

**Vestia Community Trust
Business Plan 2013 – 2015**

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Introduction

Vestia Community Trust is an organisation that is passionate about communities. We understand that each community is unique, made up of individuals and families who live in an area they recognise as their neighbourhood. We aim to work with the residents to ensure their neighbourhoods are healthy and safe places where everyone feels involved engaged, valued and can achieve their full potential.

We recognise the value of partnerships in achieving positive change. Aligning our strengths and experience with our partners places us in the best position to collectively deliver brighter futures for the people we work with and create tangible and lasting benefits for future generations. This plan seeks to bring together communities, partners and resources to achieve a better future for those in need.

Currently Vestia's principal area of activity is Wyre Forest and Worcestershire. Were we do work outside Wyre Forest, we work closely with local organisations to ensure we are providing added benefits.

The Governments Public Spending Reviews will make securing funding for organisations like Vestia more challenging. We are confident that we will continue to grow to meet the needs of individuals, families and communities in Worcestershire.

One of the biggest challenges will be to develop new ways to fund services, such as payment by results.

Vestia is part of The Community Housing Group (TCHG). TCHG is the largest provider of social housing in Wyre Forest having been set up in 2005 following the stock transfer of former Council Houses to Wyre Forest Community Housing in 2000.



1.0 Who we are and what we do

- 1.1 Vestia is an Industrial and Provident Society with charitable aims. We were set up in 2009 by The Community Housing Group (TCHG) as an independent vehicle to build on their success in working with residents and partners to improve communities.
- 1.2 Vestia is reliant on grants and contracts to achieve its objectives of improving the lives of individuals, families and communities in need. Wherever possible we seek to align our work with community, district, county and national strategies and targets by bringing drive, innovation and a proven track record of delivery.

2. Our Services

- 2.1 Vestia's work covers three principal themes which are outlined below. While some services are delivered on behalf of and funded by TCHG, other activities are funded through grants or contracts with third parties. Alongside these three themes, Vestia manages TCHG's Corporate Social Responsibility Strategy and has a service level agreement with the Worcestershire Community Foundation to administer their grant programme, support development of the fund and aid governance.

Vestia Families

- 2.2 In 2008, Vestia established the Worcestershire Family Intervention Project (WFIP). The WFIP has been funded by a mixture of grant from Worcestershire County Council and contributions from partner Housing Associations.
- 2.3 The WFIP works with families with multiple and complex problems whose behaviour is putting them at risk of multiple sanctions such as losing their home, their children entering the care system or family members being arrested. This

may be a result of anti social behaviour, drug and alcohol abuse, debt or poor parenting. The WFIP works with whole family and all agencies to help the family resolve the issues, change behaviours and secure a positive future. The project workers have a small case load, working intensively with families over an extended period to achieve this positive change.

- 2.4 During 2012, the WFIP took part in the Governments Working Families Everywhere pilot and worked with 39 families where no adult was working and helped 10 adults into work, 5 adults into further training and 11 families undertook voluntary work to gain practical work experience.
- 2.5 In September 2012, Vestia commenced a three year project with Big Lottery and Worcestershire County Council funding to pilot new ways of working with families. The purpose of Improving Futures is to develop new ways of working with families to improve life chances of children. Improving Futures Worcestershire is testing personalisation, with families having access to a family budget to purchase the support they need from the supplier of their choice.
- 2.6 Improving Futures Worcestershire is being delivered in partnership with three local Voluntary and Community Sector organisations in three different areas of Worcestershire:

Onside Advocacy	Pershore
Epic	Redditch
Worcester Community Trust	Worcester
- 2.7 In the next two years Vestia Families wishes to increase its scope by working with partners to secure additional contracts from the County Council to further develop and sustain our work in this area.

Vestia Training

- 2.8 Vestia Training aims to inspire everyone to maximise their full potential whatever their age, background or ability. We work in three areas:
- We manage employee training programme for TCHG and are looking for opportunities to provide this service for other organisations.
 - We provide training for adults who have been unemployed for some time and have few skills and little current work experience.
 - We provide training for TCHG tenants and community groups.
- 2.9 In training TCHG employees, we seek to increase their skills to benefit the business but also help develop their careers.
- 2.10 In our training of unemployed, we help them develop their social, personal and vocational skills to increase their chances of securing paid employment and to manage their own lives and fully participate in their communities.
- 2.11 Training for unemployed is delivered in our offices, giving trainees a small taste of the world of work. We also ask our managers to help with mock interviews and provide meaningful work placements through TCHG and its partners. Wherever possible, we link training programs with the recruitment of TCHG staff and offer interviews for those trainees who successfully complete their employability courses.
- 2.12 In the next two years our priority is to enhance the service we provide to unemployed trainees and secure additional external grants and contracts to deliver this work across Worcestershire.

