

OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT	PROGRESS
<b>A. Fulfilling the stock transfer promises:</b>					
<p>1. Continuing to develop the BCT Investment Programme and complete the planned projects.</p>	<p>1.1 Continue to deliver the BCT Investment Programme.</p>	<p>2018-20</p>	<p>Chief Executive / Director of Property &amp; Development</p>	<p>1.1.1 The 2018/19 Planned major works and cyclical maintenance contracts are:-</p> <ul style="list-style-type: none"> <li>• External Painting to 244 properties in the Kendal / Brock area of the Estate – delivering essential planned maintenance and redecoration.</li>   <li>• Work Package 1 (WP1) The district heating secondary mains, supply heating and hot water to the dwellings from the 9 heat transfer stations through a network of 28km secondary mains on the system. To improve the energy efficiency of the system and reduce heat loss through leaks and inadequate insulation. An additional 6km of secondary mains pipework is in the process of being replaced.</li>   <li>• Work Package 3 (WP3) improvement of district heating internal systems and controls in all properties across the Estate. This will have an overall positive impact on the efficiency of the district heating with a target reduction in fuel consumption of 5%.</li>   <li>• External and Communal Improvements to 63 properties in Tom Collins House and Mount Pleasant, implementing planned maintenance and essential landlord and fire safety improvements.</li>   <li>• Conversion of 45-47 Brinkburn Street to create 4 apartments for affordable rent, 2 of which have been designed to disability standards.</li>   <li>• Roof replacement to 409 properties across the Estate to replace original roof coverings ensuring they meet the decent home standard and improve their thermal performance.</li>   <li>• Replacement of 13 original passenger lifts in Kendal House and from Byker Crescent to Northumberland Terrace.</li> </ul>	<p>1.1.1 Progress to date :-</p> <ul style="list-style-type: none"> <li>• Q1 Pre start meeting held with Bell Group. Contract on site 07/2018 and completes 10/2018. Q2 Contract progressing well and expected to complete end 10/2018. Q3 Bell Group external painting programme contract complete 10/2018.</li>   <li>• Q1 WP1 contract progressing on site with H. Malone &amp; Sons and will complete 12/2018. Q2 WP1 contract on programme to complete 12/2018. Q3 The secondary mains replacement included in the original WP1 contract are now complete. 7 additional sections of pipework replacement have been added to the contract and the overall programme is due to complete 04/2019.</li>   <li>• Q1 WP3 contract started on site with H Malone &amp; Sons 06/2018. Fuel usage by substation area to be monitored quarterly during the delivery of the project to monitor the impact on fuel efficiency. Q2 Contract progressing well with 143 properties completed to date. Q3 Contract progressing well with 246 properties completed to date.</li>   <li>• Q1 Contract progressing on site with Esh Property Services and due for completion 10/2018. Scheme launch to be organised for 10/2018. Q2 Contract due for completion end 10/2018 and launch of Tom Collins House planned for 16/11/2018. Q3 Works to Tom Collins House completed 10/2018 with Mount Pleasant forecast to complete 01/2019.</li>   <li>• Q1 45 – 47 Brinkburn Street conversion works on site with Esh Property Services. Contract due for completion 10/2018. Q2 Contract experienced a number of delays resulting in a revised completion date of 12/2018, revised contract completion date agreed with Homes England. Q3 Delays encountered in the delivery of fire doors resulting in completion 01/2019. Practical completion grant claim scheduled with Homes England 01/2019.</li>   <li>• Q1 Brief developed and out to tender to obtain procurement and project management consultancy support 06/2018. Q2 RNJ Partnership LLP appointed 08/2018 to provide procurement and project management consultancy support. RNJ have completed all surveys and drawings / specification in progress. Tender documents to be issued 11/2018. Q3 Tender documents issued 11/2018 with tender evaluation scheduled for 01/2019. Recommendation for preferred contractor to be presented to Board for decision 02/2019.</li>   <li>• Q1 Appointed TUV SUD Dunbar Boardman, lift consultant to lead on the surveys, procurement and contract management support in the delivery of this</li> </ul>

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				<ul style="list-style-type: none"> <li>Comprehensive environmental upgrade of the Byker Estate benefitting 2000 properties – completing the delivery of BCTs stock transfer investment promises and will have a positive effect on the environment and kerb appeal of our assets.</li> <li>Byker Wall high security locks – improving security and preventing vandalism and unauthorised access for 668 properties connected to the door entry system</li> </ul>	<p>project. Surveys complete, tender specifications prepared and contract out to tender to appoint a contractor. Tender due for return 07/2018.</p> <p>Q2 Contract appointed to Classic Lifts 09/2018 work to commence 04/2019. BCT consulting all residents affected by these works to coordinate any temporary relocations due to mobility issues.</p> <p>Q3 Classic Lifts programmed to commence contract 04/2019.</p> <ul style="list-style-type: none"> <li>Q1 Procured Todd Milburn Partnership to provide procurement and contract management support in the delivery of this project. Initial briefing meeting held 06/2018.</li> <li>Q2 The pre-qualification questionnaire was issued and expressions of interest were received 09/2018 from 12 design practices. The evaluation panel met and have shortlisted 6 design practices to invite to tender. The invitation to tender has been released and dates identified for tender evaluation and interviews. The recommended design practice will be presented to Board 12/2018 for approval.</li> <li>Q3 JDDK architects appointed as preferred design partner 12/2018. Design programme developed and will be presented to Board 02/2019.</li> <li>Q1 Contract on site with Openview and due for completion 07/2018.</li> <li>Q2 Contract completed 07/2018.</li> </ul>
