

Consolidated Executive Action Plan 2018 - 2019

The Executive Action Plan Objectives have been updated to reflect the adoption of the Association's Business Plan 2017 - 2021

Objective 1	Steps to Achieve	Progress	Evaluation	Further Action	By Who	By when
<p>Development</p> <p><i>To develop and manage sustainable, community based, affordable housing and related services for South Devon and surrounding areas (Existing operations are in South Hams, Teignbridge, West Devon and Exeter) where there is a proven need and good strategic fit.</i></p>	<p>Develop a strategy to move SDR to a mix of planned and opportunistic growth. Target sites of under 10 units (affordable)</p> <p>Utilise Rural Homes Limited as the development arm of the business. Commit to recycle money from sales</p> <p>Develop exposure to shared ownership</p> <p>Build on SDR strength and reputation as a 'can do' organisation</p> <p>Explore joint ventures</p>	<p>Member of PSW.</p> <p>Member of Teignbridge Development Partnership</p> <p>Building 'can do' reputation with SHDC and other organisations.</p> <p>Sites identified with FA's completed and planning ongoing</p> <p>Building reputation with Parish Councils</p> <p>Willing to consider 'one off' projects</p> <p>Seek out investment partners</p>	<p>Access to HE (homes England) grant advice from peers 'in the loop' but mainly non grant funded projects delivered</p> <p>SHDC feeding development opportunities</p> <p>Building relationship with 3HYork (formerly QSH) as investment partner</p>	<p>Development programme has been a success, Focus on Brimhay but planning for next projects with 2 schemes in pipeline being promoted by RHL</p> <p>Establish links with potential investors 3HYork etc.</p>	<p>CEO FD RHL</p>	<p>Ongoing</p>

Objective 1	Steps to Achieve	Progress	Evaluation	Further Action	By Who	By when
Development continued	Seek out and acquire transfer opportunities from other RP's working in South Devon and surrounding areas where a business case can be justified.	Research which RP's have low stock numbers in the area and make aware SDR may be interested in managing/acquiring stock	Opportunities likely to be limited Recent successful transfer(s) from Sovereign HA (SHA)	Opportunity for further transfers open dialog with small providers	CEO	Ongoing
	Develop a strategy to move SDR to a mix of opportunistic and planned growth	Effectively this is the strategy SDR is following	Strategy realised through the development project report	Revise strategy based on ability to raise further funding	SMT	Ongoing
	Seek management and lease opportunities to manage stock from other landlords (not restricted to RPs or Local Authority)	Build relationships – suggest projects which may fit this objective	Lease projects delivered and actively promoted	Opportunities for off balance sheet lease deals – establish capacity v risk	CEO	ongoing
	Consider rural regeneration where a business case exists – converting empty and disused buildings into a mix of open market and affordable tenure	SDR following project opportunities in Teignbridge and South Hams	Negotiations ongoing potential positive outcome	Report progress through Board meetings	CEO Board	Ongoing
	Individual properties already acquired and delivered. Consider individual acquisitions for people who have difficulty accessing home ownership or affordable rental	Negotiations ongoing re future projects – positive outcomes in Mid Devon	Source further projects/partners Progress further opportunities identified in Mid/East/West Devon	Monitor via development report	RHL CEO	Ongoing

Objective 2	Steps to Achieve	Progress	Evaluation	Further Action	By Who	By when
Housing Management <i>To provide a housing management service that is cost effective, customer focused, responsive to resident influence, and achieves a high rate of tenant satisfaction. Ensure staff are knowledgeable of stock type and locality, through training and site visits.</i>	Provide customer focused service delivery Net tenant arrears target of less than 1.25% Voids target under 1% Re-let time under 14 days Overall customer satisfaction to be greater than 90% Improve satisfaction in areas where customers views can be taken into account	Annual Report to tenants produced and improved includes performance information. Consultation matrix and procedure in place Tenant places on the Board What do you want surveys Satisfaction surveys Asset Management and matrix improving stock knowledge Quarterly Newsletter showing performance	Develop co-regulation policy Continue to provide opportunities for tenants Good communications Utilise IT software including remote working and MY tenancy	Repeat surveys and improve on areas of dissatisfaction Work with tenants association to set up tenant panel Improve staff training, formal and internal Improve core data on Omni system Improve business management reporting	ALL FB FB	March 2019 March 2019

