

Name of Meeting Board of Management		Date of Meeting 4th September 2008
Report Title Board Performance Report	Report Status For discussion - Non-confidential	
Report Summary This report informs Board members of our performance in relation to: <ul style="list-style-type: none"> • Quarterly Financial Accounts to 30th June 2008 • Monitoring the Promises • Treasury Management • Business Plan Projects • Gas Servicing. 		
Recommendation: That the Board discusses and notes the Society's performance in these areas.		
Key implications:		
HR:	None specifically	
Legal:	None specifically	
Financial:	None other than those referred to in the financial and treasury management sections of the report.	
Risk:	<p>The additional bad debt provision highlighted in the financial report represents the increased likelihood of default that comes from rising levels of arrears on both rent and non-rent debt. We have increased the bad debt provision in line with our agreed policy. We are also taking steps to manage arrears levels actively, thereby reducing the level of bad debt. There is still residual risk that the bad debt provision is not adequate for the level of write-off required, after exhausting the available means of recovering debt.</p> <p>Prudent treasury management and performance monitoring are essential elements of our approach to risk management</p>	
Business Plan:	None other than those relating to the business plan projects.	
Regulatory code:	None specifically	
Equality & diversity:	None specifically	
Resident Involvement	This performance report will be reported to the Residents' Forum meeting	

Attached documents

Appendix 1 - Financial Performance to 30th June 2008

Appendix 2 - Monitoring the Promises – Performance at 30th June 2008

Appendix 3 - Schedule of outstanding promises

Appendix 4 - Business Plan Projects

Author (including job title)

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Board Performance Report

1. Introduction

- 1.1 Monitoring the performance of the Society's work is one of the Board's key roles.
- 1.2 Monitoring housing management, housing support and investment operational performance is delegated to the Services Committee. Monitoring our performance in relation to risk management and internal controls is similarly delegated to the Audit & Risk Committee. There are other areas of our work that need to be monitored by the Board. In both cases there may be times, as on this occasion where performance in relation to particular elements of the Society's work performance warrant reporting to the Board.
- 1.3 Aside from the areas delegated to Committees there are other areas of our performance that need to be monitored by the Board. These are:
 - Financial performance (quarterly accounts)
 - Treasury management performance
 - Performance against the Promises made to residents at Transfer.
 - Business Plan project performance
- 1.4 In the past performance in these areas has either been the subject of a separate report or has been included as part of the Chief Executive or individual Director's report. On this occasion, in an attempt to improve the focus on managing and monitoring the Society's performance all of the above items have been combined in a single Board performance report. As well as discussing performance for each of the four areas and gas servicing, the Board is invited to comment on whether they prefer this approach or whether they would like to return to separate reports.
- 1.5 Additionally, on this occasion there is also a section relating to performance on gas servicing. This has been an issue since the mock inspection identified deficiencies in our monitoring process and while progress reports have been made to the Services committee, that Committee felt that, on this occasion, a further update should be reported to the Board.
- 1.6 In future it is intended that other performance data will be reported to the Board. This will include performance on a range of equality & diversity indicators and data relating to staffing.

2. Financial Performance – Quarterly Accounts for the period to 30th June 2008.

- 2.1 This report provides a commentary on the Society's financial results for the 3 months ending 30 June 2008.
- 2.2 Overall Summary of results
 - 2.2.1 Appendix 1 sets out the Society's financial results for the 3 months to 30 June 2008, and provides explanations of the main variances. The results show an overall favourable variance against budget of £257,000, although much of this can be attributable to spend that will be undertaken later in the year.
 - 2.2.2 The main causes for this variance from budget are summarised as follows:
 - Greater income than budgeted arising from lower than estimated void losses;

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- Lower than budgeted salary costs arising from vacancies across the organisation particularly within the sheltered schemes;
 - Higher than budgeted consultants costs;
 - Variances within the IT Systems Maintenance, Training budgets and relocation costs for RSMs
- 2.2.3 Work to date in reviewing these positive variances suggests that timing differences may erode some of them over the coming months and thus it would not be prudent to treat this variance as an additional resource at this stage. Assuming that all the timing differences arise, this would reduce the favourable variance to £68,000 for the period to 30th June.
- 2.2.4 Appendix 1 also shows that capital expenditure is £2,382,000 less than the year to date budgeted figure. The causes of this variation are:
- A delay in the start of the second year of programmed works to our properties ;
 - Slippage on the ICT infrastructure project; and
 - No development costs have been incurred to date.
- 2.2.5 Overall, the revised capital forecast remains in line with the Society's 30 year financial plan (as informed by the stock condition survey and long term investment plan).
- 2.3 Key variances within revenue budgets
- 2.3.1 Favourable variance of £10,000 for Right to Buy sales – there has only been two sales since the start of the financial year, significantly lower than this time last year. At present, there are no further sales expected and this budget may move to an adverse position later in the year.
- 2.3.2 A lower void rate than budgeted – a favourable variance of £83,000 against budget to date arising from the budget, which was based on the Society's 30-year financial plan, assumed a void rate of 1.75% on dwellings, with a further £237,000 for garages. Actual void performance has been better than this giving rise to the variance indicated above.
- 2.3.3 An adverse variance of £26,000 for provision for bad debts – this position has arisen mostly as a result of the higher level of current tenant arrears at the end of June. There has been a sizeable increase in the amount of debts that are greater than £1000, which attracts a higher level of provision. These arrears are being investigated.
- 2.3.4 Lower than budgeted salary and other related costs – an under spend of £131,000 has arisen as a result of vacancies across the organisation, particularly within the sheltered schemes. With effect from July, many of these vacancies have been filled on a temporary basis, and therefore this variance is not expected to increase during the remainder of the year.

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- 2.3.5 An adverse variance of £115,000 for consultants fees – this variance is made up of the following elements: £39,000 relating to the Mock Inspection budgeted in 2007/08 but spent this year, £35,000 of cost due to the work undertaken by Bentley Jennison to complete the Rent Reconciliation and £41,000 overspend for consultants to provide support for the Procurement project. The latter of these is expected to continue at a cost of £8,000 per month until September.
- 2.3.6 Favourable variance of £57,000 for Systems Maintenance – there is an on-going investigation to understand the cause for this variance, although early indications are that this may be caused by timing differences.
- 2.3.7 Small variances within the maintenance budgets giving a total favourable variance of £33,000 – early indications are that this variance is caused by incorrect profiling of the maintenance budgets, and work is underway to review and update the profiling to provide a more accurate pattern of work.
- 2.3.8 A delay in the completion of the training plan has led to a favourable variance against the corporate training budget of £20,000. The training plan is due for completion shortly, and the budget profile will be reviewed at this stage to reflect when training will be delivered.
- 2.3.9 The relocation of sheltered managers to new accommodation has not yet started, although the budget was profiled evenly across the year. The favourable variance of £13,000 is expected to be removed over the next accounting period.
- 2.3.10 Interest budgets were incorrectly profiled evenly over the year leading to a favourable variance of £81,000 which has arisen from timing differences. Work is underway to correct the profiling of this budget to correct this position.