Vestia Communities

- 2.13 The communities' team manage TCHG's Tenant Involvement Strategy and provide services to support communities and partners to work together to improve neighbourhoods.
- 2.14 During 2012, Vestia supported a major piece of work within TCHG to review and modernise their tenant involvement strategy and framework to ensure it aligned to TCHG's new Governance structure. The Tenants, Nick Bliss (a well-respected national Tenant Advisor) and our Tenant Involvement Manager, developed a series of proposals to enhance the involvement of tenants and improve landlord services.
- 2.15 Vestia's priority for next two years is to work with tenants and staff to embed this change and increase the level of joint working with neighbouring Housing Associations.
- 2.16 Vestia's grant supported activities have improved 'higher needs' neighbourhoods within Wyre Forest. Even though this additional grant funding has ended Vestia and TCHG are committed to working in a holistic way with residents and partners in these areas of need. The Vestia Communities team will therefore continue to support TCHG's work in priority neighbourhoods and seek additional grant funding to enhance this work.
- 2.17 This work has commenced as Vestia Communities has secured a commission from the residents of the Horsefair, Broadwaters and Greenhill areas to develop their plans for the Big Local Project. This Lottery sponsored initiative will mean residents have £1 million over the next ten years to improve their area.

2.18 This work will involve training a group of residents as community researchers to gather the views of their neighbours and create a community profile highlighting what they want to achieve with £1 million.

2.19 Vestia will also help residents develop the long term governance arrangements for managing the project.

Corporate Social Responsibility (CSR)

2.20 Alongside the three themes identified above, Vestia manages TCHG's Corporate Social Responsibility commitments and strategies. This focuses on three areas:

- a) reducing our impact on the environment
- b) increasing local employment both directly and through TCHG supply chain
- c) improve the economic and social wellbeing of tenants

2.21 Where companies are interested, Vestia will work with them to strengthen their standing in the communities they operate in and give them a competitive business edge bringing 'added value' to their brand. This is particularly relevant where companies are keen to promote local employment, apprenticeships and host work experience placements.

External Contracts

2.22 In the last two years, Vestia has been proud to provide a management service to the Worcestershire Community Foundation including grant administration, support to develop the foundation and governance administration.

2.23 The Foundation brings together leaders and business people across Worcestershire who are committed to developing philanthropic practices and supporting community projects that improve the health and wellbeing of communities across the county.

3.0 Mission, Vision, Values and Charters

3.1 Vestia Community Trust has adopted a clear mission:

Supporting communities to become financially secure, healthy and safe places where everyone feels involved engaged and valued.

3.2 Alongside this mission the Board have agreed a vision, a set of values and charters. These are the guiding principles for all our work.

Vision

3.3 Our vision is to be 'First for Communities'

Values

3.4 Vestia has adopted the values of TCHG. These are:

- *Our customers are at the heart of everything we do*
- *Our people and partners are our strength*
- *Our business is responsible and ethical*

3.5 Behind these values sit three charters which can be found on the Vestia Web site.

4.0 Aiming for Excellence

- 4.1 Vestia is committed to excellence in the delivery of all its products and services. As a member of The Community Housing Group, we have adopted the EFQM (European Foundation of Quality Management) Excellence Model as our development and continuous improvement tool.
- 4.2 Through membership of Investors in Excellence and the British Quality Foundation we will learn from and benchmark with leading organisations across sectors in order to continually improve our performance.
- 4.3 We will also seek to attain relevant quality standards such as Customer Excellence, Training Quality Standard and Investors in Excellence.

5.0 What makes us Unique?

- 5.1 There are many things that make Vestia different to other organisations and some of them have already been highlighted. The main ones are:
We're part of something bigger
- 5.2 Vestia is not just a stand alone company but part of The Community Housing Group, a multi million pound Housing Association that provides housing and a range of property, care and support services designed to improve the lives of vulnerable people.
- 5.3 The Group provides Vestia with Human Resources, Information Technology and Financial services which means that the managers can focus on delivering services for customers.