Objective 3	Steps to Achieve	Progress	Evaluation	Further Action	By Who	By when
Finance <i>To be a financially sustainable organisation. Ensure the organisation is able to grow organically as well as funded and through future borrowings identified in strategic plans approved by the Board</i>	Review loans Identify lease deals and management services Revalue assets Identify options for investment – generate income Manage gearing covenant whilst Brimhay being developed as may be close to 65% until loan repaid to CAF Diversify to ensure no one business area is relied on Manage government legislation changes Adopt a medium risk approach to new development and borrowings to maximise capacity	Improved financial information to Board Progressing models through benchmarking group Monitored at each Board meeting Developing business models which include lease income opportunities Financial Viability Tool completed for Board and HE (FFR) Contained within financial appraisals on all projects	CB liaising with other FD's in group Long term projections in cash flow reports and Financial Forecast Report (FFR) report to HE FFR reported to Board Sector standard forecasting software used to compile financial appraisals Board supportive of commercial projects to increase income and reduce dependence on rent alone	Set up business analysis standard reports and discuss at SMT Ensure sufficient split on expense through budget detail Ensure business units make positive return or are moving to positive return – identify true cost of service Ensure budgets reflect a desire to increase real surplus and still meet corporate objectives	SMT FB/CB	Ongoing

Objective 4	Steps to Achieve	Progress	Evaluation	Further Action	By Who	By when
<p>Services for Older and Vulnerable people</p> <p><i>To provide, in partnership with other providers, care and support services that meet the requirements of residents and comply with regulatory requirements.</i></p>	<p>Ensure vulnerable occupiers have access to the Care and Support services they need and that SDR is able to optimise contributions from individual budgets</p> <p>Aim to achieve CQC positive overall rating aspire to achieve Outstanding.</p> <p>Develop new services for which there is an identified need or business opportunity</p> <p>Consider acquisitions where there is a strategic fit and good business case Purchase a second care home Develop opportunities in extra care</p>	<p>Needs identified through profiling</p> <p>Last two inspections satisfactory</p> <p>Tracking businesses for sale. Tracking failing care homes in our area</p>	<p>Brimhay to be redeveloped unlikely to be further opportunities for services to older people beyond accommodation</p> <p>Strive to achieve highest positive outcome</p> <p>Consider the development of new services i.e Domiciliary Care</p> <p>Business analysis and review to be completed</p>	<p>Annual (or periodic) internal audit</p> <p>Develop new business opportunities</p> <p>Produce report for board on sector opportunities</p>	<p>FB SP BVB</p> <p>SP</p> <p>SP/BVB</p> <p>SP/CB/FB</p>	<p>Ongoing</p>

Objective 5	Steps to Achieve	Progress	Evaluation	Further Action	By Who	By when	
Human Resources <i>To recruit and retain well trained and motivated staff</i>	Ensure that there are sufficient staffing resources to implement Board's strategies including business continuity plans	Annual evaluation of staffing requirements and structure through budget process	More in depth analysis of future staffing required	Review work patterns Promote leadership training opportunities	SMT	Ongoing	
	Develop flexible staff retention and succession plans that build upon the organisation's family friendly culture	Staff handbook was reviewed 2018 Team plans developed and reviewed annually	Needs to be communicated to staff through staff conference/meeting	Arrange staff conference Succession planning	SMT Board	Mar 19 Mar 19	
	Ensure staff terms and conditions reflect market conditions and give the association best opportunity to recruit quality candidates	Terms and conditions reviewed– SDR recognised as lean on staffing and at bottom of benchmarking quartile for wages HR software implemented	Present case through budget for increased staff budget Further staff training on use and benefits of using software		SMT Business opportunities to be followed should be identified through management team and budget meetings	SMT	Jan 19
	Ensure business targets are met through effective staff supervision, appraisals and development	Targets set and monitored at board level Team Meetings, 121/Appraisals, Newsletters		Need to set specific objectives 1,2,3 year strategies and budget/cashflow			

<i>Promote Staff Involvement</i>	Ensure staff are motivated and engaged in their roles and organisation.		Success of initiatives and ideas	Promote and encourage in team meetings and 121's, and appraisals	SMT	
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Objective 6	Steps to Achieve	Progress	Evaluation	Further Action	By Who	By when
Information and Communication Technology <i>To have an IT strategy to meet the current and future needs of the association</i>	Information technology fully utilised to achieve measurable business efficiencies and meet future needs	Servers have been updated and office staff upgrade planned 2018 New IT support working very well for all	Need to establish future IT strategy/needs	Ensure all systems are up to date and utilised fully	SMT CB,SP,FB	March 19
	Develop social media	Facebook and Twitter underused low impact	Review nominal ledger for improved financial processes	BL scanning and authorisation to be implemented	CB	March 19
	Web access developed and maintained	Web site needs revising and updating -	New web site(s), better customer access	Promote the use of MY tenancy	FB	
	Full compliance with Data Protection regulations	Audit required/training	Achieved and implemented	Ensure ongoing compliance with GDPR regulations.	SMT	Ongoing
	Employ modern information and communications which support growth		Some progress – further evaluation of software opportunities needed		SMT	Ongoing

