

2020/21 CORPORATE PLAN ACTION PLAN – FULFILLING BCT'S VISION AND PURPOSE

OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT / OUTCOMES	STATUS
<b>MAKING BYKER AN ESTATE OF CHOICE</b>					
<p>1. Secure a potential partner who will meet BCT's desired characteristics</p>	<p>1.1 Achieve a partnership agreement which will deliver BCT's beyond 2020 strategy and:</p> <ul style="list-style-type: none"> <li>a. Invest in Decent Homes Plus</li> <li>b. Invest in much needed new homes in Byker</li> <li>c. Invest in transformation of the Environment</li> <li>d. Make further improvements to the District Heating System to reduce costs, carbon emissions and improve efficiency</li> <li>e. Invest in people/communities</li> <li>f. Demonstrate shared values and understanding of BCT's purpose</li> </ul>	<p>March 2021</p>	<p>Chief Executive/ Director of Operations/ Director of Property/ Director of Finance</p>	<ul style="list-style-type: none"> <li>• Customer investment priorities in homes and the environment will be met</li> <li>• Much needed new homes will be developed to meet the needs of our customers</li> <li>• BCT properties will become more energy efficient and cheaper to run</li> <li>• People will have greater access to advice, training and employment opportunities</li> <li>• Transformational investment in homes and environment will help relaunch Byker as an Estate of choice and increase its desirability, help towards tenancy sustainability, reduce tenancy turnover and all of the associated costs</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• BCT entered discussions with KH about a partnership to deliver BCT's vision and objectives for the Estate for 2025.</li> <li>• Work on the development of the business case is progressing. A risk map has been developed and due diligence on BCT has commenced.</li> <li>• An outline business case will be presented to KH and BCT Board in 09/2020. This will set out the main parameters of the partnership agreement and the benefits that will accrue for BCT customers. A community pledge will be developed for consultation with BCT tenants.</li> <li>• In July initial consultation has taken place with shareholders and members of the customer scrutiny committee.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• The KH partnership business case was approved by Board in 09/2020. A final detailed business case report is scheduled for 12/2020 Board meeting.</li> <li>• The customer consultation exercise commenced on 14/09/20 and concluded 30/10/20. The results will be reported to Board 12/2020</li> <li>• Due diligence work began during 07/2020 and is scheduled to be completed and reported to A&amp;RC at the end of November and Board 12/2020</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Both Boards approved the final Business Case having considered the consultation results, due diligence reports and combined business plan.</li> <li>• The integration programme is underway and BCT shareholder meetings have been scheduled for Q4.</li> <li>• Outstanding items of assurance and due diligence follow ups will be completed in Q4.</li> <li>• A TUPE staff group was established and TUPE consultation commenced.</li> <li>• Existing Board members were invited to join the new Byker Committee and the Customer Scrutiny Committee will be asked for expressions of interest in regards to the remaining 3 vacant seats.</li> </ul>
<p>2. Continuing to develop BCT's Investment Programme and complete the planned projects</p>	<p>2.1 District Heating upgrade WP3 – Internal upgrade works</p>	<p>December 2020</p>	<p>Director of Property</p>	<ul style="list-style-type: none"> <li>• Improve resident's thermal comfort. 2000 homes to be completed</li> <li>• Improve internal system controllability</li> <li>• Reduce carbon emissions and energy consumption by 5%, increasing the efficiency of the system</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• 1043 properties complete.</li> <li>• Work stopped due to CV19 Government restrictions on 24/03/2020 and there have been no completions during Q1.</li> <li>• Working with H. Malones &amp; Sons on revised risk assessment to resume WP3 works Q2.</li> <li>• Overall operating costs of the district heating system for 2019/20 reduced by 12.5% from 2018/19.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• 1092 properties complete.</li> <li>• Revised risk assessment agreed with H. Malones &amp; Sons and works resumed on site 09/2020. Closely monitoring progress and a revised project completion date is to be agreed.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• 1118 properties complete.</li> <li>• Revised project completion date of 12/2021 agreed.</li> <li>• H. Malone &amp; Sons are experiencing a higher number of non-accesses for surveys and installs due to CV19. Progress is being closely monitored.</li> </ul>

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	2.2 Environmental improvement projects	March 2021	Director of Property	<ul style="list-style-type: none"> <li>To complete phase 1 environmental health and safety works</li> <li>Agree scope of final scheme</li> <li>Contribute to improved STAR survey results relating to appearance of neighbourhood</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Designs and estimated costs nearing completion for all elements of the phase 1 health and safety works.</li> <li>Consultation with NCC ongoing with statutory consents to commence Q2.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Designs and estimated costs for all elements of the phase 1 health and safety works complete.</li> <li>Pre-planning application meeting held with NCC 10/2020 to discuss statutory consents and designs for the various health and safety works. Awaiting feedback from a number of NCC departments with a review meeting scheduled Q3.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Tender to be issued 02/2021 which will include health and safety highway works, Raby Way footpath and litter bins.</li> <li>Detailed designs, specifications, and costings for Dunn Terrace communal waste pilot and FRA bin areas being prepared ahead of consultation with residents and submission of planning permission and listed building consent in Q4.</li> <li>Estate wide British Standard tree survey complete. Production of a Tree management plan underway, commencing at Dunn Terrace.</li> </ul>
