

2019/20 CORPORATE PLAN ACTION PLAN – FULFILLING BCT'S VISION AND PURPOSE

OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT / OUTCOMES	STATUS
A. Making Byker an Estate of Choice					
1. Continuing to develop the BCT Investment Programme and complete the planned projects.	1.1 District Heating upgrade WP1– Secondary mains renewal.	June 2019	Director of Property	<ul style="list-style-type: none"> • Cost savings on responsive repairs to the infrastructure. • Increased energy efficiency of the system. • Certainty of supply to residents and less disruption. 	<u>Q1</u> On site, contract completion forecast Q2 2019.
	1.2 District Heating upgrade WP3 – Internal upgrade works.	June 2020	Director of Property	<ul style="list-style-type: none"> • Improve resident's thermal comfort. • Improve internal system controllability. • Reduce carbon emissions and energy consumption, increasing the efficiency of the system. 	<u>Q1</u> On site, 629 properties complete. Contract completion forecast 12/2020.
	1.3 Comprehensive environmental upgrade.	January 2021	Director of Property	<ul style="list-style-type: none"> • All impact/outcomes will depend on final scheme content. • Contribute to improved STAR survey results relating to appearance of neighbourhood 	<u>Q1</u> Consultation on environmental investment priorities complete 06/2019, results of consultation being presented to Board 07/2019.
	1.4 Full landlord review of hobby rooms and shops.	March 2020	Director of Property	<ul style="list-style-type: none"> • Improved VfM. • Investigate opportunities for further conversions into new homes. 	<u>Q1</u> <ul style="list-style-type: none"> • Hobby rooms working group established 04/2019 and action plan produced for 2019/20, group meeting every 6 weeks to review progress. • RNJ appointed to complete condition surveys and investigate potential conversion opportunities to 3 commercial units.
	1.5 Passenger lift replacement programme.	April 2020	Director of Property	<ul style="list-style-type: none"> • Cost savings on responsive repairs. • Improved service reliability and customer satisfaction. 	<u>Q1</u> <ul style="list-style-type: none"> • On site 04/2019, contract completion forecast Q2 2020. • Works commenced on 4 lifts 04/2019.
	1.6 Communal and emergency lighting replacement programme.	June 2019	Director of Property	<ul style="list-style-type: none"> • Improved VfM and running cost of energy efficient lighting. 	<u>Q1</u> Complete 05/2019.

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	1.7 Roof replacement programme	December 2020	Director of Property	<ul style="list-style-type: none"> • Cost savings on responsive repairs. • Increased thermal performance of 409 properties. 	<u>Q1</u> On site 06/2019, contract completion forecast 10/2020.
	1.8 Dunn Terrace external upgrade	June 2020	Director of Property	<ul style="list-style-type: none"> • Improve external aesthetics and kerb appeal of Dunn Terrace. • Maximising VfM of scaffold costs completing an external upgrade including essential repairs and painting. 	<u>Q1</u> Dunn Terrace external upgrade surveys complete, project out to tender 07/2019. Project to include door replacements identified in Byker Wall FRAs.
	1.9 Bathroom replacement programme.	March 2022	Director of Property	<ul style="list-style-type: none"> • Improve STAR survey results relating to condition of homes. • Installation of showers to respond to customer feedback and improve the amenity of BCT properties. • Cost savings on responsive repairs. 	
	1.10 Kitchen replacement programme.	March 2022	Director of Property	<ul style="list-style-type: none"> • Improved STAR survey results relating to condition of homes. • Cost savings on responsive repairs. • New kitchens will improve the amenity of BCT properties. 	
	1.11 Door replacement programme.	December 2020	Director of Property	<ul style="list-style-type: none"> • Improved security and fire safety. 	<u>Q1</u> Door replacements identified at Dunn Terrace and the Byker Wall FRAs have been included in the Dunn Terrace external upgrade project, see 1.8.
2. Focusing on excellent customer service.	2.1 Customer Service Excellence Award application.	March 2020	Director of Operations	<ul style="list-style-type: none"> • Driver of continuous improvement. • Capacity building for service delivery. • Improved customer focus and engagement. 	<u>Q1</u> Signed up to Customer Service Excellence award 05/2019.
	2.2 Review policy and procedure.	March 2020	Director of Operations	<ul style="list-style-type: none"> • Keep up to date with regulations and sector best practice. • Identification of any knowledge or training gaps for staff and business. 	<u>Q1</u> <ul style="list-style-type: none"> • Review of void management, income management and lettings policy to be presented to Board 07/2019.