2.4 Key variances within capital budgets

- 2.4.1 There has been nil expenditure on developments within the first quarter of the year, giving a £346,000 variance against budget.
- 2.4.2 Additional costs of £38,000 to date for the refurbishment of the Riverside Court accommodation have been incurred this year, arising from a slippage in the overall refurbishment programme.
- 2.4.3 A favourable variance of £1,872,000 on planned maintenance arising from a delay in the start of the second year of the investment programme. As part of the maintenance review identified in 2.3.7 above, the profiling of this budget will be reviewed.
- 2.4.4 A favourable variance of £202,000 on the ICT Infrastructure project has arisen due to a slippage in the overall project. The project is now expected to be completed in the early autumn when all the remaining charges should be received.

3. Treasury Management

- 3.1 The planned maintenance programme continues to impact on the cash balances that have steadily grown since transfer, although not as quickly as initial plans had recognised. At the time of writing this report, bank deposits and investments, although reduced, remain at a healthy level and cash flow forecasts indicate that there is unlikely to be any further draw down against the Lloyds TSB facility until later this year.

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- 3.2 Merlin's borrowings remain at £34m and investments at the time of writing this report totalled £6.3m made up of the following:
- £1.1m overnight (daily variable rate)
 - £1.2m on for 15 days at 4.46%, maturing 26 August;
 - £1.5m on for 12 days at 4.43%, also maturing 26 August; and
 - £2.5m on for 2 months at 4.98%, maturing 22 September
- 3.3 Payments of almost £1m are due to be paid to Connaught next week and will erode some of this deposit. Some of the receipt relates to RTB sales, although with only two sales this year, there is only a small balance of around £120k, which is currently due to the council following the year end.
- 3.4 The uncertain position of interest rates continues to support the strategy at the time of transfer to fix borrowings, although unlike the previous position reported, monies on deposit are earning less than the borrowing cost.
- 3.5 All borrowings and investments are currently undertaken with Lloyds TSB. Merlin's borrowings include £33m drawn against Facility A and fixed as set out below and £1m drawn down against Facility C, the offset account that is used to fund Merlin's current account requirements.
- 3.6 The current borrowings against Facility A are:
- £11m - 5 year fix (5.7425% fixed until 13/2/12)
 - £11m – 7 year fix (5.6275% fixed until 13/2/14)
 - £11m – 10 year fix (5.4625% fixed until 13/2/17)
- 3.7 Borrowings drawn down against the offset facility are charged on a daily basis at base rate. Charges are offset on the same basis against interest earned on balances in Merlin's current account.
- 3.8 The Board is also reminded of £20m of forward fixes entered into at time of transfer in line with the approved hedging strategy. These are set out below:
- £10m – forward fix in 3 years for 3 years (5.495% 15/2/10-14/2/13)
 - £10m – forward fix in 4 years for 4 years (5.285% 14/2/11-13/2/15)

These continue to look attractive in the current economic climate.

4. Monitoring the Promises

- 4.1 The Offer Document produced by South Gloucestershire Council as part of the transfer process, set out the promises which Merlin and the Council would undertake to deliver if tenants voted in favour of the transfer. Merlin's delivery of these promises is one of our obligations under the Transfer Agreement

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- 4.2 In March 2007 The Housing Corporation produced 'How we regulate new stock transfer associations' and set specific requirements relating to the monitoring of delivery of promises and required us to report on delivery under the following headings:
- Home Improvements
 - Service Improvements
 - Low and Affordable Rents
 - Resident Involvement
 - Delivering Balanced Communities
- 4.3 In July 2007 Merlin and the Council jointly published a document which set out the obligations under the transfer agreement and the promises. This demonstrated how we jointly proposed to monitor delivery, having regard to the Housing Corporation's requirements but added two further headings:
- Merlin Governance
 - The Council's Promise
- 4.4 Since September 2007, a regular quarterly update on progress has been provided to the Board and the Council. Since early 2008, the update has also been reported to the Residents' Forum. The Quarterly report for the period to 30th June 2008 is at Appendix 2
- 4.5 During the Council's Corporate Performance Assessment (CPA) in May/June a number of questions were raised about the Council's monitoring of our delivery of the promises. We understand that these do not feature as part of the written draft CPA presented to the Council, but the questions have prompted discussions with the Council about how we might introduce more robust monitoring arrangements.
- 4.6 One issue that has arisen during these discussions, and in our liaison meetings with the Housing Corporation, is the question of target dates for achieving those promises that are still outstanding.
- 4.7 Having realistic target dates will help future monitoring, especially as many of the promises on which we have yet to deliver are those to be delivered over a 5 or even 6 year timeframe.
- 4.8 As can be seen from the summary at Appendix 2, there were a total of 138 promises made to residents. Of these we have delivered over half (77) and 61 promises remain outstanding.
- 4.9 Appendix 3 contains a list of the 61 outstanding promises with target timescales and owners attributed to each. Using these targets we will work with the Council to develop the quarterly monitoring report so that it takes account of our performance in relation to these targets.

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5. Business Plan Projects

- 5.1 Following the Board's approval of the mock inspection improvement programme at its meeting in June, it has now been possible to finalise a list of the key projects that we intend to undertake as part of our business plan. A schedule of those projects is at Appendix 4
- 5.2 As part of our approach to developing our business plan we have invested in software called Clearview. We use Clearview to record the key business objectives (Corporate objectives) set out in our business plan. These key business objectives are broken down into goals and under each goal there are a series of projects. Projects have a named project sponsor and project manager and are broken down into a series of tasks that are allocated to individual members of staff. In this way we are able to demonstrate a 'golden thread' from individual tasks up through to our corporate objectives and our overall vision.
- 5.3 By recording progress in undertaking each task, Clearview will enable us to monitor the progress of individual projects and our performance overall in achieving our business plan objectives.
- 5.4 As we have only recently finalised all the projects on the system and allocated tasks, project managers have been asked to ensure that progress to the end of August is updated on the system and we plan to use the system to present a progress report to the Board at the meeting.

6. Gas Servicing Progress

- 6.1 Following HQN's mock inspection, concerns were raised regarding gas servicing works. A progress report was provided to Board at its 12th June 2008 meeting providing a response to the issues raised. Members of the Services Committee were updated further on actions taken to address the concerns at their 7 August 2008 meeting. Services Committee recommended that a further report be submitted to Board to inform of on-going progress.
- 6.2 In the report to the Board in June the priority had been to address the specific concerns highlighted in the mock inspection report. Since June a much more comprehensive review of data has been undertaken.
- 6.3 A substantial piece of work involved manually cross referencing all 2007/08 CP12 paper certificates against those properties where a gas appliance was known to be installed, to ensure that each property had an 'in date' CP12 certificate. All certificates have been checked for accuracy i.e. engineers signature, appropriate post code etc and once validated these have been electronically scanned and indexed. Paper copies have then been appropriately filed.
- 6.4 An information leaflet was produced and sent to over 6000 residents giving advice on the need for regular gas servicing and seeking confirmation about the type of heating in their homes. Information has also been included in Merlin Matters promoting the need for gas servicing.
- 6.5 This comprehensive review of data has illustrated that a large number of properties included on the monitoring schedule as having a gas appliance or gas supply in fact have neither and 449 of the original total of 5816 have now been removed from the gas servicing schedule.

