioritised our services in the following way:



We also asked whether we should:

- ▶ build new housing in Cheltenham – **93% said yes**
- ▶ support customers to improve skills to find employment - **88% said yes**
- ▶ develop projects for children and young people - **93% said yes**

The caveat to this is that our customers are keen to see that our current high quality services do not suffer as a consequence.

We have very high satisfaction levels for our services, 85% overall and up to 95% for older people. Currently our services are:

- ▶ Community focused, with the largest volume of services delivered via a patch or neighbourhood basis
- ▶ Based in specialist teams, which gives the best balance of knowledge, quality and value for money
- ▶ Responsive rather than wholly planned

We know from the extensive consultation and research in developing the Business Plan that our residents want:

- ▶ Very effective services for repairs, anti-social behaviour and tenancy management
- ▶ A local presence in communities, but not necessarily a large office
- ▶ No clear preference for specialist or generic working
- ▶ A preference for person to person contact via officers or telephone rather than web based contact
- ▶ An extension to our opening hours

company perspective

This business plan is made possible because of our ten year Management Agreement with CBC. Critical in maintaining this contract is the protection of core services and ensuring outstanding levels of performance and satisfaction in the areas of repairs, collecting rents, re-letting homes and tenancy management.

Our business plan assumes that growth over the medium term in core business is limited, with income cash frozen in 2011/12 and subject to only minor changes after that. However, we will continue to look at new sources of income where there is a business case, and position ourselves to take advantage of the opportunities that will emerge from the 'self financing' model that has arisen from the Review of the HRA subsidy system. Our financial modelling has demonstrated that there will be opportunities to provide new services to council tenants.

Our ability to diversify is limited by European Union (EU) procurement law – we will therefore not diversify by more than 20% of turnover (excluding capital grants) to protect the Management Agreement. Our current assumptions are that we will be broadly 90% dependant on the management fee at the end of this Business Plan.

Being an ALMO, there are two main areas of sensitivity, those affecting the HRA and those directly arising for CBH:

1. Nearly all of our income is derived from the HRA (excluding capital grants for new build). The HRA is ring fenced from general Local Authority expenditure and therefore provides a harbour for CBH to operate within, albeit a constrained one. The crucial sensitivity is therefore the Review of the HRA taking place in 2011 with implementation planned for 2012. This will include a tightening of the ring fence.

All of our modelling to date indicates this will be a positive change for the HRA in Cheltenham, and will provide opportunities for CBH. The other big variable for the HRA is the long term impact of investment and maintenance needs of the stock. If we assume these must be met, they effectively limit the size of the management fee that CBH can earn. CBH are responsible for the management of investment, and carry out rigorous stock condition modelling. We therefore believe that the management fee charged by CBH is sustainable to 2020.

2. Sensitivities for us as a limited company include the Pension Fund deficit and general staffing conditions. The Pension Fund has not affected our ability to be a viable company and is being met by additional employer contributions following recent actuarial advice. We carefully monitor staff turnover, conditions and succession. Although there are pressures, particularly in a time of pay freezes, we see no risk to this plan that cannot be countered by our HR strategies. There are also wider policy issues, set out in our PEST analysis, which will have as yet undetermined effects. We believe we can take advantage of and/or weather these through substantial investment in our staff; increasing their capacity and ability to change. There is a third area of indirect sensitivities, that for local Government and the Public Sector generally.

As part of our assessments we have updated our SWOT and PEST analyses, which are included as appendices 1 and 2, respectively.

our response

This business plan is a response to the key issues which are important to our tenants and takes into account the wider environment, balancing this with local knowledge and robust resource planning to ensure a viable approach for the future.

The strategy that has emerged from this is to maintain high performing core services and functions into the long term and to build on this foundation to extend the scope and value of our services. It is clear from the consultation and research undertaken that providing a 'general needs' housing management service only will not meet the actual and developing needs of our communities. The ten year management agreement we have with CBC provides our customers with continuity and high quality services and we will ensure that the company remains a viable and efficient means of delivery.

The wider housing environment is undergoing a period of great change and, potentially, we will have greater freedoms around how we do things and grow our business. In order to take advantage of this we need a culture of learning with a focus on the future, whilst managing expectations in a general public sector landscape of limited resources.

The forthcoming changes from housing subsidy to a self financing model will open up opportunities for us. We have the potential to develop new community-facing areas of work outside of our current core activities to support the wider issues faced by our communities; this will be sympathetic to our main business and will require us to continue to build on our effective partnership working, whilst also allowing us to be flexible in our response as demands change.

Delivery of excellent services will always be the key driver to our business, supported by a strong corporate framework. The emphasis over the next two years will be 'organisational development'; ensuring that our employees have the necessary skills and the company has the necessary IT and people skills. This will underpin the enhancement of existing and the development of new services from 2012.