	<p>1.2 Implement an investment evaluation and appraisal system to inform investment choices over the medium and long term Business Planning.</p>	<p>2018-20</p>	<p>Chief Executive / Director of Property / Director of Finance</p>	<p>1.2.1 Net Present Value (NPV) is viewed as a superior investment appraisal technique because it provides a rate of return figure which can be compared, over a specific time period, across a range of investment options against a target rate of return. NPV calculations will be used to inform all investment options presented to BCT Board during 2018/19 to ensure decisions are aligned to the BCT Asset Management Strategy and have an overall positive impact on the Business Plan.</p> <p>1.2.2 Commence a programme of NPV calculations of all stock to analyse underperforming stock that may require specific intervention by 04/2019.</p> <p>1.2.3 Conduct a review of Repairs and Maintenance (R&amp;M) to identify improvements in budget and performance management. To review any trend analysis which can potentially inform future investment programme requirements and efficiencies.</p>	<p>1.2.1 Q1 completed buyback of 19 Chirton Wynd 03/2018, a 3 bedroomed house which produces a + NPV of £5k over a 20 year period.</p> <p>Q1 progressing conversion of 45-47 Brinkburn Street 03/2018, which produced a + NPV of £171k over a 25 year period.</p> <p>Q1 progressing buyback at 49 Dunn Terrace, a 1 bedroom maisonette which produces a +NPV of £20,379 over 20 years.</p> <p>Q2 49 Dunn Terrace purchased on 08/2018</p> <p>1.2.2 Q3 BCT will use data from stock valuation work to produce a NPV for BCT stock. Savills have been appointed to carry out this work as part of a wider package of works regarding property valuation, stock condition and review of BCT's Investment Programme.</p> <p>1.2.3 Q1 In-depth analysis of Repairs and Maintenance carried out and reported to Board 08/2018.</p> <p>Q2 Board agreed the improvement actions identified during the in-depth analysis, all actions being implemented and progress reported as part of Quarterly Performance Update.</p> <p>Q3 A Repairs and Maintenance in-depth review progress of action included in Q3 performance update.</p>

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	<p>1.3 Investigate a strategic approach and delivery plan for BCTs land sites, linked to Corporate Plan and Business Plan objectives.</p>	2018-20	Chief Executive / Director of Property	<p>1.3.1 BCT will develop a strategic approach and delivery plan for its 4 land development sites to:</p> <ul style="list-style-type: none"> <li>• Fulfil the commitment in the official offer document to our tenants;</li> <li>• Build new homes of excellent quality that meet housing and growth need and have a positive impact on BCTs Business Plan;</li> <li>• Actively support Homes England and Newcastle City Council (NCC) to deliver new affordable homes, securing opportunities for grant funding;</li> <li>• Develop homes that support sustainable communities fulfilling BCT mission.</li> <li>• Review options for development or potential sale of all land development sites.</li> </ul>	<p>1.3.1 Q1 Meeting requested with NCC 05/2018 regarding BCTs land development sites and their classification in the Development and Allocations Plan. Meeting arranged for 06/08/2018. Q2 NCC provided urban designs illustrating limited development options for St Lawrence Square and Byker south sites on 09/2018. Capacity for new build across all 4 land development sites to be reported to Board 10/2018 as part of BCT Increased Investment Options Report. Q3 Bolam Street feasibility progressing well with pre planning application and open space assessment submitted to NCC 01/2019 for feedback. Progress update and draft programme to take forward the Bolam Street site will be reported to Board 02/2019.</p> <p>1.3.2 Q1 Workshop held with Board 06/2018 evaluating opportunities for development and growth to impact on the Business Plan longer term. Q2 Complete. Results to be reported to Board 10/2018 as part of BCT Increased Investment Options Report. Q3 Board agreed 10/2018 to take forward the Bolam Street development and proceed to detailed feasibility and cost appraisal for the scheme. BCT met with NCC 12/2018 regarding long term impact on the Business Plan resulting from the planning categorisation of the remaining 3 land development sites. It was agreed that BCT would work in partnership with NCC's Fairer Housing Unit to maximise capacity and options for the sites, and a meeting is scheduled for 01/2019.</p>
	<p>1.4 Complete stock condition data integration into the Capita OT1S system and secure external data validation and valuation</p>	2018-19	Director of Property	<p>1.4.1 The planned maintenance module of BCTs Capita OT1S system will assist with profiling and planning of large-scale repair and improvement work across all BCT assets. It will enable lifecycle replacement planning of all stock condition components to properties, blocks and garages to maintain decency and health and safety compliance. It will incorporate component replacement costs for investment and Business Plan profiling.</p> <p>1.4.2 External stock condition validation to be completed by 01/2019, to 10% of BCT assets secured against Yorkshire Building Society loan facility, in order to meet loan covenants.</p>	<p>1.4.1 Q1 On target for full stock integration into the Capita system by end 08/2018. Q2 Full stock integration completed 08/2018.</p> <p>1.4.2 Q2 Specification in development for the appointment of Stock Condition Surveyors planned for 11/2018. Q3 Tender exercise complete 12/2018, negotiations ongoing to agree tender rate and scope of work.</p>
