



## Board

24 March 2009

### Delivery Plan 2009/10

Report by Assistant Chief Executive and Director of Business

| For Decision | Area Implications | All |
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| <b>Executive Summary</b> | Every year we produce a Delivery Plan which sets out our priorities and targets for the coming year. This is a requirement of our Management Agreement with Newcastle City Council. It is a key document for us and for our stakeholders, as it contains our objectives and the way that they will be measured and reported. |
| <b>Recommendations</b>   | Board is recommended to either <ul style="list-style-type: none"> <li>• approve the Delivery Plan or</li> <li>• approve the plan subject to any specific amendments</li> </ul>   |

| Business Implications  |  |
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| <b>YHN Mission and Strategic Objectives</b>                    | This report enables Board members to comment on our new draft Delivery Plan, which provides a summary of our business, identifies achievements during 2008/09, and outlines the ways in which we aim to meet all of our strategic objectives during 2009/10. |
| <b>Value for Money/Efficiencies</b>                            | The Delivery Plan includes information about value for money and specific targets. The plan is a reference document for Board, customers and all staff. Making staff aware of our commitment to value for money should improve efficiency and effectiveness. |
| <b>Resources (financial, property, technological or human)</b> | There are no direct resource impacts from this report. The process of business and financial planning which shapes the delivery plan is key to how we plan our business and allocate resources.  |

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| <b>Impact on Services/Performance</b>  | <p>The Delivery Plan is central to how we perform. The plan identifies achievements for the current year and explains our performance management framework. It includes performance for our current balanced scorecard, and new targets for 2009/10. It also includes the service plan, which identifies actions and targets for the coming year for all teams. Service plan actions and targets link directly with workplans and appraisals for staff across the organisation.</p> |
| <b>Outcomes for tenants/leaseholders</b>                                     | <p>The Delivery Plan includes a section on our commitment to customer service, and a section identifying achievements for the current year that have benefited our customers. The service plan includes customer service actions and targets for all teams for the coming year, which are linked to our strategic objectives.</p>   |
| <b>Risk (reputation, relationship)</b>                                       | <p>The delivery plan is a requirement of our management agreement with NCC. Not having an agreed Delivery Plan or having an ineffective one would jeopardise our vision of being the best housing provider in the North East. This risk is addressed by making the preparation of the plan an inclusive process.</p>  |
| <b>Environmental</b>   | <p>The Delivery Plan includes a section explaining the commitment of YHN to environmental and sustainability issues.</p>  |
| <b>Legal Implications</b>  | <p>There are no legal implications associated with the production or agreement of the Delivery Plan.</p>  |
| <b>Equality and Diversity</b>  | <p>Equality and diversity is a key theme within the Delivery Plan. The service plan incorporates specific equality and diversity targets and actions for all teams within YHN. There is a new section in the Service Plan for the Diversity Manager and her team.</p>   |
| <b>Stakeholder Involvement/Consultation (planned or already carried out)</b> | <p>The business and financial planning process involves extensive consultation with stakeholders. This year we:</p> <ul style="list-style-type: none"> <li>• Consulted with managers and staff to get their views on what should be included</li> <li>• Held a well attended tenant focus group</li> </ul>  |

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|  | <p>and used feedback to form actions for the coming year</p> <ul style="list-style-type: none"> <li>• Liaised with the Tenants Federation</li> <li>• Liaised with the Strategic Housing Team within the City Council and incorporated suggestions into both the delivery and service plans.</li> </ul> |
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| <b>Background papers</b> | <p>Delivery Plan 2008/09<br/>Sustainable Community Strategy and Local Area Agreement<br/>Housing Strategy 2006-2021<br/>Regeneration Strategy</p> |
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| <b>Contact officers</b> | <p>Larry Wilson, Performance Management and Policy Officer; 2788733<br/>Keith Embleton, Finance Manager-Revenue; 2788635<br/>Gillian Davidson, Training and Development Officer; 2788726</p> |
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# Delivery Plan 2009/10

## 1. Introduction

- 1.1 The draft YHN Delivery Plan that is brought to Board for approval combines requirements of our management agreement with Newcastle City Council with the results of business and financial planning that has taken place throughout the year. The report outlines this process and also identifies changes made to the plan for 2009/10.