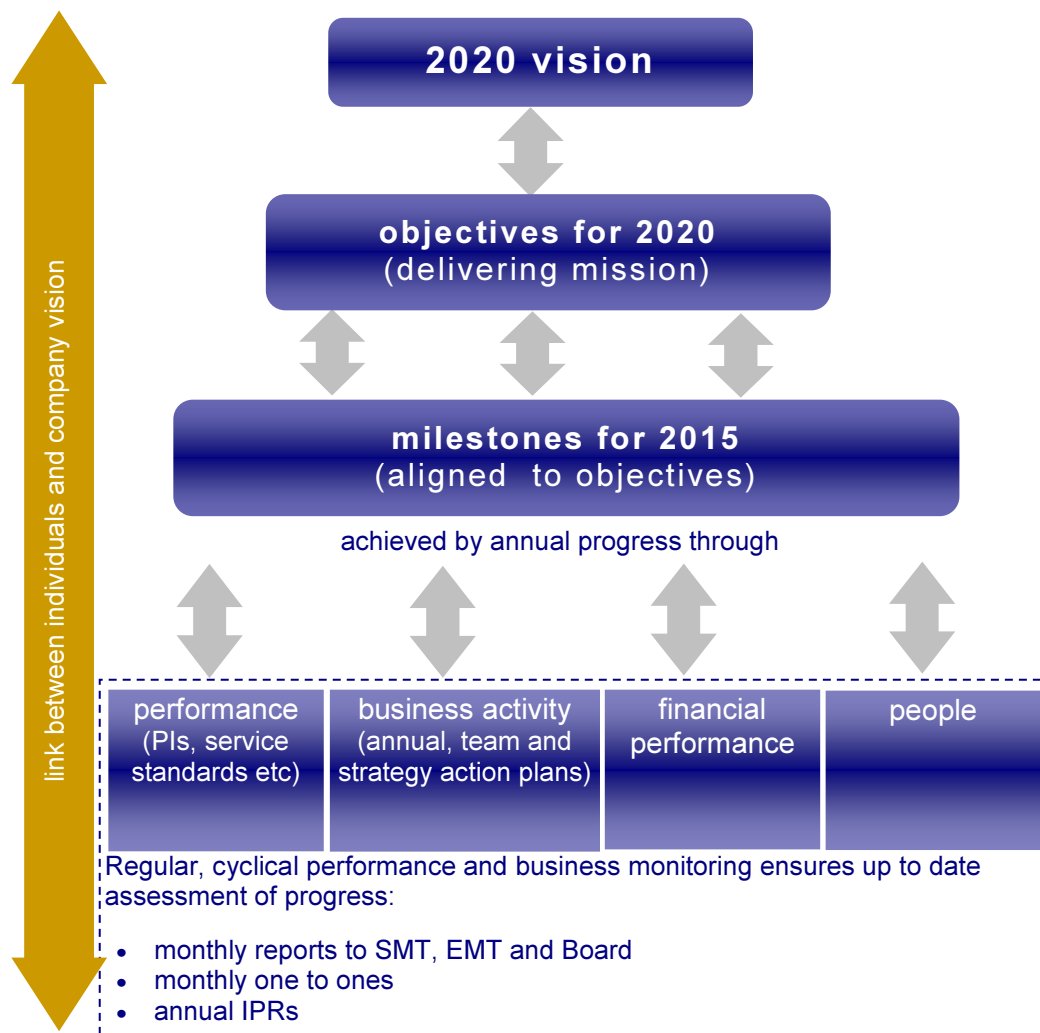
We are a customer-focussed company, handling over 50,000 phone calls and carrying out over 25,000 visits, inspections and repairs every year. Our employees are highly visible in the community and we believe by providing all of our services in-house we achieve better co-ordination. However, a large proportion of our processes are still manually based, and this, along with more proactive working is an area to change. We will therefore re-design our service delivery over the next five years so that:

- ▶ we remain customer driven and neighbourhood focused, retaining specialist teams for delivery but with a wider range of services
- ▶ we will develop our ICT to be technology based procedurally, with a generic customer contact hub for all enquires by telephone and the web
- ▶ we aim to provide people with a response from a single contact with us and will implement ICT and accommodation plans to deliver this
- ▶ we will continue to take all opportunities to review value for money
- ▶ we will invest in our own people through training and support of cultural change

4 DELIVERING OUR OBJECTIVES – THE FIRST FIVE YEARS

This business plan sets our long term vision and objectives for 2020. This section shows how these will be achieved and provides information about what we are going to do and how by 2015. These activities are linked to the four objectives to 2020 and will be worked towards by delivering year by year on key areas of performance and business activities. These activities include our high priority key business activities (KBAs) contained in our annual plan, team plan actions and through delivery of strategic action plans.

Through monitoring performance and progress against these key areas on a monthly cycle, we ensure co-ordination of efforts and alignment of activities. It also ensures we maintain awareness of progress and allows for proactive, timely and agreed actions in response to issues. The diagram below shows how we will make sure that we deliver on milestones for 2015 and work towards our objectives for 2020.



A further review of the business plan will begin in 2014. This will involve in-depth consultation and involvement with an assessment of progress, achievements and a re-evaluation of direction to ensure it is still appropriate. New milestones will then be set for the last five years of the business plan to take us to 2020

OBJECTIVE A: our customers will be provided with opportunities to get involved and influence CBH

Our 'customers' are general needs tenants, sheltered housing tenants and leaseholders who live in the homes we manage and maintain. They have played a key role in the successful development of CBH and will continue to play an increasing role in shaping our services and business to 2020 and beyond.

Our *Community Engagement Strategy* sets out how we will achieve this and ensures that customers remain at the heart of everything we do. We will build on existing customer involvement mechanisms to offer a wide range of flexible options and deliver relevant training to develop appropriate skills to promote engagement and influence CBH.

We are committed to involving customers, ensuring that we deliver the services our customers' need; that decisions are made with our customers' input; and our activities are accountable to our customers. We will develop our ability to self assess our performance as a landlord and involve customers in the review and monitoring of our services.

We will continue our community development activities, promoting healthy living, education, environmental awareness and work to improve financial inclusion.

Our *Housing Support Strategy* ensures that support services are in place to enable people to achieve their goals, maintain independence and improve their quality of life. The strategy responds to developments in policy and funding within this service sector and will ensure a stable and high performing service is maintained.

OBJECTIVE B: communities will be strengthened to make them places people want to live

We understand the importance of healthy communities and we are committed to continue to help improve these, and the lives of the people living within them, by working together with our customers and partners. Our strategic documents all work together to address local issues, deliver services to and support communities to develop cohesiveness and sustainability. Our *Neighbourhood Management Strategy* ensures that the delivery of neighbourhood management services are tailored to neighbourhoods and people by continuing to provide services through highly trained and motivated CBH employees, supported by accurate and timely customer information.

We will carry out projects which support older people, often with health and mobility problems and young people, often with support needs. We will continue with our regeneration activities in our communities and to support people to realise opportunities for jobs and training.

Improving community safety will be a key area of work for us and will include the re-launch of our Safer Estates Service with mental health and family support as part of our preventative work. Delivery of our core services (for example repairs and maintenance and re-letting homes) will remain our main activity and we will ensure that we maintain excellent performance and respond to meet changing customer expectations, driven by enhanced customer insight.

The services we deliver are high performing and customer satisfaction with CBH as a landlord is also high. When compared nationally against other ALMOs CBH was ranked 5th out of the 55 ALMOs who submitted their data. We are committed to maintaining this level of performance into the future and ensure that customers are fully involved in the services we deliver. We are committed to remaining the landlord of choice in Cheltenham. The main focus of our work will be the delivery of our core landlord services, ensuring they are performing to excellent standards and are able to respond to meet changing customer expectations and need. Maintaining excellent performance, high customer

satisfaction and efficient services will be supported by effective monitoring, benchmarking, customer involvement and scrutiny.

