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Foreword

We have had another successful year in 2013/14 with strong support from our residents and the Mayor during the Council's 'Housing Matters' consultation. This was a positive exercise that saw our staff talk to thousands of residents about their priorities – and about our future. We've now improved more than 4000 homes under our major works programme, and are starting to build our first homes with more than 100 in the pipeline for construction.

Our service performance remains strong and we have worked hard to support our residents through the impact of Welfare Reform. We have invested in our communities to support thriving neighbourhoods in Lewisham with a wide range of training, employment support, apprentice schemes and local projects.

We continue our efforts to make Lewisham Homes a great place to work for our staff and this year achieved a positive step, gaining the Investors in People Bronze Award. We introduced new company values this year based on views from our employees; these have been positively received, acted on and recognised by colleagues through our internal activities.

The organisation has remained financially strong, generating an operating surplus for reinvestment in priority services, reducing rent loss from voids, reducing the 2014/15 management fee and keeping service charge increases below inflation.

In 2014 we will invest further in our housing, as well as build the first new council homes in Lewisham for 30 years. We will continue to focus on increasing customer satisfaction and delivering excellent services across our business. To support this, we are introducing a new customer contact centre, increasing specialist support for residents, investing in staff training and technology to provide better online services to residents. We will build on our approach to engaging residents, ensuring this is aligned to corporate governance arrangements.

To give us greater flexibility to meet our business and customer needs, we will move into longer term business and financial planning and are looking to in-source some services. We will continue to invest in our people to ensure we have clear values, effective leadership and collaboration in the way we work.

This year presents us with many opportunities to evolve as an organisation and set ourselves up for the future. We will continue our drive to get better value and secure our future as a viable business through continuous improvement.

Julia Cotton
Chair

Andrew Potter
Chief Executive

Our mission and strategic objectives

Our mission and our strategic objectives are set out below with key messages underpinning each objective.

Excellent Services

Delivering excellent services that achieve high resident satisfaction

- Giving great customer service at all times
- Responding to our residents' needs and being accountable
- Providing easy access to services

Employer of choice

Creating an enjoyable and rewarding place to work

- Recruiting and retaining excellent employees
- Developing our leaders
- Developing careers and opportunities for all staff
- Recognising and rewarding staff excellence and passion

We are Lewisham Homes

Delivering great housing services for thriving neighbourhoods in Lewisham

Quality Homes

Completing our Decent Homes programme and maintaining quality homes

- Building new homes for Lewisham people
- Improving homes
- Giving excellent repairs services
- Improving the local environment

Sustainable business

Planning our future as a viable business and doing things better and simpler

- Providing affordable services
- Providing a strong value for money culture
- Providing stronger systems that support staff
- Generating surplus to reinvest in services

Community focus

Enabling residents and making a difference in local communities and business.

- Enabling residents to influence how we shape and deliver services.
- Investing in local people, providing employability opportunities and skills training.
- Using local businesses and suppliers to create positive benefits for the local economy.

Our strategic objectives are supported by the following key strategies:

Strategic objective	Lead Director	Lead strategies
Excellent Services	Housing Services	Customer Services Strategy
Quality Homes	Property Services	Asset Management Strategy Development Strategy
Sustainable Business	Resources	Business plan – including approach to value for money and risk management ICT Strategy
Community Focus	Corporate Services	Community Engagement Strategy – <i>under development</i> Communications Strategy
Employer of Choice	Corporate Services	People Strategy Communications Strategy

Our values:

Our values were reviewed and approved by Board in 2013. We have worked to embed these in the organisation and they underpin our approach to culture change.

They are:

- Challenge
- Collaboration
- Empathy
- Passion
- Recognition
- Trust

These are incorporated into our performance and development framework, our leadership and Learning & development programmes.

Our priorities for 2014/15

We have set out our priorities for each strategic objective, and resources will be focused on delivering these priorities throughout 2014/15:

Excellent services – to improve tenant satisfaction to 80% by 2016.