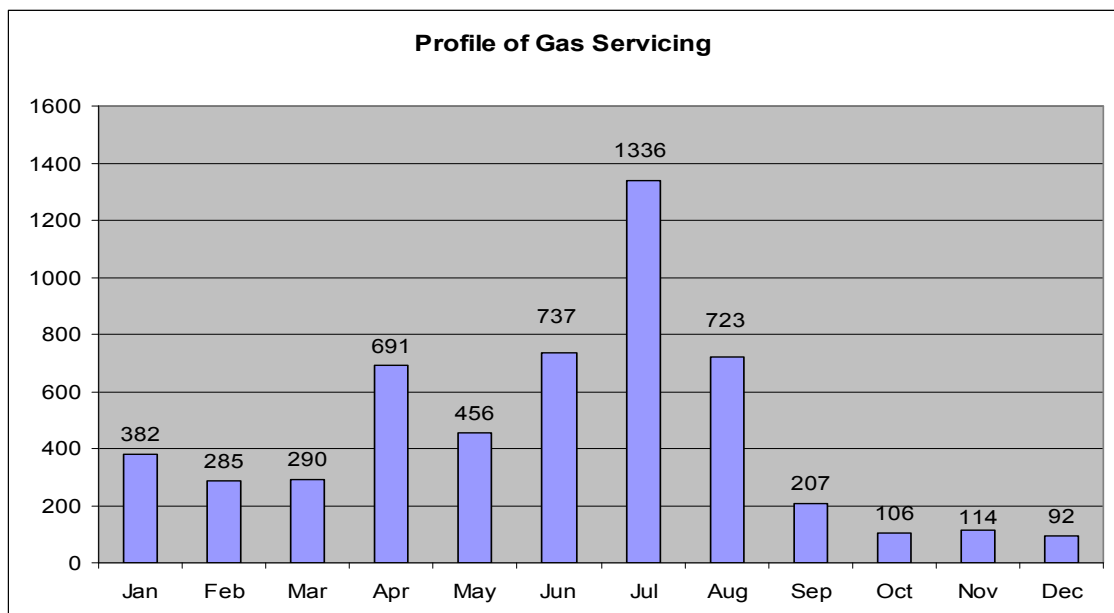
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- 6.6 The reason for this significant reduction is, in the main, due to the fact that CP12 certificates were used by the contractors to notify staff of a variety of heating problems and in many instances the matters reported were related to oil fired, heating appliances.
- 6.7 There were also some properties where there was more than one certificate in a 12 month period as a result of safety checks completed before properties are re-let. Under a new contract that we expect to enter into in October, different colour forms will be used to prevent any confusion and only CP12s issued following a service or a new installation will be used to update the servicing programme.
- 6.8 One of the key deficiencies of the monitoring system that was used previously was that data was held on a spreadsheet and relied on the submission of CP12 certificates to generate subsequent years servicing programmes. Having undertaken the detailed review of the data, work was undertaken to transfer all the gas servicing information to the Task system, ensuring that it is now held on a property related database.
- 6.9 Using Task, the monitoring of gas servicing is now carried out daily via an electronic report which is automatically generated overnight and e mailed to relevant staff. The report identifies all services that are overdue, on the anniversary of the service. Further developments are required, but we are confident that gas servicing is being effectively managed.
- 6.10 Further improvements will be made to the monitoring process, particularly once we have selected our new gas maintenance contractor, and in particular we need to work with residents to develop a comprehensive policy and procedure for dealing with gas servicing and the steps we take where we are unable to gain access. In addition, it is intended to commission an independent consultant to thoroughly audit and validate our process, procedures and system during early 2009.
- 6.11 The work we have done in the past three months has however made it clear that, as HQN implied, our performance has not been as good as we had thought. As at 27th August performance on gas serving was as follows:

Total serviced within last 12 months	5231 (96.5%)
Total where services is overdue	188 (3.5%)
Of which:	
Overdue by less than 1 month	54
Overdue by 1-2 months	77
Overdue by 2-3 months	20
Overdue by more than 3 months	37

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- 6.12 All of the 188 properties where the service is now overdue have now had at least two visits from the servicing contractor and at least two letters requesting access. Where telephone numbers have been available residents have been telephoned. Further visits by Merlin staff are currently being made to addresses where no telephone number is available. In consultation with the legal team, consideration is now being given to beginning proceedings against residents who have failed to give access for servicing to be carried out. A further update on performance as at 3rd September will be circulated at the Board meeting. This update will include details of each outstanding service.
- 6.13 Maintaining an up to date servicing programme over recent months has been challenging, given that we have interim arrangements in place with contractors carrying gas servicing while a formal re-tender process is undertaken. The challenge has been increased in the last few months because, as the following servicing profile shows, almost 50% of gas servicing falls due in June, July and August:.



- 6.14 In order to cope with the volume, additional contractors have been employed. This has however, raised a concern about potential quality issues. To help address these concerns a brief has been prepared and sent for pricing to a number of local contractors recommended by CORGI for quality control work. The appointment of an independent quality control contractor is due within the next seven days and quality checks on completed work will commence shortly afterwards.
- 6.15 The formal process for appointing a new gas servicing contractor is presently ongoing. Once appointed, relevant staff will work with the incoming contractor to further develop procedures to ensure that management information and understanding of Merlin’s requirements are fully understood and implemented. A number of workshops, involving residents are scheduled to take place during October 2008. One of the first tasks following the appointment will be to smooth out the current programme and structure works to ensure that servicing is delivered over an eleven month programme in a consistent manner that allows for similar numbers to be completed each month

Financial results to 30th June 2008

	YTD Actual £'000	YTD budget £000	YTD Variance £000		Annual Budget £000	Note
Income						
Rent	7,034	7,040	7	Adverse	28,161	
Service Charge Income	132	140	8	Adverse	560	
Support Charges	229	232	3	Adverse	927	
Commercial Income	60	54	-6	Favourable	217	
RTB Sale Proceeds	42	33	-10	Favourable	132	1
Total Gross Income	7,498	7,499	1	Adverse	29,997	
Voids	-94	-177	-83	Favourable	-710	2
Bad debts	-75	-49	26	Adverse	-197	3
Write Offs	-3	0	3	Adverse	0	
Total Income net of voids & bad debts	7,325	7,273	-52	Favourable	29,090	
Expenditure						
Housing Management	1,059	1,015	-43	Adverse	4,462	4
Maintenance	1,465	1,498	33	Favourable	5,991	5
Service & Support Costs	711	810	100	Favourable	3,240	6
Commercial Activities	7	1	-6	Adverse	5	
Total Expenditure before central overheads	3,241	3,325	84	Favourable	13,698	
Central Overheads	976	1,016	40	Favourable	4,065	7
Total Expenditure	4,217	4,341	124	Favourable	17,763	
Operational Surplus/(deficit)	3,108	2,932	-176	Favourable	11,327	
Interest						
Interest receivable	-82	-16	66	Favourable	-63	8
Interest payable	462	477	15	Favourable	1,906	8
Total interest	379	461	81	Favourable	1,843	
Revenue surplus/(deficit)	2,728	2,471	-257	Favourable	9,484	
Capital Expenditure						
New Build	0	346	346	Favourable	1,384	9
Riverside Court Refurbishment						10
Planned Maintenance	38	0	-38	Adverse	0	
ICT	2,242	4,114	1,872	Favourable	16,456	11
	34	236	202	Favourable	943	12
Total Capital Expenditure	2,314	4,696	2,382	Favourable	18,783	