OBJECTIVE C: homes will be provided that are decent, sustainable and maintained in a quality environment

Looking forward to 2020 we expect no dramatic change in our stock and no change in demand, which will remain high. Our homes currently meet the government's 'decency standard'; we successfully completed this multi-million pound project in 2008, two years ahead of the government's target and within budget. We are committed to maintaining this level of decency into the future. Now that we have completed our decent homes programme, future investment will be proactive, identifying and replacing components and maintaining building elements before they fail. These will be identified by the use of our developing stock condition software and physical surveys. We will investigate retrofitting homes to improve their environmental footprints, taking into account new technologies to reduce energy use.

We will build new, affordable homes as funding allows, at three sites in Cheltenham; these new build properties will take account of the ongoing discussions relating to minimum build standards. We will also continue our Neighbourhood Works programme, which improves external communal environments for our customers and helps to combat anti-social behaviour and promote community cohesion.

Day to day repairs to properties are undertaken by our in-house responsive repairs team, which is a high performing service, receiving some of the highest customer satisfaction ratings in the country for any ALMO. We review this service to ensure that it continues to provide value for money and is able to withstand the challenges of the external market. In the future we will investigate the possibility of expanding this service beyond our existing client base as long as there is no detrimental impact on the service received by our customers.

OBJECTIVE D: our business will be innovative and flexible ensuring our future success

Supporting the delivery of excellent services and maintaining the viability of CBH in the long term is of vital importance. We will ensure that we continue to work effectively with Cheltenham Borough Council and other partners as we help to make a difference and support the delivery of our own and local objectives. We will become more environmentally aware and ensure our risk, governance and performance structures are appropriate and enable informed decisions. Key strategies will be developed and will begin to be implemented over the course of the next three years; our IT, Organisational Development and Accommodation strategies will be fundamental pieces of work setting a robust framework for the delivery of our business objectives.

Understanding how we are performing in comparison to other housing providers both nationally and locally is important in assessing the quality of service in the wider environment. We use this data to understand actual performance, customer satisfaction and costs in order that we deliver services as efficiently as possible, making sure that we make the best possible use of resources.

We have evolved as a sector in an audit environment, and this is evident in ALMO cultures, however the future is one of less certainty in terms of inspections and guidance. We will develop our ability to self assess our performance as a landlord and involve customers in the review and monitoring of our services.

Potentially we will have greater freedoms around how we do things and we need to move now to a culture of learning, a focus on the future and to manage expectations in a general public sector

landscape of limited resources. We will continue to embed ourselves in the community and become recognised as an independent local organisation, highlighting our non-profit, mutual status and increasing proximity to the third sector. Investment in our staff, to develop the skills to allow flexibility and adaptability, supported by effective IT systems and business planning and monitoring systems will enable us to be responsive to changing environments and to be able to take advantage of new opportunities as they arise. We will meet efficiency targets and position ourselves to be able to take advantage of new opportunities as they arise.

milestones for 2015

The table below shows what we are going to do throughout the period 2012 to 2015 and aligns these relative to the business objective they help to deliver.

These milestones will be delivered through Key Business Activities (KBAs) and action in team plans and strategic documents. All of these link to the business plan and to individuals. Progress against their delivery is monitored regularly through senior management team performance meetings, through monthly one to one between individuals and their line manager and through annual individual performance reviews.

KBAs for 2011/12 can be seen in Appendix 4, page 26.

delivering objective:	what we are going to do 2012 to 2015
A: CUSTOMERS	ensure involvement remains embedded in the company culture
	address issues of financial inclusion
	develop sheltered housing services that are increasingly person-centred, tailored and holistic in nature and are an effective point of contact into further support
	provide regular assessment of performance to customers
	provide excellent customer services
	build customer confidence and capacity to engage in involvement activities
	develop our range of involvement activities to appeal to the widest possible audience
	improve customer monitoring and scrutiny at a corporate level
	provide support to enable individuals and communities to engage in opportunities to benefit themselves and their communities
	make best use of Assistive Technology in sheltered housing service
	ensure customers are able to shape the services they receive and their communities at a level relevant to the individual
B: COMMUNITY	deliver a high performing, stable sheltered housing service rated highly by regulatory body
	develop our ability to model communities to track improvement and target support and resources
	ongoing work to reduce ASB through partnership and preventative work
	high levels of performance and satisfaction for core services maintained
	carry out an assessment of service standards, investigate and develop local offers
	continued tailoring of services increasingly reflecting the needs and circumstance of the individual
	ongoing work to reduce fuel poverty
review of leaseholder services	
launch new equality and diversity strategy with associated action plan	

delivering objective:	what we are going to do 2012 to 2015
C: HOMES	maintain stock levels at 100% decency
	enhance property attributes data to inform annual investment priorities
	building new homes (delivery of phases 1 and 2 of St. Paul's Brighton Road and potential garage sites)
	reduce the adverse environmental impact of our stock
	maintain an informed approach to programmed stock investment and identify the need for spend
	improve external communal environments
D: FUTURE	continued organisational development to give staff partnership and networking skills
	Implement a new Financial Management and HR system (Agresso).
	continuing reduction of adverse environmental impacts
	IIP accreditation
	ongoing development of a culture of continual improvement and a high level of self awareness
	more effective and efficient management of company risk
	understand and meet the developing regulatory framework
	ensure value for money approach is embedded throughout the company
	ensuring we are adaptable, responsive and flexible by having appropriate structures, skills and resources
	ensuring a robust and balanced governance structure
	provide a holistic approach to total reward packages for all employees
	working in partnership to achieve local aims
	ensure employees are empowered with the necessary skills to meet current and future customer needs
	develop flexible working arrangements that meet the customer and business needs which complement our employee's lifestyles
	ongoing development of our in-house ICT capacity
review of accommodation	
self financing	

5 THE RESOURCES TO DELIVER

finances

CBH has established a reputation for strong financial management and has a culture of value for money embedded throughout the company. We have demonstrated an excellent balance between the cost and quality of services.

The external financial environment is expected to remain complex and be increasingly challenging. We face a sustained period of reduction in public sector expenditure and heightened scrutiny on efficiency savings. Our financial plans recognise the need for flexibility and must be subjected to regular monitoring and review. Our current and future immediate financial environment is described in detail in the council's *Housing Revenue Account Business Plan*, which can be found on our website.

Over the life of this business plan we will seek to retain reserves sufficient to provide both a contingency against unforeseen events and a level of assurance to third parties with whom we trade and also give us financial independence to fund new initiatives. In the period to 2015 the difficult trading environment will limit our ability to increase revenue and we must seek efficiencies to fund service improvements. Our objective will be to maintain reserves at the current level of approximately £500,000. In the longer term we anticipate additional income from our new build programme will enable reserve levels to be increased

We have commenced a development programme to construct new affordable housing and we are also preparing plans for a programme of employment initiatives to help alleviate worklessness in our tenant population. These new areas of activity have been individually scrutinised for financial viability and their impact on our corporate plans and are resourced appropriately in our plans.