- 5.4 Being part of something bigger places us in a unique position to work with the partners, contractors and suppliers of the Group to offer apprenticeships, work placements and real job opportunities, in a wide range of careers, to the unemployed.
- 5.4 Surpluses from the commercial activities of the Group are re-invested back into the community through Vestia which acts as the delivery agent for the Groups Corporate Social Responsibility Strategy.

Partner Support and Involvement

- 5.5 Our relationship with our partners is one of trust, mutual respect, openness and sharing. Our work with families is underpinned by contributions from a range of different partners and an open book approach to managing that budget.
- 5.6 We work directly and involve partners in our work. With the WFIP, Festival Housing have provided IT support, Worcester Community Housing additional office space for staff and Rooftop Housing gather 'customer feedback' to enable us to develop the service and maintain high levels of customer satisfaction.
- 5.7 As we develop our training initiatives and support for long term unemployed, we will continue to work fully and jointly with our partners across the county.

6.0 Market Analysis

- 6.1 Vestia grew out of a desire to develop and deliver services to meet the needs of individuals, families and communities with higher needs. Through our work as part of the Neighbourhood Management Pathfinder programme (2004/2011) and preparing Worcestershire's response to the Treasury on Total Place, we understand that although more money is invested in services in areas of higher needs, outcomes are still much lower than other areas.
- 6.2 With the current focus on deficit reduction, the case for innovation and service redesign to 'achieve more for less' is perhaps more powerful than ever. This is what Vestia has achieved with the WFIP and with its Employability Training Programme for the long term unemployed.
- 6.3 As the global recession and high unemployment levels continue, causing severe hardship for individuals and communities, the need for organisations like Vestia is greater than ever.
- 6.4 Wherever possible, we will seek to work in partnership with others who share our values where this benefits our customers rather than spend time and energy competing.

7.0 How we work

- 7.1 The detail below describes how we will operate our business and the standards we seek to achieve.

Service Standards

- 7.2 Currently Vestia have adopted the service standards of TCHG and will ensure that these are available to our customers in a ways that are accessible to them and reviewed on a regular basis.

- 7.3 As we continue to grow and develop our services for Communities, Families and Learners, we will develop our own service standards in consultation with our customers and partners.

Communication

- 7.4 The Vestia website includes details of our Board, the senior staff and the work that we undertake. The web site is regularly updated to include case studies of the work we undertake and performance information. We will promote the website and any updates through a regular e-bulletin with news and updates of our work.
- 7.5 Along side the newsletter and website, there will be leaflets and an annual report that is available to the public and service users. We will ensure our publications are in plain English and avoid jargon and technical language.
- 7.6 This work is underpins the Communication, PR and Marketing Strategy that was approved by the Board.

Customer Satisfaction

- 7.7 Where we provide services, we seek customer feedback and use this to identify ways to improve the way we work and the services we provide. Wherever possible, we will ask others to manage these customer satisfaction surveys to ensure customers are confident of their independence.

8.0 The Board & Management Team

- 8.1 Strategic direction for Vestia is provided by a Board of 7 Non-Executive Director and 1 Executive Director. Day to day management is the responsibility of the Executive Manager, Heads of Service and managers.
- 8.2 The website includes up to date details of our Board and senior staff.
- 8.3 Through TCHG, we are proud to have attained Investors in People Gold Accreditation and to have high levels of staff satisfaction. Our staff come from a many backgrounds and wherever possible we recruit locally.

9.0 How we manage risk

- 9.1 Due to nature of Vestia funding and work, the Board and Managers actively manage risk to ensure we meet the needs of our customers who are some of the most vulnerable in society and do not overstretch the business in delivering services without secure funding.
- 9.2 We do this by regularly reviewing the following:
- Achievement of KPIs and contract outcomes
 - The need to generate income and ensure financial viability by identifying new funding opportunities or contracts.
 - Staffing structure.
 - Policies and procedures and risk assessments to ensure they cover all business activities.

- Exploring opportunities for growth through joint working and partnerships.

10.0 Financial information

- 10.1 In the table below, the estimated budget for the next two years is outlined. This includes both secure income and projected income.
- 10.2 During each year, additional grant income or contracts are secured to support the delivery of Vestia's work. The budget is therefore regularly updated and reported to Board.
- 10.3 Reserves are held so that when contracts or grant funding ends we can still meet the costs of redundancies and continue to support our clients while they look for alternative support if needed.