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Financial results to 30th June 2008

Notes on variances greater than £10,000





Note	Description	Variance		Cause	Action being taken
			£'000		
1	RTB Sale Proceeds	Favourable	10	Higher than budgeted sales in period	None
2	Voids	Favourable	83	Lower than budgeted rent loss due to voids	None
3	Bad Debt	Adverse	-26	Higher than budgeted levels of bad debts leading to increased provision requirements	Continued active management of bad debts, thereby reducing the level of bad debt
4	Housing Management	Adverse	-43	Overspend on consultants costs relating to procurement contracts	None
5	Maintenance	Favourable	33	Small variances in responsive and cyclical budgets arising from timing differences	Review of profiling to remove timing differences
6	Service & support costs	Favourable	100	Underspend on salary and other related budgets; Underspend on relocation costs for resident scheme managers arising from timing differences.	None – posts filled from 1 July. None
7	Interest budgets	Favourable	81	Variances against both interest payable and receivable arising from timing differences	Budget profile to be reviewed and revised to remove timing differences
8	Central Overheads	Favourable	40	Underspends against ICT Systems maintenance and Central Training budgets arising from timing differences; Overspend on consultants costs from rent reconciliation and Mock Inspection costs	Review of systems maintenance budgets to identify reasons for variance; review of budget profile for training budget to eliminate timing differences. No action to be taken for overspends on consultants fees.

Financial results to 30th June 2008

9	New Build	Favourable	346	No developments currently underway leading to underspend	Review with Director to confirm revised development plans for 2008/09
10	Riverside Court Refurbishment	Adverse	38	Slippage of project into 2008/09 with no associated budget provision made	None
11	Planned Maintenance	Favourable	1,872	Late start of contractors with second year of improvements	Review of budget profiling to remove to reflect revised timetable
12	ICT Infrastructure	Favourable	202	Delay in project leading to timing differences in spend against budget	None

Monitoring the Promises

Performance to 30th June 2008 (Last quarter in brackets)

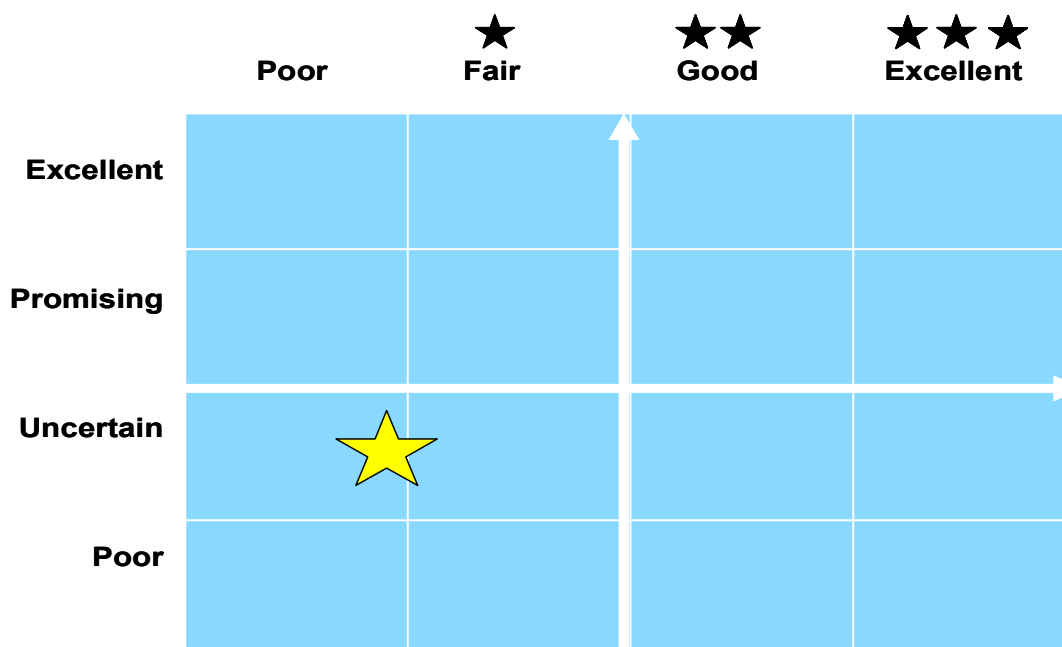
Theme	Total Promises	Completed	On Target	At Risk	Failed
					
Home improvements	24	12 (12)	12 (12)	0	0
Service improvements	67	35 (34)	32 (33)	0	0
Low & affordable rents	19	16 (16)	3 (3)	0	0
Resident Involvement	17	6 (2)	11 (15)	0	0
Balanced Communities	2	0 (0)	2 (2)	0	0
Merlin Governance	8	8 (8)	0 (0)	0	0
The Council's Promise	1	0 (0)	1 (1)	0	0
Totals	138	77 (72)	61 (66)	0	0

This is the fifth quarterly monitoring report. There has been progress since the last report mainly in the area of Resident Involvement.

More widely, within Merlin, at the beginning of April, we announced our intention to move forward with proposals arising out of the Sheltered Housing Review, and we began a formal consultation process with the staff involved. That consultation ended in May and we agreed with Unison a number of changes in our approach to the implementation of the new service. We have now begun a process to appoint staff to positions in the new structure and we plan to launch the new service in October.

Monitoring The Promises – Performance to 30th June 2008

Later in April we received the results of a mock inspection carried out by the Housing Quality Network, using the Audit Commission housing inspection framework. The results were disappointing, but perhaps not surprising in terms of the relatively short time that has passed since Transfer, and are summarised in the following chart:



Many of the issues raised by the mock inspection already featured in our business plan programme of improvement projects, but in response to the mock inspection we developed a comprehensive improvement plan (available upon request) that should see us make transformational changes in the way we operate by the end of September 2009, which is when we anticipate we might be subject to a full service inspection.

One of the key issues to arise from the mock inspection related to access to services and in May the Services Committee considered, and approved for consultation, proposals arising from our Access to Services review. The key proposals are:

- A reduction in the number of Area Offices from the current 6 to 3
- Having larger area teams working from each of the three offices, to include housing officers, a community investment officer and an antisocial behaviour officer.
- The creation of a customer services team in each of the three offices, led by a customer services manager
- Each of the three offices being managed by a Service Deliver Manager, responsible for customer service, performance management, debt recovery, estate management, including tackling anti-social behaviour, and resident involvement.

The proposals were set out in a 2 page feature in the June edition of Merlin Matters, which is sent to all our residents and South Gloucestershire Councillors.