	2.3 Passenger lift replacement programme	September 2020	Director of Property	<ul style="list-style-type: none"> <li>Complete 13 new lifts</li> <li>Cost savings on responsive repairs</li> <li>Improved service reliability and customer satisfaction</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Work stopped due to CV19 Government restrictions on 27/03/2020 and resumed on 11/05/2020.</li> <li>9 out of 13 lifts complete.</li> <li>Revised project completion forecast for 09/2020.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Project complete Q2.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Defects liability period will expire 10/2021.</li> </ul>
	2.4 Roof replacement programme	Nov 2020	Director of Property	<ul style="list-style-type: none"> <li>Cost savings on responsive repairs</li> <li>Increased thermal performance of 414 properties</li> <li>Completing external repairs and painting at Avondale House will improve the appearance of the area.</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Work stopped due to CV19 Government restrictions on 27/03/2020 and resumed on 27/04/2020.</li> <li>Reroofing works complete to 381 concrete ti-led roofs with snagging ongoing.</li> <li>13 of 33 metal profiled properties reroofed with snagging ongoing.</li> <li>External repairs and painting to Avondale House 95% complete.</li> <li>Project ahead of programme, therefore CV19 delays will not impact on completion date.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>All works complete with snagging ongoing, overall practical completion forecast for 11/2020.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Snagging complete and practical completion issued 11/2020. Defects liability period to expire on 11/2021.</li> </ul>
	2.5 Dunn Terrace external upgrade	March 2021	Director of Property	<ul style="list-style-type: none"> <li>Improve external aesthetics and kerb appeal of 145 properties in the Dunn Terrace contract</li> <li>Completing an external upgrade including essential repairs and painting will improve the appearance of the area.</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Work stopped due to CV19 Government restrictions on 27/03/2020 and resumed on 11/05/2020.</li> <li>Project 25% complete.</li> <li>Revised project completion forecast for 03/2021.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Project 60% complete and on target to achieve project completion 03/2021.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Project entering final phase with a revised completion date of 02/2021.</li> </ul>
	2.6 Bathroom replacement programme	March 2022	Director of Property	<ul style="list-style-type: none"> <li>Complete bathroom installations to 367 BCT properties</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Elvet Construction Consultants prepared project and delivery plan.</li> </ul>

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				<ul style="list-style-type: none"> <li>• Installation of showers to respond to customer feedback and improve the amenity of BCT properties</li> <li>• Cost savings on responsive repairs</li> <li>• Improve STAR survey results relating to condition of bathrooms.</li> </ul>	<ul style="list-style-type: none"> <li>• Property type surveys commenced in voids with risk assessment under review to commence surveys of occupied properties Q2.</li> <li>• Shower feasibility study commenced.</li> <li>• Survey arranged in Q2 for a proposed pilot property.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Surveys complete and final feasibility report expected during Q3.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Tender documentation being prepared for issuing Q4. Start on site 05/2021.</li> </ul>
2.7 Kitchen replacement programme	March 2022	Director of Property	<ul style="list-style-type: none"> <li>• Complete kitchen installations to 285 BCT properties</li> <li>• New kitchens will improve the amenity of BCT properties and in response to customer feedback/investment priorities</li> <li>• Cost savings on responsive repairs</li> <li>• Improved STAR survey results relating to condition of kitchens.</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Elvet Construction Consultants prepared project and delivery plan.</li> <li>• Property type surveys commenced in voids with risk assessment under review to commence surveys of occupied properties Q2.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Surveys complete and final feasibility report expected during Q3.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Tender documentation being prepared for issuing Q4. Start on site 05/2021.</li> </ul>	
2.8 Byker Wall and link blocks communal and stairwell door replacement programme	January 2021	Director of Property	<ul style="list-style-type: none"> <li>• Improved security and fire safety by replacing 254 fire doors</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Door replacements included in Dunn Terrace external upgrade project (see 2.5).</li> <li>• 42 doors complete.</li> </ul> <p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• All 254 fire doors installed.</li> <li>• Fire certification process ongoing and will complete during Q3.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Expected completion by 02/2021, subject to accessing occupied properties.</li> </ul>	
2.9 Tom Collins House (TCH) lift upgrade	July 2020	Director of Property	<ul style="list-style-type: none"> <li>• Improved service reliability and customer satisfaction</li> <li>• Cost savings on responsive repairs</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• TCH lift upgrades included in Passenger Lift replacement programme (see 2.3).</li> <li>• Both TCH lift upgrades complete Q1.</li> </ul>	