<p>2. Engaging, empowering and supporting residents.</p>	<p>2.1 BCT Tenant Engagement Framework (TEF).</p> <ul style="list-style-type: none"> <li>• Establish and develop BCT approach to Customer Scrutiny Committee (CSC).</li> <li>• Continue to support tenants and residents actively involved through the TEF</li> <li>• Completing Customer Care Visits (CCV) with every tenant</li> <li>• Completing STAR Survey of Tenant and Residents</li> <li>• Communications Calendar</li> <li>• Evaluation and qualitative research on customer perception of engagement</li> </ul>	2018-19	Chief Executive / Director of Operations	<p>2.1.1 BCT CSC established 06/2018 and work plan for 2018/19 agreed.</p> <p>2.1.2 Tenants involved in service improvement such as Grounds Maintenance Inspectors and review of Concierge and Cleaning Contract.</p>	<p>2.1.1 Q1 CSC has full membership, first meeting held 06/2018. Sub-group established to commence consultation on Concierge and Cleaning contract/services 08/2018. Q2 Second meeting of CSC held 08/2018, agenda and work plan agreed which will include a review of the Complaints and Compliments policy and procedure as well as a review of Repairs and Maintenance with both commencing in Q4. CSC training needs identified and TPAS have been engaged to deliver training in 12/2018. Q3 TPAS training delivered for CSC members in 12/2018, CSC meeting held 11/2018 covering Concierge and Cleaning contract, performance update and Complaints and Compliments policy and procedure.</p> <p>2.1.2 Q1 Grounds Maintenance Inspections commenced for the year, in 2018/17 inspections carried out and 2 new recruits, 16 inspectors in total.</p>

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	through the Knowledge Transfer Project (KTP)			<p>2.1.3 CCV continue to be completed on a rolling programme.</p> <p>2.1.4 STAR Survey developed and due to be complete by 08/2018.</p> <p>2.1.5 Communications calendar under review as part of the BCT website update.</p> <p>2.1.6 KTP with Newcastle University secured and commenced 04/2018. The Key goal to create a customer engagement and change management strategy focused on value co-creation. 3 key aims are</p> <ul style="list-style-type: none"> <li>to better understand customer willingness to be involved and perceptions toward involvement.</li> <li>to ensure the right platforms are in place to facilitate customer involvement – including the research of technology and technological adoption among customers.</li> <li>to better understand staff perceptions toward customer involvement opportunities, building on BCT's bottom-up approach.</li> </ul>	<p>Q2 Additional Grounds Maintenance inspectors recruited. New feedback mechanisms implemented. CSC led service user consultation has been held relating to Concierge and Cleaning contract.</p> <p>Q3 Concierge and Cleaning contract OJEU tender process concluded 12/2018 with 2 new contractors to be appointed in Q4 following the completion of leasehold consultation.</p> <p>2.1.3 Q1 CCV documentation reviewed and improved into electronic format that can now prepopulate into OT1S. Continuous analysis taking place of the data obtained. Completed 751 to date.</p> <p>Q2 Data obtained from CCVs being reviewed as part of KTP project alongside STAR survey results. 920 CCVs completed to date. Key themes emerging include litter, waste management and Anti-Social Behaviour. Planning permission obtained during Q2 to allow a communal bin area in the Byker Wall and an increased range of summer events and activities put in to help prevent involvement in Anti-Social Behaviour by young people.</p> <p>Q3 1083 CCVs completed to date. Findings from CCV analysis has been compared with STAR survey results with findings comparable and included in the KTP research report.</p> <p>2.1.4 Q1 STAR Survey questionnaire developed and will be distributed to 100% of tenants 07/2018, 272 returned so far.</p> <p>Q2 Results of STAR survey received 09/2018. Initial findings reported to Board and staff, summary results to be included in Autumn newsletter and form the basis of the Tenant Conference on 31/10/2018.</p> <p>Q3 Results of STAR survey presented at Tenant Conference 10/2018, results and actions taken as a result published in 12/2018 Newsletter.</p> <p>2.1.5 Q1 Communications calendar reviewed and updated. Other community organisations have been encouraged and have started to share their events on BCT's calendar. Q2 Calendar is updated weekly.</p> <p>2.1.6 Q1 KTP officer in post, KTP Project Board has met during Q1 to review work to date. Additional funding is being obtained to fund a project to review advertising of BCT properties. Quantitative analysis of CCV and STAR Survey will be undertaken in 09/2018.</p> <p>Q2 Second meeting of the KTP Project Board held 09/2018, quantitative analysis of CCV and STAR survey is being undertaken. Two literature reviews have been conducted on Digital Inclusion and Value Co-creation 09/2018. Chief Executive and KTP Associate presented project and information to the Economic and Social Research Council in 09/2018.</p> <p>Q3 KTP research report completed and produced during Q3 KTP officer submitted resignation and left post 01/2019. Recruitment to KTP post will be undertaken during Q4.</p>
3. Contributing to economic health of the neighbourhood.	3.1 Develop a BCT Thriving Byker Strategy	2018-19	Director of Operations	3.1.1 Thriving Byker Strategy to be developed to tackle a range of indicators covering health, education, employment, youth engagement and financial wellbeing.	3.1.1 Q1 Scoping work undertaken to map out all partner service provision across the BCT Estate. Scoping session held with partners on 06/2018.