Our financial forecasts include realistic estimates of resources and expenditure and identify challenging efficiency targets to ensure our objectives can be delivered.

Our financial projections to 2014/15

	Base Budget				
	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000
Income:-					
Management Fees	4,669	4,694	4,717	4,787	4,859
Expenditure:-					
Gross Management Costs	5,469	5,629	5,489	5,572	5,656
Recharges to Maintenance	-612	-703	-617	-627	-636
Recharges to Other Services	-94	-130	-81	-83	-84
New Build (net costs)		30	50	25	15
Efficiency target	-76	-132	-124	-100	-92
Net Management Costs	4,687	4,694	4,717	4,787	4,859
Surplus/Deficit for Year	-18	0	0	0	0

Income assumptions

Management fee income is sourced from both the Council's Housing Revenue Account (HRA) and the HRA Capital Programme. It is anticipated that fees will be restrained in the medium term. The projections assume fees will be broadly cash neutral in 2011/12, rising by 1% in 2012/13 and 1.5% per annum thereafter.

Expenditure assumptions

Employee costs account for more than 70% of expenditure and so the level of pay inflation is critical to our forecasts. We have assumed that no pay award will be made in 2011/12 or 2012/13 but have anticipated increases of 1.5% per annum thereafter. We have allowed a contingency of 1.5% for general inflation on other expenditure assuming that a robust procurement strategy can mitigate against higher price increases.

Value for Money

The cashable efficiency target for each year is shown in our forecasts at a level that reduces costs to the expenditure target for the year. We will seek to exceed those targets through the delivery of our value for money strategy enabling additional resources to be invested in service improvements. A programme of service reviews using process re-engineering and greater use of information technology will be the primary source of efficiency savings together with a rationalisation of office accommodation and further improvements in procurement methods

Our development programme projections to 2015/16

In December 2009 CBH received planning approval for the first phase of the proposed regeneration scheme at St Paul's. Following this success, bids were submitted to the Homes and Communities Agency (HCA) for social housing grant support for St Paul's, for Brighton Road to replace unfit post-war pre-fab housing and for the redevelopment of four redundant garage sites. At this stage CBH awaited planning approval for Brighton Road, which was secured in February 2010.

At that time the HCA confirmed an overall allocation of £3.38m for St Paul's Regeneration (£2.58m) and Brighton Road Redevelopment (£800,000). With the grant secured, CBH were able to approach CBC Cabinet to secure full support for both schemes, capital subsidies for both and a commitment to support the provision of long term loan facilities through the Public Works Loan Board.

This created an initial development programme for CBH with anticipated total capital expenditure of £8.18m. Taking into account Capital Subsidies amounting to £500,000, the balance for loan funding is £4.30m. As the stated development costs contain contingencies it is anticipated that some savings may be achieved. These schemes will deliver 64 new homes, a mix of houses, bungalows and flats, of which 46 will be for rent and 18 for Rent-to-Homebuy. The Rent-to-Homebuy properties will be at St Paul's and are included in an endeavour to achieve a mix of tenures to a predominantly social rented estate.

The Rent to Homebuy scheme allows partial equity purchase after a minimum of three years tenure paying rent at 80% of market rate. It is forecast that these schemes will produce a medium term surplus but in the initial years there will be a net deficit as indicated below:

Development programme	2011/12	2012/13	2013/14	2014/15
	£000	£000	£000	£000
Rental Income:				
St Paul's	27	219	226	233
Brighton Road	61	76	78	81
	88	295	304	314
Expenditure:				
Depreciation	27	72	72	72
Financing costs	72	220	219	218
Maintenance charges	7	33	34	35
Void periods	0	8	4	4
Marketing Costs – Rent-to- Homebuy	12	12	0	0
	118	345	329	329
Net Deficit	-30	-50	-25	-15

During the course of 2010, CBH submitted planning applications for the approved redevelopment of four garage sites, for which planning approvals were granted in December. These provide an

opportunity for CBH to secure a relatively small allocation of grant, if the HCA is seeking schemes of this size at the time of any under spend.

In February 2011 the HCA launched a new Bid Prospectus for funding in the period 2011-2015. This introduced new 'affordable' rents (at 80% of market rent) and a completely new set of funding rules and obligations. From the initial perspective of CBH, this represents the opportunity to extend the current development programme subject to the suitability and viability of the potential projects.

The regeneration of St Paul's remains a key objective for both CBH and CBC, which places the Phase Two redevelopment proposals at the forefront of priorities. This scheme for a further 50 homes will need to be developed with a private sector house builder in order to achieve the required level of tenure diversity. At Cakebridge Place CBH has a further site of 12 unfit pre-fab homes (where 7 of the 9 rented properties are void) with a capacity for 20 new homes. CBH redevelopment proposals will be required to take into account the interests of the three owner-occupiers.

With the potential for 14 new homes on planning approved garage sites and the 70 units identified at St Paul's Phase Two and Cakebridge Place, CBH has the potential to add a further 84 homes to the current development programme. These three projects will be actively promoted for funding under the new HCA programme subject to all of the historical constraints of CBC support, grant availability, projected rental income, subsidy and loan availability.

governance

Governance and the continuous development of our Board is a key component of the long term success of CBH and the delivery of our vision and objectives. Our approach has been recognised nationally as an area of positive practice by government inspectors. We regularly review our processes and arrangements to ensure they remain at the forefront of best practice, adhere to all relevant legislation and meet regulatory requirements. Our most recent external review at the beginning of 2010 will inform the production of a CBH Governance Strategy which will set out the company's future direction for governance. This will involve developing our governance structure to reflect our commitment to co-regulation and ensure we remain open, transparent and accountable.

Our aim is to provide governance arrangements which are transparent, provide accountability to our customers, and maintain and reflect the company's reputation for excellence. The Board's structure has been designed to support the emphasis on co-regulation and tenant empowerment. Our tenants and leaseholders are actively encouraged to participate in the decision making process at CBH. The Board is made up of 15 members, 5 of which are elected by tenants. A tenant scrutiny panel independent of the board will review the company's performance; we work with our customers to ensure our services respond to local needs and priorities.