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				<ul style="list-style-type: none"> Internal Audit of Welfare Reform and Voids completed 04/2019. 	
	2.3 Introduce mystery shopping across operational service area.	March 2020	Director of Operations	<ul style="list-style-type: none"> Provide evidence of monitored and measured service performance. Identify any gaps and weaknesses in services and where improvements can be made. Identify training needs for staff. Improve customer service. 	
	2.4 Continue to develop BCT Valued Customer Status.	March 2020	Director of Operations	<ul style="list-style-type: none"> Rewarding and incentivising good customers. Promote compliance with terms of tenancy leading to reduced ASB and increased income collection. Building aspiration amongst tenants to take ownership of the environment in which they live and their tenancy. 	<p>Q1 1700 customer care visits completed as of 06/2019 and approximately 220 valued customers.</p>
3. Marketing/PR.	3.1 BCT strong advocate for Byker.	March 2020	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> Building the BCT brand regionally and nationally. Increased demand for BCT properties. Improving Byker’s Reputation. 	<p>Q1</p> <ul style="list-style-type: none"> BCT awarded 24th place in Top 50 UK Landlords 2019. Construction Excellence North East Award winner, Preservation and Rejuvenation category for Tom Collins House 06/2019. Chief Executive presented at 2 national conferences 06/2019: Chartered Institute of Housing 2019 Manchester and Westminster Insight Tenant Engagement Conference 2019.

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B. Contributing to the Estates Sustainability and Viability					
4. Engaging, empowering and supporting residents	4.1 BCT Family Fun Day.	July 2019	Director of Operations	<ul style="list-style-type: none"> • Face to face consultation with customers. • Increased levels of customer engagement. • Customer relationship/trust building. • Supporting community cohesion. 	<p><u>Q1</u> Event delivery plan complete and applications made for land license and safety advisory group approval 06/2019.</p>
	4.2 Building on 4.1, ensure that the BCT community can influence BCT's Investment Plan priorities and Corporate Plan for 2020-2025.	March 2020	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance/ CSC	<ul style="list-style-type: none"> • Making the right strategic choices based on customer preferences. • Provide services which address the needs of customers and communities. • Improved STAR survey results and Net Promoter Score using customer insight. • Supports tenancy sustainability. 	<p><u>Q1</u></p> <ul style="list-style-type: none"> • Board Sub Group work and questionnaires developed to obtain feedback from stakeholders, customers and the general public 06/2019. • See section 1.3 for details of the Environmental Upgrade Consultation.
	4.3 Develop a 'trust' relationship with residents, engage more and address areas of dissatisfaction through: <ul style="list-style-type: none"> • Annual Tenants Conference • Family Fun Day • Summer Event Programme • TARAs • Local tenants groups • Customer Scrutiny Committee • Review of Complaints and Compliments Policy and Procedure • Review repairs and maintenance service 	March 2020	Director of Operations	<ul style="list-style-type: none"> • Improved customer satisfaction. • Improved communication with customers. • Improved STAR results concerning communication and acting upon feedback. • Better repairs and maintenance service delivery and VfM. 	<p><u>Q1</u></p> <ul style="list-style-type: none"> • Family Fun Day plan in place for 07/2019 delivery. • Summer event programme developed and will be advertised in Byker News Summer edition 07/2019. • Customer Scrutiny Committee commenced review of complaints and compliments policy and repairs and maintenance service 04/2019.