1. Creating a new customer service centre with its own dedicated structure and leadership. In 2015 we will be investing in systems and on on-line access making it easier for customers to access services anywhere, anytime.

2. Investing in specialist support for residents, including welfare benefit advice, and strengthening support to access statutory and voluntary services.
3. Investing in our people to support a continual drive to provide great services to customers through staff training, leadership, greater engagement and streamlined business processes.
4. Refreshing our service offer in response to feedback, ensuring we are delivering what customers want in the way they want it.
5. Continuing to improve the quality of key services, particularly the repairs and tenancy services

Quality Homes – to improve customer satisfaction with the quality of the home to 80% by 2016.

1. Investing a further £46.7m to bring homes up to the decent homes standard.
2. Building 250 new social housing homes by March 2017, and developing organisational capacity to deliver this.
3. Reviewing and updating our Asset Management Strategy: to include how we will achieve and resource new homes, and improve the quality of existing homes.
4. Improving the sustainability and environmental efficiency of our existing homes, helping to reduce fuel costs for our residents.
5. Support Lewisham Council in delivering its strategy to improve housing for older people.
6. Improving fire safety by installing at least five Sprinkler systems in sheltered housing schemes and completing the London Fire Brigade pilot to install Premises Information Plates in 12 complex blocks.

Sustainable Business – to create surpluses to invest in services and homes for residents

1. Developing a long term Business Plan taking account of economic context and strategic risk factors identified for the business, and that will secure investment to benefit residents, providing excellent services and quality homes.
2. Reviewing our governance arrangements to ensure they are fit for purpose, attracting the right skills to achieve the best outcomes for our residents.
3. Improving ICT infrastructure by in-sourcing ICT to support the business' ambitions, and upgrading security and disaster recovery arrangements.
4. Investing in a new office to accommodate all staff and the vehicle fleet.

5. Bringing key services under our control to improve quality and also to maximise local employment; for example increasing the scope of the DLO and having direct control of the Grounds Maintenance contract.

Community Focus – to improve proportion of tenants satisfied that we take their views into account to 65%

1. Continuing to ensure we achieve good value for residents from the Community Investment fund, delivering a programme to improve employment opportunities and skills.
2. Getting ready to establish a social enterprise vehicle, completing the necessary research and planning.
3. Improving and updating our approach to communicating and engaging with residents, the wider community, and other key stakeholders.
4. Developing a Community engagement strategy to support and build capacity for meaningful engagement and increase resident influence in decision making and operational plans.

Employer of Choice – to improve staff satisfaction with LH as a place to work to 80%

1. Promoting LH as an employer of choice by improving our brand as a dynamic and attractive employer, with more effective use of technology and more proactive approach to publicising what we do well.
2. Developing great leadership at all levels of the business and developing our future leaders to succeed.
3. Refreshing our offer to employees to ensure we recognise and reward our people so we are competitive in the market and can attract, retain and develop good staff.
4. Strengthening how we engage with our staff and change our culture, focusing on improved performance and living our values.

An action plan setting out how and when we will deliver our priorities is contained in Appendix 2. The action plan is underpinned by a suite of Key Performance Indicators (KPIs) with challenging targets (Appendix 3), which is reported to our Board and challenged in detail by our Scrutiny Committee.

Key achievements in 2013/14

Excellent services

We have started to deliver our Customer Service Strategy, which is aiming to improve tenant satisfaction to 80%. Themes within the strategy include leadership and direction,

staff training and a clear and consistent service offer. Plans are now in place to deliver the customer care programme in 2014, linked to our cultural change programme.

Complaints and enquiry handling has improved since last year, meeting and exceeding targets. The independent adjudicator in her latest report welcomed the reduction in complaints and praised Lewisham Homes for readily addressing genuine complaints.