Stability and continuity is maintained through a robust induction and a tailored training programme; this is designed to ensure each member can acquire or reinforce the skills needed to make strategic decisions on behalf of CBH. Our succession plans will be reinforced as part of the strategy emerging from our recent governance review. Governance and the continuous development of our Board is a key part of the long term success of CBH.

our people

We currently maintain 154 FTE posts: investment in our employees is a priority for us, our developing *Organisational Development Strategy* will help to define our approach and set out a framework for delivery to ensure that we meet the promises we make.

Recent organisational development work with employees through workshops, staff festivals and 360 degree appraisals has shown that our people are proud of what they do; they feel they are able to make a difference to people's lives and they feel valued as employees of a socially responsible company. CBH will develop even further as a 'people-centred' employer as we continue to evolve; as we mature as a company central control has loosened and this will continue throughout the delivery of

this business plan. It will become increasingly important to have an effective organisation that is flexible and able to adapt to the changing needs of the environment that we operate in and the needs of our tenants. There is a need to optimise the use of the resources within the budget to maximise the customer service we provide to our clients.



We expect employees to maintain high levels of performance and act as ambassadors for the company to ensure that they reflect the company's values in their work, this will continue. Flexibility in working will become more prevalent as we strive to maintain the correct work/life balance and excellent service to our customers. We will ensure that our employees are able to express their creativity and innovation, and empower them to make decisions and react appropriately to maximise resources for the benefit of customers and business.

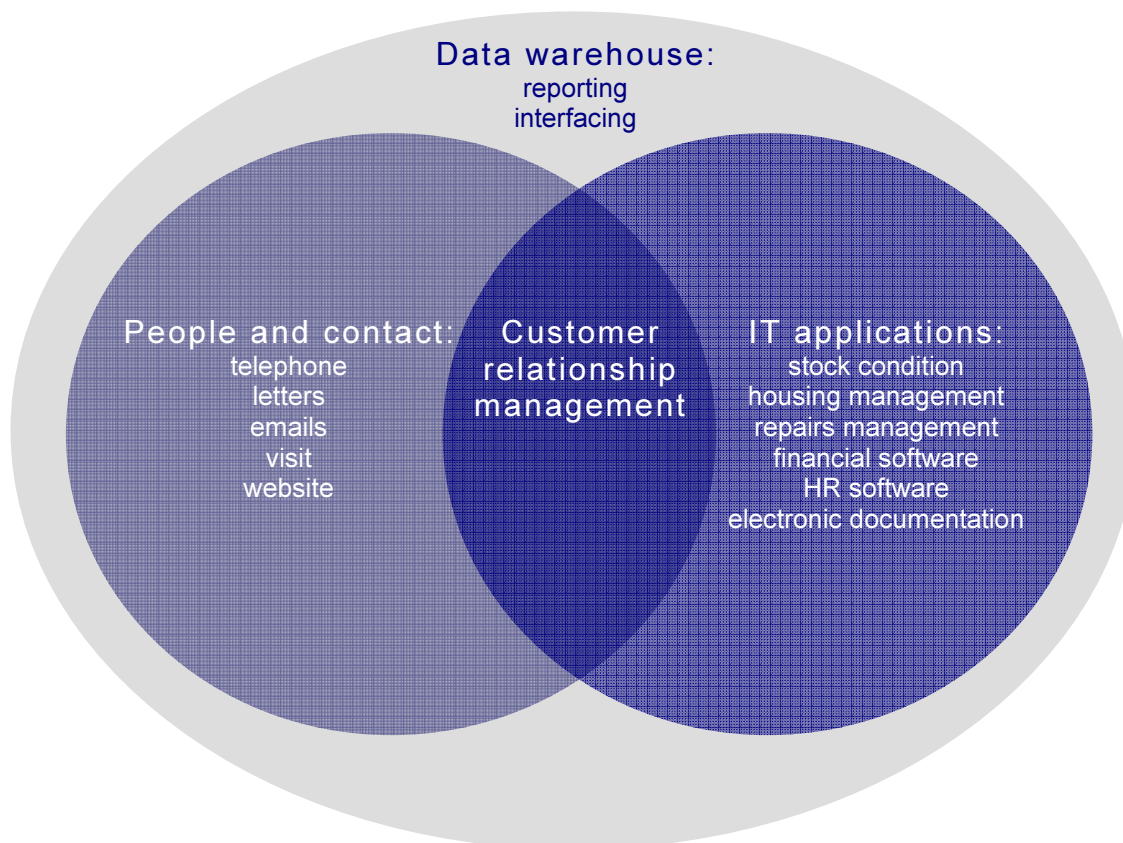
Workforce development is the key to identify how employees will be recruited, retained, supported and developed for the future. Succession planning and effective talent management will therefore enhance career and personal development. Cross-sectional and multi-agency training are integral to ensure that staff engagement, empowerment, flexible working and communications are enhanced. Our approach will be to develop a structured and resourced coaching culture, supporting our desire to nurture existing skills and abilities. This will be set within a framework of high quality communications across teams and learning groups, to make the best use of learning and sharing new skills in the most efficient way.

Managers need appropriate leadership skills in order to implement future changes successfully to maximise their own potential and the people they are managing. Therefore an organisational development programme will be implemented for new, aspiring, middle and senior managers with the emphasis on culture, innovation and influencing skills. CBH is a recognised Investor in People (IIP) organisation and retention of this standard is key to demonstrating our approach to becoming a learning organisation with highly motivated employees.

Employee's pay and conditions have mirrored national agreements for a number of years. A more holistic approach will be taken to look at total reward packages to ensure that pay, benefits and employment conditions attract and retain the key skills needed to deliver the company's vision and objectives for the benefit of our tenants.

technology

Our future approach seeks to ensure that all technology systems within CBH work together to support the continued delivery of excellent services to customers. Customer relationship management software will become a prominent component, linking our various business systems and providing our customers with a co-ordinated interface with CBH and enabling us to respond in the best interests of the customer.



Systems will be underpinned by a 'data warehouse' which will provide unified reporting, enabling data from different systems to be combined, this will provide business managers with clear access to essential data and will provide operational staff with access to the information they need to deliver excellent services.

New technologies will be deployed to further improve customer service by enabling improved access to information. Mobile technology will be used to give site workers including maintenance operatives, sheltered housing scheme managers and neighbourhood staff, access to real time data in the field, with the ability also to update current information making this available to office based colleagues immediately. Electronic Document and Records Management will not only enable improved security of data currently held on paper but also improve access to a variety of data not normally held within the primary business applications. The diagram above shows this strategic approach visually:

accommodation

A review of accommodation needs has been undertaken and we are seeking to rationalise our offices to provide an efficient and modern working environment for all our staff and to reduce costs. It is anticipated that we will maintain a presence in the two main areas of council-owned stock.