Income and Expenditure Forecast

	2012/13 (predicted out-turn)	2013/14 (forecast)	2014/15 (forecast)
Expenditure			
Staffing Costs	1,198,987	997,000	965,000
Administration & Facilities	104,519	102,630	104,760
Services (HR, IT, Finance & Insurance)	75,610	65,600	68,300
Family Fund	5,000	6,000	9,800
TCHG Employee & Tenant Training Delivery	138,275	142,000	147,000
Employability Training (Does not include staff costs)	4,000	5,000	5,000
Communities	86,000	13,000	0
Improving Futures Big Lottery (Designated expenditure)	173,707	361,093	342,033
Total Expenditure	1,786,098	1,712,323	1,666,893
Income			
Designated reserves	528,000	237,809	165,202
General reserves	200,000	295,537	152,518
Grant Income	166,735	0	0
Intergroup (Training)	477,849	513,417	527,000
Contracts	587,500	473,750	410,000
Intergroup (Families)	25,000	25,000	25,000
Improving Futures Big Lottery (Designated Income)	241,516	315,517	342,034
Miscellaneous income	54,837	28,000	0
Management Fees	38,007	121,013	131,013
Total Income	2,319,444	2,030,043	1,777,767
Surplus(Deficit)	533,346	317,720	110,874
Designated reserves	237,809	165,202	82,234
General reserves	295,537	152,518	28,640
	533,346	317,720	110,874

Appendixes

- 1 Objectives and Targets 2013/15
 - Training
 - Families
 - Communities
 - Corporate

- 2 Monitoring and Reviewing our Impact

Theme	Training			
Objective	<p>The following objectives cover Vestia Training for employees of TCHG, to help unemployed and to support communities have a greater influence on their communities and services:</p> <p>a) For TCHG employees to enhance their skills and knowledge to benefit the Group, its customers and the employee.</p> <p>b) Increase the level of local employment amongst neighbourhoods where TCHG is landlord and areas of higher need within Worcestershire.</p> <p>c) For residents to have the skills to play a greater role in their communities and in influencing local services.</p> <p>d) To reduce the impact of Welfare Reform on vulnerable tenants and their families.</p>			
Lead	Head of Training & Corporate Social Responsibility			
Funding	TCHG, grant and external contracts			
Actions				
TCHG –Employee Training			Start	End
Develop and manage delivery of the annual training and conference plan.			April 2013	March 2015
Increase the level of 'in house' training, ensuring quality and effective solutions are provided			April 2013	March 2015
To increase 'value for money' for TCHG spend on training by developing options for shared training with partners.			April 2013	March 2015
Implement a 'Return on Investment' tool to measure impact of TCHG investment on learning and development			April 2013	Sep. 2013
Identify and secure match funding to develop TCHG workforce through its Learning & Development plan			April 2013	March 2015
Manage TCHG apprenticeship programme, ensuring successes and progressions are above national statistics			April 2013	March 2015
Expand TCHGs apprenticeship programme across TCHG, within TCHG supply chain and with partners.			April 2013	March 2015
Co-ordinate work placement, work experience and volunteering opportunities within TCHG.			April 2013	March 2015
Increase use of CASCADE Human Resources system to reduce manual record keeping of TCHG training and support planning of future programmes.			April 2013	March 2015
Help increase the level of local employment through TCHG Local Employment Strategy			April 2013	March 2015
Tenant Involvement & Community Capacity training			Start	End
Support development and delivery of internal and external training for involved (TCHG) tenants			April 2013	March 2015