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<p>5. Contributing to economic health of the neighbourhood.</p>	<p>5.1 Maximising jobs, education, schools and business opportunities by: 1 Procurement; 2 Partnering; and 3 Thriving Byker Strategy.</p>	<p>March 2020</p>	<p>Chief Executive/ Director of Operations/ Director of Property/ Director of Finance</p>	<ul style="list-style-type: none"> • Improved income and life choices for residents. • Increased income collection. • Increased tenancy sustainment levels leading to reduced rent loss and void costs. • Supporting Byker schools and families. • Working with local businesses and SMEs where possible. 	<p><u>Q1</u></p> <ul style="list-style-type: none"> • Flying Sparks – funded welding course partnership between BCT and First. • Building Futures East weekly careers coaching from BCT. • Foundation Futures secured £20,000 from Tudor Trust and similar from Virgin money to get BCT tenants into employment as part of skills education hub. • The Tenancy Sustainment and Welfare Reform Team obtained £8,789 in backdated benefits during the year and £11,183 in ongoing monthly payments.
	<p>5.2 Develop a local lettings policy in order to promote a Thriving Byker.</p>		<p>Chief Executive/ Director of Operations/ CSC</p>	<ul style="list-style-type: none"> • Rebalancing the socio-economic makeup of the Estate by attracting more working families to the area. • Raise aspirations towards work, education and good health. • Improve the Byker Estate’s longer term sustainability. 	<p><u>Q1</u></p> <ul style="list-style-type: none"> • Lettings policy reviewed 07/2019. • 1 area of the Estate has been identified for a local lettings policy to be implemented 09/2019.
<p>6. Ensuring we continue to have a sustainable Business Plan.</p>	<p>6.1 Business development opportunities. A. New bungalow/housing development. B. Biomass/CHP C. Buybacks</p>	<p>March 2020</p>	<p>Chief Executive/ Director of Operations/ Director of Property/ Director of Finance</p>	<p>A</p> <ul style="list-style-type: none"> • Achieve much needed new homes for older people/disabled people/young families. • Increase BCT stock numbers. <p>B A new Biomass or CHP Plant will:</p> <ul style="list-style-type: none"> • Improve energy efficiency and VfM of Byker District Heating System. • Reduce the carbon footprint of the Byker Estate and the 	<p>A <u>Q1</u></p> <ul style="list-style-type: none"> • Application submitted to Homes England to access affordable homes grant funding. • Comprehensive surveys, land and rental valuations commissioned following pre planning feedback. <p>B <u>Q1</u> Engie asked scope options and costs for alternative</p>

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				<p>systems reliance on use of fossil fuels</p> <ul style="list-style-type: none"> Increased income from rent, RHI or FIT will improve BCT Business Plan longer term. 	<p>energy generation including funding mechanisms 06/2019.</p> <p>C</p> <p><u>Q1</u> Application submitted to Homes England to access affordable homes grant funding. On agreement a bid will be submitted for 5 buybacks with target completion of 03/2021.</p>
	6.2 Carry out a detailed valuation and NPV calculation for BCT stock.	December 2020	Director of Property/ Director of Finance/ Director of Operations	<ul style="list-style-type: none"> Demonstrate the value of different BCT properties to the Business Plan. Identify actions to improve poorly-performing stock and target investment. Improve VfM of BCT properties. 	<p><u>Q1</u> Most of the required data collected as part of the Savills valuation in 05/2019. NPV work to begin Q2.</p>
	6.3 Identify and evaluate how BCT can generate more capacity through innovative funding sources and/or by leveraging in funding from strategic partners.	March 2020	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> New/additional income will help narrow debt level in the Business Plan. Provide more opportunities for investing in the fabric of the Grade II* listed Estate. Additional financial capacity and strategic partnerships to improve BCT’s service, capability, quality and content Provide innovative opportunities to improve the lives of residents. 	<p><u>Q1</u></p> <ul style="list-style-type: none"> See item 5 on Foundation Futures funding secured as part of TBS strategic objectives. BCT has been the lead organisation and has worked closely with partners to co-ordinate Byker’s Best Summer Ever. In excess of £40k in Awards for All, Department of Education, Department of Transport, Heritage Lottery funding as well as in-kind support. Each child will receive a free lunch from Byker Community Centre. Heritage lottery grant funding being explored towards environmental upgrade 06/2019. HMRC lobbying by CE on cost sharing VAT