Discussions are ongoing with public and not for profit sector partners around the potential for sharing accommodation. The company currently operates from four sites:

Office	Employee number
Oakley Resource Centre	41 (+7 employees at scheme)
Cheltenham House	31 employees
Coronation Square Office	28 employees (8 estate cleaners)
The Depot	49 (28 responsive repairs employees)
Totals	149

The annual charge for these offices amounts to £362k.

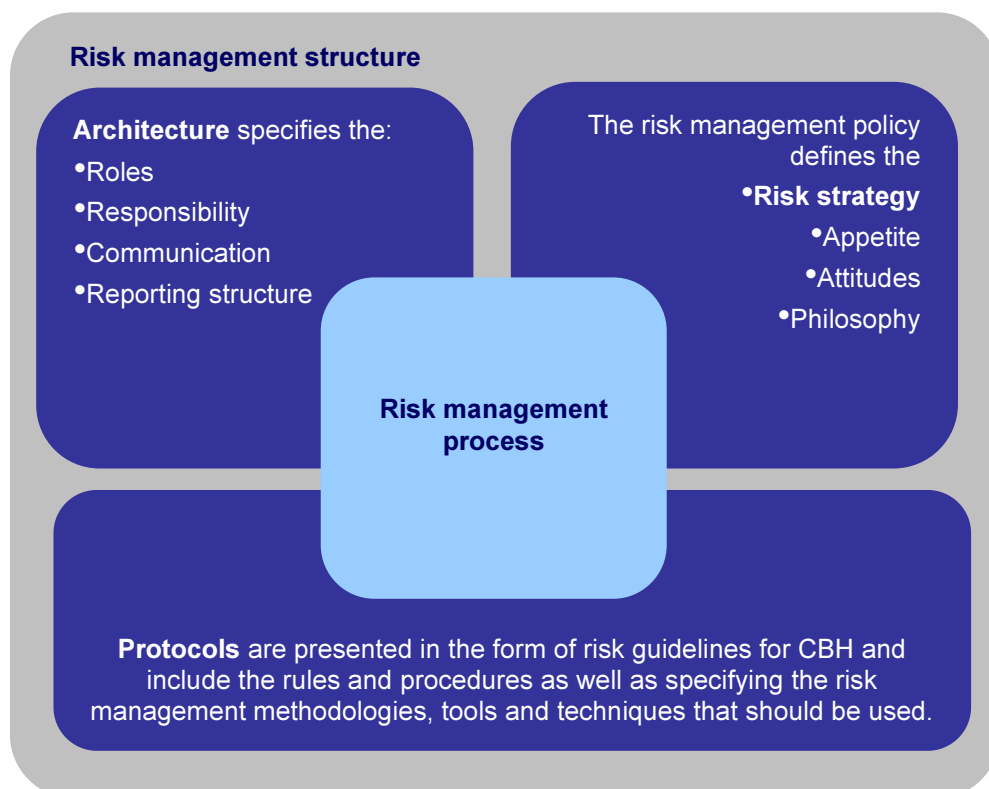
In terms of priority the Depot is the least appropriate office and work will be undertaken to improve aspects of this in the short to medium term, with initial work likely to involve improvement to the repairs and investment teams' offices. There also exists the possibility of sharing accommodation with a third party supplier. Coronation Square office also requires attention in terms of suitability of accommodation. Recent decisions regarding the future of the shopping area within which it resides mean that we will be looking for alternative accommodation to maintain a presence in this area of high stock density whilst looking to take opportunities to consider the consolidation of staff at one office.

Less of a priority are conditions our offices at Cheltenham House and Oakley Resource Centre, which are of a high quality. At Cheltenham House we are under lease until 2016 whereupon we will revert to leasing directly from the property owner. We have negotiated favourable current terms and consider that we will have the opportunity to extend this in the future if we wish. Our lease at Oakley resource Centre runs until 2020. Our current lease arrangements allow us significant flexibility to respond to opportunities as they arise.

managing risk effectively

The recognition and understanding of risks relevant to CBH and the effective management of these is key to the successful running of the company and delivery of our vision and objectives. Risks are considered as part of our annual service reviews which identify resource requirements and key business activities for each financial year.

Our approach to risk management is being developed in line with current best practice and ISO recommendations to reflect the illustration on the right. The risk management process is increasingly dynamic and involves ongoing assessment of existing risk and the controls and mitigation actions by responsible managers on a regular basis. This includes an overview of associated controls and mitigation, updates to progress and recording of any alterations. The diagram shows the risk management structure we are currently developing.



We define risk as events that may potentially prevent the achievement of our objectives and we prioritise risk based on an understanding of their potential likelihood and impact. We regularly carry out risk reviews and all identified company risks are contained in our corporate risk register. Our most recent SWOT and PEST analyses are contained in Appendices 1 and 2, respectively. Our current key risks are understood to be:

- ▶ National policy change:
 - rents,
 - affordable homes
 - HRA review
 - capital programmes
 - social housing regulation
- ▶ Fail to retain individuals and skills at Board level
- ▶ Stock profile does not match future housing need
- ▶ Constraints on management and repair fees
- ▶ Review of pay, terms and conditions
- ▶ Pension deficit
- ▶ Risk to CBH and CBH customers during ongoing recession
- ▶ Rent to Homebuy
- ▶ CBC sourcing strategy

Progress updates against these risks occur regularly at our Senior Management Team (SMT) meetings, Executive Management Team (EMT) meetings, and Committee and Board levels.

6 MONITORING AND REVIEW

performance management

Effective, accurate and timely performance management runs throughout the company. It links our company vision and objectives to individual staff members and aligns work so that we move forward in one direction. It allows for responsive management of services to ensure they are delivered to a consistently high quality and provides an understanding of how we compare to other landlords through benchmarking performance, costs and customer satisfaction on a regular basis.

This Business Plan informs our activities and is considered along with local issues, national policy and regulatory changes, plus responses to emerging risk in setting annual plans of action, strategic documents and performance targets. In turn, these are cascaded through our company and delivered by our employees. All activities are aligned to our business objectives to ensure we meet them and progress is monitored regularly to ensure successful delivery of outcomes. Company performance is monitored on a monthly basis at Senior Management Team (SMT), Executive Management Team (EMT), Board and Committees: SMT retain an operational approach, with EMT and Board more strategic. Regular monitoring includes financial and budgetary performance, current performance information for local and national performance indicators; service standards; progress against team activities and strategic action plans; and on a quarterly basis, corporate risk. This allows for an early response if performance is deemed to require intervention and also affords the opportunity for recognition of achievement. Regular monthly performance meetings for individuals ensure that work is on target and allows for responsive management of people and projects.

monitoring this business plan

The visions, objectives and milestones laid out in this document are woven throughout our values, processes and focus our activities. Regular performance and business monitoring helps to maintain links track progress and performance. Annual independent performance reviews and regular monthly one to ones maintain an understanding at an individual level of how employees deliver these.