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					<p>Q2 Draft strategy in development. Monthly meetings held with key partners to identify initiatives and outcomes that can be delivered through the Thriving Byker Strategy. Draft Strategy to be completed 12/2018.</p> <p>Q3 Draft strategy developed and will be reported to Board Q4.</p>
	<p>3.2 Make a positive difference against a range of issues including; wealth, health, safety, energy efficiency, education and digital inclusion.</p>	<p>2018-20</p>	<p>Chief Executive / Director of Finance / Director of Operations / Director of Property</p>	<p>3.2.1 Energy Efficiency</p> <ul style="list-style-type: none"> <li>Review options for the installation of an additional 4 Mega Watt (MW) Biomass Boiler or a new Combined Heat and Power Plant to increase energy generation capacity, diversify supply options, help to alleviate fuel poverty in Byker and significantly reduce the carbon footprint of the Estate.</li> <li>Work Package 3 (WP3) improvement of district heating internal systems and controls in all properties across the Estate. This will have an overall positive impact on the efficiency of the district heating with a target reduction in fuel consumption of 5%.</li> </ul> <p>3.2.2 Digital Inclusion - BCT are investigating connectivity of broadband services to the properties connected to the Concierge System through fibre cabling.</p> <p>3.2.3 Employment &amp; Education - Maximisation of employment and training opportunities in the delivery of capital investment projects to benefit Byker residents.</p>	<p>3.2.1 Energy Efficiency</p> <ul style="list-style-type: none"> <li>Q1 Awaiting eco guidance 09/2018 to assess project viability. Meeting held with Engie NCC district heating framework partner) to explore project viability through NCC's framework.</li> <li>Q2 Eco funding guidance was launched 09/2018 and low carbon element of the programme has been withdrawn. BCT exploring alternative energy generation funding mechanisms with Engie.</li> <li>Q1 WP3 contract started on site with H Malone &amp; Sons 06/2018. Fuel usage by substation area to be monitored quarterly during the delivery of the project.</li> <li>Q2 Fuel usage being collected quarterly however unlikely to benefit from reduction in fuel consumption until the contract is 50% complete.</li> </ul> <p>3.2.2 Digital Inclusion - Q1 Meeting held with Fibreoptic to explore feasibility of providing broadband via fibre to all properties connected to the Concierge System. Infrastructure for communal WIFI services being installed in Tom Collins House and Mount Pleasant as part of the external and communal upgrade.</p> <p>Q2 Timetable set for establishing a bass line on;</p> <ul style="list-style-type: none"> <li>GDPR Requirements</li> <li>Audit of digital systems and procedures</li> <li>What exactly is our current digital offer and gap analysis</li> <li>Is it mobile friendly</li> <li>CRM data</li> <li>Number of transactions weekly / monthly</li> <li>Number of contacts / logins</li> <li>Associated costs both current and future</li> </ul> <p>Initial consultation with tenants regarding digital strategy to commence at tenants conference linked to results of STAR survey digital inclusion questions.</p> <p>Q3 KTP associate has completed a digital audit of BCT departments. A literature review was also completed on the factors which influence digital inclusion and digital adoption strategies. The Chief Executive has initiated a partnership approach with Newcastle University and other strategic partners to develop a bid to create a digital platform for Byker.</p> <p>3.2.3 Employment &amp; Education - Q1 Newcastle United (NUF) Foundation deliver employability programme as part of funded work. Meeting held with Karbons employability team in order to identify future working opportunities that can be accessed by BCT tenants. BCT to establish customer needs before a customer offer is established.</p> <p>Q2 5 tenants have accessed NUF employability programme which aims to help tenants into work.</p> <p>Training to take place with BCT housing staff to increase awareness of NUF employability offer and access to The Princes Trust courses.</p>

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				<p>3.2.4 Engagement - £30k community budget in place to support community engagement and activities.</p> <p>3.2.5 Wealth - BCT now have 2 staff within the Welfare Reform Team to support tenants with benefit issues such as income maximisation, appeals and signposting to other financial support agencies.</p>	<p>Q3 2 Byker residents have enrolled onto Prince's Trust Course with NUF. Joint training delivered with BCT staff and Byker Sands to increase awareness and referrals.</p> <p>3.2.4 Engagement – Q1 Foundation Futures 12 week youth engagement project funded and delivered. 14 young people involved in project. Successful funding bid from Mersten Foundation to continue a further 12 weeks. Q2 BCT summer trip to White House farm attended by 80 tenants in 08/2018. Felton Walk Summer BBQ event supported by BCT held 07/2018. Tenant Conference planned for 31/10/2018 focusing on engaging customers and reviewing BCT STAR Survey. Q3 Support provided to the Byker Village TARA and community groups at Tom Collins House. BCT are attending monthly meetings of the Byker Children and Young People's Partnership which continues to co-ordinate youth provision across the estate. CSC away day delivered which included training from TPAS. CSC have developed a timetable for upcoming review of BCT Complaints and Compliments policy and procedure. BCT Grounds Maintenance inspector training completed during Q3.</p> <p>3.2.5 Wealth – Q1 Additional monthly benefit income gained for BCT tenants is £7811.55, backdated income for BCT tenants is £17,791.44. Q2 Additional monthly benefit income gained by BCTs Welfare Benefit Advisor for tenants is £4892.76, backdated income for BCT tenants in Q2 is £16893.81. Q3 Additional monthly benefit income gained by BCTs Welfare Benefit Advisor for tenants is £7212.22, backdated income for BCT tenants in Q3 is £14393.27.</p>

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<b>B. Completing the journey to independence:</b>					