2.10 Byker Wall FRA fire breach rectification works	March 2021	Director of Property	<ul style="list-style-type: none"> <li>• Improved fire safety to 19 blocks</li> <li>• Cost savings on responsive repairs</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Work stopped due to CV19 Government restrictions on 27/03/2020 and pilot stairwell works to commence on 06/07/2020.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Following technical issues encountered during the pilot works, a revised method of boarding in the stairwells has been agreed with the FRA assessor.</li> <li>• Awaiting revised costs and updated programme. Contractor has confirmed a provisional completion date of 03/2021.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Project to be retendered 01/2021 due to increased costs and VfM cannot be achieved.</li> </ul>	
2.11 Block communal lighting upgrades	March 2021	Director of Property	<ul style="list-style-type: none"> <li>• Improved VfM and running cost of energy efficient lighting to 16 blocks</li> </ul>	<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Project out to tender Q3 with works forecast to be completed during Q4.</li> <li>• Tender report to be prepared for delegated approval to appoint preferred contractor.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Tender returns expected 01/2021.</li> </ul>	
2.12 Communal stairwell upgrade programme	September 2021	Director of Property	<ul style="list-style-type: none"> <li>• Improve internal aesthetics of BCT properties accessed via 23 stairwells</li> </ul>	<p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Project to be developed during Q4 to ensure stairwell upgrade works follow the completion of the fire rectification works.</li> </ul>	
2.13 Full review of hobby rooms and shops	March 2021	Director of Property	<ul style="list-style-type: none"> <li>• Improved VfM.</li> <li>• Investigate opportunities for further conversions into new homes.</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Condition surveys complete to 75% of hobby rooms.</li> <li>• Inspections stopped due to CV19 Government restrictions on 20/03/2020.</li> </ul>	

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					<ul style="list-style-type: none"> <li>• Surveys will recommence as soon as restrictions ease and the project completion date will be reviewed.</li> <li>• Feasibility complete for converting 3 commercial units into 4 homes for affordable rent. Pre-planning application submitted to NCC and affordable homes grant funding bid submitted to Homes England.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Funding bid successful and project out to tender. Planning and listed building consent submitted and approval of preferred contractor to be agreed at 12/2020 Board. Project forecast to complete 03/2021.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Planning permission and listed building consent granted.</li> <li>• A J Bennett Ltd appointed as preferred contractor. Works commenced on site 12/2020. Project forecast to complete 03/2021.</li> </ul>
3. Excellent customer service	3.1 Customer Service Excellence Annual Review	March 2021	Director of Operations	<ul style="list-style-type: none"> <li>• Driver of continuous improvement.</li> <li>• Capacity building for service delivery.</li> <li>• Improved customer focus and engagement.</li> <li>• Contributing to a thriving Byker</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• CSE logo's and branding now used on BCT email and website.</li> <li>• Action plan in place to assist BCT achieve full compliance in all areas of CSE award.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Work has been completed relating to the complaints process and the reporting of outcomes and learning to Board and CSC in order to address an area of partial compliance.</li> </ul>
	3.2 2x mystery shopping activities for housing operations service areas	March 2021	Director of Operations	<ul style="list-style-type: none"> <li>• Provide evidence of monitored and measured service performance</li> <li>• Identify any gaps and weaknesses in services and where improvements can be made</li> <li>• Identify training needs for staff</li> <li>• Improve customer service</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• 8 mystery shoppers have been recruited and trained. The first mystery shopping exercise was suspended due to CV19 and will be re-commenced once it is safe to do so.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Mystery shopping could not take place during Q3 due to CV19. To be rescheduled after lockdown.</li> </ul>
	3.3 Continue to promote and grow BCT Valued Customer Status (VCS) target	March 2021	Director of Operations	<ul style="list-style-type: none"> <li>• Rewarding and incentivising good customers</li> <li>• Promote compliance with terms of tenancy leading to reduced ASB and increased income collection</li> <li>• Building aspiration amongst tenants to take ownership of the environment in which they live and their tenancy</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• 38 Customer Care Visits have been completed via telephone during the lockdown period with 203 VCS awarded. 151 households are outstanding of a CCV.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• 6 annual Customer Care Visits have been completed via telephone during Q2 with 194 VCS awarded. A focus was placed on CCVs that were outstanding and this has now reduced to 67 households.</li> <li>• Housing Ombudsman Complaints Code Self-Assessment completed involving CSC and reported to Board 09/2020.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• 80 Customer Care Visits have been completed via telephone during Q3, physical inspections of properties are on hold until CV19 lockdown restrictions are eased. Total number of VCS has not changed.</li> </ul>