The repairs service has continued to meet and exceed most of its targets for speed and right first time. There is significantly improved satisfaction with caretaking - improvements have come from a greater focus on communication with residents, managing staff performance and challenge from Scrutiny Committee.

Quality Homes

The decent homes programme is a key driver to improve customer satisfaction with tenant satisfaction standing at 97.4%¹.

We have made over 3000 properties decent, at a total cost of £57m (end September 2013). By the close of 2013/14 we expect to have made decent a total of 4,119 homes, since the start of the Decent Homes programme, in 2011. Customer service training has been jointly delivered to contractors and LH staff, to improve communications to residents. A complaints workshop identified complaints trends and agreed solutions, and a restructure has strengthened our approach.

We are building new homes which will help those in overcrowded conditions or without a home. The first six properties were on site early in early 2014 and we are now progressing a further five sites with the potential to deliver 92 more units.

Sustainable Business

We have reduced income lost while properties are vacant by further reducing the time to let properties - by March 2014 rent loss was reduced by an annual equivalent of £430,000 compared with 2011/12.

An increasing proportion of decent homes work has been carried out in-house by the Repairs Service (DLO). We are looking to further increase the scope of in-house services offered to ensure DLO sustainability and VFM investment in better homes, services and the community.

We have invested in support for tenants experiencing the impact of Welfare Reform, with a dedicated team to advise and help find solutions where benefits have been capped or reduced. This has helped to minimise income rent loss, and to sustain tenancies.

We have continued to deliver efficiency savings during the year with no reduction in front-line services - savings of £0.293m in the management fee and no increase in repairs costs. The efficiencies are available to reinvest in resident priorities and new housing supply.

A new approach to risk management has ensured that the Board are more involved in risk management at a strategic level, with a greater emphasis on external risks facing the business.

¹ To December 2013.

Community Focus

The Community Investment Programme (CIP), delivered in partnership with the Decent Homes contractors, is supporting residents back to work, delivering skills based opportunities to carry out basic repairs, and opportunities for young residents to get involved. The Back to Work opportunities for residents include the apprenticeship programme, work experience, and twice monthly Work Clubs.

In addition we have a Community Fund which enables residents to bid for small amounts of funding to improve the environment or the community. Sixteen projects have been funded to date.

Our approach to financial inclusion has included partnership working with local food banks to provide vouchers for those residents most in need; increased the membership of Lewisham Plus Credit Union (LPCU) to 1583 at March 2014; and staff have been trained in partnership with England Illegal Money Lending to increase awareness of loan sharks, and to advise about the support available to residents.

Employer of Choice

We have achieved Investors in People 'Bronze' rating and are aiming ultimately for 'Gold', with assessment for 'Silver' in 2015.

We have rolled out our cultural change programme, including working with managers and staff to embed our values. Key elements of this have been:

- A Leadership Development programme and 360° feedback
- Improving approach to staff engagement and visibility of senior managers
- Values workshops.

We have also continued to support our Apprenticeship and Graduate Trainee programme, and completed the single status review for our caretaking service.

Current & future challenges

The national economic and political environment is currently a challenging one for Lewisham Homes and our residents.

Customer satisfaction

We aim to improve tenant satisfaction from 69% (2012 survey) to 80% by 2016. We have spoken to a significant proportion of residents during the Housing Matters consultation, and are using feedback to shape our plans and strategies. Our Customer Services Strategy sets out how we will improve satisfaction.

The Economy

The economy has been through the largest and longest contraction in the post war period, resulting in an increase in unemployment and less income, for many of our residents. The economy is now growing but there are serious concerns about the sustainability of that growth. House price inflation is increasing with only limited

measures being put in place to increase housing supply. There is little evidence of rebalancing of the economy away from financial services and housing. Those on the lowest incomes, many of whom are our residents, have been hardest hit by the recession, impacting on our ability to improve income collection.