4. Being a first class strategic partner.	4.1 Maintaining positive partnerships and relationships. <ul style="list-style-type: none"> <li>Supporting Newcastle City Council (NCC) vision</li> <li>Working in partnership with Karbon Homes to deliver Value for Money (VfM) and customer excellence</li> <li>Working collaboratively with partners for the benefit of Byker and its residents.</li> </ul>	2018-20	Board / Exec Team	In partnership with BCT: 4.1.1 <b>NCC</b> - conversion of empty buildings to contribute towards the wider regeneration of the Byker Estate and develop additional housing units to meet housing need.  4.1.2 <b>NCC</b> – Development of land sites included in the transfer agreement between NCC and BCT to maximise growth opportunities, improve the longer term Business Plan position and provide housing to meet NCCs housing needs requirement.  4.1.3 <b>NCC</b> – Upgrade of the District Heating System (DHS) to improve reliability and efficiency of the system serving BCT and NCC properties.  4.1.4 <b>NCC</b> – Review options to expand the DHS network to increase income generation and improve the efficiency of the system  4.1.5 <b>NCC</b> – to tackle waste management and fly tipping issues  4.1.6 <b>NCC</b> – Tyne and Wear Homes Choice Based Lettings	4.1.1 Q1 45 – 47 Brinkburn street successfully transferred from NCC to BCT. Conversion works on site with Esh Property Services to create 4 apartments for affordable rent, 2 of which have been designed to disability standards. Project due for completion 10/2018. Q3 1 – 4 Ralph Erskine House forecast for completion 01/2019.  4.1.2 Q1 Working in partnership with NCC to evaluate options available to BCT for development on the St Lawrence Square and Byker South sites. Q2 NCC provided urban designs illustrating limited development options for St Lawrence Square and Byker south sites 09/2018. Capacity for new build across all 4 land development sites to be reported to Board 10/2018 as part of BCT Increased Investment Options Report. Q3 Board agreed 10/2018 in principle to take forward the Bolam Street development and proceed to detailed feasibility and cost appraisal for the scheme. BCT met with NCC 12/2018 regarding long term impact on the Business Plan resulting from the planning categorisation of the remaining 3 land development sites. It was agreed that BCT would work in partnership with NCC's Fairer Housing Unit to maximise capacity and options for the sites, and a meeting is scheduled for 01/2019.  4.1.3 Q1 WP1 contract progressing on site with H. Malone & Sons and due for completion 12/2018. WP3 contract started on site with H Malone & Sons 06/2018. Q2 WP1 Contract on programme to complete 12/2018. Q2 WP3 Contract progressing well with 143 properties completed to date. Q3 WP1 contract on programme to complete 04/2019 Q3 WP3 progressing well with 246 properties completed to date.  4.1.4 Q2 BCT Increased Investment Options Report to Board 10/2018 will identify capacity for new build housing connectivity to the DHS network. Q3 Bolam Street proposed layout shared with NCC to provide detailed costs for expanding the District Heating Network to this development.  4.1.5 Q1 regular meetings continue to be held. Planning application made to pilot bin collection schemes in 3 areas. Q2 Street cleaning routes and schedules received from NCC. Planning consent obtained for 3 pilot bin areas on the Byker Wall, fencing and signage ordered and will be in situ 10/2018. Q3 4 bin pilot areas installed with uniformed bins and correct signage. Skip days promoted during Q3 via newsletter and social media, held early Q4.  4.1.6 Q1 Tyne & Wear Homes Management Board are currently undertaking a review of the partnership and BCT have contributed to their review.

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				<p>4.1.7 <b>Karbon Homes</b></p> <ul style="list-style-type: none"> <li>Aligning housing policies to conform with GDPR and sharing training materials</li> <li>Management and monitoring of SLA Key Performance Indicators (KPIs) to ensure VfM and excellent customer services.</li> </ul>	<p>Q2 ARC4 nominated consultants carrying out review of Tyne and Wear Homes 10/2018. Awaiting outcomes, next meeting 12/2018. Q3 Review still ongoing, a full draft report will be available from 02/2019.</p> <p>4.1.7 Q1 GDPR compliant, action plan in place. Q1 Monthly SLA meetings to monitor performance with quarterly updates provided to Board. Q2 Muckle appointed to review BCT's GDPR response and actions. Q3 Muckle GDPR review complete, findings to be reported to Governance and Remuneration Committee (G&amp;RC) 01/2019.</p>
				4.1.8 <b>TWFRS</b> - Tyne and Wear Fire and Rescue Service	4.1.8 Q1 Meeting held TWFRS to promote installation of sprinkler system in Tom Collins House and ensure fire safety arrangements for BCT assets are aligned to TWFRS emergency responses. Q3 TWFRS attended the launch of Tom Collins House and wrote to BCT to commend the proactive work taken to minimise the risk from fire.
				4.1.9 <b>Newcastle University</b> – KTP Commenced 04/2018	4.1.9 Q1 Initial analysis carried out on customer care surveys to date and awaiting STAR survey results 09/2018. Q2 STAR Survey results have been used to develop an in-depth questionnaire to be used for individual tenant interviews for KTP research. Q3 In-depth questionnaire completed with 12 tenants during Q3. Findings were included in the KTP research report. A further partnership with Newcastle University has been initiated to develop an Industrial Challenge Strategy bid to achieve a digital platform for Byker.
				4.1.10 <b>YEIH</b> - Youth Early Intervention Hub. Multi agency approach to tackling youth disorder.	4.1.10 Q1 BCT have now become a strategic partner on the YEIH working in partnership to tackle youth disorder. Q2 BCT continue to attend monthly YEIH meetings. Q3 BCT attending monthly YEIH meetings and continue to discuss the top 10 youths that are problematic in the area to look at resolutions, diversionary activities and in some cases formal action.
				4.1.11 <b>NUF</b> - Newcastle United Foundation. working in partnership with NUF to tackle issues of employability, education, health as well as providing diversionary activities for young people.	4.1.11 Q1 Funding obtained through the Michael Carrick Foundation to support the Byker Kicks project on the Estate for 3 years. Q2 NU Foundation continue to deliver the programme across the Estate. 2 education sessions have been delivered at Byker Primary and weekly Kicks programme attended by up to 20 children per session. Q3 NUF schools programmes continues through the delivery of Match Fit with 60 out of 80 target achieved to date. Onside, Family Football and after school clubs have been delivered at Byker Primary.