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4. Marketing/PR.	4.1 BCT staff acting as strong advocates for Byker	March 2021	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> <li>Building the BCT brand regionally and nationally</li> <li>Increased demand for BCT properties</li> <li>Improving Byker’s Reputation</li> <li>Promoting BCT’s vision and objectives for 2020 and beyond</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>BCT have been shortlisted for Inside Housing’s national awards for Neighbourhood Regeneration.</li> <li>Turnover for the first 3 months was 25 compared to 57 in Q1 2019 (CV19 lockdown)</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>The BCT Summer newsletter was distributed to tenants during Q2.</li> <li>Turnover for Q2 was 79 compared to 127 Q2 2019.</li> <li>CE named in UK Top 3 Distinctive people.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>The BCT Winter newsletter was distributed to tenants during Q3.</li> <li>Turnover up to and including Q3 was 123 compared to 179 for the same period in the previous year (31% reduction).</li> <li>BCT won the Inside Housing UK award for Neighbourhood Transformation.</li> <li>Chief Executive was voted by other professionals in the Top 3 Distinctive Housing Leaders in the UK.</li> </ul>
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**CONTRIBUTING TO A THRIVING BYKER**

5. Thriving Byker Strategy objectives	<p>5.1 Health and Wellbeing</p> <ul style="list-style-type: none"> <li>Develop new and existing social groups to reduce isolation and loneliness</li> <li>Deliver health and wellbeing related training courses</li> <li>Work with partner agencies to host a health and wellbeing related Tenants Conference</li> <li>Develop a network of health champions across the BCT community</li> </ul>	March 2021	Director of Operations	<ul style="list-style-type: none"> <li>Improved health and wellbeing outcomes by establishing 2 resident groups</li> <li>Increased participation in tenant panels</li> <li>Increased participation in tenant events</li> <li>Deliver 2 training courses</li> <li>1 health champion for each management area</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>300 vulnerable tenants are being contacted on a weekly basis and an additional 325 courtesy calls made to other tenants on a monthly basis by a member of BCT staff.</li> <li>500 food parcels were delivered.</li> <li>Social groups have not been progressed due to CV19.</li> <li>Dear Neighbour letter writing initiative launched in 05/2020. 50 packs were distributed.</li> <li>In conjunction with St. Michael’s Church and Byker Mutual Aid luncheon clubs have been implemented at TCH and MP on Mondays and Fridays.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Calls to vulnerable tenants have continued during Q2 with 300 weekly contacts and a further 325 monthly contacts.</li> <li>Best Summer Ever delivered during Q2.</li> <li>BCT’s own summer events of a community picnic x 4, free ice-cream for BCT residents and community bake off were delivered during Q2.</li> <li>BCT played a key role in the delivery of Byker in Bloom during Q2.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>A Christmas programme of activities was delivered across the Estate including Social Distanced Santa, Doorstep Singing and Winter Tales a doorstep reading service for families.</li> <li>A Strategic Partnership was set up to take the Thriving Byker Strategy Stage Two forward for 2021/22 including BCT, Northumbria Police, NCC, Ward Councillors and Headteachers from Byker and St Lawrence primary schools..</li> </ul>
	<p>5.2 Financial Inclusion</p> <ul style="list-style-type: none"> <li>To work closely with KH Employability Team to develop an employability offer that is suitable for BCT tenants</li> <li>To promote employment and educational opportunities that are available through BCT’s partnership with Newcastle United Foundation</li> <li>Promote the Tenants Contents Insurance Scheme with the distribution of annual rent statements</li> </ul>	March 2021	Director of Operations	<ul style="list-style-type: none"> <li>Increased options for BCT tenants to access employability or training opportunities</li> <li>Increased tenant awareness of the need to avoid loan sharks and doorstep lenders</li> <li>Tenants appropriately insured for any loss of or damage to personal goods</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>3 tenants were referred to the Building Futures East employability programme.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>6 tenants were referred to the Building Futures East employability programme.</li> <li>Karbon Homes extended its apprenticeship programme to residents living in a BCT household. During Q2, all job opportunities were advertised on BCT social media.</li> </ul> <p><b>Q3</b></p>

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				<ul style="list-style-type: none"> <li>• Work with Prince’s Trust to deliver access to work programmes for the 18-25 age group</li> <li>• Work in partnership with the Illegal Money Lending Team to tackle illegal money lending by holding an annual event and publicity</li> </ul>	<ul style="list-style-type: none"> <li>• 8 tenants were referred to KH Foundations for Life team. All tenants are now directed to this service for employability support and training.</li> </ul>
	<p>5.3 A safer Byker</p> <ul style="list-style-type: none"> <li>• Work with Northumbria Police to continue to deliver the mini police initiative</li> <li>• Work with Northumbria Police to ensure information sharing protocols are established that support sustainable property allocations</li> </ul>	March 2021	Director of Operations	<ul style="list-style-type: none"> <li>• Reduction in youth ASB</li> <li>• Improved relationships with the Police</li> <li>• Reduction in ASB</li> <li>• Improved Tenancy Sustainment</li> <li>• Improved relationships with the Police</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Mini police scheme is currently suspended due to CV19.</li> <li>• New ASB policy and procedure implemented 04/2020 that ensures sufficient data sharing arrangements are in place.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• An internal audit was undertaken on the ASB policy and procedure and assessed as providing reasonable assurance.</li> <li>• Best Summer ever programme was delivered during Q2 providing diversionary activities for young people.</li> <li>• Best Summer Ever provided 16 days of activity, 151 participants took part with 960 packed lunches provided.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Monthly are in place with the Police, NCC and other social housing providers in the area to tackle youth ASB on the Estate.</li> <li>• A full review of the CCTV across the Estate was carried out resulting in a number of cameras being repositioned to allow for better use by the Police.</li> </ul>