Theme	Training	
Deliver training programs that increase community capacity to influence local services and community activities (meetings, fundraising, running an event, understanding performance, how to inspect services)	April 2013	March 2015
Into Work training & Family Budgeting courses	Start	End
Develop and deliver 'Into Work' and Family Budgeting training for TCHG tenants and wider community to increase level of employment and help adults manage household budgets	April 2013	March 2015
To secure work placements and volunteering opportunities for attendees of Vestia 'Into Work' training	April 2013	March 2015
To provide IT Access and Job Club services for 'Into work' tenant and community trainees.	April 2013	March 2015
Develop mutually beneficial partnership with 'Welfare to Work' Prime Contractor	April 2013	March 2015
To support the Families team work with families to tackle unemployment	April 2013	March 2015
Identify progression routes for learners to continue training and higher accreditations	April 2013	March 2015
Secure additional match funding and grant to develop Into Work, Family Budgeting and Communities	April 2013	March 2015
Milestones	By	
Vestia Training to deliver 10% of TCHG Learning & Development Plan	March 2014	
Vestia Training to deliver Family Budgeting courses to TCHG	May 2014	
Agree model for 'Return on Investment' to be implemented	July 2013	
Develop TCHG Partnering Policy & Procedure to maximise 'added value' commitments from suppliers	June 2013	
Secure 40 external organisations commitment to TCHG Local Employment Strategy (Private, Public & VCS)	Oct. 2013	
To establish mutually beneficial partnership with UK Welfare to Work Prime Contractor	Sep 2013	
To secure external funding or contracts for Vestia Training In to Work programme to be cost neutral	March 2014	
To become an accredited learning centre to deliver programmes outlined in this Work Plan	March 2015	
Targets	2013/14	2014/15
Employee Training: Level of in house training	10%	15%
Employee Training: Identify and set 'value for money' targets for training	July 2013	
Employee Training: Apprentices on target to complete programme	90%	90%
Targets	2013/14	2014/15
Employee Training: Staff satisfaction with Training (Excellent)	50%	50%

Theme	Training		
Employee Training: Non- Attendance		<5%	<5%
Tenant & Community Training:	Trainee Satisfaction (Excellent)	50%	50%
Into Work & Family Budgeting:	Wyre Forest; Young unemployed trainees number	60	60
Into Work & Family Budgeting:	Successfully completing course (Achieve NVQ Level 1 qualification)	90%	90%
Into Work & Family Budgeting:	Wyre Forest Young unemployed trainees progression into work within 6 months of completing training.	20%	20%
Into Work & Family Budgeting:	Wyre Forest Young unemployed trainees progression into further training within 3 months of completing training	40%	40%
Into Work & Family Budgeting:	Young unemployed trainees satisfaction (Excellent)	50%	50%
Into Work & Family Budgeting:	1 day Family Budgeting Course delivered	(Number to be agreed with TCHG)	
Into Work & Family Budgeting:	Secure additional match funding for Into Work and Family Budgeting training	£75,000	£100,000

Theme	Families		
Goal:	To support families with additional or complex needs, facing multiple sanctions, to transform their lives and achieve their full potential. To provide 'early help' to families to prevent problems escalating to become crisis's. To secure new sources of funding to help families with high needs.		
Lead	Head of Worcestershire Family Intervention Project		
Funding	Contracts and Grant		
Actions		Start	End
To secure longer term funding for Worcestershire Family Intervention Project (Stronger Families Intervention Project Worcestershire)		April 2013	
To be part of three consortium bids for Early Help 0-19 yrs in Worcestershire		April 2013	
To seek additional funding to enhance service to help unemployed (working age) families into paid employment		Sep 2013	
Work in partnership with Local Authority and others to develop models to support work with Families through Payment By Results		March 2013	
To act as innovator in developing services for families (Big Lottery Improving Futures)		April 2013	March 2013
Milestones			BY
Submission of Stronger Families Bid			March 2013
Agreement of Early Help 0-19 Wyre Forest 'waterfall' contract with Barnardo's			April 2013
Partner in further two submission for district Early Help 0-19 yrs			Oct 2013
Worcestershire Improving Futures (Big Lottery) deliver against agreed work plan			Ongoing
To be part of a partnership developing a model for Payment By Results			June 2013
To be part of Payment By Result Contract			July 2014
Targets		2013/14	2014/15
Customer satisfaction (1 poor – 5 Good)		>4	>4
To achieve contract targets		Yes	Yes
Improving Futures (meet Big Lottery targets)		Yes	Yes

