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# DELIVERY PLAN

## 2021/22

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## Key Deliverable – Compliance

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
To produce a monthly health and safety dashboard identifying performance against legislative standards and action plans for any performance below 100% compliance.	via SMT report	Modern Accessible and Accountable Council				
Roll out the replacement lock programme across all sheltered properties by March 2022 to maintain integrity of doors	Fire Strategy	Modern Accessible and Accountable Council				
Deliver a programme of works to meet all FRA remedial actions within a reasonable period of time.	H&S Dashboard	Modern Accessible and Accountable Council				
Bring forward plans to ensure that PHP meets all requirements of the new Building safety legislation expected in early 2021	Board Discussion	Brighter Futures				
Ensure the new resident engagement strategy for fire safety is embedded across service delivery areas	Board Decision	Connected Communities				
On the 31 <sup>st</sup> March 2021 all properties will have an electrical test certificate that is no older than 10 years	H&S Dashboard	Brighter Futures				
Complete the programme for retrofitting of the sprinklers across Sterte Court and agree the programme of works for the Old Town.	Major Projects Report	Modern Accessible and Accountable Council				
To ensure compliance with GDPR and Data Protection Acts	Board KPI Dashboard	Modern Accessible and Accountable Council				
Ensure 95% of complaints are dealt with within timescales and that there are no Ombudsman findings against the organisation.	Board KPI Dashboard	Modern Accessible and Accountable Council				
Ensure ongoing compliance against Housing Ombudsman code of conduct for complaints	Board KPI Dashboard	Modern Accessible and Accountable Council				
Ensure that all areas of work are COVID secure, meet relevant government guidelines and that this is monitored regularly	via SMT report	Modern Accessible and Accountable Council				

## Key Deliverable – New Build and Major Projects

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Complete construction of the modular build on the Herbert Avenue site, delivering 24 units for use by BCP council.	Major Projects Report	Dynamic Places				
Complete works on 2 blocks within the Project Admiral programme delivering the upgraded façade and enhanced fire safety measures	Major Projects Report	Dynamic Places				
Complete super structure works at Cynthia House ensuring good progress within the overall build programme	Major Projects Report	Dynamic Places				
Complete all preparation work for the Hillborne development site, ensuring resident consultation has been completed, planning permission obtained and procurement of a contractor has been delivered. Ensure that the handover of the site from the school can take place in May 2022 and that construction can begin	Major Projects Report	Dynamic Places				
Set out options for the delivery of new homes across the Poole Neighbourhood HRA. Enabling a review of the pipeline, reflecting current BCP priorities and agreeing with BCP colleagues priority schemes and approaches	Major Projects Report	Dynamic Places				
Complete the delivery of a new façade at Sterte Court	Major Projects Report	Dynamic Places				
Bring forward proposals for refurbishment of sheltered schemes following outcomes of the older peoples review	Major Projects Report	Dynamic Places				
To take forward the recommendations from the analysis of the older people housing stock data across Bournemouth and Poole, to inform the 10 year development plan and to devise a stock improvement plan.	Major Projects Report	Dynamic Places				

## Key Deliverable – Quality Homes

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
All stock to meet the Decent Homes Standard at 31 <sup>st</sup> March 2021.	House mark Return	Brighter Futures				
Deliver a cyclical maintenance programme that meets all of PHP's statutory requirements	H&S Dashboard	Brighter Futures				
Ensure that all planned and reactive maintenance is delivered in a COVID secure manner, reflecting latest guidelines, uses PPE where appropriate and maintains social distancing	via SMT report	Modern Accessible and Accountable Council				
Bring forward a new 30 year asset management plan	Asset Management Plan	Brighter Futures				
Set out key issues within the new 30 year asset management plan that require further discussions and ensures that the 5 year plan is adequately funded, meets wider council objectives and supports national delivery targets	Asset Management Plan	Modern Accessible and Accountable Council				
Explore work to deliver net zero carbon emissions across the current stock by 2050, setting out timelines and options for consideration by BCP council.	Asset Management Plan	Sustainable Environment				
To replace 125 bathrooms and 83 kitchens across the stock, supporting effective decent homes. (to be confirmed)	SMT KPI Dashboard	Brighter Futures				
To replace 400 resident gas boilers and 2 communal boilers ensuring effective maintenance and delivery of the programme.	SMT KPI Dashboard	Sustainable Environment				
To deliver the installation of a new heating system at Willow Park effectively and in line with agreement with local residents	via SMT report	Sustainable Environment				
To ensure that 45% of the stock has been surveyed in the past 10 years to support intelligence used within the 30 year business plan	SMT KPI Dashboard	Brighter Futures				
Ensure that 92.2% of response repairs are completed at first visit.	Board KPI Dashboard	Brighter Futures				
Deliver 95% satisfaction with response repairs delivered.	Board KPI Dashboard	Brighter Futures				