6. Contributing to economic health of the neighbourhood	<p>6.1 Maximising jobs, education, schools and business opportunities via:</p> <ol style="list-style-type: none"> <li>Procurement</li> <li>Partnering</li> <li>TBS</li> </ol>	March 2021	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> <li>• Improved income and life choices for residents</li> <li>• Increased income collection</li> <li>• Increased tenancy sustainment levels leading to reduced rent loss and void costs</li> <li>• Supporting Byker schools and families</li> <li>• Working with local businesses and SMEs where possible</li> <li>• Utilising the BCT 2020/21 investment programme to deliver 16 training opportunities and 3 new jobs</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• 281 tenants supported with benefit and money advice.</li> <li>• 104 tenants supported with rent advice.</li> <li>• Following CV19, BCT has requested an updated position statement from all investment contractors on employment and training outputs and SMEs. Full update to be included in Q2.</li> <li>• NU Foundation have delivered online digital skills workshops on a weekly basis during Q1.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• 224 tenants supported with benefit and money advice.</li> <li>• 40 tenants supported with rent advice.</li> <li>• NU Foundation have delivered the NE1 Works employability programme digitally as well as continuing to deliver a wellbeing project at Byker Primary School.</li> <li>• Up to the end of Q2, BCT’s contracting investment partners have created 4 new jobs and completed 19 courses.</li> <li>• Progress towards our contracting investment partners delivering added value has been significantly disrupted due to CV19. Work ongoing to deliver small scale schemes commencing with the repair of Spires Lane hobby room roof.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• 233 tenants supported with benefit and money advice.</li> <li>• 64 tenants supported with rent advice.</li> <li>• Delivering added value as part of BCT’s investment programme continues to be significantly disrupted due to CV19. A small-scale scheme has been delivered by Esh Construction completing repairs to Avondale House summer house. Works to commence Q4 to redecorate the exterior of The Chevron.</li> </ul>
	6.2 Improve perceptions of Byker to the wider Newcastle housing market	March 2021	Director of Operations	<ul style="list-style-type: none"> <li>• Advertising one-bedroom properties in alternative media forums to attract more single people and couples</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• All one-bedroom properties were let via Tyne and Wear Homes without the need to explore and advertise in wider markets.</li> <li>• Demand for BCT properties has been high.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Demand continues to be high for BCT properties, we let 51 properties during Q2.</li> </ul>

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					<p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Demand continues to be high for BCT properties. 44 properties were let during Q3.</li> <li>• BCT won Inside Housings UK Award for Neighbourhood Transformation and this was widely publicised in the media and social media.</li> </ul>
7. Ensuring we continue to have a sustainable Business Plan	7.1 Business development opportunities: a. Purchasing RTB properties Exploring potential conversions and acquisitions b. Investigating potential grant funding of a new Biomass boiler/CHP	March 2021	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<p><b>A</b></p> <ul style="list-style-type: none"> <li>• Increase BCT stock numbers and supply of affordable housing through VfM opportunities to purchase or convert 8 properties on the Estate</li> <li>• Achieve much needed new homes for older people/disabled people/young families</li> </ul> <p><b>B</b></p> <p>A new Biomass or CHP Plant will:</p> <ul style="list-style-type: none"> <li>• Improve energy efficiency and VfM of Byker District Heating System (BDHS).</li> <li>• Reduce the carbon footprint of the Byker Estate and the systems reliance on use of fossil fuels</li> <li>• Increased income from rent, RHI or FIT will improve BCT Business Plan longer term.</li> </ul>	<p><b>A</b></p> <p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Affordable Homes grant funding bid submitted to Homes England to convert 3 commercial units into 4 homes for affordable rent.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Funding bid successful and project out to tender. Approval of preferred contractor to be agreed at December Board. Project forecast to complete 03/2021.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• AJ Bennett Ltd approved as preferred contractor and works commenced on site 12/2020. Start on site grant claim submitted to Homes England.</li> </ul> <p><b>B</b></p> <p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• As part of the Government's mini budget there was no provision for grant funding of biomass and CHP boilers.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• BCT working with NCC to benefit from free consultancy services as part of the Governments Department for Business, Energy, and Industrial Strategy (BEIS) heat network decarbonisation programme. First project team meeting scheduled for Q4.</li> </ul>
