



Ducane Housing Association

The 2009 Business Plan

| <u>Key Priority</u><br>1  | <u>Key Measures of Success</u>   | <u>Milestones / Action</u>   | <u>Duration</u>  | <u>Person Responsible</u>   | <u>Comment</u> |
|---|--|--|--|---|----------------|
| <p><b>To achieve and maintain standards of Customer Service which equal or exceed those of the best sector comparators</b></p> <p><u>Teams</u></p> <p><b>CEO</b> = Mike Wilkins assisted by Laura Clarke</p> <p><b>Finance</b> = Kanti Gohil and Mandy Williams</p> <p><b>Housing</b> = Doreen Carter and Laura and Mary Keegan (temp)</p> <p><b>Modernisation Scheme</b> = Mike, RLP ( if appointed) post contract project manager, Arc7 and Connisbee</p> | <ul style="list-style-type: none"> <li>▪ Maintaining or exceeding levels of tenant satisfaction as measured annually by survey</li> <li>▪ Involving tenants in decisions that affect them</li> <li>▪ Performance of the Association, measured by key performance indicators should rank in the upper quartile when compared with other similar sized associations</li> </ul> | <p>1.1<br/>Surveying tenants to establish levels of satisfaction with services and homes provided by the Association</p> <p>1.2<br/>Holding tenant consultation meetings, issuing regular newsletters and updating the web site, with the principle focus on the Modernisation scheme</p> <p>1.3<br/>Meeting key performance indicator targets on customers and stake holder relations, internal business processes, staff and board, and finance, as reported on the Balanced Scorecard</p> | <p>February 09</p> <p>January 09 onwards</p> <p>January 09 onwards</p> | <p>Doreen, Laura</p> <p>Doreen, Mike</p> <p>Doreen, Kanti, Mike</p> |                |

| <u>Key Priority</u><br>2   | <u>Key Measures of Success</u>  | <u>Key Milestones /Actions</u>   | <u>Duration</u>            | <u>Person Responsible</u> | <u>Comment</u> |
|--|---|--|----------------------------|---------------------------|----------------|
| <p><b>Taking the Modernisation Scheme forward ensuring that the pre contract and post contract works programme is kept to time and budget in accordance with, The pre contract Works programme V8.3 (13 Feb 2009) and The post contract Works Programme V8.5 (13 Feb 2009)</b></p> | <ul style="list-style-type: none"> <li>▪ To have received planning permission from LBH@F for the modernisation scheme</li> <li>▪ To have secured grant from the HCA in line with the assumptions in the Business Plan</li> <li>▪ To have successfully decanted tenants in line with the works programme</li> <li>▪ To have works start on site within the timetable set out in the post contract works programme</li> </ul> | <p>2.1<br/>Tenant decanting arrangements and procedures are in place and tenants are kept informed ( see Lines 13-15 and 70 -71 post contract Programme)</p> | <p>August/September 09</p> | <p>Doreen, Mike</p>       |                |
|  |   | <p>2.2<br/>The appointment of post contract consultants is within budget and OJEU compliant where appropriate ( Lines 79-80, pre contract Programme)</p>     | <p>April 09</p>            | <p>Mike</p>               |                |
|  |   | <p>2.3<br/>The Board approve the borrowing requirement and lenders loan documentation Lines 33-35 and 40-42 pre contract Programme)</p>                      | <p>March/April 09</p>      | <p>Mike, Kanti</p>        |                |
|  |   | <p>2.4<br/>Managing loan facilities, draw downs and cash flow</p>  | <p>February 09 on</p>      | <p>Kanti, Mike</p>        |                |
|  |   | <p>2.5<br/>The planning application is approved by LBH@ F (Line 59, pre contract programme)</p>  | <p>April 09</p>            | <p>Mike, ARC7</p>         |                |
|  |   | <p>2.6<br/>The HCA formally approve the grant (Line 49, pre contract Programme)</p>  | <p>April 09</p>            | <p>Mike</p>               |                |
|  |   | <p>June/July 09</p>  | <p>Mike /RLP</p>           |                           |                |