Theme	Communities		
Goal	To improve quality of life and satisfaction with services for individuals, families and communities in areas of higher needs		
Lead(s)	Community Development Managers & Tenant Involvement Manager		
Funding	TCHG and Grant		
Actions			
TCHG Tenant Involvement	Start	End	
Increase the level of active involvement of tenants, leaseholders & shared owners	April 2013	March 2015	
Develop a framework to support tenant involvement in the development, delivery and monitoring of neighbourhood services	May 2013	March 2015	
Ensure tenants shape the Tenant Annual Report (Regulatory requirement for registered Housing Providers).	June 2013	Oct 2013	
Support and develop the Resident Scrutiny Panel and Customer Inspectors.	April 2013	March 2015	
Agree and implement procedure for election of tenants to Tenants Services Committee	April 2013	Sept. 2013	
Support local tenant, recognised community based groups and the Tenants Federation	April 2013	March 2015	
Support tenants and Heads of Service identify a set of core performance and value for money indicators to benchmark performance	April 2013	Sep. 2013	
Review the TCHG tenant involvement training to ensure tenants can fully participate, influence, monitor at neighbourhood, panel, scrutiny and board levels.	April 2013	March 2014	
Monitor the Service Level Agreement between Central Tenants Forum, Vestia & TCHG.	April 2013	March 2015	
Support the Central Tenants Forum review their annual work-plan	Sept 2013	Oct 2013	
Support individual Central Tenants Forum members through the personal development framework	April 2013	March 2015	
Support the Central Tenants Forum to monitor and evaluate neighbourhood performance	April 2013	March 2015	
Embed new approach to Tenant Involvement across TCHG business areas	April 2013	March 2015	
Support tenant led 'Annual Impact Assessment' of Tenant Involvement	May 2013	May 2014	
Work with recognised Tenant Groups to identify further improvements to Tenant Involvement structures	Sep 2013	March 2014	
Identify and develop opportunities for tenants to work with tenants of Worcestershire Housing Associations	April 2013	March 2015	
Implement CAPITA Tenant Involvement Module	Sept.2013	Dec 2013	

Theme	Communities		
Communities & Group		Start	End
Manage TCHG Community Development Budget to meet needs of TCHG and Tenants (annual)		April 2013	March 2015
Produce an 'Events Pack' suitable for community and tenant groups		April 2013	June 2013
Secure grant to support Community Development activities in TCHG neighbourhoods		April 2013	March 2013
Negotiate agreement with West Mercia Probation Service for Community Payback schemes in TCHG neighbourhoods		April 2013	Sep 2013
Manage the TCHG Playground Strategy.		April 2013	March 2013
Coordinate TCHG Green Action Group		April 2013	March 2013
Develop, coordinate & review an 'Enviroreps' project.		April 2013	Oct 2013
Areas of Higher Needs			
HBG:	Act as 'Locally Trusted Organisation' (Accountable Body) for the Big Local Project	Jan 2013	June 2013
HBG:	Project manage 'Getting People Involved Round 2' phase of the Big Local Project	Jan 2013	June 2013
HBG:	To achieve Cleaner Safer Greener Exemplar level in Broadwaters	May 2013	Dec 2013
HBG:	Support Friends of Cobham Woods (TCHG Wood)	April 2013	March 2015
Walshes:	Establish mixed tenure residents group on the Walshes	April 2013	Sep. 2013
Walshes:	Negotiate agreement for Walshes Community Hall Action Group to manage Community Hall	April 2013	March 2014
Walshes:	Achieve Cleaner Safer Greener 'Performer' Kite Mark award	April 2013	July 2013
O&FP:	Achieve Cleaner Safer Greener 'Performer' Kite Mark award	January 2014	March 2015
Milestones – Tenant Involvement			BY
TCHG Tenants Annual Report published			Sept 2013 Sept 2014
CAPITA Tenant Involvement Module in use			January 2014
Elections Completed to Tenant Services Committee			Sept 2013
Implement revised procedure for Neighbourhood walkabouts with KPI's			June 2013
Produce and publish an annual tenant led Impact Assessment of Tenant Involvement			June 2013 June 2014