	7.2 Carry out a detailed valuation and Net Present Value (NPV) calculation for BCT stock	December 2020	Chief Executive/ Director of Property/ Director of Finance/ Director of Operations	<ul style="list-style-type: none"> <li>• Demonstrate the value of different BCT properties to the Business Plan</li> <li>• Identify actions to improve poorly performing stock and target investment</li> <li>• Improve VfM of BCT properties</li> <li>• Use the NPV information in conjunction with an EPC review for BCT stock to develop action plans for poorly performing stock</li> <li>• Identify opportunities to improve thermal efficiency of BCT properties below EPC band C</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• A stock wide NPV analysis of BCT properties has been completed and will be reported to A&amp;RC 07/2020.</li> <li>• Review of BCT stock EPC ratings commenced prior to exploring thermal efficiency options.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• NPV analysis reported to A&amp;RC 07/2020 alongside a review of service charge income and costs, giving the Board an understanding of the economic position of BCT stock.</li> <li>• EPC rating analysis complete. Technical review to be completed during Q4 to explore further thermal efficiency options.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• Technical brief prepared outlining requirements of EPC review. Costs being obtained to commence Q4.</li> </ul>
	7.3 Carry out a review of service charge costs and income by block	July 2020	Chief Executive/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> <li>• Demonstrate the income value of different BCT properties to service charge income in the Business Plan</li> <li>• Identify a plan to address subsidisation of service charges across the stock</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Further analysis of service charge, income and cost by block has also been carried out. The results of these analyses were reported to A&amp;RC in 07/2020.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Findings were reported to A&amp;RC in 07/2020. Action complete.</li> </ul>
	7.4 Identify and evaluate how BCT can generate more capacity through innovative funding sources and/or by leveraging in funding from strategic partners	March 2021	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> <li>• New/additional income will help narrow debt level in the Business Plan</li> <li>• Provide more opportunities for investing in the fabric of the Grade II* listed Estate</li> <li>• Additional financial capacity and strategic partnerships to improve BCT's service, capability, quality and content</li> <li>• Improve the lives of residents</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>• Affordable Homes grant funding bid submitted to Homes England to convert 3 commercial units into 4 homes for affordable rent.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>• Affordable Homes funding bid was successful and project out to tender. Approval of preferred contractor to be agreed at December Board. Project forecast to complete 03/2021.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>• AJ Bennett Ltd approved as preferred contractor and works commenced on site 12/2020. Start on site grant claim submitted to Homes England.</li> </ul>

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OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT / OUTCOMES	STATUS
<b>ENSURING BCT'S COMMUNITY ETHOS IS SUSTAINED</b>					
8. Secure a partnership where tenants remain at the heart of decision making for the Byker Estate	8.1 Commitment to the continued influence of tenants in governance, service delivery standards and investment	March 2021	Chief Executive	<ul style="list-style-type: none"> <li>The successful bottom up Byker approach model will be sustained and residents will continue to be empowered in and involved in decision making in a meaningful way</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>The BCT partnership prospectus requires co-regulation and local accountability, ensuring that tenants will continue to be involved in a meaningful way.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>New BCT committee established to include 4 tenant members to make local decisions for the Byker Estate .</li> <li>BCT Customer Scrutiny Panel will remain in place.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Two tenant seats on the new BCT committee have been filled by tenants from the board and the remaining vacancies promoted to the Customer Scrutiny Panel in Q4.</li> </ul>
9. Engaging, empowering and supporting residents	9.1 BCT Family Fun Day 9.2 Summer Events 9.3 Deliver a Tenant Conference 9.4 Review of repairs and maintenance service by the CSC	July 2020	Director of Operations	<ul style="list-style-type: none"> <li>Face to face consultation with customers</li> <li>Increased levels of customer engagement</li> <li>Customer relationship/trust building</li> <li>Supporting community cohesion</li> <li>Summer trips specifically for families</li> <li>Target of 100+ to attend the tenants conference 2020</li> <li>Better repairs and maintenance service delivery and VfM.</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>As a result of CV19 as new range of summer events will take place during 08/2020.</li> <li>BCT also involved in the delivery of Best Summer Ever running throughout August as part of Thriving Byker Strategy.</li> <li>R &amp; M review has been taken as far as possible with remote working. Will recommence when it is safe to do so.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Best Summer Ever events delivered during July, August and September. The proposed Tenant Conference to be held in Q3 has been cancelled due to government guidance relating to CV19.</li> <li>Proposed Summer Family Fun Day due to take place in Q2 was cancelled due to government guidance relating to CV19 but a series of alternative Covid safe community activities and events were put in place instead.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>The repairs and maintenance review recommenced 12/2020. The survey template has been agreed with CSC and will be carried out 01/2021 with the results reported to CSC in 02/2021.</li> <li>BCT's new Community Engagement Officer was appointed and started work on 01/2021</li> </ul>

OBJECTIVE	ACTIVITY	TIME FRAME	STAFF RESPONSIBLE	IMPACT / OUTCOMES	STATUS
<b>ENSURING BCT'S CONTINUED PERFORMANCE AND BUSINESS IMPROVEMENT</b>					
