



*delivering affordable housing*

# Business Plan 2008/09



# values

**We are committed to delivering our service through...**

Customer Focus

Partnership

Professionalism

Respect and Equality

Accountability

Sustainability

Efficiency

# To deliver excellent cost effective customer focused housing and support services.

## New Key Tasks

- 1.1 Complete Structural Review of Care & Support department (Review HSE Manager projects)  
Target Completion **September 2008** Dept Owner **Corporate**
- 1.2 Implement Year 2 of OSC Strategic Plan  
Target Completion **January 2009** Dept Owner **Corporate**
- 1.3 Deliver Year 3 ICT Strategic Plan  
Target Completion **March 2009** Dept Owner **Corporate**
- 1.4 Develop an Estate Management Strategy  
Target Completion **October 2008** Dept Owner **Operations**
- 1.5 Develop a 'Lettings Policy' for all Local Authority areas in which OHT currently operates  
Target Completion **August 2008** Dept Owner **Operations**
- 1.6 Produce a Newsletter and promotional literature for all completed projects  
Target Completion **September 2008**  
Dept Owner **Operations/Corporate**
- 1.7 Produce Benefits information for Tenants  
Target Completion **September 2008** Dept Owner **Operations**
- 1.8 Establish Framework Agreements for Maintenance Contractors (in partnership with other Housing Associations)  
Target Completion **January 2009** Dept Owner **Operations**
- 1.9 Implement a Tenant Involvement Strategy  
Target Completion **September 2008** Dept Owner **Corporate**
- 1.10 Implement a Marketing and Public Relations Programme  
Target Completion **March 2009** Dept Owner **Corporate**

## Standard Key Tasks

- 1.11 OSC to achieve 85% call resolution at first point of contact  
Target Completion **March 2009** Dept Owner **Corporate**
- 1.12 Complete Response Repairs within agreed timescales  
Emergency = 95%  
Urgent = 85%  
Routine = 90%  
Overall = 92%  
Target Completion **N/A** **Operations**
- 1.13 Complete the Annual Rent and Service Charge Review  
Target Completion **March 2009**  
Dept Owner **Operations/Finance**



# To procure a range of housing and support services through acquisition, development and partnerships.

## New Key Tasks

- 2.1** Establish Framework Agreements with Partner Housing Associations for Capital Project Consultants  
Target Completion **October 2008** Dept Owner **Operations**
- 2.2** Develop a Landbanking Strategy for OHT  
Target Completion **October 2008**  
Dept Owner **Operations/Finance**
- 2.3** Identify and incorporate Affordable Housing element in two Capital Development Projects  
Target Completion **January 2009** Dept Owner **Operations**
- 2.4** Review and update Joint Management Agreement/Service Level Agreements with Partner organisations  
Target Completion **January 2009**  
Dept Owner **Operations/Corporate**
- 2.5** Consult and engage with at least five Local Authorities on OHT projects  
Target Completion **March 2009** Dept Owner **Operations**
- 2.6** Consult and engage with at least four Developers on Part V schemes  
Target Completion **March 2009** Dept Owner **Operations**

## Standard Key Tasks

- 2.7** Capital Newbuild Projects  
Starts - 146  
Completions - 155  
Target Completion **N/A** Dept Owner **Operations**
- 2.8** Contribute to Oaklee Group Sustainable Development Strategy  
Target Completion **N/A** Dept Owner **All**





## To manage the Association's affairs in an open and accountable manner and ensure long-term financial viability.

### New Key Tasks

- 3.1** Develop a new Purchasing Policy for the Group  
Target Completion **September 2008** Dept Owner **Finance**
- 3.2** Devolve budgets to scheme level on a pilot basis  
Target Completion **December 2008** Dept Owner **Finance**
- 3.3** Deliver Year 1 of Group Asset Management Strategy  
Target Completion **March 2009** Dept Owner **Operations**
- 3.4** Review and Update OHT Treasury Policy  
Target Completion **October 2008** Dept Owner **Finance**
- 3.5** Develop OHT Corporate Risk Register  
Target Completion **October 2008** Dept Owner **Finance**

### Standard Key Tasks

- 3.6** Achieve a financial surplus in accordance with the budget and ensure on-going financial viability  
Target Completion **March 2009** Dept Owner **Finance**
- 3.7** Produce Annual Budget and develop long term financial projections  
Target Completion **June 2008** Dept Owner **Finance**
- 3.8** Restrict lettable void loss to 3.75%  
Target Completion **March 2009** Dept Owner **Operations**
- 3.9** Allocate 75% of General Needs properties in 4 weeks  
Target Completion **March 2009** Dept Owner **Operations**
- 3.10** Allocate 75% of Supported Housing units in 8 weeks  
Target Completion **March 2009** Dept Owner **Corporate**
- 3.11** Produce Quarterly Management Accounts for OHT  
Target Completion **N/A** Dept Owner **Finance**



## | Strategic Objective **Four**

# To make the best use of our human resources.

### **New Key Tasks**

- 4.1** Issue Members Handbook and Staff Handbook  
Target Completion **November 2008** Dept Owner **Corporate**
- 4.2** Introduce a mediation service to benefit staff  
Target Completion **July 2008** Dept Owner **Corporate**
- 4.3** Produce OHT Staff Resource Plan  
Target Completion **September 2008**  
Dept Owner **Operations/Corporate**
- 4.4** Establish programme and performance review procedure for scheme based staff  
Target Completion **September 2008**  
Dept Owner **Operations/Corporate**
- 4.5** Establish team working protocols  
Target Completion **August 2008** Dept Owner **Operations**

### **Standard Key Tasks**

- 4.6** Annual Board and Staff Development Plan to meet business needs  
Target Completion **July 2008** Dept Owner **Corporate**
- 4.7** Meet sickness absence target of 4.5% (2.5% short term)  
Target Completion **March 2009** Dept Owner **Corporate**





## To comply with the requirements of Statutory Authorities.

### New Key Tasks

- 5.1** Provide a work placement scheme to facilitate people with Special Needs to work in Oaklee  
Target Completion **September 2008** Dept Owner **Corporate**
- 5.2** Review Board Renewal Strategy  
Target Completion **November 2008** Dept Owner **Corporate**
- 5.3** Initiate review process for Corporate Plan 2009 – 2014  
Target Completion **October 2008** Dept Owner **All**

### Standard Key Tasks

- 5.4** Achieve current tenant arrears target of 2.0%  
Target Completion **March 2009** Dept Owner **Corporate**
- 5.5** Achieve past tenant arrears target of 0.7%  
Target Completion **March 2009** Dept Owner **Corporate**
- 5.6** Publish Business Plan 2008/09 and Annual Review 2008  
Target Completion **July 2008** Dept Owner **Corporate**
- 5.7** Complete Fire Risk Assessment for all schemes with communal areas  
Target Completion **November 2008** Dept Owner **Operations**



# Business Plan 2008/09



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