				4.1.12 <b>Foundation Futures</b> – Working with young people to provide educational support and diversionary activities.	4.1.12 Q1 Community budget used to support 12 week youth engagement project. As part of the Thriving Byker Strategy, BCT are working to strengthen the strategic partnership with foundation futures. Q2 Successfully completed summer holiday programme to support student transition from primary



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					<p>to senior school (funded for 3 years) in partnership with northern stage.                      Additional youth club set up due to high numbers with sessions held every week attended by a maximum of 30 people aimed at targeting harder to reach youths. Q3 Foundation Futures Youth Club have 136 children and young people registered and have 35 attending each week plus 4 parents. Through partnership working additional funding was obtained through the Greggs Environmental Fund, Launchpad and Barnardos to deliver activities such as bulb planting, Metro Centre Trip and Halloween and Christmas Parties.</p>
<p>5. Growing our commissioning skills.</p>	<p>5.1 Annual staff skills training assessments and personal development discussions.</p>	<p>2017-18</p>	<p>Chief Executive / Director of Finance</p>	<p>5.1.1 Training and empowering staff to effectively use commissioning skills to the benefit of the organisation leads to enhanced partnership working, quality and productivity.</p>	<p>5.1.1 Q1 Sales and Marketing training delivered to all BCT staff and the Chartered Institute of Public Relations.</p>
<p>6. Establishing a Framework and timetable for new contracts.</p>	<p>6.1 Review delivery of Concierge and Cleaning Services</p>	<p>2018-19</p>	<p>Chief Executive / Director of Finance / Director of Operations / Director of Property</p>	<p>6.1.1 Review of Concierge and Cleaning Contract and new tender documentation.</p>	<p>6.1.1 Q1 Review of contract has commenced legal advisors appointed, deed of variation prepared and issued to YHN and NCC.                      Q2 DWF appointed to provide additional legal support with the OJEU process, section 20 consultation completed with leaseholders and the selection questionnaire documentation published which concludes 10/2018.</p> <p>6.1.2 Q1 CSC have set up a Sub Group 06/2018 to commence consultation with residents. First meeting planned 08/2018.                      Q2 CSC led service user consultation held 08/2018 relating to Concierge and Cleaning contract. Feedback obtained used to develop tender documentation.</p> <p>6.1.3 Q1 Consultation sessions to be held with service users during 08/2018. Additional consultation undertaken with leasehold service users as required by section 20 of the Housing Act.                      Q2 Q1 Consultation session held 08/2018.</p> <p>Q3 Concierge and Cleaning contract OJEU tender process concluded 12/2018 with 2 new contractors to be appointed in Q4 following the completion of leasehold consultation. Expected VfM savings of £155k.</p>

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OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT	PROGRESS
<b>C. Underpinning Value for Money and the financial security of the BCT</b>					
7. Securing outcomes which balance efficiency, economy and effectiveness in all we do	7.1 Translating Business Plan objectives into appropriate KPIs and targets. <ul style="list-style-type: none"> <li>The development of a robust performance framework and scorecard</li> <li>Participation in the sector efficiency VfM scorecard.</li> <li>HouseMark Benchmarking</li> <li>Results of STAR Survey</li> </ul>	2018-19	Chief Executive / Director of Finance / Director of Operations / Director of Property	7.1.1 Complete an annual in-depth review of services delivered with the Cost Sharing Vehicle.	7.1.1 Q1 In depth review of income collection performance presented to Board 05/2018 Q2 HouseMark Benchmarking carried out. Income collection rate at Q2 at 97.1% in comparison to 94% in Q2 2017.
				7.1.2 Board and Tenants will have a clear understanding of BCTs performance including sector benchmarks.	7.1.2 Q1 A new performance framework and report has been established for 2018/19 which will be presented to Board 08/2018 and used for quarterly/annual reporting thereafter. Q2 Performance Scorecard presented to Board and CSC 08/2018. In depth review of voids and allocations to be presented in Q3. Q3 In-depth review action plan developed and presented to Board 12/2018. Board Away Day focused on reviewing the Corporate Plan objectives, simplifying and improving BCT's VfM.
	7.2 Develop a more detailed procurement strategy to meet BCT corporate objectives.	2018-19	Chief Executive / Director of Property	7.2.1 Development of a BCT Procurement Strategy to deliver high quality professional procurement, achieve VfM across all services and contribute to the delivery of our Corporate Plan priorities. Incorporating the aspirations of our Capital Investment Strategic Brief, it will attract partners who will also create opportunities to improve the economic wellbeing of our community in the delivery of investment projects on the Estate.	7.2.1 Q1 Procurement Strategy – Draft under development for consideration by Board 09/2018. Q2 Procurement Strategy agreed by Board 09/2018.
	7.3 Identify and maximise opportunities and efficiencies to increase investment capacity.	2018-20	Chief Executive / Director of Finance / Director of Operations / Director of Property	7.3.1 WP3 improvement of district heating internal systems and controls in all properties across the Estate. A stock transfer promise that will have an overall positive impact on the efficiency of the district heating with a target reduction in fuel consumption of 5%.	7.3.1 Q1 WP3 project started on site with H Malone & Sons 06/2018. Fuel usage by substation area to be monitored quarterly with first update provided at the end of Q2. Q2 Fuel usage being collected quarterly however unlikely to benefit from reduction in fuel consumption until the contract is 50% complete.
				7.3.2 Scheme prepared for the installation of an additional 4 MW Biomass Boiler or a Combined Heat and Power Plant to increase energy generation capacity, diversify supply options, help to alleviate fuel poverty in Byker and significantly reduce the carbon footprint of the Estate.	7.3.2 Q1 Awaiting eco guidance 09/2018 to assess project viability. Meeting held with Engie (NCC's district heating framework partner) to explore project viability through NCC's framework Q2 Eco funding guidance was launched 09/2018 and low carbon element of the programme has been withdrawn. BCT exploring alternative energy generation funding mechanisms with Engie.
				7.3.3 Homes England – securing affordable homes funding on all conversions and new build to improve the NPV of development opportunities.	7.3.3 Q1 Secured 120k Homes England empty homes funding towards the conversion of 45 – 47 Brinkburn Street. Q3 Board agreed 10/2018 in principle to take forward the Bolam Street development and proceed to detailed feasibility and cost appraisal for the scheme. Meeting arranged with Homes England 01/2019 regarding securing grant funding.
				7.3.4 Consideration of alternative business models to enable Board to evaluate future options.	7.3.4 Q1 Stress testing workshop held 06/2018. Identified investment headroom in early years, further options report to go to Board 10/2018. Q2 Proposals to build on development sites have been drawn up in conjunction with planners to be reviewed by Board 10/2018. Q3 Stress testing carried out 12/2018 on interim business model which included indicative figures for Bolam Street development.