10. Development of a strategic partnership project plan and timeline that sets out clearly to Board and tenants the business transformation process	10.1 Delivering the partnership programme and action list within a set time frame	April 2020	Chief Executive	<ul style="list-style-type: none"> <li>Clear and transparent information and progress reporting to Board and tenants to ensure a smooth transition</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>A partnership project plan consisting of 3 stages was agreed in 05/2020 with key milestone dates up to a planned completion on 31/0321.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Stage 1 of the partnership project plan completed in September and Stage 2 has begun (consultation and due diligence)</li> <li>Customer consultation on the proposed partnership with Karbon Homes commenced during 14/09/20. The scheduled customer consultation drop-in sessions had to be cancelled due to government guidance relating to CV19.</li> <li>Due diligence commenced in 09/2020.</li> <li>Stage 2 is scheduled to complete by 12/2020 but there remains room in the project timetable should this be needed.</li> </ul>



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<p>11. Being a first-class strategic partner</p>	<p>11.1 Zero tolerance approach to ASB</p>	<p>March 2021</p>	<p>Director of Operations</p>	<ul style="list-style-type: none"> <li>Improved reputation of BCT and the Byker Estate</li> <li>Reduction in fear of crime for residents</li> <li>Improved STAR results</li> <li>Reduced tenancy turnover by 20, resulting in increased income levels, less rent loss and void costs</li> <li>New ASB policy including bespoke partnership working arrangements with Northumbria Police</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Close working relationship in place with Newcastle City Council and Northumbria Police.</li> <li>Police using the new ASB policy, implemented in 04/2020 has resulted in a number of joint police operations both on the ground and covertly to ensure a safer Byker.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>An internal audit was undertaken on the ASB policy and procedure and assessed as providing reasonable assurance.</li> <li>Monthly meetings are held with police inspector focusing on youth ASB.</li> <li>The monthly meetings continue to be successful in terms of information/intelligence sharing. We continue to work together to target youth disorder.</li> <li>Close working relationship with the local Ward Councillors and community partners to deliver the aims of the Thriving Byker Strategy continues.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Monthly meetings have now been set up with the Police, NCC and other housing providers who have properties in the locality or who have tenants visiting the Estate and causing ASB – 3 youth injunctions are being progressed via this working group.</li> <li>CCTV has been reviewed which has resulted in some camera repositioning to help tackle ASB proactively across the Estate.</li> </ul>
<p>12. Establishing a Framework and timetable for new contracts</p>	<p>12.1</p> <ul style="list-style-type: none"> <li>Review of external contracts</li> </ul>	<p>March 2021</p>	<p>Chief Executive/ Director of Operations/ Director of Property/ Director of Finance</p>	<ul style="list-style-type: none"> <li>Ensure VfM (price and quality) and added value of employment and training opportunities through competitive tendering of large projects</li> <li>4 capital investment contracts as per 2</li> <li>3 business contracts             <ul style="list-style-type: none"> <li>- insurance</li> <li>- security</li> <li>- cleaning</li> </ul> </li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Cleaning contract is in place until 10/2021.</li> <li>Security contract in place until 03/2022.</li> <li>One-year extension to the insurance contract agreed 04/2020.</li> <li>All current BCT contracts being reviewed as part of the partnership preparation work.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Major contracts have been reviewed as part of the Karbon Homes partnership due diligence process.</li> <li>Two procurements planned for Q3 including the commercial conversions and block communal lighting upgrade contracts.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Cleaning contract with NCC is being delivered successfully with no complaints being received from tenants.</li> </ul>
<p>13. Securing outcomes which balance efficiency, economy and effectiveness in all we do</p>	<p>13.1 Moving towards median performance</p>	<p>March 2021</p>	<p>Chief Executive/ Director of Operations/ Director of Property/ Director of Finance</p>	<ul style="list-style-type: none"> <li>Aim to exceed 2020 Business Plan and deliver an increased surplus for the year of:</li> <li>Void rate below 1.30%;</li> <li>Collection rate above 96.0%;</li> <li>Cost of void £2460;</li> <li>Cost of repair £102.50;</li> <li>Turnover target 188 properties</li> <li>Re-let target 30 days</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Void rate: 1.7%</li> <li>Collection rate: 93.61%</li> <li>Cost of void: £3,662</li> <li>Cost of repair: £56</li> <li>Turnover: 25</li> <li>Re-let target: 32 days</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Void rate: 1.6%</li> <li>Collection rate: 94.32%</li> <li>Cost of void: £3171</li> <li>Cost of repair: £116</li> <li>Total turnover: 79</li> <li>Re-let target: 32 days</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Void rate: 1.6%</li> <li>Collection rate: 96.04%</li> <li>Cost of void: £3565</li> <li>Cost of repair: £118</li> <li>Total turnover: 123</li> <li>Re-let target: 32 days</li> </ul>

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	13.2 Implement digital and data strategy	December 2020	Director of Finance	<ul style="list-style-type: none"> <li>To improve efficiency of BCT operations.</li> <li>Improve services through greater customer insight.</li> <li>Providing better access online and self-service.</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Work on this project has been postponed during the CV19 lockdown.</li> </ul>