Monitoring The Promises – Performance to 30th June 2008

In addition we contacted 980 residents by phone to survey them on the proposals and to gauge their views. We have also had detailed discussions with local residents groups. In these discussions we have emphasised that the proposals will involve:

- A smaller number of offices providing a more comprehensive service and open all day (the current Area Offices all close at 12/12.30pm).
- Housing Officers taking the service out to tenants through appointments in their own homes and through local surgeries.
- Having the three proposed offices in Yate/Chipping Sodbury; Filton/Patchway and in Kingswood/Cadbury Heath.

Consultation on the broad proposals set out in Merlin Matters will finish at the end of July and we will report to our Services Committee in August. There will be a further update in the next performance report.

Letting Performance Information

Performance for year 1 April 2007 – 30th June 2008

	This quarter	2007 / 2008
Total Properties available for letting	104	692
Of which, nomination requested from SGC	93	645
Percentage nominations to SGC	89%	93.2%

One of the areas on which the mock inspection was critical was our approach to allocations and lettings and in particular about making our 25% of lettings available [without question] to the Council. As part of our mock inspection improvement plan we intend to carry out a comprehensive review of our approach to allocations and lettings on which we intend to work closely with the Council.

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Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
Theme One : Delivery of home re-improvements			
Merlin Housing Society will reach the Merlin Housing Society standard for modern, warm and secure homes within the first 6 years after transfer.	2.1	Major contractors, Rok & Connaught appointed alongside Merlin Works to undertake programme of works	11/02/2013
All dwellings owned by Merlin Housing Society will meet or exceed the requirements of the Decent Homes Standard by 2010	3.1	Major contractors, Rok & Connaught appointed alongside Merlin Works to undertake programme of works	31/12/2010
Spending £114m over the first 6 years following transfer will require careful planning by Merlin Housing Society in close partnership with local tenants groups. The first homes to be improved would be those in the worst condition or those with old facilities.	4.1	A complete programme of planned works is being developed in consultation with residents. These promises will be considered complete when the Residents Forum and Investment Committee have approved an outline of the full programme.	28/02/2009
Merlin Housing Society will involve residents in the management of their homes and so enable them to make recommendations on how and where the major works and improvements would be undertaken in the first 6 years following transfer.	4.2	A major works programme is being drawn up for consultation with residents	28/02/2009
If any of the intended works schemes were likely to cause extended disruption to you Merlin Housing Society will consider offering alternative short-term accommodation.	4.6	No extended disruption has yet arisen	11/02/2013
Merlin Housing Society will ensure that all properties constructed of steel and concrete frames are maintained to modern standards. Regular reviews would take place to predict future life expectancy of these homes. Where it is likely that extensive repairs would be required, full consultation would be held with tenants to seek a mutual solution for the future.	5.1	A strategic framework for dealing with non traditional homes is being developed and will be reported to the Investment Committee in November 2008.	Ongoing

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
<p>Merlin Housing Society will, Where practical, provide the following improvements to sheltered schemes:</p> <ul style="list-style-type: none"> · Provide security enhancements such as bungalows receiving new front and rear UPVC or composite doors; · Provide lifts to upper floors; · Provide storage and recharging facilities for mobility buggies; · Renew communal kitchens over 20 years old; · Renew communal bathrooms over 30 yrs old; · Provide offices for Resident Scheme Managers; · Improve alarm systems 	6.1	Major works and improvements to Sheltered Housing will be considered following implementation of the Sheltered Housing Review, in October 2008. Major works and improvements will initially focus on the new Hub locations but it is expected that a more detailed asset management for sheltered housing will be developed by the summer of 2009.	11/02/2013
Wherever possible [aids and adaptations] will be carried out at the same time as the main works to the property so that tenants would have improvements that suit their needs and as little disruption as possible.	8.3	Major works and improvements are being undertaken taking account of the needs of individual residents.	11/02/2013
Merlin Housing Society will review the use of sustainable products in the works programme.	9.1	Environmental Impact Assessments and Sustainability requirements have been built into major works contracts.	31/03/09
Merlin Housing Society will have a target to reduce the consumption of energy in your home and so help to reduce your household heating bills and the emission of harmful greenhouse gases.	9.4	Affordable Warmth Strategy to be developed and reported to Investment Committee in January 2009.	31/03/09
In consultation with tenants and their relatives, Merlin Housing Society would carry out £5.7 million of improvements over six years to ensure that sheltered housing is modern, has a pleasant environment and that security is a priority. The improvement works will be tailored to meet the needs of each sheltered scheme.		Major works and improvements to Sheltered Housing will be considered following implementation of the Sheltered Housing Review, in October 2008. Major works and improvements will initially focus on the new Hub locations but it is expected that a more detailed asset management for sheltered housing will be developed by the summer of 2009.	11/02/2013
In consultation with tenants and their relatives reviewing all schemes with bed-sit accommodation and establishing whether more comfortable accommodation could be provided. However the wishes of those tenants who wish to stay as they are would be respected if reasonably possible			11/02/2013

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date														
Theme Two: Service Improvement																	
Merlin will aim to provide a high-quality repairs service that gets things right first time within the published timescales.	10.1	A review of responsive repairs is part of the post mock inspection improvement programme and aims to introduce new performance standards and a appointments system for repairs by April 2009	31/03/2009														
Merlin will start with the priorities and timescales for responding to repairs that the Council currently used, and will work to a “repairs by appointment” scheme to be introduced in the second year following transfer.	10.4		31/03/2009														
Merlin Housing Society will also consider expanding the range of methods for reporting repairs, for example, reporting repairs over the Internet	10.5	To be considered as part of Access to Services Review and implementation of new ICT Infrastructure	31/03/2009														
Merlin Housing Society would aim to improve on both the Council’s current performance and the Housing Corporation’s expectations by attending 95% of all repairs within the timescales shown in the table below. <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Type of Repair</th> <th style="width: 15%;">Timescale</th> </tr> </thead> <tbody> <tr> <td>Emergency</td> <td>Attend & make safe in 2 hours</td> </tr> <tr> <td>Priority 1</td> <td>Attend & Make safe in 24 hours</td> </tr> <tr> <td>Priority 2</td> <td>3 days</td> </tr> <tr> <td>Priority 3</td> <td>7 days</td> </tr> <tr> <td>Priority 4</td> <td>20 days</td> </tr> <tr> <td>Priority 5</td> <td>3 months</td> </tr> </tbody> </table>	Type of Repair	Timescale	Emergency	Attend & make safe in 2 hours	Priority 1	Attend & Make safe in 24 hours	Priority 2	3 days	Priority 3	7 days	Priority 4	20 days	Priority 5	3 months	10.7	A review of responsive repairs is part of the post mock inspection improvement programme and aims to introduce new performance standards and a appointments system for repairs by April 2009	31/03/2009
Type of Repair	Timescale																
Emergency	Attend & make safe in 2 hours																
Priority 1	Attend & Make safe in 24 hours																
Priority 2	3 days																
Priority 3	7 days																
Priority 4	20 days																
Priority 5	3 months																
Merlin Housing Society would work with tenants to review and improve upon the current relet standard for empty properties.	10.8	The review of responsive repairs that is part of the post mock inspection improvement programme will cover voids. It aims to introduce new processes, procedures and standards, by April 2009	31/03/2009														
Ensuring contractor performance would be one of Merlin Housing Society’s main aims, and tenant representatives would be involved in regular reviews to ensure that a quality service is provided.	11.1	Residents' group established to monitor performance	11/02/2013														
Merlin Housing Society would also involve tenants in developing improvements to the repairs service.	11.2	Residents' group established as part of the review of the repairs service	31/03/2009														