Board will receive annual reports against key performance indicators (see Appendix 3) and progress in key business activities (see Appendix 4 for 2011/12 KBAs).

The Business Plan will be reviewed in detail through 2014: however, ongoing financial, risk and performance monitoring plus the use of customer information and engagement will ensure that the company remains aware of emerging themes which require attention.

Appendix 1 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> • strong CBH identity and excellent reputation - 3 stars with excellent prospects, awards, national recognition • good relationship with CBC, 10 year management agreement and broad political support • good relationship with trade unions • strong links and partners and partnership working • overall good quality stock, Decent Homes delivery, continued high demand for homes • customer focussed: good opportunities for involvement; effective communication; development and initiatives • excellent track record on performance, increasing year on year • specialist teams with strong skills and interests demonstrating good practice • excellent staff: committed; enthusiastic; 'can do' attitude; dedicated, adaptable; mutual respect and teamwork; flexible and responsive; good local knowledge • strong leadership throughout organisation with stable, well established organisation with appropriate structures and procedures • governance - CBH Board and Committees have clear objectives and purpose • a viable business plan and good financial planning in place • beginning to offer additional services e.g. cleansing service, regeneration, worklessness. Launched two new business streams successfully 	<ul style="list-style-type: none"> • CBH public identity to be further enhanced • ICT systems need to be enhanced and developed • out of date/ineffective SLAs with CBC • financial systems require further development • lack of technical knowledge of finance/subsidy system beyond the finance team • office accommodation to be resolved • understanding skills gaps in workforce, what will we need, are the skills available locally • limited experience in development and other new business areas • budget restraints (locally and nationally) • lack of coherent risk strategy • complex issues on our estates cannot be solved by CBH alone • low demand for some estates/schemes • process for Board renewal is at risk to external factors (including LA political re-organisation) • lack of suitable redevelopment sites • Government is yet to agree long term ALMO model
Opportunities	Threats
<ul style="list-style-type: none"> • employer of choice and enhancing our reputation further • improving quality of life for residents • strengthening partnerships with local organisations - complex issues cannot be solved by CBH alone • recognised as leaders in sector, demonstrating best practice and raising profile nationally • generate new revenue • helping to influence change in youth culture locally • promoting equality • build on our delivery of the Decent Homes Programme with neighbourhood works • continuous improvement and monitoring excellence • government policy changes –change in ALMO role • raise the profile of CBH beyond CBC and tenants including the local voluntary sector • new services in response to an ageing tenant population in Cheltenham/special needs • expansion of community centred business opportunities in Cheltenham • continued high demand for homes • secure long term future beyond 2020 • new build • jobs, skills and training • to bid for outsourced CBC services • personal care 	<ul style="list-style-type: none"> • political change – national and local • ageing stock, and mismatch of stock/demand • skills availability for new business areas/staff retention loss of key staff/recruitment • competition from housing associations and the private sector • inability to affect size of waiting list • costs of and resources to deliver excellent services that meet demands • past success could lead to complacency • lack of continuity – too many changes in Board and key staff • efficiency turns into cuts • fail to respond to demographics and diversity issues that are changing • the organisation needs to remain purpose driven, and not allowed to drift • construction/repairs inflation outstrips estimates • pension/FRS17 • rents and “affordable homes” • housing benefit and welfare reforms • HRA Review • capital programmes • changes to tenancy agreement • future of social housing regulation

Appendix 2 PEST

	Political	Economic and Social		Technology and information	sector response and positioning
		demographics	resources		
crucial	<ul style="list-style-type: none"> • Spending review and policy responses to the recession • Regulation of social housing – CLG paper • New Governance code • Freedoms and flexibilities for ALMOs/HRA review • Community Plan and CBC plans and strategies • Freedoms and flexibilities for ALMOs • Welfare benefit reviews • Supporting people and its successor policies • Housing Benefit limits • Big Society and Localism 	<ul style="list-style-type: none"> • Diversity: Special needs groups an increasing client group • Ageing population in Cheltenham • Needs of the under 25's and single households • Sustainability • Information from tenant and resident surveys and profiling 	<ul style="list-style-type: none"> • HRA Review • ALMO funding to 2011 • Efficiency and Business Planning • Freedom and Flexibilities • Capital allowances and rules on asset use • Rent restructuring • Staff retention, recruitment and skilling • Pension deficit • Pay freeze 	<ul style="list-style-type: none"> • Decent Homes Plus standard • Service and quality standards (TSA) • Customer Contact mechanisms and use of ICT • Tailored response to individuals and individual neighbourhoods • Connecting up CBH • Best practice in process and delivery mechanisms 	<ul style="list-style-type: none"> • Mergers and regional forms amongst RSL's • New regulator • Partnerships with other ALMO's
watch, track and respond	<ul style="list-style-type: none"> • Policies to increase ownership of equity • Choice based lettings • Government policy on ASB • Potential change in ownership of ALMOs - mutual 	<ul style="list-style-type: none"> • Any further exclusion/residualisation of communities (and estates) • Future tenant profile from CBC register and demand • Housing market in Cheltenham, generally 	<ul style="list-style-type: none"> • Movements in our costs, reserves, and financial benchmarking with other ALMOs • Contractor viability • Right to Buy and demolition in the HRA • Outsourced LA services • 	<ul style="list-style-type: none"> • Uptake of internet and monitor technology use amongst our customers • Wider use of ICT to deliver Government and public services • Use of integrated systems alongside capital works, especially in sheltered schemes • Shared services 	<ul style="list-style-type: none"> • Emerging niche markets and specialist providers • Entry of house builders and mortgage lenders into shared equity market • Entry of private institutions into private rental market •
scanning	<ul style="list-style-type: none"> • Changes in education, social services and health policy; especially creation of "social care" services • EU legislation and policy • Local Enterprise Partnerships 	<ul style="list-style-type: none"> • Job market changes 	<ul style="list-style-type: none"> • New income streams through partnerships 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Change in the whole operating environment