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OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT	PROGRESS	
	<p>7.4 Review BCT VfM Strategy</p> <ul style="list-style-type: none"> <li>Identifies definitions of VfM which address cost v quality and how we embed this into our operations</li> <li>Defines VfM in each business stream and how its measured</li> <li>Introduces service plans with VfM implications</li> </ul>	2018-19	Chief Executive	<p>7.4.1 Focus on VfM to set the strategic direction for BCTs strategy to be included in 2018 Board away day set for 11/2018.</p> <p>7.4.2 Operational objectives and targets will ensure that staff have an awareness of their role in achieving VfM and the principles of waste reduction and lean processes.</p>	<p>7.4.1 Q1 Workshop held with Board 06/2018 evaluating opportunities for business growth as an alternative to cost cutting as a method to improve the long term Business Plan. An agreed report and framework detailing increased investment options to improve the Business Plan will be reported to Board 10/2018. Q2 New VfM metrics included in BCTs annual accounts. Q3 Work has begun to develop a new VfM strategy for BCT which will be presented to Board 03/2019.</p> <p>7.4.2 Staff Conference 2018 and training will focus on VfM and lean processing. Q2 Staff conference 09/2018 with VfM sessions delivered by HouseMark and facilitated by Customer Plus also reviewing Customer Satisfaction STAR survey. 09/2018 Chair and Chief Executive consultation with Board members on the Board Away Day agenda to include VfM. Q3 Board Away Day held 11/2018, VfM will be a main strategic objective for 2019/20.</p>	
8	Maintaining a clear approach to risk identification and management.	8.1 Risk and control frameworks to be the subject of external review in 2018/19.	2018-19	Chief Executive / Director of Finance	8.1.1 BCT Board will have assurance that the risk and control processes are fit for purpose.	8.1.1 Q1 – Risk Management Framework, Stress Testing policies and Controls Statement have been updated. HQN and TIAA to review 07/2018. Q2 Processes have been independently reviewed and findings have been implemented and will be reported to Audit & Risk Committee (A&RC) 10/2018 Q3 New Internal Audit and risk procedures continue according to the new framework.
		8.2 Internal Audit Plan agreed and implemented during 2018/19	2018-19	Director of Finance	8.2.1 Board will have assurance that the plans and goals that they set for BCT are being carried out in an efficient and proper manner.	8.2.1 Q1 Internal Audit Appointed 02/2018 Q2 3 internal audits carried out with the findings and the management actions reported to A&RC 10/2018. 8.2.2 Q1 Internal Audit Plan agreed A&RC 05/2018 Q2 Complete
9	Ensuring we continue to have a sustainable Business Plan.	9.1 Refresh of the Business Plan based on first full year's annual accounts after service transition <ul style="list-style-type: none"> <li>08/2018 Business Plan Refresh</li> <li>06/2018 Stress Testing workshop with the Board</li> <li>12/2018 interim Business Plan Refresh</li> </ul>	2018-20	Chief Executive / Director of Finance / Director of Operations / Director of Property	<p>9.1.1 Explore changes in the operating environment on BCTs Business Plan, gain assurance that the Business Plan can withstand financial stresses.</p> <p>9.1.2 Use the Business Plan as an appraisal tool for major decisions such as the district heating transfer arrangements and significant investment plans.</p>	<p>9.1.1 Q1 Business Plan reported to Board and Stress testing workshop 06/2018. Financial Forecast Return (FFR) submitted to Regulator of Social Housing (RSH). Q2 Risks identified at the stress testing workshop have been the subject of further mitigation reports to Board. Q3 Interim stress testing carried out 12/2019 including revised assumptions and forecasts based on performance and changes during the year.</p> <p>9.1.2 Q1 Board approved further work to be undertaken to investigate increased development options. Q3 Proposed development included in interim stress test to ensure the additional expenditure does not expose BCT to undue risk, and improves the Business Plan as a whole.</p>

OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT	PROGRESS
<b>D. Delivering excellence:</b>					
<p>10 Focusing on excellent customer service.</p>	<p>10.1 Engage with tenants to understand their aspirations and</p> <ul style="list-style-type: none"> <li>• Commence a programme of customer scrutiny reviews to improve; customer satisfaction; Estate stability and environment</li> <li>• Complete CCV analysis and report to Board and tenants on results and actions</li> <li>• Complete 2018 STAR Survey</li> <li>• Customer Service Excellence</li> <li>• Aim for process improvement</li> <li>• Staff Conference 09/2018</li> </ul>	<p>2018-19</p>	<p>Chief Executive / Director of Operations</p>	<p>10.1.1 CSC to prioritise and undertake service reviews.</p> <p>10.1.2 CCVs are carried out face to face with every tenant to obtain feedback on BCT services to learn more about our tenants and their household and also to carry out a property inspection.</p> <p>10.1.3 STAR Survey developed, issued to 100% BCT tenants and due to be complete by 08/2018.</p> <p>10.1.4 Greater Customer Satisfaction and quality of services.</p> <p>10.1.5 More efficient and effective systems and processes.</p>	<p>10.1.1 Q1 CSC to prioritise Concierge and Cleaning Contract review and also decided to review BCTs Complaints and Compliments Policy and Procedure. Q2 Second meeting of CSC held 08/2018, agenda and work plan agreed which will include a review of the Complaints and Compliments policy and procedure as well as a review of Repairs and Maintenance with both commencing in Q4, CSC training needs identified and TPAS have been engaged to deliver training in 12/2018. Q3 TPAS training delivered for CSC members in 12/2018, CSC meeting held 11/2018 covering Concierge and Cleaning contract, performance update and complaints and compliments policy and procedure.</p> <p>10.1.2 Q1 Completed 751 to date. Analysis being undertaken by KTP officer to identify key themes, trends and customer issues Q2 Data obtained from CCVs being reviewed as part of KTP project alongside STAR survey results. 