| <p style="text-align: center;">-<br/><u>Key Priority</u><br/>2</p> <p style="text-align: center;">continued</p> | <p style="text-align: center;"><u>Key Measures of Success</u></p> | <p style="text-align: center;"><u>Key Milestones /Actions</u></p>  | <p style="text-align: center;"><u>Duration</u></p> | <p style="text-align: center;"><u>Person Responsible</u></p> | <p style="text-align: center;"><u>Comment</u></p> |
|---|---|--|--|--|---|
|   |   | <p>2.7<br/>The OJEU compliant selection of a contractor at a tender price consistent with Business Plan cost assumptions and RLP cost budget (Lines 69-72, pre contract Programme)</p> | <p style="text-align: center;">March/June 09</p>   | <p style="text-align: center;">Mike, RLP</p>                 |   |
|   |   | <p>2.8<br/>Off site manufacture and works commence at Daley House (Lines 12 and 16, post contract Programme)</p>   | <p style="text-align: center;">September 09 on</p> | <p style="text-align: center;">Mike, RLP</p>                 |   |
|   |   | <p>2.9<br/>Off site manufacture and works commence at Weedon House (Lines 69 and 72-74 post contract Programme)</p>  | <p style="text-align: center;">September 09 on</p> | <p style="text-align: center;">Mike, RLP_</p>                |   |

| <u>Key Priority</u><br><u>3</u>  | <u>Key Measures of Success</u>  | <u>Milestones / Action</u>   | <u>Duration</u>  | <u>Person Responsible</u>                                     | <u>Comment</u> |
|--|---|--|--|---|----------------|
| <p><b>To maintain standards in relation to Investors in People and successfully prepare the Association to achieve re accreditation. To deliver effective staff development and training throughout the year</b></p> | <ul style="list-style-type: none"> <li>▪ Providing effective training and staff development that continues to meet IIP standards during the year</li> <li>▪ Achieving re accreditation with IIP</li> <li>▪ Maintaining good levels of staff satisfaction</li> <li>▪ The training and development plan is written in conjunction with the objectives of the organisation over the planning period</li> </ul> | <p>3.1<br/>All staff fully aware of the requirements of the Standard- in particular those areas where development was considered at the last Review</p> <p>3.2<br/>Consultant appointed to advise on process / and changes to the Standard</p> <p>3.3<br/>A 'mock' Review is carried out with help from consultants</p> <p>3.4<br/>Re recognition follows from the Review process in October</p> | <p>January 09 on</p> <p>March 09 on</p> <p>September 09</p> <p>November 09</p> | <p>Mike, Laura</p> <p>Mike</p> <p>Mike, Laura</p> <p>Mike</p> |                |

| <u>Key Priority</u><br><u>4</u><br><br><b>To seek new business opportunities and successfully follow up those which meet the criteria for potential new schemes</b> | <u>Key Measures of Success</u>   | <u>Milestones/Action</u>  | <u>Duration</u>    | <u>Person Responsible</u> | <u>Comment</u> |
|---|--|---|--------------------|---------------------------|----------------|
|   | <ul style="list-style-type: none"> <li>▪ To have joined the Connected Group of developing associations and have drawn up compliant grant procedures in conjunction with the Group's procedures and policies</li> </ul> | 4.1<br>To have successfully joined the Connected Group  | February/ March 09 | Mike                      |                |
|   |  | 4.2<br>To have agreed terms with consultant Stefan Bobolecki to draw up procedures to ensure compliance with HCA and the Connected Group's requirements | February 09        | Mike, Kanti               |                |
|   | <ul style="list-style-type: none"> <li>▪ To have explored the potential for new schemes that provide new homes for key workers or students that the Association will manage or own</li> </ul>                          | 4.3<br>To have identified one new scheme which adds to the Association's current stock numbers and is achievable within the Association's resources     | February 09 on     | Mike                      |                |