## Key Deliverable – Homelessness

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Agree actions with BCP council (in line with the commissioning framework) in relation to temporary accommodation that will assist the council to deliver its operational requirements.	via CE Updates	Brighter Futures				
To acquire further properties from PHP resources to be used to support households facing homelessness.	Finance Board Reports	Brighter Futures				
To support the BCP Council objective around the expansion of the Housing First programme and agree best use of the HRA housing stock in delivery of this.	via CE Updates	Brighter Futures				
To work with colleagues across BCP to agree a tenancy sustainment approach that supports BCP Council objectives.	via CE Updates	Connected Communities				
To work with BCP council to roll out the homelessness strategy across Poole	via CE Updates	Connected Communities				
To maximise opportunities to acquire properties within the HRA that support BCP Council to tackle homelessness and supports the wider housing strategy once agreed.	via CE Updates	Brighter Futures				
To deliver the Herbert Avenue scheme that can be used to support wider homelessness prevention approach across BCP.	Major Projects Report	Brighter Futures				

## Key Deliverable – Housing Management and Maintenance

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
Deliver at least 1 resident magazine in 2021/22 and continue a conversation with residents regarding value of approach.	via CE Updates	Connected Communities				
To roll out the understanding of consumer standards across the organisation and reflect in service delivery reported to Panels	via CE Updates	Modern Accessible and Accountable Council				
Ensure a range of community engagement projects which enable the Council to meet its' strategic objectives and empower residents to contribute in their communities.	VFM Statement	Connected Communities				
Ensure effective estate management and resident liaison support to residents affected by Project Admiral and Sterte refurbishment works to ensure residents feel safe, informed, consulted and engaged in the works to improve their homes.	VFM Statement	Connected Communities				
Deliver a programme aimed at increasing the level of digital inclusion enabling residents to access on line services.	VFM Statement	Dynamic Places				
Publicise the tenant portal and work with residents to increase usage and improve customer experience	via CE Updates	Connected Communities				
To complete an annual estates inspection programme and direct investment based on the outcomes of this programme towards any estate that does not achieve "good".	via SMT report	Connected Communities				
Develop the estates grading programme to support requirements in the Housing white paper around community engagement and improvement	via SMT report	Modern Accessible and Accountable Council				
Deliver a range of preventative community work, (block promises, neighbourhood plans, estate clean up days and diversionary youth activities) that meet the needs of communities and wider BCP objectives	via SMT report	Connected Communities				
To review the customer service model and using customer insight bring forward proposals for an updated model that drives efficiency and effectiveness across the whole business, ensuring that where possible enquiries are dealt with at first point of contact	via SMT report	Modern Accessible and Accountable Council				
Develop a programme of work that collects customer satisfaction information in line with the requirements of the white paper	via SMT report	Modern Accessible and Accountable Council				
Deliver income collection levels of at least 98.00% across the year.	Board KPI Dashboard	Modern Accessible and Accountable Council				
To have arrears at no more than 4% of total rent due.	Board KPI Dashboard	Modern Accessible and Accountable Council				
To ensure that the organisation rolls out and embeds approaches to meet the new Breathing Space legislation, supporting residents appropriately	via CE Updates	Modern Accessible and Accountable Council				
To ensure that PHP supports all resident panels to meet at least quarterly and that residents are effectively informed and supported to challenge and engage with the organisation.	via CE Updates	Connected Communities				
To review the impact of social distancing on how resident involvement can be delivered, drawing on good practice elsewhere and co-designing delivery options that maximises involvement using different channels	via CE Updates	Connected Communities				