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
Merlin will provide locally-based services through area offices and surgeries to meet the demands of communities. These services would be developed in consultation with tenant representatives.	25.1	Access to Service Review proposals developed in consultation with residents, to be implemented in 2009	31/03/2009
Merlin will offer to introduce local estate agreements with local tenants setting out how it would deal with issues such as tidiness of estates	26.2	No progress, to be included in business plan programme for 2010/11	31/03/2011
Merlin will seek to improve upon the Council's customer service standards	26.3	New service standards being developed as part of post mock inspection improvement plan.	30/09/2009
Merlin will encourage feedback on how the housing service is provided to you. It will monitor, record and learn from your complaints, compliments and other comments	26.4	Revised Complaints & Compliments procedure developed in consultation with residents, to be introduced in 2008	31/12/2008
Merlin will involve tenants in looking at setting up a mobile handyman scheme with suitably qualified staff to carry out small repair and DIY jobs for a nominal charge. This could be linked to existing services such as the local 'Care and Repair' scheme;	26.6	Handyman service being considered following Access to Services review, with potential to expand and link with South Glos Care & Repair Scheme	31/09/2009
Merlin will provide an improved grounds maintenance service to communal gardens.	26.7	Discussions underway to improve existing service as part of approach to re-tendering	31/03/2009
Merlin will introduce an induction for new tenants. This induction would explain the obligations of the Tenancy Agreement and help new tenants settle into their homes and communities	27.2	Initial interviews at sign up do take place but the process is to be reviewed and developed.	31/03/2009
Merlin Housing Society will aim to let properties including gardens at an acceptable standard that would be set in consultation with tenant representatives. This standard would mean properties would be clean and in good condition.	29.4	The review of responsive repairs that is part of the post mock inspection improvement programme will cover voids. It aims to introduce new processes, procedures and standards, by April 2009	31/03/2009
Merlin Housing Society will work with tenants and contractors to minimise the time taken to let empty properties, setting demanding targets for re-letting them. Merlin Housing Society would look at ways of minimising the loss of rent (and the frustrating delay in letting homes to incoming tenants) by streamlining processes and encouraging outgoing tenants to leave properties in the best possible condition.	29.5		31/03/2009

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
Merlin Housing Society will be independent of the Council with its own offices and staff.	30.1	The Society has its own staff, and most offices are not in Council premises. Plans are underway to consult residents to move the Filton Area Housing Office out of Council premises during 2008. Now forming part of the Access to Services Review May 2008.	31/12/2008
Subject to funding, Merlin Housing Society hopes to contribute to the development of new housing to meet the needs of current and future tenants. It will base any plans to develop new homes on an assessment of what is needed in the area. That assessment would be produced in partnership with the Council and other housing providers.	30.4	Development Partnership being established with Somer HG. First new homes to be provided by 2009	31/12/2009
Merlin Housing Society will be committed to equal opportunity. It would work towards the elimination of discrimination and demonstrate an equitable approach to the rights and responsibilities of all individuals	31.1	Equality and Diversity Policy and associated action plan approved by Board in March & June 2008	30/06/2008
Merlin Housing Society will ensure that policies and procedures do not discriminate by ensuring that they are in line with current good practice and by involving the diverse tenant and leaseholder population in regularly monitoring and reviewing services and in developing policies.	31.3	Equality and Diversity Policy and associated action plan approved by Board in March & June 2008	31/03/2010
Merlin Housing Society will challenge inequality and actively promote equality in the local community by raising staff awareness of equality and diversity issues and providing training to staff so that they have the skills to best advise and support the diverse tenant and leaseholder population.	31.4	Equality and Diversity Policy and associated action plan approved by Board in March & June 2008	31/03/2010
Merlin Housing Society will work towards adopting the National Housing Federation's "Level Threshold" disabled tenant and leaseholder charter. This means that it would accept the social model of disability – in other words, that people are disabled by the inaccessibility of the built environment and society's attitudes, rather than by their personal impairments.	31.5	Equality and Diversity Policy and associated action plan approved by Board in March & June 2008	31/03/2010

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
<p>Merlin Housing Society will aim to provide services that are equally accessible to disabled and non-disabled people by:</p> <ul style="list-style-type: none"> · involving disabled tenants and leaseholders in planning services; · ensuring the Merlin Housing Society’s public buildings, such as office receptions and sheltered schemes, meet Disability Discrimination Act requirements; · ensuring that all information and advice is accessible to disabled tenants, leaseholders and applicants, for example by communicating in plain language, using a translation service and providing written information in other formats, such as Braille, audio tape or large print; · providing disabled applicants or tenants who wish to transfer with information about vacant adapted properties; · working with individual tenants and leaseholders to adapt their homes to make them accessible; · ensuring policies and procedures do not discriminate; · challenging inequality and actively promoting equality; · designing and developing new homes and neighbourhoods that are accessible. 	31.6	<p>Equality and Diversity Policy and associated action plan approved by Board in March & June 2008</p>	31/03/2010
<p>Merlin Housing Society will work with tenant representatives to put in place a reward scheme to demonstrate its appreciation of those tenants</p>	32.1	<p>Planned to implement Tenant Incentive Scheme, post implementation of mock inspection improvement plan</p>	31/03/2010
<p>Merlin will consider introducing cleaning services to any other blocks where the residents were in favour of it, subject to a service charge.</p>	33.2	<p>To consider following review of service charges, due in 2009/10</p>	31/03/2011
<p>Merlin Housing Society would introduce improvements that would benefit older people. These improvements would include budgets where practical for:</p> <ul style="list-style-type: none"> · providing secure doors and windows; · continuing the free-of-charge decorating and gardening services for elderly and disabled tenants; · providing minor adaptations to aid mobility and independence in the home. 	34.1	<p>Secure doors and windows being provided in improvement programme, budgets for decorating and gardening scheme continue, but whole process needs to be reviewed, post implementation of mock inspection improvement programme.</p>	31/03/2010