Objective 7	Steps to Achieve	Progress	Evaluation	Further Action	By Who	By when
Customer Involvement <i>To develop and implement a tenant involvement strategy including input to quality assurance</i>	Develop community initiatives.	consult@ fully developed		Review Continue to promote via web/newsletter	FB	March 19
	Review and improve customer involvement in respect of existing policies and procedures.	Some reviews have taken place on existing policies	Good basic consultation tool Feedback from policy review	Further policy reviews planned	SMT/FB/Board	March 19
	Ensure occupiers, and potential occupiers have opportunities to contribute to setting design standards.	Promoted at sign up Tenants Involved in planned works, e.g kitchens	New tenant feed back Include in newsletter invite feedback –	Further survey work & business analysis	FB	March 19
	Evaluate Return on Social Investment.	Through projects delivered	VFM standard	Improve measurement tool	FB	March 19
	Consider tenant involvement	Promoting with external	Feedback	Promoting in staff	FB	March 19

	when delivering projects.	partners	Surveys	meetings/121's and externally		
	Customer Profiling: knowing our customers – keeping profile information up to date.	Ongoing – good percentage data captured	OMNI audit	Continued campaigns to gather information, such as surveys and targeted approach, i.e Welfare Reform	FB	Ongoing
	Promote customer champions. Local links to support community involvement.	Advertised in quarterly newsletter and Annual Report. Low interest	Level of interest	Continue to promote	FB	Ongoing
	Use media to spread SDR success in tenant involvement.	Advertised in quarterly newsletter	Measuring Levels of involvement	Continue to promote	FB	Ongoing

Objective 8	Steps to Achieve	Progress	Evaluation	Further Action	By who	When
Governance <i>To ensure effective governance and clear accountability for the Association and maintain probity in its direction</i>	Ensure new Code Of Governance 2015 and HE standards are understood and implemented.	Assessment of current and future board skills need to be determined.	recent appraisal requests failed to achieve desired outcome	Some progress made	CEO/	Ongoing
	Improve Board Training. Reporting clearly on return on asset investment. Challenging how assets perform.	Renewal process in place		Chair to use whip/report progress to board	Board	Bi annually July and January
	Manage risks effectively. Maximise commercial opportunities.	Board Training	Low take up of offers/opportunities for training	Opportunity to Incorporate in Board Away Day 2019 Consider setting up evaluation exercise as part of Board meeting – evaluate papers after each or selected meetings	SMT	
	Review business plan annually	Business Plan reviewed by the Board October 2017. Business plan updated 2017 - 2021	Next review June 2019	Annual assessment of skills is prepared for AGM	Board	July 2017
	Develop and implement a PR strategy, review and identify who are our stakeholders.		Develop PR strategy review and identify stakeholders and engage -	Newsletter, Media, AGM Write Stuff resource available	Chair/Board SMT	Annual Ongoing

Objective 9	Steps to Achieve	Progress	Evaluation	Further Action	By who	When
Asset Management To ensure good understanding of assets and how they perform. Using business analysis to support strategic decisions.	Have all properties maintained to decent standards.	Surveys, business intelligence reports	Data and reports	Assessment of progress	FB	Ongoing
	Review asset portfolio in terms of performance & risk. Make recommendations to board.	Asset performance matrix being developed	Success.	Evaluate and take to board	SMT FB	March 19
	Implement a programme for detailed stock surveys.	Decent homes surveys in place	Target number each year	Set annual targets	FB	Ongoing
	Review benefits of in house responsive repairs service.	Process in place	Being evaluated through business reports	Close monitoring of service and contract performance.	FB	Ongoing
	Aim to source further eco projects eg solar panels/heating pilot.	Consider during budget cycle	Budget	Review positive renewals project in place	FB	Ongoing

Objective 10	Steps to Achieve	Progress	Evaluation	Further Action	By who	When
South Devon House To provide facilities and office space to local businesses, supporting new businesses to grow.	Increase revenue for SDR. Community and social facility.	Naturesave lease until 2025	Review office rents/capacity	Market hot desks	SP FB	Ongoing
		Babcock to extend to 2022		Awareness of local business rental market	CB JG	