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					exemption successful 05/2019.
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C. Ensuring BCT’s Sustainability and Viability					
7. Being a first class strategic partner.	7.1 Zero tolerance approach to ASB.	March 2020	Director of Operations	<ul style="list-style-type: none"> Improved reputation of BCT and the Byker Estate. Reduction in fear of crime for residents. Improved STAR results. Reduced tenancy turnover resulting in increased income levels, less rent loss and void costs. Reduction in repair costs for damaged properties and environment. 	<u>Q1</u> <ul style="list-style-type: none"> Two injunctions applied for and granted 04/2019. BCT working with Northumbria police and NCC to obtain closure orders on properties linked to serious ASB.
8. Growing our commissioning skills.	8.1 Review of Concierge and Cleaning contracts.	March 2020	Director of Operations	<ul style="list-style-type: none"> Cost Savings to the Business Plan. Improved VfM. Improved customer satisfaction due to better standards and service delivery. Improved cleanliness of Byker Wall and link blocks will increase desirability of homes and make them easier to let. 	<u>Q1</u> New contracts in place from 04/2019 that contain annual performance review mechanisms.
9. Establishing a Framework and timetable for new contracts	9.1 Review of external contracts. <ul style="list-style-type: none"> Comprehensive environmental upgrade Dunn Terrace external upgrade Bathroom replacement programme Kitchen replacement programme Door replacement programme 	March 2020	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> Ensure Value for Money (economy) and added value of employment and training opportunities through competitive tendering of large projects. 	<u>Q1</u> <ul style="list-style-type: none"> Dunn Terrace external upgrade surveys complete, project out to tender 07/2019. Project to include door replacement identified in Byker Wall FRAs. Internal contract log maintained by Executive team and updated monthly.

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10. Securing outcomes which balance efficiency, economy and effectiveness in all we do	10.1 Moving towards median performance.	March 2020	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> Aim to exceed 2019 Business Plan and deliver an increased surplus for the year of: <ul style="list-style-type: none"> - Void rate below 1.30%; - Collection rate above 98.0%; - Cost of void £2250; - Cost of repair £87; - Turnover target 188 properties - Re-let target 30 days (4 day improvement from 18/19) 	<u>Q1</u> <ul style="list-style-type: none"> Void rate below 1.02%; Collection rate above 97.72%; Cost of void £2260; Cost of repair £87; Turnover 58 properties Re-let target 24.1 days
	10.2 Develop a digital and data strategy.	December 2020	Director of Finance	<ul style="list-style-type: none"> To improve efficiency of BCT operations. Improve services through greater customer insight. Providing better access online and self-service. 	<u>Q1</u> Outline of project scope agreed 04/2019.
11. Maintaining a clear approach to risk identification and management.	11.1 Deliver Internal Audit Plan and complete all recommendations to timescales.	March 2020	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> Improved internal control environment of BCT. Maintain governance compliance and regulatory expectations. 	<u>Q1</u> <ul style="list-style-type: none"> SDR and FFR submitted within timescales 05-06/2019. First internal audits of the 2019/20 plan scheduled for 08/2019.
	11.2 Deliver an Annual Board Risk Session.	March 2020	Chief Executive Director of Finance	<ul style="list-style-type: none"> Ensure that new risks in the operating environment have been identified, scored and responded to by Board. Discuss and evaluate mitigation actions. 	Complete 03/2019. <u>Q1</u> Findings from the session presented to Board 05/2019 and actions to be monitored by ARC going forward. Complete
12. Continuing to aim for excellence in Governance	12.1 New Chair overlap / smoothing integration process.	September 2019	Chief Executive Director of Finance	<ul style="list-style-type: none"> Effective succession planning for Chair. Continuity of good governance and strategic leadership. 	Chair Elect appointed by Board 02/2019. Q1 Board Strategy sub group established 04/2019.
	12.2 Deliver five Board Training events and ensure board essential training is up to date.	March 2020	Chief Executive Director of Finance	<ul style="list-style-type: none"> Board has the required skills and knowledge to oversee all BCT business. Board members are kept up to date with latest developments in the sector. New members have a full induction training programme. 	<u>Q1</u> <ul style="list-style-type: none"> Regulation, and risk management and assurance training delivered 04/2019 board workshop. Options for delivering other training subjects being considered.