920 CCVs completed to date. Key themes emerging include litter and waste management and Anti-Social Behaviour. Planning permission obtained during Q2 to allow a communal bin area in the Byker Wall and an increased range of summer events and activities put in to help prevent involvement in Anti-Social Behaviour. Q3 1083 CCVs completed to date. Findings from CCV analysis has been compared with STAR survey results with findings comparable and included in the KTP research report.</p> <p>10.1.3 Q1 Survey issued 07/2018 results due 09/2018. Q2 Received STAR survey results 09/2018, analysis undertaken to support KTP overall objectives. Internal waste management communications strategy being developed following the STAR Survey results. Results communicated to staff, Board and tenants 10/2018. Q3 results of STAR survey presented at Tenant Conference 10/2018, results and actions taken as a result published in 12/2018 Newsletter.</p> <p>10.1.4 Q1 These subjects will be the main focus of the Staff Conference 2018.</p> <p>10.1.5 Q2 Staff conference delivered 09/2018 and STAR survey results were discussed with future possible actions.</p> <p>10.1.6 Q1 These subjects will be the main focus of the Staff Conference 2018 Q2 VfM and Customer Satisfaction were themes of Staff Conference. Objectives were to:</p> <ul style="list-style-type: none"> <li>• Review the year just gone, celebrate our success and look forward to the year ahead</li> <li>• Understand and commit to the principles of VfM</li> </ul>



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OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT	PROGRESS
					<ul style="list-style-type: none"> <li>Understand the link between customer satisfaction and VfM</li> <li>Decide what we need to do as BCT to embed a culture which delivers VfM</li> <li>Review the results of BCT 2018 customer satisfaction survey</li> <li>Have some fun and spend some off-duty time together</li> </ul>
11 Continuing to aim for excellence in Governance.	11.1 Complete all actions in the Regulatory Judgement action Plan agreed with RSH.	2018 - 19	Chief Executive / Director of Finance	11.1.1 To secure BCTs G1 status with the RSH	11.1.1 Q1 Good progress on actions completed and reported to Board on target to complete all actions by 11/2018. Q2 Completed final actions to be reported A&RC and Board 10/2018 Q3 Completed action plan submitted to the regulator for review 11/2018 outcome expected in Q4.
	11.2 Recruit new Board members based on the skills matrix requirements and Board succession planning.	2018 - 19	Chief Executive / Director of Finance / G&RC	11.2.1 Board will secure the required skills to provide strategic oversight of BCT.	11.2.1 Q1 Skills matrix completed as part of HQN governance review. Governance & Remuneration Committee (G&RC) agreed advertisement for recruitment of the new Board Members. Currently out to advert which closes 08/2018. Q2 Two new Independent Board members recruited with skills and experience that address gaps in the matrix. Q3 Recruitment of new Chair underway. Tenant Board Member vacancy to be advertised in Q4.
12. Ensuring staff are proud of their work for Byker through support for training, development and remuneration policies.	12.1 External Benchmarking of staff terms and conditions.	2018-19	Chief Executive / Director of Finance / G&RC	12.1.1 To ensure the recruitment and retention of high quality staff and that their pay is in line with the median for the sector.	12.1.1 Q1 G&RC work plan agreed to review 01/2018. Q2 G&RC to commission a review of BCT pay conditions structure to be reported 01/2019 Q3 An independent report commissioned from Campbell Tickell to be reported to G&RC 01/2019.
	12.2 Staff survey 03/2019	2018-19	Chief Executive	12.2.1 To ensure that staff are happy at BCT and to discover any potential areas of improvement for BCT as an employer.	12.2.1 Planned for 03/2019
13 Marketing/PR	13.1 Building the BCT Brand <ul style="list-style-type: none"> <li>Develop a short medium and long term Marketing, PR and Communications strategy</li> <li>Develop a digital and social media strategy</li> <li>Meet objectives of KTP with Newcastle University to include research and strategy to investigate how tenants perceive value and how staff can embed value into their approach.</li> </ul>	2017-18	Chief Executive /	13.1.1 To meet the objectives of the KTP project with Newcastle University, include research and strategy to investigate how tenants perceive value into their approach. The Key goal to create a customer engagement and change management strategy focused on value co-creation. 3 key aims are <ul style="list-style-type: none"> <li>to better understand customer willingness to be involved and perceptions toward involvement</li> <li>to ensure the right platforms are in place to facilitate customer involvement – including the research of technology and technological adoption among customers</li> <li>to better understand staff perceptions toward customer involvement opportunities, building on BCT’s bottom-up approach</li> </ul>	13.1.1 Q1 A quantitative data mining exercise has been conducted on over 50 value co-creation articles & over 50 articles have been read. The literature review, in combination with the STAR results in 09/2018, will help better understand customer perceptions toward involvement and will support in-depth follow-up research. Q2 Two literature reviews have been conducted as part of the KTP project on digital inclusion and Value Co-creation 09/2018 used to develop an in-depth questionnaire to be used for individual tenant interviews. Q3 Both literature reviews were completed. A review of the STAR customer survey is also underway.  13.1.2 Staff received sales and marketing training. Wider management to receive social media training. Q2 Wider Management team and housing officers received social media training 09/2018.

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Key	
Q1, Q2, Q3	Quarter One, Two, Three
WP3	Work Package 3
NPV	Net Present Value
BCT	Byker Community Trust
YBS	Yorkshire Building Society
TEF	Tenant Engagement Framework
CCV	Customer Care Visits
KTP	Knowledge Transfer Project with Newcastle University
NCC	Newcastle City Council
TWFRS	Tyne and Wear Fire and Rescue Service
YEIH	Youth Early Intervention Hub
VfM	Value for Money
G&RC	Governance & Remuneration Committee
A&RC	Audit and Risk Committee
CSC	Customer Scrutiny Committee
FFR	Financial Forecast Return
RSH	Regulator of Social Housing