	13.3 Review and update of district heating legal agreements	July 2020	Director of Property Director of Finance	<ul style="list-style-type: none"> <li>Implement a loan agreement with NCC for the district heating WP1 &amp; WP2 upgrade works</li> <li>Revise and implement a new residential heat supply agreement (RHSA) with NCC</li> <li>Improved VFM</li> <li>Long term certainty relating to district heating services</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>NCC commissioned VAT advice.</li> <li>The district heating legal documents and proposed loan agreement have been the subject of early due diligence in the partnership discussions.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Bilateral discussions with NCC are on hold while the Karbon Homes partnership project continues.</li> <li>General progress meeting held with NCC 10/2020. NCC verbally confirmed Trowers advice that VAT liability will end in 2023 as expected. BCT has requested a copy of the advice.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Amended Residential Heat Supply Agreement being prepared to take effect from 04/2021.</li> </ul>
14. Continuing to aim for excellence in Governance	14.1 Board member recruitment for AGM	September 2020	Chief Executive Director of Finance	<ul style="list-style-type: none"> <li>Effective succession planning for members of the Board/Committee Chairs</li> <li>Continuity of good governance and strategic leadership by completing 4 sessions</li> <li>Board members have the required skills and knowledge to oversee all BCT business</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Board member appraisals and Board Effectiveness Survey was completed. The matters arising will form the basis of an action plan to be delivered by the CE and progress updates reported to the Chair.</li> <li>Additional training identified including finance, governance and housing management services which will be delivered by HQN and in-house.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Action plan has been completed and additional training has been delivered. Housing management awareness training will be delivered to the CSC.</li> <li>Chairs appraisal completed and reported to Board 31/07/2020.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>Housing management awareness training delivered to CSC 12/2020.</li> <li>Board adopted the NHF Code of Governance 2020 and will carry out an analysis to determine the steps required to achieve full compliance.</li> </ul>
	14.2 Deliver the final of 5 Board member training sessions: <ul style="list-style-type: none"> <li>Health and Safety</li> </ul>		Director of Property	<ul style="list-style-type: none"> <li>Board has the required skills and knowledge to oversee all BCT business.</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>To be included as part of the good governance training as per 14.1 above.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>To be rescheduled in the Board Forward Plan for 03/2021.</li> </ul>
15. Ensuring staff are proud of their work for Byker through support for training, development and remuneration policies	15.1 Annual staff appraisals / Annual staff conference / Triennial staff survey / Team brief sessions	March 2021	Chief Executive/ Director of Operations/ Director of Property/ Director of Finance	<ul style="list-style-type: none"> <li>BCT employees will understand the BCT strategy and Corporate Plan objectives</li> <li>Staff will give feedback on their view of BCT as an employer and workplace</li> <li>Deliver 6 Team Briefs</li> </ul>	<p><b>Q1</b></p> <ul style="list-style-type: none"> <li>Employees receive a team brief after every board meeting.</li> <li>Following Executive team meetings, information relating to strategy and performance etc is communicated via Director's operational meetings.</li> <li>Every staff member completed a working from home survey in 05/2020 and received 121 feedback afterwards.</li> <li>A Health and Safety &amp; Wellbeing Committee has been established involving a cross section of employees who have also supported BCT's remobilisation plan and risk assessments following the CV19 lockdown period.</li> </ul> <p><b>Q2</b></p> <ul style="list-style-type: none"> <li>Employees are being kept up to date during the changing work practices due to CV19. A staff work from home/wellbeing survey will be issued Q3.</li> <li>A Health, Safety and Wellbeing Committee was established during Q2. The committee have been consulted on BCT's</li> </ul>

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					<p>remobilisation plans and have commenced a review of BCT's health and safety policy and codes of practice.</p> <ul style="list-style-type: none"> <li>Virtual staff conference with HQN's CE as guest speaker arranged for 12/2020.</li> </ul> <p><b>Q3</b></p> <ul style="list-style-type: none"> <li>BCT's annual staff conference was held in December. Its agenda was around change management and resilience and included a guest speaker - Alistair Macintosh CE of HQN.</li> <li>BCT's health, safety and Wellbeing Committee met and have continued to be consulted on CV19 working arrangements.</li> <li>Staff survey planned for Q4 to be reported to G&amp;RC.</li> </ul>
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A&RC	Audit and Risk Committee
G&RC	Governance and Remuneration Committee
AGM	Annual General Meeting
ASB	Anti-Social Behaviour
CE	Chief Executive
CV19	COVID-19
CSC	Customer Scrutiny Committee
FFR	Financial Forecast Return
FIT	Feed in Tariff
FRA	Fire Risk Assessment
G&RC	Governance and Remuneration Committee
KH	Karbon Homes
NCC	Newcastle City Council
NPS	Net Promoter Score
NPV	Net Present Value
Q1, Q2, Q3, Q4	Quarter 1, 2, 3 and 4
RHI	Renewable Heat Incentive
SDR	Statistical Data Return
SME	Small or Medium Enterprise
STAR	Survey of Tenants and Residents
TBS	Thriving Byker Strategy
VfM	Value for Money
WP1	Work Package One
WP2	Work Package Two
WP3	Work Package Three
WP4	Work Package Four
TCH	Tom Collins House
MP	Mount Pleasant
CCV	Customer Care Visits
VCS	Valued Customer Status
BEIS	Business, Energy, and Industrial Strategy
RHSA	residential heat supply agreement
BDHS	Byker District Heating System