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				<ul style="list-style-type: none"> CE progress report provides regular updates to Board.
	12.3 New Corporate Plan and Strategy with deliverable objectives.	March 2020	Chief Executive/ Board	<ul style="list-style-type: none"> Set BCT’s strategic direction. Set clear objectives for the 2019 CPAP. <ul style="list-style-type: none"> Board Workshop 04/2019 to commence development of 2020/25 strategy and consultation priorities for 2019/20. <u>Q1</u> Board strategy sub group set up 04/2019 to work with the CE.
	12.4 Explore strategic partnership options, including setting out the characteristics BCT would look to pursue such a partnership.	March 2020	Chief Executive/ Board	<ul style="list-style-type: none"> BCT will adopt the NHF Voluntary Code for Mergers, Group Structure and Partnerships. BCT will be ready to pursue partnerships if it wishes to and respond appropriately to any approaches. <ul style="list-style-type: none"> <u>Q1</u> Research delegated to the Board strategy sub group 04/2019. NHF Voluntary code reviewed by Sub Group 05/2019
	12.5 Restate Corporate Plan objectives in short term and agree the steps leading to new 2020 plan.	March 2020	Chief Executive/ Board	<ul style="list-style-type: none"> Board Workshop in 11/2018 set the Corporate Plan actions for 2019/20. BCT will set a roadmap for developing a Corporate Plan for 2020-2025 that reflects the organisation's mission and values. <ul style="list-style-type: none"> CPAP developed and reported to Board 04/2019. Board Workshop 04/2019 to develop ‘road map’ for 2020/25 strategy. Board strategy sub group set up 04/2019 to work with the CE to develop BCT’s strategic themes.
13. Ensuring staff are proud of their work for Byker through support for training, development and remuneration policies.	13.1 Annual staff appraisals / Annual Staff Conference / Staff Survey.	March 2020	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> BCT employees will understand the BCT strategy and Corporate Plan objectives. Staff will give feedback on their view of BCT as an employer and workplace. <ul style="list-style-type: none"> BCT staff forum and strategic planning delivered 04/2019 by the Exec Team. Staff Survey completed 05/2019. Staff conference set for 11/2019. <u>Q1</u> Results of staff survey received 05/2019 and

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					<p>reported to Board 07/2019. Staff feedback session planned for and 07/2019 and 08/2019.</p> <ul style="list-style-type: none"> • Staff appraisals commenced for 2019/20.
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WP1	Work Package One
WP3	Work Package Three
STAR	Survey of Tenants and Residents
VfM	Value for Money
RHI	Renewable Heat Incentive
FIT	Feed in Tariff
SDR	Statistical Data Return
FFR	Financial Forecast Return
NPS	Net Promoter Score
FRA	Fire Risk Assessment
ASB	Anti-Social Behaviour
SME	Small or Medium Enterprise
NPV	Net Present Value
CSC	Customer Scrutiny Committee
G&RC	Governance and Remuneration Committee
A&RC	Audit and Risk Committee
Q1, Q2, Q3, Q4	Quarter 1, 2, 3 and 4