To bring forward engagement events and approaches that can replace the annual delivery of a face to face resident conference	via CE Updates	Connected Communities				
To embed service improvements via tenant scrutiny maintaining a pool of residents appropriately trained and supported, and deliver at least two reviews completed per annum.	Scrutiny Reports to Board	Connected Communities				
To bring forward recommendations from the wider Older People's review to set out the delivery of services to the residents within sheltered housing over the next 10 years	Board report	Dynamic Places				
To gain agreement to the recommendations within the Older People Housing Review with key stakeholders and set out delivery approaches that will begin within 2021/22	Board report	Dynamic Places				
To ensure PHP gains access to 100% of sheltered properties	SMT KPI Dashboard	Modern Accessible and Accountable Council				
To evict no more than 10 households in any one year.	Board KPI Dashboard	Fulfilled Lives				
To establish the Tenancy Sustainment Board within PHP and use this to drive improvements in how the organisation works to deliver services	via CE Updates	Modern Accessible and Accountable Council				
Aim to deliver resolution of 90% of ASB cases without legal action	SMT KPI Dashboard	Modern Accessible and Accountable Council				
To review current and recent ASB cases and understand common failure points, setting out development of revised working practices and key messages	SMT KPI Dashboard	Modern Accessible and Accountable Council				
Deliver an effective voids management service, with minor void turnaround within 15 days for general needs and 20 days for sheltered stock.	Board KPI Dashboard	Modern Accessible and Accountable Council				
In partnership with BCP Council, use the demand and allocation information in developing a plan to resolve the issues with hard to let properties	via CE Updates	Modern Accessible and Accountable Council				
To review the current Poole standard for voids and understand the impact that this has on ability to let properties, setting out recommendations for change where relevant	via CE Updates	Modern Accessible and Accountable Council				
Review of the current cleaning approach for void properties in light of the 2021 procurement of the cleansing contract and changes required to deliver a more effective model that supports Lettings	via CE Updates	Modern Accessible and Accountable Council				
Deliver the procurement of a new cleansing contract that delivers an effective cleaning service across sheltered schemes and the Lettings team that also meets enhanced measures required under COVID	Board report	Modern Accessible and Accountable Council				
To ensure that all teams work in a manner that reflects social distancing and takes account of required health and safety standards in response to COVID19	via SMT report	Modern Accessible and Accountable Council				

To assist in the roll out of the choice based letting scheme across BCP Council.	via CE Updates	Dynamic Places				
To work with households experiencing financial hardship and secure at least £1.0M in additional benefits for Poole residents.	VFM Statement	Connected Communities				
Review policies, procedures and strategy with BCP Council and agree scope to align.	Via CE Updates	Modern Accessible and Accountable Council				

## Key Deliverable – Adding Value

Actions	Measurement	BCP Corporate Strategy	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG
To ensure that resources are identified within the Poole Neighbourhood HRA that support the delivery of the new build programme and reflects BCP priorities with regards increasing housing supply	HRA budget report	Modern Accessible and Accountable Council				
To ensure that key policy areas within the HRA are delivered jointly across Poole and Bournemouth, to include as a minimum depreciation, bad debt and service charges	HRA budget report	Modern Accessible and Accountable Council				
To ensure that pooling returns are prepared in accordance with MHCLG requirements and that measures to limit any repayments that arise as a result in delays in projects are in place	HRA budget report	Modern Accessible and Accountable Council				
Ensure that the organisation is effectively staffed, morale is maintained, and that turnover is limited. Lynn to update	SMT KPI Dashboard	Modern Accessible and Accountable Council				
Ensure that a COVID secure environment is maintained at all times within Beech House and the sheltered schemes	via SMT updates	Modern Accessible and Accountable Council				
Establish new ways of working with staff using new technology and embracing remote working, agreeing a new remote working policy following staff consultation	via SMT updates	Modern Accessible and Accountable Council				
Introduce an online platform to enable residents to remotely access services or tenancy information, leading to an improvement in customer service and opportunities to reduce operating costs.	via CE Update	Connected Communities				
To complete roll out of phase 2 of the Cx system, maximising efficiencies inherent in the system and supporting more agile working	via CE Update	Modern Accessible and Accountable Council				
Undertake Housemark benchmarking programme to nationally challenge performance, with action plan for those indicators in 3rd and 4th quartiles.	Board report	Modern Accessible and Accountable Council				
To continue to look for opportunities to deliver efficiencies through the procurement and operational process.	VFM Statement	Modern Accessible and Accountable Council				
To roll out the new telephony system and explore the benefits available from this in new ways of working and the improved reporting functionality	via CE Update	Modern Accessible and Accountable Council				
To achieve a financial breakeven at the end of the year.	Budget Report	Modern Accessible and Accountable Council				
To support BCP council to develop an effective housing strategy and agree actions that PHP should deliver over the next 3 to 5 years.	via CE Update	Modern Accessible and Accountable Council				
Review the management agreement with BCP council to ensure that this meets of the Housing white paper	via CE Update	Modern Accessible and Accountable Council				
The Board of Directors should meet at least six times during the year, plus have one AGM.	Board KPI Dashboard	Modern Accessible and Accountable Council				



The Board of Directors' skills and expertise are utilised in developing the BCP Housing Strategy.	via Board discussions	Modern Accessible and Accountable Council				
To deliver an effective risk management approach that is agreed with the Board and embedded across the organisation.	via A&R Committee	Modern Accessible and Accountable Council				