Welfare Reform

Reductions in benefit through benefit caps and the Occupancy Charge have already impacted around 7% of our tenants and we have seen an increase in rent arrears from many of those affected. The impact of direct payment of housing benefit to residents on income levels is not yet known, but is expected to have an adverse impact on income collection. We will continue to work with residents to support them in finding solutions and ensure we maximise the income available to Lewisham Homes to deliver its services.

Right to Buy

The increase in 'Right to Buy' discounts, from £70,000 to £100,000, is having a substantial impact on the number of applications and forecast sales. Additional sales will result in reduced income in the business plan and puts pressure on our sustainability.

HRA reform

The reform of the Housing Revenue Account (HRA) provides a great opportunity to deliver longer term business planning. It gives sufficient financial certainty to enable longer term approaches to delivering on the organisation's business objectives. A £127m cap on overall borrowing places constraints on the business, but despite this, puts us in a much better position than the previous housing subsidy system. Developing a 30 year plan is a key objective for the next 12 months.

New housing supply

This is currently constrained by government policy on the debt cap in the HRA. We will be reviewing with Lewisham Council options to increase the supply of new housing, how the supply could be funded and how its continued use as affordable housing can be protected.

Stock condition

We are working with the Council to increase resources and will review how we spend our money so we are more effective in delivering the improvements residents want.

Financial plan & forecasts

The HRA self financing regime introduced in 2012-13 provided the opportunity to adopt a longer term approach to financial planning. So, we are refreshing our stock condition data and preparing long-term asset management plans that focus on delivering value for money across the stock lifecycle.

The Housing Revenue Account (HRA)

Stock numbers in the HRA reduced substantially but are now relatively stable. However increases in Right to Buy sales will continue to have a direct impact on our management fee. We have agreed a fee level that makes efficiency savings of £0.5m to the HRA in 2014/15

We are forecasting that the HRA operating income will increase from £91.2m to £98.9m over the next five years, as rents increase in line with the Government rent formula and due to increased income from the Decent Homes programme. The HRA plan for 2014/15 to 2018/19 is set out in the table below:

HRA - MEDIUM TERM INCOME & EXPENDITURE FORECAST						
	2014/15	2015/16	2016/17	2017/18	2018/19	1 to 5
	£M's	£M's	£M's	£M's	£M's	£M's
Rents	71.5	72.1	73.1	75.4	78.0	370.1
Tenants service charges	4.6	4.7	4.7	4.9	5.0	23.8
Leasehold service charges	3.9	4.0	4.1	4.2	4.3	20.3
Hostel charges and grants	1.3	1.3	1.3	1.4	1.4	6.7
Major Works recoveries	6.2	9.8	10.5	14.0	5.1	45.6
Other income	3.8	3.9	3.9	4.0	4.0	19.6
Operating Income	91.2	95.7	97.7	103.7	97.8	486.1
Less:						
Lewisham Homes Fee	-18.7	-18.8	-19.0	-19.4	-19.8	-95.7
Management costs	-11.7	-11.6	-11.6	-11.3	-11.0	-57.1
Repairs & maintenance	-16.9	-17.0	-17.1	-17.4	-17.7	-86.1
PFI Costs (net)	-5.3	-5.7	-6.3	-6.9	-7.5	-31.7
	-52.5	-53.0	-54.0	-55.0	-56.0	-270.5
Interest & other finance costs	-4.7	-3.7	-2.7	-3.2	-3.9	-18.2
Depreciation	-17.4	-17.7	-18.1	-18.5	-19.0	-90.7
Operating surplus/(deficit) after financing	16.6	21.3	22.9	27.0	18.8	106.7
Revenue contribution to Capital Outlay	0.0	-17.4	-22.8	-26.7	-18.8	-85.8
Debt Repayment	0.0	-40.9	0.0	0.0	0.0	-40.9
Interest on balances	0.4	0.3	-0.1	-0.2	-0.2	0.3
Surplus/(deficit) after appropriations	17.0	-36.7	0.0	0.1	-0.2	-19.7
Opening reserves	21.9	38.9	2.1	2.2	2.3	21.9
HRA Reserves	38.9	2.1	2.2	2.3	2.2	2.2

Lewisham Homes Management Fee 2014/15

We have contributed to the efficiency savings in the HRA by generating net savings of £0.5m to the HRA in 2014/15. The table below sets out the Lewisham Homes fee for 2014/15, and the figure in the HRA financial plan.