Theme	Communities	
Community Development Budget – revised scheme in place and budget deliver agreed outcomes		March 2014
Milestones – Communities		BY
Successfully complete stage 2 of the Big Local. Completed evaluation and sign off by the Local Trust		June 2013
Develop a multi-disciplinary action plan for successful delivery and achievement of the Cleaners Safer Greener Kitemark award across the identified TCHG Neighbourhoods.		May 2013
Develop an Action Plan setting out the level of support and outcomes from providing support to the Friends of Cobham Woods.		May 2013
Mixed tenure group established on the Walshes with agreed terms of reference		May 2013
Develop an action plan and targets for delivery against the key priorities identified by the Walshes Community Partnership		May 2013
Develop, produce and distribute event pack		May 2013
Agreed action plan with West Mercia Probation Trust in place for community payback.		Sept 2013
Evaluate the pilot phase of the ‘Enviroreps’ Project and agree implementation plan for other priority TCHG neighbourhoods.		Oct 2013
Target – Tenant Involvement		2014/15
% of residents satisfied that their views are being taken into account by their landlord	65%	65%
% of residents under 55 satisfied that their views are being taken into account by their landlord	65%	65%
% of BME residents satisfied that their views are being taken into account by their landlord	65%	65%
Increase in number of tenants who are actively involved (Baseline March 2013; Member of panel, CTF, local group, Tenant Inspector)	5%	5%
Increase in number of tenants who have engaged with TCHG (Baseline March 2013; completed survey, satisfaction form)	5%	5%
The number of tenant led services reviews	4	4
Central Tenants Forum; satisfaction with support provided by Vestia	80%	90%
New Baseline on involvement from CAPITA Tenant Involvement Module		March 2015
Target – Neighbourhoods	2013/14	2014/15
Achieve Cleaner Safer Greener ‘Exemplar’ level on Broadwaters	February 2014	n/a
Achieve Cleaner Safer Greener ‘Performer’ level on the Walshes	Sept 2013	n/a
Establish group to deliver ‘Cleaner Safer Greener’ Rifle Range & Foley Park	Oct 2013	n/a

Theme	Communities	
Success rate for applications for additional grant funding for Community Development	25%	25%
Number of Community Payback schemes in operating in TCHG neighbourhoods	3	3
Expand 'Enviroreps' scheme beyond pilot phase	January 2014	n/a
External Contracts; Satisfaction with Vestia	80%	80%
Use of Social Return on Investment on local projects	40%	50%

Theme	Corporate		
Goal	To establish and promote Vestia as a first class organisation that is respected, trusted and will work in partnership with residents and other organisations to deliver positive outcomes for individuals, families and communities in need.		
Lead	Vestia Executive Manager, Heads of Service and Managers		
Actions	Start	End	
Increase communication with stakeholders through Vestia Web site, newsletter, annual reports and events	April 2013	March 2015	
Implement communication, marketing and publicity strategy	April 2013	March 2015	
Provide support to External Contract with Worcestershire Community Foundation	April 2013	March 2014	
Improve performance management tools and measure of customer satisfaction	April 2013	June 2013	
Ensure Vestia staff training needs are met and staff are aware of new legislation & government policy through attendance at conferences, training and webinars	April 2013	March 2015	
TCHG			
Support delivery of the three stands of TCHG Corporate Social Responsibility strategy : a) Reduce impact of TCHG on the environment b) Increase local employment both directly and through TCHG supply chain c) Improve the economic and social wellbeing of tenants	April 2013	March 2015	
Secure external funding to support delivery of TCHG CSR strategy and Community Development activities in TCHG neighbourhoods	April 2013	March 2015	
Develop and implement a Social Return on Investment model to measure / demonstrate impact of Vestia projects	April 2013	March 2015	
Milestones			BY
Community event to celebrate positive impact of Vestia in the Community			Oct 2013
Review & update TCHG CSR Strategy			May 2013
Social Return on Investment Model developed and implemented			June 2013
Review of Worcestershire Community Foundation contract			October 2014
Targets	2013/14	2014/15	
Vestia e bulletin (By monthly)	6	6	
Increase visits to www.vestia.org.uk (baseline 31 st March 2013)	100%	To be set	

Theme	Corporate	
Quarterly publication of Customer Satisfaction and KPI's on www.vestia.org.uk	Achieved	Achieved
Social Return On investment applied to Vestia projects	2	2

Monitoring and reviewing our impact

Item	Review Body	Frequency
Business Plan	Vestia Board Group Board Stakeholders	Annually
Organisational and Board Self Assessment	Vestia Board Group Board Directors Management Team	Annually
Purpose, Vision, Mission and core Values	Vestia Board	Annual
Annual Service Plan	Managers and Executive Director	Annual
New Business	Vestia Board Group Board Business Group Group Risk Management Committee Audit Committee	Quarterly
Risk	Vestia Board Risk Management Group Audit Committee	Quarterly
Key Performance Indicators	Vestia Board Vestia Managers Relevant Stakeholders	Quarterly