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
In addition, Merlin Housing Society would consult tenants about setting up a mobile handyman scheme.	34.2	Handyman service being considered following Access to Services review, with potential to expand and link with South Glos Care & Repair Scheme	31/09/2009
In consultation with tenants and their relatives, Merlin Housing Society will carry out £5.7 million of improvements over six years to ensure that sheltered housing is modern, has a pleasant environment and that security is a priority. The improvement works would be tailored to meet the needs of each sheltered scheme	35.1	Major works and improvements to Sheltered Housing will be considered following implementation of the Sheltered Housing Review, in October 2008. Major works and improvements will initially focus on the new Hub locations but it is expected that a more detailed asset management for sheltered housing will be developed by the summer of 2009.	11/02/2013
In consultation with tenants and their relatives reviewing all schemes with bed-sit accommodation and establishing whether more comfortable accommodation could be provided. However the wishes of those tenants who wish to stay as they are would be respected if reasonably possible	35.2		11/02/2013
Merlin will adopt appropriate measures to help prevent anti-social behaviour from occurring	38.1	Anti-Social Behaviour Team set up and policies and procedures under review	31/03/2009
Merlin will carry out security improvements to homes and estates in consultation with tenants. These would include installing secure doors and windows to homes and providing security lighting and door entry systems where appropriate.	391	Secure doors and windows being provided in improvement programme but approach needs to be reviewed, post implementation of mock inspection improvement programme.	31/03/2010
Theme Three: Low and affordable rents			
There will be no hidden service charges and no hidden increases [in service charges]. Tenants would only be charged for services they received. Any decisions to change the services provided would be taken following consultation with those tenants who are directly affected.	16.1	Service charge review planned for 2009/10. This will establish framework for setting service charges and for introducing new services	31/03/2010
Merlin Housing Society would be committed to continually looking at enhancing payment facilities as technology changes and in line with the wishes of tenants during periodical reviews and feedback opportunities. This would include looking to provide a choice of dates on which direct debit payments can be made.	18.2	Methods of payment will be covered as part the Access to Services review and the review of Income collection that arose from the mock inspection. Facilities for wider methods of payment will be considered as part of these reviews. This will include a review of the frequency of direct debit payments with a view to extend payments other than calendar monthly.	30/09/2009

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
Merlin Housing Society would provide support services including sheltered housing and tenancy support. The Council would continue to monitor and review these support services, which are paid for through "Supporting People" funding. Merlin Housing Society would seek to develop and enhance these services in partnership with the Council.	20.2	Sheltered Housing Review now being implemented. A review of Hostel services is planned for 2009. Tenancy Support is provided to Merlin residents by Knightstone HA, under a contract with South Gloucestershire Supporting People.	11/02/2012
Theme Four : Resident involvement			
Merlin Housing Society will be committed to future tenant empowerment and involvement. Tenants would be able to get involved in the management of their homes at a level that suits them best. There would be a range of opportunities to influence the level and nature of the service provided. These could include: developing ways in which tenants and their representatives can influence decisions that affect their homes; involving tenants in budget decisions with a view to handing over some budgets to an area level; using tenant monitoring and feedback on performance to improve services; creating opportunities for training for tenants to maximise their individual potential; providing tenant groups with opportunities to become involved in management and decision-making in their areas and estates to the level that suits them, and providing the support needed to help them achieve this; continuing to provide a tenants' office for the use of all Merlin Housing Society's recognised tenant groups.	50.3	A major review of Resident Involvement has been undertaken and its recommendations which address all of these issues are currently being implemented.	31/03/2009
There will be a wide range of ways in which tenants could become involved in its work	51.1	As above	31/03/2009

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
<p><u>Joining a tenants' group</u> Tenants be able to participate in the running and development of services in ways such as joining:</p> <ul style="list-style-type: none"> · a district-wide tenant group; · discussion groups for disabled tenants and those from minority groups to develop equal and accessible services; · working groups which deal with one-off issues such as developing a new service; · local tenant and residents' associations allowing you to be involved in your local housing service and community issues. 	51.2	As above	31/03/2009
<p>Becoming a member of Merlin Housing Society Although the Board of Merlin Housing Society would make the operational and policy decisions, some major decisions would have to be agreed by the members of Merlin Housing Society including any decision to change the constitution which sets out how Merlin Housing Society would operate. Under Merlin Housing Society's written constitution all tenants will be able to apply to become a member of Merlin Housing Society. Being a member of Merlin Housing Society would mean that you could attend and vote at the Annual General Meeting. The types of issues that would be considered at the Annual General Meeting are:</p> <ul style="list-style-type: none"> · Merlin Housing Society's accounts for the previous financial year; · the appointment of the auditors for Merlin Housing Society; · the appointment of the new independent board members. 	51.5	Rules require amendment to allow wider resident shareholding. Planned for AGM in September 2008	30/09/2008
<p>Merlin Housing Society will be a tenant-focussed organisation committed to genuinely involving you, and through its written constitution, to greater tenant involvement in the running of the housing service. It will provide a report to all tenants each year about what it is doing to achieve these aims.</p>	48.2	A major review of Resident Involvement has been undertaken and its recommendations, that address all of these issues are currently being implemented.	31/03/2009
<p>Merlin Housing Society will be active in publicising its activities and the ways in which you could get involved</p>	49.1	As above	31/03/2009
<p>Merlin Housing Society will provide all tenants with a summary of the Tenant Participation Compact</p>	49.2	As above	31/03/2009
<p>Merlin Housing Society will provide a full copy of the tenant participation agreement for all those tenants who request one and make it freely available at all Area Housing Offices;</p>	49.3	As above	31/03/2009

Monitoring The Promises – Outstanding Promises

Promise	Promise No.	Progress	Due Date
Merlin Housing Society will provide updates about tenant participation activities and advertise forthcoming events in regular newsletters to tenants;	49.4	As above	31/03/2009
Merlin Housing Society will support tenant representatives to produce their own newsletter;	49.5	As above	31/03/2009
Merlin Housing Society will display a list of local and district-wide tenants' groups and meetings at the Area Housing Offices;	49.6	As above	31/03/2009
Merlin Housing Society will provide information about tenant involvement and local tenant groups to tenants at the start of their tenancy.	49.7	As above	31/03/2009
Theme Five : Regeneration			
There are no promises that related specifically to regeneration			
Theme Six : Delivering balanced communities			
Merlin Housing Society will aim to let homes in a way that promotes sustainable and balanced communities, reflecting identified housing need in the area.	29.1	The majority of lettings come through Council nominations. A local lettings policy has been agreed for Church View in Filton where there have been particular problems with substance misuse. A review of Allocations and Lettings is being undertaken as part of the post mock inspection improvement programme.	31/03/2009
Merlin Housing Society plans to establish a fund for environmental improvements. Community groups could plan and make bids for works to be undertaken, depending on local needs and priorities	13.1	Some funds are available for environmental works, but the process needs to be reviewed to make it more substantial and meaningful	31/03/2010
Additional Theme: Merlin Governance & The Council's Promise			
The Council will use the money remaining after paying the transfer costs to support appropriate projects aimed at improving the quality of life of South Gloucestershire residents, with particular emphasis on those relating to sustainable communities and housing	1.1	The Council have yet to produce a comprehensive statement about use of the transfer proceeds.	tbc

Business Plan Projects

Objective 1 – To be a first class provider of affordable housing & related services

Goal 1 - Achieve 2* inspection rating, with promising prospects for improvement from inspection by 2010