Appendix 1

Board of Directors' KPI Dashboard

Responsibility		Indicator Detail		2021/22 Targets		Performance								
Area	Team	KPI	Cumulative?	Target	Tolerance*	2020/21 Year End	QTR 1	Trend	QTR 2	Trend	QTR 3	Trend	Year End	Trend
Compliance	Business Support	To have no GDPR breaches and no recommendations for improvement from the ICO.	Yes	0	-									
	Business Support	Percentage of Subject Access Requests completed on time	Yes	100.00%	-									
	Business Support	Ensure 95% of complaints are dealt with within timescale (5 working days for rapid response and 10 working days for formal stage 1)	Yes	95.00%	90.00%									
	Repairs	% properties with an in-date LGSR	No	100.00%	-									
	Repairs	% properties with an in-date EICR	No	100.00%	-									
	Repairs	% lifts with an in-date inspection report	No	100.00%	-									
	Repairs	% properties with an in-date FRA	No	100.00%	-									
	Repairs	% properties with an in-date WRA (Legionella)	No	100.00%	-									
	Repairs	% properties with an in date ACM survey	No	100.00%	-									
Housing Management and Maintenance	Income	Proportion of rent collected (BVPI66a)	Yes	98.00%	94.50%									
	Income	Current tenant arrears as a % of the annual rent debit	Yes	4.00%	3.44%									
	Income/ Legal	Evictions due to rent arrears	Yes	10	17									
	Repairs	% tenant satisfaction with quality of repairs	No	95.00%	85.00%									
	Repairs	% of response repairs completed on first visit	No	93.00%	85.67%									
	Repairs	% response repairs appointments made and kept	No	99.50%	95.14%									
	ASB	% of ASB cases resolved successfully without recourse to court action	No	94.00%	90.00%									
	ASB	% of ASB cases per 1,000 homes	No	2.00%	2.50%									
	Voids	Rent loss due to voids	Yes	1.00%	1.03%									
	Voids	Average relet time for standard works (GN) (Calendar Days)	Yes	15.00	23.84									
	Voids	Average relet time for standard works (SH) (Calendar Days)	Yes	20.00	23.84									
	Adding Value	Business Support	To ensure the Board meets at least six times during the year, plus one AGM.	Yes	6 + 1	-								
HR		Average number of days per person lost to short and medium term sickness (absence of 1 to 30 days). Rolling 12 month period.	Yes	4.50	12.02									
HR		Average number of days per person lost to long term sickness (absence of 31 days or over). Rolling 12 month period.	Yes	5.00	12.02									

Health & Safety Performance Reporting								
		Target	Actual	Trend		Target	Actual	Trend
<b>Fire Safety</b> Percentage of communal areas with Fire Risk Assessments (FRA).  Percentage of FRA reviews overdue.  Number of communal areas where the FRA was not renewed prior to expiry since last reporting date.  Number of remedial actions overdue for completion:					<b>Legionella Management</b>			
		100.00%			Percentage of properties with communal water facilities that have been risk assessed.	100.00%		
		0.00%			Percentage of risk assessments overdue for review.	0.00%		
		0			Number of remedial actions outstanding for completion.	0		
					Percentage of monthly on-site checks not completed.	0.00%		
					<u>Comments</u>			
<b>Lift Safety - Non-domestic</b>  Number of non-domestic lifts overdue a 6-monthly examination.  Number of dangerous or potentially dangerous defects outstanding.  Percentage of non-domestic lifts with an up-to-date service.  Number of properties where a service was not completed prior to the due date since the last reporting date.					<b>Periodic Electrical Testing</b>			
					Percentage of properties overdue satisfactory electrical inspection.	0.00%		
					Number of properties where electrical inspection expired prior to renewal since last reporting date.	0		
					<u>Comments</u>			
<b>Lift Safety - Domestic</b>  Number of dangerous or potentially dangerous defects outstanding.  Percentage of domestic lifts with an up-to-date service.  Number of properties where a service was not completed prior to the due date since the last reporting date.					<b>Lift Safety - Domestic</b>			
					Number of domestic lifts overdue a thorough examination.	0		
					Number of dangerous or potentially dangerous defects outstanding.	0		
					Percentage of domestic lifts with an up-to-date service.	100.00%		
					Number of properties where a service was not completed prior to the due date since the last reporting date.	0		
					<u>Comments</u>			
<b>Gas Servicing</b>  Landlord Gas Safety Record (LGSR) compliance.  Percentage of overdue properties.  Number of overdue properties subject to legal proceedings.  Number of properties where LGSR expired before renewal since last reporting date.					<u>Comments</u>			
<b>Comments</b>					<b>Asbestos Management</b>			
					Percentage of communal areas surveyed for asbestos.	100.00%		
					Percentage of dwellings surveyed for asbestos.	100.00%		
					Percentage of Asbestos Containing Material (ACM) overdue for re-inspection.	0.00%		
					Number of ACM re-inspections not completed prior to due date since last reporting date.	0		
					Number of remedial actions overdue for completion.	0		
					<u>Comments</u>			