## 2. Background

- 2.1 Through the management agreement with Newcastle City Council we are required to produce an annual YHN Delivery Plan. The format and content of the plan are specified in the agreement.
- 2.2 The delivery plan is an important document for us and for our customers. It contains information about what we do and how we measure and monitor performance. The YHN Service Plan is included as an appendix to the Delivery Plan. This lists major actions and targets for all teams in the organisation for the coming year.
- 2.3 Performance information and targets in the delivery plan are determined by our business and financial planning process. This is a consultation exercise which involves discussions with tenants, other customers, managers, staff, partners and stakeholders. We started preparation for the 2009/10 Delivery Plan in May 2008 by asking managers and staff to:
  - review performance in terms of both successes and failures
  - identify barriers to high performance
  - consider the implications of legislative or policy changes
  - identify cost pressures and solutions
  - suggest possibilities for income generation
  - consider issues around customer service.
- 2.4 Information from staff and managers was then amalgamated with issues raised by tenants, and with actions and targets identified in key YHN strategies and policies. Suggestions about income generation and issues around cost pressures were fed into the process of budget planning. Issues about customer service, performance and other areas of business were used to prepare a draft Delivery Plan. Following further discussion with Management Team in November 2008, a draft Delivery Plan for 2009/10 was consulted on. The attached document incorporates amendments and additions suggested during the consultation process.
- 2.5 The Delivery Plan for 2009/10 is different from those for previous years. The structure, content and presentation of the plan has been

reviewed as a result of various comments made during the business and financial planning process. The review has been based on:

- The need to shorten the document and reduce the overall number of targets;
- The need to cover issues required by the management agreement with Newcastle City Council;
- The need to improve the presentation of the document to reflect our status as a three star organisation; and
- The need to change performance information in the plan.

- 2.6 The draft plan for 2009/10 is shorter this year, and the content has been revised. All information required through the management agreement is included, and sections in the plan have been revised to more clearly reflect what we do, what we have achieved, and what we plan to achieve during 2009/10. The presentation of the plan has been changed to include some design and artwork for the first time.
- 2.7 We have changed our performance information within the plan to incorporate a more systematic and meaningful way of monitoring and reporting on performance. Following discussions with the Chair, we have moved to a 'Top 20' list of targets for 2009/10 which will form the basis of performance reports to the Board. This replaces the balanced scorecard we have used in previous years. The new 'Top 20' is a set of 'business critical' targets which should provide a better indicator of how we are doing overall. We have also strengthened the role of our Wider Management Team in monitoring targets, and this is reflected in a further set of 26 key targets for teams across the organisation which are listed in the plan.
- 2.8 The service plan has also been changed in format and presentation. A conscious effort has been made to reduce the overall number of targets, and to ensure that the targets are meaningful to customers and SMART.

### **3. Proposal**

- 3.1 Board is requested to consider the draft Delivery Plan and to make any relevant comments or suggestions. If accepted, it is proposed that the new plan should be referred to the City Council for endorsement. After that will begin a process of using the plan to form the basis of work planning throughout the organisation.

### **4. Implications**

- 4.1 Financial and performance implications are threaded throughout the Delivery Plan. At a high level they are articulated in the Top 20 which is designed to give all stakeholders an overview of the degree to which we are on track to deliver our objectives.

The Delivery Plan provides information about all areas of business and the service plan incorporates all key service actions and targets. The document encapsulates what we do, how we do it, what have achieved and what we intend to achieve during 2009/10. As such, it impacts on all areas already identified in this report.

## **5. Consultation**

- 5.1 The business and financial planning process involves extensive consultation. This year we:
- consulted with managers and staff to get their views on what should be included
  - Held a well attended tenant focus group and used feedback to form actions for the coming year
  - Liaised with the Tenants Federation
  - Liaised with the Strategic Housing Team within the City Council and incorporated suggestions into the Delivery Plan.
- 5.2 The consultation at a tenant focus group held in September 2008 was very productive. The tenants present identified a number of issues around estate maintenance, new house building, anti-social behaviour, letting properties and repairs. The comments have been formed into actions for various teams during the coming year. The Strategic Housing Team also made a number of suggestions which have been incorporated into the attached draft.

## **6. Recommendations**

- 6.1 Board is recommended to either
- approve the Delivery Plan or
  - approve the plan subject to any specific amendments

## **7. Next Steps**

- 7.1 If approved by Board, the Delivery Plan will be sent to the April meeting of the relevant scrutiny panel of the City Council for agreement. It will then be published on our website.