	Financial Plan	Proposed Fee/budget
	£'000	£'000
2013/14 fee	18,891	18,891
Inflation 1.5%	285	285
Service improvements and pressures	0	463
Savings	(176)	(963)
Fee	19,000	18,676

Capital Resources

The Council has these key priorities:

- To deliver the Decent Homes programme;
- To build new homes;
- To improve sheltered housing and provide a new extra care scheme.

However, although there is borrowing headroom of £44m, this is insufficient to deliver on all priorities, and the Council estimates that up to £44m of additional funding would be required to deliver these. We are supporting the Council in its dialogue with residents about how we can generate additional resources and to deliver on the Council's and residents' priorities.

It is anticipated that 2,133 properties will be made decent in 2014/15 making 75% of all properties 'decent' by 31st March 2015. 2014/15 is the last year of decent homes funding, with £36m to be received that year.

The capital programme for the 5 years from 2014/15 amounts to £229.6m and an estimated £43.3m for 250 new build properties. The table below shows how this programme is to be funded:

CAPITAL NEED & RESOURCING - MEDIUM TERM FORECAST						
	2014/15	2015/16	2016/17	2017/18	2018/19	1 to 5
	£M's	£M's	£M's	£M's	£M's	£M's
Capital programme	46.1	46.9	36.8	60.2	27.7	217.7
New Build construction	2.0	4.1	6.4	15.2	15.6	43.3
New Build ongoing capital costs	0.0	0.0	0.0	0.1	0.2	0.3
Capital slippage	48.1	51.0	43.2	75.5	43.5	261.4
Funded By:						
Decent Homes Funding	-36.0	0.0	0.0	0.0	0.0	-36.0
Revenue Contribution	0.0	-17.4	-22.8	-26.7	-18.8	-85.8
Depreciation	-17.4	-17.7	-18.1	-18.5	-19.0	-90.7
Market Sales Receipts & RTBs	0.0	0.0	0.0	0.0	0.0	0.0
Borrowing	0.0	0.0	-2.3	-30.3	-5.6	-38.3
Major Repairs Reserve	-10.6	-15.9	0.0	0.0	0.0	-10.6
Capital resources shortfall/-surplus	-15.9	0.0	-0.0	0.0	-0.0	0.0
Projected Debt Level	83.5	42.6	44.9	75.2	80.9	80.9

5 YEAR UNIT COSTS - CORE STOCK						
	2014/15	2015/16	2016/17	2017/18	2018/19	Average
	£'s per	£'s per	£'s per	£'s per	£'s per	£'s per
	home	home	home	home	home	home
Rental Income (net of voids and bad debt)	4,700	4,675	4,649	4,669	4,692	4,677
Management	-1,351	-1,320	-1,295	-1,256	-1,218	-1,289
Asset Management	-4,129	-3,877	-3,046	-4,398	-2,693	-3,632
Decent Homes Funding	2,653	0	0	0	0	539.7
Unit Costs	-2,828	-5,197	-4,340	-5,654	-3,911	-4,381
Unit surplus/-deficit	1,873	-523	309	-985	781	297