Appendix 3 key indicators of performance

DOT (direction of travel) ↑ = improvement, ↓ = worsening, ↔ = same

pi ref	pi title	low high outturn good?	08/09		09/10		10/11			11/12	12/13	
			year end performance	dot	year end performance	dot	benchmarking	current performance	benchmarking	target	target	target
CBH 133 (a)	Average time taken to respond to complaints	L	7.74 days	↓	9.77 days	↓	median	7.5 days	upper middle quartile	10 days	10 days	10 days
CBH 304 (a)	Gas safety certificates outstanding	L	0.2%	↑	0.29%	↓	lower middle quartile	0.08%	upper middle quartile	0%	0%	0%
CBH 405	average SAP rating - annual (2001 methodology)	H	74	↑	76.2	↑	upper middle quartile	annual	n/a	77	79	81
CBH 508 (a)	Tenant satisfaction with repairs carried out by responsive repairs	H	95.91%	↑	96.73%	↑	n/a	97.37%	n/a	95%	95.5%	96%
CBH 501 (a)	% of emergency repairs completed within target	H	99.69%	↑	100%	↑	upper quartile	100%	upper quartile	99%	99%	99%
CBH 502 (a)	% urgent repairs completed within target	H	99.05%	↑	99.76%	↑	upper quartile	99.85%	upper quartile	99%	99%	99%
CBH 503 (a)	% of routine repairs completed within target	H	97.29%	↓	95.02%	↓	lower middle quartile	99.31%	upper quartile	99%	99%	99%
CBH 701	% of responses to complaints of serious ASB within 1 working day	H	100%	↔	100%	↔	n/a	100%	n/a	100%	100%	100%
CBH 702	% of responses to complaints of less serious ASB within 5 working days	H	100%	↑	100%	↔	n/a	100%	n/a	100%	100%	100%
CBH 803 (a)	% of tenants satisfied with property on receipt of keys	H	99%	↓	98%	↓	n/a	98%	n/a	98%	98%	98%
CBH 805	% new tenants satisfied with the allocation and letting process	H	n/a	n/a	99%	n/a	upper quartile	100%	annual	95%	95%	95%
CBH 801 (a)	Average time taken to re-let in days.	L	20 days	↓	16 days	↑	upper quartile	16 days	upper quartile	18	17	16
CBH 802	% of rent lost through dwellings becoming vacant	L	1.60%	↑	1.30%	↑	upper middle quartile	0.9%	upper middle quartile	1.1%	1%	1%
CBH 901 (b)	% tenants more than 7 weeks in arrears	L	3.20%	↑	2.65%	↑	upper quartile	2.51%	upper quartile	2.64%	2.63%	2.63%
CBH 902	rent arrears of current tenants as a proportion of rental income	L	1.55%	↑	1.36%	↑	upper quartile	1.52%	upper quartile	1.36%	1.35%	1.35%

Appendix 4 key business activities for 2011/12

ref	title	description
KBA1	organisational development	The single most important activity over the next two years, future-proofing the organisation to deliver the business objectives set out in our business plan to 2020. This will include the production of the Organisational Development Strategy, involving cultural and business development for CBH.
KBA2	ICT strategy	Develop an action plan in response to the 2010 ICT Strategic Review to implement recommendations made and ensure ICT remains integral in the delivery of our business objectives.
KBA3	Roll out of new financial management system - 'Agresso'	Deliver the new ERP system as part of the GO project, to go 'live' at 1 April 2012
KBA4	Implement the Responsive Repairs Review action plan	Deliver the agreed action plan arising from the Response Repairs Review that results in a more efficient and customer focussed service.
KBA5	New build	Deliver the new build programme and transformational improvements in Brighton Road and St Paul's.
KBA6	Self financing	Undertake financial modelling of proposals facilitate workshops for CBC and CBH members. Provide information to tenants. Produce the 30year HRA Business Plan.
KBA7	Governance review implementation	Produced in response to the Governance Review completed in March 2010 and to include a review and modernisation of the customer involvement structure. Produce a statement which outlines the company's commitment to Corporate Social Responsibility.
KBA8	Value for money	Carry out a review of the VFM strategy and action plan and further development of the VFM forum.
KBA9	Modernisation and reshaping of Housing Support (older people's) Services	to address issues with service design, asset management and assistive technology
KBA10	customer profiling	Obtain and collate relevant customer profiling information that will provide the intelligence to help to shape the services around individual needs.
KBA11	Launch new E&D Strategy and action plan	Produce and deliver an action plan following the approval of the new E&D Strategy.

Appendix 5 further details to 2011/12

People

	2010/11	2011/12	2012/13	2013/14	2014/15
Executive, Governance and Administration	7	6	6	6	6
Strategy and Business Co-ordination	12	13	13	13	13
Finance	9	9	9	9	9
Neighbourhood Services	30	31	31	31	31
Community Services	22	22	22	22	22
Property Services	30	30	30	30	30
Estate Cleaning	9	9	9	9	9
Repairs Operatives	35	31	27	27	27
totals	154	151	147	147	147

Note: If growth feasible from 2012/13 option may be to increase customer facing services and related posts by up to 10%.

Accommodation

property	costs*	term	square feet	staff**
Oakley	84k	to 2020 with break clause March 2014 (in draft)	3,548	38
Cheltenham House	127k	to September 2016 with break clauses 2012 and 2014 (in draft)	5,400	31
Coronation Square	62k	expired, holding over	shared 10,623 service charge based on 40% = 4,249	29
Depot: ▶ offices ▶ storage/workshop ▶ compound	89k	n/a	▶ 4,316 ▶ 2,443 ▶ 16,684	56
Total	362K		36,640	154

*costs include rent, non domestic rates and service charges

** includes staff based in office and reporting to office

Technology

Spend	2010/11	2011/12	2012/13	2013/14	2014/15
Capital		199,000	63,000	75,000	204,000
Revenue		122,000	122,000	123,830	125,687

Properties managed

council owned (as at 1st April)

	2010/11 (at end Q3)	2011/12	2012/13	2013/14	2014/15
General Needs	4,613	4,595	4,590	4,585	4,580
Sheltered	517	517	517	517	517
Leasehold	450	450	451	452	453
Sales & demolition	12	5	5	5	5

CBH owned

	2010/11	2011/12	2012/13	2013/14	2014/15
Rent	16+30 = 46	46	46	46	46
Rent to Homebuy	18	18	18	18	18
Sales	0	0	0	0	0

Excludes potential HCA bids for further schemes 2011 - 2015, total units 69