ASB Team	Develop ASB Strategy, Policy, Statement and Practices	01/04/2007	31/03/2010
Service Improvement	Annual review of Housing Policies and Procedures	15/10/2007	31/03/2009
Neighbourhood	Review Allocations and Lettings function (linked to A2S)	01/01/2008	31/03/2009
Service Improvement	Develop and broaden framework for performance management	01/04/2008	31/03/2009
Service Improvement	Implement NROSH	01/04/2008	31/03/2010
Neighbourhood	Review approach to income collection, develop improvement plan and implement changes, taking account of HQN feedback	01/04/2008	31/12/2009
Neighbourhood	Develop emergency response plans for all general needs flats	01/04/2008	31/12/2008
Merlin Works Team	Develop and implement a Commercial Development Plan	01/04/2008	31/07/2009
Property Services	Review gas servicing and implement an improvement plan	01/04/2008	31/10/2008
Housing and Support	Review access to services, agree future structure of service and implement recommendations	01/04/2008	31/03/2009
Property Services	Review voids service and implement an improvement plan	01/04/2008	31/12/2008
Property Services	Review aids and adaptations service	01/04/2008	31/03/2009
Property Services	Internalise cleaning service and implement an improvement plan	01/04/2008	31/03/2009
Merlin Works Team	Accreditation for Merlin Works to BSI OHSAS18001	01/04/2008	15/11/2008
Property Services	Review responsive repairs	01/05/2008	31/03/2009
Property Services	Property Services department action plan	01/06/2008	31/03/2008
Service Improvement	Develop a customer research and feedback service	01/06/2008	31/03/2009
Investment	Develop an affordable warmth strategy	01/09/2008	31/03/2009

Business Plan Projects

Goal 2 – Deliver the promises to residents by 2012

Chief Executive	Produce framework for monitoring and delivering the promises	01/04/2008	31/03/2012
Surveying and Major	Deliver decent homes programme	01/04/2008	31/12/2010

Goal 3 – Establish a comprehensive asset management strategy which achieves Merlin Homes Standard by 2013

Property Services	Establish an Asset Management Strategy	31/03/2008	31/12/2008
Surveying and Major	Develop approach to non-traditional homes	01/04/2008	31/12/2008
Investment	Develop and implement a new Commercial Strategy for shops	01/07/2008	31/12/2008

Goal 4 – Deliver good value supported housing services

Supported Housing Team	Review and develop Merlin's sheltered housing services	01/04/2007	31/03/2012
Supported Housing Team	Undertake review of hostel service, agree and implement action plan	01/09/2008	31/03/2009

Corporate Goal 5 – Develop two new supported services with Quality Assessment Framework (QAF) ratings of C

Corporate Goal 6 – Deliver efficient and effective central support services

ICT Team	Implement New ICT Infrastructure	12/02/2007	30/09/2008
Finance Team	Develop and implement Academy/Open interface	01/07/2007	30/12/2008
ICT Team	Implement the new Academy Reporting Tool ADE	01/10/2007	31/03/2009
Finance Team	Develop & implement a comprehensive financial reporting framework	01/02/2008	31/03/2009
Legal Team	Review and implement Case Management system	01/04/2008	31/03/2009

Business Plan Projects

Legal Team	Implement Legal Services Action Plan	01/04/2008	31/03/2009
Administration Team	Implement Admin team action plan	01/04/2008	31/03/2009
Human Resources	Implement new HR/Payroll system	01/04/2008	31/12/2009
Finance Team	Finance Team Department Action Plan	01/04/2008	31/03/2009
ICT Team	ICT Team Department Action Plan	01/04/2008	31/03/2008
Finance Team	Review and implement revised accounting processes for responsive and planned maintenance	01/05/2008	31/12/2008
ICT Team	Review integration of Task, Academy and Codeman	01/06/2008	30/09/2009
Finance Team	Reengineer and deliver 2009/10 budget process	28/07/2008	30/09/2009
Finance Team	Review and revise financial regulations	01/09/2008	31/01/2009
Finance Team	Procure & implement 30 Year financial planning tool	01/09/2008	31/03/2009
ICT Team	Develop ICT strategy, policy, procedures and action plan	01/10/2008	31/03/2009
Finance Team	Review accounting for & safeguarding of assets	01/08/2009	31/03/2010

Objective 2 – To put our residents at the heart of everything we do

Goal 7 – Achieve an increase in resident satisfaction from 75% to 85% by 2010

Administration Team	Review official complaints policy and procedure and implement improvement plan	23/08/2007	31/12/2009
Investment	Tender for and appoint Grounds Maintenance contractor	01/09/2007	01/11/2008

Business Plan Projects

Goal 8 - Be a customer-focused organisation by 2010

Neighbourhood	Develop a comprehensive list of Service Standards for Housing Services	01/04/2008	05/01/2009
Administration Team	Review current RTB and RTA policies and procedures	01/04/2008	31/12/2008
Communications Team	Implement the Communications strategy action plan for 2008-9	01/04/2008	31/03/2009
Communications Team	Review and redevelop the Internet and Extranet	01/08/2008	31/03/2009

Goal 9 - Develop and deliver a resident involvement framework to ensure resident satisfaction with opportunities to participate increases as measured by the STATUS survey in 2010

Service Improvement	Develop and deliver an effective resident involvement framework	01/04/2007	30/06/2009
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Objective 3 – To be a viable, influential and respected organisation

Goal 10 - Maintain a good rating in the Housing Corporation Assessment (HCA) after assessment in 2007/08

Corporate Services	Implement Equality & Diversity Action Plan	01/12/2007	31/03/2009
Finance Team	Produce Annual Accounts 2007/08	01/02/2008	30/09/2008
Audit and Risk Team	Implement Risk and Opportunity Management Framework	01/04/2008	31/03/2009
Audit and Risk Team	Implement anti fraud and corruption strategy	01/04/2008	31/03/2009
Audit and Risk Team	Develop and implement an internal controls assurance framework	01/04/2008	31/03/2010
Audit and Risk Team	Develop Internal Audit Services	01/04/2008	31/03/2009
Audit and Risk Team	Implement Internal Audit Actions	01/04/2008	31/03/2010

Business Plan Projects

Goal 11 - Outperform financial business plan by delivering efficiencies and meet funder's covenants annually

Finance Team	Develop and implement VFM Strategy	01/06/2008	30/11/2009
Finance Team	Review and re-tender insurance arrangements	01/06/2009	31/12/2009
Finance Team	Review of service charges	01/06/2009	31/03/2010
Finance Team	Re-tender for external auditor	12/10/2009	31/03/2010

Goal 12 - Actively participate in ten and lead in two local partnerships and external forums

Chief Executive	Develop links with a range of external partners	01/04/2008	30/09/2009
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Objective 4 - To be recognised as a good employer, encouraging staff to achieve their potential

Goal 13 - Maintain the IIP standard, after assessment in 2008

Human Resources	Produce and implement liP action plan	01/04/2008	31/08/2008
Human Resources	Develop a cohesive organisation and culture	01/04/2008	30/09/2008

Goal 14 - Achieve an increase in overall staff satisfaction from 41% to 63% by 2010

Human Resources	Develop a cohesive organisation and culture	01/04/2008	30/09/2008
Human Resources	Produce an organisational development strategy and implement Action plan	01/07/2008	30/09/2009

Business Plan Projects

Objective 5 - To invest in our communities and their environment***Goal 15 - Develop or fund two new community services or facilities, that make a contribution to South Gloucestershire's Strengthening Communities Strategy by 2010***

Service Improvement	Develop and implement Community Investment strategy, policy and action plan	01/04/2008	30/03/2009
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Goal 16 - Develop or acquire 150 new homes by March 2012

Investment	Establish development ability and acquire or develop 150 new homes	01/07/2008	31/03/2012
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