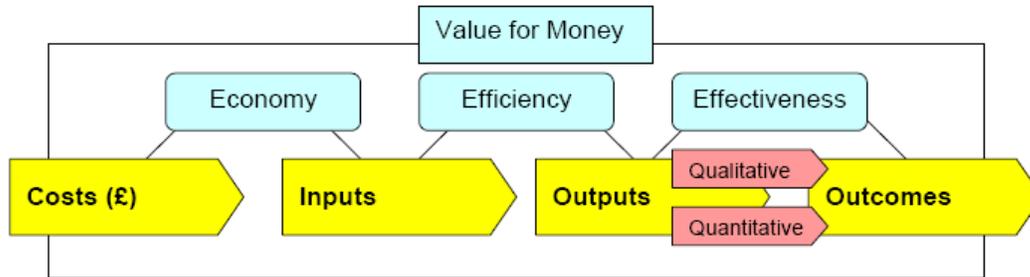
Value for Money

Value for money is about striking the balance between the outcomes our stakeholders want and the cost of achieving them. Our success will be measured by achieving the highest level of stakeholder satisfaction from the resources available to us. This means reducing our costs, increasing customer satisfaction and generating surpluses to invest in resident priorities and new homes.

The company continues to deliver efficiency savings and the total increasing total savings to £10.5m in 2013/14. A further £1m is planned for 2014/15 as set out in the Table below:

Year	Efficiencies %	Efficiencies £m	Status
2008/09	7.30%	1.6	Delivered
2009/10	12.50%	2.7	Delivered
2010/11	8.60%	1.8	Delivered
2011/12	11.80%	2.4	Delivered
2012/13	5.80%	1.1	Delivered
2013/14	4.60%	0.9	Delivered
2014/15	5.10%	1.0	Planned

The company has also contributed to further Housing Revenue Account (HRA) savings in Repairs and Maintenance and empty properties income loss provisions of £1.2m over the last two years.



Delivering VFM

At the heart of this is a good understanding of the outcomes we wish to achieve so we can strike the right balance of economy, efficiency and effectiveness. To do this we will continue to gain understanding of:

1. Our Stakeholders Priorities - the outcomes that will achieve these and how they can be measured;
2. The performance of our services (outputs);
3. The cost of our services (inputs);
4. How we compare to others;
5. The wider social value of our decisions.

We review our targets annually as part of the business planning process to make sure they are challenging and achievable, and that they support the delivery of our business objectives.

The main outcome we are aiming for is to increase the surplus per property while also achieving 80% customer satisfaction. We are also aiming to improve affordability of our services and the environmental sustainability of our assets, and further work is required to understand our current position on this and to set targets improve these.

As a Business we expect from our teams **passion** for the Lewisham Homes vision. We expect **empathy** for the aspirations and concerns of our residents and stakeholders and each other. We will show **trust** in our teams to deliver but will **challenge** to ensure we are performing at our best. We expect **collaboration** to ensure that we perform at our best will **recognise** that performance when we do.

The Board agrees the high level VFM targets as part of the Business Plan. The Executive Management Team and Heads of Service are responsible for delivery of these targets, including appropriate plans and strategies.

Procurement Strategy

Our Procurement Strategy sets the framework in which we will work to ensure that there is value for money across all services and it supports the priorities and the outcomes identified within the business plan. This includes the whole process of acquiring goods, works and services, spanning the life cycle from identification of needs, through to the

end of a services contract or the end of the useful life of an asset. It covers both acquisition from third parties and from in-house providers.

We have a specialised resource, our procurement team and appropriate policies and processes, to protect the organisation from the risks associated with non-compliance with legislative and regulatory provisions, particularly the EU Procurement Directives and the Public Contract Regulations.

Residents are engaged in this process - they are part of the Project Board ensuring that residents' priorities are shaping the Lewisham Homes standard for works, the evaluation and scoring process for the procurement and ensuring that the client and partnership relationships with the successful contractors deliver high quality value for money customer focussed services.

Our strategic procurement objectives are to:

- deliver excellent services;
- instil a value for money culture throughout the organisation;
- support improving overall customer satisfaction;
- improve our homes to meet the Decent Homes Standard;
- work with all stakeholders in an open and honest way that builds trust and respect;
- ensure openness, accountability and challenge in the decision making process so that the project delivers its objectives;
- ensure that there are effective procurement arrangements in place that ensure the optimum balance of cost, price and quality in line with resident service expectations and that residents play a key role in shaping the procurement and service delivery programme;
- ensure that the procurement decisions are sustainable for both Lewisham Homes and residents and represent value for money over the longer term; and
- ensure that the stakeholders and contractors work together to maximise community benefits for the future.

Risk management

IN 2013, the Board carried out a review of the Strategic Risks facing Lewisham Homes, and agreed the key risks to deliver on our strategic objectives – see below. Risks are categorised as high, medium or low depending on the likelihood that they will arise and the impact on the business.

Objective	Risk	Net
Excellent	Failure to deliver effective customer services	M

Services		
Quality Homes	Failure to deliver the new build programme of 250 homes by 2020	H
Quality Homes	Asset management programme is not managed effectively	M
Sustainable Business	Failure to manage the impact of Welfare Reform	M
Sustainable Business	Failure to secure the future of Lewisham Homes	H
Sustainable Business	Failure to maintain an effective system of governance	M
Community Focus	Failure to manage external stakeholder relationships	L
Community Focus	Failure to engage effectively with residents	L
Employer of Choice	Failure to have the right culture and leadership	M
Sustainable Business	Failure to Develop a commercially viable DLO	L

When risks are identified, we agree how we will manage those risks along with how we will prevent or minimise the risk from happening. These mitigation measures are identified as risk controls, and assurance that these controls are working effectively are monitored by the Executive Management Team and the Board on a six monthly basis.

The Board will also review the strategic risk register every six months together with any exception reports from the Executive Management Team.

High Risks

Failure to deliver the new build programme of 250 homes by 2017

This is a high risk as the development programme is at an early stage. Government funding arrangements for new build are being reviewed and until this is clear, the costs of the programme and financial viability of schemes are difficult to assess. Once funding arrangements and clear scheme development proposals are in place, it is anticipated that this risk will reduce.

Failure to secure the future of Lewisham Homes

This has been scored as a high risk because the future direction for the structure of Lewisham Homes has not yet been agreed: either as a Council retained ALMO or a community based independent organisation. Identifying the future nature of Lewisham Homes and ensuring that it will have sufficient resource to deliver on its objectives is necessary to ensure the future sustainability and success of the business.

Appendix 1 – Committee & staff structure

The Constitution

The Memorandum and Articles of Association set out what the company can do and how it is governed.

The Management Agreement

This is the formal agreement we have with Lewisham Council. It sets out the services that have been delegated to us and the relationship between the two parties.

The Board

The Board is responsible for the strategic direction of the organisation and meets four times a year to monitor performance, agree the strategic direction of the business and make key decisions. The Board consists of 15 non-executive directors made up of 3 Council Members, 5 independent members, 5 tenants and 2 leaseholders. Details of Board members are listed in Appendix Four.

The Sub-Committees

There are five sub-committees set up to consider things in more detail and exercise further scrutiny:

- a) **Audit and Risk Committee** - meets four times a year to apply additional scrutiny to the financial areas of the business.
- b) **Scrutiny Committee** – meets four times a year to apply additional scrutiny to areas of underperformance of the business.
- b) **Remuneration Committee** – meets twice a year, and approves the pay policies of the organisation.
- c) **Ethics Committee** – meets when required, and promotes, develops and maintains high standards of governance for the organisation.
- d) **Direct Labour Organisation (DLO) Committee** – meets four times a year to discuss the value and risk of turning the DLO into a subsidiary.

There will also be four strategic sessions for Board in 2014/15, to enable discussion and agreement of strategic direction.

The Executive Management Team

The Executive Management Team is responsible for the strategic management of the organisation and for setting the key strategic objectives in the Business Plan. Its structure is illustrated in the chart below:

